

CSG Innovations Award Winners

1987 - 2011

Sharing Capitol Ideas Over 20 Years!

CSG Innovations Awards

Dear State Officials:

The phrase “Sharing capitol ideas” is more than just a tag line to the CSG logo. It succinctly defines a critical function of the organization. The Council has presented Innovations Awards since the mid-nineteen eighties to honor state programs which adopt creative and effective ways to improve state government, whether through streamlining the operation of a single agency, or fundamentally changing how most agencies within a state serve citizens.

The 200 award-winning programs listed in this brochure epitomize public service and offered or offer practical solutions too many complex problems facing the states in the twentieth and 21st Centuries. Many have been replicated across the country. Though some of these programs no longer exist, all demonstrate the hard work and dedication of state employees.

CSG congratulates the staff of all these winning programs. You and your state leaders should be proud. We look forward to recognizing more outstanding state ideas in the future. I encourage you to visit www.csg.org to get more information about these winners and the CSG Innovations Awards.

Sincerely,

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Collectively, these 200 award winning programs:

- *Fundamentally change how state government operates;*
- *Significantly improve internal agency operations and efficiency;*
- *Contain innovative components other states could replicate;*
- *Were the first or among the first of their kind;*
- *Represent bold ideas to address significant issues, and*
- *Provide outstanding services directly to citizens.*

Winners

2011

East

Maryland -- Security Integration Initiative

New Hampshire -- Adult Protective Services Structured Decision Making System

Midwest

Michigan -- Cloud Computing

Nebraska -- Wellness Options

South

North Carolina -- Criminal Justice Law Enforcement Automated Data Services
CJLEADS

North Carolina -- PPO Dashboard

West

Colorado -- eForm

Washington-- Statewide Electronic Collision and Ticket Online Records (SECTOR)

Example

Wellness Options

In 2009, Nebraska launched a comprehensive wellness program for state employees to encourage them to live healthy lifestyles and use more preventive health care. That program is generally available to all employees. However, the state subsequently took the idea one step further by creating and offering a Wellness PPO to state employees. This is a health insurance plan for state employees that bases premiums in part on their efforts to maintain healthy lifestyles. It combines wellness activities and traditional PPO benefits into a single plan. It is a new, lower-priced option to the other traditional health insurance plans the state offers to its employees. Nebraska is the first state to offer state workers a Wellness PPO health insurance plan, and about 5,000 employees are currently in that plan.

To qualify for the Wellness PPO plan, employees must undergo biometric screening, fill out an online questionnaire about their health, and enroll in one of four wellness activities. They must do this annually. The biometric screening records employees' height, weight, blood pressure, total cholesterol, HDL, LDL, triglycerides, and glucose levels. This information is supplemented by answers employees provide in the online questionnaire. That addresses lifestyle behavior, health histories, and the employees' current health status.

Feel Like a Million is one of the four wellness activities. Employees can enroll in this component to learn about and track daily their activities related to healthy eating and exercise. Employees can work with a coach in the Empowerment component to get personal guidance and support about living a healthier lifestyle. Employees with chronic diseases such as diabetes can work with a coach in the Condition Management component to help manage their disease so they feel better and enjoy a good quality of life. People who are generally sedentary can enroll in Walk This Way, a wellness activity in which participants agree to walk and log 600,000 steps by a certain date. The state gives employees pedometers to record their progress.

Nebraska has about 18,000 state employees. Between 2006 and 2008 health insurance premiums for Nebraska state employees increased by an average of 15 percent each year. Implementing wellness options and the Wellness PPO helped reduce that increase to about 2 percent between 2009 and 2010. In addition, preventive screening under the program is credited with detecting 257 new cancer cases, 218 new high blood pressure cases, and 191 new diabetic cases. Detecting these cases in their early stages increases the chances employees will recover from or at least control their diseases and it should also lower the cost to treat them.

