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 program s. 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: June 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

HHS Implements New Financial Management System at CDC and FDA

HHS recently announced their plan to fully streamline and integrate its financial management systems with the implementation of the Unified Financial Management System (UFMS) at the Centers for Disease Control and Prevention (CDC) and the Food and Drug Administration (FDA). The UFMS is a financial management tool designed to improve the efficiency and effectiveness of financial, business and operational functions across the department. Capabilities of UFMS include general ledger, budget execution, purchasing, grants management and payroll activities. The UFMS is said to reduce costs by replacing five redundant and outdated accounting systems now in use at NIH, CDC, FDA, CMS, and the Program Support Center (PSC), which provide financial accounting and reporting services for the remaining seven HHS agencies. The UFMS will retain a central database of vendors, allowing HHS and its agencies to more effectively manage contracts and analyze vendor performance. Fore more information please visit: http://www.hhs.gov/news/press/2005pres/20050524.html

HHS' Compassion Capital Fund Funds Helps Faith-Based and Community Groups Serve those in Need

HHS Secretary Mike Leavitt announced that $31,900,000 is available from the Compassion Capital Fund (CCF) for faith-based and community groups. The funds are designed to help these groups build capacity and serve those in need. Consisting of two separate funds, the first set of $16.9 million, from the CCF Demonstration Program, is available to up to 17 intermediary organizations to provide technical assistance and sub awards. The second set of $15 million, from CCF Targeted Capacity Building Program, is available to 300 faith-based and community organizations for capacity building, to address the needs of at-risk youth, and the homeless, to provide voluntary marriage education and preparation services, and to offer social services to those living in rural communities. For more information, please visit: http://www.acf.hhs.gov/news/press/2005/CCF_Dallas.htm

Workforce Development & Self-Sufficiency Innovations

Department of Labor, Employment and Training Administration Releases Quarterly Workforce System Results

This quarterly review publication provides a snapshot of Employment and Training Administration (ETA) program s and their progress in achieving goals of helping people find jobs and connecting workers to employers. It serves as a starting point for further inquiry and analysis of program performance. The latest volume released May 20th (October 1 - December 31, 2004) includes:

- National Employment Indicators/Workforce System Highlights
- People served by Program/Appropriations

- Performance and Results Act Goals
- Adult Program Results
- Youth Program Results
- ETA Internet-Based Assistance
- ETA Business Relations Group
- Glossary of Performance Measures
- Appendix - WIA State Formula Spending

To view the latest volume, visit: http://www.doleta.gov/Performance/results/Reports.cfm?#etaqr

The Annie E. Casey Foundation Announces Three New Reports on Jobs and Workforce Development

The Annie E. Casey Foundation has recently released three new publications highlighting important findings from the Jobs Initiative. ***The Road to Good Employment Retention: Three Successful Programs from the Jobs Initiative,*** by David Jason Fischer. Job retention benefits employers and jobseekers, but it is often difficult to achieve. This new report examines program s in St. Louis , MO and Seattle , WA that have succeeded in keeping low skilled workers in good jobs for more than one year. ***Workforce Intermediaries: Powering Regional Economies in the New Century,*** by David Jason Fischer. This report assesses lessons learned from three workforce intermediaries funded by Casey and looks at the characteristics needed to successfully fill the intermediary role. A new ***Brochure Wheel*** developed by the Casey Foundation summarizes what communities need to do to train and move low-wage workers into good jobs and careers. The wheel includes case studies and findings from the Foundation's Jobs Initiative and workforce investments. To view or download these reports, go to www.aecf.org/initiatives/fes/

Workforce Development and Business Services

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 one-day workshops 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; www.performanceweb.org.

The 2005 National Conference on Workforce Development and Job Placement Strategies for Health Care (July 26-27th, Arlington , VA)

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 program s for the health care industry are available at ***the 2005 National Conference on Workforce Development and Job Placement Strategies for Health Care*** **, July 26-27 th , 2005 in Arlington , VA . 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/CENTERS/Social_Health/Events/S214/S214.htm

Child and Family Services Innovations

GAO recommends HHS and Head Start Bureau Determine how NRS Data will be used for Accountability and Targeting Technical Assistance

