

Creating a Culture of Accountability in Washington State Government GMAP- How it Works



Presented to the Little Hoover Commission

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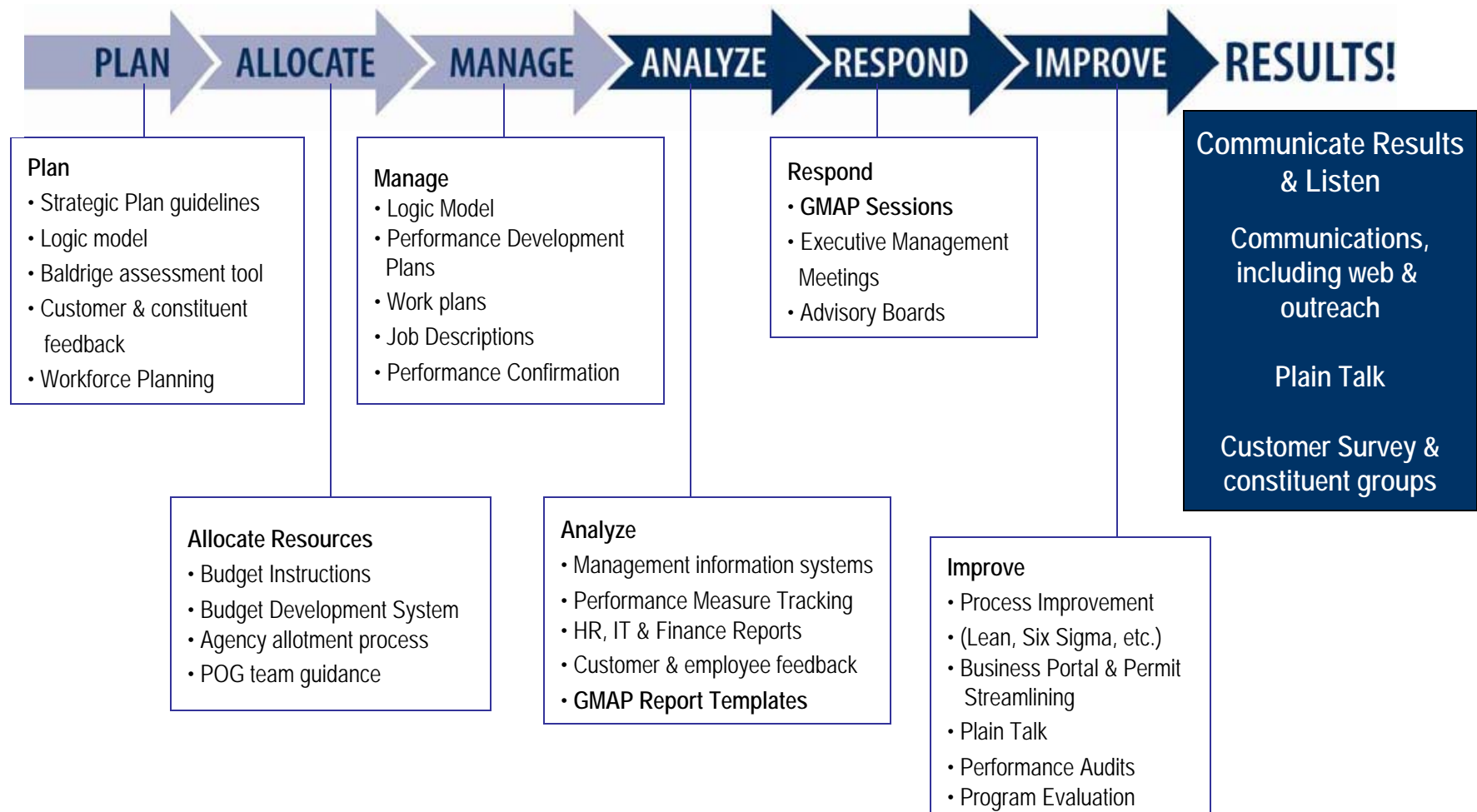
What is GMAP?