Winners

2010

East

Massachusetts -- Bridging the Opportunity Gap
New Hampshire -- Transitions in Caregiving

Midwest

Indiana -- Indiana Court Information Transmission Extranet (INcite)
Wisconsin -- BadgerCare Plus

South

Virginia -- Virginia Interoperability Picture for Emergency Response (VIPER)
West Virginia -- West Virginia Games for Health

West

Washington -- Washington Career Bridge
Washington -- Health Technology Assessment Program

2009

East

New Jersey -- Regional Assessment Centers
New York -- GreenLITES (Green Leadership in Transportation and Environmental Sustainability)

Midwest

Pennsylvania/Wisconsin -- Egrants - Comprehensive Grants Management System
Michigan -- Water Withdrawal Assessment Process

South

Kentucky -- Re-entry Hotline
West Virginia -- Electronic Commercial Drivers Licensing (eCDL)

West

New Mexico -- Innovative Digital Education and Learning New Mexico (IDEAL-NM)
Wyoming -- Healthy Families Succeed

Example

Washington Health Technology Assessment Program

The Washington Health Care Authority set up this program 2007 to ensure the treatments it pays for under its state sponsored health insurance plans and Medicaid are effective and to reduce the increase in the health insurance costs of such people.

The Health Care Authority Administrator selects eight things to be assessed each year. These can be medical and surgical devices and procedures, medical equipment, and diagnostic tests. Assessments can be ordered for new technologies or when existing technologies are used in new ways. Calcium stenting and hip resurfacing are two examples. The Authority then contracts with researchers to review evidence and evaluate the applicable devices, procedures, or tests. The researchers use information from clinical trials and case studies in their reviews. The National Institute of Clinical Effectiveness is one of many information sources at their disposal. The researchers then compile reports and assign ratings about whether the scientific evidence demonstrates that the selected health technologies are safe, effective, and affordable. The state posts these reports online for public comment. After that, an independent committee of health care practitioners uses the reports and comments to determine if the state should cover the selected medical devices, procedures, and tests.

Since January 2007, the state completed 15 health technology assessments. Eleven were under way. The completed assessments resulted in decisions by the Authority not to pay for eight technologies and only pay for seven others under certain conditions. Collectively, those decisions enabled the state to save more than \$27 million while still ensuring good health care to the affected beneficiaries.

Innovative Digital Education and Learning (IDEAL-New Mexico)

IDEAL-New Mexico is a Web-based educational tool that offers pre-kindergarten through college classes to New Mexico citizens. For example, middle school students can take courses in Language Arts, Earth Science, and Life Science. High School courses include Math, Social Studies, and Fine Arts. The site's Higher Education Clearinghouse lists more than 2,000 courses offered online by colleges and universities. IDEAL-New Mexico serves all students including regular and special education, advanced, remedial, home school, and nonpublic school students. Eventually, teachers and state employees will be able to get professional training through this Website.

IDEAL-New Mexico is built using Blackboard Incorporated's eLearning Management System. The initiative is sponsored by the New Mexico Public Education Department, the New Mexico Higher Education Department, and the Department of Information Technology, with support from The New Mexico Learning Network.

Winners

2008

East

Delaware -- DelaWELL

Pennsylvania -- Pennsylvania Program Evaluation Research System (PERS)

Midwest

Michigan -- Video Testimony Project

South Dakota -- 24/7 Sobriety Program

South

Alabama -- Virtual Alabama

Georgia -- Crisis and Access Line

West

Arizona -- Arizona Government University

Washington -- Full Transparency in Government - TIB Dashboard Management System

2007

East

New Jersey -- Knowledge Initiative

Connecticut -- Supportive Housing Pilot Program

Midwest

Indiana -- BioTown, USA

North Dakota -- Parental Responsibility Initiative for the Development of Employment (PRIDE)

South

North Carolina -- Utility Savings Initiative for State Facilities

Virginia -- Division of Child Support Enforcement Cell Phone Records Initiative

West

Arizona -- Health-e Connection

Washington -- Government Management Accountability and Performance (GMAP)

Example

DelaWell

DelaWELL is a comprehensive program to improve state employees' health and slow the rising cost of their health insurance. The program offers health screening, health risk assessments, lifestyle coaching, health seminars, a financial incentive, and exercise events such as run/walks, to enable participants to get and stay fit. For example, people who take the health risk assessment and biometric screening get a \$100 pre-tax bonus.

The program started as a small pilot project with only 100 participants, but quickly grew to nearly 68,000 participants. Its success has helped keep state employee-paid health care contributions flat for an unprecedented three years in a row.

BioTown USA

BioTown USA is a three-step project to turn Reynolds, Indiana into a model community that is energy self-sufficient. Plans call for creating an infrastructure to generate enough electricity from local sources to power the town and sell some to the regional utility. At that point, Reynolds will become the first community to go "off the grid" by replacing traditional electricity and natural gas supplies with energy generated from waste products.

