I am enclosing this month's edition of the HHS Performance Update

Here is this month's edition of the HHS Performance Update. This e-newsletter provides recent news and promising practices in performance management reforms in social services and public health programs. It provides useful information about research and innovations in key social services and public health program areas.

If your social service or public health program has recently implemented reforms in performance management or budgeting and you want to share the results, please send me an email with some of the details and I can have my research staff get in touch with you. We need to highlight and share management innovations in all areas of government!

-Carl DeMaio




**December 2004**

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If you find this newsletter useful and informative, please forward it to your friends and colleagues!

## Results-Based Management in Social Services & Public Health

### Labor Department Achieves Highest Management Rating for Financial Performance

The U.S. Department of Labor (DOL) recently achieved the highest rating for its financial management, as measured against the standards of the President's Management Agenda (PMA). Labor is one of only four Cabinet-level departments and two federal agencies to have achieved a score of “green” in the area of financial performance in the latest scorecard issued by the Office of Management and Budget. Among the reasons DOL moved to “green” status for financial performance is a series of improvements in providing accurate, timely and reliable financial information to managers and decision-makers across the department. DOL's efforts to integrate financial and program performance information increases the accountability of the department's programs by delivering results effectively and efficiently. For more information, please visit: http://www.dol.gov/dol/pma/pma_results.htm.

### HHS Awards $200,000,000 in High Performance Bonuses

Recently, Health and Human Services Secretary Tommy G. Thompson announced the awarding of $200,000,000 in Temporary Assistance for Needy Families (TANF) High Performance Bonuses to 37 states and the District of Columbia. The awards were for successfully moving more welfare recipients from welfare to work, improving job retention, demonstrating increased earnings or for meeting other goals of the TANF program. The welfare reform legislation of 1996 authorized funding for annual performance achievement bonuses within the TANF program. Award amounts for each state depended upon their performance and the size of each state's TANF block grant. For a complete list of high performance bonuses, go to: http://www.acf.hhs.gov/news/press/2004/hpb_data03.htm.

**Inclusionary Zoning Gains Momentum Nationwide**

With theirs now the largest city ever to adopt a mandatory inclusionary zoning policy, officials in the City of Madison, Wisconsin, are encouraging advocates in other cities across the country to adopt such policies for the development of affordable housing. Inclusionary zoning is a key policy for promoting the development of affordable housing by requiring developers to allot a certain percentage of housing units in a new development as "affordable to low and moderate-income" households. In exchange, developers can receive various forms of compensation in the form of bonuses, and/or expedited permits that reduce the cost of construction. For more information on the report, please visit: http://www.policylink.org/EDUpdates/

**The 2004 Conference on Performance Measures & Performance-Based Contracting for Social Services (December 8-9, Arlington, VA)**

One of the most important challenges facing social services agencies today is the need to implement performance-based service acquisition to meet mission goals. Efforts to improve government contracting now require a more results-oriented approach, which can confuse all those involved in the contract and grant process. To improve contracting for your social services program, we invite you to attend the upcoming 2004 National Conference on Performance Measurement & Performance-Based Contracting for Social Services, December 8-9 in Arlington, VA. Join leaders from state and local social services agencies from across the nation as they share best practices, lessons learned and innovative strategies for outcome-oriented management and performance-based contracting for social services. Strengthen outcome-oriented management with the appropriate performance measures. Learn what the "right" measures are and utilize them to develop a framework for performance measurement within your social services program. With these tools, you will develop the performance indicators consistent with long-term development of your social services mission to better manage contracts and grants. For more information and registration, please visit: http://www.performanceweb.org/social/s191/s191_index.htm

## Workforce Development & Self-Sufficiency Innovations

### GAO Releases Report on Opportunities to Help People with Impairments to Move Toward Self-Sufficiency

The Government Accountability Office (GAO) released a report in September on the extent to which Temporary Assistance for Needy Families (TANF) recipients with impairments are encouraged to apply for Supplemental Security Income (SSI). The report also covered the changes in both TANF and SSI, whether or not work requirements are imposed on TANF recipients, and the range of services offered to SSI participants. GAO found that TANF offices are referring recipients with impairments to SSI… a move that will have an effect on SSI caseloads. GAO also documented that while non-cash services are offered to those who are exempt from work requirements due to impairments, those services are hardly utilized. To help individuals with impairments become more self-sufficient and to address the gap in continuous work services between the TANF and SSI programs, GAO recommended that the Social Security Administration (SSA), as part of a new demonstration project, work with TANF offices to develop screening tools, assessments, or other data that would identify those TANF recipients with impairments who while potentially eligible for SSI may also be capable of working. For more information and to download this report, please visit: http://www.gao.gov/new.items/d04878.pdf.

