

WA GMAP and the WA Department of Social and Health Services

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“Holding government responsible for results is just common sense”

- In Washington, Governor Gregoire believes that every agency, every program and every employee must be accountable to citizens every day.
- She is moving state government away from focusing on **how** we do things to looking at **results**.
- She understands that state government agencies have cut themselves to the bone and are doing all they can, and she has asked state agencies to show that clearly to the taxpayers
- Government Management Accountability and Performance program, or GMAP, is her program
 - to show simply and with data that agencies are managing their programs effectively
 - and to solve problems collectively

GMAP

- GMAP is a tool set designed to hold state leadership accountable for the quality, efficiency and effectiveness of the services that state government provides.
- GMAP centers around open forums where critical agency business processes and services are candidly evaluated and monitored
- Staff with the authority to make policy, budget, and procedural changes are in the room.

GMAP Principles

1. Engage the leaders at the top of the organization
2. Effective measures require clarity on:
 - which programs and services are expected to change
 - how agencies will use measure to manage programs and get results
3. Develop and use timely and accurate data to set targets and inform decisions
4. Reward candor and creativity
5. When the data indicates that action is needed, clearly specify action steps, leads, and deadlines
6. Persistent follow-up and clear accountability
7. Create a continuous learning environment (use process improvement tools)

What Topics are Covered?

- Current Topic Areas are:
 - Economic Vitality
 - Health Care*
 - Vulnerable Children and Adults*
 - Public Safety*
 - Transportation
 - Government Efficiency
 - Environment (Puget Sound clean-up)
 - WorkFirst*
 - Education*

* DSHS is involved in these forums

GMAP Process

- Starts 3+ months prior to an actual forum
- Agencies prepare the materials to tell their story.
- Series of measure team meetings, and drafts* are reviewed.
- Preparation and briefing of the Governor and her cabinet occur one week prior to the forum.
- Follow-up memo is sent after the Forum to highlight next steps and commitments that the Agencies made during the Forum.

* Materials are now entered into a web-based presentation tool called "DataView".

Learning Opportunities - Synthesize, Summarize information: What is the real story you are trying to tell?

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**“Our goal is to squash our competition like a bug!
Having said that, here is a 600-page report outlining
our official policy on animal rights which does not
advocate squashing bugs or any other species.”**

Learning Opportunity – What is the “real status of your data system? Do you have the data you need to tell your story?”