BioTown will showcase efficient methods to convert biomass into energy, encourage the use of biodiesel and ethanol, and promote using bioenergy to fuel homes and businesses throughout town.

Replacing the town's fleet with flex-fuel vehicles is an early example of this ongoing effort. Others include building a digester and gasifier to convert animal and municipal waste into energy sources.

Winners

2006

East

Connecticut -- New Haven Regional Children's Probate Court
New Jersey -- New Jersey Housing Resource Center

Midwest

Illinois -- Mud to Parks
Kansas -- Pharmaceutical Collaborative

South

Kentucky -- Jail Mental Health Crisis Network
Texas -- Money Follows the Person

West

Utah -- Utah Clicks/Universal Application System
Washington -- Spoken Language Brokered Interpreter Services

2005

East

New Jersey -- DNA Convicted Offender Sampling and Testing Program
New York -- Pharmacy Service and Clinical Knowledge Enhancement System (PSYCKES)

Midwest

Illinois -- Shared Services Model
Michigan -- Smart Zones

South

Alabama -- BioTrac
South Carolina -- Information Sharing and Analysis Center (SC-ISAC)

West

Montana -- Voter Verification Service
Nevada -- International Representatives Program

Example

New Haven Regional Children's Probate Court

This Connecticut initiative created a special court to handle all child probate matters in 10 towns and cities. These matters include providing social services such as grief counseling to children who lose parents and issues related to guardianship and custody. The region mirrors the state Department of Children and Family Services region. That department investigates and provides information for the courts.

An evaluation of the 1,855 cases handled during the court's first year concluded children were safer, with no reported cases of abuse or neglect; placements were stable with all children still with their court-assigned guardians, even though two-thirds of those children had previously been through multiple placements; and the children's well-being had improved with an increase in grades, better behavior in school and involvement in community activities.

Shared Services

Illinois implemented a Shared Services Model in 2003, at a time when the state was facing a \$5 billion budget deficit. Under the initiative, various state agencies' legal services, internal audits, and facilities and fleet management, and purchasing activities were consolidated into a department of Central Management Services. The effort enabled state agencies to refocus on core missions and was estimated to save taxpayers millions of dollars.

Winners

2004

East

Delaware – Health Rewards

New York – Health Emergency Response Data System (HERDS)

Midwest

Iowa – Charter Agencies

Minnesota – Advantage Health Plan

South

Arkansas -- Antenatal and Neonatal Guidelines, Education and Learning System (ANGELS)

West Virginia -- Accessible Intelligent Medication Strategies (AIMS)

West

New Mexico – New Mexico 9000

Washington – Priorities of Government

2003

East

Connecticut -- Home Care and Assisted Living Alternatives to Nursing Home Care Initiative

Pennsylvania -- Basic Education/Higher Education Science and Technology Partnership Program

Midwest

Iowa -- Pollution Prevention (P2) Intern Program

Ohio -- Ohio Business Gateway

South

Arkansas -- Arkansas Independent Choices Program (Medicaid)

West Virginia -- West Virginia Multi-State Pharmacy Benefit Management Services Program

West

Hawaii --Hawaii's 3R's: Repair, Remodel, Restore our Schools

Washington --Washington Tri-Phase Initiative

Example

Charter Agencies

This Iowa initiative reorganized state government to improve government efficiency and performance. Agency directors signed agreements with the governor promising their agencies would achieve specific performance goals. Those involved increasing agency efficiency, reducing costs or increasing revenue. In return for signing the agreement, charter agency directors were given much flexibility and authority to run their agencies in a manner that will achieve the performance goals. That included making decisions about personnel, purchasing, and technology. The directors and their agencies were to be evaluated against the charter agreement performance goals.

The Charter Agencies program began in April 2003 as a 5 year pilot. Six agencies participated, the Alcoholic Beverages Division, Department of Commerce, the Department of Corrections, Department of Human Services, Department of Natural Resources, Department of Revenue, and the Iowa Veterans Home. Those agencies pledged to generate \$13.5 million in savings or revenue through the program.

As charters, these agencies were exempt from across-the-board budget cuts in fiscal years 2004 and 2005. These agencies could also do things that other agencies could not. That included keeping money that was raised by selling or leasing charter agency assets, keeping half of any appropriation dollars the charter agencies did not spend at the end of the fiscal year-end, and keeping a percentage of any new money the charters generate.