### Seven States Chosen to Participate in a Test of Personal Reemployment Accounts

Secretary of Labor Elaine L. Chao recently announced the seven states have been to be part of a nearly $7.9 million demonstration project to allow unemployed workers to use Personal Reemployment Accounts to find new jobs. The seven states selected to test the effectiveness of the Accounts are Florida, Idaho, Minnesota, Mississippi, Montana, Texas, and West Virginia. Personal Reemployment Accounts are personally managed funds that eligible unemployed workers use to purchase job training and supportive services and products from either the marketplace or public one-stop career centers. Participating states will be able to offer individual accounts of up to $3,000 to unemployed workers most likely to exhaust their Unemployment Insurance benefits before finding employment. Personal Reemployment Accounts are additional benefits and will not affect traditional UI benefits. States involved in the demonstration project will also offer a reemployment bonus feature. Workers who find employment within 13 weeks of receiving a Personal Reemployment Account will receive a bonus payment of 60 percent at the time of employment and 40 percent after staying employed for six months. For more information on Personal Reemployment Accounts, please visit: http://www.doleta.gov/PRA_factsheet.cfm.

### High Growth Job Training Initiative Highlights High-Tech Industry in Florida

Secretary Chao touted the creation of thousands of new high-tech jobs in Florida during her announcement of a new national $3 million job-training initiative for aerospace workers and her tour of a Verizon facility in Tampa, where broadband communications workers are undergoing job training. The aerospace training initiative is part of President Bush's overall High Growth Job Training Initiative and will directly benefit Florida workers through two grants – a $362,000 grant to help the Florida Space Research Institute reach out to math and science teachers in Florida, and a second grant of $98,000 to help Brevard Community College introduce young people to the knowledge and skills they need to pursue careers in aerospace. Secretary Chao announced the grants after touring Verizon's Temple Terrace Training Facility, which is helping to train workers

for careers in broadband communications – another high-growth, high-tech sector. Studies show that the widespread development of broadband in Florida alone will create 26,300 new jobs and increase the state's economy by more than $26 billion. In addition, Secretary Chao noted, the aerospace grants will help develop the pipeline of highly skilled workers and professionals necessary for a vibrant aerospace industry. To learn more about the initiative, please visit the Business Relations Group, http://www.doleta.gov/BRG/JobTrainInitiative/.

**The 2005 National Conference on One-Stop Career Center Performance (January 13-14, 2005, New Orleans, LA)**

Red tape and paperwork is often more burdensome than the task of connecting employment, education and training services into a coherent network of resources. Fortunately, hundreds of One-Stop Career Centers successfully promote employee quality and retention with streamlined approaches and performance measures. Join workforce development experts and leaders at the 2005 National Conference on One-Stop Career Center Performance. This conference encourages the participation of One-Stop Center operators, Workforce Investment Boards and workforce development stakeholders to share best practices and lessons learned when managing and providing useful employment information and resources to local areas. Develop performance measures that validate your case management, report outcomes and ensure your center's hard-to-place individuals are developing the skills necessary to obtain and maintain a job. Realign and improve the workforce system's capacity to meet the changing needs of business by assisting with recruitment, training and retention of skilled workers. For more information and to register, please visit: http://www.performanceweb.org/pi/events/index.htm.

**The 2005 National Conference on Workforce Development and Job Placement Strategies for Health Care (February 24-25, Miami, FL)**

Today, there is a critical current and projected shortage of nursing and affiliated health care workers in the U.S. If left unaddressed, this shortage will have severe and damaging impacts upon the quality of health care services. The public workforce is now working with the Department of labor, private business and educators at the high school and community college levels to help prepare workers for skilled jobs in the health-care industry. Solutions and promising practices in designing, managing and funding workforce development and job placement programs for the health care industry are available at the 2005 National Conference on Workforce Development and Job Placement Strategies for Health Care, February 24-25, 2005 in Miami, Fl. Identify and implement health care job training program solutions in your community to provide employment opportunities to unemployed and underemployed workers while satisfying the need for skilled health care workers. For more information, please visit; http://www.performanceweb.org/pi/events/index.htm.

