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



October 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

HHS Released Report on Performance of Child and Family Services

The Children's Bureau of the U.S. Department of Health and Human Services released its report on findings from the initial Child and Family Services Reviews (CFSRs) for 2001 to 2004. This is the first report that includes data from all 50 states, the District of Columbia, and Puerto Rico regarding their conformity with federal standards for child welfare. The CFSRs are a comprehensive monitoring process that incorporates three phases: (1) a self-assessment by each State of its child welfare system, (2) an onsite assessment of each State's child welfare system by HHS reviewers, and (3) development of a program improvement plan (PIP) by each State to address areas in need of improvement. The CFSRs set outcome goals for the safety, permanency, and well-being of children and families, as well as for systemic factors related to

child welfare agency operations. Each state is assessed against these outcomes by measuring performance on 45 indicators. For more information on the report, please visit: www.acf.hhs.gov/programs/cb/cwrp/results.htm.

The 2004 Conference on Performance Measures & Performance-based Contracting for Public Health (December 6-7, Washington, DC)

As we move closer and closer to a performance-based government, public health agencies are scrambling to establish measures and performance plans for the myriad of programs under their supervision. The increased focus on performance comes hand-in-hand with an important increase in government transparency. You and your contracting team are invited to attend the 2004 Performance Measures and Performance-Based Contracting for Public Health Programs, in Washington, DC this December 6-7th at the Washington Plaza Hotel. This event will provide a comprehensive update on federal, state and local efforts to use PBC for the delivery of public health services, as well as the latest practices for designing and managing performance-based contracts. The summit also features a “who’s who” of performance-based contracting experts who will discuss the Seven-Step Framework and the Logic Model approach to performance contracting. The absence of a solid performance management system has weakened the performance measures used by many public health programs. Utilizing the Government Performance Logic Model, you can establish end and intermediate outcomes, as well as the strategies needed to reach them. For more information and to register today, please visit: http://www.performanceweb.org/social/h116/h116_index.htm

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

Second Annual Workforce Excellence Summit a Success!

Last month, the Second Annual Workforce Excellence Summit was hosted at the Georgetown Conference Center, Washington, D.C. The three-day summit, which was organized by The Performance Institute, was marked by powerful presentations from national policy leaders, researchers, and state and local workforce development leaders. More than 100 workforce investment board members, one-stop center operators, frontline staff, state workforce investment and economic development program managers, workforce development researchers and policymakers participated. Maria Flynn, administrator of the Office of Policy Development and Research in the Department of Labor’s Employment and Training Administration, delivered the keynote address on current DOL initiatives and national trends for workforce development performance.

Stephanie Powers, CEO, National Association of Workforce Boards (NAWB) joined Maria Flynn for an interactive panel discussion with delegates on the challenges of the system and solutions that some communities are pursuing. Many ideas and suggestions were exchanged in light of the pending reauthorization of Workforce Investment Act. The panel discussion provided an overview of current trends in linking economic development to workforce development. Throughout the three-day summit, more than 40 sessions addressed solutions and innovations for the changing perspectives on workforce system performance standards, strategies for career advancement and job retention for hard-to-serve populations. To view several of the presentations made at the Summit, please visit: http://www.performanceweb.org/social/index.htm.

Implement a Disaster Management Plan for Your One-Stop Center

With the historic number of hurricanes that have recently bombarded the State of Florida, the weakened ability of the public workforce development system to get the community back on its feet has been brought to center stage. In a time where people need career services even more, the infrastructure of the workforce system has been handicapped by natural disaster, making it that much harder to serve the immediate needs of the community. An operator of a One-Stop Center has a responsibility to its customers and staff to have a well-developed and tested Disaster Management Plan. Even if your One-Stop Center is not located in a “disaster-prone” area, you should still have a Disaster Management Plan that includes participation in the relief and rescue effort. TTI America has developed a five-point disaster preparation, rescue, relief and recovery plan for the response and aftermath of a natural disaster. Implementing key strategies to get businesses back online is crucial to the recovery of a community's economy. To learn more about TTI's disaster management plan for one-stop career centers, please visit http://www.ttiamerica.com/

More information will also be available at the 2005 One-Stop Career Center Performance Conference, being hosted by The Performance Institute January 13-14, 2005 in New Orleans. TTI will deliver a presentation about its disaster management plan. More information will be available soon at: http://www.performanceweb.org/pi/events/index.htm.