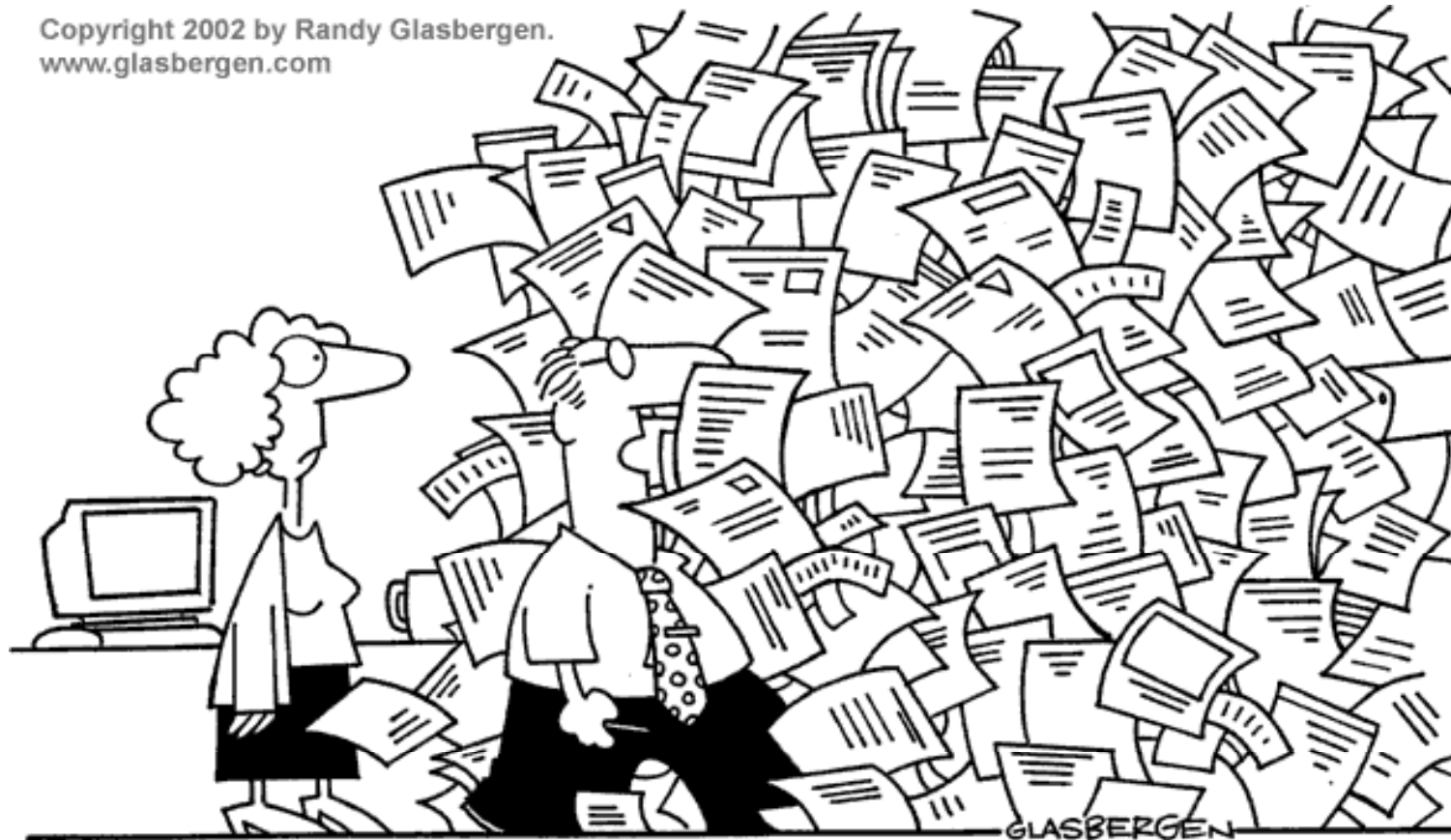
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“We back up our data on sticky notes because sticky notes never crash.”

