



Legislative Report

Human Services Performance Management System

Office of Strategy and Performance

December 2018

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Minnesota Statutes, Chapter 3.197, requires the disclosure of the cost to prepare this report. The estimated cost of preparing this report is \$2,900.

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I. Executive summary

A. Overview of report

This report describes the work of the Human Services Performance Management (Performance Management) system, which monitors the performance of Minnesota's 78 counties/service delivery authorities (counties) and supports efforts toward continuous improvement in delivering essential human services to Minnesotans. Essential human services include an array of programs that provide protections and safety nets to low income and vulnerable populations within Minnesota.

This report includes:

- An overview of the Performance Management system
- Information on county performance in providing essential human services reported in 2018
- A description of technical assistance provided to counties
- Recommendations for improvements to the system
- Comments from the commissioner of the Minnesota Department of Human Services (DHS)

B. History and purpose

Established in 2013 in accordance with Minnesota Statutes Chapter 402A, the Performance Management system was created in response to counties' desire to be proactive in improving service delivery and outcomes for human services program recipients. The system is composed of the Human Services Performance Management Council (Council), the Performance Management team, and the DHS commissioner. Each year the Council is required to report to the legislature on the work of the Performance Management System. Appendix D contains a list of current Council members.

The focus of the Performance Management system is improvement across all mandated essential human services in Minnesota. The system encourages collaboration between counties and DHS, and supports counties in their efforts to take a proactive approach to continuous improvement in service delivery. This system provides an opportunity to work toward the outcomes desired for all Minnesotans, breaking down silos and identifying systems that may have created barriers to improvement. This is a very different model for assessing county performance than used in the past. Because complex change does not happen overnight, the system has evolved with thoughtful input and collaboration from county and community partners, service providers, advocates, and DHS staff.

C. Outcomes, measures and performance

The Performance Management system identifies six desired outcomes for human services programs, and there are currently ten measures used to report county performance in reaching those outcomes. Each measure has a minimum performance threshold – a numeric level against which each county’s performance is reported. Counties with performance below a threshold are required to develop a Performance Improvement Plan (PIP) that will help them reach or exceed the threshold. The outcomes and measures discussed in this report are:

Outcome 1: Adults and children are safe and secure

- Measure 1: Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months (*child maltreatment recurrence*).
- Measure 2: Percent of vulnerable adults with a substantiated or inconclusive maltreatment allegation who do not experience a subsequent substantiated or inconclusive maltreatment allegation within six months (*adult repeat maltreatment*).

Outcome 2: Children have stability in their living situation

- Measure 1: Percent of current child support paid (*child support paid*).
- Measure 2: Percent of children discharged from out-of-home placement to permanency in less than 12 months (*permanency*).

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

- Measure 1: Percent of days children in family foster care spent with a relative (*relative placement*).
- Measure 2: Percent of child support cases with paternity established (*paternity established*).

Outcome 4: People are economically secure

- Measure 1: Percent of expedited Supplemental Nutrition Assistance Program (SNAP) applications processed within one business day (*expedited SNAP*).
- Measure 2: Percent of SNAP and cash assistance applications processed timely (*timely SNAP and cash assistance*).
- Measure 3: Percent of open child support cases with an order established (*orders established*).
- Measure 4: Minnesota Family Investment Program (MFIP)/Diversionary Work Program (DWP) Self-Support Index (*Self-Support Index*).

Outcome 5: Adults live with dignity, autonomy, and choice

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

Measures are being developed for outcomes five and six. In 2018, the Performance Management team held stakeholder meetings to develop additional system measures for these outcomes, focusing on the areas of Mental Health, Healthcare, and Adult Protection.

In 2018, counties received reports on their performance for nine of the ten measures. While performance varied across the state, counties did very well overall on Performance Management system measures. Although there

was the potential for more than 700 PIPs, only 51 were required. A chart summarizing overall performance is on page 13. Appendix A includes performance data tables for and detailed information about each measure.

Individually, no one county was doing poorly on all or even a majority of measures in comparison to minimum performance thresholds, and many counties were above the high performance standard.

D. Challenges to improved performance

While overall county performance is strong, there remain challenges to improving county performance in providing services for Minnesotans from communities of color and American Indians, and in addressing disparate outcomes for those communities. Additionally, some of these challenges are compounded by difficulty measuring disparities in the system.

Counties are experiencing challenges related to limited resources. Counties struggle to access services and resources for the people they serve including: transportation, affordable day care, chemical dependency treatment, mental health services, affordable housing and others. Additionally, attracting and retaining staff continues to be a challenge for counties.

The Performance Management system is not only challenged by the difficulty in getting timely and accurate data in order to assess counties' performance, but also in providing timely access directly to counties so that they can make the day-to-day decisions necessary to improve performance. In some cases, data is not available because antiquated information systems make it difficult, if not impossible, to collect data. In some instances, as in race and ethnicity data, some programs simply have not collected the information. In other instances, there is no uniformity in how certain data is collected. The Performance Management team will continue to work with counties and DHS program staff to address procedural and system changes that may help with data access.

E. Collaboration, partnerships and improvement assistance

The Performance Management team focused on helping counties improve performance through the following:

- **Collaboration and partnerships:** The team recognizes strong relationships are needed to create the collaborative environment needed for performance improvement and meaningful change. The team uses strategic collaboration and partnership efforts to strengthen its work with counties, stakeholders and within DHS.
- **Improvement facilitation:** Under this approach, the team works with program teams and county agencies to bring together various community partners or counties to identify areas of opportunity, generate solution sharing, and co-create plans to improve performance.
- **Capacity building:** This approach involves working to help counties and DHS establish the tools and processes needed to create a culture of continuous improvement. This year, capacity building efforts focused on advancing equity.
- **Research:** The Performance Management team pursued several research projects to identify opportunities to impact continuous improvement efforts.
- **System updates:** The Performance Management system is a dynamic model focused on collaboration and continuous improvement. The system continues to evolve with thoughtful input and collaboration from county and community partners, service providers, advocates, and DHS staff.

II. Legislation

This Legislative Report is mandated by Minnesota Statutes, section 402A.16, subdivision 2 (10):

MINN. STAT. 402A.16 (2013); Subd. 2. Duties.

The Human Services Performance Council shall:

(10) submit an annual report to the legislature and the commissioner, which includes a comprehensive report on the performance of individual counties or service delivery authorities as it relates to system measures; a list of counties or service delivery authorities that have been required to create performance improvement plans and the areas identified for improvement as part of the remedies process; a summary of performance improvement training and technical assistance activities offered to the county personnel by the department; recommendations on administrative rules or state statutes that could be repealed in order to improve service delivery; recommendations for system improvements, including updates to system outcomes, measures, and standards; and a response from the commissioner.

III. Introduction

This report was prepared in response to a mandate under Minnesota Statutes, section 402A.16, subdivision 2(10). This report includes background information to familiarize the reader with the Performance Management system along with information on Performance Management system outcomes, measures, and thresholds. The report also shows the results of the county performance data requested by statute, recommendations for improvements to the Performance Management system, and comments from the DHS commissioner.

The Performance Management team at the Department of Human Services, on behalf of the Human Services Performance Council, submits the report.

IV. History and context

A. Overview

Minnesota's human services delivery system provides programs and services to meet the basic health, welfare, and safety needs of all Minnesotans, particularly the poor, children, people with disabilities, and older adults. Counties, tribal governments, and lead agencies deliver these services in partnership with DHS.

In 2013, the state legislature authorized the DHS commissioner to implement a Human Services Performance Management system for essential human services as described in Minnesota Statutes Chapter 402A. The Performance Management system was established in response to counties' desire to be proactive in improving service delivery and outcomes for human services program recipients. The system monitors performance for four service delivery areas: Des Moines Valley Health and Human Services (Cottonwood County and Jackson County), Faribault-Martin (Faribault County and Martin County), MNPrairie County Alliance (Dodge County, Steele County, and Waseca County), and Southwest Health and Human Services (Lincoln County, Lyon County, Murray County, Pipestone County, Redwood County, and Rock County) and 74 individual counties; and supports efforts toward continuous improvement in delivering essential human services to Minnesotans. Essential human services include an array of programs that provide protections and safety nets to low income and vulnerable populations.

The system includes:

- The Council – representatives from the counties, DHS program experts, tribal governments and communities of color, and providers and advocates
- The Performance Management team – DHS professional staff who support the Council in its work
- The DHS commissioner – responsible for the overall Performance Management system

The work of the Council is to advise the DHS commissioner on the implementation and operation of the Performance Management system. Each year the Council is required to report to the legislature. Appendix D contains a list of current Council members.

The Performance Management team supports the work of the Council and assists the counties by providing technical assistance to help counties proactively engage in continuous improvement efforts, respond to challenges, and develop effective PIPs when they do not meet minimum performance thresholds.

The DHS commissioner reviews, approves, or waives PIPs; provides a response to the Council's legislative report; and is responsible for the imposition of more stringent remedies as required by Chapter 402A.

The focus of the Performance Management system is improvement across all mandated essential human services. The system encourages collaboration between counties and DHS, and supports counties in their efforts to take a proactive approach to continuous improvement in service delivery. This system provides an opportunity to work toward the outcomes desired for all Minnesotans, breaking down silos and identifying systems that may have created barriers to improvement. This is a very different model for assessing county performance than used in the past. Because complex change does not happen overnight, the system has evolved with thoughtful input and collaboration from county and community partners, service providers, advocates and DHS.

B. Outcomes, measures and thresholds

The Performance Management system identifies six desired outcomes for human services programs. There are currently ten measures in the system and nine used to report county performance toward those outcomes in 2019. Each measure has a minimum performance threshold — a numeric level against which each county's performance is reported. Counties with performance below a threshold are required to develop a PIP that will help them reach or exceed the threshold.

TABLE 1: The Performance Management system's outcomes, measures, thresholds, and high performance standards.

Measure	Threshold	Standard
Outcome 1: Adults and children are safe and secure		
Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months	90.9%	90.9%
Percent of vulnerable adults who experience maltreatment who do not experience a repeat maltreatment of the same type within six months*	TBD	TBD
Outcome 2: Children have stability in their living situation		
Percent of current child support paid	Unique to Each County	80%
Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care	40.5%	40.5%
Outcome 3: Children have the opportunity to develop to their fullest potential		
Percent of days children in family foster care spent with a relative	28.3%	45.0%
Percent of open child support cases with paternity established	90%	90%
Outcome 4: People are economically secure		
Percent of expedited SNAP applications processed within one business day	55%	83%
Percent of SNAP and cash assistance applications processed timely	75%	90%
Percent of open child support cases with an order established	80%	80%
MFIP/DWP Self-Support Index	Within Unique Range of Expected Performance	Above Unique Range of Expected Performance
Outcome 5: Adults live with dignity, autonomy, and choice		
Outcome 6: People have access to health care and receive effective services		
	-	-

* Data for the adult repeat maltreatment measure was not reported in 2018. During the year, the measure methodology was revised. The Performance Management team plans to issue a new baseline report and updated thresholds in 2019.

