

U.S. Department of Health & Human Services (HHS)



Status of Program Performance and Improvement Efforts

The enclosed list includes the status of HHS' Program Improvement Actions as of June 13, 2008, organized by Program. For more information on HHS performance and accountability, please refer to www.ExpectMore.gov.

June 26, 2008

Department of Health and Human Services
Status of Program Performance and Improvement Efforts

| 2006 | | 10003546 | Abstinence Education | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | | Expected Completion Date |
| 1 | 2006 | Establishing baselines for the program-specific annual measures and the efficiency measure. Milestone: Convene a meeting of abstinence education researchers and practitioners to inform development of program specific performance measure. | | Completed |
| 2 | 2006 | Initiating a rigorous, experimental evaluation of the community-based discretionary grant program. It will also establish a plan to disseminate research and best practices findings among grantees. Milestone: Office of the Assistant Secretary for Planning and Evaluation (ASPE) (under intra-agency agreement with Family and Youth Services Bureau) to award contract to Abt Associates to survey programs with various approaches to serving high school students. | | Completed 9/30/2007 |
| 3 | 2006 | Implementing changes in data collection process to gather program-specific data on rates of abstinence pre and post program participation, number of youths served, and hours of intervention provided. Milestone: In collaboration with experts, program will develop data collection forms. | | Completed 9/30/2007 |
| 4 | 2006 | Establishing baselines for the program-specific annual measures and the efficiency measure. Milestone: Develop program specific performance measure to be implemented by FY 2007 by all CBAE grantees. | | Action taken, but not completed 9/30/2008 |
| 5 | 2006 | Implementing changes in data collection process to gather program-specific data on rates of abstinence pre- and post-program participation, number of youths served, and hours of intervention provided. Milestone: Feedback will be solicited for forms in the Federal Register for 30 days. | | Action taken, but not completed 1/30/2008 |
| 6 | 2006 | Initiating a rigorous, experimental evaluation of the community-based discretionary grant program. The program will also establish a plan to disseminate research and best practices findings among grantees. Milestone: ACF to award \$4.5 million to carry out evaluations (including longitudinal evaluations) of adolescent pregnancy prevention approaches. | | Action taken, but not completed 9/30/2008 |
| 2007 | | 10009019 | Access to Recovery | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | | Expected Completion Date |
| 1 | 2008 | Finalize design/data collection tools for comprehensive, cross-site evaluation of ATR | | Action taken, but not completed 10/1/2008 |
| 2 | 2007 | Providing guidelines and targeted technical assistance to grantees to further define the most appropriate recovery support services. | | Action taken, but not completed 12/31/2008 |
| 3 | 2007 | Establishing formal linkages with the DOJ , HUD and other relevant agencies as appropriate. | | Action taken, but not completed 12/31/2009 |
| 4 | 2007 | Finalizing contract for Independent cross-site evaluation of Access to Recovery Program by Fall of 2007. | | Completed 9/30/2007 |

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| 5 | 2007 | Developing a refined efficiency measure by Spring 2008. | Action taken, but not completed 4/30/2008 |
| 6 | 2007 | Convening a Technical Consultation Group by December 2007 and reporting on the findings for incorporating both cost and quality drivers into the efficiency measure. | Completed 12/31/2007 |
| 7 | 2008 | Incorporate findings from Technical Consultation group on cost and begin to integrate actual data with recommendations to start finalizing proposed efficiency measure | Action taken, but not completed 2/28/2008 |
| 2007 | 10000304 | Administration on Aging | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2006 | Conduct quality program evaluations activity of key AoA aging services programs by 2012. In 2008, evaluate the national long-term care ombudsman program (Title VII); the national family caretiver support program (Title III-E); and Choices for Independence demonstration project. | Action taken, but not completed 9/28/2012 |
| 2005 | 10003504 | Adoption Assistance | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Meet standards for low risk status through annual OMB financial risk assessment procedures. | Completed |
| 2 | 2006 | Identifying barriers to increasing the proportion of foster care children receiving adoption assistance. Milestone: Complete a four-year study by the University of Texas at Austin of the Barriers to Completion of the Adoption Process (AdoptUsKids Project). | Action taken, but not completed 1/30/2008 |
| 3 | 2006 | Completing another risk assessment using Office of Management and Budget approved criteria in order to identify if additional steps are needed to address the issue of erroneous payments. Milestone: Monitor adoption assistance-related eligibility criteria through the title IV-E foster care eligibility reviews. | Completed 12/30/2007 |
| 4 | 2006 | Completing another risk assessment using Office of Management and Budget approved criteria in order to identify if additional steps are needed to address the issue of erroneous payments. Milestone: Review published OIG audit reports of adoption assistance program to determine what, if any, material weaknesses are identified within states' programs. | Action taken, but not completed 9/30/2008 |
| 2005 | 10003500 | Adoption Incentives | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2006 | Identifying and addressing the barriers to increasing the proportion of children adopted from the foster care system. Milestone: Complete a four-year study by the University of Texas at Austin of the Barriers to Completion of the Adoption Process (AdoptUsKids Project). | Action taken, but not completed 1/30/2008 |
| 3 | 2006 | Developing an efficiency measure, which ties more closely to the program's goals. | Completed |

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| 4 | 2006 | Utilize newly developed efficiency measure to monitor and improve program efficiency and effectiveness. Milestone: Encourage more timely adoptions, resulting in reduced adoption assistance administrative costs, by incorporating into the new Child and Family Service Review (CFSR) composite measures components addressing "Progress Toward Adoption of Children Who Are Legally Free for Adoption" and "Exits to Permanency for Children with TPR" (termination of parental rights), and begin using composites in second round of CFSRs. | Completed |
| 5 | 2006 | Exploring programmatic or policy changes in order to set more ambitious adoption targets. Milestone: Report FY05 adoption numbers/rate and assess whether current adoption targets are appropriate. | Completed |
| 6 | 2006 | Utilize newly developed efficiency measure to monitor and improve program efficiency and effectiveness. Milestone: Complete 2nd round of Child and Family Service Reviews (CFSR) in 14 states. | Completed 9/30/2007 |
| 7 | 2006 | Exploring programmatic or policy changes in order to set more ambitious adoption targets. Milestone: Launch Spanish-language component of the national adoption PSA campaign to promote the adoption of children nine and older. | Completed 12/30/2007 |
| 8 | 2006 | Utilize newly developed efficiency measure to monitor and improve program efficiency and effectiveness. Milestone: Develop, release, and conduct training on using the Title IV-E Adoption Assistance Self-Assessment Tool. | Action taken, but not completed 5/30/2008 |
| 9 | 2006 | Exploring programmatic or policy changes in order to set more ambitious adoption targets. Milestone: Establish a schedule for campaign development in coordination with the Ad Council, AdoptUsKids, and the National Resource Center for Adoption. | Action taken, but not completed 1/30/2008 |
| 2005 | 10003501 | Adoption Opportunities | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Identifying and addressing the barriers to increasing the proportion of children adopted from the foster care system. Milestone: Complete a four-year study by the University of Texas at Austin of the Barriers to Completion of the Adoption Process (AdoptUsKids Project). | Action taken, but not completed 1/30/2008 |
| 2 | 2006 | Developing an appropriate efficiency measure, and refining current measures to develop more ambitious adoption targets and address existing data collection challenges. | Completed |
| 3 | 2006 | Researching opportunities for independent program evaluations. | Completed |
| 4 | 2006 | Set baseline and targets for program's newly developed efficiency measure. Milestone: Set preliminary targets and baseline. | Completed |

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| 5 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Include technical assistance and information on evaluation at annual grantees meeting. | Completed |
| 6 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Provide information and technical assistance on evaluation at FY 2008 grantees meeting(s). | Action taken, but not completed 5/30/2008 |
| 7 | 2007 | Track progress toward achievement of long-term goals, using program's newly developed efficiency measure. Milestone: Review grantees' data submissions to Performance Measurement Online Tool (PMOTOOL) for FY 2007. | Completed 11/30/2007 |
| 8 | 2007 | Track progress toward achievement of long-term goals, using program's newly developed efficiency measure. Milestone: Report updated data in conjunction with FY 2009 budget submission. | Action taken, but not completed 2/15/2008 |
| 2007 | 10003525 | Afghanistan Health Initiative | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Establishing baselines and ambitious targets for annual performance goals. | Action taken, but not completed 8/4/2008 |
| 2 | 2007 | Establishing regular procedures to achieve efficiencies and cost-effectiveness. | Action taken, but not completed 12/21/2008 |
| 3 | 2007 | Demonstrating through individual performance plans how federal managers are held accountable for program performance. | Action taken, but not completed 4/30/2008 |
| 4 | 2007 | Developing a program evaluation plan and schedule for an independent evaluation that is high quality, sufficient in scope, and unbiased. | Action taken, but not completed 4/30/2008 |
| 2007 | 10001051 | Agency for Toxic Substances and Disease Registry | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2007 | Tracking and reporting progress on programmatic and administrative cost-efficiencies | Action taken, but not completed 12/31/2012 |

| 2004 | 10002148 | Assets for Independence | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Developing grantee-supported performance outcome measures with targets and performance indicators that will be useful for improving efficiencies or cost effectiveness. Milestone: Provide orientation to all grantees and finalize the indicators. | Completed |
| 3 | 2006 | Identifying cost-neutral ways, through legislation, regulation and administrative action, to improve the effectiveness and efficiency of the program. Milestone: Develop New On-Line Program Management Tool for Grantees (AFI2) - Third phase developed and shared with grantee advisory group. | Completed |
| 4 | 2005 | Supporting efforts to reauthorize the program with legislative proposals for program improvement. Milestone: Department is in the process of submitting proposals to Office of Management and Budget (OMB). | Action taken, but not completed 12/30/2008 |
| 5 | 2005 | Developing grantee-supported performance outcome measures with targets and performance indicators that will be useful for improving efficiencies or cost effectiveness. Milestone: Track first participant cohort to identify long-term outcomes for early program participants. | Action taken, but not completed 9/30/2008 |
| 6 | 2006 | Identifying cost-neutral ways, through legislation, regulation and administrative action, to improve the effectiveness and efficiency of the program. Milestone: Issue non-regulatory guidance to address issues that will be covered in the regulation that is under development. | Action taken, but not completed 5/30/2008 |
| 2006 | 10003541 | Bioterrorism: Biosurveillance | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Establish baselines and targets for the program's annual and long-term performance measures. | Action taken, but not completed 12/31/2008 |
| 2 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2008 |
| 3 | 2006 | Demonstrate adequate progress in achieving the programs annual and long-term performance goals. | Action taken, but not completed 12/31/2010 |
| 4 | 2006 | Independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results. | Action taken, but not completed 10/31/2008 |

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| 2006 | 10003540 | Bioterrorism: Centers for Disease Control and Prevention Intramural Activities | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Establish outcome oriented measures with baselines and targets which reflect CDC's enhanced preparedness | Action taken, but not completed 12/31/2008 |
| 2 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2008 |
| 3 | 2006 | Demonstrate adequate progress in achieving the program's long-term and annual performance goals. | Action taken, but not completed 12/31/2010 |
| 4 | 2006 | Conduct independent evaluations of sufficient scope and quality to indicate the program is effective and achieving results. | Action taken, but not completed 12/31/2010 |
| 2006 | 10003538 | Birth Defects and Developmental Disabilities | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tying budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Demonstrate adequate progress in achieving the program's long-term performance goals. | Action taken, but not completed 1/31/2008 |
| 3 | 2006 | Take steps to improve the program so that future independent evaluations indicate that the program is effective and achieving results. | Action taken, but not completed 5/31/2010 |
| 2006 | 10003534 | Black Lung Clinics | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Establishing baselines and ambitious targets for the long-term performance measures. | Action taken, but not completed 9/30/2009 |
| 2 | 2006 | Exploring the parameters and feasibility of conducting an independent evaluation of the program. | Action taken, but not completed 12/31/2009 |
| 3 | 2006 | Making grantee performance data available to the public and further communicating with grantees on best practices. | Action taken, but not completed 6/30/2008 |
| 4 | 2006 | Collecting data on the location of miners to better target resources and further enhance outreach. | Action taken, but not completed 12/31/2008 |

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| 2004 | 10002154 | CDC: Buildings and Facilities | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | CDC's Buildings and Facilities program will refine the newly adopted long-term measure and develop baselines, ambitious targets and timeframes. | Completed |
| 2 | 2005 | The program will explicitly tie budget requests to the accomplishment of annual and long-term goals and will present resource needs more completely and transparently. | Action taken, but not completed 12/31/2012 |
| 2005 | 10003508 | CDC: Environmental Health | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Demonstrate adequate progress in achieving all the programs long-term performance goals. | Action taken, but not completed 12/31/2012 |
| 3 | 2006 | Achieve the targets for the program's annual performance measures. | Action taken, but not completed 12/31/2008 |
| 4 | 2006 | Take steps to improve the program so that independent evaluations indicate that the program is effective and achieving results. | Action taken, but not completed 12/31/2010 |
| 2005 | 10003510 | CDC: Global Immunizations | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Review opportunities to conduct an evaluation of management of Global Immunization's measles activities at domestic headquarters in Atlanta, Georgia. | Action taken, but not completed 10/31/2008 |
| 2004 | 10002158 | CDC: Infectious Diseases | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | The program will track performance on the new long-term and annual performance measures | Completed |
| 2 | 2005 | Over the next few years, the program will continue to identify areas to improve efficiency and cost effectiveness and document savings to demonstrate its improvement. | Completed |
| 3 | 2005 | The program will enhance budget and performance integration to identify changes in program outcomes associated with resource levels. | Action taken, but not completed |
| 4 | 2005 | Make grantee performance data available to the public in a more transparent and meaningful way. | Completed |

| 2004 | 10002160 | CDC: Occupational Safety and Health | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | The program will begin tracking performance on the percent of firefighters and first responder with access to chemical, biological, radiological, and nuclear respirators, the percent reductions in respirable coal dust overexposure, and the percent reduction in fatalities and injuries in roadway construction. | Completed |
| 2 | 2005 | NIOSH will advance its work with the National Academy of Sciences to develop a standard method of measuring the impact of their research on the occupational safety and health field. The Academy will also rate NIOSH activities on progress in reducing workplace illness and injuries. | Action taken, but not completed 7/31/2008 |
| 3 | 2005 | NIOSH will use performance information from its research efforts to help improve program direction, allocate resources and develop annual budgets. | Action taken, but not completed 2/28/2009 |
| 2003 | 10001052 | CDC: State and Local Preparedness Grants | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Reduced funding for these grants to pay for a new biosurveillance initiative that will also be of great value to states and local health departments. | Completed |
| 2 | 2004 | Will work with State and local representatives to ensure that performance information will be available to determine when acceptable preparedness has been demonstrated, and to target assistance for those areas that are not adequately prepared. | Action taken, but not completed 2/28/2010 |
| 3 | 2004 | Develop and conduct independent program evaluations. | Action taken, but not completed 12/31/2010 |
| 4 | 2004 | Has established outcome oriented goals and targets for preparedness. | Completed 12/15/2007 |
| 5 | 2007 | In collaboration with grantees, CDC will revise existing program standards and measures and to develop new standards and measures due to PAHPA requirements | Action taken, but not completed 8/31/2010 |
| 2004 | 10002142 | Child Abuse Prevention and Treatment Grants | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Using the Child and Family Service Reviews (CFSRs) to work with States to improve their child welfare systems with a goal of reducing repeat maltreatment to 7 percent. Milestone: Provide training to Administration for Children and Families (ACF) central and regional staff on the CFSR process and CFSR data in preparation for the second round of CFSRs. | Completed |
| 2 | 2006 | Implementing a newly developed performance measure for Child Protective Services (CPS) to respond more quickly to reported cases of child abuse and neglect. | Completed |
| 3 | 2005 | Using revised measures to monitor and improve performance and efficiency. Milestone: Discuss reporting of response time and provide technical assistance to States through National Child Abuse and Neglect Data System (NCANDS) project to improve completeness and consistency of reporting on the efficiency measure relating to response time. | Completed 1/30/2007 |