Independent Choices

Arkansas' Independent Choices Program was reported to be the first state program to allow Medicaid recipients to receive a cash allowance to help pay for needed medical services rather than receiving care from a state agency. This cash allowance could be used to meet the recipient's needs such as hiring a personal care assistant, usually a family member or friend, to purchase goods and services. More than 3,000 people, or 15 percent of the state's Medicaid personal care clients at the time, voluntarily signed up for Independent Choices when it began operating.

Winners

2002

East

Delaware -- Financial Literacy Initiatives
Pennsylvania -- eNotice Program

Midwest

North Dakota -- Roundtable on Higher Education
South Dakota -- The Weekly South Dakotan

South

Texas -- Child Support Interactive
Virginia -- Innovative Workers' Compensation Management

West

Idaho -- Purchasing Modernization Initiative
Washington -- WISHA Safety and Health Core Rules

2001

East

New Jersey -- Regional Efficiency Development Incentive Program (REDI) and
Regional Efficiency Aid Program (REAP)
Pennsylvania -- Growing Greener Program

Midwest

Indiana -- 5 Star Environmental Recognition Program for Child Care Facilities
Ohio -- BidOhio

South

Florida -- Eleventh Judicial Circuit Criminal Mental Health Project
Maryland -- eMaryland Marketplace

West

Idaho -- Small Business Solutions
Washington -- Community Jobs

Example

Financial Literacy Initiative

This Delaware initiative was at the forefront of a national trend to set up programs to teach citizens how to better manage their personal finances. First the state established a nonprofit foundation called the Delaware Financial Literacy Institute. That institute then worked with the state treasurer's office, businesses, and other nonprofit groups to promote financial literacy. This group created the Financial Literacy Initiative, a series of four separate programs that used forums and classes across the state to educate citizens about financial tools and responsibilities. Its four components included the Delaware Bank at School program, a Money \$marts Kids Conference, the Delaware Money School and an Everywoman's Money Conference.

The Bank at School program enabled students to do things such as fill out deposit forms and track accounts through passbooks. The Money Smart Kids conference promoted saving money and budgeting to parents and their kids. The Money School offered courses to adults about basic money management, investing, retirement planning, planning for a child's college education, and predatory lending. The Everywoman's Money Conference targeted women at risk for financial trouble.

The state reported more than 5,500 students, 10,000 members of the public, and 1300 women, participated in the initiative during its early years of operation.

Regional Efficiency Development Incentive Program (REDI) and Regional Efficiency Aid Program (REAP)

There are more than 1600 local governments, school districts, and fire districts in New Jersey. New Jersey established the REDI and REAP programs to encourage local governments to consolidate services and to pass on the resulting savings to residents as property-tax relief. Local governments could apply for REDI funds to study the feasibility of consolidating a particular service, and to REAP to receive state aid for property-tax reduction. The types of services considered for consolidation include police, fire, and emergency services, animal-control, and beach-maintenance. Applications were accepted year-round and applicants were notified of funding decisions within 45 days of submission. REDI grants covered the first \$15,000 and 90 percent of excess costs; local government provided a 10 percent match. Property-tax bills indicate the exact amount of savings resulting from REAP aid.

More than 100 communities had applied to REDI by August 2001, and state taxpayers had received \$16.6 million in direct tax credits through the REAP program at that time. One notable success came from consolidating fire departments in Hudson County, which resulted in residents saving \$215 per year in property taxes.

Winners

2000

East

Delaware -- Technical Advisory Office
Massachusetts -- Spread the Word

Midwest

Minnesota -- At-Home Infant Child Care Program
Michigan -- Secretary of State's Organ and Tissue Donor Registry Enrollment Program

South

Oklahoma -- Charles E. "Bill" Johnson Correctional Center
West Virginia -- Children's Identification Program

West

Arizona -- Eligibility Fraud Prevention Program
Utah -- Foster Care Foundation

1999

East

New Jersey -- Rehabilitation Subcode
Pennsylvania -- Compliance Reporting System

Midwest

Michigan -- Read, Educate and Develop Youth (READY)
Ohio -- Library and Information Network (OhioLINK) Electronic Journal Center (EJC)