## Child and Family Services Innovations

### HHS Awards Adoption Bonuses to States

U.S. Department of Health and Human Services Secretary Tommy Thompson recently announced the awarding of $17,896,000 in adoption bonuses to 31 states and Puerto Rico. The funding comes from the Adoption Incentives Program and is given to states that were successful in increasing the number of adoptions from the public child welfare system from the number of adoptions in 2002. This is the first time that bonuses have been given to states and territories since the program was revised and strengthened in December 2003. The bonuses go to state child welfare agencies for a variety of child welfare and other related services including adoption and adoption-related services. The adoption bonus is in addition to a website previously launched by ACF--www.adoptuskids.org--aimed at the recruitment and retention of adoptive families for children in the foster care system. For a complete list of HHS adoption bonuses, go to www.acf.hhs.gov/adop_inc_2003.htm.

### Permanency Planning Mediation: Decreasing Time to Permanence

A recently released final evaluation report from the Permanency Planning Mediation Pilot (PPMP) Program in Michigan suggests mediation in child welfare cases can result in positive outcomes for children, families, professionals, and systems without increasing the overall costs of judicial and administrative handling of child welfare cases. The report, released in June 2004, provides a retrospective look at the first three years of child protection mediation in seven pilot program sites. Researchers analyzed case characteristics and outcomes for 207 (86 percent) of the 289 mediation referrals during 1999, 2000, and 2001. Cases represented all types of child maltreatment and were referred to the program at all stages in the legal process, from preadjudication through completion of petitions to adopt. From their findings, the authors concluded that mediation is a reasonable option in the range of legal responses to child maltreatment and protection. The authors also suggest that while precise financial savings were not demonstrated by this study, it is reasonable to conclude there are financial benefits to be gained from a mediation program staffed with trained volunteers. To view the report from the Michigan Courts website, please visit: http://courts.michigan.gov/scao/resources/publications/reports/PPMPevaluation2004.pdf.

### The 2004 National Summit on Eliminating Gang Violence--Suppress, Intervene and Prevent Gang Activity within Your Community (December 13-15, Miami, FL)

Gang-related homicides in the United States are up 50 percent from 1999. While the problem of gangs once only occupied major metropolitan areas, today gang violence makes no distinction along socio-economic lines. Gangs have increasingly spread throughout communities nationwide, drawing members from all walks of life. Intrinsic to developing a preventative plan to eliminate

gangs is to first asses the major issues and barriers to reducing gang violence in your community. In order to implement an effective program aimed at eliminating gang violence, it is imperative that all agencies within a community work together to develop a strategic anti-gang plan. Create and implement a community-wide program aimed at eliminating gangs through the collaborative efforts of local law enforcement, schools and community outreach program managers. This conference is designed to provide comprehensive coverage of: the history and key attributes of gangs and gang activity; best-practice programs for eliminating and preventing gang violence; the role of law enforcement in community gang efforts; and statewide initiatives and partnerships to combat gang activity. For more information and to register, please visit: http://www.performanceweb.org/ledc/l158/l158.htm

**The 2005 Child Welfare Performance Conference (March 30-April 1, San Diego, CA)**

The child welfare field is undergoing dramatic changes, with increasing demands for accountability, quality, and improved outcomes for children and families. All states must achieve conformity to the outcomes and systemic factors outlined in The Child and Family Services Reviews (CFSR), which are mandated by the Social Security Amendments of 1994 and administered by the Department of Health and Human Services. The CFSR is a results-oriented review system designed to assist states in improving outcomes for children and families. Many states have experienced common challenges in achieving conformity to outcomes of safety, permanency, and well-being of children within the child welfare system. In this conference you will identify those challenges and how to improve the performance. States widely vary in their performance outcomes. It is important for all states to meet the criteria for substantial conformity to the national standards for the measures related to that particular outcome. Identify key lessons learned for all three phases of the Child and Family Services Reviews and to improve implementation and performance. For more information and to register for this conference, please visit: http://www.performanceweb.org/pi/events/index.htm.