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| 4 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Hold meeting of Federal Inter-agency Workgroup on Child Abuse and Neglect with focus on agencies' evaluation efforts. | Completed |
| 5 | 2005 | Using the Child and Family Service Reviews (CFSRs) to work with states to improve their child welfare systems with a goal of reducing repeat maltreatment to 7 percent. Milestone: Continue close-out of Program Improvement Plans (PIPs) from first round of CFSRs to determine the extent to which states were successful in improving performance on recurrence. | Action taken, but not completed 9/30/2008 |
| 6 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Strengthen language on program evaluation in published discretionary grant announcements. | Action taken, but not completed 9/30/2008 |
| 7 | 2005 | Using revised measures to monitor and improve performance and efficiency. Milestone: Report FY 2006 data as part of the FY 2009 Congressional Justification/budget process. Assess any discrepancies or inconsistencies in data. | Action taken, but not completed 2/15/2008 |
| 2004 | 10002140 | Child Care and Development Fund | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Continue to provide record high funding levels for the Child Care Development Fund. | Completed |
| 2 | 2005 | Measuring and showing progress in achieving long-term performance goals. Milestone: Work with federal agency partners to identify data sources. | Completed 12/30/2007 |
| 3 | 2005 | Undertaking a series of activities to measure erroneous payments and improve grantee oversight. Milestone: Publish Notice of Proposed Rulemaking (NPRM) in Federal Register, pending internal approvals. | Completed |
| 4 | 2007 | Undertaking a series of activities to measure erroneous payments and improve grantee oversight. Milestone: Publish Final Rule in Federal Register, pending internal approvals. | Completed 9/30/2007 |
| 5 | 2005 | Measuring and showing progress in achieving long-term performance goals. Milestone: Submit proposal for approval to develop and fund a new long-term measure focused on employment outcomes for CCDF families. | Action taken, but not completed 3/31/2008 |
| 6 | 2007 | Undertaking a series of activities to measure erroneous payments and improve grantee oversight. Milestone: Provide training and technical assistance to the first round of 18 states expected to complete the Error Rate Review and submit required reports by June 30, 2008. | Action taken, but not completed 7/31/2008 |
| 2006 | 10003549 | Child Welfare Services | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve State Child and Family Service Review (CFSR) program improvement plans. Milestone: Review and approve the National Child Welfare Resource Center for Organizational Improvement's final draft of the CFSR program improvement plan development curriculum. | Completed |

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| 2 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Include technical assistance and information on evaluation at annual grantees meeting. | Completed |
| 3 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve state CFSR program improvement plans. Milestone: National Child Welfare Resource Center for Organizational Improvement will provide technical assistance to at least 7 states on the use of the new curriculum by the end of FY 2007. | Completed 9/30/2007 |
| 4 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Provide information and technical assistance on evaluation at FY 2008 waiver demonstration project and grantees meeting. | Action taken, but not completed 5/30/2008 |
| 5 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve state CFSR program improvement plans. Milestone: National Child Welfare Resource Center for Organizational Improvement and the Children's Bureau will review states' use of the new curriculum and assess whether any changes are needed to modules of the curriculum to improve its usefulness to states. | Action taken, but not completed 3/30/2008 |
| 2003 | 10000250 | Childhood Immunization Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2004 | Will continue a comprehensive evaluation of the program and will work with grantees to better measure outcomes and allocate resources based on more clear criteria. | Completed 6/30/2007 |
| 3 | 2004 | Will review administrative functions to determine whether improvements in program operations and efficiency can be made. | Completed 1/30/2007 |
| 4 | 2004 | Improve mechanisms linking the program's budget for state immunization program operations activities to program performance. | Action taken, but not completed 1/30/2010 |
| 2003 | 10001063 | Children's Hospitals Graduate Medical Education Payment Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Contingent upon the results of pilot studies, will verify 100% of hospitals' reported data on bed counts, case-mix index, and number of discharges by FY 2008. | Completed 6/30/2007 |
| 2 | 2004 | The program is required by statute to pay hospitals on a bi-weekly basis. The Administration will examine whether the program can improve efficiency by paying hospitals on a quarterly basis. | Completed |
| 3 | 2004 | Conduct 100 percent assessment of FTE resident counts including the "cap" | Completed |
| 4 | 2004 | Assess feasibility and options for comprehensive, independent evaluation | Action taken, but not completed 12/30/2009 |

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| 5 | 2004 | Make performance data available to the public. | Completed |
| 6 | 2007 | Develop and apply a data collection instrument to meet new legislative requirements for teaching hospitals' accountability (P.L. 109-307). | Action taken, but not completed 12/31/2008 |
| 7 | 2007 | Assess program's capacity and performance in training pediatricians. (First phase of multi-year effort to develop report to Congress in 2011) | Action taken, but not completed 9/30/2008 |
| 2002 | 10000298 | Childrens Mental Health Services | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2002 | Determining if the program is making lasting improvements in the care of children with serious emotional disturbance. The program will track how well children's behavioral and emotional symptoms improve and how well funded communities sustain their systems of care beyond the period of federal funding. | Completed |
| 2 | 2006 | Tracking cost efficiencies. | Action taken, but not completed 9/30/2008 |
| 3 | 2007 | Completing an evaluation of the performance of the national evaluation team that is responsible for the Children's Program program evaluation activities. | Action taken, but not completed 1/31/2008 |
| 5 | 2002 | Developing Efficiency Measure | Completed |
| 2006 | 10003539 | Chronic Disease Prevention | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishments of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results. | Action taken, but not completed 7/31/2009 |
| 2006 | 10003555 | Commissioned Corps:Readiness and Response Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Proposing legislation to give the Secretary additional authority to require all Corps officers to meet readiness requirements and to deploy in response to emergencies | Completed |
| 2 | 2006 | Developing a performance evaluation tool to measure the timeliness, appropriateness, and effectiveness of individual and team responses. | Completed 9/30/2007 |
| 3 | 2006 | Establishing baselines for remaining performance measures to guide the continued improvement of all aspects of the Commissioned Corps readiness and response program. | Completed 9/30/2007 |
| 4 | 2008 | Establishing targets for remaining performance measures to guide the continued improvement of all aspects of the Commissioned Corps readiness and response program. | Action taken, but not completed 6/1/2008 |

| 2003 | 10001061 | Community Mental Health Services Block Grant | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Conducting an independent evaluation of the program | Action taken, but not completed 12/31/2008 |
| 2 | 2007 | States will report on all CMHS NOMs in FY 2008. An in-depth analysis of the CMHS' Uniform Reporting System (URS) and its application to the NOMS is in progress. | Completed 9/30/2007 |
| 3 | 2004 | Making performance data disaggregated by state available to the public | Completed |
| 4 | 2004 | Developing an efficiency measure | Completed |
| 2003 | 10001055 | Community Services Block Grant | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Working with Congress to eliminate the program due to the program's minimal performance standards and overlapping services with other Federal programs. Milestone: The President's budget for FY 2009 recommends the elimination of the CSBG program. | Action taken, but not completed 2/15/2008 |
| 2 | 2006 | Restructuring program monitoring and evaluation to improve program administration, accountability, and outcomes of state and local agencies that serve the poor. Milestone: During FY 2008, complete six state assessments and reports, utilizing new tool (implemented in FY 2007) to examine the implementation, performance, compliance, and outcomes of these states' CSBG programs to certify that states are adhering to provisions set forth in the CSBG law. | Action taken, but not completed 10/1/2008 |
| 3 | 2006 | Restructuring program monitoring and evaluation to improve program administration, accountability, and outcomes of state and local agencies that serve the poor. Milestone: Distribute data collection tools to grantees, and receive feedback on them. | Completed |
| 5 | 2006 | Working with Congress to eliminate the program due to the program's minimal performance standards and overlapping services with other Federal programs. Milestone: The President's budget for FY 2008 recommends the elimination of the CSBG program. | Completed 2/15/2007 |
| 6 | 2006 | Restructuring program monitoring and evaluation to improve program administration, accountability, and outcomes of state and local agencies that serve the poor. Milestone: Fully implement monitoring tools. | Completed 8/30/2007 |

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| 7 | 2007 | <p>Improve program effectiveness and efficiency by refocusing the reporting efforts of the CSBG Network (states, CSBG-funded local entities) to identify the conditions of poverty that are reduced and eliminated through interventions of the Network as demonstrated in data submitted via the Results Oriented Management and Accountability (ROMA) performance measures tool and the National Performance Indicators.</p> <p>Milestone: Consult with CSBG Network to review current data collection methods, encourage increased participation in reporting, and reduce duplication in reporting.</p> | Action taken, but not completed 4/30/2008 |
| 2004 | 10002144 | Community-Based Child Abuse Prevention | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Implementing a newly developed performance measure for an annual decrease in the rate of first-time child maltreatment. | Completed |
| 2 | 2006 | Working to develop and implement an efficiency measure. | Completed |
| 3 | 2005 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Collaborate with grantees and national organizations regarding the evaluation of prevention programs, including presentation on economic evaluation of prevention programs at an American Public Health Association conference and inclusion of sessions on evaluation of prevention programs at 16th National Conference on Child Abuse and Neglect. | Completed |
| 4 | 2006 | Use data collected on newly developed performance measure to monitor and improve performance. Milestone: Collect and compile data from Annual Reports. | Completed |
| 5 | 2006 | Set baseline and targets for newly developed efficiency measure. Milestone: Analyze baseline data. | Completed |
| 6 | 2006 | Use data collected on newly developed performance measure to monitor and improve performance. | Completed 11/30/2007 |
| 7 | 2006 | Set baseline and targets for newly developed efficiency measure. Milestone: Report FY 2006 data as part of the FY 2009 Congressional Justification/budget process and assess progress toward the targets. | Action taken, but not completed 2/15/2008 |
| 8 | 2005 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Fund new discretionary grants to replicate and evaluate programs to prevent child abuse and neglect by providing nurse home visitation services and by providing or referring parents who would benefit from them to healthy marriage and responsible fatherhood services. | Completed 9/30/2007 |
| 9 | 2006 | Use data collected on newly developed performance measure to monitor and improve performance. Milestone: Develop a cross-walk of evidence-based child maltreatment prevention programs from existing national registries. | Action taken, but not completed 1/30/2008 |

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| 10 | 2005 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Provide technical assistance to new discretionary grantees that are replicating or evaluating programs to prevent child abuse and neglect by providing nurse home visitation services and by providing or referring parents who would benefit from them to healthy marriage and responsible fatherhood services. | Action taken, but not completed 9/30/2008 |
| 2006 | 10003547 | Compassion Capital Fund | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Instituting new data reporting guidelines and mechanisms to establish baseline data and to support performance measures. Milestone: Provide technical assistance on suggested reporting format with intermediaries and mini grantees. | Completed |
| 2 | 2006 | Conducting a rigorous, experimental program evaluation to assess program's overall impact. Milestone: Provide guidance to grantees regarding requirements of impact evaluation. | Completed |
| 3 | 2006 | Monitoring and evaluating technical assistance and capacity building grants to faith-based and community-based organizations focused on gang prevention activities. Milestone: Convene conference to provide technical assistance to grantees. | Completed |
| 4 | 2006 | Monitoring and evaluating technical assistance and capacity building grants to faith-based and community-based organizations focused on gang prevention activities. Milestone: Propose evaluation design for CEY program. | Completed 9/30/2007 |
| 5 | 2006 | Conducting a rigorous, experimental program evaluation to assess program's overall impact. Milestone: Collect baseline surveys for impact study. | Completed 11/30/2007 |
| 6 | 2007 | Monitor program performance, analyze data, assess performance, and institute appropriate program improvements. Milestone: Review and analyze data from intermediary and mini grantee reports. | Action taken, but not completed 2/29/2008 |
| 7 | 2006 | Monitoring and evaluating technical assistance and capacity building grants to faith-based and community-based organizations focused on gang prevention activities. Milestone: Implement evaluation of CEY grant program. | Action taken, but not completed 1/30/2008 |
| 8 | 2006 | Conducting a rigorous, experimental program evaluation to assess program's overall impact. Milestone: Collect follow-up surveys for impact study. | Action taken, but not completed 7/30/2009 |
| 2003 | 10001056 | Developmental Disabilities Grant Programs | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Completing research design for an independent evaluation of the impact of program activities and conducting the research. Milestone: Develop draft evaluation indicators. | Completed 9/30/2007 |

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| 2 | 2004 | Strengthening performance measures and monitoring results and progress made toward the program goals. Milestone: Revise guidelines for reporting on program measures to ensure national uniformity to reporting standards. | Completed |
| 4 | 2006 | Implementing an efficiency measure to demonstrate how well the program is performing. Milestone: Report FY 2006 result. | Completed |
| 5 | 2004 | Strengthening performance measures and monitoring results and progress made toward the program goals. Milestone: Evaluate impact of measure guidelines. | Action taken, but not completed 1/30/2009 |
| 6 | 2006 | Implementing an efficiency measure to demonstrate how well the program is performing. Milestone: Evaluate the utility of the developing efficiency measure. | Action taken, but not completed 1/30/2009 |
| 7 | 2004 | Completing research design for an independent evaluation of the impact of program activities and conducting the research. Milestone: Complete pilot testing of the indicators. | Action taken, but not completed 4/30/2008 |
| 2004 | 10002166 | Emergency Medical Services for Children | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Administration will propose eliminating funding of categorical grants for EMSC due to the program's failure to demonstrate results | Completed |
| 2 | 2005 | Program to conduct independent evaluation via contract. | Completed |
| 3 | 2006 | Develop and propose a long-term health outcome measure for the program to more effectively gauge program performance. | Action taken, but not completed 6/30/2008 |
| 2005 | 10003513 | Family Planning | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | OFPP will develop ambitious baselines and targets as well as timeframes for all long-term measures that link to program mission and purpose. | Completed |
| 2 | 2006 | OFPP will develop ambitious baselines and targets for all annual measures. | Completed |
| 3 | 2007 | Planning for an independent evaluation of sufficient quality and scope, conducted at the Federal level, that will demonstrate the overall impact of the program. Action will be achieved by Spring '07. | Completed |
| 4 | 2007 | Proceeding with an independent evaluation of sufficient quality and scope. Monitoring the completion of contract negotiations between Department entities, the Program and the Independent Contractor. Action will be achieved by Fall '07. | Completed 8/12/2007 |
| 5 | 2008 | Proceeding with an independent evaluation of sufficient quality and scope. Monitoring the progress and providing the advisory committee with updated and clarifying information as needed. Action will be achieved by Fall '09. | Action taken, but not completed 8/31/2009 |

| 2004 | 10002150 | Family Violence Prevention and Services Program | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Working to develop appropriate national grantee-supported performance outcome measures to demonstrate improved efficiencies or cost effectiveness. Milestone: Implementing pilot programs to test the information collection activities related to shelter-specific outcome measures. | Completed 10/30/2007 |
| 2 | 2005 | Coordinating efforts with other federal agencies to improve violent-crime reducing services. Milestone: Expansion of the Demonstration Projects in the Interagency Agreement between the Indian Health Service (IHS) and Administration for Children and Families (ACF) to a total of 20 projects by September 2007. | Completed 9/30/2007 |
| 3 | 2006 | Designing and implementing local, state, and national evaluation models in consultation with stakeholders and experts to ascertain the effectiveness and efficiency of program activities. Milestone: Finalize the Statement of Work (SOW) with National Institute of Justice(NIJ)/Department of Justice (DOJ) for the evaluation of the domestic violence emergency shelters. | Completed |
| 4 | 2006 | Designing and implementing local, state, and national evaluation models in consultation with stakeholders and experts to ascertain the effectiveness and efficiency of program activities. Milestone: Evaluation of the shelter system will be initiated | Completed 7/30/2007 |
| 5 | 2005 | Working to develop appropriate national grantee-supported performance outcome measures to demonstrate improved efficiencies or cost effectiveness. Milestone: ACF will introduce short-term measures to grantees and expected changes in reporting requirements. Introduction and discussion of the measures will occur at grantees' conferences, through grantee correspondence and guidance, and through program announcements. ACF will provide technical assistance to grantees related to developing mechanisms for collecting outcome data directly from survivors (which may involve revisions to current data collection instruments). | Action taken, but not completed 5/30/2008 |
| 6 | 2005 | Coordinating efforts with other federal agencies to improve violent-crime reducing services. Milestone: Collaborate with the Office on Disability/Office of the Secretary to assist in determining the prevalence/incidence of domestic violence through the Consumer Product Safety Survey. | Action taken, but not completed 3/30/2008 |
| 7 | 2006 | Designing and implementing local, state, and national evaluation models in consultation with stakeholders and experts to ascertain the effectiveness and efficiency of program activities. Milestone: Participating shelters complete data collection. | Action taken, but not completed 2/29/2008 |

