

March 13, 2024 AMHI Advisory Workgroup Meeting



DEPARTMENT OF HUMAN SERVICES

Welcome!

Pam Sanchez – AMHI Supervisor

AMHI Team at DHS and Partners



Christian Ederer AMHI Consultant

Mike Schoeberl Forma Actuarial Consulting Services



Pam Sanchez AMHI Supervisor Project Manager

Kelly Deering Alliant Consulting



Breanna Bertozzi AMHI Consultant

Lea Bittner-Eddy Alliant Consulting

Agenda

Time	Торіс
1:05-1:10	Welcome, Introductions and Agenda
1:10-1:15	Review Meeting Guidelines – Facilitator Lea
1:15-1:20	Initial Meeting Summary – Mike Schoeberl
1:20-2:25	AMHI Funding Formula Development: Steps and Outcomes + Questions and Answers – Mike Schoeberl
2:25-2:30	Preparations for next meeting – Facilitator Lea

Member Introductions

 Via chat: Share your name, title, preferred pronouns (optional), County/Region/Tribe you represent



Workgroup Members

- NW8: Nancy Rhen, Shauna Reitmeier
- Region 2: Brian Ophus
- Region 3N/ABHI: Lisa Hanson, Ric Schaefer
- BCOW: Deb Sjostrom, Kristin LePard, Mandi Scheel
- Region 5+: Nathan Bertram, Danielle Wadsworth
- **Region 7E:** Charles Hurd, Emily Hawkins
- Region 4S: Stacy Hennen, Kesha Anderson Trinka
- CommUnity: Tony Masters, Bethany Oberg
- Anoka: Denise Kermis

- Ramsey: Sophia Thompson, Kenya Walker, Lola Oshodi
- Washington: Kathy Mickelson, Connie Tanner
- Hennepin: Carol Gronfor
- **SW18:** Stacy Jorgensen, Corinne Torkelson, Kimberly Holm
- Dakota: Emily Schug
- Scott: Barb Dahl
- Carver: Richard Scott, Melissa Hanson
- SCCBI: Jamie Hayes, Ricki Pribyl
- CREST: Amy Thompson, Laura Sutherland
- White Earth Nation: Sara Erie

Meeting Guidelines

- When speaking, re-introduce yourself (and the County/Region/Tribe you represent)
- All members are encouraged to ask questions and share ideas during the meeting so that all members can be involved in the process
- Be mindful when using acronyms
- Listen and be respectful of all participants Assume positive intent
- Advocate for all AMHI Reform is a statewide initiative
- Email follow-up questions to <u>MN_DHS_amhi.dhs@state.mn.us</u> all followup questions will be answered via FAQ document

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Initial Meeting Summary

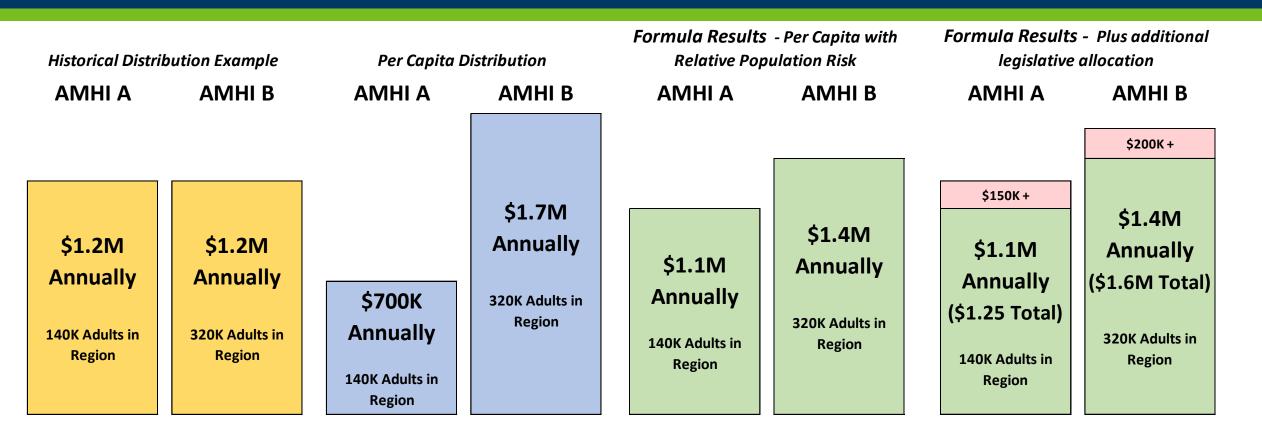
Mike Schoeberl – Forma Actuarial Consulting Services