Labor Secretary Chao Kicks Off Recovery and Employment Initiative for Injured and Wounded Veterans

Earlier this month, U.S. Secretary of Labor Elaine L. Chao announced the first phase of REALifelines, a new workforce development program to provide individualized job training, counseling and re-employment services to veterans seriously injured or wounded in the War on Terrorism. This initiative is a joint project of the U.S. Department of Labor, the Bethesda Naval Medical Center and the Walter Reed Army Medical Center. The main focus of this program is to establish teams of professionals to work with returning vets at the Walter Reed and Bethesda Naval Hospitals and perform assessment of career interests, talents and special needs. They will provide guidance on job training and career paths. A national follow-up system will be put in place to help vets when they return home with transitions into the private sector. A key part of the program will be the services available at the Department of Labor's nationwide network of One Stop Career Centers. In addition to assisting wounded veterans, job training and employment services will also be made available to spouses in families that have suffered an active duty casualty, as well as to

family members who have temporarily left their jobs to be with their loved ones during recovery. To learn more about this initiative, please visit: http://www.dol.gov/opa/media/press/vets/VETS20041947.htm

Website Launched to Combat Discrimination Against Youth Workers

The Equal Employment Opportunity Commission has begun an effort called "Youth@Work" to increase public awareness about federal antidiscrimination laws as they relate to teens in the workplace. The initiative's website contains information that explains the different kinds of job discrimination that young workers may encounter and suggests strategies they can use to prevent, and if necessary, respond to such discrimination. The site also includes an interactive tool that tests the user's understanding of bias laws by analyzing sample job discrimination scenarios and highlights recent cases brought by teen workers. For more information, please visit: http://youth.eeoc.gov.

National Youth Employment Coalition Expands Quality Improvement Resource

NYEC is undertaking a PEPNet Enhancement Project this year with the goal of expanding and strengthening PEPNet as a resource that improves the quality and effectiveness of youth programming. A central part of the Enhancement Project is the revision of the PEPNet criteria and materials to reflect the latest research and field-based practice. Following an extensive literature review of current research in youth employment, youth development, and related fields, we developed updated criteria, and incorporated them into a draft self assessment tool. For details about our progress to-date, visit http://www.nyec.org/pepnet/enhancement_project.html

The 2005 National Conference on One-Stop Career Center Performance--Promising Practices and Performance Management for Effective Workforce Development (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.

Child and Family Services Innovations

Report on Children of Immigrant Families Released

The journal "Future of Children" recently released the report, "Children of Immigrant Families," examining the strengths and challenges that set children of immigrant families apart from the mainstream population. Indicators of child well-being vary widely based on the family's country of origin. Some parents are legal immigrants, some are refugees, and some are undocumented. While the children in immigrant families often share the same hardships experienced by other children in low-income families, what's needed to help them overcome these hardships requires a greater understanding of each group's unique circumstances. Children of immigrants often need special help to compensate for difficulties adjusting to American culture, low parental education levels, lack of access to supports and programs due their families' citizenship status, and most importantly, inadequate English language skills. The complete edition of "Children of Immigrant Families" journal can be found at: http://www.futureofchildren.org/pubs-info3775/pubs-info.htm?doc_id=240166

Poor Children Denied Mental Health Services

Research has shown that poverty and a lack of access to mental health services significantly increases the likelihood that a child will enter the juvenile justice system. Some studies indicate that as many as 1 in 3 incarcerated juveniles have an undiagnosed mental illness. A report released this week by the Urban Institute further explores the link between family income and mental illness, revealing that while 1 in every 10 children has some mental health problem, the rates for poor children are even higher. This brief fills some of the knowledge gaps about the unique roles of Medicaid -- the dominant payer for mental health services for poor children -- and of SCHIP, a newer program

whose role is still evolving. To view the report, please visit: http://www.urban.org/Template.cfm?NavMenuID=24&template=/TaggedContent/ViewPublication.cfm&PublicationID=8974

