

Washington State Government Performance and Accountability

**Pacific Northwest Intergovernmental Audit Forum
Tacoma, Washington
March 7, 2007**



**Presentation by Larisa Benson, Director
Government Management Accountability & Performance
Office of Governor Chris Gregoire**

Today's topics for discussion

1. What is “GMAP”?
2. Shining the light on problems and breaking down the barriers.
3. What's wrong with outputs? Nothing!
4. How do we know we're measuring the right things? How good are our measures?
5. What's the connection with audits?
6. Recognition and replication – finding out what works and doing more of it.

What is GMAP?

- Agencies are held accountable for results.
- Governor and her senior staff personally review performance data with agency directors.
- Remove bureaucratic barriers.
- Make decisions based on data.
- Discussions are frank, direct, and open to the public.
- Agencies report quarterly and are expected to ***follow-up*** on their action plans.
- Agencies also conduct internal GMAP sessions to review their programs.

GMAP Forums & Schedule

- Puget Sound – March 20
- Economic Vitality – April 11
- Transportation – May 23
- Government Efficiency – June 13
- Public Safety – June 27
- Vulnerable Children & Adults – July 11
- Health Care – July 25
- WorkFirst – October 24
- Education – *coming soon*

The GMAP “Drill Down”

Inside the GMAP Meeting Room

Executive Summary GMAP Report

Example for illustrative purposes

Vulnerable Children and Adults

July 26, 2006 GMAP Session

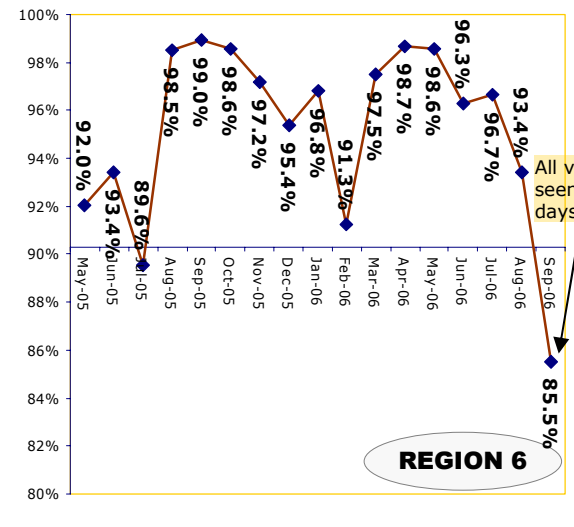
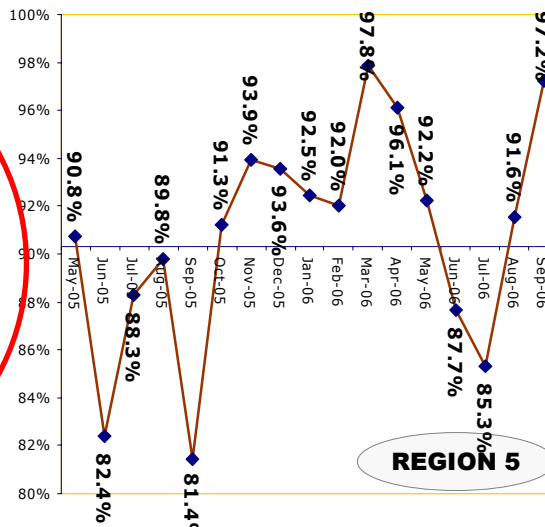
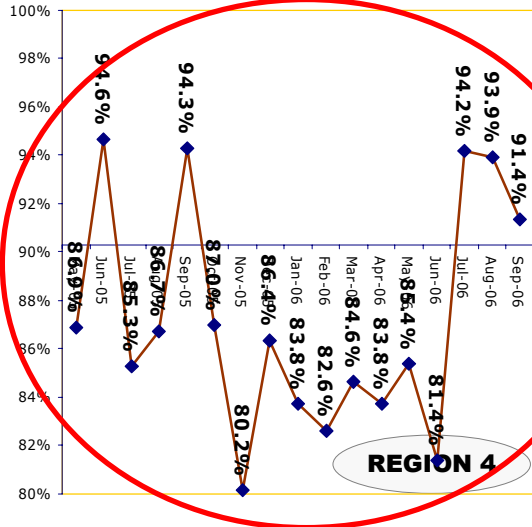
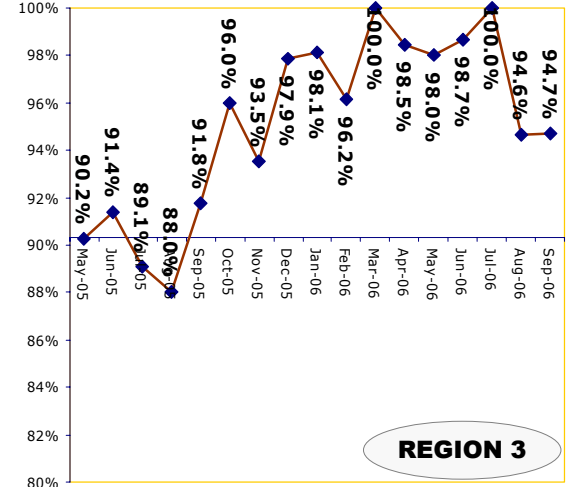
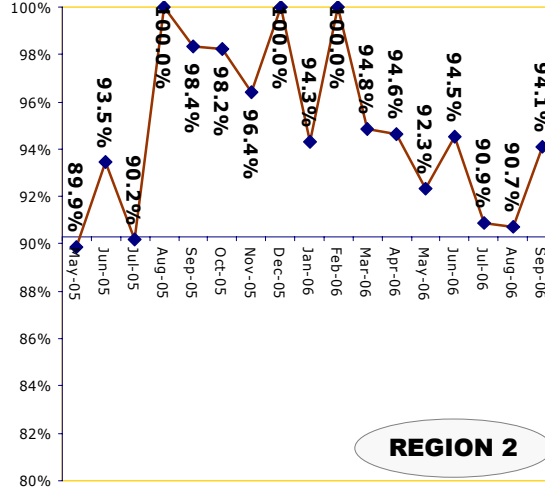
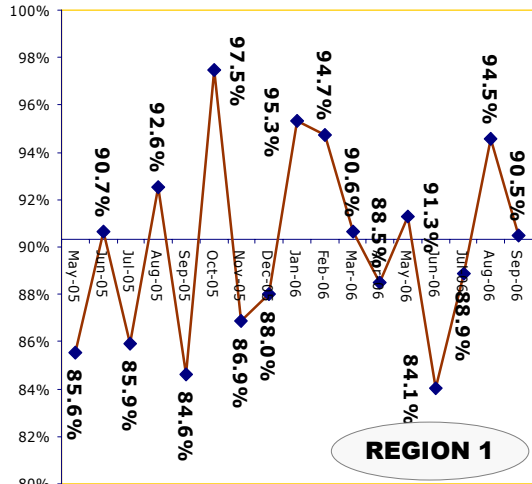
Blue: exceeding the target by 10 percent or more Green: meeting or exceeding the target Yellow: within 10 percent of the target Red: greater than 10 percent from target										
	Data From	Target	Statewide	Region 1	Region 2	Region 3	Region 4	Region 5	Region 6	Comments
Children's Administration										
