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# Minutes: Human Services Performance Council Meeting

Jan. 12, 2018

9:30 a.m. – 12:30 p.m.

MCIT Building

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## Attendance

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### Present

- Council Members: Arnie Anderson, Ben Bement, Toni Carter, Tom Henderson, Stacy Hennen, Charles Johnson, Stacy Twite, and Wendy Underwood
- Performance Management Team Members: Deb Anthony, Carol Becker, Olufemi Fajolu, Charity Friederichs, Marisa Hinnenkamp, Carrie Krueger, and Gary Mortensen
- Guests: Mercy Das-Sulc and Casey Krolczyk

### Absent

- Council Members: Debbie Goettel, Julie Manworren, and Genny Reynolds

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## Welcome and Announcements

**Charles Johnson/Toni Carter**

- Toni called the meeting to order at 9:33 a.m.

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## Approval of Nov. 17, 2018 Minutes

**Charles Johnson/Toni Carter**

- Stacy Hennen moved to approve the minutes, Charles Johnson seconded, minutes approved.

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## Performance Management System Update

**Gary Mortensen**

A Performance Management system update was sent prior to the meeting. Several items were not included:

- The Performance Management team is reaching out to stakeholders to learn more about healthcare access and starting the conversation to learn more about the healthcare access landscape for counties what it would take to create measures.
- Currently using the new process to develop measures for Adult Protection.
- MFIP is exploring additional measures or revising the Self-Support Index with a focus on successful outcomes rather than program exits. Performance Management will be a part of the process.
- Deb Anthony and Charity Friederichs will provide IDI assessments and individual feedback to the MACSSA leadership team, building a stronger partnership with MACSSA to reduce racial disparities.
- The Performance Management team applied for a Star of the North fellow, a graduate student who works on a project for a year. If the proposal is accepted, beginning in June the person will join us to create a comprehensive list of DHS measures for counties, a system to house these measure, and a process to keep the information up-to-date.

### Racial Disparities Reduction Project Update

- The racial and ethnic disparities reduction project has been an ongoing project for the Performance Management team and is a priority in 2018. The project update lays out our work plan for next year.
- This project has a long history of work and the Performance Management team is incorporating learning by adopting a two-pronged approach: measuring disparities and creating a culture of equity.
- The project charter was reviewed, including the goals, scope, team roles, risks and the plan requirements.
- Council discussed the role of provider systems in delivery of services and how they will be engaged in this work, especially in measure development.
- Council discussed the complex system contributing to the disparities experienced by racial, ethnic and American Indian communities. Discussed a desire to connect the Performance Management work to the bigger system—education, business, etc. The work needs to start at DHS, but there is bigger picture.
- Council discussed Performance Management team benchmarks to achieve by the end of the year: contracting with experts, a stakeholder engagement plan, and a strong process for general measure development.
- Discussed stakeholder engagement including CECLC, counties and program clients.
- Discussed challenges with the data available within DHS and the possibility of creative solutions such as looking to the private sector for information. DHS is working on innovative internal solutions for reviewing the data.
- Reviewed the subprojects contributing to the larger project and the 2018 timeline.

### Third Year Performance Improvement Plan Discussion

- During the November 2017 Council meeting we discussed how the Performance Management system will handle counties entering the third year of their PIPs. Fiscal penalties are written into the law, but are contingent upon a “balanced system of measures,” which is not currently in place.
- There are four counties below the threshold for the third year and there is the potential for six additional counties below for a third year in 2018.
- The Performance Management team plans to be more deliberate about reaching out to counties entering the third year of a PIP and offering performance improvement services. Most counties are not seeking out performance improvement help, but the expectation is many will take the help if specifically offered.
- Council discussed if two years is enough time to do the improvement work. Even if counties need more time, the beginning of the third year is a good time to check in to see if they are making incremental change or if additional intervention is needed.
- The council agrees to move forward with the proposal.