GMAP is a disciplined method of performance review that leaders can use to make decisions and achieve results.

- Governor and her senior staff **personally** and **regularly** review performance reports with agency directors.
- Agencies are accountable for **results**.
- Timely, accurate **data** inform the decisions.
- Meetings are active, real-time **problem solving** sessions.
- Action plans define **who** will do **what** by **when**.
- Participants are expected to **follow-up** and report back.

Where GMAP fits: Washington's Management Framework

GMAP = Analyze – Respond – Improve



Why do we 'GMAP'?

- Change the **culture** of state government
- If **leaders** do it, it must be important
- Focus on results that are important to our **citizens**
- Balance **policy** and enterprise **management** objectives
- **Integrate** multiple performance & accountability efforts
- Focus on **results** rather than agency silos

What do we review in GMAP?

- Health Care
- Vulnerable Children
- Economic Vitality
- Government Efficiency
- Public Safety
- Transportation
- Welfare to Work
- Puget Sound Clean-Up
- Education (coming soon)

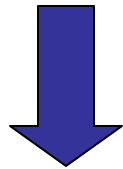
How does it work?

1. Where do measures come from?
2. What does a report look like?
3. What happens during the meeting?
4. What are the results?

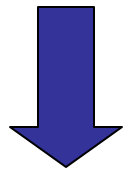
Where do measures come from?

