



DAILY FORUM

SUNDAY

SUNDAY MAY 17, 2009

Morning

Breakfast Roundtable Policy Discussions:

**2009 Stimulus Roundtables—
Education • Energy & Environment •
Transportation • Health**
7:30–8:30 a.m.

21st Century Foundation
8:30–10 a.m.

**U.S.-European Relations in the 21st
Century**
8:30–10 a.m.

**Committee on Suggested State
Legislation (Part II)**
9 a.m.–Noon

State Health Care Reform
9–11:30 a.m.

Strategic Planning Committee
12:15–1:30 p.m.

Afternoon

**Luncheon Plenary: “Living with the
Consequences of Wretched Excess”**
William D. Cohan
12:15–1:30 p.m.

Tolls Fellows Advisory Committee
(invitation only)

**Strategies to Improve
Juvenile Rehabilitation**
**Preventing HIV/AIDS, STDs
and Pregnancy in Youth**

**Economic Crisis:
State and Federal Roles in
Recovery, Reinvestment and Regulation**
3:30–5 p.m.

**Stimulating Transportation
Education in a Global Economy**
**Electricity Transmission: Overcoming
Key Challenges**
Managing the Addicted Offender
3:30–5 p.m.

Evening

Idaho Host State Event
6:30–9 p.m.

Check out Capitol Comments
for blogging from the meeting!

www.csg.org

Experts Tout Performance Measurement, Results-Driven Government

Performance measurement isn't a fad—it's here to stay.

That's according to Saturday's speakers at The Council of State Governments' half-day workshop on performance measurement.

"It's something that clearly has become widely accepted," said Harry Hatry, director of the Public Management Program at the Urban Institute. "It's just obvious that you should be concerned about results for citizens."

After all, all 50 states are doing some form of performance measurement—but they are all doing it in varying degrees, Hatry said.

From measuring how many children have health insurance coverage to measuring how well the state roads are maintained, performance measurement—no matter how complex and daunting the concept sounds—is actually going on in every state already.

"There are a variety of programs around the country that go beyond what we think of as performance management at the budget and planning office," said John Mountjoy, director of policy and research at CSG. That's why CSG has taken on a new project called the State Comparative Performance Measurement Project in partnership with the Urban Institute.

The project, launched early last year, aims to create a first-ever state-based program for performance measurement. Although models exist at the county level comparing performance data, "interestingly, this does not exist at the state level," Mountjoy said.

The CSG effort seeks to look at state government as a whole when it comes to performance measurement and aims to be the clearinghouse and resource for the folks at the state level, Mountjoy said.

But even though states are measuring their performance in various areas, it's what the states actually do with that information to make government more accountable and transparent that has experts talking.

More than Just the Data

Performance measurement shouldn't set up a "gotcha" situation. In other words, gathering performance data shouldn't be about playing the blame game.

Instead, it should inform public policy. That's according to Mike Lawson, director of the Center for Performance Measurement at the International City/County Managers Association. "It should not absolutely drive public policy and public management," he said.

Performance measurement, he said, is a tool to drive performance management—setting goals and meeting them through the use of data. Lawson shared his



Mike Lawson from the International City/County Managers Association and Rakesh Mohan, director of Idaho's Office of Performance Evaluations participate in a panel discussion on performance measurement.

key concepts for successful performance management during the special session on the topic Saturday morning.

Government, he said, should strive to be great. Great organizations, he said, have a "piercing clarity of mission." Once that mission is decided, he said, successful organizations rigorously collect data and information.

And they use that data to shape the programs and services they offer to their citizenry.

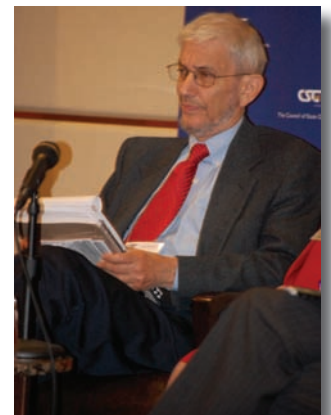
Collecting data on state performance is performance measurement—that's largely a science, Lawson said. But what's done with the statistics and data is another concept—the concept of performance management. "But performance management is largely an art," Lawson said.