The Head Start Bureau developed the NRS to gauge the extent to which Head Start grantees help children progress in specific skill areas, including understanding spoken English, recognizing letters, vocabulary, and early math. Due to time constraints and technical matters, the Head Start Bureau adapted portions of other assessments for use in the NRS. Head Start Bureau officials have responded to some concerns raised during the first year of NRS implementation, but other issues remain. For example, the Head Start Bureau has modified training materials and is exploring the feasibility of sampling. However, it is not monitoring whether grantees are inappropriately changing instruction to emphasize areas covered in the NRS. Head Start Bureau officials have said NRS results will eventually be used for program improvement, targeting training and technical assistance, and program accountability; however, the Head Start Bureau has not stated how NRS results will be used to realize these purposes. Currently, results from

the first year of the NRS are of limited value for accountability purposes because the Head Start Bureau has not shown that the NRS meets professional standards for such uses, namely that (1) the NRS provides reliable information on children's progress during the Head Start program

year, especially for Spanish-speaking children, and (2) its results are valid measures of the learning that takes place. The NRS also may not provide sufficient information to target technical assistance to the Head Start centers and classrooms that need it most. For more information or to download the complete GAO report, visit: http://www.gao.gov/new.items/d05343.pdf

Child Welfare Workforce Survey Reveals Continuing Concerns, Creative Strategies

A recent survey found state child welfare agencies continue to be plagued by workforce issues that include high turnover, low compensation, demanding workloads, and limited resources. The survey was conducted by the American Public Human Services Association (APHSA), Fostering Results, and the Institute for the Advancement of Social Work Research, with funding from the Pew Charitable Trusts. Despite these findings, many state agencies have begun to implement

innovative recruitment and retention strategies, as well as to focus on strategies that address preventable turnover. Results from the survey found that salaries and caseloads continued to be problems faced by child welfare workers. The survey also reported on the most effective strategies for recruitment in child welfare, such as university partnerships and school recruiting. For more information, please visit: http://cbexpress.acf.hhs.gov/articles.cfm?issue_id=2005-05&article_id=963

The quest to recruit and retain quality and competent social service professionals has never been a more compelling challenge. Low salaries, high caseloads, and high turnover rates all disrupt the continuity and quality of social services provided. Without an adequate workforce, social services entities are unable to comply with national services and caseload standards and deliver high quality service. You are invited to discover proven recruitment and retention techniques that will ensure a quality workforce for your organization by joining today's leading social services professionals at the *2005 National Summit on Recruitment and Retention of Social Service Professionals,* August 8-9, 2005 in Arlington , VA. Hear the latest innovative case management and burnout prevention strategies, along with best practices from various social services agencies on issues such as worker morale and university partnerships. To learn more about the conference, or to register, please visit: http://www.performanceweb.org/CENTERS/Social_Health/Events/S233/S233.htm

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

The 2005 National Conference on At-Risk Youth Services, August 2-4, 2005 in Arlington , VA.

To improve positive outcomes for at-risk youth, you are invited to *The 2005 National Conference on At-Risk Youth Services* , August 2-4, 2005 in Arlington , VA. This conference will discuss youth in at-risk situations, including runaway and homeless youth, youth leaving the foster care system, abused and neglected children, and other youth served by the child welfare and juvenile justice systems. Implement positive youth development program s that directly address the needs of youth at risk for drug and alcohol abuse, teenage pregnancy, youth violence, school drop-out, delinquency and sexual assault. P rovide prevention services that reach youth identified as “at-risk” in particular communities and serve to reduce the incidence of risky behavior. For more

information, or to register for the conference, please visit:

http://www.performanceweb.org/CENTERS/Social_Health/Events/S183/S183.htm

Behavioral & Public Health Services Innovations

HHS Establishes Advisory Commission to Strengthen and Sustain Medicaid

HHS Secretary Mike Leavitt recently established an advisory commission that will help identify the reforms necessary to stabilize and strengthen Medicaid. The Secretary is set to appoint up to 15 voting members to the commission, including at least three representatives of public policy organizations involved in health care policy for families, individuals with disabilities, individuals with limited incomes, and the elderly. In addition to the voting members, the commission will have up to 23 non-voting members including advisors with specific health care expertise or interest in Medicaid, and as many as eight policy experts designated by various Congressional leaders. The Medicaid commission must also submit two reports to Secretary Leavitt-the first outlining recommendations for Medicaid to achieve $10 billion in savings during the next five years, the second to provide recommendations to help ensure the long-term sustainability of Medicaid and beneficiary satisfaction. Fore more information please visit:
http://www.hhs.gov/news/press/2005pres/20050520.html

Medicare Announces New Proposed Rule to Improve Hospice Care

The Centers for Medicare & Medicaid Services (CMS) announced today it will propose a new rule that would improve the quality of care provided to more than 700,000 Medicare beneficiaries receiving hospice care each year. The proposed conditions of participation (CoP) for hospices would ease the regulatory burden for hospice providers and improve the quality of care for all hospice patients, including the expanding population of Medicare patients choosing this benefit. Hospice care is a combination of health care services, ranging from nursing to medications, which give care and comfort to individuals who are terminally ill. Under the proposed rule, the hospice conditions of participation would provide more attention to meeting the specific needs of individual patients. Changes and additions to the current rule include;