Washington's Citizen Engagement Process

**Citizen
workshops**



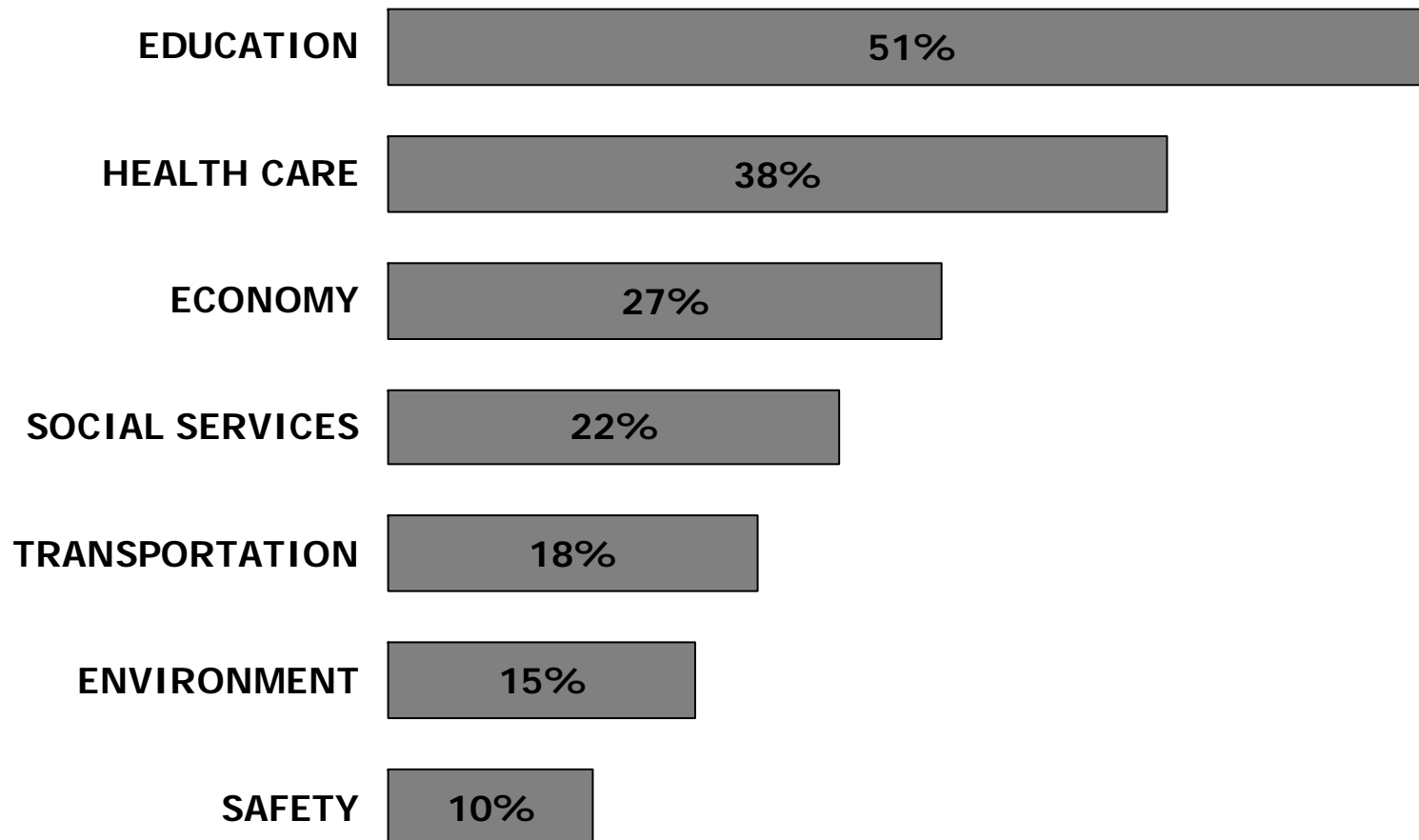
**Community leader
roundtables**



**Town Hall
meetings**



Priority areas of state government based on 2007 citizen workshops



Citizens ranked these measures in order of priority in the 2007 workshops:

EDUCATION:

1. High School Graduation Rate*
2. Low Income Student Achievement Gap*
3. Graduates in High Demand Fields*
4. Test Scores: Reading & Math

HEALTH:

1. Health Insurance Coverage*
2. Infant Mortality*
3. Adult Obesity*
4. Tobacco Use – Teen
5. Tobacco Use - Adult

ECONOMY:

1. Job Growth
2. **Business Survivability***
3. Household Income*
4. Employment Rate*
5. Median Hourly Wage
6. Median Home Price

SOCIAL SERVICES:

1. Child Re-victimization*
2. Population Above Poverty*
3. Long-term Care
4. Employment for the disabled

TRANSPORTATION:

1. Condition of Highways*
2. Condition of State Bridges*
3. Travel Times in Major Corridors*
4. Projects Completed On-Time and On-Budget*

ENVIRONMENT:

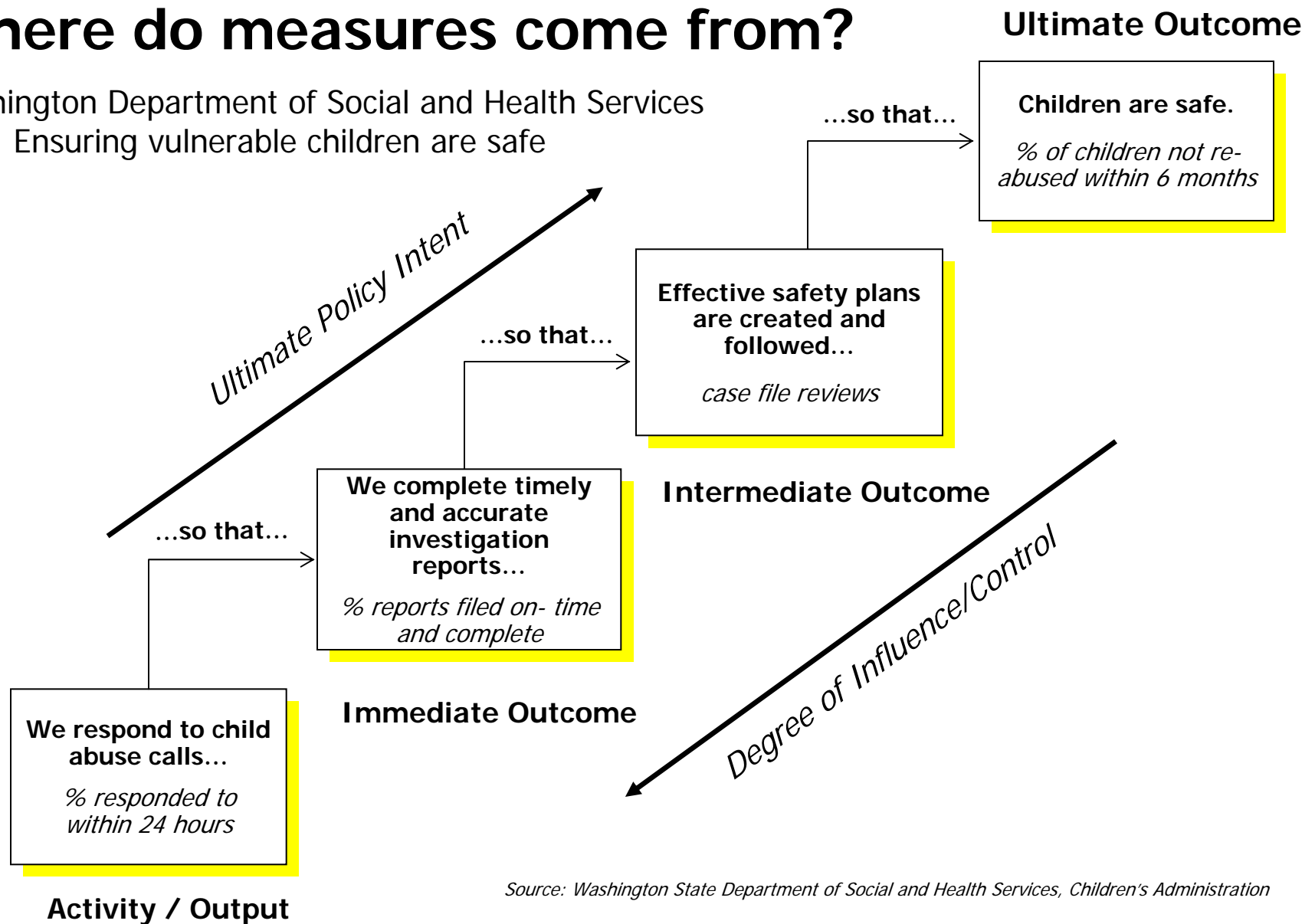
1. Toxic Releases*
2. River & Stream Water Quality*
3. Air Quality
4. Puget Sound Water Quality
5. Endangered Wildlife*

SAFETY:

1. Re-Offense Rate*
2. Crime Rates*
3. Emergency Responder Communication

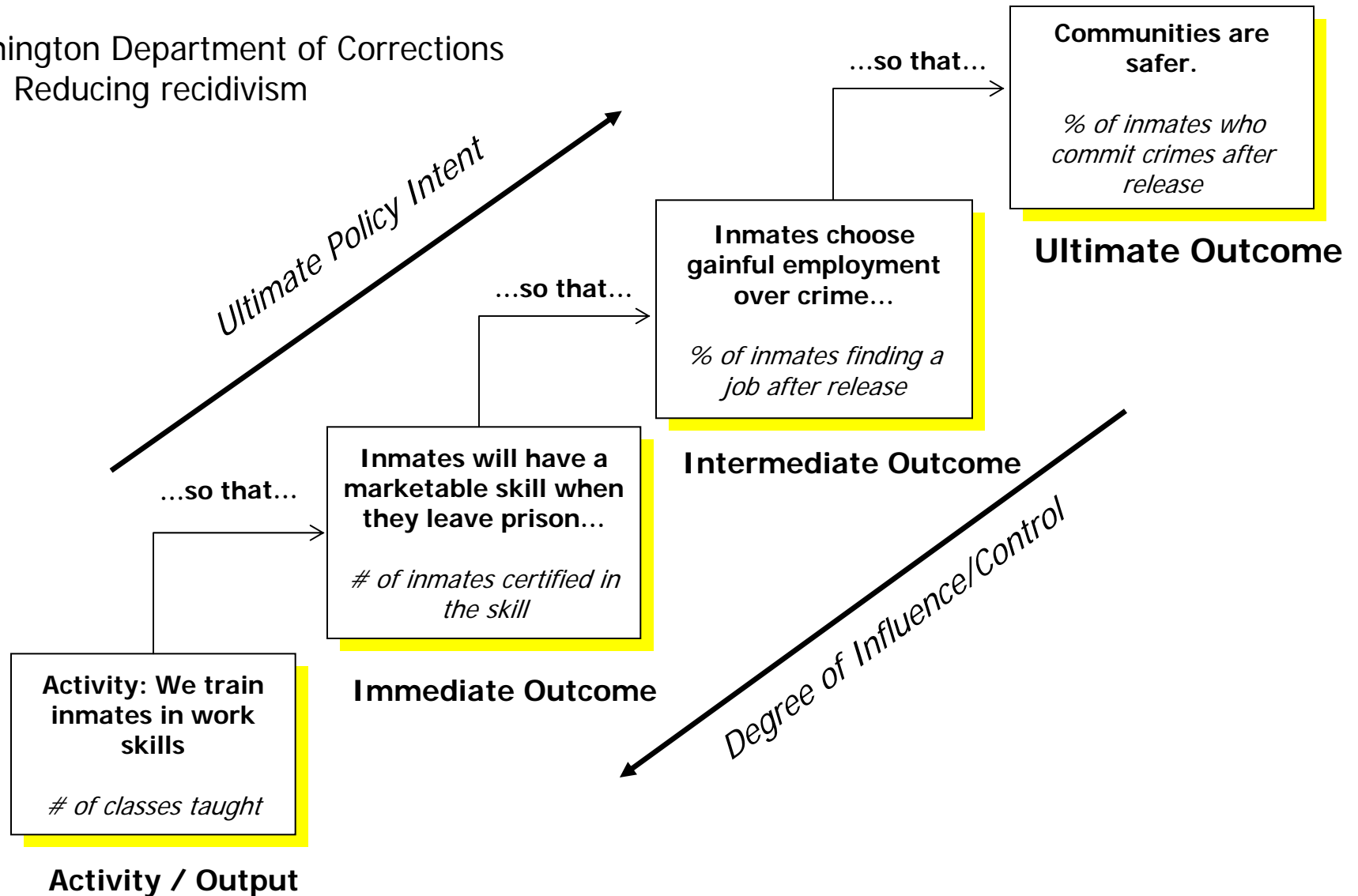
Where do measures come from?

Washington Department of Social and Health Services
Goal: Ensuring vulnerable children are safe



Where do measures come from?