Average CPS Social Worker Caseload	May 2006	less than	23.3	23.4	23.0	24.0	24.8	17.0	27.3	Why is R5 so low?
Response in 24 hours to emergent abuse allegations	May 2006	90.0%	90.6%	91.2%	92.3%	98.0%	80.0%	92.2%	95.7%	Out of a total 510 referrals
Children visited within 3 days (but more than 24 hours)			24							
Children visited in more than 3 days			12							
Cases without documentation			12							62% of these are in R4
Response in 72 hours to non-emergent abuse allegations	May 2006	86.0%	86.9%	83.5%	96.1%	98.8%	62.9%	93.8%	95.1%	Out of a total 3,268 referrals
Children visited within 7 days (but more than 72 hours)			201							
Children visited in more than 7 days			106							
Cases without documentation			122							75% of these are in R4
Children in their homes visited every 30 days	June 2006	TBD	38.3%	26.9%	49.0%	39.7%	24.1%	58.2%	41.5%	Out of a total 1,396 children
Children visited in 31 - 60 days			227							
Children visited in 61 - 90 days			107							
Children visited in more than 90 days			191							
Cases without documentation			82							
Children not abused or neglected again w/in six months	FFY 2004	90.1%	90.4%							
Children in stable placements	FY 2005	86.1%	85.6%							
Legally free children placed permanently w/in 12 months	Q3 FY 2005	TBD	59.8%	57.9%	56.2%	44.3%	52.9%	62.3%	83.7%	Cohort entered system in Q3'05. Data extracted 6/06.
Aging and Disability Services Administration										
Community Protection Program Cases	April 2006		397	66	33	51	79	99	69	
Client reviews are completed timely (90 day reviews)	June 2006	95.0%	90.0%	88.0%	89.0%	98.0%	84.0%	100.0%	80.0%	Based on a sample of cases.
Nursing Home Cases	FY 2006		12,051							
Home and Community Cases	FY 2006		36,853							
Residential Habilitation Center Cases	May 2006		977							
Developmental Disability Community Services Cases										
Paid	FY 2005		20,356							
No-paid	FY 2005		11,714							
Clients are re-assessed to ensure proper care options	March 2006	95.0%	98.0%							Assessments every 12 months

Children will be safe from abuse and neglect:

Emergent referral response time: How are regions performing?