SAMHSA Releases Guild to Integrate Substance Abuse Treatment with Family Therapy

The Substance Abuse and Mental Health Services Administration (SAMHSA) recently unveiled the first practical guide for substance abuse treatment counselors to incorporate family therapy techniques. The guide, "Substance Abuse Treatment and Family Therapy" also includes information to provide family therapists with basic information about treatment models and the role of 12 step self-help programs in substance abuse treatment. "Substance Abuse Treatment and Family Therapy," SAMHSA's Treatment Improvement Protocol (TIP) #39, includes discussion of treatment models that integrate substance abuse treatment and family therapy. These models can serve as a guide for joint treatment of the addicted person and his or her family and others with close emotional connections. To view the guide, please visit: http://www.ncbi.nlm.nih.gov/books/bv.fcgi?rid=hstat5.chapter.70382

Youth Violence: Less Violence, More Fear in Schools?

An article from the Journal of the American Medical Association reports on findings from a Centers for Disease Control analysis of the national Youth Risk Behavior Survey (YRBS) that tracked violent behavior in high schools over the past decade. The article, entitled "Violence-Related Behaviors Among High School Students-United States, 1991-2003" paints a mixed picture of youth violence. While "violence-related" behaviors decreased during the years studied, students were increasingly likely to miss school because they felt unsafe. Indeed, in 2003 nearly 1 out of every 10 high school students reported having been threatened or injured with a weapon on school property over the prior year. Equally disquieting was the article's revelation that homicide and suicide compromise approximately 25 percent of deaths among persons aged 10-24 in the United States. View the article at: http://jama.ama-assn.org/cgi/content/full/292/10/1168

OJJDP Releases Report Examining Juvenile Crime

Last month, Office of Juvenile Justice and Delinquency Prevention announced the availability of the latest edition of its journal, "Juvenile Justice." This 35-page journal focuses on research that assesses how and why children become

delinquent. The issue's lead article examines the findings and policy implications of OJJDP's Program of Research on the Causes and Correlates of Delinquency, the largest, most comprehensive investigation of the causes and correlates of delinquency undertaken to date. A second feature article demonstrates how such longitudinal research contributes to crafting a strategic response to youth gang involvement. The September 2004 edition of "Juvenile Justice" is available online at http://ojjdp.ncjrs.org/publications/PubAbstract.asp?pubi=11800

The 2004 Symposium on Domestic Violence--Create Safer Communities (November 15-16, San Diego, CA)

The epidemic of domestic abuse and family violence in the United States reveals an annual incidence of abuse by family members that is conservatively estimated at 2–4 million for children, nearly 4 million for women, and 1–2 million for older adults. There is a serious need to improve service delivery, accountability and outcomes for all domestic and family abuse services. Attend this important Symposium on Domestic Violence prevention and intervention strategies. Identify promising practices for social services, health and law enforcement agencies as well as domestic violence service providers to improve intervention and prevention outcomes, program management and comprehensive service delivery. Join us for an interactive tour of the national recognized San Diego Family Justice Center, the most comprehensive "one-stop shop" in the nation for victims of family violence and their children. For more information or to register, please visit: http://www.performanceweb.org/social/s190/s190_index.htm

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

Behavioral & Public Health Services Innovations

HHS Secretary Thompson and Office of Personnel Management Director Kay Coles James Launch Initiative to Increase Public Health

Recently, Health and Human Services Secretary Tommy G. Thompson and Office of Personnel Management (OPM) Director Kay Coles James launched the HealthierFeds Physical Activity Challenge, the first government-wide effort to encourage federal employees to get moving for health. The campaign, which is part of President George W. Bush's HealthierUS initiative, will help motivate the federal workforce to make physical activity a daily habit. The goal for HealthierFeds participants is to meet daily physical activity goals of 30 minutes a day, five days a week, for six weeks. Participants can choose from a list of more than 100 activities and log their activity online in increments as small as five minutes. The HealthierFeds Physical Activity Challenge will utilize the President's Challenge, a program of the President's Council on Physical Fitness and Sports. The HealthierFeds Physical Activity Challenge provides all federal employees with the tools and motivation to take steps to improve their health and well-being. For more information or to sign up online, please visit: www.healthierfeds.gov