### Child Support Barriers Report

- Performance Management works to help counties get better at the work they are doing. The barriers report emerged from a request to understand the factors that affect Child Support collections. The Performance Management team would like to do more of this work with other program areas.
- Jared Swanson, an executive pathways intern, joined our team to work on this research. Carol Becker worked on continuing research and enhancing the report.
- Reviewed and discussed the report findings.

- Discussed some of the processes that affect the report findings: people in their 60s are less likely to be in arrears because social security payments are garnished.
- Discussed best practices that can account for some of the issues in the report: counties can write orders so they are reset to \$0 if the non-custodial parent goes into an institution, so they do not go into arrears when they are in jail or other institutions.
- Performance Management would like to partner more closely with the Child Support division to find areas for policy and other improvement recommendations.

### **Tableau Implementation**

- The work to implement Tableau to deliver reports to counties is moving forward slowly. Providing secure access to counties has been challenging, but we have found a workaround to pilot the system.
- Internally, the Performance Management team needs to create the goals for rolling out the pilot project, decide which information should be available and determine who should be on the pilot team. We are working on how to provide monthly data updates to counties for the Performance Management system measures.

### **Other items**

- Next Council Meeting:
  - Review EC Claims
  - Disparities Project Update
  - Revised Performance Management team update
- Council Membership:
  - Dr. Curiel is stepping down from the Council.
  - There are two openings for representatives from community of color and one opening for a representative from a service provider.
  - Performance Management team is writing an announcement for Council openings, the announcement will be shared with the Council and distributed to get the word out about the openings.
  - Performance Management team is creating an application to collect information beyond what is required on the Secretary of State website.

Meeting Adjourned 11:56

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## Minutes: Human Services Performance Council Meeting

May 11, 2018

9:30 a.m. – 12:30 p.m.

MCIT Building

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### Attendance

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#### Present

- Council Members: Arnie Anderson, Ben Bement, Linda Bixby, Debbie Goettel, Tom Henderson (phone), Stacy Hennen, Charles Johnson, Julie Manworren, Genny Reynolds, Stacy Twite, and Wendy Underwood
- Performance Management Team Members: Charity Friederichs, Olufemi Fajolu, Carrie Krueger, Gary Mortensen, Marisa Hinnenkamp, and Carol Becker
- Guest: Matt Hill (proxy for Toni Carter)

#### Absent

- Council Members: Toni Carter
- Performance Management Team Members: Deb Anthony

### Welcome and Announcements

**Charles Johnson/Toni Carter**

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- Gary Mortensen called the meeting to order at 9:40 a.m.
- Chuck was running late and requested the meeting start without him.
- Council members, staff and guests introduced themselves.

### Approval of Jan. 12, 2018 Minutes

**Charles Johnson/Toni Carter**

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- Minutes from the Jan. 12, 2018 meeting were approved.

### Performance Management System Update

**Gary Mortensen**

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- The Performance Management team made changes to the format of the update provided to the Council. The new dashboard is formatted to make project statuses easier to understand. Reviewed and discussed several projects from the update.
- The Performance Management team sent out reports featuring the Timely SNAP and Cash Assistance and Expedited SNAP measures in April. Discussed the improvement in performance for these measures; only one PIP was issued for Expedited SNAP this year. Discussed the Expedited SNAP measure and the history of the one business day timeline.
- The Agency and County Performance division is about to enter a contract with a vendor to provide training on intercultural competency. As we were doing our racial and ethnic disparities work, we

realized the need to do our own, internal work on cultural competency. This work is necessary in order to have productive conversations, especially when we have these conversations externally.