Funding Formula Development – Recap (cont.)

Funding Formula Components

- To recognize the different sizes of the populations being served by the AMHIs, the formula utilizes
 a per-capita payment rate. The payment is based the AMHI-specific per-capita rate, multiplied
 by the number of adults in the AMHI's population.
- The AMHI-specific payment rates are intended to reflect the differential needs between the populations served by the different AMHIs.
 - The populations in some regions or counties could reasonably be expected to service populations with greater relative service needs.
 - In addition, the relative cost of delivering services may be higher in some regions or counties.
- To address these factors of potential differential risk, the AMHI-specific per-capita rate is adjusted to reflect:
 - The relative number of Medicare and Medicaid enrollees
 - The relative prevalence of Social Determinants of Health (SDOH) in the AMHI's population
 - The proportion of the AMHI's population living in rural areas
 - The relative regional deprivation as indicated by the Area Deprivation Index (ADI)

Funding Formula Development - Recap



- Historical distribution did not full recognize the relative differences in the number of adults within the AMHIs' service areas.
- Per capita allocation may not recognize potential differences between AMHIs in population risk.
- The formula adopted by the Legislature is based on a per-capita allocation and includes additional funding based on the relative
 risk of the populations.

To assure that no AMHIs would receive reductions to their funding, the Legislature added \$20.4M in funds to the AMHI program

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AMHI Formula Development – Steps and Outcomes

Mike Schoeberl - Forma Actuarial Consulting Services

Historical and Updated Funding

Legacy Funding					
	Per Capita				
Region / County	(All Adults)				
Hennepin	\$5.88				
Ramsey	\$10.60	137%			
Dakota	\$1.49	19%			
Anoka	\$2.81	36%			
Washington	\$3.04	39%			
Scott	\$2.11	27%			
<u>Carver</u>	<u>\$4.14</u>	<u>53%</u>			
Segment Total	\$5.30	68%			
CREST	\$6.92	89%			
CommUnity	\$3.83	50%			
ABHI	\$15.42	199%			
SCCBI	\$17.23	223%			
SW18	\$10.70	138%			
Region 5+	\$8.67	112%			
Region 7E	\$13.04	168%			
BCOW	\$9.83	127%			
NW8	\$22.18	287%			
Region 2	\$10.02	129%			
Region 4S	\$12.37	160%			
White Earth Nation	<u>\$17.12</u>	<u>221%</u>			
Segment Total	\$10.74	139%			
Grand Total	\$7.74				

Historically, there were significant differences in the relative per-capita funding between the AMHIs

- The \$33.5M in AMHI funding translated to \$7.74 per-capita (adult) across the State of Minnesota
- Based on the number of adults in each county or region, the per capita funding ranged from \$1.49 to \$21.28 (20% to 287% of the of the \$7.74 average)
- Applying a formula based on per-capita allocations would result in significant changes to the funding levels for many AMHIs.