Measures are being developed for outcomes five and six. In 2018, the Performance Management team held three stakeholder meetings to develop additional system measures for these outcomes, focusing on the areas of Mental Health, Healthcare, and Adult Protection.

C. Remedies process

The remedies process is described in legislation as the method for holding counties accountable for performance while also providing them support for improvement. It includes:

- PIPs
- Technical assistance
- Possibility for fiscal penalties or transfer of responsibility to another county or to DHS

Counties that do not meet the threshold for a particular measure (listed in Table 1) are required to develop a PIP that indicates the steps they will take to improve performance on that measure. Fiscal penalties and transfer of responsibility for services to another county or DHS can occur only after several years of repeated, unsuccessful attempts at improvement.

Extenuating circumstances

Counties experiencing an extraordinary, unforeseen event that they believe prevented them from meeting a threshold have the opportunity to file a claim for extenuating circumstances. The essential nature of an extenuating circumstance is that it is sudden, unforeseeable, and beyond the county's control. The Performance Management team and the Council each review extenuating circumstance claims and make recommendations to the DHS commissioner who makes the final decision to approve or deny the claims.

Small numbers

A number of counties have denominators too small for a meaningful assessment of performance. The Council convened a workgroup of DHS and county representatives in November of 2014 to develop a methodology for assessing performance where numbers are small and can cause wide performance fluctuation. The workgroup determined that being below the threshold on a single measure due to one or two people not having the desired outcome should not necessarily indicate that a county is performing poorly. The workgroup recommended assessing performance by looking at related measures, as described below.

If a county has no people in a measure, it is considered to be meeting the threshold. If a county has a denominator of 20 or less and:

- Is meeting the threshold for a measure, the county is performing to expectations and no further assessment will take place.
- Is not meeting the threshold for a measure, performance will be reviewed across a combination of measures. Currently, measures are grouped as follows:
 - Meeting the threshold on two of the three child safety and permanency measures;
 - Meeting the threshold on both of the cash and food application timeliness measures; and
 - Meeting the threshold on two of the three child support measures.

The small numbers policy will be reviewed in 2019 to begin planning for additional measures in the Performance Management system.

V. Minnesota performance

In April, August, and October of 2018, the Performance Management team sent each county a customized report that detailed outcomes and measures, and discussed each measure's importance. The reports provided data specific to each county, including current and past performance, as well as performance compared to other counties in the same Minnesota Association of County Social Service Administrators (MACSSA) region.

A. Report and PIP schedule

Data for measures are available at different times throughout the year depending on the program area. In an effort to provide counties with ample time to implement improvement strategies, data for each measure is shared as it becomes available and counties are notified immediately if a PIP is required. Below is the release schedule for data as it was shared in 2018.

April 2018 – Public Assistance

- *Expedited SNAP*
- *Timely SNAP and cash assistance*

August 2018 – Child Safety and Permanency and MFIP/DWP Self-Support Index

- *Child maltreatment recurrence*
- *Permanency*
- *Relative placement*
- *Self-Support Index*

October 2018 – Child Support

- *Child support paid*
- *Orders established*
- *Paternity established*

Counties requiring PIPs are notified via email, certified letter, and a call to the county social services director. Counties have the right to file claims if they believe there are extenuating circumstances impacting performance. Of the 56 PIP notifications issued, there were 12 claims filed for extenuating circumstances. Of the 12 claims, five were approved and the counties no longer had to develop PIPs.

B. 2018 performance summary

Performance varies across the state, but counties are performing well overall. Full performance details are available in Appendix A.

TABLE 2: Summary of 2018 reported performance for 78 counties. Counties with no cases for a measure are not included in this table.

Measure	Minimum Threshold	High Standard	Counties Below Threshold*	Above Threshold/ Below Standard	Above High Standard
Outcome 1: Adults and children are safe and secure					
Child maltreatment recurrence	90.9%	90.9%	16 Counties	***	61 Counties
Adult repeat maltreatment**	TBD	TBD	N/A	N/A	N/A
Outcome 2: Children have stability in their living situation					
Child support paid	Unique Five-Year Average	80%	16 Counties	46 Counties	16 Counties
Permanency	40.5%	40.5%	17 Counties	***	61 Counties
Outcome 3: Children have the opportunity to develop to their fullest potential					
Relative placement	28.3%	45.0%	11 County	8 Counties	59 Counties
Paternity established	90%	90%	1 County	***	77 Counties
Outcome 4: People are economically secure					
Expedited SNAP	55%	83%	1 Counties	64 Counties	13 Counties
Timely SNAP and cash assistance	75%	90%	0 Counties	5 Counties	73 Counties
Orders established	80%	80%	1 County	***	77 Counties
Self-Support Index	Within Range of Expected Performance	Above Range of Expected Performance	10 Counties Below	53 Counties Within	15 Counties Above

*This number includes all the counties below the threshold. Not all counties were required to complete PIPs due to small number exemptions and approved extenuating circumstances claims.

** Data for the *adult repeat maltreatment* measure was not reported in 2018. During the year, the measure methodology was revised. The Performance Management team plans to issue a new baseline report and updated thresholds in 2019.

***Due to Minnesota's traditionally high performance, the threshold is set at the high standard for four measures.

C. Performance by measure

Outcome 1: Adults and children are safe and secure

Measure 1: Child maltreatment recurrence

Of all children who were victims of a substantiated maltreatment report during a 12-month reporting period, the percent who were not victims of another substantiated maltreatment report within 12 months of their initial report.

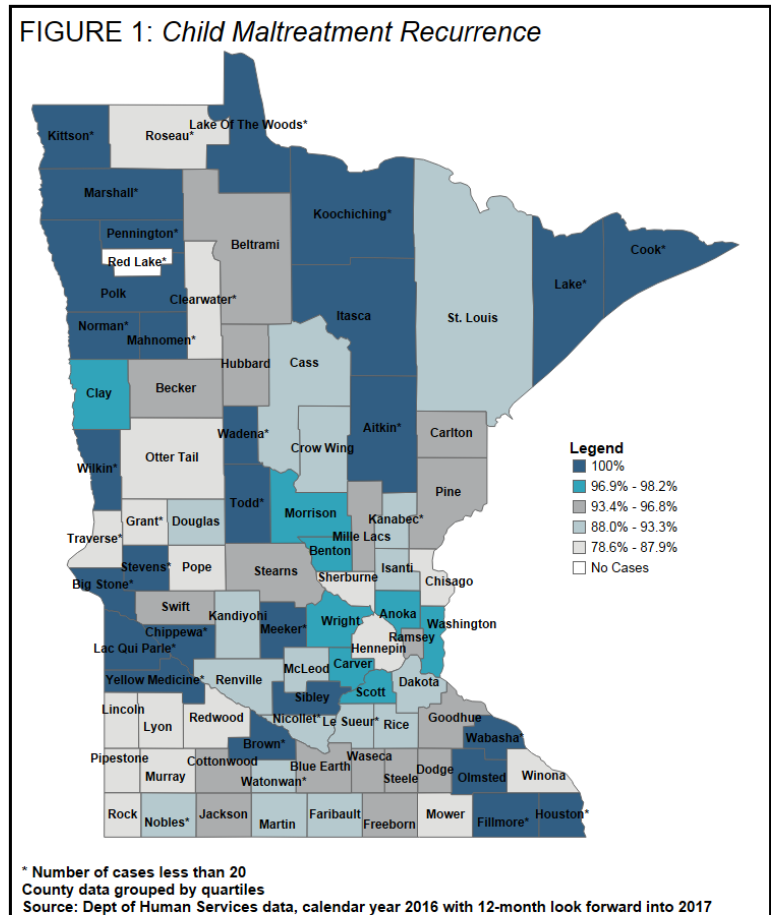
Threshold: 90.9 percent

Why is this measure important?

County social services should increase the likelihood that children are safe from abuse and neglect. When a maltreatment determination is made, there is a heightened responsibility of the county to mitigate the threat of future harm to children. A repeat substantiated maltreatment indicates that the risk for the child has not been fully mitigated.

2018 Reporting Period

Calendar Years 2016 and 2017: This measure looks at cases originating in calendar year 2016 with a 12-month look forward from the date of origination into 2017.



Minnesota Performance

In 2017, the Performance Management system updated this measure to align with recently changed federal and state measures. This is the second year using the updated version of this measure. The statewide average for this measure, 91.0 percent is very close to the threshold of 90.9 percent. Of the 16 counties that were below the threshold, one of the PIPs was waived due to an approved extenuating circumstances claim and four were waived because the denominator was less than 20. One county had no cases for this measure.

TABLE 3: 2018 PIP overview – child maltreatment recurrence.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
1	7	5	0

Outcome 1: Adults and children are safe and secure

Measure 2: Adult repeat maltreatment

The percent of vulnerable adults who experience maltreatment, determined to be substantiated or inconclusive following investigation, who do not experience a repeat maltreatment of the same type, determined to be substantiated or inconclusive following investigation, within six months.

Threshold: Will be updated in 2019

Why is this measure important?

County agencies are responsible to offer adult protective services as part of a maltreatment investigation to protect the vulnerable adult and prevent repeat maltreatment. County agencies have jurisdiction for maltreatment allegations of abuse, neglect or financial exploitation when the alleged perpetrator is not associated with a licensed provider, or when the vulnerable adult is alleged to be neglecting their own necessary needs. The Department of Human Services, or Department of Health, has jurisdiction for allegations associated with a licensed provider.

Not Reported in 2018

The Performance Management team did not issue new performance data for this measure in 2018. Performance reporting was on hold while the Olmstead Reporting team, Adult Protection area, and Performance Management team collaborated on new methodology for the measure. The Performance Management system's *adult repeat maltreatment* measure was revised to align with the updated methodology and the first report featuring baseline data for the new version of this measure is planned for early 2019.

Outcome 2: Children have stability in their living situation

Measure 1: Child support paid

The total amount of support distributed divided by the total amount of current support due during that fiscal year. The numerator and denominator are dollar amounts, rather than children, families, or people.

