

Minnesota Department of **Human Services**

Human Services Performance Management System

The new Human Services Performance Management System creates an opportunity for the Minnesota Department of Human Services (DHS) and counties to work more closely together to improve the lives of people served. This new way of measuring performance will give counties more flexibility in administering human services programs as long as positive outcomes for Minnesotans are achieved. Implemented in 2014, the system will track specific performance measures around essential human services to determine if outcomes in the key service areas of children's services, income supports and adult services are met.

The Human Services Performance Management System's goals are to:

- Establish shared outcomes and performance measures across jurisdictions
- Establish a more effective mechanism to hold the human service system accountable for improving outcomes for the people we serve
- Drive continuous improvements in performance against key measures of success
- Provide transparency to the public.

The system will focus on six population outcomes:

- People have access to health care and receive effective services.
- People are economically secure.
- Children have the opportunity to develop to their fullest potential.
- Children have stability in their living situation.
- Adults and children are safe and secure.
- Vulnerable adults experience a quality life.

DHS is responsible for the implementation of the Human Services Performance Management System and will:

- Provide support to the Human Services Performance Council.
- Provide training and technical assistance to counties.
- Identify counties that do not meet standards.
- Work with counties to design strategies to improve performance.
- Implement the remedies process established by the Minnesota Legislature.

Human Services Performance Council

The work of the council is to advise the DHS commissioner on the implementation and operation of the Human Services Performance Management System and to provide annual reviews and reports to the Legislature related to human services performance management. (Minnesota Statutes, Section 402A.15).

The 15-member council was authorized by the 2013 Legislature as part of the establishment of a performance management system for human services.

- DHS has appointed three members each from tribes and communities of color, service providers and advocates and DHS.

- The Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) have each appointed their three representative members.

Background

In 2009, the Minnesota Legislature passed the 2009 State-County Results, Accountability and Service Delivery Redesign Act. This act established the Steering Committee on Performance and Outcome Reform, which included county commissioners and human services directors, advocates and DHS staff.

The charge of the steering committee was to:

- Determine a list of essential human services.
- Determine minimum outcome standards for those services.
- Develop a uniform data collection and review process.

The committee presented its recommendations to legislators in December 2012. During the 2013 session, the Minnesota Legislature and Gov. Mark Dayton adopted the outcomes, measures, and standards and a remedy process to hold counties accountable for meeting standards. (Minnesota Statutes, Chapter 402A)

Essential services

Legislation defines essential human services as assistance and services to recipients or potential recipients of public welfare and other services delivered by counties or tribes that are mandated in federal and state law and are available in all counties of the state. Essential services are sometimes known as mandated services. Those services are:

- Child welfare, including protection, truancy, minor parent, guardianship and adoption
- Children's mental health
- Children's disability services
- Public assistance eligibility, including measures related to processing timelines across programs
- Minnesota Family Investment Program (MFIP)
- Child support
- Chemical dependency
- Adult disability
- Adult mental health
- Adult services such as long-term care
- Adult protection

Information on DHS website

Council membership, monthly meeting agendas, approved minutes and the work of the Human Services Performance Council will be published on the DHS website, mn.gov/dhs.

This information is available in accessible formats for people with disabilities by calling 651-431-2911 or by using your preferred relay service. For other information on disability rights and protections, contact the agency's ADA coordinator.



Minnesota Department of **Human Services**

Human Services Performance Management System

Outcomes & Measures

The Human Services Performance Management (HSPM) system creates an opportunity for the Minnesota Department of Human Services (DHS) and counties to work more closely together to improve the lives of people served. The system will focus on six population outcomes and begin its implementation with nine program performance measures.

Outcome 1: Adults and children are safe and secure

- Measure: Percent of children with a maltreatment determination who do not experience a repeat maltreatment determination within six months.

Outcome 2: Children have stability in their living situation

- Measure: Percent of current child support paid
- Measure: Percent of children discharged from out-of-home placement to reunification who were reunified in less than 12 Months

Outcome 3: Children have the opportunity to develop to their fullest potential

- Measure: Percent of children in family foster care that were placed in a relative home
- Measure: Percent of open child support cases with paternity established

Outcome 4: People are economically secure

- Measure: Percent of Supplemental Nutrition Assistance Program (SNAP) applications processed within one business day
- Measure: Percent of SNAP and cash assistance applications processed timely
- Measure: Percent of open child support cases with an order established
- Measure: MFIP/DWP Self-Support Index

Outcome 5: Vulnerable adults experience a quality of life.

Outcome 6: People have access to health care and receive effective services.

Measures do not currently exist for outcomes five and six. HSPM staff are working with counties, within DHS, and with the Human Services Performance Council to determine measures for these areas.