Medicare Advantage Plans Expand to Improve Coverage to Seniors

HHS Secretary Tommy G. Thompson announced this month Medicare Advantage plans were seeking to expand coverage to 1.6 million additional seniors and persons with disabilities, while also lowering their premium and out of pocket covered services costs by an average of 10 percent and providing more benefits -- evidence that the new Medicare Modernization law is a successful investment in seniors and their access to better health care benefits. Secretary Thompson said that 35 Medicare Advantage plans had made new applications to provide coverage and 22 had applied for expansion

of service areas. If approved, this translates into 1.6 million additional Medicare beneficiaries living in 93 counties and 11 states who will have access to Medicare Advantage plans. This expansion is on top of the nearly 5 million Medicare beneficiaries enrolled in Medicare Advantage plans who will continue to receive high quality care at affordable costs in 2005. For more information, please visit CMS at www.medicare.gov .

Community Partnership Enables New Critical Access Hospital to Open in Rural Nebraska

Rural health issues such as traveling long distances for specific health care or for a medical procedure has long been a disadvantage to rural communities. The rural community of Crete, Nebraska, as found itself a success story in its new $15.8 million medical center integrated the hospital and medical clinic. The administrator of the previous public-owned hospital, Joseph Lohrman, arranged a partnership between the hospital and BryanLGH Health System, a non-profit health care company. The Critical Access Hospital (CAH) hit some minor hesitation within the community since it was changing from a public-owned hospital to a private-owned facility. To ease those fears, an oversight committee was established and included medical staff, members of the chamber of local commerce, county commissioners and other community representatives. The community remained active in the construction and design of the facility. Public hearings were held to address local concerns and coordinate with the architect of the new hospital. To learn more about promising practices in rural health, please email: info@raconline.org.

Grants, Contracts & Partnerships News

US Department of Labor Awards $1.5 Million Grant to Address Chronic Homelessness Among People with Disabilities

U.S. Labor Secretary Elaine L. Chao recently awarded a $1.5 million technical assistance grant to the Corporation for Supportive Housing to work to end chronic homelessness among persons with disabilities. This grant award, known as the Chronic Homelessness Employment Technical Assistance (CHETA) Initiative, is a cooperative effort between the department's Office of Disability Employment Policy, the Employment and Training Administration and the Veterans Employment and Training Service. The Corporation for Supportive Housing, with offices in 10 states, is a national non-profit

organization dedicated to helping local communities develop services that support the homeless. DOL addresses the needs of homeless Americans through intervention and prevention programs including the Homeless Veterans Reintegration Program, the Incarcerated Veterans Transition Program and the Job Corps Foster Care Recruitment Initiative. Information for on the department's homeless programs can be accessed at: www.dol.gov/dol/audience/aud-homeless.htm

The American Association of Grants Professionals 6th Annual Conference (November 10-13, Boston, MA)

The American Association of Grants Professionals (AAGP) will host its 6th Annual Conference on November 10-13, 2004 at the Westin Copley Place Hotel in Boston. The conference will offer more than 50 workshops, three keynote sessions, an Author's Event, two all-day grant writing workshops and FREE individual proposal review and critique services. Participants will have a chance to network with grants professionals from the nonprofit, higher education, K-12 education, social service and government sectors. The sessions will provide information, connections, technical ideas and program strategies. For more information or to register, please contact Gail Vertz, Executive Director of AAGP at (913) 980-5310 or ExecutiveDirector@GrantProfessionals.org or Charlotte Harris at (617) 635-9221 or charris@boston.k12.ma.us for registration information. The URL for online information is: http://www.grantprofessionals.org/Conference%202003/conferences.htm.

Department of Labor's Employment and Training Administration Announces the Availability of Demonstration Grant Funds

The Employment and Training Administration will make available approximately $10 million in demonstration grant funds to address labor shortages, innovative training strategies, and other workforce challenges in the Healthcare and Biotechnology industries as identified through the President's High Growth Job Training Initiative. The health care industry is predicted by DOL to grow at a rate of 28 percent between 2002-2010, adding 3.5 million jobs. Programs supported by these grants will serve as models for the public workforce system to equip workers with skills needed to hold good jobs at good pay and continue providing Americas with qualify health care. The deadline is November 2. For more information, please visit: http://www.doleta.gov.