## Approval from Council

Gary Mortensen

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### Balanced Sets of Program Measures

- Within our statute there are definitions for the Balanced Sets of Program Measures. Once that is enacted, another section of legislation goes into effect, specifically the “teeth” or remedies.
  - Minn. Stat. §402A.10, subd. 1(a). Balanced set of program measures.  
A "balanced set of program measures" is a set of measures that, together, adequately quantify achievement toward a particular program's outcome. As directed by section 402A.16, the Human Services Performance Council must recommend to the commissioner when a particular program has a balanced set of program measures.
- Performance Management has identified five categories to use to assess how a program area is doing toward its outcome:
  - Client Engagement - How satisfied are the people receiving services?
  - Equity - Do diverse groups have different experiences or outcomes? (i.e. racial disparities measures)
  - Financial - What are the costs of providing these activities? (i.e. program ROI)
  - Operations - How efficiently do we do our work? (e.g. staff training, staffing levels, etc.)
  - Program Quality - How well do we do our work? (e.g. application processing times, quality of services, impact on individuals)
- The plan represents where the Performance Management team wants to go as we work to create balanced sets of program areas. This is what we think a well-rounded program looks like, not necessarily to issue Performance Improvement Plans for all the measures.
- Discussed the need for training of human services staff. For performance improvement efforts to work, we need people who understand what to pay attention to. There is currently no intentional process in place to support the people implementing these things.
- Performance Management will integrate the criteria discussed into our measure development process. This is a process that will evolve and the plan may change as we move through the process. The process to develop these balanced sets of program measures will likely take years.
- Star of the North fellow will be working with Performance Management team this summer to catalog all the measures that counties are being held accountable to. So we have a centralized place to track all this information. This will help us better understand which measures are high-quality and which measures are not reliable. We will then be categorize existing measures.
- Some of these programs will be slower moving forward because our work will need to be better defined. As Performance Management builds out this system, the programs in statute will be our priorities, but we may be able to include other areas.
- Performance Management will continue to work through this by engaging stakeholder and as the plan evolves the team will bring decisions back to the Council as the plan changes. The Council agreed the team should move forward with the plan.

### Racial Disparities Update

- Three core areas of focus right now: stakeholder engagement, culture of equity, and performance improvement.
- Stakeholder Engagement
  - The Performance Management team shared the plan with key stakeholders, we are getting great feedback, ideas, and support. People are coming forward from these meetings and offering to help and be a part of development moving forward.
  - Working with MACSSA on how we can partner on these issues. Have created a partnership proposal to guide how our teams can work together to do this work.
  - Performance Management team needs to make a decision regarding how we conduct stakeholder engagement. Do we build capacity on our team and use resources within DHS or do we explore working with groups with strong foundations in these communities?
  - Working to expand our planning team to a broader committee rather than just our core team.
- Culture of Equity
  - Performance Management needs to work with counties to build cultural competency and a culture of equity in each organization.
  - Just because the Performance Management system measures racial and ethnic disparities, does not mean counties will have the skills to do the improvement work.
  - Performance Management team wants to partner with an organization that has experience building culture of equity frameworks or roadmaps. We started having these conversations to understand what this work looks like, so we can build an RFP. The Performance Management team is planning to send this out as a full RFP in an attempt to get proposals from a broad array of organizations.
  - Deb is in the process of drafting the RFP. After this is complete, we want to get some feedback from people who have been through this process. We may ask those people to help us select the vendor as well.
- Performance Improvement
  - Performance Management wants to offer assistance that will be useful to counties as we begin asking them to do this work.
  - Charity has met with some counties to talk to directors and staff about what assistance would be helpful and where there are barriers. Additionally, she met with DHS staff to get feedback on their experience with county staff and human services clients.
  - Charity is preparing a report with the county feedback and shared some general themes from the meetings.
  - Team is also planning to do a survey that will be administered statewide.

### Measure Updates

- Carol is working on measures development, specifically new measures.
- Reviewed the general process for measures development.
  - Get buy-in from program areas and establish a steering committee.
  - During the stakeholder measure workgroup meeting, measure ideas are proposed and voted on.
  - We take the proposed measures and ask the data analysis team for the program area to do a feasibility report on the proposed meeting.