South

Georgia -- Results Driven Supervision
North Carolina -- Smart Start

West

Arizona -- Family Builders
Washington -- Human Resource Education & Liability Prevention (HELP) Academy

Example

Charles E. "Bill" Johnson Correctional Center

This Oklahoma program combined correctional boot camps, work camps, reintegration programs, and drug treatment into a one-year program of residential treatment for substance-abuse offenders between the ages of 18 and 35. The program operated out of a minimum security prison. It began with 12 weeks of regimented treatment, followed by nine months of skills training, public works projects, which include picking up trash, working on road crews and forestry work, in addition to substance abuse treatment and educational programs. Participants worked more than 3,600 hours of community service monthly and provided work crews for the U.S. Wildlife Refuge and state Department of Transportation and several city, county, and state projects.

A study by Oklahoma's Department of Corrections noted that program graduates who had been out of prison for at least 28 months had a success rate of 88 percent, a nearly 19 percent improvement since the program began. Researchers from the University of Cincinnati called the program "the highest-scoring prison-based substance-abuse program we have ever assessed."

Compliance Reporting System

The Pennsylvania Department of Environmental Protection set up a website to enable department staff and the public to quickly and conveniently find out whether Pennsylvania's residents, businesses and local governments were complying with environmental laws

The public could use the website to learn about an existing or planned business. They could find out about a company's previous violations and penalties and the chemicals and materials the company used. They could review how a company matched up against a comparable business, and see if a company had a pattern of being environmentally responsible in some areas and not in others. They could also find whether a company had a history of correcting problems promptly. Users could also access the results of any state air, water, waste, radiation protection, mining, or gas inspection conducted since July 1997.

Department staff used the database to track violations and monitor when and if such violations were corrected. Staff also used the data to decide whether a company might benefit from environmental training or informational materials.

Winners

1998

East

Pennsylvania -- Green Works for Pennsylvania
Puerto Rico -- Sea Without Barriers

Midwest

Illinois -- Operation Cool
Michigan -- Alliance for Children's Education (ACE)

South

Florida -- High Performance Buildings
Missouri -- Waste Tire to Energy Program

West

California -- Multi-State Working Group on Environmental Management Systems (MSWG)
Idaho -- Saved by the Bill

1997

East

Massachusetts -- Non-Tax Revenue Optimization Campaign
Pennsylvania -- Land Recycling Program

Midwest

Indiana -- Environmental Circuit Rider Program
Iowa -- Divestiture Investigation Unit

South

Virginia -- Mobile Mortgage Machine
West Virginia -- Energy Express

West

Oregon -- The Oregon Option: Welfare Reform
Hawaii -- Pacific Region Emergency Management Information System (PREMIS)

Example

Multi-State Working Group on Environmental Management Systems

Lead by the California Environmental Protection Agency and the Environmental Law Institute, this project brought together representatives from 14 state governments and various public and private groups to develop standardized measures for environmental management. The working group collected data about 200 environmental projects across the nation and used that data to determine standardized measurements that could be applied universally to those engaging in similar activities in the future. The group benchmarked its standards against the the International Organization for Standardization's (ISO) 14001.

Non-Tax Revenue Optimization Campaign

This Massachusetts effort netted the Commonwealth more than \$600 million from new policies dedicated to collecting revenues owed to the state. Such revenue included fines, fees, licenses, rents, sales, assessments, and federal reimbursements.

The campaign was based on new policy and statutory guidance that mandated detailed revenue descriptions in agency budgets. This was accompanied by adopting a new billing and accounts receivable subsystem for 143 departments that virtually eliminated uncollected accounts receivable. The Commonwealth began using contractors to collect nontax revenues for a contingency fee that ranged between 5 and 33 percent of the revenue the contractor collects. It created a Master Service Agreement that all agencies could use to employ such contractors. It forced several independent authorities and other revenue generating entities to pay for Commonwealth services those entities had previously received free. New legislation at the time also enabled departments to keep some of the non-tax revenue the departments collected as a result of the campaign.