The updated formula includes four separate per-capita allocations:

- A baseline per-capita amount for each adult in the county or region, adjusted for the relative percentage of Medicare and Medicaid beneficiaries 30% (of total funding)
- An additional per-capita amount, adjusted to reflect the relative percentage of the population with Social Determinants of Health and the relative Medical Risk of the population 20%
- An additional per-capita amount to reflect the relative deprivation of the county or region 25%
- An additional per-capita amount (if any) to reflect the relative number of adults living in rural areas - 25%

The risk factors and relative allocations were collaboratively determined from input and feedback from the AMHIs and other stakeholders

Historical and Updated Funding: Per-Capita

Adjusted Baseline Per-Capita Payment

- The AMHIs receive a baseline per-capita amount for each adult in their county or multi-county region, adjusted for the relative number of Medicare or Medicaid adults in the population.
- Feedback from the AMHIs indicated that a significant portion of clients receiving services are enrolled in either Medicare or Medicaid.
- Given the potential for greater relative service utilization from these groups, the stakeholder group agreed to increase the Baseline Per-Capita amount to reflect greater relative resource requirements for populations with larger portions of Medicare and Medicaid enrollees.
- The allocation for the Adjusted Per-Capita Payment represents 30% of the overall AMHI funding
- The Legacy Funding was increased \$20.4M effective CY2025
- Funding Formula Component \$\$s reflect the additional Legislative allocation - \$12.44 vs. \$7.74 per capita allocation

	Legacy Fur	nding	Funding Formula Components					
				SDOH /	Deprivation			
	Per Capita		Adj. Per	Medical	Index (ADI)	Rural		vs
Region / County	(All Adults)	vs Avg	Capita	Risk	Allocation	Allocation	Total	Current
Hennepin	\$5.88	76%	\$3.58					
Ramsey	\$10.60	137%	\$4.03					
Dakota	\$1.49	19%	\$3.32					
Anoka	\$2.81	36%	\$3.43					
Washington	\$3.04	39%	\$3.20					
Scott	\$2.11	27%	\$2.96					
<u>Carver</u>	<u>\$4.14</u>	<u>53%</u>	<u> \$2.82</u>					
Segment Total	\$5.30	68%	\$3.52					
CREST	\$6.92	89%	\$3.74					
CommUnity	\$3.83	50%	\$3.41					
АВНІ	\$15.42	199%	\$4.32					
SCCBI	\$17.23	223%	\$3.82					
SW18	\$10.70	138%	\$4.25					
Region 5+	\$8.67	112%	\$4.64					
Region 7E	\$13.04	168%	\$3.92					
BCOW	\$9.83	127%	\$4.09					
NW8	\$22.18	287%	\$4.09					
Region 2	\$10.02	129%	\$4.39					
Region 4S	\$12.37	160%	\$4.25					
White Earth Nation	<u>\$17.12</u>	<u>221%</u>	<u>\$6.52</u>					
Segment Total	<u>\$10.74</u>	139%	\$3.99					
Grand Total	\$7.74	\sum	\$3.73				13	

Historical and Updated Funding – SDOH

SDOH and Medical Risk Adjustment

- The AMHIs receive an additional amount based on the relative portion of their population with Social Determinants of Health and the relative medical risk of their population.
- Feedback from the AMHIs indicated that the risk of the population served by the AMHI should be a significant consideration in determining the relative levels of funding.
- The allocation is based on the number of Medicaid enrollees in the population with one or more of the following SDOH:
 - Severe Mental Illness (SMI), Substance Use Disorder (SUD), Deep Poverty, Homelessness
- An additional adjustment is included to reflect the relative medical risk of the population.
- The allocation SDOH and Medical Risk represents 25% of the overall AMHI funding.

