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



Date: April 2005

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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

Medicare Trustees Release Annual Report: New Tools Added to Strengthen and Improve Medicare

The Medicare Trustees Report issued in March 2005 shows that the financial condition of Medicare's hospital fund has improved slightly and the report also highlights the importance of using the new Medicare law to help reduce the spending growth in other parts of Medicare. HHS Secretary Mike Leavitt said the report shows the importance of new tools added to Medicare that strengthen and improve Medicare, and their key role in addressing Medicare's fiscal health. The improvements include the addition of prescription drug coverage, preventive benefits and new "pay for performance" initiatives. In the annual report delivered, the Medicare trustees found that

overall the program's financial outlook has improved slightly compared to last year's estimate. The trustees estimate that Medicare's Hospital Insurance (HI) Trust Fund is projected to be exhausted in 2020, one year later than estimated in last year's report. This change results from slightly higher income and slightly lower costs in 2004 than previously estimated. Expenditure growth is estimated to be 6.6 percent per year over the next 10 years. As a result of the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 (MMA), the Supplementary Medical Insurance (SMI) component of Medicare is now composed of two parts, Part B and Part D, each with its own separate account within the SMI trust fund. Projected costs for Medicare Part D, which funds Medicare's new drug benefit, are also lower than forecast in last year's Trustees Report, contributing to the improvement in Medicare's overall spending outlook. At the same time, based on recent experience, the report projects increasing costs in the Part B account, which includes coverage for physician visits and outpatient services. Payments for Part B services are expected to grow at an average annual rate of about 6.9 percent over the next 10 years. To learn more about the reforms and initiatives designed to address Medicare's financial condition, please visit: Information on Medicare Trustees Report

Teen Drug Use Study Demonstrates Positive Results

Results from the annual Monitoring the Future (MTF) survey indicate an almost 7% decline of any illicit drug use in the past month by 8th, 10th, and 12th graders combined from 2003 to 2004. Trend analysis from 2001 to 2004 revealed a 17-percent cumulative decline in drug use and an 18-percent cumulative drop in marijuana past-month use. "The new Monitoring the Future survey results are a clear indication that our efforts in substance abuse prevention are paying off. The Nation has surpassed the 2-year goal set by President Bush's National Drug Control Strategy," said SAMHSA Administrator Charles G. Curie, M.A., A.C.S.W. "And we are well on our way to addressing the 5-year goal." The President set a national goal of reducing youth drug use by 10 percent within 2 years. The 5-year goal sets the mark for a 25-percent reduction in current use of illegal drugs by this age group. The MTF survey is designed to measure drug, alcohol, and cigarette use and related attitudes among 8th-, 10th-, and 12th-grade students nationwide. In 2004, 49,474 students from 406 public and private schools participated in the survey, which is overseen by the National Institute on Drug Abuse (NIDA) at the National Institutes of Health and conducted by the University of Michigan . Survey participants report their drug use behaviors across three time periods: lifetime, past year, and past month. Just as drug use among teens is dropping, more teens are refraining from cigarette smoking as well. In 2004, lifetime cigarette smoking decreased in 10th graders, following declines in lifetime use in all grades from 2002 to 2003. The survey results also showed evidence of a decrease in heavier smoking among 10th graders, with a significant decline in the smoking of a pack of cigarettes or more per day. For further information about the 2004 MTF survey, visit www.drugabuse.gov/DrugPages/MTF.html .

The 2005 Conference on Performance Measures & Performance-Based Contracting for Social Services (May 4-6, 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 2005 National Conference on Performance Measurement & Performance-Based Contracting for Social Services, May 4-6 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: Demand Driven Workforce Development Conference Information

Workforce Development & Self-Sufficiency Innovations

US DOLETA Announces Program Year 2005 State Allotments

March 25, 2005 , ETA announces Program Year 2005 State allotments totaling $4.2 billion for seven programs, including WIA Adults, Youth, and Dislocated Worker Activities, Employment Service, Reemployment Services, Workforce Information Grants, and Work Opportunity Tax Credit. For more information, please visit: www.doleta.gov/budget for additional information on allotment formulas and data factors.