## Behavioral & Public Health Services Innovations

**New AHRQ Survey Helps Hospitals Measure and Improve Patient Safety Culture**

The U.S. Department of Health and Human Services' Agency for Healthcare Research and Quality recently announced a new tool to help hospitals and health systems evaluate employee attitudes about patient safety within specific facilities. The Hospital Survey on Patient Safety Culture, being released in partnership with Premier, Inc., the Department of Defense, and the American Hospital Association, addresses a critical aspect of patient safety improvement: measuring organizational conditions that can lead to adverse events and patient harm. Assessments of patient safety culture typically include an evaluation of a variety of organizational factors that have an impact on patient safety, including: awareness about safety issues, evaluating specific patient safety interventions, tracking changes in patient safety over time, setting internal and external benchmarks, and fulfilling regulatory requirements or other directives. The Hospital Survey on Patient Safety Culture includes the survey guide, the survey, as well as a feedback report template in which hospitals can enter their data to produce customized feedback reports for hospital management and staff. These items provide hospitals

with the basic knowledge and tools needed to conduct a safety culture assessment and suggestions about how to use the data. The survey was pilot-tested with over 1,400 hospital employees from 21 hospitals in the United States to ensure that the items were easily understood and relevant to patient safety in a hospital. The survey can be found online at www.ahrq.gov/qual/hospculture/.

**New Jersey's Acting Governor Creates Task Force for Mental Health**

Richard J. Codey, New Jersey's Acting Governor, recently signed an executive order creating a task force that will recommend ways to better help persons with mental illnesses lead normal lives. Prior to signing the executive order, Codey met with mental health advocates from across New Jersey, who joined him for the signing ceremony in the Governor's Outer Office. The executive order establishes an 11-member Mental Health Task Force that will examine issues ranging from housing to jobs to access to care for the mentally ill. Under the order, the task force is required to organize a statewide Mental Health Summit, hold at least three public hearings and form advisory committees that may include non-members of the task force. The task force will submit a final report to the Acting Governor and the Legislature by March 31, 2005. For more on the signed executive order, please visit: http://www.naminj.org/advocacy/adv_enews.html.

**CDC and States Plan to Distribute 10.3 Million Flu Shots Nationwide**

In response to the widely reported flu vaccine shortage, public health officials nationwide have collaborated with the Centers for Disease Control and Prevention (CDC) and recently announced plans to distribute the remaining 10.3 million doses of Aventis Pasteur influenza vaccine to state health departments, which will then help ensure the doses reach those people at highest risk of complications from influenza. The vaccine will be distributed over several weeks through December and into January. Under the plan outlined, states and territories will be receiving 100 percent of any orders they had originally placed under federal, state, and multi-state contracts. Overall, this accounts for 3.1 million doses of vaccine. The distribution plan for the 7.2 million doses takes into account three things: 1) the number of high-priority individuals in the state, 2) the number of doses the state has already received and 3) the state's unmet needs. In the coming weeks, another 1.2 million doses of pediatric will be allocated to states using the same approach. The vaccine has gone to state public health departments, the Department of Veterans Affairs, long-term care facilities/acute care hospitals, Vaccines for Children program providers, private physicians who care for young children, HMOs and private providers serving high-priority groups. For more information about the flu, visit the CDC Website: http://www.cdc.gov/flu.

## Grants, Contracts & Partnerships News

### HHS Awards 21 Grants Totaling $230 Million for Strategic Prevention Framework State Incentive Grants

Secretary Thompson recently announced 21 grants totaling $230 million over five years to implement the Strategic Prevention Framework State Incentive Grants to advance community-based programs for substance abuse prevention, mental health promotion and mental illness prevention. HHS' Substance Abuse and Mental Health Services Administration (SAMHSA) will administer the grants. The funds will be used to implement a five-step process known to promote youth development, reduce risk-taking behaviors, build on assets, and prevent problem behaviors. These grants will allow the programs to provide leadership, technical support and monitoring to ensure that participating communities are successful. The success of the grants will be measured by specific measurable outcomes, among them: abstinence from drug use and alcohol abuse, reduction in substance abuse-related crime, attainment of employment or enrollment in school, increased stability in family and living conditions, increased access to services, and increased social connectedness. For more information, please visit: http://www.ccapt.org/news_story.html?item=364.

### SAMHSA Makes $16 Million Available for Targeted Capacity Expansion Grants

The Substance Abuse and Mental Health Services Administration has announced the availability of FY2005 funds for Grants to Expand Substance Abuse Treatment Capacity in Targeted Area of Need. One of SAMHSA's Services Grants, Targeted Capacity Expansion (TCE), provides funds to expand and enhance the community's ability to provide comprehensive, integrated, and community-based response to a targeted, well-documented substance abuse treatment capacity problem and/or improve the quality and intensity of services in a local area. It is expected that approximately $16 million will be available to fund programs in three categories of need: 1) Treatment for American Indian/Alaska Native or Asian American/Pacific Islanders; 2) Treatment focused on methamphetamine and other emerging drugs; 3) Campus screening and brief intervention to combat both underage drinking and substance use and promote innovative screening, brief intervention and referral to treatment of college and university students with, or at high risk of, substance use disorders. It is expected that $5.3 million will be available for approximately 11 awards in each category. The maximum allowable award is $500,000 per year for up to three years. The grants will be awarded by SAMHSA's Center for Substance Abuse Treatment (CSAT). For more information or to apply please visit: www.samhsa.gov.