- We will use the findings of the report to break the stakeholder group back together to review the feasible measure(s) and decide how to move forward.
- Moving forward with Healthcare measures development. It is a big task and we have met with more than twelve groups doing this work. Currently, focusing on two healthcare areas: application processing and social determinants of health.
- It takes about a year to develop measures for a program area. Currently have several measure development projects underway: Mental Health, Adult/Child Disability Services, Public Assistance, Long-term Care, and Adult Protection.
- Discussed barriers to measures development including data integrity, data systems, and unclear responsibility / control over influencing potential measures.

### **Council Recruiting Update**

- The Performance Council wasn't set up with the Secretary of State when it was formed. The Secretary of State has a formal process and we now have a proposal to formalize the Council processes:
  - Create four-year terms for all appointed members, regardless of the appointing authority. (No term limits, at this time.)
  - Update Council application to supplement the Secretary of State's online application.
  - Assign staggered terms to existing Council members.
- Reviewed the general application process and discussed future needs including: distribution list for openings, recruiting plan, Council skills inventory, and a formal onboarding process.

## **Next Steps and Action Items**

**Marisa and Gary**

### System Modernization Update

- DHS is moving toward integrated services business model.
- Planning group (DHS, tribes, counties) came together to discuss what we want the experience to look like as people come through the door. There is technology associated with this, they could come in from different points of entry and have the same/similar experiences. Identifying eligibility, getting documentation, leading them to other resources if ineligible.
- This will provide feedback that will help these efforts evolve. Looking at similar eligibility presentations and see which interventions work and do systems improvement.
- These improved systems will also help us identify factors worth measuring.
- Discussed project funding. Exploration and planning is funded; additional funding will be needed in the future.

### **Upcoming Council Meetings Dates**

- Aug. 24, 2018
- Nov. 16, 2018

### **August agenda item:**

- Council composition and needs assessment for future Council membership.

Meeting adjourned at 12:25 p.m.

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# Minutes: Human Services Performance Council Meeting

August 24, 2018

9:30 a.m. – 10:30 a.m.

YMCA Maplewood Community Center

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## Attendance

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### Present

- Council Members: Arnie Anderson, Ben Bement, Linda Bixby, Tom Henderson, Stacy Hennen
- Performance Management Team Members: Deb Anthony, Olufemi Fajolu, and Carrie Krueger
- Guest: Mercy Dels-Sac, Matt Freeman and Casey Krolczyk

### Absent

- Council Members: Toni Carter, Debbie Goettel, Charles Johnson, Julie Manworren, Genny Reynolds, Stacy Twite, and Wendy Underwood
- Performance Management Team Members: Gary Mortensen, Marisa Hinnenkamp, Charity Friederichs, and Carol Becker

## Welcome and Announcements

**Carrie Krueger**

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- Carrie called the meeting to order at 9:40 a.m.
- Council members and guests introduced themselves.
- Carrie explained the meeting is formatted differently than typical meetings due to the absence of both chairs and the concurrent measures development meeting taking place.

## Approval of May 2018 Minutes

**Carrie Krueger**

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Tabled approval of minutes until next meeting, no quorum.

## Extenuating Circumstances (EC) Claims

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- Carrie provided an overview of the EC Claims and process.
- Discussed lack of quorum. In the past, these recommendations were made through a subcommittee of the Council. Additionally, we will be making recommendations to the Commissioner, not final decisions. Therefore, we are able to proceed with the discussion and recommendations, despite not having a quorum.
- Clay County: Recommend Approval
  - Discussed if Interstate Compact on Placement of Children (ICPC) has ongoing issues.
  - Stacey H. shared her experience working with North Dakota in the past, they were difficult to work with.