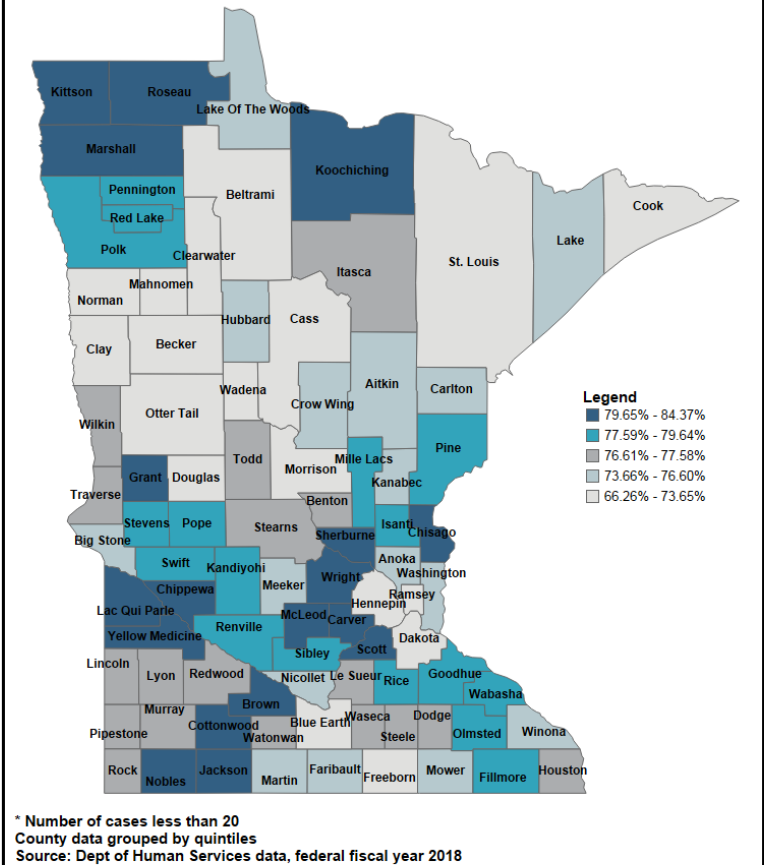
Threshold:

Unique to each county, based on the five-year average of the year-over-year change in performance.

Why is this measure important?

Children need both parents contributing to their financial security; child support is one means of accomplishing that. Counties, through their role in the child support program, help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary.

FIGURE 2: Child Support Paid



2018 Reporting Period

Federal Fiscal Year 2018: Oct. 1, 2017 - Sept. 30, 2018

Minnesota Performance

Statewide performance on this measure has been steadily increasing over the last five years. In 2018, the statewide collection rate was 79.94%, up from 71.83% in 2013. The number of counties with PIPs for this measure is relatively flat with seven PIPs closing and six new PIPs required in 2018. One county had an approved extenuating circumstance claim for this measure.

TABLE 4: 2018 PIP Overview – child support paid.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
7	6	7	2

Outcome 2: Children have stability in their living situation

Measure 2: Permanency

Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care. (Includes discharges from foster care to reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.)

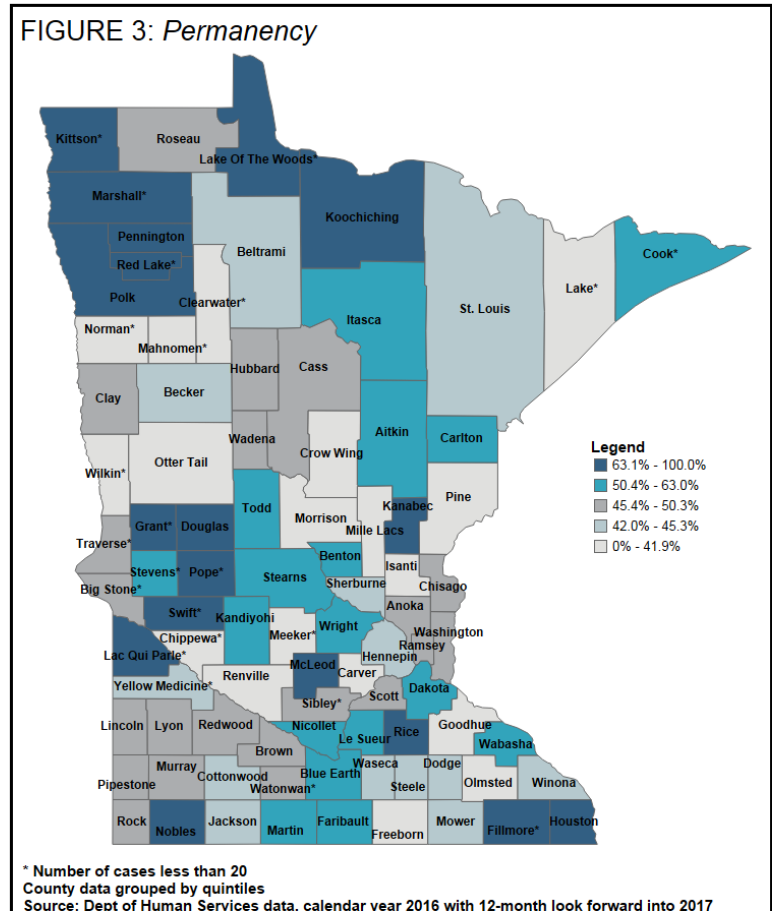
Threshold: 40.5 percent

Why is this measure important?

For children removed from their birth family, the timely establishment of permanency is an important indicator of county efforts to ensure children have permanent families.

2018 Reporting Period:

Calendar Years 2016 and 2017: This measure looks at cases originating in calendar year 2016 with a 12-month look forward from the date of origination into 2017.



Minnesota Performance

Statewide, 47.5 percent of children were discharged from out-of-home placement to permanency in less than 12 months. Performance on this measure is trending down and 17 counties were below the threshold of 40.5 percent. Six completed new PIPs, two had continuing PIPs, seven had small number exemptions, and two had approved extenuating circumstances claims. Performance on this measure varied widely, ranging from 0 percent to 100 percent.

TABLE 5: 2018 PIP overview – permanency

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
3	6	2	0

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

Measure 1: Relative placement

Of all days that children spent in family foster care settings during a 12-month reporting period, the percentage of days spent with a relative.

Threshold: 28.3 percent

Why is this measure important?

Relationships with relatives are a source of continuity for children whose lives have been disrupted by abuse or neglect. An indicator of social service emphasis on establishing and supporting important relationships in children's lives is through placement with relatives. This may not always be possible or desirable and, to reflect that, the current statewide goal is for children in family foster care to spend a minimum of 28.3 percent of days with a relative.

2018 Reporting Period

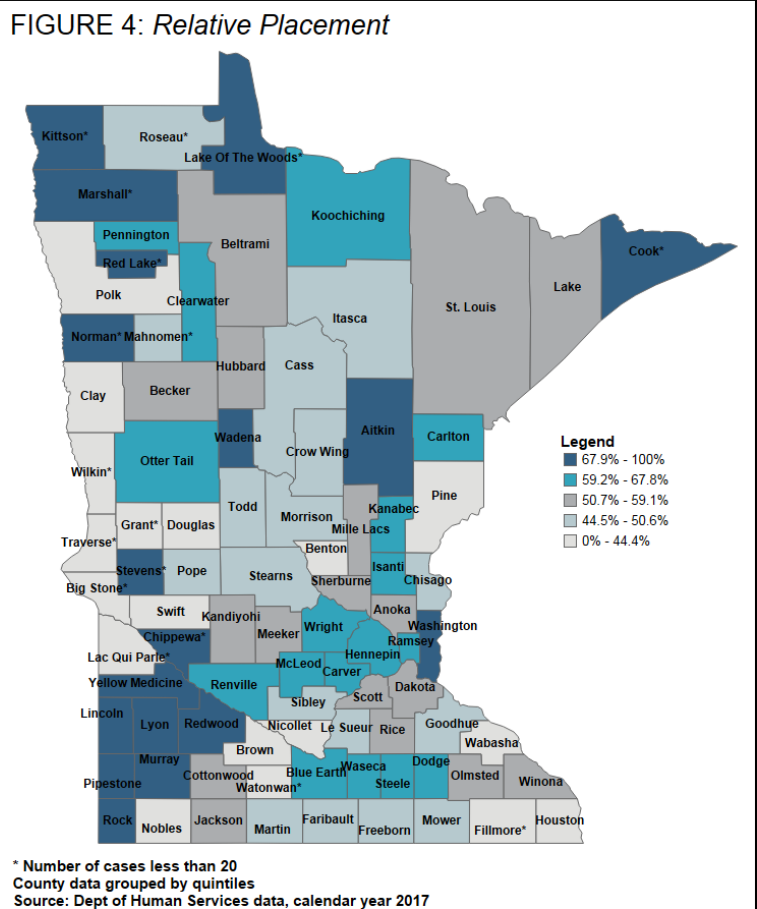
Calendar Year 2017

Minnesota Performance

Statewide, children in family foster care in 2017 spent 57.1 percent of their days in care with a relative. There were eleven counties below the threshold of 28.3 percent; however, seven counties had small number exemptions and one county had an approved extenuating circumstances claim. Only three counties have PIPs for this measure. This measure was one of the Child Safety and Permanency measures updated in 2017 to align with recently changed Federal and State measures.

TABLE 6: 2018 PIP overview – *relative placement*

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
1	1	2	0



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

Measure 2: Paternity established

The number of children in open child support cases that were not born in marriage in the previous federal fiscal year divided by the number of children in open child support cases that had paternities established in the report year. The paternities established by child support workers during the federal fiscal year may not necessarily be for the same children born of non-marital births in the previous year. This is why percentages often exceed 100 percent.

Threshold: 90 percent

Why is this measure important?

Establishing parentage gives a child born outside of marriage a legal father and the same legal rights as a child born to married parents. Parentage must be established before an order for support can be established. Within the child support program, counties are responsible for connecting parents and their children by locating parents and establishing paternity. The counties initiate court actions to adjudicate parentage. Paternity is important not only for collection of child support, but also for other legal matters like inheritance and survivor benefits.

2018 Reporting Period

Federal Fiscal Year 2018: Oct. 1, 2017 - Sept. 30, 2018

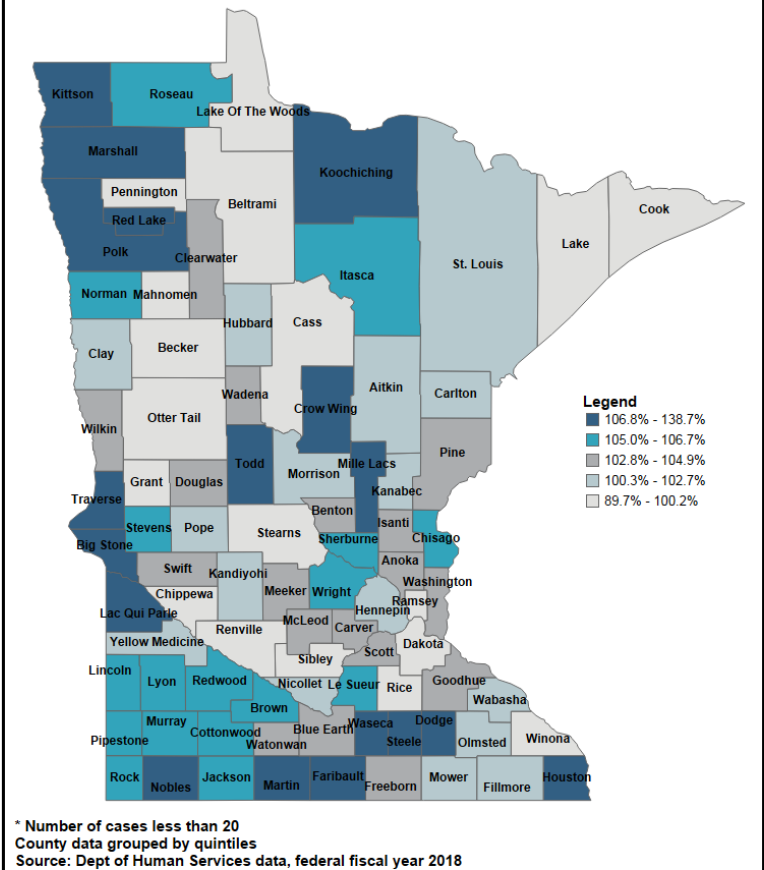
Minnesota Performance

Performance for this measure continued to improve during Federal Fiscal Year 2018. The statewide average was 101 percent and only one county had performance below the threshold of 90 percent, requiring a PIP.