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| 2003 | 10001057 | Food and Drug Administration | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Is requesting additional food defense resources to support the achievement of FDA's lab surge capacity targets. | Completed |
| 2 | 2003 | FDA will track FDA performance on new long-term outcome goals. | Action taken, but not completed 2/14/2012 |
| 3 | 2005 | FDA is developing an efficiency measure for the FY 2007 Budget. | Completed |
| 4 | 2006 | FDA is conducting evaluations of the new human drug program under the PDUFA III performance management program, which are expected to yield efficiency improvements and contribute to the accomplishment of long-term outcome goals regarding new drug approval times. | Action taken, but not completed 2/14/2010 |
| 5 | 2006 | FDA is improving processes to increase the productivity of the generic drugs program, which also will yield efficiency improvements and contribute to the accomplishment of long-term outcome goals regarding generic drug approval times. | Action taken, but not completed 2/14/2010 |
| 2007 | 10000308 | Foster Care | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Conducting ongoing Child and Family Service Reviews(CSFRs) and establishing a new set of long-term goals, based on revised performance metrics once the second round of CSFRs is complete. | Action taken, but not completed 9/30/2008 |
| 2 | 2007 | Working with the Congress to enact a state option for an alternative financing system for child welfare that will better meet the needs of each state's foster care population. Milestone: Include proposal to provide President's Child Welfare Program Option (alternative foster care financing system) in conjunction with President's FY 2009 budget submission. | Action taken, but not completed 2/15/2008 |
| 2006 | 10003536 | Free Clinics Medical Malpractice Coverage | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Modifying the program's original, renewal, and supplemental applications to ensure that data for measuring the program's impact can be collected. | Action taken, but not completed 12/31/2008 |
| 2 | 2006 | Establishing baselines and targets for the program's long-term measure. | Action taken, but not completed 4/30/2009 |
| 2006 | 10003535 | Hansen's Disease Services Programs | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Expanding efforts to train private sector physicians in the diagnosis and treatment of Hansen's disease. | Action taken, but not completed 9/30/2011 |
| 2 | 2006 | Implementing viable recommendations of a recent Research Advisory Panel of national and international experts regarding the NHDP's research activities | Action taken, but not completed 9/30/2013 |

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| 3 | 2006 | Expanding efforts to train private sector physicians in the diagnosis and treatment of Hansen's disease. | Action taken, but not completed |
| 11 | 2006 | Exploring feasibility and scope of an independent evaluation. | Action taken, but not completed 12/31/2008 |
| 2006 | 10000264 | Head Start | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Working to utilize child outcomes information to help local grantees improve children's school readiness. Milestone: Examine information from the Program Review Instrument for Systems Monitoring (PRISM) reviews conducted in 2006-07 to develop an approach for identifying links between program design/activities and program outcomes. | Action taken, but not completed 4/30/2008 |
| 2 | 2006 | Continuing to work with States to promote a coordinated early childhood education delivery system. Milestone: Convene 3 day meeting of all Head Start State Collaboration Offices and their state-level partners to provide information and guidance that promotes coordination of Head Start with statewide early childhood education delivery systems. | Completed |
| 3 | 2006 | Developing performance measures to: assess social/emotional outcomes of children in Head Start; assess positive child development outcomes of children in Early Head Start; and capture reductions in repeated financial management and service provision deficiencies among Head Start grantees. | Completed 7/30/2007 |
| 4 | 2006 | Implementing and operating a National Reporting System designed to assess every 4-year-old in Head Start in the fall and spring of their preschool year. Milestone: Complete and submit Spring 2007 National Reporting System (NRS) data for analysis. | Completed 6/30/2007 |
| 5 | 2006 | Continuing to work with states to promote a coordinated early childhood education delivery system. Milestone: Convene a 2-day meeting of all Head Start Collaboration Office Directors, State Child Care Administrators, State Head Start Association representatives and State Pre-K Administrators to develop strategies for Head Start/child care/pre-k collaboration at the state and local levels. | Action taken, but not completed 9/30/2008 |
| 6 | 2006 | Developing performance measures to: assess social/emotional outcomes of children in Head Start; assess positive child development outcomes of children in Early Head Start; and capture reductions in repeated financial management and service provision deficiencies among Head Start grantees. Milestone: Analyze follow-up reviews to determine incidence of repeated financial management and service provision deficiencies. | Action taken, but not completed 9/30/2008 |
| 2002 | 10000272 | Health - Data Collection and Dissemination | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2003 | AHRQ has begun to address management deficiencies by adopting performance-based contracts that require superior performance toward achieving established goals. | Completed |
| 4 | 2006 | CAHPS - Determine the feasibility of adopting a performance-based contract for the recompleted CAHPS contract in 2007. | Completed |

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| 5 | 2006 | Develop annual targets for long-term measures for out-years | Completed |
| 6 | 2007 | 2007 - Submit CAHPS RFC to AHRQ Contract Office and review to make determination regarding whether it could be made a performance-based contract. | Completed |
| 7 | 2007 | 2007 - Increase the number of consumers for whom CAHPS data are available by developing and placing in the public domain surveys that will cover clinicians, nursing homes, and home health. | Action taken, but not completed 5/30/2008 |
| 8 | 2007 | Update 2008 targets. | Action taken, but not completed 4/30/2008 |
| 9 | 2007 | MEPS - Produce additional data of MEPS Household component for state and local area estimates to enhance the usability of data to the health care community. | Action taken, but not completed 12/31/2008 |
| 2005 | 10003523 | Health and Human Services - Office for Civil Rights | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Key Follow-up Action: Ensure that partnership agreements with other HHS offices along with Federal agencies outside of HHS include provisions that address the attainment of annual and long-term measures. | Completed |
| 3 | 2006 | Key Follow-up Action: In order to improve on its performance, OCR is taking the following action: evaluate performance goals to ensure they are sufficiently ambitious and continue to develop more meaningful measures and targets to assess program effectiveness. | Action taken, but not completed 8/31/2009 |
| 4 | 2008 | OCR will continue to work closely and coordinate activities with ONC leadership on privacy and confidentiality in health information technology. Key Follow-up Action: In addition, OCR will work with ONC in the design and development of consumer survey materials for determination of current level of understanding and information gaps in privacy protections for the health information exchange. | No action taken 12/31/2008 |
| 2005 | 10003514 | Health Care Facilities Construction and Other Miscellaneous Congressional Earmarks | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Continue to ensure effective and efficient management of these Congressionally mandated grants. | Action taken, but not completed 12/31/2008 |
| 2002 | 10000292 | Health Care Fraud and Abuse Control | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Developed performance measures that are closely tied to the program's mission, which are measurable against an established, objective baseline. | Completed |
| 2 | 2007 | In April 2007, OIG began a performance measurement initiative, utilizing expert assistance, with the goal of identifying and developing improved performance measures to articulate the impact of OIG's HCFAC and other programmatic work. This effort links directly to the conclusions drawn during the CY 2002 PART assessment and builds upon OIG's prior Improvement Plan efforts done in CY 2003. | Action taken, but not completed 3/31/2008 |

| 2003 | 10001062 | Health Care Patient Safety | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 3 | 2006 | Analyze data from Patient Safety hospital survey and establish baseline for the percent of hospitals reporting on adverse events as standard practice. | Completed |
| 4 | 2006 | Develop annual targets for long-term and annual measures for out-years. | Completed 12/20/2007 |
| 5 | 2007 | 2007 - Establish annual targets around the Patient Safety and Quality Improvement Act. | Completed 12/20/2007 |
| 6 | 2004 | Monitor AHRQ's progress toward developing baselines for newly developed long-term and annual performance goals. | Completed |
| 7 | 2006 | 2007 - Measure the number of Patient Safety Organizations (PSO) that become certified based on Patient Safety and Quality Improvement Act legislation. | Action taken, but not completed 12/30/2009 |
| 8 | 2007 | Update performance targets with available data for FY 2007. | Action taken, but not completed 4/30/2008 |
| 2007 | 10000274 | Health Centers | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Conducting national survey of Health Center users, in collaboration with the National Center for Health Statistics, in order to expand and update information on program performance and impact. | Action taken, but not completed 12/31/2009 |
| 2 | 2007 | Implementing program-wide collection of core quality of care and health outcome performance measures, including hypertension and diabetes-related outcomes, from all grantees by 2009. | Action taken, but not completed 12/31/2009 |
| 3 | 2007 | Working with Congress to reauthorize the Health Centers program. | Action taken, but not completed 6/30/2008 |
| 2002 | 10000276 | Health Professions | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Proposes to continue the phase-out of most health professions grants and direct resources to activities that are more capable of placing health care providers in medically underserved communities. | Completed |
| 2 | 2005 | Undertake efforts to clarify purpose of the program. | Completed |
| 3 | 2003 | Establish common programmatic goals and develop new measures that hold grantees accountable for program results from program activities. | Completed 12/31/2007 |
| 4 | 2003 | Increase activities to support and promote basic nursing. | Completed |
| 5 | 2003 | Develop baseline data for Long-Term goals. | Completed |

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| 6 | 2003 | Conduct independent evaluation | Completed |
| 7 | 2007 | Analyze grantee data submitted for 2007 and establish baselines and targets for new performance measures. | Action taken, but not completed 11/30/2008 |
| 8 | 2007 | Review grantee performance information and identify and disseminate exemplary best practices. | Action taken, but not completed 12/31/2010 |
| 2005 | 10003515 | Healthy Community Access Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2006 | The program sunset in FY 2006 | Completed |
| 2006 | 10003530 | Healthy Start | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Identifying and validating barriers to early and adequate prenatal care in order to plan strategies to improve access | Action taken, but not completed 12/31/2009 |
| 2 | 2006 | Exploring mechanisms with national evaluators to provide a detailed report on the progress of all Healthy Start grantees on the annual and long-term measures | Action taken, but not completed 6/30/2008 |
| 3 | 2006 | Developing training activities for Healthy Start grantees to assure the ongoing quality of grantee data | Action taken, but not completed 12/31/2008 |
| 4 | 2006 | Synthesizing emerging community-based best practices that contribute to improved perinatal outcomes, for future dissemination to the Healthy Start communities | Action taken, but not completed 1/31/2009 |
| 2003 | 10001050 | HIV/AIDS Research | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Adopt the revised goal of extending the timeline for developing an AIDS vaccine from 2007 to 2010, to more realistically reflect the state of the science. | Completed |
| 2 | 2005 | Expand breeding of non-human primates at 3 Centers by 2005. | Completed |
| 3 | 2005 | Develop 3 anti-HIV compounds by 2005. | Completed |
| 4 | 2006 | Initiate 1 new Phase IIb trial to determine if a third generation vaccine candidate has efficacy. | Completed |
| 5 | 2006 | Evaluate interventions to reduce mother-to-child transmission of HIV and assess the impact of these interventions on future treatment options for women and children. | Completed |
| 6 | 2007 | Initiate another Phase II/IIb trial(s) of the most promising third generation vaccine candidate. | Completed 12/31/2007 |

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| 7 | 2007 | Achieve goal of evaluating the efficacy of three new treatment strategies for HIV infection in clinical trials in an effort to identify agents or combinations of agents that are more effective, less toxic, and/or simpler to use than the current recommended HIV treatment regimens. | Completed 12/31/2007 |
| 8 | 2008 | Initiate a Phase IIb trial of a promising vaccine candidate that may protect across viral clades (or subtypes). | Action taken, but not completed 12/31/2008 |
| 9 | 2008 | Track, monitor, and budget for trans-NIH AIDS research, utilizing the enhanced ARIS database, to more efficiently conduct portfolio analysis of 100% of expiring grants to determine reallocation of resources for priority research. | Action taken, but not completed 12/31/2008 |
| 10 | 2009 | Begin analyzing final data from a phase III trial of a second generation vaccine. | Action taken, but not completed 12/31/2009 |
| 11 | 2009 | Track, monitor, and budget for trans-NIH AIDS research, utilizing the enhanced ARIS database, to more efficiently conduct portfolio analysis of 100% of expiring grants to determine reallocation of resources for priority research. | Action taken, but not completed 12/31/2009 |
| 12 | 2007 | Track, monitor, and budget for trans-NIH AIDS research, utilizing the enhanced ARIS database, to more efficiently conduct portfolio analysis of 100% of 728 expiring grants to determine reallocation of resources for priority research. | Completed 12/31/2007 |
| 13 | 2010 | [FY10] Track, monitor, and budget for trans-NIH AIDS research, utilizing the enhanced ARIS database, to more efficiently conduct portfolio analysis of 100% of expiring grants to determine reallocation of resources for priority research. | Action taken, but not completed 12/31/2010 |
| 13 | 2010 | Track, monitor, and budget for trans-NIH AIDS research, utilizing the enhanced ARIS database, to more efficiently conduct portfolio analysis of 100% of expiring grants to determine reallocation of resources for priority research. | Action taken, but not completed 12/31/2010 |
| 2005 | 10003507 | Human Trafficking | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Improve strategic planning by systematically collecting information from practitioners about best practices for identifying victims of trafficking. Milestone: Development of dissemination plans and technical assistance regarding promising practices to the field, including new outreach grantees, intermediaries contractors and per capita services contractor. | Completed |
| 2 | 2005 | Improve procedures for allocation of funds to organizations serving victims, to maximize effectiveness. Milestone: Restart national public awareness campaign that will also reinvigorate previously engaged coalitions, increase partnerships among service providers and law enforcement, and increase the number of organizations with capacity for outreach, victim discovery, and service provision. | Completed |
| 3 | 2005 | Implementing new systems to more effectively shepherd and track identified victims through the certification process. Milestone: Conduct improvements to trafficking database to better track potential and verified victims as reported from multiple sources to the Office of Refugee Resettlement (ORR). | Action taken, but not completed 9/30/2008 |