Percent of Children in Emergent Referrals Seen or Attempted Within 24 Hours

Sept 2006 Program Improvement Goal: 90%



All victims (11) seen within 3 days

DATA NOTES

SOURCE: CAMIS download 10/06/06 , 10/24/06 SER update. Victims in CPS referrals with a documented face-to-face visit or attempt within policy expectations. Excludes DLR-CPS. Lack of documentation reflects both incorrect documentation or no entry of visit documentation.

KEY — Child seen or attempted to be seen

Children will be safe from abuse and neglect:

How do we improve our response to CPS referrals?

Analysis:

- Region 1 and Region 4 response time performance is being addressed through Region specific action plans. Non-emergent response time performance in both Regions is low primarily because of confusion about how to use CAMIS response time codes to document attempted visits.
 - Region 1 - The proportion of victims seen within 72 hours actually increased from August to September. However, the percent of victims with non-compliant attempts and the percent without CAMIS documentation increased in September. One office accounted for 61% of victims without compliant visits or attempts in Sept 06.
 - Region 4 - The proportion of victims seen within 72 hours has remained high since July. However, the percent with compliant attempts has decreased. One office accounted for 50% of victims without compliant visits or attempts in Sept 06.
- Region 5 emergent referral response time performance from June to August 2006 was hurt by CAMIS documentation problems. The Region has addressed this and September performance is above 90% for Sept06 on emergent and non-emergent referrals.
- Region 6 is reviewing performance on all CPS referrals – the office with most non-compliant visits experienced a 64% increase in victims needing visits in September, compared to their prior quarter average (from 21 to 35 victims).
- CPS/CWS Redesign Update:

Follow up is the key to making things happen. Agencies know when they come before the Governor next quarter, they will have to account for their actual progress toward achieving results.

Did we do what we said we would do? Did it work?

e, Kent

Actions	Who	Due Date
Action plans submitted for response time improvement in offices consistently falling below the performance target	Field Operations Director Regional Administrators	Completed (applies to Regions 1 and 4)
Rolling implementation of the CPS/CWS re-design model across the state.	Program and Practice Improvement Director Field Operations Director	1/31/07

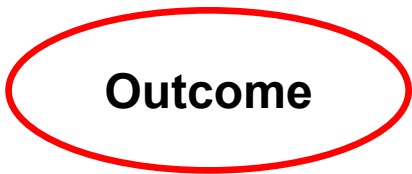
GMAP Works

Are we responding faster?

Timely response rate to calls about child abuse and neglect has improved from less than 40% in non-emergency cases to over 90% for **both** emergency and non-emergency cases **in all six regions** across the state.

Children will be safe from abuse and neglect:

What percent of children were not abused or neglected again?



Recurrence Rates at 6, 12, and 24 Months After Initial Victimization

Initial referral received	Total N	Percent revictimized		
		6-Month	12-Month	24-Month
Jan-Jun 2001	3275	13.0%	14.9%	17.5%
Jul-Dec 2001	2487	13.1%	15.8%	18.9%
Jan-Jun 2002	2921	12.4%	14.3%	17.2%
Jul-Dec 2002	2561	12.7%	14.9%	17.8%
Jan-Jun 2003	2885	13.1%	15.4%	18.6%
Jul-Dec 2003	2901	11.8%	13.6%	16.1%
Jan-Jun 2004	3223	11.2%	13.7%	16.7%
Jul-Dec 2004	3103	12.2%	14.4%	17.3%
Jan-Jun 2005	3316	11.6%	14.4%	16.0%
Jul-Dec 2005	3220	9.5%	10.7%	13.0%

Estimated rates

POLICY NOTES

- 1 CPS Response Time Policy Implementation:**
- Emergent Referrals within 24 hours: 4/29/05
 - Non-emergent Referrals within 72 hours: 8/8/05

DATA NOTES

Because workers have 90 days to complete their investigations and enter findings into CAMIS, six-month rates for the latest entry cohort period can be accurately determined only for initial referrals received through December 2005 (allowing for a period of six months for re-victimization plus 90 days for investigation and data entry). 12 and 24 month rates are accurately known up to the Jan-Jun 2005 and Jan-Jun 2004 cohorts, respectively. Shaded numbers for later cohorts are estimates that will be revised with later, more complete data.