That's because in order for data to drive a sort of revolution in the way government works and help officials to determine what's working and what's not working, it has to be a real team effort, drawing input from all stakeholders.

"The idea that you put a number down on a piece of paper and tell everyone in your state about it, is that it will make something happen is a huge leap," said George Grob, president of the Center for Public Program Evaluation. "You're counting on a certain mass psychology to happen here."

For that to happen, people up and down the chain

Continued on back page



Harry Hatry of the Urban Institute shared his years of experience in performance measurement.



Brian Russon, a strategist for the Health Solutions Group at Microsoft Corporation, discusses a health information technology and his company's program that will help consumers "liberate" their health information.

Health Care Data at the Right Time, Right Place

There's value in having the right data at the right time at the right place.

That's the goal of health information technology, said Brian Russon, a strategist for the Health Solutions Group at Microsoft Corporation.

Russon likened today's health care system to a barbell, with two groups heavily involved in their health—those who utilize the system due to major illness and those who are healthy and are very proactive in their health. The majority of the population, he said, falls in the middle—those who are not highly engaged in the health care system.

"We've got a health care system that hasn't driven the financial burden down to the consumer," he said.

But that is likely to change, he said. When that happens, people will become much more engaged in their health care, and they'll need some way to manage that information. Microsoft has developed Health Vault, a consumer-driven health care management program for just that purpose.

It's one of several Internet programs being developed to "liberate data" for consumers that is now held hostage by such groups as health plans, doctor's offices and pharmacy benefit managers, Russon said.

But all the information is in silos. Software programs like Health Vault help consumers manage their health

care information—from all their medical care providers and from consumer-driven information like regular blood pressure checks and exercise information.

"The focus is on empowering people in unprecedented ways," said Russon.

While people can build their health care history in programs like Health Vault—which is offered free in the U.S.—Russon said a successful health information technology model won't happen until consumers have full access to their health information.

"The value of health care data is not in the data itself," he said. "The value is in the application layer that exists in the data."

But the ability to apply the data will depend on breaking down silos and not building new ones.

"We need to make sure all the data gets connected in the right way," he said.

State government will play a key role in ensuring that happens, according to Russon. He said there will continue to be legislation at the federal and state levels to create standards and ensure the data is interoperable.

In addition, he said, states are players as well through Medicaid and Medicare systems.

"It benefits all of us to have a fully interoperable system," said Russon.

—Mary Branham Dusenberry



Financial Services Working Group Co-Chair Maryland Treasurer Nancy Kopp leads the meeting Saturday on how the ongoing financial crisis is affecting the states, including financial literacy education efforts in the states.

Hard Economic Times Elevates States' Financial Literacy Education

A 16-year-old Idaho girl was renting a walk-in closet in someone's apartment, had two children already and was in dire straits financially. She was one of the attendants at Idaho's Smart Women, Smart Money conference—a financial literacy effort of the Idaho State Treasurer's office.

While attending the free conference hosted and organized by the state, representatives from Merrill Lynch—one of the conference sponsors—was touched by her story and situation and offered her a job.

Not long after, the woman was a stockbroker with Merrill Lynch and was getting married, said Idaho Treasurer Ron Crane. A year after that, she and her husband were starting their own business.

Crane credits success stories like these with the financial literacy conference his office puts on every year. Now, he said, the issue of financial literacy has taken on even greater importance as the nation wallows in the current financial crisis.

Bankruptcy filings have gone up a whopping 96 percent in recent years for 18- to 24-year-olds, the largest increase experienced by any age group, according to Kenneth Anderson, an Idaho attorney and speaker at the Financial Services Working Group meeting Saturday. Not only that, but teenagers contribute \$150 billion a year to the U.S. economy and very few have any

concept of what credit costs them, he said.

Financial literacy is a huge issue, Anderson said.

And the state has really gotten involved in the issue. Idaho Gov. Butch Otter even declared April financial literacy month.

Crane, the state treasurer, started the financial literacy conference for women in 1999 and that first day, 1,500 women came to learn about good financial practices. "I realized we had touched a nerve," he said.

So why is Idaho targeting women? Crane said women are the action takers, and women will take the information and actually use it.

To date more than 15,000 women have attended Idaho's Smart Women, Smart Money conferences.