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| 4 | 2005 | Improve procedures for allocation of funds to organizations serving victims, to maximize effectiveness. Milestone: Restart national public awareness campaign that will also reinvigorate previously engaged coalitions, increase partnerships among service providers and law enforcement, and increase the number of organizations with capacity for outreach, victim discovery, and service provision. | Action taken, but not completed |
| 4 | 2006 | Improve procedures for allocation of funds to organizations serving victims, to maximize effectiveness. Milestone: Restart national public awareness campaign that will also reinvigorate previously engaged coalitions, increase partnerships among service providers and law enforcement, and increase the number of organizations with capacity for outreach, victim discovery, and service provision. | Action taken, but not completed |
| 5 | 2005 | Improve procedures for allocation of funds to organizations serving victims, to maximize effectiveness. Milestone: Conduct monitoring of street outreach grants to ensure effective use of HHS funding. | Completed 8/30/2007 |
| 6 | 2005 | Improve strategic planning by systematically collecting information from practitioners about best practices for identifying victims of trafficking. Milestone: Begin to develop partnerships and connections within full Department to leverage HHS resources, including research and service grants, to increase knowledge and information about trafficking and identification of victims within larger HHS service population. | Completed 12/30/2007 |
| 7 | 2005 | Improve strategic planning by systemically collecting information from practitioners about best practices for identifying victims of trafficking. Milestone: Develop a compendium of trafficking resources to improve quality and quantity of information disseminated to the field. | Action taken, but not completed 2/29/2008 |
| 8 | 2005 | Improve procedures for allocation of funds to organizations serving victims, to maximize effectiveness. Milestone: Initiate HHS In-Reach campaign to educate HHS operating divisions and leverage resources throughout department. | Action taken, but not completed 4/30/2008 |
| 2004 | 10002146 | Independent Living Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Implementing the National Youth in Transition Database, which will offer data on recipient demographics and how well they transition over time. Milestone: Analyze Notice of Proposed Rulemaking (NPRM) comments and begin drafting final rule. | Completed |
| 2 | 2005 | Use National Youth in Transition Database (NYTD) to develop ambitious performance and efficiency measures. These measures are to focus on program outcomes, including employment and homelessness rates of Independent Living Program (ILP) youth who have aged out of the foster care system. Milestone: Analyze Notice of Proposed Rulemaking (NPRM) comments related to proposed NYTD outcome measures, including employment and homelessness, and begin drafting final rule. | Completed |

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| 3 | 2006 | Utilize interim efficiency measure to maximize program efficiency and cost-effectiveness. Milestone: Report FY05 data as part of the FY08 Congressional Justification/budgetary process. Assess progress towards future targets. | Completed |
| 4 | 2005 | Use National Youth in Transition Database (NYTD) to develop ambitious performance and efficiency measures. These measures are to focus on program outcomes, including employment and homelessness rates of Independent Living Program (ILP) youth who have aged out of the foster care system. Milestone: Departmental clearance of final rule. | Completed 12/30/2007 |
| 5 | 2006 | Utilize interim efficiency measure to maximize program efficiency and cost-effectiveness. Milestone: Analyze Chafee Foster Care Independence Program (CFCIP) FY 2005 SF-269 close-out reports to identify underexpending states. | Completed 7/30/2007 |
| 6 | 2005 | Implementing the National Youth in Transition Database, which will offer data on recipient demographics and how well they transition over time. Milestone: Departmental clearance of final rule. | Completed 12/30/2007 |
| 7 | 2005 | Use National Youth in Transition Database (NYTD) to develop ambitious performance and efficiency measures. These measures are to focus on program outcomes, including employment and homelessness rates of Independent Living Program (ILP) youth who have aged out of the foster care system. Milestone: Office of Management and Budget (OMB) clearance of final rule. | Action taken, but not completed 2/29/2008 |
| 8 | 2005 | Implementing the National Youth in Transition Database, which will offer data on recipient demographics and how well they transition over time. Milestone: OMB clearance of final rule. | Action taken, but not completed 2/29/2008 |
| 9 | 2006 | Utilize interim efficiency measure to maximize program efficiency and cost-effectiveness. Milestone: Report FY 2006 data as part of the FY 2009 Congressional Justification/budget process. Assess progress towards future targets. | Action taken, but not completed 2/15/2008 |
| 2002 | 10000282 | Indian Health Service Federally-Administered Activities | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2003 | Propose a \$25 million increase above the 2003 Budget for contract health services to reduce the number of denied claims due to exhaustion of funds. | Inactive 1/11/2008 |
| 5 | 2003 | Develop baselines and targets for new measures. Baseline data was established at 23.2% for children ages 2-5 years with a Body Mass Index (BMI) of 95% or greater. Children at or above the 95th percentile are considered obese. The program is striving to ensure rates do not increase above this level. The program also established baseline data for the number of hospitalizations for long term complications among patients with diabetes in direct facilities. This rate was 155.6 per 100,000, and the goal is to reduce this rate to 154 per 100,000. | Completed |
| 6 | 2006 | Develop model Childhood obesity programs which will be implemented in up to six pilot sites in the Indian Health System. Due to personnel situation at University of New Mexico, this project was put on hold. IHS expects to resume and complete this project in FY 2008. | Action taken, but not completed 9/30/2008 |

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| 7 | 2007 | In FY 2008 the IHS will have a number of mechanisms to distribute obesity-related information to field sites including the MCH website, the monthly pediatric newsletter, and the IHS monthly newsletter. Additionally, the April 2008 Open Door Forum will be focused on obesity prevention and will use web-ex technology to connect up to 200 sites and individuals throughout the Indian Health System. | Action taken, but not completed 9/30/2008 |
| 2004 | 10002174 | Indian Health Service Health Care Facilities Construction | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | PIMC SW is fully funded for construction. San Carlos facility under a PL 93-638 contract for design and construction. Kayenta facility under a PL93-638 contract for design and construction. | Action taken, but not completed 6/30/2011 |
| 2 | 2005 | Baselines were established for seven clinical performance measures in FY 2006. Data continues to demonstrate an increase in the number of users receiving clinical services for most measures. While the number of services increased significantly, the number of new users also increased significantly, offsetting any significant improvements in rates. The program will explore options to develop non-rate based productivity measures to demonstrate facility performance. | Action taken, but not completed 9/30/2008 |
| 3 | 2006 | Revised Health Care Priority System Methodology. The Health Care Priority System Methodology was completed in FY 2007. The IHS included tribal consultation during the revision process. | Action taken, but not completed 9/30/2008 |
| 4 | 2007 | Add a comparative analysis of IHS construction costs versus industry standards as a component of the Post Occupancy Evaluations (POEs). These surveys, conducted after a new facility is built, evaluate the effectiveness of planning, designing, constructing, and equipping the facility. | Action taken, but not completed 2/25/2009 |
| 2003 | 10001058 | Indian Health Service Resource and Patient Management System | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 3 | 2006 | IHS improved the RPMS Exhibit 300 score for the FY 2008 budget submission and received a score of 40, the first HHS investment to receive this high a score from OMB. | Completed |
| 4 | 2006 | IHS maintained the earned value variance for two years. The RPMS investment did not exceed cost/schedule variance by +/- 10%. | Completed |
| 5 | 2004 | Develop RPMS' capability to provide a valid cost accounting link to health outcomes by specific activity. The IHS will not obtain full cost accounting functionality through the implementation of the Unified Financial Management System (UFMS), though IHS had originally thought that UFMS would provide this functionality. | Completed 7/31/2007 |
| 6 | 2007 | Comprehensive business-oriented analysis of requirements for third party billing, accounts receivable, and cost accounting. Alternatives analysis and acquisition or development of enhanced system integrated with RPMS. This activity will position IHS to respond to the President's Executive Order for price and quality. | Action taken, but not completed 9/30/2009 |
| 7 | 2008 | Develop 2-3 new performance measures to replace eliminated measures. | Action taken, but not completed 9/30/2008 |

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| 2007 | 10000284 | Indian Health Service Sanitation Facilities Construction Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Propose a \$20 million increase above the 2003 Budget so that the program can increase services to the most needy homes in its inventory which have higher construction costs. | Inactive 1/11/2008 |
| 2 | 2003 | Develop baselines and targets for new measures. | Completed |
| 4 | 2006 | Marginal Cost Analysis in conjunction with OMB A-11, Section 221, Budget and Performance Integration. | Completed |
| 5 | 2006 | Implement the first round of strategic planning activities, as recommended by the independent evaluation. | Completed 1/2/2008 |
| 6 | 2007 | Continue to explore options for improved annual and efficiency performance measures. | Action taken, but not completed 8/30/2008 |
| 7 | 2007 | Develop a plan to support and perform a new, comprehensive independent evaluation in 2010 to assess the effectiveness of the program. | Action taken, but not completed 9/30/2009 |
| 2006 | 10003542 | Injury Prevention and Control | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Demonstrate adequate progress in achieving all the programs long-term performance goals. | Action taken, but not completed 12/31/2012 |
| 3 | 2006 | Independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results. | Action taken, but not completed 12/31/2012 |
| 2003 | 10001059 | Low Income Home Energy Assistance Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | The Administration is working to develop long-term and efficiency measures. Milestone: OCS will be holding internal strategic planning meetings to develop initial long-term goals for OCS programs. | Completed |
| 2 | 2004 | The Administration is recommending \$500,000 for the Department of Health and Human Services (DHHS) to conduct a feasibility study of a nationally representative evaluation of Low Income Home Energy Assistance Program (LIHEAP) operations. | Completed |

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| 3 | 2006 | Providing states with the opportunity to increase non-federal funding through the Low Income Home Energy Assistance Program (LIHEAP) Leveraging Incentive Program. Milestone: The Office of Community Services (OCS) will prepare an annual ranking of the percentage change in states' LIHEAP leveraging resources from FY 2004 to FY 2005, and then identify the strategies for increasing leveraging resources used by the highest ranked states. | Completed |
| 4 | 2006 | Improving performance-based budgeting. Milestone: Office of Community Services (OCS) will identify other block grant programs that have developed performance-based budgeting. | Completed |
| 5 | 2004 | The Administration is working to develop long-term and efficiency measures. Milestone: The Office of Community Services (OCS) will contact external program stakeholders, especially state LIHEAP grantees to develop long terms goals for LIHEAP. | Completed 12/31/2007 |
| 6 | 2006 | Providing states with the opportunity to increase non-federal funding through the LIHEAP Leveraging Incentive Program. Milestone: Office of Community Services (OCS) will prepare an annual ranking of the percentage change in states' LIHEAP leveraging resources from FY 2005 to FY 2006, and then identify the strategies for increasing leveraging resources used by the highest ranked states. | Completed 11/30/2007 |
| 7 | 2006 | Improving performance-based budgeting. Milestone: The Office of Community Services (OCS) will identify LIHEAP-related, low income programs that have developed performance-based budgeting. | Completed 11/30/2007 |
| 8 | 2004 | The Administration is working to develop long-term and efficiency measures. Milestone: The Office of Community Services (OCS) will hold a strategic planning meeting with external stakeholders. | Action taken, but not completed 4/30/2009 |
| 9 | 2006 | Improving performance-based budgeting. Milestone: OCS will begin to develop educational materials about performance-based budgeting for state grantees. | Action taken, but not completed 4/30/2008 |
| 10 | 2006 | Providing states with the opportunity to increase non-federal funding through the LIHEAP Leveraging Incentive Program. Milestone: OCS will contact states who have not submitted leveraging plans to identify barriers to applying for leveraging incentive awards. | Action taken, but not completed 4/30/2008 |

| 2006 | 10003545 | Medicaid | Status of Improvement |
|-------|----------|--|---|
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | This long-term measure tracks the number of States participating in the Medicaid Quality Improvement Program (MQIP), which is a CMS program that provides technical assistance to States to bolster their targeted health quality improvement projects. State participation is voluntary. By working with CMS, States will be provided opportunities to receive technical assistance to help them achieve improvements in health care quality for Medicaid beneficiaries, improving the value of Federal and State expenditures. CMS will track State participation in quality improvement efforts and disseminate tools to provide guidance in achieving objectives in areas of evidence-based care, health disparities and program evaluation. CMS will encourage State's use of nationally recognized measure sets and work to expand measure sets applicable to Medicaid populations. CMS has established the goal that at least 8 States will participate in CMS quality improvement efforts and demonstrate improvements in State assessment of quality by 2008, at least 10 States by 2010, and 13 States by 2013. These results will be used as the building blocks for the development of a national framework for Medicaid quality. This framework will be developed in collaboration with States and key stakeholders. An action plan for development of the framework will be created in FY 2007 after the formal release of the CMS Agency Strategic Plan, review of the Medicaid Commission recommendations, and preliminary analysis of the quality tracking activities. | Action taken, but not completed 9/30/2013 |
| 2 | 2006 | This measure is under development. The Medicaid Integrity Group (MIG) will develop the specifications and statement of work for Medicaid Integrity Contractors (MICs), who will assist in identifying overpayments, procure and negotiate the contracts, evaluate contractor performance, coordinate regional office activities, and coordinate audit collections. Among other activities, the MIG will also provide program integrity training to State program integrity units, produce best practices guidance and other resource material for the States and for CMS, and conduct State program integrity oversight activities. The MIG will hire 100 FTEs to assist in the work of the group. This group will also serve as a central clearinghouse for all MIC reports, provide statistical support for planning and implementation activities, coordinate with the Office of Financial Management in CMS on a national combined database of Medicaid/Medicare claims data, and research emerging fraud practices and trends. | Action taken, but not completed 9/30/2008 |
| 3 | 2006 | Baseline data will be established for new PART measures, with the goal of tracking and reporting on these measures on a regular basis. These performance measures without baseline include: 1) the national payment error rate, which is intended to assess the percentage of Medicaid improper payments, including inadvertent errors, denied payments, and payments for unsupported or inadequately supported claims. A component error rate for Medicaid fee-for-service comprised of the measurement in 17 States will be reported in 2007. Data will be derived from sample claims and cases in a subset of 17 Medicaid States each year. Exact targets will be developed thereafter; 2) the number of States that demonstrate improvement to access and quality health care. CMS will track the number of States participating in the Medicaid Quality Improvement Program, and will monitor and record State improvement efforts. These results will be used as the building blocks for the development of a larger, national-level quality framework; and, 3) the return on investment (ROI) for the Medicaid Integrity Program (MIP), which has a goal of greater than 100 percent within its first year. CMS will develop a plan of action by the end of 2007 to collect the baseline measure. The ROI will be calculated on an annual basis and will be expressed as a percentage, the numerator of which will include annual total Federal dollars of identified overpayments in accordance with the relevant Medicaid overpayment statutory and regulatory provisions. The denominator will include annual Federal funding of the Medicaid Integrity Contractors. | Action taken, but not completed 11/15/2008 |