- Adding a patient assessment requirement to ensure that all patient needs are identified on a timely basis;

- Replacing the quality assurance requirement with a more comprehensive quality assessment and performance improvement (QAPI) CoP that enables hospices to take tailored proactive steps to ensure quality care;

- Allowing hospices to contract for core services in certain situations;

- Removing the requirement that a registered nurse provide patient care in an inpatient facility on

a 24-hour basis, as recommended by the Secretary's Advisory Committee on Regulatory Reform. CMS is proposing to remove this prescriptive, process-oriented requirement, contained in the current hospice conditions of participation, and replace it with an alternative outcome-oriented requirement that focuses on the results of care provided to patients and their families; and

- Adding guidance for hospices that care for residents of nursing facilities.

For more information, please visit: http://www.gpoaccess.gov/fr/

The proposed rule will go on display at the Office of the Federal Register on May 26, 2005 and will be published in the May 27, 2005 Federal Register .

New Web-based Tool Helps Planners Inventory Resources for Public Health Emergencies

HHS' Agency for Healthcare Research and Quality recently released the Emergency Preparedness Resource Inventory, a new Web-based tool to help local, regional, and state planners compile customized inventories of health care and emergency resources. The tool allows communities to assess their regional supply of critical resources, prepare for incident response, estimate gaps, and support future resource investment decisions. The new resource inventory helps first responders figure out where emergency equipment and medicines are located, how much is available, and whom to contact to obtain those resources. Developed by Abt Associates and Geisinger Health System for AHRQ's Bioterrorism and Emergency Preparedness Program, the Web-based tool has been pilot tested in an eight-county region of rural Pennsylvania with the support of county commissioners and emergency management coordinators. Planners in other areas may download the free software tool from AHRQ's Web site and customize the inventory structure to meet their needs. The Emergency Preparedness Resource Inventory software tool and accompanying supporting documents can be found online at http://www.ahrq.gov/research/epri/ . For further information, please visit: http://www.ahrq.gov/browse/bioterbr.htm .

HHS Secretary Appoints Advisory Committee on Minority Health

The U.S. Department of Health and Human Services Secretary Mike Leavitt recently announced the appointment of eight members to serve on the Advisory Committee on Minority Health. The committee will be advising HHS on improving the health of racial and ethnic minority groups, as well as and on development of goals and specific program activities for the department's Office of Minority Health. For more information please visit http://www.hhs.gov/news/press/2005pres/20050422.html

HHS Announces $63 Million to Help 105 Communities Extend Health Care Services

The U.S. Department of Health and Human Services recently announced plans to award 105 new health center grants totaling more than $63 million. These grants are estimated to help close to 632,000 Americans, many without health insurance, obtain comprehensive primary health care services. Of the grantees announced, 17 will be awarded in May, with the additional 88 grants awarded on or about Dec. 1, 2005 as Fiscal Year 2006 funds become available. The new health center grants align with President Bush's five year initiative to help area communities create and expand access to comprehensive primary health care services. The initiate hopes to add 1,200

new and expanded health center sites and increase the number of people served annually from about 10 million to 16 million by 2006. Since 2002, HHS has funded more than 700 new or expanded health centers and increased the number of patients served annually to 13.2 million. For more information please visit http://www.hhs.gov/news/press/2005pres/20050411.html

Grants, Contracts & Partnerships News

DOL Announces $125 Million Grant Competition for the President's Community-Based Job Training Grants

Secretary Chao today announced the competition for the first $125 million to be awarded through President Bush's Community-Based Job Training Grants. Community-Based Job Training Grants will support workforce training for high growth industries through the nation's community and technical colleges. Their primary purpose is to build community colleges' capacity to equip workers with the skills required to succeed in local industries. Training will prepare workers for jobs that are expected to experience high growth and industries where demand for qualified workers is outstripping supply. To view the competitive Solicitation for Grant Applications (SGA) in the Federal Register, please visit: www.doleta.gov/sga/sga.cfm . The competition for grants among community colleges will remain open for 60 days, with awards to follow. A second competition for grants is expected to be held later this year. For information on prospective applicant conferences, which will be held in the coming weeks, go to www.doleta.gov/business/Community-BasedJobTrainingGrants.cfm .