Two New Resources on Employment Networks and the Ticket to Work

As the Ticket to Work program becomes fully implemented nationwide, many people have expressed an interest in learning more about strategies Employment Networks (ENs) have utilized in order to make more informed decisions about getting involved themselves. In response to that need, in 2004 the MAXIMUS Ticket to Work marketing team conducted telephone interviews to compile a portfolio of promising practices from a variety of ENs. This promising practices series offers examples of business practices, lessons learned, partnership options, revenue sharing, consortiums, and in general, helpful hints and technical assistance to start and operate an effective EN. These practices not only illustrate progress, but also offer guidance to public and private organizations, including current ENs, interested in expanding their local services and referral network. The organizations featured represent a cross section of diverse markets, demographics, corporate statuses, service models and communities. To view the “promising practices” please visit: Ticket to Work: Promising Practices (Maximus) Also, the US Department of Labor recently issued a directive providing information and program guidance to state workforce agencies regarding the Ticket to Work and its relationship to the Work Opportunity Tax Credit program. As we enter in the final weeks of tax season, this is a useful tool for many. For more information on the Ticket to Work Eligibility under the Work Opportunity Tax Credit Program, please visit: US DOL Training and Employment Guidance

House Passes Job Training Reforms

The U.S. House of Representatives recently passed the *Job Training Improvement Act* (H.R. 27), legislation that would strengthen America 's job training system and help job seekers access the resources and training they need to find good jobs. The House rejected an amendment – on a bipartisan basis – that would have denied faith-based providers willing to help provide job training and other critical social services their rights under the 1964 Civil Rights Act. The historic civil rights law explicitly protects the rights of religious organizations to take religion into account in their hiring practices, and former Democratic President Bill Clinton signed four laws explicitly

allowing faith-based groups to staff on a religious basis when they receive federal funds. The *Job Training Improvement Act* would build upon the significant reforms made in the bipartisan Workforce Investment Act (WIA) that was enacted in 1998. It would help improve job training opportunities for Americans striving to get back to work by streamlining unnecessary bureaucracy, increasing cooperation among workforce development partners, protecting the rights of faith-based service providers willing to participate in the job training system, and incorporating the President's proposal to expand the role of community colleges in job training efforts. The bill also includes a key provision sponsored by Rep. Jon Porter (R-NV) to authorize a pilot program allowing states and local workforce investment boards to offer personal reemployment accounts (PRAs) of up to $3,000 to help the neediest unemployed Americans return to work quickly. PRAs offer a flexible, innovative approach that empowers workers to make choices appropriate to their circumstances. A similar proposal passed the House last year on a stand-alone basis and was also sponsored by Rep. Porter. Among the broad coalition supporting the *Job Training Improvement Act* are the U.S. Chamber of Commerce, the National Association of Workforce Boards, the National Workforce Association, the U.S. Conference of Mayors, the National Association of Counties, the American Society for Training & Development, the National Retail Federation, the National Restaurant Association, and the Financial Services Roundtable. For a complete bill summary please visit: http://edworkforce.house.gov/issues/109th/workforce/wia/hr27billsummary.htm

Employment and Training Administration Announces FY 06 Budget Plans Job Training Reform, Increased Flexibility and Accountability Highlighted

Assistant Secretary of Labor for Employment and Training Emily Stover DeRocco today outlined details of a major job training reform proposal as part of the FY 06 budget request. The reform proposal would consolidate four major Department of Labor job training programs and allow states to add to the consolidated grant resources from other federal job training and employment programs. This reform is designed to create greater state flexibility in exchange for increased accountability in preparing people to find and keep good jobs with growing wages. The President's proposal consolidates three funding streams under the Workforce Investment Act -- Adult, Dislocated Worker and Youth - as well as state Employment Service grants. It also gives governors the option to consolidate into their state grant the resources for Vocational Rehabilitation, Trade Adjustment Assistance training, Adult Education, Veterans Employment, and Food Stamp Employment and Training. The combined budget request for these programs is $7.5 billion. In addition to consolidating these programs, the President's reform proposal would introduce Innovation Training Accounts (ITAs) to increase workers' access to a wider range of service providers and would set strict limits on overhead costs in federally funded training programs to allow more resources for worker training. The President's 2006 Budget also proposes legislation to transfer the $58.9 million Youthbuild program from the Department of Housing and Urban Development to ETA, includes $35 million to continue the Department of Labor's role in the President's $75 million Prisoner Re-entry Initiative. It also expands efforts to reduce improper payments, including an initiative to combat identity theft in the Unemployment Insurance program. The complete ETA budget request for fiscal year 2006 is $10.63 billion. For more information on the FY 06 budget request, please visit: http://www.doleta.gov/budget/