Washington Department of Corrections
Goal: Reducing recidivism

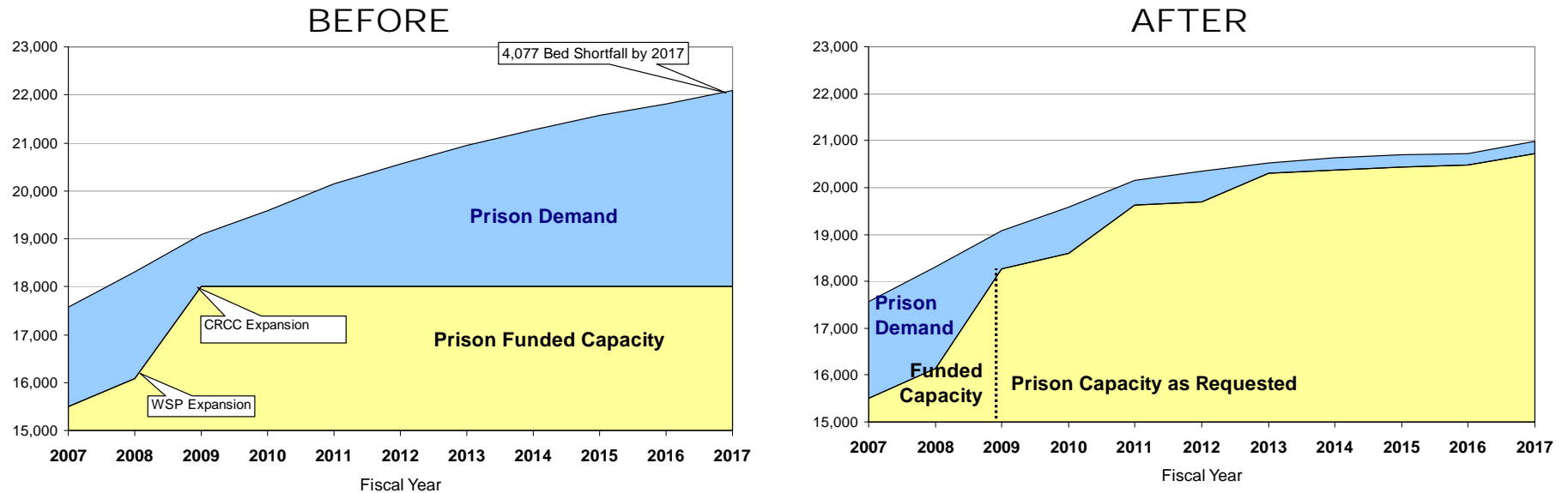


What does a report look like? Executive Summary GMAP Report: Children's Administration

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 allegation	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	

What does a report look like?

How will expanded re-entry programs impact an offender's criminal behavior?



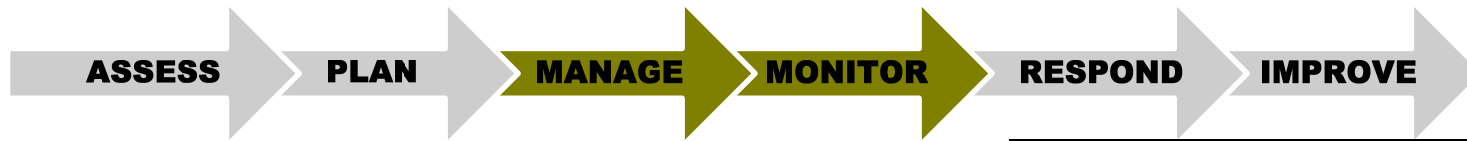
Analysis:

- Current out-of-state rental beds are approaching 1,000
- Projected shortfall of over 4,000 beds expected in FY 2017, driving the need for future prisons.
- With the DOCs limited re-entry programs the Department will lose ground in impacting an offender's criminal behavior as populations increase.
- The Department contributes to reducing recidivism by increased participation in evidenced-based programming for offenders while they are under our jurisdiction.

Source: Population estimates based on the June 2006 adopted Inmate Forecast provided by the Caseload Forecast Council. Reduction of prisons forecast, and increase of bed capacity based on the Departments budget request submitted on September 2006.

What does a report look like?

How will we increase re-entry program participation in prisons?