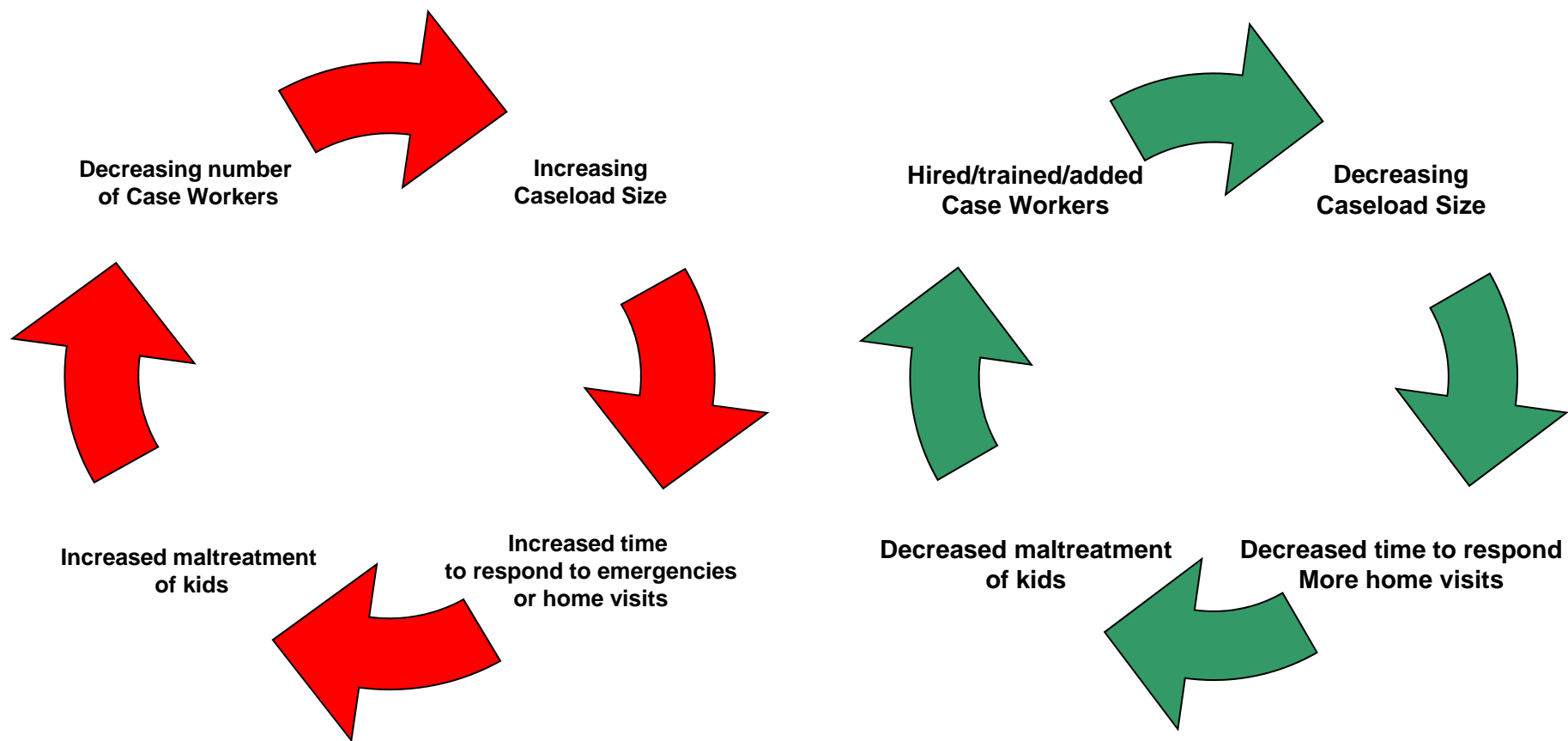
Learning Opportunity - How efficient are your processes? What stands in the way of increasing the agencies effectiveness?