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| 2003 | 10001060 | Medicare | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Timely implementation of the Medicare Prescription Drug, Improvement, and Modernization Act of 2003. | Completed |
| 2 | 2005 | Greater emphasis on sound program and financial management. | Completed |
| 3 | 2005 | Continuing more effort to link Medicare payment to provider performance. This effort is represented through the following demos/initiatives: Physician Quality Reporting Initiative, Physician Group Demo, Electronic Health Records Demo and Premier Hospital Quality Incentive Demonstration. | Action taken, but not completed 9/30/2008 |
| 4 | 2006 | Continuing timely implementation of the Medicare Prescription Drug, Improvement, and Modernization Act of 2003. | Action taken, but not completed 12/31/2008 |
| 5 | 2006 | Continuing greater emphasis on sound program and financial management. | Action taken, but not completed 9/30/2009 |
| 2002 | 10000470 | Medicare Integrity Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | The Administration will pursue the "Performance-based Outcomes Pilot" that will explore linking award fees to performance | Completed |
| 2 | 2003 | The Administration will complete development of contractor specific error rates and require contractors to commit to reducing their error rates. | Completed |
| 3 | 2006 | Refine the CERT process to increase the detail of the CERT error rates. | Action taken, but not completed 9/30/2011 |
| 4 | 2006 | Integrate CERT error rates into contractor performance evaluations. | Action taken, but not completed 12/31/2008 |
| 2005 | 10003527 | Mental Health Programs of Regional and National Significance | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Implementing automated web-based performance system including development and implementation of common performance measures | Action taken, but not completed 12/31/2008 |
| 2 | 2006 | Developing efficiency measure | Action taken, but not completed 9/30/2008 |
| 3 | 2006 | Developing client functioning long-term measure | Action taken, but not completed 9/30/2008 |

| 2005 | 10003505 | Mentoring Children of Prisoners | Status of Improvement |
|-------|----------|---|---|
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Recalibrate targets and timeframes to reflect feasible levels of mentoring matches that can be achieved. Milestone: Improve performance goals for all new FY 2006 grantees. | Completed 12/15/2007 |
| 2 | 2006 | Assess and improve grantees' results through performance analysis and targeted technical assistance. Milestone: Hold conference for all new grantees (awarded in FY06) as well as those demonstrated through data analysis to be underperforming. | Completed |
| 3 | 2006 | Evaluate quality of relationships and long term program outcomes to create knowledge to drive better results. Milestone: Conduct first annual survey of Mentoring Children of Prisoners (MCP) children to measure the quality of mentor relationships. | Completed |
| 4 | 2006 | Assess and improve grantees' results through performance analysis and targeted technical assistance. Milestone: Hold six regional conferences to further the T/TA efforts of the contractor. | Completed 9/30/2007 |
| 5 | 2006 | Evaluate quality of relationships and long term program outcomes to create knowledge to drive better results. Milestone: Conduct second annual survey of MCP children to measure the quality of mentor relationships. | Completed 12/15/2007 |
| 6 | 2006 | Evaluate quality of relationships to create knowledge to drive better results. Milestone: Analyze relationship survey results and target technical assistance where needed. | Action taken, but not completed 1/30/2008 |
| 7 | 2007 | Evaluate long term program outcomes to create knowledge to drive better results. Milestone: Conduct first site visits for operational observations and analysis. | Action taken, but not completed 1/30/2008 |
| 8 | 2007 | Develop data collection and finalize evaluation design for statutory Service Delivery Demonstration Project to reach families not previously served through an MCP program. Milestone: Begin development of evaluation plan/design that emulates evaluation of "main" MCP program. | Action taken, but not completed 1/30/2008 |
| 2007 | 10009018 | Minority HIV/AIDS Initiative | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Establishing baselines and ambitious targets for long-term performance goals. | Action taken, but not completed 3/28/2008 |
| 2 | 2007 | Developing an evaluation planning process in order to conduct an independent evaluation of comprehensive scope. This proposed evaluation will cover two years of MAI Fund activities | Action taken, but not completed 12/30/2009 |

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| 3 | 2007 | Developing a formal proces to document how performance information is used by decision-makers in managing and making funding allocation decisions. | Enacted 3/3/2008 |
| 4 | 2007 | Monitor and analyze the specific impact derived from technical assistance and training activities, which includes but is not limited to: improvements in access to and delivery of services, increased capacities, and the other program, infrastructure or services enhancements. | Action taken, but not completed 12/31/2008 |
| 5 | 2007 | Establishing procedures for grantees to commit to measures and report on performance related to the program's goals. | Enacted 3/30/2008 |
| 6 | 2008 | Conducting an inventory of progams with related missions or activities to document their complementary relationship to the activities of the MAI Fund, and to identify gaps in prevention and treatment to be targeted with future MAI Fund awards. | No action taken 12/30/2009 |
| 2003 | 10001053 | National Bioterrorism Hospital Preparedness Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | The Administration has reduced funding for these grants to pay for a new biosurveillance initiative that will assist states and hospitals respond to a bioterrorist event. | Completed |
| 2 | 2004 | The Administration will work with State and local representatives to ensure that performance information will be available to determine when acceptable preparedness has been demonstrated, and to target assistance for those regions that are not adequately prepared. | Completed |
| 3 | 2004 | The Administration will establish new outcome oriented goals and targets for surge capacity and preparedness. The program has established benchmarks for preparedness and is collecting data. PART measures, established early in the program's development, will be revised to align with these. | Completed |
| 4 | 2007 | The program will review its current outcome-oriented performance measures and benchmarks to ensure that they are evidence-based, and that they meet all of the legislative requirements of the Pandemic and All Hazards Act legislation, enacted December 2006. | Action taken, but not completed 12/31/2008 |
| 5 | 2007 | The program will evaluate State and Regional based partnerships awarded in FY2007 that aim to improve overall surge capacity and capability and enhance hospital preparedness. | Action taken, but not completed 12/31/2008 |
| 2004 | 10002164 | National Bone Marrow Donor Registry | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Maintain program funding in order to continue the NBMDR program's efforts to double the number of transplants by 2010, and continue to increase both their recruitment and number of donors on the Registry. | Completed |
| 2 | 2005 | Continue to work towards the goal of tying together the program's budget requests to their annual and long-term performance goals. | Completed |
| 3 | 2005 | Update and implement a Comprehensive Plan to Increase Transplants to support the long-term goal of increasing the annual number of transplants facilitated by the Registry. | Completed |
| 4 | 2005 | Work on a methodology for determining one-year patient survival rates and establish baselines and targets for this performance measure. | Completed |
| 5 | 2006 | Implement plan to establish the C.B. Bill Young Cell Transplantation Program as the successor to the National Bone Marrow Donor Registry. | Completed 8/31/2007 |

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| 6 | 2006 | Determine the best approach to collect data on: (1) outcomes for related donor transplants (while continuing to collect data on unrelated donor transplants), and (2) other uses of blood stem cells as required under P.L. 109-129. | Action taken, but not completed 4/1/2009 |
| 7 | 2007 | Facilitate discussions among key stakeholders too ensure patients and physicians have timely access to all available blood stem cell sources (including cord blood units collected outside the scope of the National Cord Blood Inventory). | Action taken, but not completed 6/30/2008 |
| 2005 | 10003511 | National Center for Health Statistics | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals, and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Independent evaluations of sufficient scope and quality indicate that the program is effective and achieving results. | Action taken, but not completed 12/31/2008 |
| 2007 | 10009017 | National Center for HIV/AIDS, Viral Hepatitis, Sexually Transmitted Diseases, and Tuberculosis Prevention | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Explicitly tie budget requests to the accomplishment of annual and long-term goals and presenting resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2007 | Establish baselines and targets for those HIV/AIDS long-term and annual measures lacking such data. | Action taken, but not completed 12/31/2008 |
| 3 | 2007 | Monitor and report on program's progress in achieving its performance goals and efficiency measures annually. | Action taken, but not completed 2/28/2009 |
| 2002 | 10000278 | National Health Service Corps | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | The Administration will serve areas of greatest need by better targeting NHSC placements and taking into account foreign physicians who serve in areas with a shortage of health providers through visa waivers. | Completed |
| 2 | 2003 | The Administration will support more underrepresented minorities and other students and health professionals from disadvantaged backgrounds through the program by enhancing recruitment efforts. | Completed |
| 3 | 2003 | Provide data for newly adopted performance measures. | Completed |
| 4 | 2003 | Improve efficiency through greater flexibility in the allocation of funds between scholarships and loans. | Completed |
| 5 | 2006 | Develop recommendations and respond to legislative inquiries in preparation for the reauthorization of the NHSC program to find more meaningful ways of improving access to care in health profession shortage areas. | Completed 6/30/2007 |
| 6 | 2007 | Develop an Information System to replace BHCDANeT(legacy system) to better manage data on scholars, loan repayers and service sites. | Action taken, but not completed 12/31/2009 |

| 2005 | 10003521 | National Institutes of Health - Buildings and Facilities | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Completed |
| 2 | 2006 | Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Completed |
| 3 | 2006 | Maintain the condition of the buildings and facilities portfolio so that the average condition index is 85. | Completed |
| 4 | 2006 | Maintain the annual condition of the buildings and facilities portfolio so that not less than 88.5% of occupied gross square feet will have a condition index greater than 65. | Completed |
| 5 | 2006 | Fully launch the Earned Value Management System and conduct Earned-Value Analyses to evaluate and assess major capital acquisition projects included in the NIH Real Estate Portfolio. | Completed |
| 6 | 2007 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | |
| 6 | 2007 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed |
| 7 | 2007 | Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Completed 12/31/2007 |
| 8 | 2007 | [FY07] Maintain the condition of the buildings and facilities portfolio so that the average condition index is 85. | Action taken, but not completed 12/31/2007 |
| 9 | 2007 | Maintain the annual condition of the buildings and facilities portfolio so that not less than 90% of occupied gross square feet will have a condition index greater than 65. | Action taken, but not completed 12/31/2007 |
| 10 | 2007 | Complete goal of ensuring that approved design and construction projects are executed on time, on scope, and on budget by implementing and monitoring an Earned Value Analysis and Management System. | Completed 12/31/2007 |
| 11 | 2008 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed |
| 12 | 2008 | [FY08] Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Action taken, but not completed 12/31/2008 |
| 13 | 2008 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed |

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| 14 | 2008 | [FY08] Maintain the annual condition of the buildings and facilities portfolio so that not less than 91.5% of occupied gross square feet will have a condition index greater than 65. | Action taken, but not completed 12/31/2008 |
| 15 | 2009 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed |
| 15 | 2009 | Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Action taken, but not completed |
| 16 | 2009 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed |
| 17 | 2009 | Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Action taken, but not completed |
| 18 | 2009 | [FY09] Maintain the annual condition of the buildings and facilities portfolio so that not less than 73.8% of occupied gross square feet will have a condition index greater than 65. | Action taken, but not completed 12/31/2009 |
| 19 | 2008 | [FY08] Maintain the condition of the buildings and facilities portfolio so that the average condition index is 85. | Action taken, but not completed 12/31/2008 |
| 20 | 2009 | [FY09] Maintain the condition of the buildings and facilities portfolio so that the average condition index is 85. | Action taken, but not completed 12/31/2009 |
| 21 | 2007 | Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed 12/31/2007 |
| 23 | 2008 | [FY08] Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed 12/31/2008 |
| 24 | 2009 | [FY09] Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed 12/31/2009 |
| 25 | 2009 | [FY09] Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Action taken, but not completed 12/31/2009 |
| 26 | 2010 | [FY10] Maintain the annual condition of the buildings and facilities portfolio so that not less than 73.9% of occupied gross square feet will have a condition index greater than 65. | Action taken, but not completed 12/31/2010 |

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| 27 | 2010 | [FY10] Maintain the condition of the buildings and facilities portfolio so that the average condition index is 85. | Action taken, but not completed 12/31/2010 |
| 28 | 2010 | [FY10] Manage all B&F line item projects so they are completed within 100% of the final approved project cost. | Action taken, but not completed 12/31/2010 |
| 29 | 2010 | [FY10] Manage design and construction of capital facility projects funded by B&F so that no more than 10% of the projects may incorporate plus or minus 10% adjustments of the approved scope. | Action taken, but not completed 12/31/2010 |
| 2004 | 10002176 | National Institutes of Health - Extramural Research Programs | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Develop a fabrication process to miniaturize the prototype directional microphone so that it fits a hearing aid by 2006. | Completed |
| 2 | 2005 | Reach goal of 25% of business processes being done electronically by 2005. | Completed |
| 3 | 2005 | Integrate nanosensors and nanoparticles into a platform technology for development in applied setting by 2005. | Completed |
| 4 | 2005 | Identify therapeutic compounds by 2005 that may be tested to determine absorption, distribution, metabolism, excretion, and toxicity. | Completed |
| 5 | 2005 | Complete recruitment of 10,000 patients by 2005 for the ACCORD diabetes study. | Completed |
| 6 | 2005 | Launch the Alzheimer's Disease Neuroimaging Initiative to evaluate techniques and biomarkers by 2005. | Completed |
| 7 | 2006 | Reach goal of 40% of business processes being done electronically by 2006. | Completed |
| 8 | 2006 | Integrate nanotechnology-based components into a system capable of detecting specific biomarkers (molecular signature) by 2006. | Completed |
| 9 | 2006 | Fully implement the Small Molecule Repository so that it is functional and supplying molecules to screen by 2006. | Completed |
| 10 | 2006 | Report outcome of the Look AHEAD intensive weight loss intervention trial by 2006. | Completed |
| 11 | 2006 | Identify 1,000 new late onset Alzheimer's Disease families by 2006. | Completed |
| 12 | 2007 | Reach goal of 40% of business processes being done electronically by 2006. | |
| 13 | 2007 | Begin development of predictive models for absorption, distribution, metabolism, excretion, and toxicity (ADME/Tox) behavior of bioactive compounds by 2007. | Completed 12/31/2007 |
| 14 | 2007 | Complete at least 90% of the total enrollment for the Folic Acid for Vascular Outcome Reduction in Transplantation (FAVORIT) trial by 2007. | Completed 12/31/2007 |