- Clay is unique because they share their border with a large city in North Dakota, Fargo.
- Linda moved to recommend approval, Stacey H. seconded, and the motion was approved.
- Goodhue County: Recommend Denial
  - Goodhue cited that they believed the data DHS provided was inaccurate.
    - They cited two cases that were not in the SSIS Analysis and Charting. However, SSIS Analysis and Charting is no longer supported by DHS and has data from a previous version of the measure. This information was included in the Performance Management report. The two cases cited both had the discharge reason of “transfer to another agency,” this does not fall into the definition of permanency in the federal measure.
    - They also cited seven children who were discharged in fewer than five days. These cases do not count because the federal measure specifies an exclusion of children who are in foster care for fewer than 8 days.
  - Discussed a need for better communication about these measures. We received a number of questions about them. Also discussed that although SSIS reports no longer work, DHS will send the data if it is requested.
  - Stacy moved to recommend denial, Linda seconded, motion to recommend denial was approved.
- Kandiyohi County: Recommend Denial
  - Similar claim to Goodhue. Kandiyohi cited a family of three children that were not in SSIS Analysis and Charting. However, Performance Management confirmed they were correctly identified per the updated measure criteria.
  - Discussed the progress they have made toward this measure. Kandiyohi should be commended on their improvement.
  - Linda moved to recommend denying EC claim, Stacy seconded, recommendation to deny approved.
- Mille Lacs County: Recommend Approval
  - Mille Lacs County cited a number of cases that were in the jurisdiction of the tribal courts and outside of county control. If these cases had not counted against them they would have been above the measure threshold.
  - Discussed that this is outside of their control. Though there may be things they could do to better work with the counties.
  - Moved to recommend approval, seconded, motion approved.
- Pine County: Recommend Approval
  - This EC claim came in after the deadline related to delays from DHS. The Performance Management team recommends reviewing.
  - Pine County cited 10 cases that were in the jurisdiction of the tribal courts and outside of county control. If these cases had not counted against Pine, they would have been above the measure threshold.
  - Questions about big drop between 2015 and 2016. No clarifying information was available.
  - Casey moved to recommend approval, Stacy seconded, motion approved.

- Mower County: Recommend Denial
  - Mower cited a new supervisor, staff turnover, and increasing diversity for their EC claim.
  - Discussed that they did not quantify how the factors impacted their outcome and that these are items that will continue to affect their work. It may be beneficial for the new supervisor to prepare a Performance Improvement Plan.
  - Linda moved to recommend denial of the EC claim, seconded, motion approved.
- Rice County: Recommend Approval
  - Rice County cited a system anomaly: three children were in county custody and the investigation revealed additional past maltreatment. The system treats this maltreatment as repeat, though the children are in the care of the county and safe.
  - Discussed this is not really an anomaly, it happens all the time. But, the county did what they needed to do to keep these children safe.
  - Stacy moved to recommend approval, Linda seconded, motion approved.
- Additional discussion about the number of PIPs this time. Reviewed the PIP overview document and discussed the increase in PIPs and possible reasons for the increase (adoption of the measure, increase in cases). Also discussed the lack of EC Claims for the Self-Support Index measure and if that was related to the complexity of the measure.

## Next Steps and Action Items

**Marisa and Gary**

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- Approval of minutes will take place at the next meeting in November.
  - Additional discussion brought up by Linda Bixby about the Cash and SNAP measures.
    - Concerned that only cases that were received and approved are being considered in measure.
    - Many applications also come in that are being denied, such efforts should be factored into performance calculation on those measures.
    - The current measure is not reflective of the actual work.
    - Discussed adding this to the list of measures to review, which would mean reconvening a workgroup and discussing a change to the measure.

Meeting Adjourned at 10:20AM

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## Minutes: Human Services Performance Council Meeting

Nov. 16, 2018

9:30 a.m. – 12:30 p.m.

MCIT

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### Attendance

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#### Present

- Council Members: Arnie Anderson, Ben Bement, Linda Bixby, Matt Freeman, Debbie Goettel, Julie Manworren, and Stacy Twite
- Performance Management Team Members: Deb Anthony, Carol Becker, Matt Berg, Olufemi Fajolu, Charity Friederichs, Carrie Krueger, and Gary Mortensen
- Guests: Mercy Dels-Sac and Matt Hill

#### Absent

- Council Members: Toni Carter, Stacy Hennen, Charles Johnson, and Genny Reynolds
- Performance Management Team Members: Marisa Hinnenkamp

### Welcome and Announcements

**Gary Mortensen**

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- Meeting called to order at 9:41 a.m.
- Council members and meeting attendees introduced themselves.
- Gary introduced Matt Berg as the newest member of the Human Services Performance Management team and provided an overview of the project to catalog measures throughout DHS that Matt will be working on with the team. Commissioner Goettel shared interest in the project and concern about the quality of the data in the state data systems.
- Gary shared that Tom Henderson resigned from the Council. He will reach out MACSSA to get a new appointee.