Winners

1996

East

Connecticut -- Garner Correctional Institution Close Custody Phase Program
New Jersey -- Comprehensive Enforcement Program

Midwest

Kansas -- Transportation Assistance Program
Michigan -- Project SEEK (Services to Enable and Empower Kids)

South

North Carolina -- Support Our Student (SOS) Initiative
Texas -- Performance Review (TPR)

West

California -- Targeted Industries Partnerships Program (TIPP)
Washington -- Neighborhood-Based Supervision

1995

East

Massachusetts -- Redesigned 21 E Program
Massachusetts -- Telefile

Midwest

Illinois -- Earnfare Program
Kansas -- State Deferral Program

South

Florida -- Volunteer Health Care Provider Service
Texas -- Volunteer Interpreter Service

West

California -- Medi-Cal's Medical Case Management Program
Washington -- Mobile Intervention Supervision Team

Example

Texas Performance Review (TPR)

The Texas Performance Review was set up to conduct ongoing analysis of how state agencies and programs were financed, organized, and operated. It was also intended to recommend improvements to streamline operations, eliminate duplication, and save the state money while enhancing service delivery. Before each legislative session, TPR staff compiled a report highlighting hundreds of recommendations designed to improve the entire spectrum of state policies and programs. One of its first reports contained 975 recommendations staff estimated would save the state \$5 billion if enacted.

TPR efforts led to downsizing some agencies, increasing federal funding in some areas, consolidating and reorganizing other state agencies, improved tax administration, and public/private partnerships. Consolidating 28 state workforce development programs in 10 state agencies into a single agency and program was an early example. Redesigning state procurement policies and practices was another.

The state reported that collectively, the TPR process saved taxpayers \$8 billion by 1996.

Illinois Earnfare

While most states reformed their welfare systems to require mandatory work components in the nineties, Illinois' Earnfare was the only all-volunteer program of its kind in the nation at that time. Earnfare took volunteers from the food stamp rolls and matched them with local employers. Participants in Earnfare agreed to work a specific number of hours each month to "work off" their food stamp benefits. After that time, they received a salary paid by the state but disbursed by their employers for any hours worked above that threshold. When an Earnfare participant was placed with an employer, the worker was eligible to work up to 80 hours in any given month. It typically took people 26 hours to work off their food stamp allotment. Then, they could be paid minimum wage for any additional hours worked up to the 80 hours. Workers could remain in the program for a maximum of six months in any consecutive 12-month period.

Earnfare employers included state agencies, local governments, nonprofit organizations, and private firms. The program had 260 participating employers in Chicago and another 515 across the state by 1995. Earnfare workers gained valuable work experience and employers had access to no-cost temporary employees. Seven thousand five hundred people participated in Earnfare during its first three years of operation. More than 6,000 found permanent, unsubsidized employment.

Winners

1994

East

Massachusetts -- Industry Specialist Program
New York -- Partnership for Long Term Care

Midwest

Kansas -- Operation Immunize, Phase I
Ohio -- Operation Crackdown

South

Maryland -- Primary Prevention Initiative
South Carolina -- Electronic Parent Locator Program

West

Arizona -- Health Care Cost Containment System
Washington -- Marketplace

1993

East

Delaware -- Green Industries Initiative
New York -- Gateway Information Exchange

Midwest

Missouri -- Autism Project of Central & Southeastern Missouri
Wisconsin -- Governor's Central City Initiative

South

Kentucky -- Education Reform Act (KERA)
West Virginia -- Governor's Guaranteed Work Force Program

West

Utah -- Early Intervention for Student Success
Washington -- Vocational Opportunities Training & Education

Example

Arizona Health Care Cost Containment System (AHCCCS)

AHCCCS was part of a national trend to try to control the cost of health care for Medicaid recipients by using managed care. At the time of AHCCCS, the state provided acute care, long-term care, and behavioral health services to more than 460,000 people.

Under the system, the state negotiated contracts with managed care plans and prepaid the plans based on the number of patients the plans enrolled. AHCCCS health plans were paid an up-front, or prospective, monthly capitation amount for each member enrolled. This capitated payment was patterned after the way many consumers paid for private health care insurance. The plans subcontracted with clinics, doctors, pharmacies and other health professionals to deliver their services.

Under AHCCCS, when someone became eligible for Medicaid, they had to select a health plan. Once in the plan, they had to select a primary care physician. That physician became the gatekeeper to other health services. Key elements to control the services to patients included prior authorization; concurrent review; medical claims review; utilization management for hospital services; health plan reporting; payment audits.

A study of AHCCCS by Laguna Associates said, "Arizona beneficiaries had fewer hospital days, fewer procedures, and more evaluation and management services." The state credited the system with holding increase in the cost of providing health care to the targeted population to 5 percent or less a year for several years.