HHS Announces $1.3 Billion in Funding to States for Bioterrorism Preparedness

HHS Secretary Mike Leavitt announced that the department has made available $1.3 billion to states, territories and four metropolitan areas to help strengthen their capacity to respond to terrorism and other public health emergencies. The funds will be used to upgrade infectious disease surveillance and investigation, enhance the readiness of hospitals and the health care system to deal with large numbers of casualties, expand public health laboratory and communications capacities and improve connectivity between hospitals, and city, local and state health departments to enhance disease reporting. Targeted funding to continue the Cities Readiness Initiative (CRI) in the 21 pilot cities will be provided to the states in the CDC grants. In addition to the 21 pilot cities, CDC will expand the CRI program to 15 other metropolitan areas in 15 states. For more information please visit: http://www.hhs.gov/news/press/2005pres/20050513.html

Streamlining and Simplifying Grant Management Processes

The Government Accountability Office (GAO) released a report on grant management. The federal government distributed about $400 billion in federal grants in fiscal year 2003 through about 1,000 different federal grant program s administered by several federal agencies with different administrative requirements. To augment the progress toward streamlining grant administration, GAO recommends that OMB ensure that (1) initiatives have clear goals for

completion, (2) agency annual progress reports are prepared, (3) efforts toward common reporting continue on track, (4) OMB's streamlining strategy integrate the three individual initiatives now under way, and (5) grantee input is solicited on an ongoing basis. To access this report, go to: http://www.gao.gov/cgi-bin/getrpt?GAO-05-335

The 2005 Texas State Grants Summit , July 18-19, 2005 (Austin, TX) & the 2005 California State Grants Summit , August 15-16, 2005 , (Sacramento , CA)

Identifying existing grants remains difficult and writing effective performance-based grants confounds even the most astute grant seeker. In addition, grant managers must be prepared to meet new standards. To help you meet the new standards and win grants, join us for the 2005 Texas State Grants Summit, July 18-19, 2005, in Austin, TX, as well as the 2005 California State Grants Summit, August 15-16, 2005, in Sacramento, CA. These summits are designed to provide you with best practices and strategies to improve your success rate in finding, wining and managing grants. In these days of increasing challenges and decreasing resources, the time to develop these critical skills is now. For more information or to register, please visit:
Texas State Grants Summit
California State Grants Summit

Program Spotlight: Home Builders Institute's "Building Today's Workforce for Tomorrow"

President's High Growth Industry Job Training Initiative to Help HBI "Build Today's Workforce for Tomorrow"

In September 2004, the U.S. Department of Labor (DOL), under the President's High Growth Job Training Initiative, awarded Home Builders Institute (HBI), the workforce development arm of National Association of Home Builders (NAHB), a $4.2 million dollar grant to develop a new approach to building our nation's construction workforce. The program "Building Today's Workforce for Tomorrow", will be implemented at ten sites over three years – the first four official grant partners are located in Florida , Idaho , South Carolina and Virginia . The sites will strive for virtually identical goals:

- Recruit 250 participants into the program ;
- Develop an Associate's Degree that combines craft skills training with academic credit;
- Provide hands-on training in carpentry, electrical wiring, plumbing and HVAC; and
- Disseminate best practices and products nationwide to assist others in replication.

One element making the new project different is the level of collaboration among various organizations. Facilitated by HBI, representatives from Home Builders Associations, community

colleges, local schools and workforce development boards at each site, will work together to ensure students receive a well-rounded education and exit with the ability to find employment in the construction industry.

The Initial Four Partner Sites

The Northeast Florida Builders Association (NEFBA) will work hand in hand with Saint John's River Community College , the Florida Community College at Jacksonville , three local school boards, the Jacksonville Job Corps Center , and the regional workforce development board to implement the grant.

In Idaho 's Blaine County , HBI will join an existing partnership comprised of the Building Contractors Association of Wood River Valley, the HBA of Magic Valley, the Blaine County School District and College of Southern Idaho to enhance the residential construction academies currently in place. The effort will also seek to expand the dual credit program between the School District and College of Southern Idaho .

Virginia 's Tidewater Builders Association (TBA) will provide the lead in working with Tidewater Community College and five local school districts. Supported by the Virginia Community College system and the Virginia State Board of Education, TBA will work with all groups and the regional workforce development board in implementing the program .

In the York County area in South Carolina , where the textile and chemical industries are experiencing lay-offs, an even greater emphasis is being placed on training. York Technical College will work alongside the York County Home Builders Association, three school districts and the Catabawa Regional Council of Governments to provide the necessary training. Robert Barber a member of the Council of Governments and the new program 's Advisory Board believes, “There is definitely a shortage in the construction trades, and this grant is an excellent catalyst to mobilize local resources to address it.”

The $4.2 million will be disbursed at each of the ten sites over the next three years, with the location of the final six sites to be announced throughout the year as they are determined.

For more information about the “Building Today's Workforce Tomorrow” program , contact John Shortt at HBI 800/795-7955, x8924 or visit: http://www.nbnnews.com/NBN/issues/2005-04-11/Labor/2.html

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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 program s.

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 program s, 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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