Demand Driven Marketing: Integrating Marketing and Workforce Development
by: Celina Shands, Full Capacity Marketing, Inc.

The workforce development system is keenly focused on becoming demand driven and serving business as a primary customer. Raising awareness and usage of the System among businesses

takes a strategic effort among Board members, One-Stop operators, partners and staff to build consensus and implement research-based tactics that attract businesses. This requires a clearly defined vision and an understanding of how to adapt the business principles of marketing to the System. There are workforce development examples in which teams have developed a value-added package of business services and have gone to market successfully. In fact, awareness of the System among businesses in areas that focus strategically on marketing has been reported as high as 97 percent. Those workforce areas that leave marketing to chance and do not integrate it as part of the operational structure continue to struggle with making an impact. As part of addressing the need to become demand driven, the Performance Institute is hosting Celina Shands, President/CEO, Full Capacity Marketing, Inc. to teach a one-day workshop on employer outreach. Participants will learn from successful workforce development case studies and understand how to create value-added solutions that meet market demands. For information on the upcoming course, go to; http://www.performanceweb.org/Centers/Social_Health/index.html . For information on Celina's Board retreats, keynote availability, or to sign up for her National Marketing Workgroup, go to www.fullcapacitymarketing.com or call (858) 735-2883.

The 2005 Youth Workforce Development Conference (April 20-22, 2005 , Arlington , VA)

Young people are this Nation's most valuable resource. Moving at-risk youth to self-sufficiency is one of our greatest challenges. To help develop effective strategies for improving employment and vocational training, reducing dependence and at-risk behavior and recidivism, and improving the connections between youth and the labor market, you are invited to attend the ***2005 Youth Workforce Development Conference,*** **April 20-22, 2005 in Arlington , VA.** We are bringing together leaders from youth workforce development programs providers and one-stop resource centers to present performance-based management strategies for youth workforce development programs, promising practices in youth services training program development and curriculum as well as measure and report youth workforce performance outcomes. For more information, please visit; http://www.performanceweb.org/CENTERS/Social_Health/Events/S202/S202.htm .

The 2005 Demand-Driven Workforce Development Conference (May 9-10, 2005 , Arlington , VA)

With the recent workforce investment system's transition to a demand-driven system and the U.S Department of Labor's work to institutionalize this shift at the federal, state and local level, the public workforce investment system is left without the tools to reach out to their new client; business. The public workforce system must now work with employers to establish partnerships and business relationships to effectively match employees to high demand jobs in high-growth industries. Learn how to effectively work with business. Solutions and promising practices in designing, managing and funding workforce development and job placement programs for high growth industries are available at ***the 2005 Demand-Driven Workforce Development Conference,*** **May 9-10, 2005 in Arlington , VA.** Identify and implement employer outreach strategies to meet increased demand for skilled workers. Developing outreach programs for employers requires a clearly defined strategy among Board members, staff and partners to build value in the One-Stops, support operational goals and drive business customers to try services. Identify how to create an internal outreach program that segments businesses appropriately, builds brand awareness, and creates value among the business community. For more information or to register, please visit; http://www.performanceweb.org/centers/social_health/events/s205/s205.htm