	Legacy Fur	nding	Funding Formula Components					
		. 0		SDOH /	Deprivation			
	Per Capita		Adj. Per	Medical	Index (ADI)	Rural		VS
Region / County	(All Adults)	vs Avg	Capita	Risk	Allocation	Allocation	Total	Current
Hennepin	\$5.88	76%	\$3.58	\$2.89				
Ramsey	\$10.60	137%	\$4.03	\$3.42				
Dakota	\$1.49	19%	\$3.32	\$1.79				
Anoka	\$2.81	36%	\$3.43	\$2.01				
Washington	\$3.04	39%	\$3.20	\$1.39				
Scott	\$2.11	27%	\$2.96	\$1.35				
<u>Carver</u>	<u>\$4.14</u>	<u>53%</u>	<u>\$2.82</u>	<u>\$1.10</u>				
Segment Total	\$5.30	68%	\$3.52	\$2.48				
CREST	\$6.92	89%	\$3.74	\$2.08				
CommUnity	\$3.83	50%	\$3.41	\$1.96				
АВНІ	\$15.42	199%	\$4.32	\$3.32				
SCCBI	\$17.23	223%	\$3.82	\$2.20				
SW18	\$10.70	138%	\$4.25	\$2.23				
Region 5+	\$8.67	112%	\$4.64	\$3.08				
Region 7E	\$13.04	168%	\$3.92	\$2.49				
BCOW	\$9.83	127%	\$4.09	\$2.46				
NW8	\$22.18	287%	\$4.09	\$2.41				
Region 2	\$10.02	129%	\$4.39	\$3.69				
Region 4S	\$12.37	160%	\$4.25	\$2.13				
White Earth Nation	<u>\$17.12</u>	<u>221%</u>	<u>\$6.52</u>	<u>\$11.31</u>				
Segment Total	\$10.74	139%	\$3.99	\$2.50				
Grand Total	\$7.74		\$3.73	\$2.49			14	

Historical and Updated Funding – ADI

Area Deprivation Index

- Based on feedback from the AMHIs, the workgroup concluded that regional factors that drive additional need for services or increase the expense for delivering services should be considered.
- Additional portions of the funding are allocated to the AMHIs that serve areas with greater levels of poverty, lower access to services, higher levels of unemployment, or other factors that could influence service needs or expenses.
- One factor allocates a portion of the funding to all AMHIs based on the relative level of deprivation in the single- or multi-county service area as indicated by the Area Deprivation Index (ADI), a composite measure of neighborhood socioeconomic disadvantage.
- The allocation for the Area Deprivation Index represents 25% of the overall AMHI funding