TABLE 7: 2018 PIP overview – *paternity established*

Closed PIPs	New PIPS	Continued PIPs	Third Year PIPS
1	1	0	0

FIGURE 5: Paternity Established



Outcome 4: People are economically secure

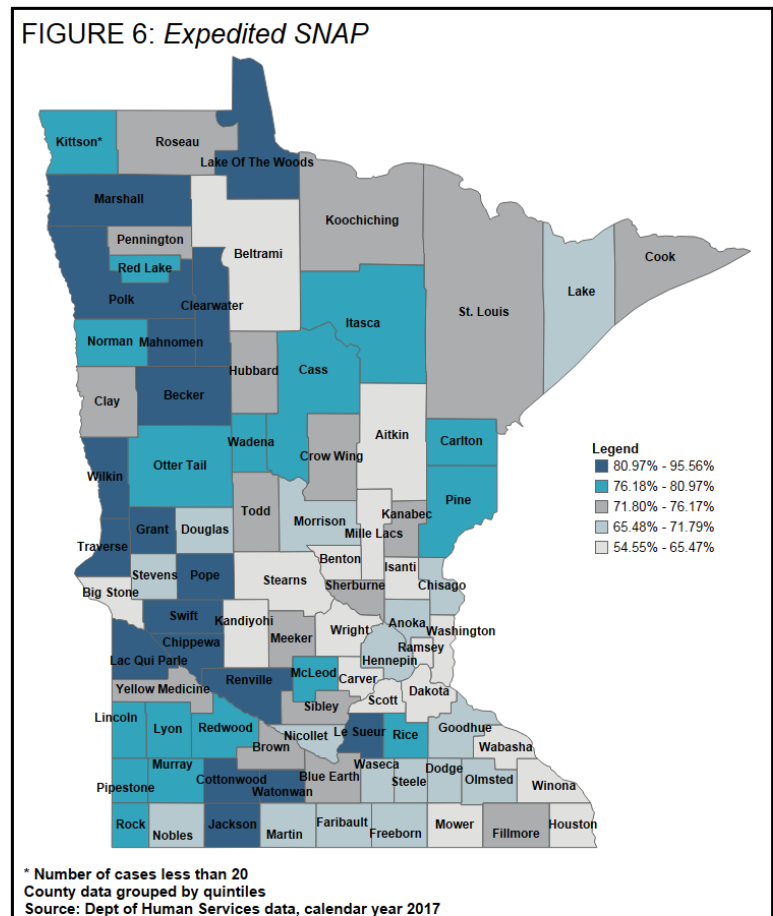
Measure 1: Expedited SNAP

The difference between the application date and the date the first benefit payment is issued for expedited SNAP applications. It compares total expedited SNAP applications in a month to those made within one business day. Applications made on a Friday or the day before a state-recognized holiday are considered timely if payment was issued on the first working day following the weekend or holiday. It does not include denied applications.

Threshold: 55 percent

Why is this measure important?

SNAP applicants are given expedited service when they have little to no other resources available to pay for food and, therefore, need basic safety net programs to meet a crisis. Efficient and timely processing of these applications help ensure that people's basic need for food is met.



2018 Reporting Period

Calendar Year 2017

Minnesota Performance

Statewide, county performance for the expedited SNAP measure was up for the second year. In 2016, 64.5 percent of expedited SNAP cases were processed within one business day, while in 2017, 68.7 percent of cases were processed within one business day. Statewide performance for this measures has increased by more than six percentage points since the initial Performance Management report was provided to counties in 2014. Only one county was below the threshold and needed to complete a PIP for this measure.

TABLE 8: 2018 PIP overview – expedited SNAP.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
5	1	0	0

Outcome 4: People are economically secure

Measure 2: Timely SNAP and cash assistance

The difference between the application date and the date of the first issuance made for each program approved on the application. The included programs are regular SNAP, MFIP, DWP, Refugee Cash Assistance, Minnesota Supplemental Aid, General Assistance, and Group Residential Housing. Applications made the day before a weekend or state-recognized holiday take into account the non-working days.

Threshold: 75 percent

Why is this measure important?

Cash and food assistance are ways to help people meet their basic needs. Timely processing of applications is one measure of how well counties are able to help people meet their basic needs.

2018 Reporting Period

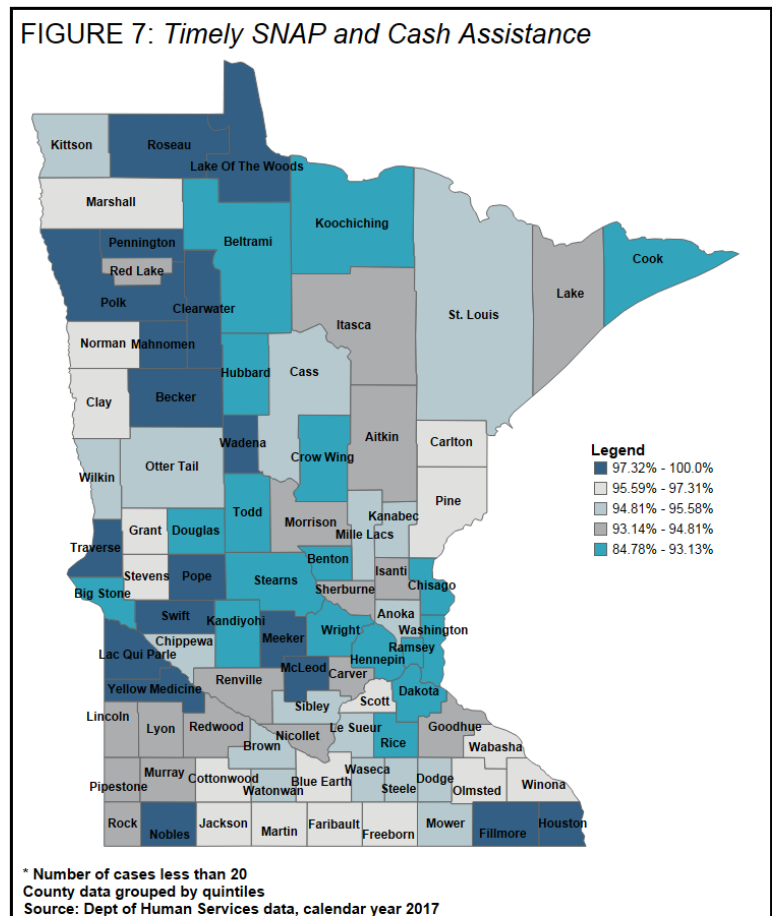
Calendar Year 2017

Minnesota Performance

Performance statewide for this measure was 93.2 percent, significantly above the threshold of 75 percent. Performance on this measure has risen more than eight percentage points since the initial Performance Management report was provided to counties in 2014. No counties were below the threshold.

TABLE 9: 2018 PIP overview – *timely SNAP and cash assistance*.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPs
1	0	0	0



Outcome 4: People are economically secure

Measure 3: Orders established

The number of cases open at the end of the federal fiscal year with support orders established divided by the number of total cases open at the end of the federal fiscal year.

Threshold: 80 percent

Why is this measure important?

Through their role in the child support program, counties help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary. This is a measure of counties' work toward ensuring children receive financial support from both parents.

2017 Reporting Period

Federal Fiscal Year 2018:
Oct. 1, 2017 - Sept. 30, 2018

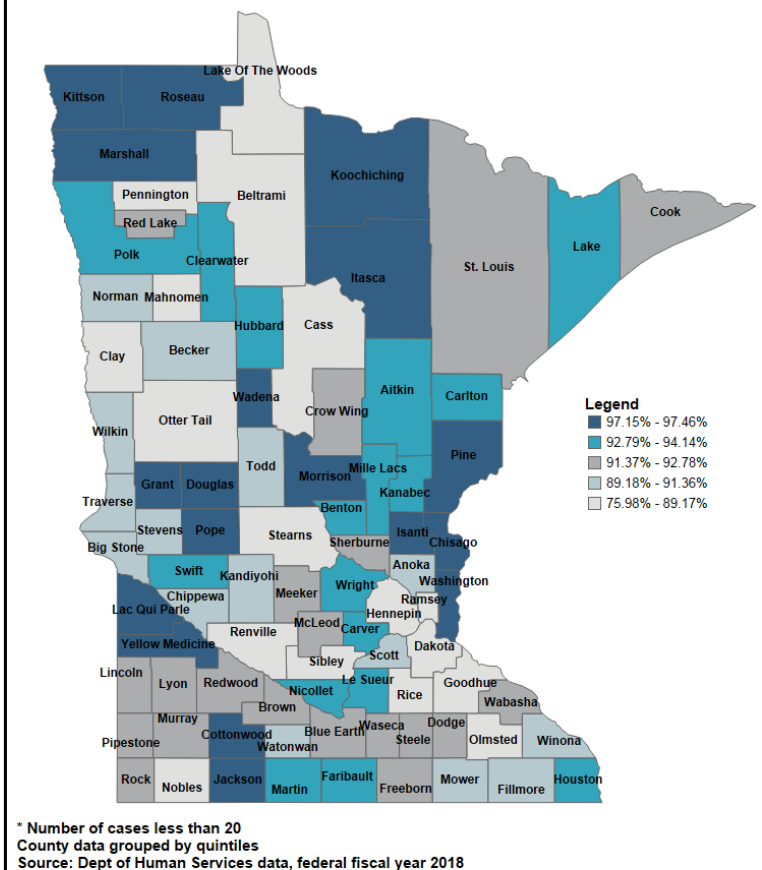
Minnesota Performance

Performance decreased slightly in 2018 with a statewide average of 88.32 percent. Only one county's performance fell below the federal standard of 80%.

TABLE 10: 2018 PIP overview – *orders established*.