Even Anderson, a bankruptcy attorney, is working on another financial literacy initiative in Idaho. Idaho Credit Abuse Resistance Education, or I-CARE for short, is a financial literacy effort by U.S. bankruptcy attorneys for educators, students and the public.

"Perhaps with any luck I might be out of business one of these days," Anderson said.

For more information on Idaho's Smart Women, Smart Money effort, go to www.smartwomensmartmoney.com. For more information on the I-CARE initiative, go to www.id.uscourts.gov/ and click on the I-CARE link.

—Mikel Chavers

What's Going on in Coeur d'Alene?



Clockwise from top left: Continue the conversation online with Indiana Rep. Michael Murphy and other speakers in special video extras at statenews.csg.org. Attendees enjoy a reception hosted by the Idaho Host State Committee poolside Saturday night. Utah Rep. Jennifer Seelig, representing 1-800-CONTACTS, was all smiles during a session on Saturday. Pam Varni of Alaska and Pete Poynter of AT&T prepare for the annual meeting committee. North Dakota Sen. Joan Heckaman reviews the schedule for the meeting. Attendees mingle at the Saturday night reception.

Photos by Mary Branham Dusenberry and Jack Penchoff.

International Committee Focuses on North America

International Committee—

Sunday, May 17 | 8:30–10 a.m. | Bay 3

The CSG International Committee will address relations between the U.S. and its neighbors Canada and Mexico Sunday.

Representatives from the Alberta, Ontario and Quebec provincial governments will speak, in addition to Ricardo Pineda Albarrán, Idaho's Mexican Consul General, who will provide an update on the

H1N1 flu outbreak, Mexico's priorities for working with state governments and the ongoing Mexican trucking dispute. Edgar Ruiz, program director for the Border Legislative Conference and deputy director of CSG-WEST, will discuss the Alliance Partnership and Border Legislative Conference.

The meeting is 8:30-10 a.m. in Bay 3.

Performance Measurement, continued

of command—the executive branch, the legislature and even the frontline employees working in various state government agencies—must work together.

Robin Campbell, from Washington's Government Management Accountability and Performance program, or GMAP for short, gives a good example of why teamwork is important and simply talking to folks on the ground doing the work.

Washington's Program Stands as Example

In the area of social services, state officials found that Washington residents were concerned about the safety of children. They determined one way to measure that is the number of children who are repeated victims of abuse. Officials theorized that a quick response time could help lower that number, so Gov. Christine Gregoire set a goal for local social service office to respond to a call of child abuse within 24 hours in at least 90 percent of the cases.

The state has met that goal, but drilling down, Campbell said, officials learned some regional offices could meet that goal 100 percent of the time, while others had a response rate well below the 90 percent goal.

Workers in the state office went to the regions to find out exactly what was going on, and discovered that the region didn't need more staff

and that it wasn't their high turnover rate among employees that was hampering the region.

Based on statistics from Campbell's office, other regions with similar staff and similar caseloads weren't having a problem responding to calls. So that wasn't the issue.

When the GMAP team went to caseworkers they learned the needs weren't complex: They simply



North Dakota Rep. Shirley Meyer reviews information on The Council of State Governments' State Comparative Performance Measurement Project.

needed more vehicles. The glitch: A state policy required each vehicle to be driven at least 1,000 miles a month to justify its use in that office, Campbell said.

The state changed that policy.

"If you're not having the conversation about what those numbers mean, you're not going to get the whole story," Campbell said.

"We're all in this together and it doesn't work if we all don't work together," Grob said.

"So often people get bogged down about talking about relevance and reliability and validity and coming up with fancy processes but they forget that it is taking place in a political process," said Rakesh Mohan, director of Idaho's Office of Performance Evaluations.

And that means, performance management "needs to involve stakeholders," Mohan said. It's about the ongoing dialogue, spanning all three branches of government, he said.

—Mary Branham Dusenberry and Mikel Chavers

Evening Events



Lake Coeur d'Alene Cruise

Leaving from the Coeur d'Alene Resort | 6:30–9 p.m. | Sunday
(Attire is business casual)

Join the Idaho Host State for a cruise on the 25-mile long Lake Coeur d'Alene. Enjoy local cuisine, the lake's wildlife and the world's only floating golf green.