### Approval of May and August 2018 Minutes

**Gary Mortensen**

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- Arnie moved to approve both sets, Linda seconded, minutes approved.

### Discussion and Input from Council

**Gary Mortensen**

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- 2018 Legislative Report Review
  - Carrie introduced the Legislative Report and shared changes since draft emailed to the Council, the structure of the report, and the process for report approval and distribution.

- Julie remembered discussion from last year about easily accessible data and wondered if we got any responses from legislators. Discussed that we do not typically get responses from legislators.
- Debbie asked what the numerator is for a Hennepin measure – child maltreatment. Carrie said we could calculate the measure but do not provide the numerator. Debbie felt the numerator would be helpful, wanted to have this information front and center with both the numerator and the denominator. She also asked what reoccurrences we are counting. Carrie pointed out the measure descriptions, and that this is a summary and when counties receive their reports they are getting a more in depth look at that data. Debbie said she would like to receive the reports as well.
- Gary asked if the entire Council would like to be on the distribution list. Matt Freeman would like to. Julie said you can send to all, but be clear about what you want her to pay attention to. Carrie asked that they specify which county report they would like to receive.
- Matt asked if there would be a presentation to the legislature. Gary said no, but we could talk about future roles regarding advocacy during our conversation later with Dan.
- Carrie directed attention to page 24 regarding challenges cited by counties through PIPs, etc. These are challenges that counties are experiencing as they are trying to help clients. Asked for feedback regarding the challenges that have been highlighted. Racial and Ethnic disparities, limited resources (i.e daycare, transportation, affordable housing, etc.), jurisdictional issues with other states and tribes.
- Debbie said one issue is that the county picks up work because the state won't do it, but didn't have a concrete example. She said Jennifer DeCubellis could fill us in.
- Ben brought up abstract issues such as the homeless crisis (homeless camps) and how it relates to disparities. Debbie agreed the jurisdictional piece in those situations is also very tumultuous.
- Matt had some jurisdictional examples such as tribes using different measures that may be in conflict with the state.
- Carrie brought up jurisdictional issues with other states, specifically interstate child support.
- Linda said with regard to racial and ethnic disparities, we need to look at how policies impact the disparities. Example – when MFIP requires an in-person interview and there are transportation issues, this policy decision plays a role in the issues we are facing. Said she wishes we would deal with policy issues to undermine some of these challenges.
- Matt said one other piece is the changes with federal changes in how counties are measured. Services didn't change but the metric did – so it appeared there was a significant dip in service. How to accurately communicate changes in services vs. measures would be important. Gary asked if he was meaning CSP measures. Matt said yes, also SNAP and how quickly people are receiving service. Linda agreed – with SNAP, they aren't getting credit for their work with all SNAP applications that are processed. Half of the applications are excluded from the measure.
- Debbie said we need enough of the right data to make policy changes or push the state to be doing something different.
- Carrie continued with challenges and talked about staffing concerns – needing new staff due to policy changes yet not getting dollars to hire. Also being able to attract and retain qualified