Closed PIPs	New PIPs	Continued PIPs	Third Year PIPS
0	1	0	0

FIGURE 8: *Orders Established*



Outcome 4: People are economically secure

Measure 4: Self-Support Index

The MFIP/DWP Self-Support Index is the percent of adults eligible for MFIP or DWP that are off cash assistance or are on and working at least 30 hours per week three years after a baseline quarter. The range of expected performance is a target range unique to each county that controls for variables beyond the control of the county, including caseload characteristics and economic variables.

Threshold: Unique range of expected performance

Why is this measure important?

Providing support that allows families the opportunity to attain and maintain employment is an essential role of county government. Counties contribute to and support employment through providing employment services and coordinating other resources such as housing, childcare, and health care that support a person's ability to get and keep a job.

2017 Reporting Period

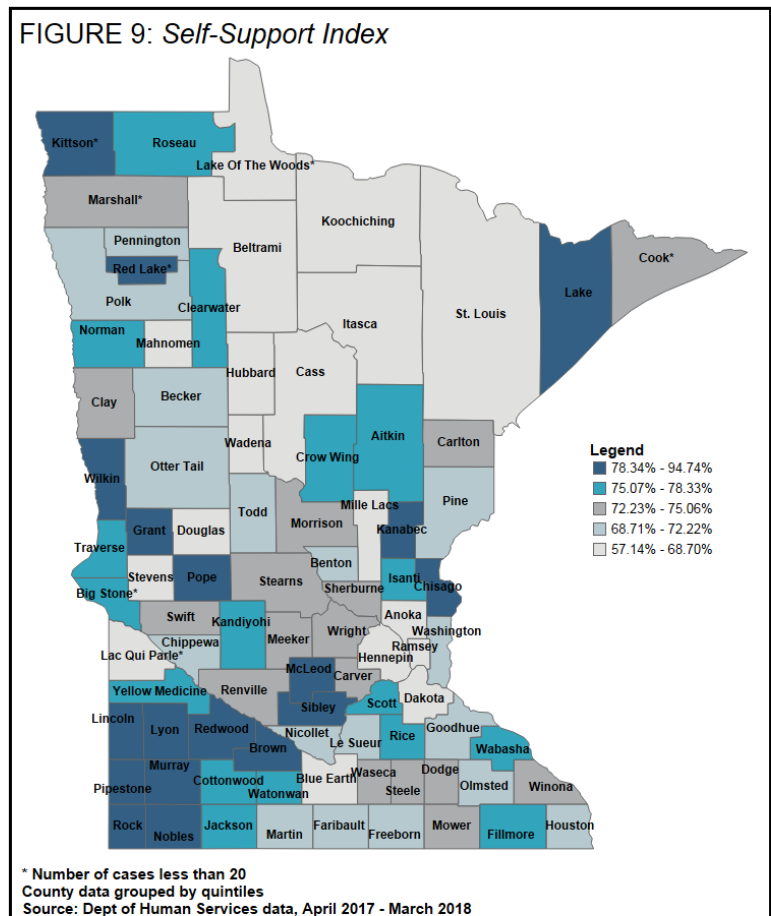
April 1, 2017 - March 31, 2018

Minnesota Performance

On the Self-Support Index, 10 counties had performance below their range of expected performance and were required to complete new or continue existing PIPs. The majority of counties (53) performed within their expected range of performance, and 15 counties had performance that was above their expected range. Statewide, performance on this measure is trending down and the number of counties below the range of expected performance is trending up. With the current low unemployment rates, DHS may need to explore why the number of counties unable to meet the REP is increasing.

TABLE 11: 2018 PIP overview – *Self-Support Index*.

Closed PIPs	New PIPs	Continued PIPs	Fourth Year PIPs
3	6	3	1



D. Challenges

Through the Performance Management system, patterns emerge regarding challenges and barriers counties experience that stand in the way of improved performance. These challenges and barriers are collected through conversations with counties, Extenuating Circumstance claim forms, and PIP forms. In 2018, a number of themes emerged, some consistent with previous years and some new.

Racial and ethnic disparities

There remain challenges to measuring county performance in providing services for Minnesotans from communities of color and American Indian communities, and in addressing disparate outcomes for those communities. Failure to measure performance in providing services to these communities and to address disparities in outcomes has devastating impacts for Minnesota.

Minnesotans of color and American Indians make up 19% of the state's population, however they are disproportionately overrepresented in those who receive public benefits and services. For example, among communities of color, 2017 population estimates indicate black Minnesotans comprise only about 6% (approximately 365,225) of the total state population, but more than 58% of this community (approximately 89,323 people) received food, economic or health care assistance in 2016. Comparatively, just over 7% of white Minnesotans were recipients of food, economic or health care assistance.

Additionally, the population of Minnesotans of color and American Indians is expected to grow by at least 50% in the next 20 years to more than 1.6 million people. The majority of this growth will occur in the Twin Cities metro area, where the population of color is projected to increase to more than a quarter of the population. With the anticipation of such dramatic changes in the state's demographic makeup, the need to accurately measure county performance in addressing disparate outcomes becomes even more critical.

Opioid epidemic

The increasing abuse of opioids throughout the state has far-reaching impacts in the human services system and counties have shared its effect on their work and resources. Counties are seeing caseloads rise, especially child welfare cases, and are experiencing additional challenges working those cases due to familial drug use and challenges accessing services.

Limited services and resources for people

Many counties shared challenges arising from limited access to services and resources for the people they serve. These resources include: transportation, affordable day care, chemical dependency treatment, mental health services, affordable housing and others. Access to resources can be especially challenging in rural communities.

Jurisdictional clarity

Tribal governments

A concern that is shared regularly by counties is a need for greater clarity about jurisdiction and assistance navigating relationships with tribal governments. For certain measures in the Performance Management system,

the ability for counties to complete their casework requires working closely with nearby tribal governments. The success of these cases is dependent on a clear understanding of policy, a strong working relationship with the tribes, and capacity of tribal and county staff. Though the Performance Management system does not pertain to tribal governments, DHS, counties and tribal governments must work closely to improve outcomes for all Minnesotans.

Other state governments

For some of the system measures, interstate cases can have profound impacts for county performance. Many counties, especially those that share a border with another state, highlight challenges when working across state borders, especially with child welfare or child support cases. Counties have requested assistance with or best practices to navigating the policies and relationships between state governments.

Workforce

Hiring and turnover

Counties, as in previous years, continue to share challenges related to their workforces. Counties have challenges attracting and retaining qualified staff. High turnover can have lasting impacts on performance due to the complexity of human services jobs. Onboarding a new employee takes time and the slow process can be exacerbated by delays in securing background checks and access to state data systems.

Training opportunities

Counties also have challenges related to providing adequate training to their staff. Minnesota counties requested additional training opportunities from DHS to ensure staff understand DHS data systems, policies and procedures as well as best practices for specific programs. However, even when training is available, the budgetary and time requirements necessary can be cumbersome, especially if travel is required. County staff outside of the metro area have requested training opportunities be offered outside of the Twin Cities or made available online.

Unfunded mandates

Counties are asked to incorporate additional or changing task force recommendations, DHS policies and legislative requirements into their work. However, they do not see increased budgets to address these requirements. These unfunded mandates can increase staff workloads, contributing to turnover, or stress county personnel budgets

Data systems and access

Counties shared challenges related to the current data systems. Many current legacy systems are difficult to use and are limited in their ability to interface with other data systems, resulting in the need for double entry and other inefficient practices. Counties also require improved access to data. As shared in past Legislative Reports, it can be difficult for counties to get timely and accurate data in order to assess their performance, or data is not available because information systems make it difficult to collect. Additionally, counties have expressed concern about difficulty sharing data between counties and tribes, especially case files for people who move between counties and request access to services.

VI. Collaboration, partnerships and improvement assistance

In 2018, the Performance Management team offered counties and DHS program areas the opportunity to collaborate on measures development, Performance Management system changes and strategic alignment of work. Additionally, the team worked to provide strategic and targeted technical assistance and support to counties, promoting improvement in performance and outcomes.

A. Collaboration and partnership

Partnership with MACSSA to advance equity work

The Performance Management team is partnering with a MACSSA steering committee to collaborate on advancing equity in the Human Services system. The partnership began in 2018 with initial planning and scoping of the collaborative project. The Performance Management team and MACSSA will work to align each organization's efforts to identify disparities in the Human Services system and develop a comprehensive plan to address disparities.

Engaged stakeholders in the measures development process

During 2018, the Performance Management team collaborated with county and community stakeholders through five measures development meetings. The stakeholder groups gathered to share their experience, feedback and ideas related to measuring performance for county delivery of human services programs.

Internal collaboration and relationship building

During 2018, the Performance Management team collaborated with internal stakeholders to strengthen the Performance Management system and work toward alignment of agencywide work. Partnerships included:

- Consultation work with the American Indian Child Welfare team to create measures for the Indian Child Welfare Act and build a PIP process for their team to use.
- Representation on the Data Standards Team that drafted standardized demographic categories for data collection. In 2019, the Performance Management team will work with the Business Solutions Office to solicit input from community members and people we serve about the standardized demographic categories and to better understand the best way to collect and use this information.
- Continued partnership with the DHS MFIP team to align PIP management, creating a system where counties complete and submit only one PIP for the Self-Support Index measure that is used by both teams.
- Collaboration with the Child Support team to create a regression analysis for the Child Support Paid measure.

External relationship building

The Performance Management team continued to view building relationships and trust as a key component of improvement efforts. These relationships have created a foundation upon which the team is able to build improvement work, making difficult conversations easier and more honest. In order to foster those relationships, the team focused on frequent communication and transparency with counties and other partners. In addition to presenting at MACSSA's monthly meetings, the team met regularly with MACSSA leadership, attended the MACSSA spring conference and hosted a training at the MACSSA fall conference. Additionally, the team has presented to the Cultural and Ethnic Communities Leadership Council, traveled throughout the state to meet with county leaders, presented at regional and supervisory meetings, and met with counties individually to provide information on the system and solicit feedback.

B. Improvement facilitation, capacity building and research

Cultural competency capacity building

Intercultural Development Inventory (IDI) expanded pilot

Performance Management staff expanded the pilot program offering the Intercultural Development Inventory (IDI) to help both counties and internal DHS teams assess their baseline intercultural competency and develop plans to become more culturally competent. In 2018, staff administered the IDI to teams at DHS including the Legislative team, the Children and Family Services Administration and the Community Supports Administration. They also facilitated the IDI with the MACSSA Executive Team, MNPrairie County Alliance and Dakota County.

Facilitated training

The Performance Management team facilitated several trainings geared toward building capacity for increasing cultural competency in counties. Approximately 80 social services administrators participated in a training exploring equity and privilege at the MACSSA fall conference. The training included an exercise to help participants examine their privileges with regard to race, socio-economic status, age, and gender; as well as other factors, beyond their control, that affected their lives and the lives of others without the same privileges.