Kentucky Education Reform Act (KERA)

KERA was an educational reform measure to provide Kentucky children with equal educational opportunity and improve students' scholastic performance. The Act established six goals for schools: Expect a high level of achievement from all students; develop students' abilities; Increase students' rate of school attendance; Reduce students' dropout and retention rates; Reduce physical and mental health barriers to learning; and Be evaluated on preparing students successfully transition to work, post-secondary education and the military.

The Act abolished all existing school funding mechanisms and created a tiered school finance system comprised of the state adjusted base guarantee and two local options that allowed local school districts to exceed the state minimum funding per pupil. KERA created School-Based Decision-Making that gave teachers, parents, and principals the authority to make decisions formerly handed down by state and district offices. It established awards and sanctions for educators and schools that would be based on student test scores. It created the "Distinguished Educators" designation for outstanding teachers. It called for merging kindergarten through third grade. It expanded preschool and afterschool programs. It created Family and Youth Services Centers at or near elementary schools. It created the Office of Education Accountability and established a performance based assessment system to measure student learning.

Winners

1992

East

Delaware -- Regulating Hazardous Waste

New York -- Law Enforcement Accreditation Program

Midwest

Michigan -- Automobile Theft Prevention

Wisconsin -- Grant Tracking

South

Georgia -- Dry Hydrant Program

Mississippi -- Project 95 (Mississippi Teacher Corps)

West

California -- Making Criminals Care, Victim Services

Washington -- Homicide Investigation and Tracking System

1991

East

Connecticut -- Tax Administration Program

Rhode Island -- "Oscar" Waste Recycling Program

Midwest

Iowa -- Volunteer Mentor Support Program

Missouri -- Legal Expense Fund

South

Georgia -- In-Car Video and Aggressive Criminal Enforcement

Kentucky -- Parent and Child Education

West

California -- Telecommuters

Oregon -- Mission Possible

Example

Law Enforcement Accreditation Program

In the early nineties, there were 597 law enforcement agencies in New York state. Seventy seven percent of these had 50 or fewer officers. This New York program was the first in the nation to offer state accreditation to local police departments and sheriff departments. To get accreditation, an agency had to comply with 168 standards for administration, operation, and training. The standards covered officer evaluations, organizational charts, mission statements, in-service training, and use of force. The state supplied guidelines and model policies and procedures. It also provided technical assistance and consulting.

One hundred ninety seven agencies within 50 of the state's 62 counties had signed up for the program by the end of 1992, and 36 were accredited by that time. New York officials hoped to get the remaining agencies accredited within the next 3 to 5 years.

Legal Expense Fund

Missouri set up this Fund to help ensure doctors in the state would continue to see Medicaid patients. The Fund paid malpractice claims from Medicaid patients. Money in the Fund came from state revenues which were deposited into the Fund only as claims arose. Any doctor working with patients in pregnancy, delivery, and child health in federally funded health centers was eligible to use the Fund. If participating doctors were sued, their malpractice insurance would not be touched.

More than seven hundred doctors across the state signed up for the program. One estimated it saved them more than \$10,000 in insurance premiums each year. At least two insurance companies reduced their malpractice premiums to doctors because some of those companies' liability was shifted to the Fund. One of these companies lowered premiums by 15 percent.

Winners

1990

East

Connecticut -- Donation of Leave Program

New York -- Surrogate Decision-Making Committee

Midwest

Indiana -- College Placement and Assessment Center

Nebraska -- New Horizons

South

North Carolina -- Senior Health Insurance Information Program

Virginia -- The Matching System (The Disabled Find Homes in Virginia)

West

California -- Energy Efficient Revenue Bond Program

Montana -- Junk Vehicle Program

1989

East

Connecticut -- Photolog Laser Videodisc Viewing System

New Jersey -- Toxic Catastrophe Prevention Act (TCPA)

Midwest

Illinois -- Heart-to-Heart

Missouri -- Parents as Teachers Program

South

Kentucky -- Patient Access and Care System (KenPAC)

Virginia -- Commonwealth Alliance for Drug Rehabilitation and Education (CADRE)

West

California -- Brain Damage Service System

Arizona -- Severance/Adoption Project

Example

Surrogate Decision Making Committee

This New York program from the Commission on Quality of Care for the Mentally Disabled created a speedy, cost-effective way to approve proposed major medical procedures for mentally ill people living in state facilities. The program established two regional, 12 member committees of volunteers. These included one representative from each of these categories: physicians, nurses, and other health care professionals licensed by the state; attorneys admitted to the New York State Bar Association; patient relatives, and mental health advocates. Prospective members had to undergo a rigorous evaluation process to get appointed to the committee. New York City and Albany were the designated regions.