CDC Awards Health Protection Research Initiative Grants

The Centers for Disease Control have awarded $21.7 million in grants-focused on research to 1) develop effective health promotion and prevention programs at the workplace, 2) support projects that foster researcher and institutional training in public health research; and 3) fund two “Centers of Excellence” that will explore economic solutions to developing, evaluating and implementing health promotion programs and policies and assessing their cost effectiveness. Twenty-one of the total 57 grants were awarded to projects in 22 states. These funds will be used to develop strategies to increase physical activity, improve diets and nutrition, and reduce obesity—particularly in workplace settings. CDC received more than 200 applications for the new funding. Panels of scientific experts outside of the federal government reviewed and ranked the grants. The grants follow CDC’s launch last spring of the “Health Protection Research Initiative,” a new grant program designed to promote and protect the health of Americans by funding research that could produce science-based recommendations that could be adopted by health departments, health care providers, employers and policy makers. More information on the initiative and the recent grants can be found at www.cdc.gov/od/hpri/.

State Grants Summits Scheduled for Texas, California and Florida

The Performance Institute is sponsoring three distinct “State Grants Summits” in Texas, California and Florida this Fall. These events are designed to provide attendees with best practices and strategies to improve the success rate in finding, winning and managing grants. Our faculty of national and state-based leaders in grant management will share “secrets to success.” Our experts will also address an area that is severely lacking among most grant seekers today—the lack of knowledge about what funding is available and how to obtain it. In these days of increasing challenges and decreasing resources, the time to develop these critical skills is now.

For more information about the Texas Grants Summit, please visit:
http://www.performanceweb.org/social/s172/s172_index.htm

For more information about the California Grants Summit, please visit:
http://www.performanceweb.org/education/s168/s168.htm

For more information about the Florida Grants Summit, please visit:
http://www.performanceweb.org/social/s174/s174_index.htm

Program Spotlight:

Domestic Violence Enhanced Response Team (DVERT), Colorado Springs, CO

The Domestic Violence Enhanced Response Team, based in Colorado Springs, represents a model of inter-agency collaboration. Through the collaborative process, DVERT has made possible several forms of intervention with domestic violence victims and offenders. DVERT works to establish effective partnerships as “multi-disciplinary” agency with victim advocates, Child Protective Services case workers and law enforcement. Goals of the partnership with community agencies include; enhancing the safety of high-risk-for-lethality victims, to include children and animals; ensuring appropriate containment of high-risk offenders; facilitating local community oriented policing initiatives; providing specialized training locally and nationally; and supporting communities seeking to develop and sustain similar collaborative efforts.

To help combat domestic violence, DVERT relies on a multi-level, multi-disciplinary case- management approach to coordinate effective problem-solving in high-risk-for-lethality domestic violence cases. Currently, DVERT offers three levels of intervention for referred domestic violence cases. By providing three levels of intervention, DVERT is able to tailor interventions to the need of each family served, ensure accountability in case management, and increase communication among DVERT team members. Once a case is referred to DVERT, information about the referred individuals is gathered and a multi-disciplinary review team screens this available information to determine what level of intervention, if any, is most appropriate for the case. The DVERT Intake Team serves as the point of entry for most DVERT cases. In Intake, a team attempts to make contact with the victim and children. After contact is made, lethality is assessed and recommendations are made for possible additional follow-up.

Cases that demonstrate a need for intervention beyond that offered by the Intake Team receive services from the DVERT Assessment Team. The Assessment Team provides specific, short-term interventions to include complete criminal investigations, victim relocations, resolution of child protection issues, and victim and offender contact. From Intake and/or Assessment, cases demonstrating the highest potential for lethality can be referred to the Ongoing Team for intensive, long-term case management and monitoring. The Ongoing Team obtains cases after they are accepted by a multi-disciplinary staffing unit review. After a three-month review, cases will

either continue with intensive advocacy or be moved to a monitoring phase. Both the Assessment and Ongoing caseloads include a 24-hour on-call response team. Names and addresses of offenders on the Assessment and Ongoing caseload are tagged at law enforcement's computer-aided dispatch center. For more information on DVERT, please visit http://www.dvert.org/

More information will also be available at the **2004 Symposium on Domestic Violence**, being hosted by The Performance Institute November 15-16 in San Diego. More information is available at: http://www.performanceweb.org/social/s190/s190_index.htm.

President: Carl DeMaio
Director of Social Policy and Public Health: Kara M. Farina

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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