- staff. Linda also brought up the delay that happens when someone is hired in terms of access to systems, types of background checks needed, and access to required training at the state.
- Julie said we should put Workforce issues in the recommendations – that given the issues, we need to account for that. Debbie said we are bringing in new college grads and it takes time for senior staff to teach them the ropes. You can't burden them with tons of cases all at once. Debbie said we need to call out "Unfunded mandates"
  - Access to data is also included in the challenges. Debbie said the other problem is having systems that don't talk to each other. The state is not the best project manager. Hennepin has had this in their legislative priorities for some time. Counties need to be thinking about what they really need. Hennepin has offered to manage the change in one system if the state would fund it, however they haven't been taken up on it. Data quality is a huge issue.
  - Arnie said one option we might consider is expanding the information on data systems, as they are used for both reporting and service delivery. Improved data systems will improve efficiencies. We need resources towards service developments.
  - Matt heard concerns from counties around dashboards that don't allow counties to get all of the information they need.
  - Stacy said there is a larger plan in our strategic plan around the data challenges that would include a variety of stakeholders.
  - Ben said the lack of information with the tribes. They don't have the METS system or other systems that are not tribal friendly. They have legislation to provide services to people but the METS system does not have tribal governments in it. This contributes to disparities. They need access in order to serve their people.
  - Matt said it is also hard for counties to collaborate and communicate with tribes when they both don't have access to the information or the same systems.
  - Carrie asked if we were missing anything from the challenges, to email us or let us know before going on the Collaboration section.
  - Linda asked about the third bullet on the page 26 – the partnership with the MFIP team around PIPs. She said it sounds like we are working to align (and we should use that term) PIP management with DHS where audits and other things are required. Carrie said we would update that.
  - Matt went back to challenges – the opioid crisis and external factors people are dealing with - it is a state trend that is creating a challenge. Debbie agreed it is certainly affecting CSP with having to remove children and place them. Linda said it affects all programs. Ben said it is one of the biggest issues the state has to deal with.
  - Julie said we should probably say "challenges to performance."
- 2018 Recommendations/Priorities - GARY
    - Gary reviewed the recommendations and priorities from last year's report, and explained our progress or lack thereof towards each.
    - Debbie said the child outplacement study is important. Said trying to place children with other family members is difficult and when a family member has a felony – that is a huge barrier. If

we could do something about that, it would help to be able to place children with a family member where they would be better off.

- Julie suggested we highlight the qualitative value in our county visits.
- Ben asked where the tribes are??? His understanding is that tribal directors are not invited to MACSSA meetings. Gary said we recognize there is a huge issue when it comes to our relationships with tribal representatives and we will be seeking tribal reps with our culture of equity partnership with MACSSA.
- 2019 Priorities
  - Gary reviewed the 2019 priorities and projects.
  - Debbie – on page 33 there is a section on new measures. Said she is unsure what the measures will be, but there are not enough facilities and wondered if capacity would be a measure. Gary said we are early in the process but that is a concern we have consistently heard. Debbie said the county pays \$1400/day to place people and they may end up opening a new mental health facility at old workhouse and the state has not stepped up to help. The capacity issue is something to bring up.
  - Arnie – on page 34 “build strong relationships” said only 15 counties would result in visiting each county once every 6 years. Should step it up to 30 and do at least 3 tribes per year. If you look at the recent election, there is a disconnect between intellectuals and real people. It would behoove us to keep a close connection to real people. Gary said this is a hard one but the struggle is the balance of the workload with the time it takes to go to those counties.
  - Carrie gauged comfort with approving the report now or waiting until they receive a revised copy.
  - Julie asked about the roles of the Council, cited the turnover, and asked what we have in mind for the Council in the future. Gary said we would be talking about that next with Dan.
  - Gary called for approval of the report. Debbie made first motion. Ben seconded the motion.
  - Carrie directed the group to the Council roster. And discussed the term limits, applications, assignments and profiles that need to be filled out.
- 2019 Council Visioning Session
  - Dan Stirrat, Strategic Leadership Coordinator for DHS, introduced himself and led us through a discussion about making great teams. He said this will be an interactive process and we can think about this as a time of reflection and thinking ahead to the next year. How is the team functioning and working?
  - Discussed types of teams. Discussed role of council as a decision-making team that also has informational, consultative, and coordinating work. What does this mean for a team:
    - Power to get information into the Leg. Report.
    - The type of team may evolve as the system is build/solidified.
  - May want to talk about the direction (questions posed by Dan on slide 6). Explore one question per meeting.
    - Important of capacity.