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| 15 | 2007 | Identify and characterize molecular events that may prove to be targets for treating or preventing Alzheimer's disease through initiatives and projects focused on mechanistic and basic studies by 2007. | Completed 12/31/2007 |
| 16 | 2008 | Continue conversion of business processes: 75% of business processes being done electronically by FY 2008. | Action taken, but not completed 12/31/2008 |
| 17 | 2008 | Use chemical libraries in high-throughput biological screens. | Action taken, but not completed 12/31/2008 |
| 18 | 2008 | Review and evaluate collectively, indicators of Look AHEAD's progress to date (measures such as safety-monitoring analyses, data quality, participant retention, and emerging positive or negative outcome trends) in order to determine whether the science is progressing appropriately--in accord with the clinical trial's protocol--and whether the trial will be continued. | Action taken, but not completed 12/31/2008 |
| 19 | 2008 | For at least one promising drug candidate for the treatment of AD, complete at least one of the four preclinical steps necessary for regulatory approval: chemical optimization; proof of efficacy in an animal model relevant to the disease; pharmacokinetic profiling; and/or early toxicology screening. | Action taken, but not completed 12/31/2008 |
| 20 | 2009 | Complete goal of expanding the range of available methods used to create, analyze, and utilize chemical libraries, which can be used to discover new medicines. Specifically, use these chemical libraries to discover 10 new and unique chemical structures that could serve as the starting point for new drugs. | Action taken, but not completed 12/31/2009 |
| 21 | 2009 | Complete treatment and follow-up of participants in the ACCORD trial to determine effects of glycemia, blood pressure, and blood lipid treatment approaches to prevent CVD in diabetes. | Action taken, but not completed 12/31/2009 |
| 22 | 2009 | Start at least one pilot clinical trial on promising interventions based on results of previous trials and new leads for drug discovery. | Action taken, but not completed 12/31/2009 |
| 23 | 2009 | Continue conversion of business processes: 80% of business processes being done electronically by FY 2009. | Action taken, but not completed 12/31/2009 |
| 24 | 2007 | Reach goal of 55% of business processes being done electronically by 2007. | Completed 12/31/2007 |
| 25 | 2010 | Report findings of the primary results of the Bari2D Trial. | Action taken, but not completed 12/31/2010 |
| 26 | 2010 | Identify at least one imaging or biological marker and/or clinical or neuropsychological evaluation method that will help researchers perform less expensive, shorter, and more efficient drug trials for AD. | Action taken, but not completed 12/31/2010 |
| 27 | 2010 | Continue conversion of business processes: 85% of business processes being done electronically by FY 2010. | Action taken, but not completed 12/31/2010 |

| 2005 | 10003522 | National Institutes of Health - Intramural Research | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Completed |
| 2 | 2006 | Release Phase I core pooled data with documentation to the public, create a web utility for sharing Family Blood Pressure Program data, and hold a training workshop for the scientific community by 2006. | Completed |
| 3 | 2006 | Enhance the Chemical Effects in Biological Systems database to allow the capture and integration of transcriptomics, proteomics, and toxicologic data for the same compound by 2006. | Completed |
| 4 | 2006 | Complete optical imaging probe development by 2006, to help with tracking the mobility of stem cells within cardiovascular tissues. | Completed |
| 5 | 2007 | Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Completed 12/31/2007 |
| 6 | 2007 | Perform initial whole genome scan for prostate cancer susceptibility genes in the C-GEMS study by 2007. | Completed 12/31/2007 |
| 7 | 2007 | Enhance electronic sharing of 'omics and biology endpoint data in the Chemical Effects in Biological Systems database by 2007. | Completed 12/31/2007 |
| 8 | 2007 | Initiate preclinical studies on the nature of stem cell migration in adult tissue. | Action taken, but not completed 12/31/2007 |
| 9 | 2008 | (FY08) Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Action taken, but not completed 12/31/2008 |
| 10 | 2008 | Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Action taken, but not completed |
| 11 | 2008 | Complete goal of developing a knowledge base on chemical effects in biological systems using a systems toxicology or toxicogenomics approach. | Action taken, but not completed 12/31/2008 |
| 12 | 2008 | Initiate preclinical studies on the nature of stem cell migration in adult tissue. | Action taken, but not completed 12/31/2008 |
| 13 | 2009 | (FY09) Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Action taken, but not completed 12/31/2009 |
| 14 | 2009 | Begin biologic assessment of the most likely diabetes/obesity susceptibility genes in regions of linkage/association. | Action taken, but not completed 12/31/2009 |

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| 16 | 2008 | HapMap III: Analyze data from samples from additional populations to assess how well the genome-wide HapMap applies to additional populations, as well as to figure out how to choose HapMap SNPs to make them most useful for additional populations. | Action taken, but not completed 12/31/2008 |
| 17 | 2008 | Formulate a biocompatible cell encapsulation agent designed to protect and track mesenchymal stem cells for administration to patients to promote cell survival and engraftment. | Action taken, but not completed 12/31/2008 |
| 18 | 2008 | Initiate preclinical studies on the nature of stem cell migration in adult tissue. | Action taken, but not completed 12/31/2008 |
| 18 | 2009 | Formulate a biocompatible cell encapsulation agent designed to protect and track mesenchymal stem cells for administration to patients to promote cell survival and engraftment. | Action taken, but not completed 12/31/2009 |
| 19 | 2009 | Demonstrate that encapsulated cells can be tracked non-invasively by X-ray computed tomography. | Action taken, but not completed 12/31/2009 |
| 20 | 2010 | (FY10) Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Action taken, but not completed 12/31/2010 |
| 21 | 2010 | Complete goal of establishing the role of genetic factors in three major diseases for which health discrepancies are noted between populations. | Action taken, but not completed 12/31/2010 |
| 22 | 2010 | Test the hypothesis that encapsulated MSCs will provide increased MSC survival in normal animals. | Action taken, but not completed 12/31/2010 |
| 95 | 2009 | Reallocate laboratory resources based on extramural reviews of 25% of principal investigators each year by Boards of Scientific Counselors. | Action taken, but not completed |
| 2006 | 10003544 | National Institutes of Health: Extramural Research Facilities Construction | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Ensure that 100% of 50 grantees have met all construction requirements. | Action taken, but not completed |
| 2 | 2006 | Report that 95% of 123 extramural construction projects are in compliance with post award usage requirements to conduct research. | Completed |
| 3 | 2006 | Achieve cost savings (average annual cost per grant) for managing construction grants by expanding the use of electronic project management tools. | Completed |
| 4 | 2006 | Build capacity to conduct research by constructing or renovating 44 extramural facilities that can accommodate the proposed biomedical and behavioral research, research training, or research support to be conducted. | Action taken, but not completed |

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| 5 | 2007 | Ensure that 100% of 35 grantees have met all construction requirements. | Action taken, but not completed 12/31/2007 |
| 6 | 2007 | Report that 95% of 143 extramural construction projects are in compliance with the post award 20 year usage requirement to conduct research. | Completed 12/31/2007 |
| 7 | 2007 | Reduce the average annual cost per grant for travel and shipping activities related to managing construction grants by expanding the use of electronic project management tools. | Completed 12/31/2007 |
| 8 | 2007 | Complete 48 construction or renovation of biomedical research infrastructures in order to build the capacity to conduct the proposed research. | Action taken, but not completed 12/31/2007 |
| 9 | 2007 | Complete 2 biocontainment facilities to support biodefense and emerging infectious disease research needs, including research on Category A-C Priority agents and newly emerging infectious diseases. | Completed 12/31/2007 |
| 11 | 2008 | Ensure that 100% of 21 grantees have met all construction requirements. | Action taken, but not completed 12/31/2008 |
| 12 | 2008 | Report that 95% of 164 extramural construction projects are in compliance with the post award 20 year usage requirement to conduct research. | Action taken, but not completed 12/31/2008 |
| 13 | 2008 | Reduce the average annual cost per grant for travel and shipping activities related to managing construction grants by expanding the use of electronic project management tools. | Action taken, but not completed |
| 14 | 2008 | Complete 30 construction or renovation of biomedical research infrastructures in order to build the capacity to conduct the proposed research. | Action taken, but not completed 12/31/2008 |
| 15 | 2008 | Complete 4 biocontainment facilities to support biodefense and emerging infectious disease research needs, including research on Category A-C Priority agents and newly emerging infectious diseases. | Action taken, but not completed 12/31/2008 |
| 16 | 2008 | Achieve average annual cost of managing construction grants of \$36,419 per grant. | Action taken, but not completed 12/31/2008 |
| 17 | 2007 | Achieve average annual cost of managing construction grants of \$35,837 per grant. | Completed 12/31/2007 |
| 18 | 2009 | Ensure that 100% of grantees have met all construction requirements. | Action taken, but not completed 12/31/2009 |
| 19 | 2009 | Report that 95% of 179 extramural construction projects are in compliance with the post award 20 year usage requirement to conduct research. | Action taken, but not completed 12/31/2009 |
| 20 | 2009 | Achieve average annual cost of managing construction grants of \$36,530 per grant. | Action taken, but not completed 12/31/2009 |

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| 21 | 2009 | Complete 22 construction or renovation of biomedical research infrastructures in order to build the capacity to conduct the proposed research. | Action taken, but not completed 12/31/2009 |
| 22 | 2009 | Complete 7 biocontainment facilities to support biodefense and emerging infectious disease research needs, including research on Category A-C Priority agents and newly emerging infectious diseases. | Action taken, but not completed 12/31/2009 |
| 23 | 2010 | Report that 95% of 196 extramural construction projects are in compliance with the post award 20 year usage requirement to conduct research. | Action taken, but not completed 12/31/2010 |
| 24 | 2010 | Achieve average annual cost of managing construction grants of \$36,703 per grant. | Action taken, but not completed 12/31/2010 |
| 25 | 2010 | Complete 9 construction or renovation of biomedical research infrastructures in order to build the capacity to conduct the proposed research. | Action taken, but not completed 12/31/2010 |
| 26 | 2010 | Complete 1 biocontainment facility to support biodefense and emerging infectious disease research needs, including research on Category A-C Priority agents and newly emerging infectious diseases. | Action taken, but not completed 12/31/2010 |
| 2006 | 10003543 | National Institutes of Health: Research Training | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | [FY06] Ensure that the proportion of pre-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds the relevant comparison groups by 12% within 10 years of graduation. | Completed |
| 2 | 2006 | [FY06] Ensure that the proportion of post-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds relevant comparison groups by 12 percent within 10 years of termination. | Completed |
| 3 | 2006 | [FY06 and FY07] Initiate x train | Completed 12/31/2007 |
| 4 | 2007 | [FY07] Ensure that the proportion of pre-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds the relevant comparison groups by 12% within 10 years of graduation. | Completed 12/31/2007 |
| 5 | 2007 | [FY07] Ensure that the proportion of post-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds relevant comparison groups by 12 percent within 10 years of termination. | Completed 12/31/2007 |
| 6 | 2008 | [FY08] Ensure that the proportion of pre-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds the relevant comparison groups by 12% within 10 years of graduation. | Action taken, but not completed 12/31/2008 |
| 7 | 2008 | [FY08] Ensure that the proportion of post-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds relevant comparison groups by 12 percent within 10 years of termination. | Action taken, but not completed 12/31/2008 |
| 8 | 2008 | Convert 5% of trainee appointment forms to be processed electronically. | Action taken, but not completed 12/31/2008 |

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| 9 | 2009 | [FY09] Ensure that the proportion of pre-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds the relevant comparison groups by 12% within 10 years of graduation. | Action taken, but not completed 12/31/2009 |
| 10 | 2009 | [FY09] Ensure that the proportion of post-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds relevant comparison groups by 12 percent within 10 years of termination. | Action taken, but not completed 12/31/2009 |
| 11 | 2009 | Convert 25% of trainee appointment forms to be processed electronically. | Action taken, but not completed 12/31/2009 |
| 12 | 2010 | [FY10] Ensure that the proportion of pre-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds the relevant comparison groups by 12% within 10 years of graduation. | Action taken, but not completed 12/31/2010 |
| 13 | 2010 | [FY10] Ensure that the proportion of post-doctoral trainees and fellows applying for and receiving subsequent NIH support exceeds relevant comparison groups by 12 percent within 10 years of termination. | Action taken, but not completed 12/31/2010 |
| 14 | 2010 | Convert 50% of trainee appointment forms to be processed electronically. | Action taken, but not completed 12/31/2010 |
| 2006 | 10003531 | National Practitioner and Health Care Integrity/Protection Data Banks | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Adopting regulations and making systems changes implementing Section 1921 of the Social Security Act to minimize the program's identified limitations and to operate at maximum efficiency. | Action taken, but not completed 9/30/2008 |
| 2 | 2006 | Implementing new national survey to evaluate program effectiveness | Action taken, but not completed 9/30/2009 |
| 2002 | 10000280 | Nursing Education Loan Repayment and Scholarship Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Will maximize the impact of the program by targeting providers to nursing homes, hospitals that serve a disproportionate number of low-income patients under Medicare and Medicaid, and other priority health facilities. | Completed |
| 2 | 2003 | Will conduct an evaluation of the program's impact, develop outcome measures, and begin to track performance against newly adopted benchmarks by developing a baseline and refining performance targets. | Completed 12/31/2007 |
| 3 | 2003 | Make performance data available to the public. | Completed |
| 5 | 2006 | Improve program efficiency in processing applications and making awards by replacing the current Citrix-based application system with a web-based (.Net) system. | Completed |

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| 7 | 2007 | Test methodology to identify critical nursing shortage facilities | Action taken, but not completed 12/31/2009 |
| 8 | 2007 | Develop and Information System to replace BHCDANET (legacy system) to better manage data on scholars, loana repayers and sites. | Action taken, but not completed 12/31/2009 |
| 2003 | 10001054 | Office of Child Support Enforcement | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Developing early intervention strategies to prevent and improve collection of unpaid or overdue child support. About 66% of people who owe debt report less than \$10,000 in income. Milestone: Disseminate two reports of arrears management, based upon peer-to-peer training held in FY 2006. | Action taken, but not completed 2/29/2008 |
| 2 | 2004 | Developing medical support enforcement proposals. Milestone: Review and respond to public comments. | Completed |
| 3 | 2006 | Developing two new indicators to measure the extent to which medical support is not only ordered but also provided in child support cases. Milestone: States submit medical support performance measures for FY 2006. | Completed |
| 4 | 2006 | Funding grants to help non-custodial parents with employment and support services in the Access and Visitation Program. Milestone: Monitor and disseminate findings when appropriate for existing demonstration grants that help non-custodial parents with employment and access and visitation. | Action taken, but not completed 12/30/2008 |
| 5 | 2006 | Implementing the provisions of the Deficit Reduction Act. Examples include new child support enforcement tools, revised medical support requirements, new distribution policies, and a new user fee. Milestone: Publish proposed regulations. | Completed |
| 6 | 2004 | Developing medical support enforcement proposals. Milestone: Receive and review comments from the Office of Legislative Affairs and Budget (OLAB). | Completed 7/30/2007 |
| 7 | 2006 | Developing two new indicators to measure the extent to which medical support is not only ordered but also provided in child support cases. Milestone: Conduct data reliability audits regarding states' ability to report medical support performance measures. | Completed 11/30/2007 |
| 8 | 2006 | Implementing the provisions of the Deficit Reduction Act. Examples include new child support enforcement tools, revised medical support requirements, new distribution policies, and a new user fee. Milestone: Review and respond to public comments and send draft final regulations to the Office of Legislative Affairs and Budget (OLAB). | Completed 11/13/2007 |

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| 9 | 2004 | Developing medical support enforcement proposals. Milestone: Provide technical assistance to regions and states at various meetings regarding medical support. | Action taken, but not completed 8/30/2008 |
| 10 | 2006 | Developing two new indicators to measure the extent to which medical support is not only ordered but also provided in child support cases. Milestone: Publish state-reported medical support performance data. | Action taken, but not completed 8/30/2008 |
| 11 | 2006 | Implementing the provisions of the Deficit Reduction Act. Examples include new child support enforcement tools, revised medical support requirements, new distribution policies, and a new user fee. Milestone: Develop a Distribution Training curriculum and deliver the training through three two-day sessions. | Action taken, but not completed 8/30/2008 |
| 2005 | 10003524 | Office of Disease Prevention and Health Promotion | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2006 | Development of an updated ODPHP Action Plan | Completed 9/30/2007 |
| 3 | 2007 | Re-evaluating performance targets to ensure ambitiousness of performance measures which link performance accountability with health promotion. | Action taken, but not completed 12/11/2008 |
| 4 | 2007 | Develop a new efficiency measure for ODPHP | No action taken 11/11/2009 |
| 2005 | 10003526 | Office of Minority Health | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Draft a plan for coordinating a systems approach to addressing minority health problems and racial/ethnic (r/e) health disparities, using draft performance measures. | Completed |
| 2 | 2006 | Develop a draft strategic framework & logic model with preliminary long- and short-term performance goals that are clearly linked to each other, reflect OMH's overall mission, and enable measurement of progress. Obtain review & comment and revise the draft framework/logic model and performance measures accordingly. Incorporate final goals and measures, and related evaluations and reporting requirements, into new announcements and agreements with OMH partners as well as budget requests. | Completed |
| 3 | 2006 | Complete a draft performance contract for the OMH Director and finalize. | Completed |
| 4 | 2007 | Integrate the OMH Strategic Framework for Improving Racial & Ethnic Minority Health and Eliminating Racial & Ethnic Health Disparities, OMH performance measures, and OMH evaluation planning guidelines & protocols into the National Partnership for Action to End Health Disparities (NPA) and other key OMH-funded initiatives, events, and publications | No action taken 12/19/2008 |
| 5 | 2007 | Complete development of logic models* and identification of any unique OMH performance measures for each OMH grant program, including umbrella cooperative agreements, and other key OMH-funded initiatives. (*Logic models originate from the evaluation field and are simply a way to plan, implement, and evaluate programmatic efforts, and to provide the theory or rationale undergirding what is being done. They usually include the problem to be addressed, factors contributing to the problem, strategies and practices being employed, measurable outcomes and impacts, and long-term objectives and goals.) | Action taken, but not completed 6/20/2008 |