Child, Family and Youth Services Innovations

Child Support Demonstrations Approved in Three More States

U.S. Department of Health and Human Services' Assistant Secretary for Children and Families Dr. Wade F. Horn recently announced $2,958,184 in federal funding to support demonstration projects in Georgia , Kentucky and Texas to promote improvements in child support enforcement efforts. The grants are awarded under the authority of Section 1115 of the Social Security Act, which require that each project be designed to improve the financial well-being of children or otherwise improve the operation of the child support enforcement program. The goals of the demonstration projects include improving the establishment of paternity and increasing financial support for children as well as improving fathers' relationships with both their children and the mothers of their children. The projects also aim to improve couple relationships and reduce the potential for domestic violence. The projects are required to screen participants for domestic violence and refer appropriate individuals for services. The projects will last between two and five years and will be supplemented by private funding. For more information please visit: http://www.acf.hhs.gov/news/press/2005/Press_release_1115s_March.htm

Scorecard Ranks Lawmakers on Child Protection

Recently, t he Children's Defense Fund Action Council today released its annual nonpartisan rankings of Representatives and Senators based on their votes in Congress in 2004 on legislation affecting the lives of children. Individual members and state delegations in Congress were evaluated. The Action Council ranked Hawaii 's congressional delegation No. 1, with a 94 percent rating, while Wyoming was worst with a score of 5 percent. In the House of Representatives, 43 members had 100 percent ratings but 113 scored less than 10 percent (see list below). The ratings were based on how members voted on 12 key measures and whether they co-sponsored the Act to Leave No Child Behind, the comprehensive bipartisan legislation reflecting CDF Action Council's mission and incorporating policies to truly honor those words. The complete CDF Action Council Congressional Scorecard provides charts showing the best and worst members of Congress on legislation affecting the lives of children, the best and worst state delegations for children, and the scores of each individual member by state . The report is available on -line at http://www.cdfactioncouncil.org/scorecard2004.pdf. The Action Council, a 501(c)(4) organization established in 1969, is affiliated with the Children's Defense Fund and engages in lobbying activities and grassroots mobilization in support of federal and state legislation to meet the needs of children. For more information and to download the scorecard, please visit: Children's Defense Fund Child Protection Report

Educational Testing Service Report Finds High School Dropouts Increasing

A recent report, One-Third of a Nation: Rising Dropout Rates and Declining Opportunities, issued by ETS finds clear evidence that more students are dropping out earlier, between ninth and 10th grades. The report also warns that little is being done to address rising dropout rates, declining earnings for dropouts in the job market, and reduced public investments in effective second-chance efforts. Findings also include declining completion rates from 1990-2000; increasing numbers of students nationally being flunked to repeat 9th grade; and declining earnings for dropouts working full time. Download the report at http://www.ets.org/research/pic .

Bush Initiative Aims To Reduce Influence of Gangs on Youth

In his February 2 State of the Union address, President Bush discussed at-risk youth in the United States and the danger of gang influence and involvement. The Department of Justice estimates approximately 750,000 individuals are now members of gangs -- one-third of which are under the age of 18. President Bush's new proposed three-year, $150-million initiative is aimed to help youth at risk of gang influence and involvement through grants to faith-based and community organizations. The President's focus on young Americans includes support for programs that help youth overcome the specific risk of gang influence and involvement. Only by involving schools, community and faith-based organizations, and law enforcement, can a community work together to effectively target the influence of gang activity. For more information, please visit: http://usinfo.state.gov/dhr/Archive/2005/Feb/02-986811.html

The 2005 National Summit on Eliminating Gang Violence

Gang violence is on the rise and probably already present in your community. 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 does not make distinctions along socio-economic lines. Gangs have increasingly spread throughout communities nationwide, drawing members from all walks of life. To effectively deter gang violence, everyone must be involved. 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. Through best practices, case studies and expert presentations covering gang suppression and prevention strategies, the 2005 National Summit on Eliminating Gang Violence, June 20-21, 2005 in Arlington , VA will provide valuable information to effectively implement a strategic anti-gang plan to intervene and prevent gang violence in your community.