Additionally, the team worked with Brown County to facilitate two training sessions for their entire staff dedicated to building cultural competency; approximately 60 people participated. The training activities examined how culture and implicit bias can impact personal interactions, as well as strategies to check bias in order to communicate more effectively across cultural differences.

Performance improvement planning assistance

The Performance Management team worked with three counties to assist with performance planning assistance. Mahnomen, Olmsted and Stevens Counties had implemented PIPs, but their performance had not improved above the thresholds. The performance improvement planning assistance was customized to each county, but strategies included: facilitated conversations, research, and connecting them with DHS resources and contacts. The performance improvement planning allowed each county to reexamine their plans in partnership with DHS and employ additional improvement strategies. Mahnomen and Stevens worked with team members in early 2018 and both counties have closed their PIPs since their planning sessions. Olmsted

met with the team in September 2018, the team will monitor their ongoing progress and watch for future opportunities to partner on performance improvement, if needed.

Research

County activities and assistance related to equity

During 2018, the team continued to research how counties are building equity into their Human Services work and learn what assistance would be most valuable. A report compiled the findings, including requested assistance and barriers to success. Based on the findings, the Performance Management team will focus equity assistance efforts on training, hiring and retention, data, engagement and formal directives.

Out-of-home placement study

The Performance Management team began a partnership with Ramsey County, the Child Support division and additional stakeholders to evaluate the effects of requiring repayment from parents whose children are temporarily removed from the home and put in out-of-home placement. The work will continue in 2019.

SNAP disparities analysis

As part of its work on racial disparities, the Performance Management team began a study of the SNAP application process to determine if disparities exist in SNAP application awards. The study compared the number of people applying by race and the number of people approved by race. After an initial review of the data, the Performance Management team began to explore a number of additional variables, including family size, assets, income and other factors. Research will continue in 2019.

Tableau infrastructure

DHS has implemented a Tableau Server and is in the process of developing an online portal for counties, which will create better access to and clarity of data. The Human Services Performance Management team created an initial draft of the performance overview dashboard that uses data linked directly from the data warehouse. The current version includes five of the ten system measures and shows county and statewide performance data. A group of pilot users have been identified to test and provide feedback regarding using the Tableau Server and the initial performance overview dashboard. Pilot group access and testing is planned for 2019.

Social determinants of health forum

The Performance Management team facilitated a forum to explore the social determinants of health through presentations by representatives from counties across Minnesota doing this work, DHS and the Minnesota Department of Health (MDH). The forum was an opportunity to connect counties to one-another and leverage county expertise to move this work forward. In 2019, the team will hold a second meeting to continue exploring the social determinants of health.

C. System updates

Comprehensive performance measurement framework

In 2018, the Performance Management team began using the comprehensive performance measurement framework for measures development work. The framework was used as a guide to facilitate conversations with internal partners as well as county and community stakeholders. During the pilot of the framework, it was further refined and will continue to evolve as the team continues this work.

Measures development

In 2018, the Performance Management team piloted a measures development process used in conjunction with the comprehensive performance measurement framework. The process was broken down into seven project phases:

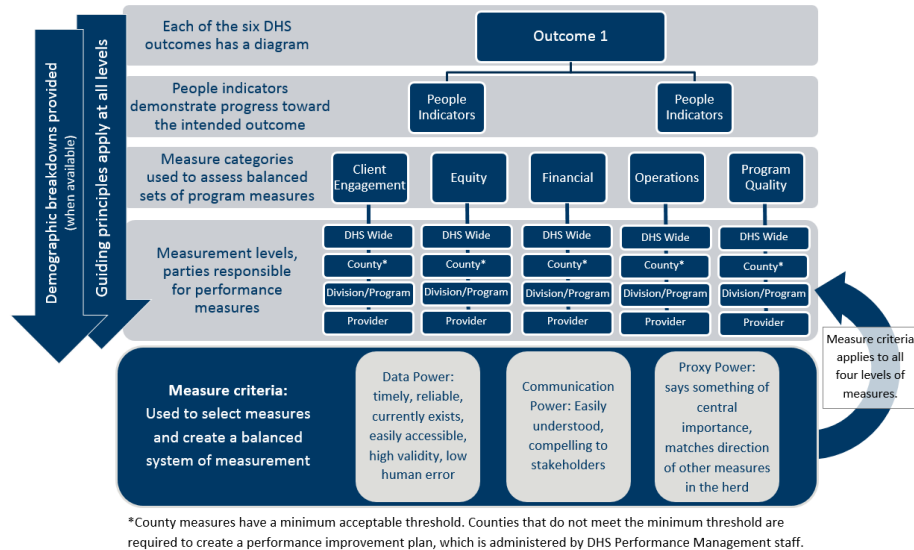
1. Planning and program area alignment – this phase focuses on work with a steering committee, comprised of program area and county staff, to set expectations and begin planning the work.
2. Measure generation – this phase is centered on engaging stakeholders through a measures development workgroup to generate potential measures.
3. Feasibility research – this phase focuses on evaluating and creating a feasibility report for the potential measures generated in the measure workgroup phase.
4. Finalize measure recommendations – this phase focuses on reconvening the stakeholders for another measures development workgroup to explore the feasibility findings and recommend potential measures for implementation.
5. Measure thresholds – this phase focuses on developing performance thresholds for the approved measures.
6. Measure implementation – this phase focuses on preparing the initial baseline report and communications needed to implement new measures.

The performance management team began new or continued measures development projects with the following four program areas. Each program area is unique and moving through the stages of the measures development process at a different pace.

Adult and Children's Mental Health

Adult and Children's Mental Health measures development is in the feasibility research stage for the second time. A measures development stakeholder workgroup gathered in December 2016 to begin work on developing mental health performance measures. During the 2016 meeting a list of potential measures was generated and

FIGURE 10: Draft of Comprehensive Performance Measurement Framework



provided to the Mental Health data analysis team. The team created a feasibility report, which was provided to the Performance Management team in early 2018. In September 2018, the measures development stakeholder workgroup reconvened, with both returning and new members, to discuss the feasibility report findings and suggest potential additional measures using the Comprehensive Performance Framework to guide the discussion. The updated workgroup ideas went to the Mental Health data analysis team to generate a new feasibility report.

Adult Protection

Adult Protection is in the feasibility research stage of the measures development process. The Performance Management and Adult Protection teams partnered to plan and host a measures development stakeholder workgroup comprised of county and community stakeholders. The workgroup gathered in September 2018 and generated a list of potential measures. The Adult Protection team is beginning feasibility research.

Adult Services/Long-term Care

Measures development for Adult Services/Long-term Care is in the planning and program area alignment phase. The Performance Management team has met with the program area steering committee and is planning to host a measures development workgroup with stakeholders in 2019.

Healthcare application processing

Healthcare application processing is in the feasibility research stage of the measures development process. A stakeholder meeting was held in August 2018 to generate potential measures. The results are being reviewed and a feasibility report will be prepared by the Healthcare team.

Racial equity framework

In 2017, the Performance Management team reviewed the insights gained from the disparities workgroups and county interviews that took place in 2016 and developed a racial equity framework that will guide the team's efforts to address racial disparities in Minnesota. Additionally, the team developed a set of guiding principles to help develop a measurement system related to racial equity.

- Measures will identify disparities and address disproportionality
- Measures should not be limited by small sample sizes
- Measures should be built using both qualitative and quantitative information
- The system must apply to all counties in Minnesota
- When counties receive a PIP, they have the resources and knowledge available to research, identify, and implement meaningful improvements
- The system needs to be built in partnership with the racial and ethnic communities in Minnesota

Using the guiding principles, the Performance Management team developed a plan for a two-pronged framework to address disparities. The first prong of the racial equity framework is to build Minnesota counties' cultural capacity. Capacity-building will prepare counties to address inequities and embed equity principles into programs and processes. This is foundational work that will set the stage for addressing disparities in a meaningful way. Unless counties have the tools to address disparities, connections to communities of color in

their region, and the language to talk about disparities they will not be prepared to conduct meaningful performance improvement work.

The second prong of the racial equity framework is to develop measures for Human Services programs that identify racial disparities, disproportionality, and areas where bias can enter into program decisions. To develop the measures, the team will focus on reviewing one program at a time. When reviewing programs, decision-point analysis and an equity lens exercise will be used to identify where bias and disparities can occur. The Performance Management team will partner with program experts from DHS, county workers, independent researchers, and community members.

In 2018, the Performance Management team continued work to develop a plan to reduce racial and ethnic disparities. During the year, an opportunity emerged to collaborate with MACSSA. The team felt it was important to pursue this opportunity, as county participation will be critical to the success of these efforts. In the next year, the team will foster this partnership and work to reach out to community groups impacted by Human Services to gather their insights on how they experience programs. In addition, the team will build out the cultural capacity component of the framework to provide direction for counties as they build their cultural capacity.

VII. Report recommendations

A. Response to 2017 report recommendations for 2018

The Council made a number of recommendations in the 2017 report to the Legislature. A summary of the recommendations and the activities that took place in 2018 to address those recommendations are below.

Oversee and measure performance:

- In 2018, the Performance Management team continued work on the development of a plan to reduce racial and ethnic disparities. The team drafted an RFP to find and contract with a partner to help develop a cultural competency framework. Initial plans were discussed with stakeholder groups representing counties and communities of color. The Performance Management team also worked with the DHS Data Standards Team to develop a draft set of standardized demographic categories for data collection. The team will work with the MACSSA to continue this work.
- Due to competing priorities, the Performance Management team was unable to complete the standardization of criteria and a process to review performance measures.
- In 2018, the comprehensive performance framework was implemented through the Performance Management team's measures development work. The initial use of the tool resulted in some modifications and the tool is now stronger. Due to competing priorities and a focus on agencywide strategic planning, the Performance Management team was unable to fully integrate the comprehensive performance measurement framework into ongoing strategic planning initiatives with other DHS administrations.
- The adult repeat maltreatment methodology was updated in collaboration with the Olmstead Committee and the Adult Protection teams. A baseline report, featuring the updated methodology, will go out in early 2019. A measures development meeting was held in September 2018 with county and community stakeholders to generate additional ideas for Adult Protection measures.
- A measures development meeting was held in September 2018 with county and community stakeholders to generate potential measures for Adult and Children's Mental Health.
- In August 2018, the Performance Management and Child Support teams facilitated a workgroup with county and community stakeholders to generate ideas for criteria to use in a regression base model for calculating the child support paid measures threshold.

Assure performance standards are met:

- The Performance Management team was unable to review and update the small number's policy for performance measures, but will be doing so in 2019.
- The Human Services Performance Management team created an initial performance overview dashboard that uses data linked directly from the data warehouse. The current version includes five of the ten system measures and shows statewide and county performance data. Pilot users have been identified to test and provide feedback about using the Tableau Server and the initial performance overview dashboard. Testing will begin in 2019.