Prison Programs	WSIPP - Effect on Crime Outcomes (Overall Recidivism)	Return on Investment (per participant)	# of Offenders Released who would benefit from programs	Current Participation		Program Participation Targets					
						Cabinet Strategic Action Plan Target By December 2007		Budget Request Proposal Target By June 2008		Budget Request Proposal Target By June 2009	
Chemical Dependency	-5.7%	\$7,835	4,770	2,385	50%	2,671	56%	2,957	62%	3,816	80%
Correctional Industries	-5.9%	\$9,439	3,035	1,646	54%	1,700	56%	1,821	60%	1,821	60%
Vocational Programming	-9.0%	\$13,738	4,162	1,960	47%	1,960	47%	2,248	54%	2,497	60%
Adult Basic Education	-7.0%	\$10,669	6,243	3,876	62%	3,876	62%	4,370	70%	4,557	73%
Sex Offender Cognitive Behavior Treatment	-7.0%	(\$3,258)	581	142	24%	198	34%	300	52%	400	69%
Cognitive Behavioral Therapy / Mental Health	-6.3%	\$10,299	8,324	663	8%	832	10%	5,411	65%	6,659	80%
ACTION PLAN								WHO		DUE	
1	Increase CD treatment provider treatment time with offenders by transferring administrative duties to Correctional Specialist at SCCC.						Patty Noble-Desy		10/23/2006		
2	Increase CD treatment provider treatment time with offenders by transferring technical duties of educational lectures and running meetings to technical job class being piloted at SCCC.						Patty Noble-Desy		10/23/2006		
3	Complete ongoing research of reasons for CD contractor staff turnover of 18%. Complete a proposal for replacing some contract staff with staff staff.						Patty Noble-Desy		12/30/2006		
4	Conduct quarterly compliance review with State Board of Community and Technical Colleges, to redistribute underutilized program hours to programs and locations of higher demand.						Michael Paris		1/31/2007		
5	Conduct analysis on family centered connections/programs, and develop a proposal for wrap-around services for families preparing for offender releases.						Alice Payne		2/28/2007		

Source: Effects on crime outcomes and the benefits based on the 2006 October Published Report #06-10-1201 by the Washington State Institute for Public Policy. # of offenders released based on FY 2006 releases, as identified in the Department's Offender Based Tracking System (OBTS).

What happens during the meeting? GMAP in Action

Governor's directive to respond to reports of child abuse within 24 hours.



What are the results?

Preventing child abuse example

Are we responding to calls within 24 hours?

- Within a year, we were able to improve our timely responses to calls about child abuse from 69% to 93% in all six regions across the state.

Does getting there faster mean children are safer?

- Washington's children are safer because social workers respond to reports of child abuse within 24 hours 95 percent of the time, up from 65 percent in 2004. As a result, repeat instances of child abuse have declined 35 percent since 2005.
- In plain talk, that means almost 200 children are safer and will not suffer a recurrence of abuse.

What are the results?

Additional results

- Error rates on tax returns and food stamp benefits are among the lowest in the country, and the state is a national leader in providing key services online;
- 93% of highway projects completed on-time, 95% completed within budget.
- Fewer workplace injuries and claims helped enable the state to declare a six-month “rate holiday” this year on payments by employers and workers into the workers’ compensation medical fund; and
- Service improvements reduced the “on-hold” waiting time by more than 60 percent since 2006 for callers to two state Medicaid telephone hotlines.
- Doubled job placement rates at the Employment Security Department offices in Pierce County.
- Reduced unanticipated employee leave by nearly half at the state Health Care Authority.
- Clearing accidents faster on major corridors thanks to WSP, WSDOT and county coroners.
- Reduced or redeployed over 1,100 middle managers (exceeded target of 1,000 by 10%)
- Prisoners are evaluated prior to release 90% of the time, up from 70% in July 2005.

Lessons Learned

- Top **leaders** must be personally **engaged** in active **problem solving**
- You need a clear **link** between what we actually do and the outcomes we desire
- Data must be timely & accurate with in-depth **analysis**
- **Results**
- Commit to **action**: who, what, when
- Persistent **follow-up**
- GMAP can inform **legislative** decisions

Challenges

- Building trust with agencies – we’re about restoring dignity to public service, not “gotcha”
- Telling the truth to power – even when it’s ugly
- What happens when you don’t hit your goal? Fear of failure leads to paralysis
- Everyone’s got a silver bullet – and agencies have to dodge them all
- Making sense out of data overload – simplifying without dumbing it down
- Our business intelligence technology is from the dinosaur age
- Built to last – deep roots and tools that are truly useful to outlive “flavor of the month”
- Numbers alone can’t tell the story – but they are the threshold into the tough conversations

For more information:

www.gmap.wa.gov

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