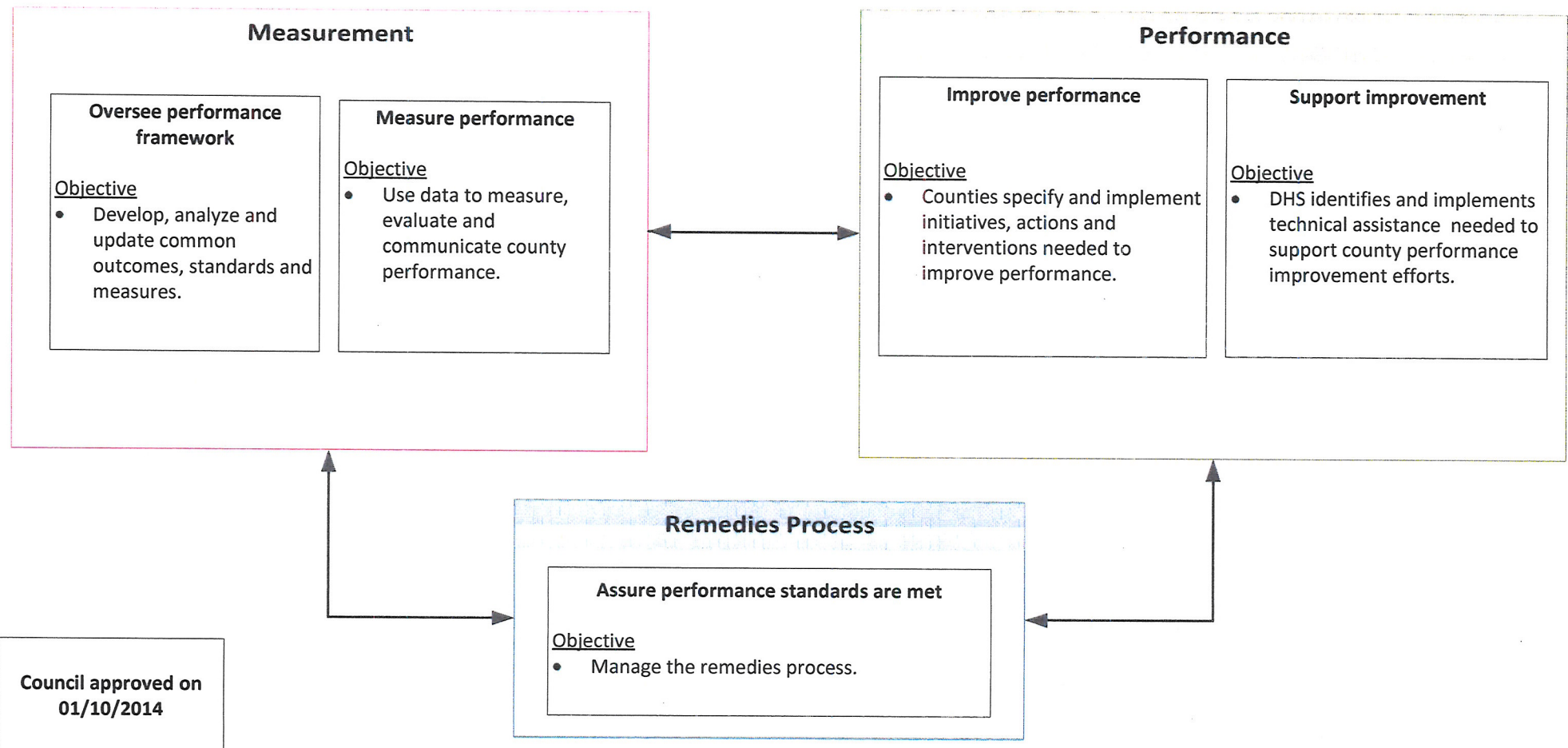
Human Services Performance Management System

Overarching Values

- DHS, counties, and service delivery authorities will work in collaboration improve the lives of people served.
- The focus of the system will be to work together to improve performance.
- Reliable and tested data, measures, and standards will be used.
- Improvement methods will be sustainable, effective, efficient, and continuous.
- Flexibility and creativity will be used to adapt to the changing needs of those served.

Overarching Objectives

- Oversee and adapt shared outcomes, performance measures, and performance standards.
- Drive continuous improvement.
- Oversee and adapt effective mechanisms for accountability.
- Provide transparency to the public.



Framework Elements

Human Services Performance Management System

Measurement

Oversee performance framework

Objective: Develop, analyze and update common outcomes, standards and measures.

Activities	County Roles and Responsibility*	DHS Roles and Responsibility*	HSPM Roles and Responsibility*
Monitor and update outcomes.	Consulted	Consulted	Responsible
Monitor and update measures.	Consulted	Consulted	Responsible
Develop standards.	Consulted	Responsible	Responsible

Measure performance

Objective: Use data to measure, evaluate and communicate county performance.