For more information, or to register, please visit: http://www.performanceweb.org/centers/law_enforcement/events/l182/l182.pdf

Behavioral & Public Health Services Innovations

HHS Secretary Leavitt Announces Reforms to Improve Oversight and Openness at the Food and Drug Administration

HHS Secretary Mike Leavitt shared an emboldened vision for the Food and Drug Administration (FDA) that included a new culture of openness, improved oversight and enhanced independence. In keeping with this vision, the FDA will create a new independent Drug Safety Oversight Board to oversee the management of drug safety issues, and will provide emerging information to doctors and patients about the risks and benefits of medicines. The independent Drug Safety Oversight Board will oversee the management of important safety issues such as recommending information and updates for placement on the Drug Watch; resolving disagreements over approaches to drug safety issues; assessing the need for MedGuides and overseeing development and implementation of Center-wide drug safety policies. The board will be comprised of members from FDA and medical experts from other HHS agencies and government departments (e.g., Department of Veterans Affairs) and will consult with outside medical experts and representatives of patient and consumer groups. As a complement to the board's oversight,

FDA will improve transparency by sharing drug safety information sooner and more broadly and conveniently. FDA will launch a new Drug Watch Web Page and proactively share tailored drug safety information sheets with healthcare professionals and patients. These new and direct communication channels will significantly enhance public knowledge and understanding of safety issues by discussing emerging or potential safety problems even before FDA has reached conclusions that would prompt a regulatory action. For more information, please visit: www.fda.gov/cder/drugsafety.htm .

HHS "Gift of Life Donation Initiative" Led to 2004's Record Organ Transplant Totals

HHS Secretary Mike Leavitt recently announced that 26,984 Americans received an organ transplant last year, setting a new national record. The increase in organ donations come in the wake of concentrated efforts led by HHS to boost consent rates for organ donation, which began in 2001. Deceased donors can give multiple organs that will improve or save the lives of several people. In 2004, there were more than 20,000 transplant operations utilizing organs from more than 7,000 deceased donors, an increase of close to 11 percent over the 2003 total. That increase was the largest in the last 10 years and the second highest annual increase since national records began to be collected in 1987. Organ transplants from deceased donors rose by 1,368 (18,650 to 20,018) from 2003 to 2004, a 7.3 percent increase. Citing the growing need for organ donation to save and improve lives, Tommy G. Thompson, within his first 100 days as HHS Secretary, announced his commitment to develop a new national effort to encourage organ donation. That commitment, also known as the Gift of Life Donation Initiative, led to 2004's record transplant totals through which the number of transplant candidates who died waiting for an organ fell below 6,000 for the first time in six years. According to preliminary data from the Organ Procurement and Transplantation Network (OPTN), the two most common transplant procedures in 2004 increased substantially over 2003 totals: kidney transplants rose more than 5 percent and liver transplants increased nearly 9 percent. The number of heart transplants decreased slightly in 2004; demand for heart transplants has slowed due to advances in other medical and surgical procedures to treat heart disease. OPTN maintains data on donors, transplants and the national patient waiting list under contract from HRSA. More information, please visit www.organdonor.gov.

Grants, Contracts & Partnerships News

HHS Awards Almost $1.7 Billion for HIV/AIDS Care

U.S. Department of Health and Human Services Secretary Mike Leavitt recently announced 174 grants worth almost $1.7 billion to help all 50 states, nine U.S. territories, 51 cities heavily affected by HIV/AIDS, and 64 community-based organizations that provide services to low-income residents living with HIV/AIDS. The Fiscal Year 2005 grants support the delivery of primary medical care, prescription drugs and support services. Secretary Leavitt explained that those areas awarded grants will use the funds to provide people living with HIV/AIDS the health care services, medications and counseling they need to live longer, and healthier lives. The grants are being awarded under three Ryan White Comprehensive AIDS Resources Emergency (CARE) Act programs. HHS' Health Resources and Services Administration oversees CARE Act programs. For more information, please visit: http://www.hhs.gov/news/press/2005pres/20050302.html