- An analysis of the effects of the 24/72 hour response¹ to referrals indicates that children are safer when seen sooner.
- A series of multivariate analyses demonstrated that the decline in recurrence was highly likely to be the result of seeing children more quickly rather than changes in other factors.
- The analysis showed:
 - A marked decline in the rates of recurrence of child abuse for non-emergent referrals and a similar though smaller effect for emergent referrals.
 - Combining both types of referrals, a 25 percent decline in the six-months recurrence rate.
 - A significant association between lower rates of recurrence and faster response times, true even before implementation of the new policies.
 - No significant differences in recurrence rates for referrals granted exceptions to the 24 and 72 hour policies, indicating that the appropriate use of exceptions does not compromise child safety.
 - A similar pattern of lower re-referral rates, whether referrals are founded, inclusive, or unfounded.

GMAP Works

Does getting there faster mean children are safer?

Outcome analysis shows a statistically significant drop (13%) in the rate of re-abuse correlated to the faster response time.

That means over 200 children are safer and will not suffer a recurrence of abuse.

Inside the GMAP Room

(video clips from live sessions)

Do we measure outputs or outcomes?

Department of Social and Health Services

Goal: Ensuring vulnerable children are safe

Ultimate Outcome

Children are safe.
% of children not re-abused within 6 months

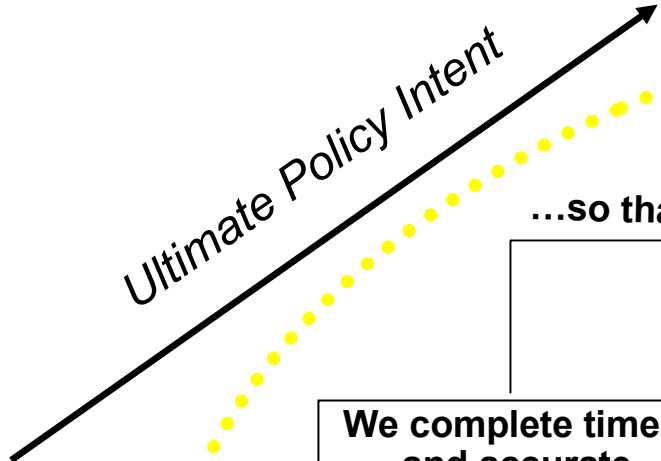
Effective safety plans are created and followed...
case file reviews

Intermediate Outcome

We complete timely and accurate investigation reports...
% reports filed on-time and complete

We respond to child abuse calls...
% responded to within 24 hours

Immediate Outcome

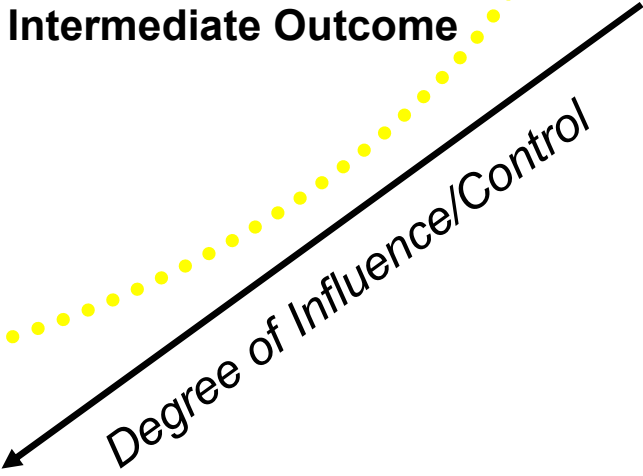


...so that...

...so that...

...so that...

Activity / Output



Source: Washington State Department of Social and Health Services, Children's Administration

*How do we know we're
measuring the right things?*

Ask your customers – the citizens!

Purpose of Governor Gregoire's Citizen Engagement Tour

- 1. Improve government services with citizen involvement.**
- 2. Inform budget and operational decisions.**
- 3. Tell the story in language that is easily understood.**
- 4. Accountability leads to good government.**

Office of the Governor Three Tiers of Engagement



Citizen Engagement Methodology

I. Citizen Workshops

- 50 citizens representing a cross-section of each community.
- Small group discussions and interactive polling to design and prioritize performance measures.

II. Community Leader Roundtables

- Broad spectrum of interests and organizations.
- Delved further into the most important issues in that community.

III. Town Hall Meetings

- Open community forum with Governor Gregoire.
- Asked citizens directly what results they think their state government ought to be accountable for delivering.