### The 2005 National Conference on Performance-Based Grants Management (February 1-3, 2005, Washington, DC)

As we move closer to a fully results-oriented management system in government, grant making agencies and non-profit organizations must insure their grantees meet specific performance standards in order to continue qualifying for federal, state and private financial assistance. This

training will provide grant managers with the skills necessary to design and award grants that are performance-based in their origin and incorporate evaluation and reporting strategies within their structure. Through the use of the Government Performance Logic Model framework, both managers and recipients will be able to focus on developing performance goals, timelines and resource allocation strategies specific to each grant or program. For more information or to register for this conference, please visit: http://www.performanceweb.org/performancemanagement/p373/p373.htm.

## Program Spotlight: The Performance Outcomes Measures Project (POMP)

The Administration on Aging is sponsoring an effort to develop and field-test a core set of performance measures for state and community programs on aging, operating under the Older Americans Act (OAA). **The Performance Outcomes Measures Project (POMP)** helps states and area agencies on aging assess their own program performance, while assisting the Administration on Aging in meeting the accountability provisions of the Government Performance and Results Act, and the Office of Management and Budget's Program Assessment Rating Tool for evaluating program performance.
The OAA establishes service programs for the elderly and assures that state and local agencies are given wide latitude to design services tailored to the needs of their regions and communities. One challenge for the federal government is to devise a means to improve the performance of the program nationally while preserving and promoting the diversity of program design and administration. With POMP, AoA is providing states and area agencies with the tools to identify elements of service quality, so that they can make service systems more efficient and effective at the local level.

Through a collaborative process initiated in 1999, AoA and representatives from across the country have crafted survey instruments to measure elements of service quality and consumer service assessment. POMP is demonstrating the ability of state and area agencies on aging to apply statistically sound sampling techniques to obtain numeric measures of program performance. The program has been developing and refining performance measurement surveys for the assessment of services provided under Title III OAA for the past five years. The areas for which POMP has developed measures include: caregivers, congregate nutrition program, homemaker services, home delivered nutrition program, information and assistance assessment, and transportation services. AoA is working on researching developing case management and senior center performance measurement surveys as well.

The survey instruments are available at www.gpra.net for use by states and area agencies. Some agencies have raised the level of awareness about their programs, and the level of funding by presenting the results of their performance measurement surveys to elected officials, philanthropic organizations and other sources of financial support. Others have made program improvements, using the survey results to identify areas in need of attention.

After the POMP instruments had demonstrated results at the state and local levels, the national pilot survey was undertaken to determine the feasibility of employing the POMP performance

measurement methodology at the national level. Secondary purposes, assuming the feasibility, were to: 1) develop annual performance targets and begin to measure progress toward long-term performance targets; 2) develop preliminary national benchmarks for use by states and AAAs; 3) develop plans for a full-scale national performance measurement study in FY 2005 with sample sizes large enough to allow for analysis by subgroup and geographical region; 4) explore the feasibility of substituting survey reporting for some of the program reporting requirements; 5) plan the next phase of POMP; and 6) assess, at the federal level, the practical utility of the various performance measurement instruments and, within the instruments, of the various data elements. Ultimately, performance measurement information is incorporated into AoA planning and budgeting.

The POMP V grantees have completed development of revised surveys for the caregiver support programs and the nutrition programs. They have completed work on the first case management survey under POMP and the senior center survey is in progress. Also, all POMP 5 documents and the POMP archive are available at www.pomp5.net. For more information, please visit: http://www.gpra.net/surveys/35348BPOMP6.pdf

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The **Health & Human Services Performance Update** is provided as an informational newsletter to all social services, public health and workforce development agencies about news and innovations in performance management reforms in social service and public health programs.

The **Performance Institute** is a private think tank that serves as the nation's leading authority and repository on performance-based management practices for government organizations. Its mission is to identify, study and disseminate the leading management innovations pioneered by "best-in-class" government programs at federal, state and local levels. Through its national conferences on pressing issues, interactive executive training programs, and best practice research projects, the Institute provides cutting-edge expertise in the design, implementation and evaluation of strategies to solve operational challenges and enhance government performance.

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