HHS Awards Bioshield Contract for Liquid Potassium Iodide

The Department of Health and Human Services today awarded a $5.7 million contract to Fleming & Company, Pharmaceuticals of Fenton, Mo. for the manufacture and delivery of 1.7 million pediatric doses of liquid potassium iodide (KI). This supply of liquid KI, which is being purchased under the BioShield program, would be used in the event of a release of radioactive iodine, a commonly produced material in commercial nuclear power facilities. The liquid KI formulation is the first to be developed specifically for children. Its black raspberry taste is designed to make it more palatable to children. Current adult dose tablets are bitter and must be broken into pieces to get a child's dose. Approval of the liquid KI as a pediatric formulation was given last year by the Interagency Weapons of Mass Destruction Medical Countermeasures Subcommittee. Children are the most susceptible to the dangerous effects of radioactive iodine. Once it is delivered to HHS, the pediatric KI will be made available to states that submit and receive approval from HHS for plans they develop to distribute the new product in communities around commercial nuclear power plants. For more information on the Fleming & Company contract, please visit: http://www.hhs.gov/news/press/2005pres/20050318.html

HHS Provides Additional $50 Million to States for Energy Aid

The Department of Health and Human Services (HHS) today released an additional $50 million in emergency funds to be provided to states and territories from the Low Income Home Energy Assistance Program (LIHEAP). The money is designed to help low-income families pay their energy bills. The funds were made available by the FY 2005 omnibus appropriations bill. The $50 million is over and above the $1.6 billion states have received so far this season, plus $100 million in emergency funds last December and an additional $100 million in January. Each year, LIHEAP helps more than 4.5 million low-income families across America pay the costs of heating their homes in the winter and cooling their homes in the summer. Individuals interested in applying for LIHEAP assistance should contact their local/state LIHEAP agency or click on the agency directory at www.acf.dhhs.gov/programs/liheap/directry.htm .

The 2005 New York State Grants Summit

Grants development is a combination of strategic planning, project management, performance-based budgeting and collaborative efforts with both internal and external partners. To help you win grants and improve your grant writing skills, join us for the 2005 New York State Grants Summit in Albany , NY , April 14-15, 2005 . This event is 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 NY 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. Hear from a panel of grant administrators from NY Department of Education, Office of Children and Family Services, NY Department of Criminal Justice, and the NY Department of Health's AIDS Institute as they discuss the available grants in these agencies. In these days of increasing challenges and decreasing resources, the time to develop these critical skills is now.

For more information about the New York State Grants Summit, please visit: http://www.performanceweb.org/CENTERS/State_Local/Events/S176/S176.pdf

Program Spotlight: School at Work (SAW) Program

Positive Performance and Workforce Development of Catalyst Learning Company's School at Work (SAW) Program

The success of Louisville-based Catalyst Learning Company's School at Work (SAW) program within hospitals across the United States , is receiving attention in some of the top levels of the federal government, including President George W. Bush. On March 2, 2005, Joyce Phillips, Vice President of Human Resources at Anne Arundel Medical Center, spoke to Governor Robert Erlich of Maryland, and President Bush about the positive performance and workforce development of its SAW program, during a job training discussion at Anne Arundel Community College in Arnold, MD.

The SAW (www.schoolatwork.com) “Building a Career Ladder in Healthcare” program is for hospitals that want to nurture and advance entry-level employees into higher-level positions. The SAW career ladder system uses the Internet, computer labs, DVD technology, and staff coaching to deliver instruction. Employees review the basic skills, improve their computer proficiency and study medical terminology, medical ethics, anatomy and physiology. Students also develop an individual career and learning plan, usually with the help of a hospital recruiter. Workers are encouraged to apply for the next promotion, enter local college healthcare certificate and degree programs, or otherwise climb the job ladder within the hospital, contributing to retention and promote-from-within programs. SAW has been used at over 115 hospitals in 18 states since 2002.

The Return on Investment Study commissioned by Catalyst Learning in 2004 analyzed average employee turnover costs for non-nursing clinical, clerical and support positions. Data was collected from 16 hospitals and medical centers in 10 Midwest , Mid-Atlantic and Southern states. The study concluded that the average turnover costs are $4,880 for a support employee, $6,007 for a clerical employee and $13,840 for a non-nursing clinical employee. For more information, visit www.schoolatwork.com , and for President Bush's remarks go to March 2, 2005 video: http://www.whitehouse.gov/news/#

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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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