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“I have some paperwork to catch up. If I’m not back in two days, organize a search and rescue team!”

A Real Success Story: Foster Care





1.0 - Child Safety

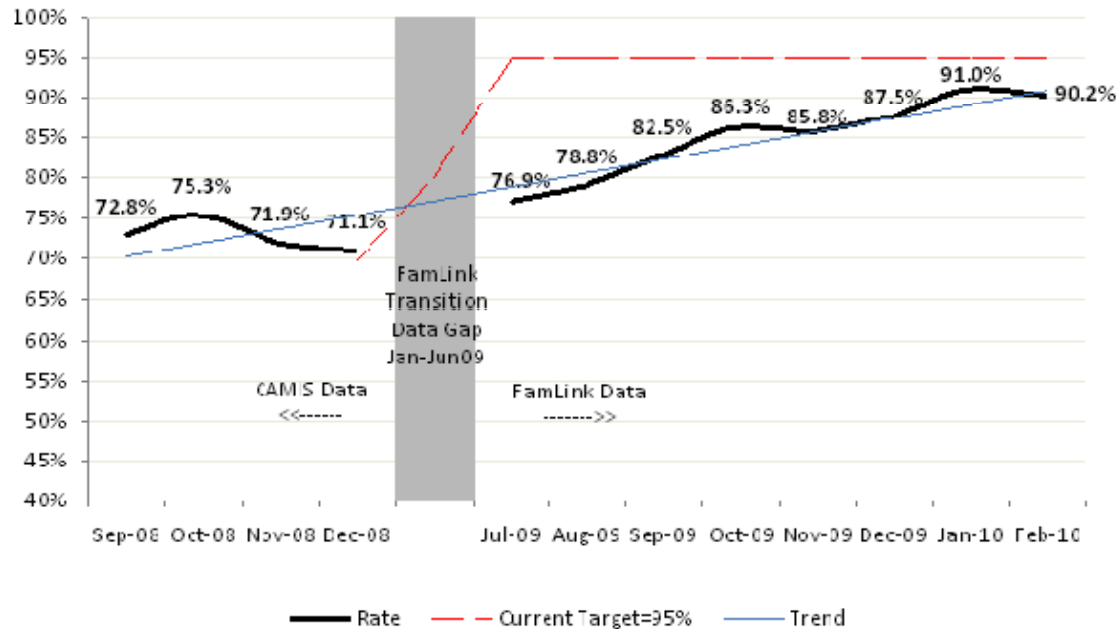
1. Child Safety

Measure	Target	Actual	Status	Agency	Notes
1.2 - Initial Response	95%	93%	●	DSHS	DSHS is close to meeting the target for timely face-to-face visits (or attempted visits) with alleged victims in child protection referrals. Data is for Feb 2010 as of 03/28/2010.
1.3 - Repeat Maltreatment	Less Than 12.9% Within 6 Months	6.6% (estimate)	●	DSHS	Performance data shows significantly fewer children have experienced repeat maltreatment since April 2005, when the Governor mandated quicker response times to reports of child abuse and neglect. Data is from FamLink as of 02/09/10.
1.1.b - Social Workers with 18 or Fewer Cases	90%	72%	◆	DSHS	Data quality improvements are still underway, and data may not be completely reliable until summer or fall 2010. Data is for March 2010 as of 03/12/10.
1.4 - Monthly Visits	95%	90%	▲	DSHS	Performance data shows steady improvement in timely monthly social worker visits with children. Data is for Feb 2010 from FamLink as of 04/04/10.



Are social workers evaluating children's health and safety each month?

Rate of Children/Youth Visited by Social Workers During the Calendar Month



Data Notes

Data Source: FamLink run date 04/04/10

Measure Definition: This measure evaluates whether or not a child in an out-of-home placement or an in-home dependency received a health and safety visit from their social worker during a single calendar month.

Notes: (optional) Population includes children currently in DCFS care and custody.

Also Available

Action Plan: Yes

Drill Down Measures

1.4.a - Monthly Visits By Region

Summary Analysis

- January data shows monthly health and safety visits occurred 91% of the time. Early February data is following this trend. Since July 09 the occurrence of monthly visits is above the highest level of CY 2008.
- Issues with data reporting and documentation by regional staff are being aggressively addressed. In February 2010 a statewide action plan was implemented to ensure accurate reports from FamLink and proper and timely documentation.
 - o Regional staff are reviewing weekly reports to identify FamLink issues that may be affecting documentation and reporting, and sending these to Children's Administration Technology Services.
 - o Regional staff are identifying issues that are affecting timely and proper documentation
 - o Monitoring and tracking have been established to ensure documentation is completed within timeframes.
 - o Training is being provided to staff as needed.

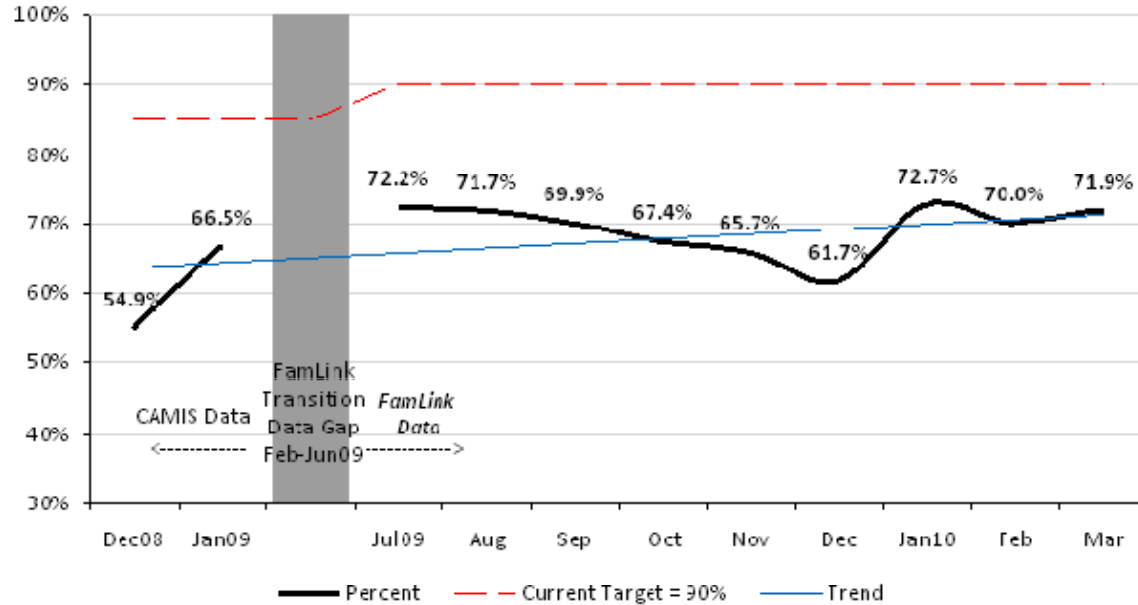
Since these strategies have been implemented data entry and performance reporting has and should continue to improve.