- The clearer we can get about what we are tasked with doing the better, we should be very clear about what new members are to do. “A clear purpose will help attract Council members.”
        - We want to make it as easy as possible for people to understand what it is we are doing as a team so they can become a contributing member as quickly as possible.
      - We need to have more representatives from various groups so we have a more diverse perspective in the decisions-making and how the Performance Management system affects various components/aspects of Human Services throughout the state.
- Do we need to change anything about how the council interacts in order to do a better job of getting a cross-section of perspectives?
  - May need to provide transportation. And other things to reduce barriers.
    - Does the meeting need to be broadcast?
    - Does the location need to be moved to be on the transit line?
    - Does the meeting need to have telecommuting / video conferencing option?
- How do we get the right people representing the five groups outlined in statute?
  - We need greater diversity on the board.
- Steps to greater “team wellness” in 2019
  - Linda: we need to think about how we on-board people into this group. Much of this work is challenging, especially without in-depth program knowledge. What foundational information is needed if you are a county member of this versus a community member versus a partner member? How do we get people up to speed as quickly as possible?
    - Some councils have “mentors” to help get representative up to speed.
  - Opportunities for networking / team building / getting to know the other representatives of the Council. Building more collegial representatives.
  - Offering conference calls to learn more about specific aspects the Performance Management system. Gets opportunity to learn things and then discuss a topic with other Council members.
  - Can we employ facilitation tools to get add greater involvement from the total group?
  - The work of this group is based on a handful of data elements and the hope we can collect additional data elements in the future. It might be helpful to add someone with experience in planning, implementing and managing data systems. That gets at the root of what we do.
  - Stacy: Subcommittees could come together to explore topics between meetings or talk with staff.
  - Matt: As we look to fill additional areas, we need diversity in viewpoints. Getting a variety of perspectives.
  - Ice breakers included in introductions.
- Future conversations. Let’s explore specific issues and converse about Council pain-points.

## Extenuating Circumstances (EC) Claims

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- Discuss the EC claims for Child Support measures.
- Cook – Paternity Established
  - Discussed circumstance claim of decreasing case load.
  - Kind of a reach and not persuaded by the argument. When they have fewer cases, they should have more time to dedicate to the cases they do have.
  - Also, arguing they missed by one. It is frustrating for the counties, but not a good argument.
  - Plan to address, “nothing can be done” doesn’t provide confidence in performance improvement next year.
  - It can come down to individuals. Does denying this hinder the relationship? Gary discussed the conversation that occurs following denial. We also should be consistent, this is the type of claim has not been approved in the past.
    - All counties need to evaluate how we do our work and declining caseload is a trend it will be worth their time to explore how the declining caseloads will change the way they do their work.
    - Having a PIP can also be a case to make for management to help them understand.
  - Arnie moved to deny, Linda second. Recommended denial.
- Norman and Red Lake – Child Support Paid
  - Norman County is on their third year of their PIP, the Red Lake PIP is essentially the same. We will discuss them at the same time.
  - Discussed the denominator is dollars.
  - Discussed the content of the claims themselves.
  - Linda moved to deny both, Debbie second, recommend denial.
- Wabasha – Child Support Paid
  - Claim is the small team with one member out of leave for six months.
  - Could they have back-filled the position? It can be hard, because you wouldn’t be able to train someone in six months.
  - Small counties can have one thing go wrong and see performance suffer.
  - Linda moved to approve, Arnie second, recommend approval.
- Suggested moving the EC claims up on the agenda to discuss earlier.
- Discussed that these forms are supposed to be real extenuating circumstances and they need to make a valid case.

## Next Steps and Action Items

Gary Mortensen

- 2019 Meeting Dates – Any red flags with the dates.
  - May meeting is the last week of the Legislative Session, is should be moved.
  - Feb. 15 is the day before a long holiday weekend. Consider moving that meeting date.

Meeting Adjourned at 12:35 p.m.