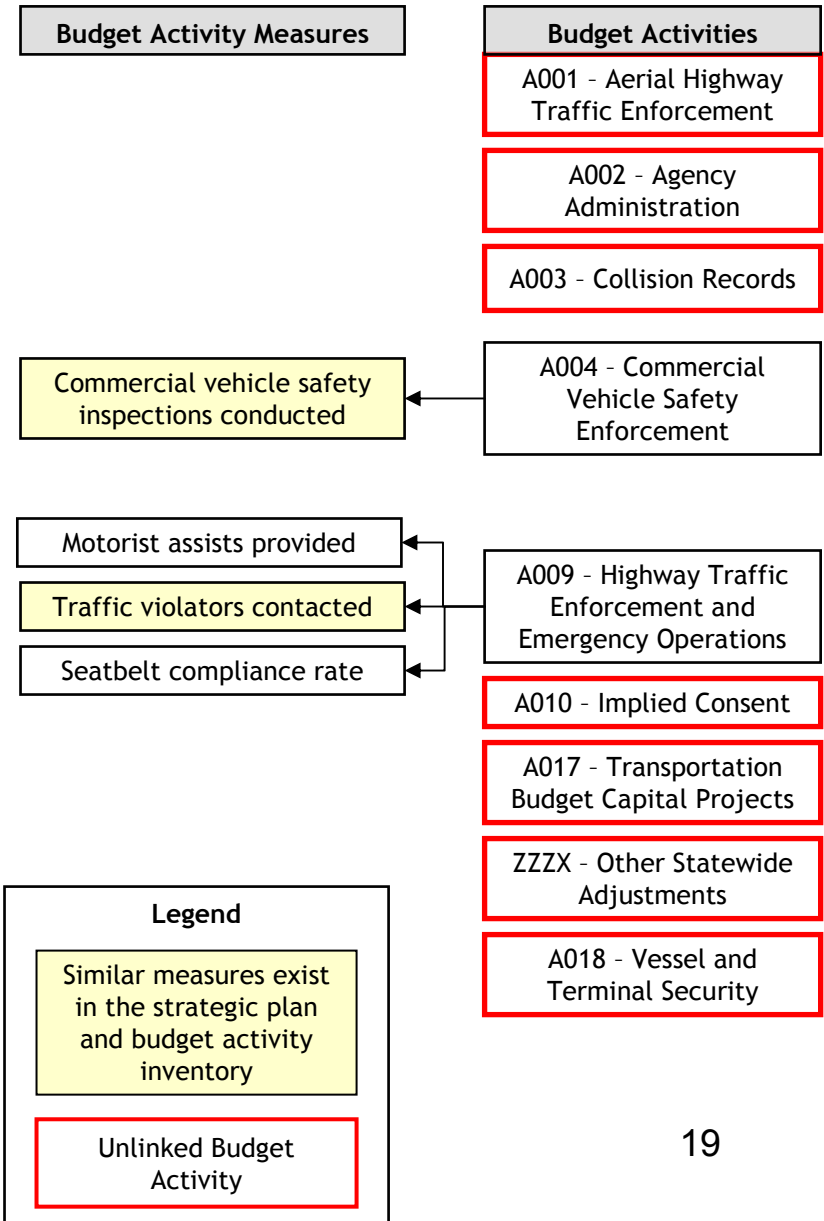
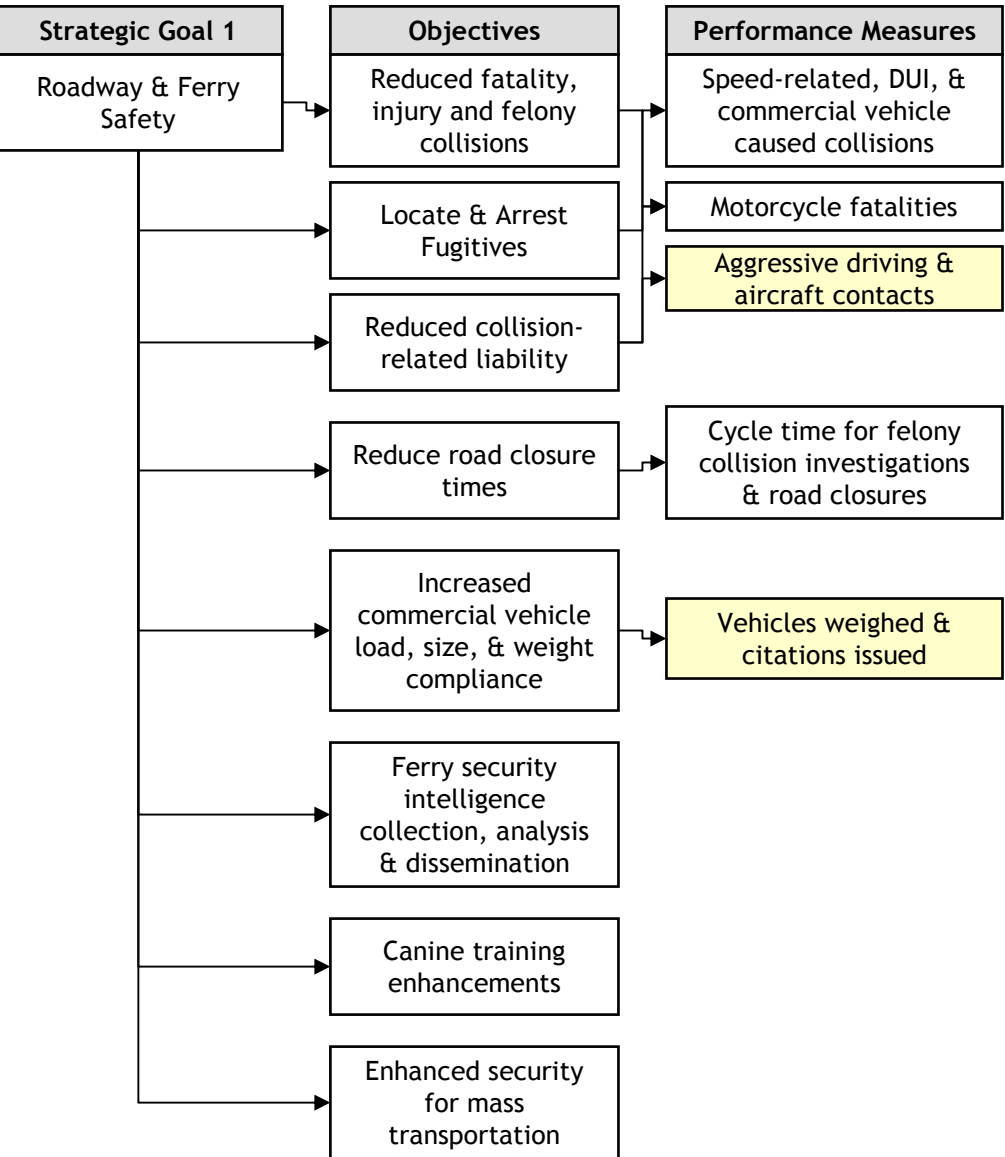
*How good are our
performance measures?*