See Action Plans in 1.2 Initial Response and 1.4 Monthly Visits for more details



How many social workers serve an active caseload of 18 or fewer cases?

Percent of Social Workers Responsible for 18 or Fewer Cases
Dec08 to Mar10



Drill Down Measures

1.1.b.1 - Social Workers By Region

Summary Analysis

- In March 2010, 72% of social workers, who have at least one child in out-of-home care on their caseload, served 18 or fewer cases.
- This measure includes only social workers who have at least one child in out-of-home care on their caseload. Measure 1.1, Average Caseload Statewide, includes all case-carrying social workers and all active cases.
- A mandated review and correction of case assignment data in FamLink is underway. This will increase the accuracy of caseload data.
 - o Staff were given additional training in October and November on documenting case assignment.
 - o A new report format is being used to support data review and correction.
 - o Case merge activities, including merging duplicate cases, are continuing.

See Action Plans

Data Notes

Data Source: FamLink Run date 03-12-10

Measure Definition: Social workers who have at least one child in out-of-home care on their caseload will serve 18 or fewer cases.

Target Rationale: The target is based on the Revised Braam Implementation Plan which set the benchmark for FY08 at 80%; in FY09 at 85%; and FY10 90%.

Notes: (optional) For more information on the Braam Settlement Agreement please go to www.braampanel.org

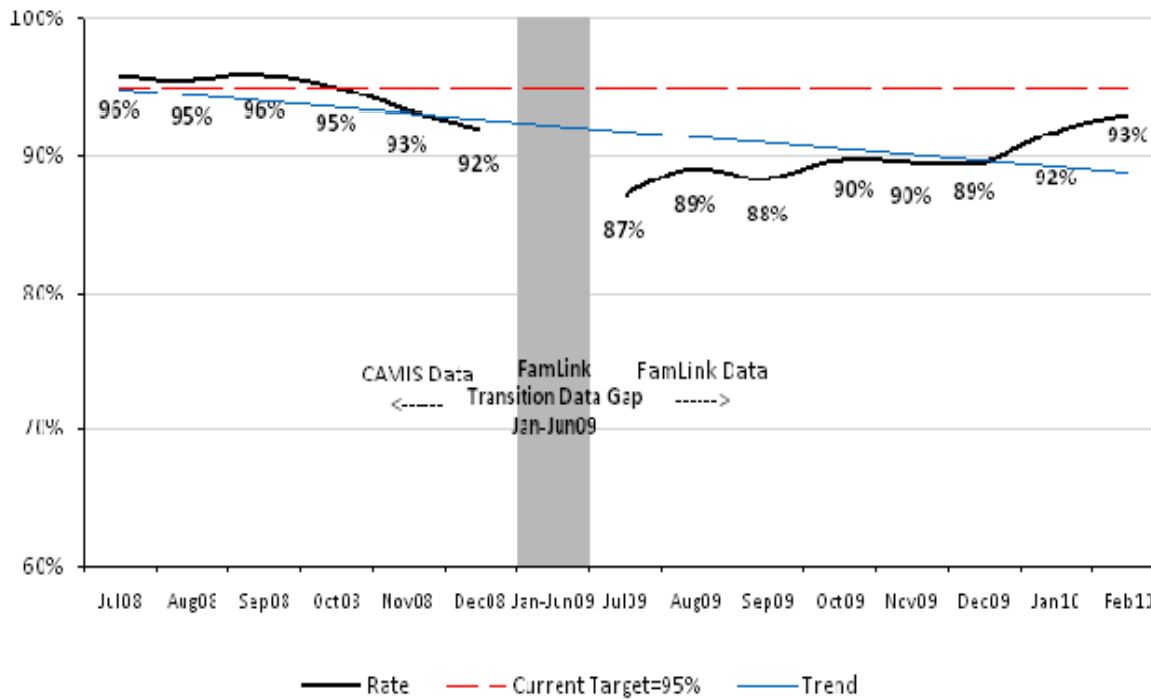
Also Available

Action Plan: Yes



1.2 - Initial Response **Are we responding quickly to child victims in CPS referrals?**

Rate of Child Victims in Emergent and Non-Emergent Referrals Seen or Attempted Within Policy Requirements