- A communications plan was implemented in 2018 which used legislated timelines and Council dates to create a streamlined flow of communications to counties. It integrated Performance Management system information, successful county improvement efforts and report releases.
- In 2018, revised PIP and extenuating circumstance claim forms were released. The revised forms were designed to guide counties through the PIP development process.

Improve and support performance:

- The Performance Management team worked to engage counties by visiting 16 counties in-person as well as attending nine regional meetings. Additionally, Performance Management team members attended the spring MACSSA conference and presented at the MACSSA fall conference.
- In 2018, the Performance Management team began actively including program teams in the Extenuating Circumstance claims and PIP review discussions.
- In 2018, staff administered the IDI to teams at DHS including the Legislative team, Children and Family Services Administration and Community Supports Administration. They also facilitated the IDI with the MACSSA Executive Team, MNPrairie County Alliance and Dakota County. In all, more than 100 people participated.
- Research about performance barriers to child support collections began in 2018. The Performance Management team participated in a research project being led by Ramsey County's child support team to review and report on the out-of-home placement collections process. Research will continue in 2019

B. Report recommendations for calendar year 2019

To strive toward the Human Services Performance Management vision of an equitable human services system that ensures effective services and positive outcomes for all Minnesota residents, the Performance Management Council recommends the following activities for 2019.

Equity

- Establish a partnership with MACSSA and Tribes to develop a Culture of Equity framework
 - Develop a project charter
 - Hold six planning meetings with equity partners
 - Develop an RFP leading to a contract with an equity consultant to guide the development of the culture of equity work
- Engage community partners in the development of standardized demographic categories
 - Develop project charter
 - Establish an Advisory group and working committee to implement the work
 - Develop an RFP leading to a contract with a stakeholder engagement consultant to guide the community engagement work
- Develop and provide assistance to strengthen county capacity to address racial and ethnic disparities.
- Participate in cultural competency division training

Oversee and measure performance:

- Hold four stakeholder meetings to continue developing measures for: Mental Health, Adult Protection, Healthcare and Long Term Services & Supports
- Identify draft measures and develop implementation plans for three essential service areas: Mental Health, Adult Protection and Healthcare
- Identify and catalog measures being collected and used across the Human Services system to create a foundation for measure development work
- Further define the process steps to standardize measure development from initial meetings to delivery of measure reports

Assure performance standards are met:

- Create and send at least three performance reports to each county (SNAP & Cash, CSP & MFIP, and Child Support)
- Review and update the Performance Management system's small numbers policy
- Increase collaboration with and refine integration of program area teams into Performance Management reporting and EC/PIP management processes

Improve and support performance:

- Complete out-of-home placement study and, in partnership with counties and DHS, develop program recommendations

- Hold a stakeholder meeting to continue discussion of the social determinants of health and how they can be used to improve performance
- Continue SNAP disparities analysis study
- Assist counties who are entering their third year of a PIP
 - Conduct Best Practices research related to improving performance on the Self-Support Index measure
 - Partner with counties to develop their Performance Improvement Plans
 - Partner with additional counties that will be identified through reporting to improve their performance
- Tableau Server Implementation
 - Complete dashboard to include all measures to go out on a monthly basis
 - Pilot the dashboard with 10 counties to address feasibility
 - Roll-out to all counties by end of year
- Build Strong Relationships
 - Visit at least 15 counties.
 - Attend at least one meeting in each of the 11 MACSSA regions.
 - Attend the 2019 MACSSA Spring and Fall Conferences
 - Present at two MACSSA monthly meetings
 - Meet regularly with AMC Health and Human Services liaison
 - Meet regularly with MACSSA executive director
 - Distribute three e-Newsletters
 - Foster collaborative relationships with Humans Services representatives from Minnesota tribes

Enhance Performance Management system / DHS

- Expand the strategic communications plan to better integrate report releases, Performance Management system information, and improvement resources for counties into a timely information stream
- Actively participate in DHS Strategic Plan action teams
- Finalize the Performance Management system strategic plan and develop internal evaluations to measure success
- Evaluate Performance Council roles and recruit new members for Performance Council

VIII. Commissioner response

Co-Chairs Toni Carter and Charles Johnson
Human Services Performance Council
c/o Minnesota Department of Human Services
P.O. Box 65997
Saint Paul, MN 55164-0997

Dear Co-Chairs, Council Members, and Human Services Performance Management Team:

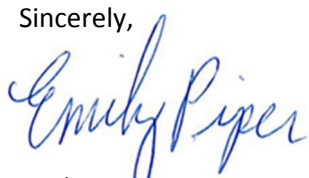
Thank you for your service to the State of Minnesota as members of and staff to the Human Services Performance Council. Your work provides critical measurements for evaluating how well we are progressing in improving outcomes across essential human services in Minnesota. I am grateful for your effort and the opportunity it presents for the Department of Human Services to work collaboratively with counties in taking a proactive approach to continuous improvement of service delivery. After reviewing this report, it accurately highlights the important work you have put in over this past year.

In reviewing evaluations and reported outcomes for 2018, I am impressed by counties' overall strong results. As the report indicates, six out of 11 measures are trending at significantly higher than "Above High Standard" ratings, a threshold proving Minnesota's excellent work at a national level. I am also encouraged by the measures development process that has included facilitated conversations with internal partners, counties, and community stakeholders as we move forward developing measures for Adult and Children's Mental Health, Adult Protection, Adult Services/Long-term Care, and Healthcare application processing. Data measurement must be properly calibrated to our goals and outcomes if we seek to drive meaningful improvement in service delivery.

A persistent challenge reflected in this report is addressing racial and ethnic disparities. Focus on building counties' cultural capacity, developing equity measures and using an equity lens to identify where bias can enter program decisions or structures is crucial to our state addressing disparities and creating equity in how services are delivered to all Minnesotans. Resources like the Intercultural Development Inventory, facilitated equity and cultural competency trainings, and increased access to data, along with intentional work to strengthen interjurisdictional working relationships, will be key to moving this imperative forward.

Thank you for your continued service to the Human Services Performance Council, to counties, and most importantly to Minnesotans.

Sincerely,



Emily Piper,
Commissioner

IX. Appendix A: Performance by outcome and measure

Appendix A provides details on performance for each system measures, grouped by system outcome. It includes performance data reported by the Performance Management system in 2018. Most of these data have been published in various locations, but never in a single document.

Minnesota gives its counties and political subdivisions broad authority to work cooperatively. Two or more Minnesota “governmental units” may create a new and distinct governmental entity whenever the existing governing boards determine that a new entity offers a better way to meet a duty or obligation. Currently, the Performance Management system monitors performance for four service delivery areas: Des Moines Valley Health and Human Services (Cottonwood County and Jackson County), Faribault-Martin (Faribault County and Martin County), MNPrairie County Alliance (Dodge County, Steele County, and Waseca County), and Southwest Health and Human Services (Lincoln County, Lyon County, Murray County, Pipestone County, Redwood County, and Rock County)

Where counties have fewer than 20 people in the denominator, percentages are listed in the tables, but the actual denominator is not provided. These data should be interpreted carefully as those counties had very small numbers, which can result in widely varying percentages from year to year.

In addition background information for each measure is provided including:

- Measure definition
- Why the measure is important
- Factors influencing the measure
- The performance threshold for the measure

A. Adults and children are safe and secure

Percent of children with a substantiated maltreatment report who do not experience a repeat substantiated maltreatment report within 12 months (*child maltreatment recurrence*)

Measure Details

What is this measure?

Of all children who were victims of a substantiated maltreatment report during a 12-month reporting period, the percent who were not victims of another substantiated maltreatment report within 12 months of their initial report.

Why is this measure important?

County social services should increase the likelihood that children are safe from abuse and neglect. When a maltreatment determination is made, there is a heightened responsibility of the county to mitigate the threat of future harm to children. A repeat maltreatment determination indicates that the risk for the child has not been fully mitigated.

What affects performance on this measure?

- Service factors that influence this measure are the availability of the service array within the community; funding sources for services; support for the agency service plan by public partners, partnerships with schools, law enforcement, courts and county attorneys; the culture of the agency; and clear support and guidance from DHS.
- Staff factors that influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and sufficient cultural competency for diverse populations.
- Participant factors that influence this measure are poverty; chemical use; economic stability; cultural perception of minimally adequate parenting as compared to ideal parenting; and the availability of safety net support for the parents from family, friends, and the community.
- Environmental or external factors that influence this measure are community understanding of cultural differences in child rearing, the diversity of new immigrant populations, existing cultural biases, and the availability of transportation and available housing.

What is the threshold for this measure?

The threshold for this measure is 90.9 percent, which is identical to the high performance standard. Separate thresholds were not developed for this measure, instead the existing federal thresholds were used.

2018 PIPs

TABLE A1: 2018 PIPS for *child maltreatment recurrence*.

Counties with PIPs	Threshold	2017 Performance	2017 Denominator	2016 Performance
Chisago County	90.9%	86.7%	45	100.0%
Clearwater County	90.9%	78.6%	<20	78.3%
Douglas County	90.9%	90.2%	132	94.6%
Faribault-Martin	90.9%	89.0%	82	97.7%
Hennepin County	90.9%	86.3%	3160	84.6%
Kandiyohi County	90.9%	90.5%	74	89.2%
Mower County	90.9%	87.9%	33	92.9%
Otter Tail County	90.9%	81.9%	72	91.9%
Pope County	90.9%	83.9%	31	58.8%
Sherburne County	90.9%	86.8%	159	90.4%
Southwest Health & Human Services	90.9%	86.6%	112	93.3%
Winona County	90.9%	82.6%	46	87.5%