Performance Measure Assessment Reviews

Example Agency and Budget Performance Measure Comparisons

Strategic Planning →

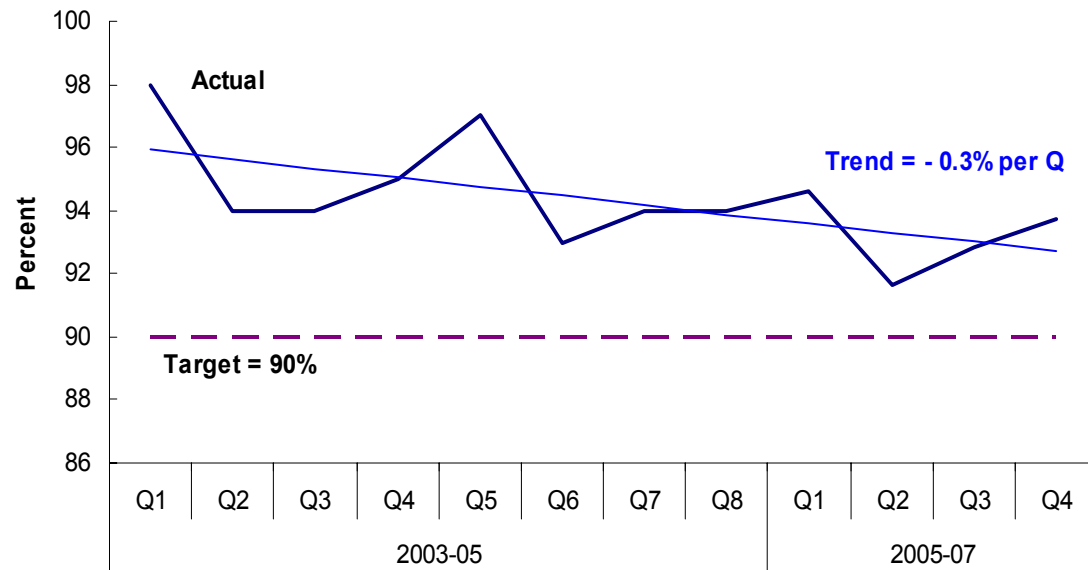
← Budget Activities



Example Activity Measure Assessment

Performance Measure Description: Children in child support caseload with paternity established (PM 1F50)
Budget Activity Links: Crisis residential center (A021) and child support enforcement (F010)
Category of Measure: Process measure: it measures DSHS processes, not emergency shelter.*
Analysis of Variation: The measure shows a stable and predictable downward performance trend.
Analysis of Targeted vs. Actual Performance: It's not clear why the target is at 90%, when actual performance has exceeded that every quarter.**