Drill Down Measures

- 1.2.a - Emergent Response
- 1.2.b - Non-emergent Response

Summary Analysis

- In February 2010, visits or attempts for timely face-to-face visits by social workers were accomplished for 93% of alleged victims in CPS referrals (emergent and non-emergent combined).
 - Emergent visits (response within 24 hours) were accomplished for 95% of alleged victims, meeting the target for this measure.
 - Non-emergent visits (response within 72 hours) were accomplished for 91% of alleged victims.
- Issues with data reporting and documentation by regional staff are being aggressively addressed. In February 2010 a statewide action plan was implemented to ensure accurate reports from FamLink and proper and timely documentation.
 - Regional staff are reviewing weekly reports to identify FamLink issues that may be affecting documentation and reporting. These reports are sent to Children's Administration Technology Services (CATS).
- Since these strategies have been implemented data entry and performance reporting has and should continue to improve.

See Action Plans for more details.

Data Notes

Data Source: FamLink Initial Face to Face (IFF) Report: Run date 03/28/2010

Notes: (optional) Victims in CPS referrals with a documented face-to-face visit or attempt within policy expectations. Excludes DLR-CPS.

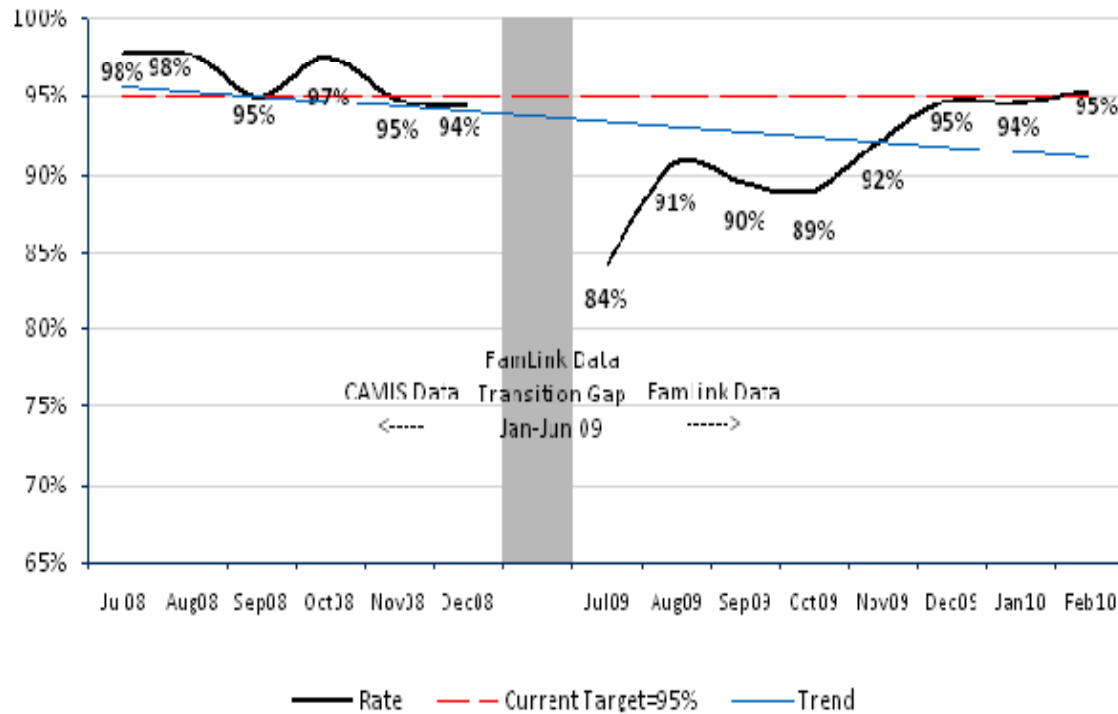
Also Available

Action Plan: Yes



Are we responding quickly to child victims in emergent CPS referrals?

Rate of Child Victims in Emergent Referrals Seen or Attempted Within Policy Requirements



Drill Down Measures

1.2.a.1 Emergent Response By Region

Summary Analysis

- DSHS met the target for this measure by accomplishing emergent visits within the 24 hour timeframe for 95% of alleged victims.

Data Notes

Data Source: FamLink run date: 03/28/2010