						Thunder Bay
	Legacy Fun	ıding		Fur	nding Formula	a Components
				SDOH /	Deprivation	
	Per Capita	ļ	Adj. Per	Medical	Index (ADI)	Rural
Region / County		vs Avg				Allocation Total Current
Hennepin	\$5.88	76%	\$3.58	\$2.89	•	MINNESOTA
Ramsey	\$10.60	137%	\$4.03	\$3.42	\$3.27	
Dakota	\$1.49	19%	\$3.32	\$1.79	\$1.97	Minneapolisty Saint Paul Wausau
Anoka	\$2.81	36%	\$3.43	\$2.01	\$2.71	
Washington	\$3.04	39%	\$3.20	\$1.39	\$1.70	WISCONS
Scott	\$2.11	27%	\$2.96	\$1.35	\$1.82	Sioux Falls*
Carver	<u>\$4.14</u>	<u>53%</u>	<u>\$2.82</u>	<u>\$1.10</u>	<u>\$1.68</u>	Madison*
Segment Total	\$5.30	68%	\$3.52	\$2.48	\$2.37	
		l				
CREST	\$6.92	89%	\$3.74	\$2.08	\$3.64	Minnesota 🔹
CommUnity	\$3.83	50%	\$3.41	\$1.96	\$3.14	O State-Only Deciles
ABHI	\$15.42	199%	\$4.32	\$3.32	\$4.47	 National Percentiles
SCCBI	\$17.23	223%	\$3.82	\$2.20	\$4.14	
SW18	\$10.70	138%	\$4.25	\$2.23	\$4.95	ADI scores from within this state alone are ranked from lowest to
Region 5+	\$8.67	112%	\$4.64	\$3.08	\$4.16	highest, then divided into deciles
Region 7E	\$13.04	168%	\$3.92	\$2.49	\$3.68	(1–10).
BCOW	\$9.83	127%	\$4.09	\$2.46	\$3.97	least most disadvantaged – disadvantaged
NW8	\$22.18	287%	\$4.09	\$2.41	\$5.14	block groups block groups
Region 2	\$10.02	129%	\$4.39	\$3.69	\$4.41	
Region 4S	\$12.37	160%	\$4.25	\$2.13	\$3.92	1 2 3 4 5 6 7 3 9 10
White Earth Nation	<u>\$17.12</u>	<u>221%</u>	\$6.52	<u>\$11.31</u>	<u>\$5.50</u>	Set Map Appearance:
Segment Total	\$10.74	139%		\$2.50	\$4.02	C Standard
Grand Total	\$7.74		\$3.73	\$2.49	\$3.11	Transparent (show roads)
	Ramsey Dakota Anoka Washington Scott <u>Carver</u> Segment Total CREST CommUnity ABHI SCCBI SW18 Region 5+ Region 7E BCOW NW8 Region 2 Region 4S <u>White Earth Nation</u> Segment Total	Per Capita (All Adults)Hennepin\$5.88Ramsey\$10.60Dakota\$1.49Anoka\$2.81Washington\$3.04Scott\$2.11Carver\$4.14Segment Total\$5.30CREST\$6.92CommUnity\$3.83ABHI\$15.42SCCBI\$10.70Region 5+\$8.67Region 7E\$13.04BCOW\$9.83NW8\$22.18Region 2\$10.02Region 4S\$12.37White Earth Nation\$17.12Segment Total\$10.74	Region / County (All Adults) vs Avg Hennepin \$5.88 76% Ramsey \$10.60 137% Dakota \$1.49 19% Anoka \$2.81 36% Washington \$3.04 39% Scott \$2.11 27% Carver \$4.14 53% Segment Total \$5.30 68% CREST \$6.92 89% CommUnity \$3.83 50% ABHI \$15.42 199% SCCBI \$17.23 223% SW18 \$10.70 138% Region 5+ \$8.67 112% Region 7E \$13.04 168% BCOW \$9.83 127% NW8 \$22.18 287% Region 2 \$10.02 129% Region 4S \$12.37 160% White Earth Nation \$17.12 221% Segment Total \$10.74 139%	Per Capita Adj. Per Capita Region / County (All Adults) vs Avg Capita Hennepin \$5.88 