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| 6 | 2007 | Integrate OMH performance measures, program logic models, evaluation protocols, and linkages with Healthy People 2010 objectives and the OMH Strategic Framework into regular training and technical assistance (T/TA) activities of all new OMH grantees, contractors, other partners, and key OMH staff. | Action taken, but not completed 3/20/2009 |
| 7 | 2007 | Receive, review, and analyze reports of evaluation results from FY 2007 new OMH grantees (first recipients of OMH's Evaluation Planning Guidelines in Summer 2006 grant announcements). | No action taken 12/18/2009 |
| 2006 | 10003553 | Office of the National Coordinator for Health Information Technology | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Develop milestones/targets for the annual measures which will produce tangible outcomes and results. | Action taken, but not completed 3/28/2008 |
| 2 | 2006 | Identify program/office priorities to achieve over the shorter-term (two-years). These priorities will have outcome-oriented results and show clear links to the program's overall mission. | Action taken, but not completed 3/29/2008 |
| 3 | 2006 | Develop an efficiency measure. | Completed 8/31/2007 |
| 2004 | 10002182 | Office on Women's Health | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | The Office on Women's Health undertook a strategic planning process to define its two major goals: Develop and evaluate Model Programs on Women's Health, and Lead Education/Collaboration efforts to improve Women's Health. OWH seeks to identify gaps and influence changes in healthcare for women and girls. | Completed |
| 2 | 2006 | The Office on Women's Health developed a set of long-term and annual performance measures that link to OWH's mission and priority focus areas. OMB approved OWH's efficiency measure August 3, 2006. | Completed |
| 3 | 2006 | The Office on Women's Health developed baselines and targets for all of its revised performance measures. | Completed |
| 4 | 2006 | Obtain OMB approval for the revised Office on Women's Health long-term and annual measures. | Completed |
| 5 | 2006 | The Office on Women's Health focused program resources on initiatives that target the women's health priority focus areas - cardiovascular disease, diabetes, HIV, mental health, and lupus. | Completed |
| 6 | 2007 | The Office on Women's Health (OWH) implemented a Performance Management System (PERMS), a web-based data collection system that OWH contractors and grantees will use to electronically submit progress reports to a centralized database. All OWH staff are receiving additional training on how to use the new performance management system. OWH contractor and grantees will also be trained to use the system. | Action taken, but not completed 12/30/2008 |
| 8 | 2008 | Budget and strategic planning sessions have focused on FY 2010 planning. Program assessments, site-visits, and evaluations have refined OWH's ability to align program resources and priorities. OWH continues to identify gaps in women's health and seek improvements in the healthcare for women and girls. | Action taken, but not completed 1/30/2009 |

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| 9 | 2008 | OWH leads the Departmental Coordinating Committee on Women's Health (CCWH), women's health leadership committee comprised of women's health experts across the US Public Health Service agencies and offices. The CCWH is planning a National Women's Health Summit for FY 2009 to strategically discuss women's health challenges, gaps, and proposed recommendations for future interventions and next steps. This senior-level strategic think-tank meeting will include utilizing a concept mapping methodology to assist OWH in framing issues in women's health. Concept mapping is a tool for creating a shared conceptual framework for planning, organizing, analyzing, interpreting, and utilizing results to determine actions steps. | Action taken, but not completed 12/30/2009 |
| 2004 | 10002168 | Organ Transplantation | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Improve the organ donation rate by expanding the Organ Donation Breakthrough Collaborative to an additional 150 hospitals. | Completed |
| 2 | 2005 | Reduce the variation in organ donation rates by completing an evaluation in July 2005 to study factors that influence the number of organs procured per deceased donor. | Completed |
| 3 | 2005 | Work with States to increase the effectiveness of Organ Donation Registries. | Action taken, but not completed 12/31/2009 |
| 4 | 2007 | Work with clinical and development leaders (known collectively as "improvement leaders") from the 58 donation service areas (DSAs) to increase the national organ donation conversion rate to 75%. | Action taken, but not completed 9/30/2013 |
| 5 | 2007 | Work with transplant hospitals to increase the number of transplants performed in the U.S. to 35,000 annually. | Action taken, but not completed 9/30/2013 |
| 2004 | 10002152 | Pharmaceutical Outcomes | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 3 | 2006 | Update 2006 targets | Completed |
| 4 | 2006 | Develop annual targets for long-term measures for out-years. | Completed |
| 5 | 2006 | Analyze 2006 trends to determine if targets for measures need to be adjusted. | Action taken, but not completed 4/30/2008 |
| 6 | 2007 | Update performance targets. | Completed 12/20/2007 |
| 7 | 2007 | Continue analysis of program and modify measures and data, if necessary. | Action taken, but not completed 9/30/2008 |

| 2004 | 10002170 | Poison Control Centers | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Proposes a reduction in funding of \$13 million below the FY 2005 House appropriation level in an attempt to increase the cost effectiveness of the program through investment in fewer and more regionalized PCCs that could perform the same role as a large number of local PCCs. Because a significant portion of this program's funds have gone to stabilizing PCCs, of which 48 out of 62 are now considered stable and certified, the program should not require the same level of funding it has received in previous years. | Completed |
| 2 | 2005 | Will work to establish a performance-based budget that demonstrates the impact of the Administration's funding decisions. | Completed |
| 3 | 2005 | Collect and report on performance using newly developed measures. | Completed |
| 4 | 2006 | Assist grantees with implementing and reporting on initiatives to address financial stability. | Action taken, but not completed 9/30/2009 |
| 5 | 2005 | Collect and report on performance using newly developed measures. | Completed |
| 2002 | 10000300 | Projects for Assistance in Transition from Homelessness | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Determining the feasibility of using the HUD Homeless MIS to assist in obtaining outcome data from PATH-funded efforts. | Action taken, but not completed 9/30/2010 |
| 2 | 2007 | Defining data elements for outreach to individuals who are homeless. | Action taken, but not completed 9/30/2008 |
| 3 | 2007 | Conducting independent evaluation of program. | Action taken, but not completed 9/30/2008 |
| 4 | 2002 | Tracking and improving program performance using newly developed long-term outcome and efficiency measures. | Completed |
| 5 | 2007 | Evaluating the SOAR (SSI/SSDI Outreach, Access and Recovery) technical assistance initiative. | Action taken, but not completed 7/31/2009 |
| 2006 | 10003550 | Promoting Safe and Stable Families | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve State Child and Family Service Review (CFSR) program improvement plans. Milestone: Review and approve the National Child Welfare Resource Center for Organizational Improvement's final draft of the CFSR program improvement plan development curriculum. | Completed |

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| 2 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Include technical assistance and information on evaluation at annual grantees meeting. | Completed |
| 3 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve state Child and Family Service Review (CFSR) program improvement plans. Milestone: National Child Welfare Resource Center for Organizational Improvement will provide technical assistance to at least 7 states on the use of the new curriculum by the end of FY 2007. | Completed 9/30/2007 |
| 4 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Revise language in FY 2007 grant program announcements and grant review criteria to highlight evaluation and separately assess quality of evaluation approach. | Completed 6/30/2007 |
| 5 | 2006 | Implementing and reporting on a new efficiency measure focused on reducing the length of time needed to approve state CFSR program improvement plans. Milestone: National Child Welfare Resource Center for Organizational Improvement and the Children's Bureau will review states' use of the new curriculum and assess whether any changes are needed to modules of the curriculum to improve its usefulness to states. | Action taken, but not completed 3/30/2008 |
| 6 | 2006 | Working with grantees and other agency partners to support and improve child welfare program evaluation. Milestone: Provide information and technical assistance on evaluation at FY 2008 grantees meeting(s). | Action taken, but not completed 5/30/2008 |
| 2005 | 10003528 | Protection and Advocacy for Individuals with Mental Illness | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Providing technical assistance to PAIMI Programs in regard to the right to access facilities, consumers, and information through the National Disability Rights Network (NDRN) | Completed |
| 2 | 2006 | Developing baselines and targets for measure, "Percentage of interventions on behalf of group of PAIMI-eligible individuals that are concluded successfully." | Completed |
| 3 | 2006 | Providing grantees with guidelines as to how to calculate the number of PAIMI-eligible individuals impacted, including a definition of "impacted," so that reporting on efficiency measures across States will be more consistent in the future. | Completed |
| 4 | 2007 | Conducting an independent evaluation of the program. | Action taken, but not completed 6/30/2008 |
| 2006 | 10003537 | Radiation and Exposure Screening and Education Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Ensuring grantees comply with Agency for Healthcare Research and Quality's Preventative Task Force Screening Guidelines (USPTFSG) | Completed 12/31/2007 |

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| 2 | 2006 | Partnering with the Department of Justice to collect data in support of newly developed long-term performance measures | Action taken, but not completed 4/30/2009 |
| 3 | 2007 | Develop RESEP clinic depression screening guidelines and referral protocol in accordance with USPTFSG. | Action taken, but not completed 1/31/2008 |
| 4 | 2007 | Increase RESEP National Outreach to spread the word about RESEP (will include partnering with other Federal agencies). | Action taken, but not completed 12/31/2008 |
| 2002 | 10000294 | Refugee Social Services | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Improving strategic planning to ensure that systems are in place to identify deficiencies. Milestone: Revise formula funding allocation to pre-FY 2006 system. | Completed 9/30/2007 |
| 2 | 2003 | Collaborating with partners to set measurable goals that are linked to the budget. Milestone: Office of Refugee Resettlement (ORR)/State Coordinators deliberate on proposed changes to annual performance measures presented by Economic Self-Sufficiency and Integration workgroups at ORR Annual Consultation. | Completed |
| 3 | 2003 | The Budget includes funds (\$2 million) for the Office of Refugee Resettlement (ORR) to conduct independent and quality evaluations. | Completed |
| 4 | 2003 | Office of Refugee Resettlement (ORR) will establish targets for unit costs as an annual measure of cost-effectiveness. Milestone: The Lewin Evaluation contract will research the various program variables that impact performance and our ability to measure effectiveness in this area. | Completed 9/30/2007 |
| 5 | 2006 | Conducting an independent and quality evaluation analyzing employment and self-sufficiency outcomes in three program sites. Milestone: Survey 900 refugees (300 refugees in three selected locations: Houston, TX, Miami, FL, and Sacramento, CA). | Completed |
| 6 | 2006 | Conducting an independent and quality evaluation analyzing employment and self-sufficiency outcomes in three program sites. Milestone: Collect, process, and analyze ORR and state administrative data on refugee employment and economic self-sufficiency. | Completed 8/30/2007 |
| 7 | 2003 | Collaborating with partners to set measurable goals that are linked to the budget. Milestone: Consult with the Office of Planning, Research and Evaluation (ACF) and Office Management and Budget (OMB) on proposed changes. | Completed 8/30/2008 |
| 8 | 2003 | Office of Refugee Resettlement (ORR) will establish targets for unit costs as an annual measure of cost-effectiveness. Milestone: Review and analyze survey presented at the FY 2007 Annual ORR Consultation that was intended to capture states' mechanisms for reporting unit cost. | Action taken, but not completed 3/30/2008 |

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| 9 | 2003 | Collaborating with partners to set measurable goals that are linked to the budget. Milestone: Conduct conference calls with State Refugee Coordinators to discuss the final revisions to the Performance Report (ORR-6). | Action taken, but not completed 3/30/2008 |
| 10 | 2006 | Conducting an independent and quality evaluation analyzing employment and self-sufficiency outcomes in three program sites. Milestone: Send report to OMB. | Action taken, but not completed 12/30/2008 |
| 2005 | 10003506 | Refugee Transitional and Medical Services | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Improve efficiency of data collection and monitoring through electronic data submissions. Milestone: Collect completed Annual Outcome Goal Plan (AOGP) from state programs electronically. | Completed |
| 2 | 2006 | Create enhanced monitoring systems for verifying client eligibility of Refugee Cash and Medical Assistance program. Milestone: Revise monitoring protocol. | Completed 10/30/2007 |
| 3 | 2006 | Working with states to improve the accuracy and timeliness of data, in particular, Refugee Resettlement Program Estimates: Refugee Cash and Medical Assistance. Milestone: Conduct new state refugee coordinator training and highlight reporting procedures and timelines. | Completed |
| 4 | 2006 | Create enhanced monitoring systems for monitoring Matching Grant program grantees. Milestone: Hire Matching Grant Analyst to enhance frequency of monitoring. | Completed |
| 5 | 2006 | Improve efficiency of data collection and monitoring through electronic data submissions. Milestone: Incorporate state programs suggestions for improvement for Annual Outcome Goal Plan (AOGP). | Completed 9/30/2007 |
| 6 | 2006 | Working with states to improve the accuracy and timeliness of data, in particular, Refugee Resettlement Program Estimates: Refugee Cash and Medical Assistance. Milestone: Address issues related to accuracy and timeliness of data reporting in revised monitoring protocol. | Completed 10/30/2007 |
| 7 | 2006 | Creating enhanced monitoring systems for monitoring Matching Grant program grantees. Milestone: Move the Matching Grant to the federal fiscal year starting with FY 2009 to improve coordination (realign programs, reporting periods, definitions, and timeframes). | Action taken, but not completed 2/29/2008 |
| 8 | 2006 | Create enhanced monitoring systems for verifying client eligibility of Refugee Cash and Medical Assistance program. Milestone: Conduct pilot of revised monitoring protocol on monitoring visits. | Action taken, but not completed 3/30/2008 |