Doctors applied to the Commission to apply certain treatments to patients. The Commission reviewed applications and scheduled hearings with the Committee. Four-person panels from the regional committees held the hearings. These panels sought to assess the competency of patients; whether patients had relatives or surrogates who could make legal decisions for them, and if not, were the proposed treatments in the best interest of the patients. The decision of the Committee to give or refuse treatment was by majority vote and legally binding.

Committee members reviewed more than 1600 cases during the early years the committees operated. The process reduced the time it took to decide such cases from 35 days by a court to 14 days while still ensuring such cases were competently and thoroughly reviewed. Often, this meant less pain and faster healing for patients because their health did not deteriorate as much while proposed treatment was deliberated.

New Jersey Toxic Catastrophe Prevention Act

This New Jersey legislation gave the state department of environmental regulation extensive powers to inspect and regulate industrial facilities in the state that generated, stored, or handled extremely hazardous substances (e.g., Hydrogen Chloride). Its purpose was to mitigate damages from accidental chemical spills.

The Act required such facilities to register with the department and provide an inventory of those substances on site. These facilities also had to submit to the department their Risk Management Programs (RMP). These programs incorporated annual safety reviews; standard operating procedures for normal and emergency operations; preventative maintenance plans for equipment; detailed training instructions; accident investigation procedures; a comprehensive risk assessment of the company facilities; emergency response procedures for the surrounding community; and audits to ensure all elements of the plan were enforced. Facilities that did not have Risk Management Programs at the time had to perform Extraordinarily Hazardous Substance Accident Risk Assessments. The department used these assessments to help such facilities develop Risk Management Programs. The department could require such facilities to develop plans to reduce risks if necessary.

The state reported that 185 of the 229 facilities initially impacted by the Act submitted acceptable RMPs. The department rejected 38 RMPs and found that 44 facilities did not have RMPs.

Winners

1988

East

Connecticut -- Environment/2000: Long Range Environmental Plan
Delaware -- Sentencing Accountability Model

Midwest

Indiana -- On-Site Sewage Inspection Program
Michigan -- Youth Corps - More than a Summer Job

South

Kentucky -- Statewide Writing
Virginia -- No Read, No Release

West

Oregon -- School-Based Adolescent Health Program
Washington -- Public Works Trust Fund

1987

East

New Jersey -- Environmental Cleanup Responsibility Act
Pennsylvania -- Integrated Legislative Executive Regulatory Review System

Midwest

Indiana -- Statewide AIDS Education Coordination
Ohio -- Technology Information Exchange-Innovation Network or TIE-IN

South

Florida -- Monitoring Farmland Losses Via Satellite Data
South Carolina -- Victim's Bill of Rights

West

Colorado -- Satellite-Linked Water Resources Monitoring System
Oregon -- Guidelines for Contracting Out State Services

Example

Sentencing Accountability Model

Delaware adopted this model to reduce prison over-crowding while ensuring violent offenders were incarcerated and non-violent offenders stayed out of prison. A state Sentencing Accountability Commission developed a five-level system of sanctions for non-violent offenders – unsupervised probation, field supervision, intense supervision, quasi incarceration, and incarceration. Offenders would be sentenced using this scale based upon the nature of their current offenses and prior criminal records. The model was viewed at the time as an effective compromise between determinate and indeterminate sentencing.

Guidelines for Contracting Out State Services

The Oregon Labor Relations Division of the Executive Department and the Department of General Services developed a single set of guidelines for state agencies to use to determine the feasibility of using private contractors to provide state services. The guidelines outlined conditions when contracting would be appropriate, how to calculate and compare the cost of providing the service through a state agency versus a contractor, and the potential impacts on public employees. For example, a mandate to offer new, specialized services and equipment was seen as a condition to use a contractor. Deciding how much, if any, money should be saved by using contractors was part of the cost comparison. Deciding whether contractors would be required to consider hiring or hire displaced state workers was part of the potential impact on state employees.

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