76% \$3.58 Ramsey \$10.60 137% \$4.03 Dakota \$1.49 19% \$3.32 Anoka \$2.81 36% \$3.43 Washington \$3.04 39% \$3.20 Scott \$2.11 27% \$2.96 Carver \$4.14 53% \$2.82 Segment Total \$5.30 68% \$3.52 CREST \$6.92 89% \$3.74 CommUnity \$3.83 50% \$3.41 ABHI \$15.42 199% \$4.32 SCCBI \$17.23 223% \$3.82 SW18 \$10.70 138% \$4.25 Region 7E \$13.04 168% \$3.92 BCOW \$9.83 127% \$4.09 NW8 \$22.18 287% \$4.09 Region 2 \$10.02 </td <td>Per Capita Adj. Per Capita SDOH / Medical Region / County (All Adults) vs Avg Capita Risk Hennepin \$5.88 76% \$3.58 \$2.89 Ramsey \$10.60 137% \$4.03 \$3.42 Dakota \$1.49 19% \$3.32 \$1.79 Anoka \$2.81 36% \$3.43 \$2.01 Washington \$3.04 39% \$3.20 \$1.39 Scott \$2.11 27% \$2.96 \$1.35 Carver \$4.14 53% \$2.82 \$1.10 Segment Total \$5.30 68% \$3.52 \$2.48 CREST \$6.92 89% \$3.74 \$2.08 CommUnity \$3.83 50% \$3.41 \$1.96 ABHI \$15.42 199% \$4.32 \$3.32 SCCBI \$17.23 223% \$3.82 \$2.20 SW18 \$10.70 138% \$4.25 \$2.23 Region 7E</td> <td>Per Capita SDOH / Deprivation Region / County (All Adults) vs Avg Capita Medical Index (ADI) Hennepin \$5.88 76% \$3.58 \$2.89 \$2.27 Ramsey \$10.60 137% \$4.03 \$3.42 \$3.27 Dakota \$1.49 19% \$3.32 \$1.79 \$1.97 Anoka \$2.81 36% \$3.43 \$2.01 \$2.71 Washington \$3.04 39% \$3.20 \$1.39 \$1.70 Scott \$2.11 27% \$2.96 \$1.35 \$1.82 Carver \$4.14 53% \$2.82 \$1.10 \$1.68 Segment Total \$5.30 68% \$3.52 \$2.48 \$2.37 CREST \$6.92 89% \$3.74 \$2.08 \$3.64 CommUnity \$3.83 50% \$3.41 \$1.96 \$3.14 ABHI \$15.42 199% \$4.32 \$3.32 \$4.47 SCCBI \$1</td>	Per Capita Adj. Per Capita SDOH / Medical Region / County (All Adults) vs Avg Capita Risk Hennepin \$5.88 76% \$3.58 \$2.89 Ramsey \$10.60 137% \$4.03 \$3.42 Dakota \$1.49 19% \$3.32 \$1.79 Anoka \$2.81 36% \$3.43 \$2.01 Washington \$3.04 39% \$3.20 \$1.39 Scott \$2.11 27% \$2.96 \$1.35 Carver \$4.14 53% \$2.82 \$1.10 Segment Total \$5.30 68% \$3.52 \$2.48 CREST \$6.92 89% \$3.74 \$2.08 CommUnity \$3.83 50% \$3.41 \$1.96 ABHI \$15.42 199% \$4.32 \$3.32 SCCBI \$17.23 223% \$3.82 \$2.20 SW18 \$10.70 138% \$4.25 \$2.23 Region 7E	Per Capita SDOH / Deprivation Region / County (All Adults) vs Avg Capita Medical Index (ADI) Hennepin \$5.88 76% \$3.58 \$2.89 \$2.27 Ramsey \$10.60 137% \$4.03 \$3.42 \$3.27 Dakota \$1.49 19% \$3.32 \$1.79 \$1.97 Anoka \$2.81 36% \$3.43 \$2.01 \$2.71 Washington \$3.04 39% \$3.20 \$1.39 \$1.70 Scott \$2.11 27% \$2.96 \$1.35 \$1.82 Carver \$4.14 53% \$2.82 \$1.10 \$1.68 Segment Total \$5.30 68% \$3.52 \$2.48 \$2.37 CREST \$6.92 89% \$3.74 \$2.08 \$3.64 CommUnity \$3.83 50% \$3.41 \$1.96 \$3.14 ABHI \$15.42 199% \$4.32 \$3.32 \$4.47 SCCBI \$1