Children in child support caseload with paternity established



Comments About Desirable Characteristics

Relevance: Low - this measure has little to do with the results or mission of the Crisis Residential Center	Timeliness: Quarterly data is reasonable.
Understandability: The measure itself is understandable, although its tie to the Crisis Residential Center isn't clear.	Reliability: Children's Administration does not use, or have data for, this measure, so can't vouch for its reliability.
Comparability: Children's Administration does not use, or have data for, this measure, so can't vouch for its comparability.	Cost Effectiveness: Children's Administration does not use, or have data for, this measure, so can't vouch for its cost-effectiveness.

General Comments & Explanations:

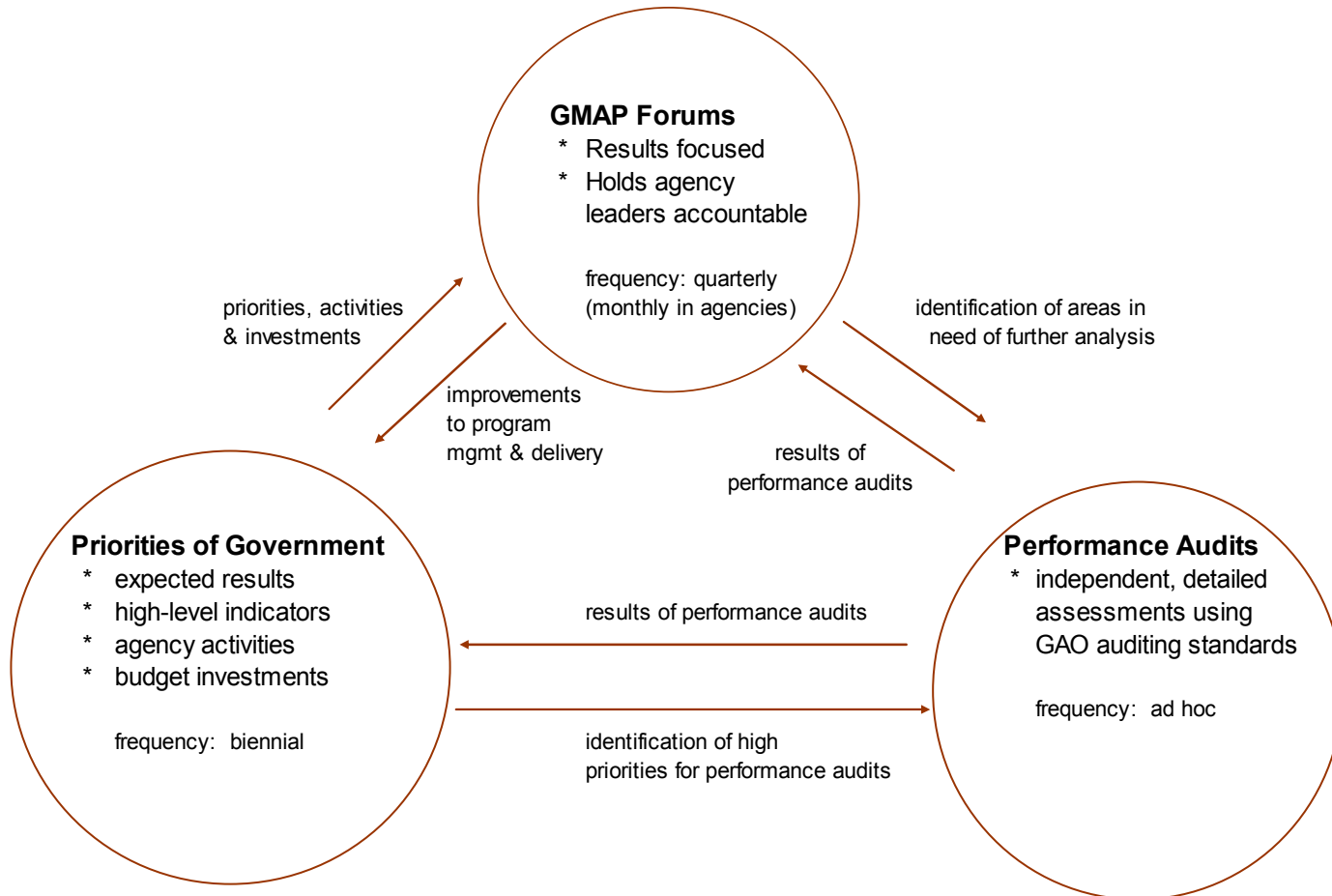
- *This measure seems to have little connection with the activity of providing safe housing for children. Children's Administration confirms that they do not have this data, and will un-link this measure from their activity.
- **Establishing paternity may have benefits (e.g. providing supplemental financial resources for children). If so, then an appropriate target may be changing the direction of the trend.