Activities	County Roles and Responsibility	DHS Roles and Responsibility	HSPM Roles and Responsibility
Develop methodology and timeline for managing data.	Informed	Support	Responsible
Evaluate county performance compared to accepted measures.	Consulted	Responsible	Responsible
Produce county specific data using accepted and developed methodologies.	Consulted	Support	Responsible
Share data and findings with all counties.	Consulted	Support	Responsible

Performance

Improve performance

Objective: Counties specify and implement initiatives, actions and interventions needed to improve performance.

Activities	County Roles and Responsibility	DHS Roles and Responsibility	HSPM Roles and Responsibility
Write and implement Performance Improvement Plan (s).	Responsible	Consulted	Support
Implement performance improvement strategies, adjusting when appropriate.	Responsible	Support	Support
Identify & address performance-related challenges, barriers and risks.	Responsible	Support	Support
Obtain stakeholder input when evaluating and implementing methods to improve performance.	Responsible	Consulted	Support
Track performance results based on data and outcomes.	Responsible	Consulted	Support
Monitor, develop and pursue continuous improvement or policy solutions.	Responsible	Consulted	Support

Support improvement

Objective: DHS identifies and implements technical assistance needed to support county performance improvement efforts.

Activities	County Roles and Responsibility	DHS Roles and Responsibility	HSPM Roles and Responsibility
Reach out to and assist counties that need a Performance Improvement Plan.	Consulted	Responsible	Responsible
Identify and develop performance management methods, tools & resources.	Consulted	Responsible	Responsible
Provide performance management methods, tools & resources leveraging existing sources where possible.	Consulted	Responsible	Responsible
Identify and provide technical solutions & supports leveraging existing sources where possible.	Consulted	Responsible	Responsible
Leverage existing training to assist counties apply best practices, use methods & meet reporting requirements.	Consulted	Responsible	Responsible
Evaluate and adapt capacity to support county performance management efforts.	Consulted	Support	Responsible

Remedies Process

Assure performance standards are met

Objective: Manage the remedies process.

Activities	County Roles and Responsibility	DHS Roles and Responsibility	HSPM Roles and Responsibility
Develop communications plan for remedies process.	Consulted	Responsible	Responsible
Develop and administer a clear process for applying sanctions according to the law.	Consulted	Support	Responsible
Reach out to and assist counties that are at risk of fiscal or other sanctions.	Consulted	Support	Responsible
Develop and administer process used to assess the performance and progress of counties who are in the remedies process.	Consulted	Support	Responsible
Provide targeted supports for counties in the remedies process.	Consulted	Responsible	Responsible
Develop an appeals process for counties seeking recourse.	Consulted	Consulted	Responsible
Administer an appeals process for counties seeking recourse.	Consulted	Consulted	Responsible

*Roles and Responsibility Definitions

RASCI Chart	
R esponsible	Those who get the work done
A ccountable	Those who sign off or approve
S upport	Those who help complete the task
C onsulted	Subject matter experts, seek input
I nformed	Kept up to date provide output



Minnesota Department of **Human Services**

Human Services Performance Council

The Human Services Performance Council was authorized by the 2013 Legislature as part of the establishment of a performance management system for human services. The work of the council is to advise the Minnesota Department of Human Services (DHS) commissioner on the implementation and operation of the human services performance management system, including county performance management and departmental procedures, and to provide annual reviews and reports to the Minnesota Legislature related to human services performance management. (Minnesota Statutes, Section 402A.15).

The commissioner has appointed members from tribes and communities of color, service providers and advocates and DHS; the Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) have each appointed their representative members. Appointments are for two years and council membership is as follows:

Representing advocates/services providers:

- Arnie Anderson, executive director, Minnesota Community Action Partnership
- Heidi Holste, director of government affairs, Care Providers of Minnesota
- Jeri Schettler, executive director, Client Community Services, Inc.

Representing AMC:

- Toni Carter, county commissioner, Ramsey County
- Rob Ecklund, county commissioner, Koochiching County
- Linda Higgins, county commissioner, Hennepin County

Representing DHS:

- Charles Johnson, deputy commissioner for Policy and Operations
- Kate Lerner, director of MNsure Implementation
- Robert Meyer, performance management director

Representing MACCSA:

- Judith Brumfield, director of health and human services, Scott County
- Tom Henderson, family services director, Brown County
- Stacy Hennen, social services director, Grant County

Representing tribes/communities of color:

- Alfred Babington-Johnson, CEO, Stairstep Foundation
- Ben Bement, director of human services, White Earth Tribal Council
- Ruby Lee, president/CEO, CLUES