Historical and Updated Funding - Rural

Rural Allocation

- Another factor allocates additional funding on a per-capita basis to AMHIs that are understood to serve large portions of the population living in rural areas of Minnesota.
- Feedback indicated that AMHIs that support large, rural areas may require additional funding due to access issues for their population or the additional expenses for delivering services (e.g., travel expenses).
- The Rural Allocation represents 25% of the overall AMHI funding.
- Allocation amounts reflect the estimated portion of the population living in rural areas, based on the RUCA scores of the AMHIs' geographic regions.

	Legacy Fur	nding	Funding Formula Components					
				SDOH /	Deprivation			
	Per Capita		Adj. Per	Medical	Index (ADI)	Rural		VS
Region / County	(All Adults)	vs Avg	Capita	Risk	Allocation	Allocation	Total	Curren
Hennepin	\$5.88	76%	\$3.58	\$2.89	\$2.27	\$0.00		
Ramsey	\$10.60	137%	\$4.03	\$3.42	\$3.27	\$0.00		
Dakota	\$1.49	19%	\$3.32	\$1.79	\$1.97	\$0.08		
Anoka	\$2.81	36%	\$3.43	\$2.01	\$2.71	\$0.00		
Washington	\$3.04	39%	\$3.20	\$1.39	\$1.70	\$0.00		
Scott	\$2.11	27%	\$2.96	\$1.35	\$1.82	\$0.00		
<u>Carver</u>	<u>\$4.14</u>	<u>53%</u>	<u>\$2.82</u>	<u>\$1.10</u>	<u>\$1.68</u>	<u>\$0.00</u>		
Segment Total	\$5.30	68%	\$3.52	\$2.48	\$2.37	\$0.01		
CREST	\$6.92	89%	\$3.74	\$2.08	\$3.64	\$5.79		
CommUnity	\$3.83	50%	\$3.41	\$1.96	\$3.14	\$1.05		
ABHI	\$15.42	199%	\$4.32	\$3.32	\$4.47	\$6.69		
SCCBI	\$17.23	223%	\$3.82	\$2.20	\$4.14	\$7.28		
SW18	\$10.70	138%	\$4.25	\$2.23	\$4.95	\$12.41		
Region 5+	\$8.67	112%	\$4.64	\$3.08	\$4.16	\$11.81		
Region 7E	\$13.04	168%	\$3.92	\$2.49	\$3.68	\$3.94		
BCOW	\$9.83	127%	\$4.09	\$2.46	\$3.97	\$6.75		
NW8	\$22.18	287%	\$4.09	\$2.41	\$5.14	\$10.66		
Region 2	\$10.02	129%	\$4.39	\$3.69	\$4.41	\$11.71		
Region 4S	\$12.37	160%	\$4.25	\$2.13	\$3.92	\$11.59		
White Earth Nation	\$17.12	<u>221%</u>	<u>\$6.52</u>	<u>\$11.31</u>	<u>\$5.50</u>	<u>\$10.44</u>		
Segment Total	\$10.74	139%	\$3.99	\$2.50	\$4.02	\$6.92		
Grand Total	\$7.74		\$3.73	\$2.49	\$3.11	\$3.11	16	

Historical and Updated Funding - Total

Total Allocation

- In the absence of additional funding from the Legislature, the formula would have resulted in both increases or decreases to the funding levels for individual AMHIs.
- The additional funding ensured that no AMHIs would receive funding decrease when the formula is in effect (CY2025)
- Generally, the relative increases are more substantial for AMHIs whose historical funding levels were well below the average per-capita funding level.
- AMHIs who are receiving less substantial increases were historically receiving per-capita amounts that were significantly higher than other AMHIs in their region.

Questions?

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AMHI Reform Advisory Workgroup Roadmap

February Meeting

Objectives

- Understand AMHI Reform and the Historical Work
- Understand the New Funding Formula and its Components
- Understand this Workgroup's Objectives

March Meeting

Objectives

 Share Detailed Formula
 Development
 Steps and
 Outcomes

April Meeting

Objectives

- Brainstorm Recalibration Drivers
- Develop Final Recommendations for Recalibration Drivers

May Meeting

Objectives

- Understand DHS' Next Steps
- Determine How AMHI's Can Continue to Plan and Collaborate

AMHI Reform Next Steps

- Individual final AMHI Reform funding totals will be sent to County/Region/Tribe in the next 7-10 days
- Final AMHI Reform funding totals will be posted publicly on the DHS website by June 30, 2024
 - <u>CountyLink Fiscal Reporting and Accounting (state.mn.us)</u>
- The CY 2025 2026 grant applications and contracts will include the new funding amounts

2024 AMHI Advisory Workgroup Meetings

Wednesday, April 10th, 1:00pm - 2:30pm Wednesday, May 8th, 1:00pm - 2:30pm

Subject to change

<u>Adult Mental Health Initiatives / Minnesota</u> <u>Department of Human Services (mn.gov)</u>



Thank You!

Pam Sanchez, Breanna Bertozzi, Chris Ederer, Mike Schoeberl & Alliant Consulting

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