What's the connection with performance audits?

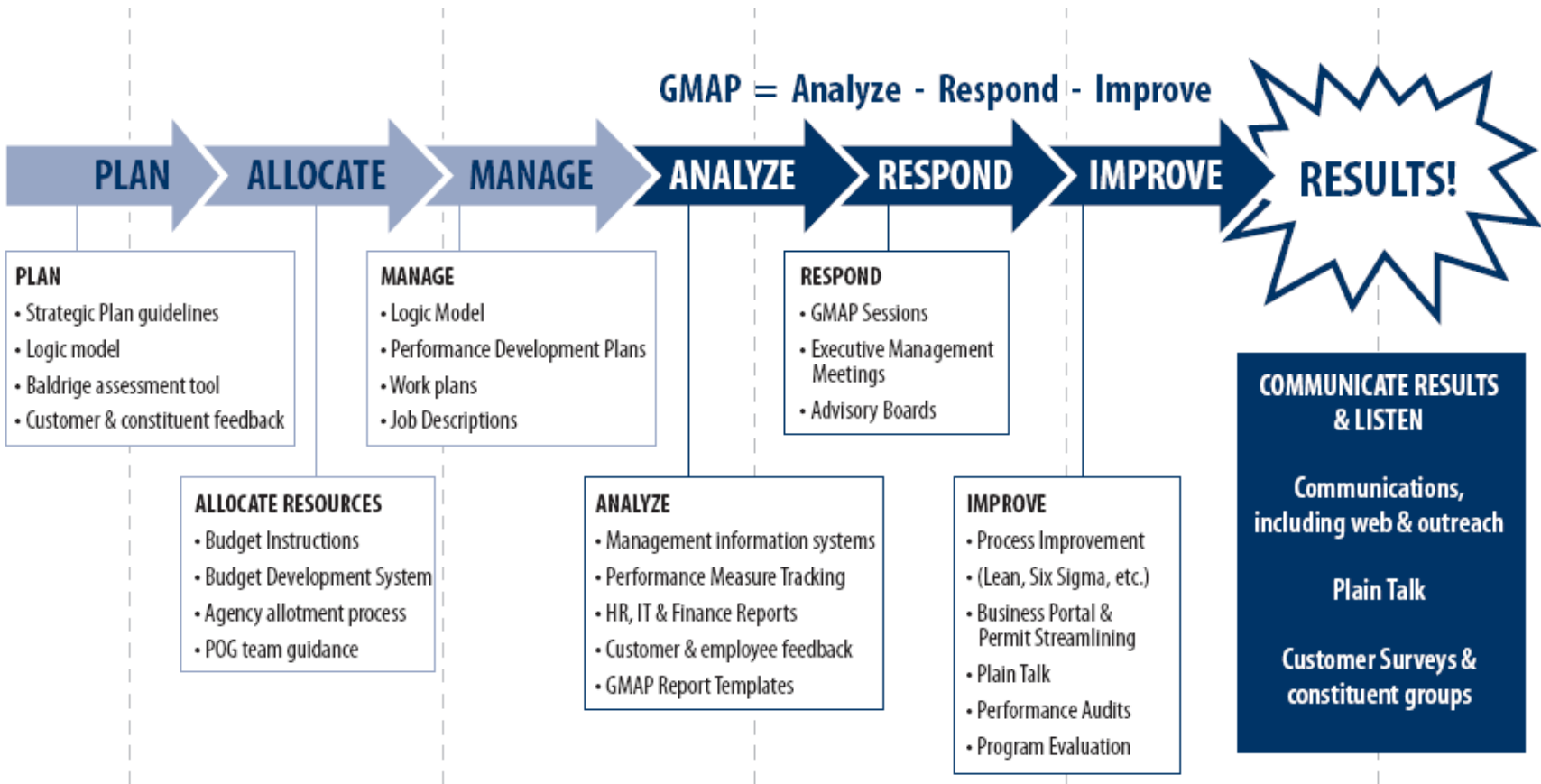
Same ultimate goal – improved performance and accountability.

One size does not fit all – use the right tool for the right job.

How GMAP, POG, and Performance Audits Fit Together



Gregoire's Management Framework



“Holding government accountable for results is just common sense. It is not enough to just set priorities and talk about what we want to do. We must measure government performance to make sure Washingtonians are getting the best possible return on their tax dollars.”

*Chris Gregoire, Governor
State of Washington*



For more information:

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