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| 9 | 2006 | Improve efficiency of data collection and monitoring through electronic data submissions. Milestone: Work with the states to submit to ORR the Performance Report (ORR-6) and the Refugee Resettlement Program Estimates (ORR-1) electronically. | Action taken, but not completed 6/30/2008 |
| 10 | 2006 | Working with states to improve the accuracy and timeliness of data, in particular, Refugee Resettlement Program Estimates: Refugee Cash and Medical Assistance. Milestone: Update Training Manual for new staff and State Coordinators. | Action taken, but not completed 2/29/2008 |
| 2006 | 10001064 | Runaway and Homeless Youth | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Identify and address the barriers that led to the program not meeting some targets. Milestone: Analyze FY 06 data and compare with previous performance. | Completed |
| 2 | 2006 | Complete the design and implementation of an evaluation to assess the long-term outcomes on homeless youth in the transitional living (residential) program. Milestone: Define tasks and select research organization. | Completed |
| 3 | 2006 | Focus on site monitoring and technical assistance efforts on performance improvement. Milestone: Incorporate outcome goals into the Associate Commissioner's performance contract, and cascade down to staff. | Completed |
| 4 | 2006 | Focus on site monitoring and technical assistance efforts on performance improvement. Milestone: Incorporate outcome goals into the Associate Commissioner's performance contract, and cascade down to staff. | Action taken, but not completed |
| 5 | 2006 | Complete the design and implementation of an evaluation to assess the long-term outcomes on homeless youth in the transitional living (residential) program. Milestone: Develop survey instrument. | Completed 12/15/2007 |
| 6 | 2006 | Focus on site monitoring and technical assistance efforts on performance improvement. Milestone: Finalize new on-site monitoring protocols. | Completed 12/15/2007 |
| 7 | 2006 | Identify and address the barriers that led to the program not meeting some targets. Milestone: Analyze midyear FY 2007 data and compare with previous performance. | Completed 6/30/2007 |
| 8 | 2006 | Complete the design and implementation of an evaluation to assess the long-term outcomes on homeless youth in the transitional living (residential) program. Milestone: Consult with partners (Oregon coalition) and finalized survey instrument prior to submission to OMB approval. | Action taken, but not completed 2/29/2008 |
| 9 | 2006 | Focus on site monitoring and technical assistance efforts on performance improvement. Milestone: Pilot test new on site monitoring protocols. | Action taken, but not completed 1/30/2008 |
| 10 | 2007 | Develop new measure(s) and data collection capacity to track preventive activities by Basic Center programs (BCP). Milestone: Program new data elements and distribute new software version to RHY grantees. | Action taken, but not completed 3/31/2008 |

| 2003 | 10001065 | Rural Health Activities | Status of Improvement |
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| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | The Administration will continue to monitor progress toward data gathering for the newly developed long-term and annual performance goals. | Completed |
| 2 | 2004 | Articulate long-term and annual performance measures to all partners to achieve a commitment toward goals. | Completed |
| 3 | 2006 | Develop health and quality-related annual performance measures to demonstrate program accomplishments. | Action taken, but not completed 9/30/2009 |
| 4 | 2006 | Explore development of a possible alternative to the current approved efficiency measure for Rural Health Activities. | Action taken, but not completed 9/30/2010 |
| 2007 | 10000296 | Ryan White HIV/AIDS | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Working toward client-level data reporting by Ryan White HIV/AIDS Program grantees beginning in 2009. | Action taken, but not completed 12/31/2009 |
| 2 | 2007 | Implementing the 2006 reauthorization of the Ryan White HIV/AIDS Program and assuring that new provisions are being fulfilled appropriately. | Action taken, but not completed 9/30/2009 |
| 2006 | 10003552 | Shelter and Care for Unaccompanied Alien Children | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Clearly communicating the newly-established measures to all partners to ensure that they are committed to achieving the explicit goals of the program. Milestone: Communication with all Division of Unaccompanied Children Services (DUCS) Staff and Management. | Completed 8/30/2007 |
| 2 | 2006 | Collecting performance data to set baselines and ambitious goals for annual, long-term, and efficiency measurements and developing training curricula to improve the data collection process and data reliability and validity. Milestone: Collecting performance data for annual, long-term and efficiency measures. | Completed 7/30/2007 |
| 3 | 2006 | Procuring contractor services to independently evaluate the program and support improvements. Milestone: Division of Unaccompanied Children Services (DUCS) Strategic Planning with all staff by TRIOS Consulting LLC. | Completed |
| 4 | 2006 | Procuring contractor services to independently evaluate the program and support improvements. Milestone: Evaluation by the Women's Commission on Refugee and Immigrant Women and Children. | Completed 12/30/2007 |

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| 5 | 2006 | Collecting performance data to set baselines and ambitious goals for annual, long-term, and efficiency measurements and developing training curricula to improve the data collection process and data reliability and validity. Milestone: Continuing to collect and analyze data, and completing data validation. | Action taken, but not completed 3/30/2008 |
| 6 | 2006 | Procuring contractor services to independently evaluate the program and support improvements. Milestone: Report/assessment by the Women's Commission on Refugee and Immigrant Women and Children completed. | Action taken, but not completed 3/30/2008 |
| 7 | 2007 | Improve the quality of data to ensure accurate statistical reporting so that the program's performance can be effectively evaluated. Milestone: All DUCS staff and 90 percent of all key staff (program directors, assistant directors, case managers, clinicians and supervisors) from ORR-funded care provider facilities will complete the Tracking Management System (TMS) web-based tutorials. | Action taken, but not completed 9/30/2008 |
| 2005 | 10003503 | Social Services Block Grant | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Implementing a new efficiency measure to decrease administrative costs as a percent of total costs. Milestone: Disseminate guidelines to states to improve consistency in reporting administrative costs. | Action taken, but not completed 1/30/2008 |
| 2 | 2006 | Developing long-term and annual performance measures. Milestone: Work with Office of Management and Budget (OMB) to establish effective performance measures. | Action taken, but not completed 6/30/2008 |
| 2003 | 10000306 | State Children's Health Insurance Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Implement a pilot project to measure SCHIP improper payments and calculate error rates. | Completed |
| 2 | 2004 | Work with states to develop goals for measuring the impact of SCHIP on targeted low-income children through the annual reporting process. | Action taken, but not completed 6/30/2009 |
| 3 | 2004 | Work with states to develop long-term goals and implement a core set of national performance measures to evaluate the quality of care received by low-income children. | Action taken, but not completed 6/30/2009 |
| 4 | 2006 | Establishing a methodology to measure improper payments, including producing error rates. | Action taken, but not completed 11/15/2008 |
| 2005 | 10003516 | State Planning Grant Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | The program sunset in FY 2006. | Completed |

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| 2 | 2006 | The program sunset in FY 2006. | Completed |
| 2005 | 10003512 | Strategic National Stockpile | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Explicitly tie budget requests to the accomplishment of annual and long-term goals and present resource needs in a complete and transparent manner. | Action taken, but not completed 12/31/2012 |
| 2 | 2006 | Conduct a meaningful, credible analysis of alternatives that include trade-offs between cost, schedule, risk and performance goals and use the results to guide the activity. | Completed |
| 3 | 2006 | Manage program by maintaining clearly defined deliverables, capability/performance characteristics, and appropriate, credible cost and schedule goals. | Completed |
| 4 | 2007 | Implement BARDA requirements from Pandemic and All-Hazards Preparedness Act of 2006 | Action taken, but not completed 12/31/2010 |
| 2003 | 10001066 | Substance Abuse Prevention and Treatment Block Grant | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2004 | Developing data for performance measures | Action taken, but not completed 12/6/2009 |
| 2 | 2004 | Conducting independent and comprehensive evaluation of the national program | Action taken, but not completed 12/31/2008 |
| 3 | 2004 | Presenting performance information disaggregated by State on the website | Completed |
| 4 | 2006 | Modifying the FY2008 SAPT application to include required National Outcome Measures (NOMs) performance measure form. | Completed |
| 5 | 2007 | Finalize developmental measures through the Technical Consultation Group (TCG) process. | Action taken, but not completed 9/1/2008 |
| 6 | 2007 | Begin use of the new Uniform Application | Completed 9/30/2007 |
| 7 | 2007 | SAMHSA submitted a request to modify its PART measures for the both the treatment and the prevention portions of the SAPT Block Grant set aside to be consistent with SAMHSA NOMs and reflect the State focus of the program. These changes were approved. | Completed 12/4/2007 |
| 2004 | 10002184 | Substance Abuse Prevention Projects of Regional and National Significance | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2007 | Assure all grantees providing direct services collect pre-post data | Action taken, but not completed 12/30/2008 |

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| 2 | 2005 | Developing an efficiency measure and baseline data. | Completed |
| 3 | 2005 | Posting disaggregated program performance data online. | Action taken, but not completed 12/3/2009 |
| 4 | 2007 | Developing baselines and targets for new annual measures | Action taken, but not completed 12/3/2008 |
| 5 | 2007 | increase grantee reporting of population estimates for environmental and community wide programs and strategies. | Action taken, but not completed 12/6/2008 |
| 2002 | 10000302 | Substance Abuse Treatment Programs of Regional and National Significance | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2003 | Making more data reports from the automated Services Accountability Improvement System (SAIS) to grantees and program staff. | Completed |
| 2 | 2006 | Implementing the Project Officer Continuation Board which utilizes performance data collected through the automated Services Accountability Improvement System to assist in the decision making process regarding reapplication funding for grants. | Completed |
| 3 | 2004 | Implement a drug treatment voucher program to expand access to treatment. | Completed |
| 4 | 2003 | Further improving the effectiveness of services grants by introducing grant funding incentives and reductions based on performance. | Completed |
| 5 | 2003 | Develop data for performance measures | Completed |
| 6 | 2007 | Providing benchmark data to allow grantees to gauge how they perform compared to other grantees in their Program Area. | Action taken, but not completed 12/31/2008 |
| 7 | 2008 | Including language in new 2008 RFAs (as appropriate) around incentives and disincentives based on grantee performance | Action taken, but not completed 12/31/2008 |
| 8 | 2007 | Implement a monthly system of notifying grantees and project officers on grantee performance and begin to use this information for better linkage between grantee monitoring, performance and technical assistance. | Completed 12/31/2007 |
| 9 | 2008 | Begin to better integrate monthly tracking system of performance into Team Leader and Project Officer monitoring of grantees | Action taken, but not completed 12/31/2008 |
| 2006 | 10003533 | Telehealth Network Grant Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Collecting data on a new long-term measure to assess the impact of the program's activities on clinical outcomes in diabetic patients served by grantees of the program | Action taken, but not completed 12/30/2012 |

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| 2 | 2006 | Tracking performance against benchmarks and refining performance goals for expanding sites and services | Completed 9/30/2007 |
| 3 | 2006 | Tracking performance against benchmarks and refining performance goals for mental health services. | Action taken, but not completed 9/30/2012 |
| 4 | 2007 | Tracking performance against benchmarks and refining performane goals for sustainability. | Action taken, but not completed 9/30/2012 |
| 5 | 2007 | Create and validate measures for telemonitoring and telehomecare. | Action taken, but not completed 12/30/2009 |
| 2005 | 10003502 | Temporary Assistance for Needy Families (TANF) | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Reassessing the program's performance measures and related targets. Milestone: Make preliminary reassessment based on the estimated gap between states' current work participation rates and projected target rates states need to achieve for FY 2007. | Completed 9/30/2007 |
| 2 | 2006 | Implementing the plan to determine the rate and amount of cash assistance payments that are paid improperly and developing a plan for reducing improper payments. Milestone: Department of Health and Human Services (HHS)/Office of Inspector General (OIG) determines the TANF improper payment rates in three pilot states, including assessing the causes for improper payments as well as the review methodology used in the pilot states. | Completed 12/30/2007 |
| 3 | 2006 | Reassessing the program's performance measures and related targets. Milestone: Calculate preliminary full-year FY2007 work participation rates to determine performance relative to adjusted state targets and adjusted performance target. Also, develop a program specific marriage performance measure. | Action taken, but not completed 3/30/2008 |
| 4 | 2006 | Implementing the plan to determine the rate and amount of cash assistance payments that are paid improperly and developing a plan for reducing improper payments. Milestone: OIG data collection completed for seven states in 2008 and the eighth state in 2009. | Action taken, but not completed 2/29/2008 |
| 2005 | 10003517 | Trauma-EMS Systems Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Program sunset in FY 2006. | Completed |
| 2 | 2006 | Develop baselines and targets for all long-term and short-term goals. | Completed |
| 2004 | 10002172 | Traumatic Brain Injury | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2005 | Administration proposes to phase-out the TBI program. States can continue key program activities with funds from the Maternal Child Health block grant and state, local, and private resources. | Completed |

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| 2 | 2005 | Program to conduct independent evaluation of the program, via contract, including assesment of feasibility of health outcome measures. | Completed |
| 3 | 2006 | Develop and propose a long-term health outcome measure for the program to more effectively gauge program performance. | Completed 10/31/2007 |
| 4 | 2007 | Develop annual performance measures. | No action taken 3/31/2009 |
| 2005 | 10003520 | Tribally-Operated Health Programs | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 4 | 2006 | Discussions to develop estimates based on known data as well as other alternative approaches occurred between IHS, CMS, and our Tribal Partners. The CMS Tribal Technical Advisory Group (TTAG) is also interested in this issue, and progress will continue based on appropriate and cost effective means of gathering accurate data from the CMS TTAG to better understand the linkage between funding and performance. Recommendations to the Director, IHS, for consideration will be submitted by Q4 FY 08. | Action taken, but not completed 9/30/2008 |
| 5 | 2006 | Collaborate with tribal programs and other agencies to identify cost-effective alternatives for facility accreditation for currently unaccredited programs to ensure access to quality health care. In FY 2008 IHS will establish a workgroup to address this issue and will submit recommendations to the Director, IHS, for consideration by Q4 FY08. | Action taken, but not completed 9/30/2008 |
| 6 | 2006 | Achieve a reporting rate of at least 81% of the population served by 2008. The IHS has communicated this objective to all Area Directors, Agency Lead Negotiators and Contract Proposal Liaison Officers. Beginning in FY 2007 this was a standard negotiation item to be discussed at all contract and compact negotiations. The IHS will continue to raise this issue at subsequent negotiations as part of our ongoing negotiation objectives. | Action taken, but not completed 9/30/2008 |
| 7 | 2007 | In fiscal year 2007, the Tribal Self-Governance Advisory Committee (TSGAC) increased emphasis on federal accountability and performance management in carrying out the Indian Health Service's mission, specifically in regards to Tribally Operated Health Programs (TOHP). The TSGAC defined the need to create an advisory committee to centrally monitor and assist IHS with a variety of Agency performance measurements specific to TOHP. The IHS has embraced this concept and will collectively evaluate options to address this need in Q1-Q3 of FY 2008 by establishing a joint IHS/Tribal Workgroup to address issues related to performance reporting. | Action taken, but not completed 3/31/2008 |
| 2005 | 10003529 | United States-Mexico Border Health Commission | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Collect and report on mid-year performance data | Completed 12/11/2006 |
| 2 | 2007 | Continuing to develop additional targets for its annual measures. | Action taken, but not completed 12/21/2008 |
| 2005 | 10003518 | Universal Newborn Hearing Screening and Intervention Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 1 | 2006 | Complete an independent evaluation the program. | Completed |

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| 2 | 2006 | Identify and implement viable recommendations from the recently completed evaluation of the program. | Action taken, but not completed 12/31/2008 |
| 2003 | 10001067 | Urban Indian Health Program | Status of Improvement |
| Seq # | Yr Began | Program Improvement Action | Expected Completion Date |
| 2 | 2004 | Develop baselines and targets for new measures. The program has made significant strides in developing baseline data for 17 clinical agency | Completed 9/30/2006 |
| 3 | 2007 | Redirecting funding from this program to other activities conducted by the Indian Health Service. | Action taken, but not completed 1/11/2008 |
| 4 | 2007 | Address deficiencies identified by the UIHP assessment and make recommendations for developing a clear program purpose and restructuring the program to reduce duplication with other federal programs. | Action taken, but not completed 3/15/2008 |
| 5 | 2006 | Increase electronic data reporting of UIHPs. | Action taken, but not completed 12/31/2008 |
| 6 | 2007 | Draft workgroup recommendations regarding a policy to address allocation of resources to UIHPs. | Action taken, but not completed 9/1/2008 |
| 7 | 2007 | Ongoing process improvement/refinement to validate data collection for programs completing a 100% audit or a statistically significant sampling. | Action taken, but not completed 9/30/2010 |