All county performance - child maltreatment recurrence

TABLE A2: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	91.0%	8407
Aitkin	90.9%	90.9%	94.1%	95.8%	100.0%	91.7%	100.0%	<20
Anoka	90.9%	90.9%	97.6%	97.5%	95.5%	94.7%	96.9%	326
Becker	90.9%	90.9%	95.0%	95.8%	92.0%	96.4%	95.7%	93
Beltrami	90.9%	90.9%	100.0%	100.0%	93.1%	97.6%	95.9%	172
Benton	90.9%	90.9%	89.6%	97.2%	100.0%	100.0%	97.5%	81
Big Stone	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Blue Earth	90.9%	90.9%	100.0%	100.0%	97.4%	94.2%	94.1%	68
Brown	90.9%	90.9%	95.7%	100.0%	88.2%	100.0%	100.0%	<20
Carlton	90.9%	90.9%	100.0%	100.0%	100.0%	97.0%	96.3%	80
Carver	90.9%	90.9%	100.0%	100.0%	100.0%	97.9%	97.5%	80
Cass	90.9%	90.9%	80.0%	63.6%	100.0%	93.1%	93.3%	60
Chippewa	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Chisago	90.9%	90.9%	100.0%	100.0%	97.6%	100.0%	86.7%	45
Clay	90.9%	90.9%	98.4%	98.2%	94.1%	90.2%	98.2%	109
Clearwater	90.9%	90.9%	85.7%	100.0%	83.3%	78.3%	78.6%	<20
Cook	90.9%	90.9%		100.0%		100.0%	100.0%	<20
Crow Wing	90.9%	90.9%	100.0%	82.4%	100.0%	100.0%	92.0%	25
Dakota	90.9%	90.9%	94.1%	96.9%	97.3%	94.1%	92.8%	305
Des Moines Valley	90.9%	90.9%	100.0%	92.9%	100.0%	95.0%	96.8%	31
Douglas	90.9%	90.9%	95.6%	82.2%	76.7%	94.6%	90.2%	132
Faribault & Martin	90.9%	90.9%	95.1%	88.2%	98.6%	97.7%	89.0%	82
Fillmore	90.9%	90.9%	100.0%	100.0%	100.0%		100.0%	<20
Freeborn	90.9%	90.9%	100.0%	91.7%	100.0%	88.2%	95.2%	42
Goodhue	90.9%	90.9%	100.0%	92.9%	100.0%	92.5%	95.8%	72
Grant	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	86.7%	<20
Hennepin	90.9%	90.9%	89.1%	91.8%	91.6%	84.6%	86.3%	3,160
Houston	90.9%	90.9%		100.0%		75.0%	100.0%	<20
Hubbard	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	95.8%	48
Isanti	90.9%	90.9%	92.9%	100.0%	100.0%	94.9%	91.9%	62
Itasca	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	36

TABLE A2, PAGE 2: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	91.0%	8407
Kanabec	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	93.3%	<20
Kandiyohi	90.9%	90.9%	91.2%	89.2%	95.1%	89.2%	90.5%	74
Kittson	90.9%	90.9%			100.0%	100.0%	100.0%	<20
Koochiching	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Lac Qui Parle	90.9%	90.9%	57.1%	100.0%	100.0%	100.0%	100.0%	<20
Lake	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Lake Of The Woods	90.9%	90.9%		100.0%	100.0%	100.0%	100.0%	<20
Le Sueur	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	93.3%	<20
Mahnomen	90.9%	90.9%		100.0%	100.0%		100.0%	<20
Marshall	90.9%	90.9%	100.0%		100.0%	100.0%	100.0%	<20
McLeod	90.9%	90.9%	96.9%	94.1%	91.3%	97.7%	92.1%	63
Meeker	90.9%	90.9%	88.9%	100.0%	100.0%	100.0%	100.0%	<20
Mille Lacs	90.9%	90.9%	87.0%	98.1%	100.0%	95.0%	93.6%	110
MNPrairie	90.9%	90.9%	100.0%	100.0%	96.6%	95.3%	95.7%	23
Morrison	90.9%	90.9%	93.9%	100.0%	92.6%	100.0%	97.1%	34
Mower	90.9%	90.9%	100.0%	100.0%	93.8%	92.9%	87.9%	33
Nicollet	90.9%	90.9%	96.6%	100.0%	100.0%	100.0%	92.9%	<20
Nobles	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	92.3%	<20
Norman	90.9%	90.9%	100.0%	100.0%	75.0%	80.0%	100.0%	<20
Olmsted	90.9%	90.9%	100.0%	96.7%	97.4%	91.8%	100.0%	66
Otter Tail	90.9%	90.9%	97.3%	97.6%	92.7%	91.9%	81.9%	72
Pennington	90.9%	90.9%	100.0%	100.0%		100.0%	100.0%	<20
Pine	90.9%	90.9%	94.1%	100.0%	88.9%	97.4%	94.9%	79
Polk	90.9%	90.9%	82.4%	92.3%	100.0%	95.7%	100.0%	22
Pope	90.9%	90.9%	81.8%	90.0%	100.0%	58.8%	83.9%	31
Ramsey	90.9%	90.9%	97.3%	95.6%	97.3%	94.3%	94.6%	929
Red Lake	90.9%	90.9%			100.0%	100.0%		
Renville	90.9%	90.9%	100.0%	100.0%	96.8%	100.0%	90.9%	22
Rice	90.9%	90.9%	88.4%	100.0%	92.3%	95.8%	89.5%	95
Roseau	90.9%	90.9%	100.0%	91.7%	100.0%	100.0%	80.0%	<20

TABLE A2, PAGE 3: Performance for all counties on the *child maltreatment recurrence* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals	90.9%	90.9%	93.6%	94.5%	94.6%	92.0%	91.0%	8407
Scott	90.9%	90.9%	93.3%	93.3%	100.0%	100.0%	97.0%	66
Sherburne	90.9%	90.9%	98.0%	93.2%	88.7%	90.4%	86.8%	159
Sibley	90.9%	90.9%	100.0%	94.1%	90.9%	100.0%	100.0%	23
SWHHS	90.9%	90.9%	92.1%	100.0%	94.4%	93.3%	86.6%	112
St. Louis	90.9%	90.9%	93.7%	93.2%	96.6%	94.7%	92.8%	429
Stearns	90.9%	90.9%	94.4%	96.1%	99.1%	91.8%	93.7%	191
Stevens	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Swift	90.9%	90.9%	100.0%	81.8%	76.0%	92.6%	96.3%	27
Todd	90.9%	90.9%	100.0%	100.0%	100.0%	90.9%	100.0%	<20
Traverse	90.9%	90.9%	100.0%	80.0%	50.0%	100.0%	83.3%	18
Wabasha	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Wadena	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Washington	90.9%	90.9%	85.2%	96.4%	94.9%	96.5%	98.2%	165
Watonwan	90.9%	90.9%	100.0%	83.3%	100.0%	100.0%	92.3%	<20
Wilkin	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20
Winona	90.9%	90.9%	100.0%	76.9%	97.2%	87.5%	82.6%	46
Wright	90.9%	90.9%	91.5%	100.0%	95.8%	95.9%	98.2%	114
Yellow Medicine	90.9%	90.9%	100.0%	100.0%	100.0%	100.0%	100.0%	<20

Percent of vulnerable adults with a maltreatment determination with no subsequent determination within six months (*adult repeat maltreatment*)

The Performance Management team did not issue new performance data for this measure in 2018. Performance reporting was on hold while the Olmstead Reporting team, Adult Protection area, and Performance Management team collaborated on new methodology for the measure. The Performance Management system's *adult repeat maltreatment* measure was revised to align with the updated methodology and the first report for the new version of this measure, featuring baseline data and an updated threshold, is planned for early 2019.

Measure Details

What is this measure?

The percent of vulnerable adults who experience maltreatment, determined to be substantiated or inconclusive following investigation, who do not experience a repeat maltreatment of the same type, determined to be substantiated or inconclusive following investigation, within six months.

Why is this measure important?

County agencies are responsible to offer adult protective services as part of a maltreatment investigation to protect the vulnerable adult and prevent repeat maltreatment. County agencies have jurisdiction for maltreatment allegations of abuse, neglect or financial exploitation when the alleged perpetrator is not associated with a licensed provider, or when the vulnerable adult is alleged to be neglecting their own necessary needs. The Department of Human Services, or Department of Health, has jurisdiction for allegations associated with a licensed provider.

What affects performance on this measure?

- Service factors that influence this measure are the number of maltreatment reports received service options and trained providers in the community, the type of allegation, funding for services, eligibility criteria of other programs and services, and oversight of service providers.
- Staff factors that influence this measure include staff training and knowledge, burnout, the level of supervision available, staff having multiple responsibilities and roles within the organization, interpretation of policies, individual beliefs, and the number of staff available.
- Participant factors that influence this measure include the safety of their living environment; cultural perceptions of safety, aging, and abuse; self-determination and right to refuse services; complex situations where both the perpetrator and victim have service needs; traumatic brain injury and dementia; ability to pay for services not covered by Medical Assistance; mental illness; lack of social support; physical isolation; and the needs of undocumented vulnerable adults.
- Environmental or external factors that influence this measure include the increasing size of the elderly population, community support and awareness of abuse; the role of law enforcement and the courts, how care facilities view safety and risk, service provider payment policies, relationship with county attorney's office, and the impact of the Olmstead Act on service provision.

C. Children have stability in their living situation.

Percent of current child support paid (*child support paid*)

Measure Details

What is this measure?

This measure is the total amount of support distributed as current during the federal fiscal year as a percent of total amount of current support due during that fiscal year. The numerator and denominator are dollar amounts, rather than children, families, or people.

Why is this measure important?

Children need both parents contributing to their financial security; child support is one means of accomplishing that. Counties, through their role in the child support program, help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary.

What affects performance on this measure?

- Service factors that may influence this measure include the size of the interstate caseload and ability to collect support across state boundaries, relationships with other counties and tribes, court processes, coordination with other county services, and technology that is sometimes out-of-date. For example, technology limitations do not allow non-custodial parents to pay by credit card.
- Staff factors that may influence this measure include caseload size, legacy planning and training of new staff as staff retires, and challenges attracting and retaining new staff.
- Participant factors that may influence this measure include parent initiative or interest in pursuing a modification of their order, non-cooperation by non-custodial parents, visitation schedules, employment rate, self-employment, and homelessness.
- Environmental or external factors that may influence this measure include the local economy, resources of the county attorney, availability of community resources to help parents find/keep employment and address issues leading to unemployment, and the state minimum wage.

What is the threshold for this measure?

Each county has a unique threshold based on a formula updated in Oct. 2017. The current threshold uses a five-year average of the year-over-year (YOY) point change in performance. If the average YOY growth for the county is positive, there is no PIP. If there was no growth (0 percentage points) or negative growth, the county receives a PIP. The threshold includes a cap on expected performance of 80%; regardless of year-over-year change, counties with performance of 80% or higher will not receive a Performance Improvement Plan (PIP). The number provided for the threshold below is the minimum performance needed in 2018 to prevent a PIP (through a positive five-year average change or by reaching the 80% high performance standard, whichever is lower).

Of the Performance Management system measures, child support is unique in its interaction with federal standards. Federal standards are a bonus funding formula where states reach a maximum bonus for

performance at or above 80 percent of percent of current support paid. The bonus is paid to each state, and Minnesota passes the state's bonus onto counties based upon each county's performance level. Therefore, even with a lower bound threshold, counties continue to have monetary incentive to increase performance, although it may be very small for some counties. Counties with performance above the federal funding standard are considered to have met the minimum performance threshold.

2018 PIPs

TABLE A3: 2018 PIPS for *child support paid*, Federal Fiscal Year 2018 data.

Counties with PIPs	2018 Threshold	2018 Performance	2018 Denominator	2017 Performance
Big Stone County	80.00%	75.62%	\$573,719	73.10%
Clay County	73.69%	73.31%	\$8,260,665	72.15%
Douglas County	75.64%	73.65%	\$4,262,700	74.13%
Fillmore County	79.81%	77.84%	\$2,248,961	78.77%
Freeborn County	71.74%	70.80%	\$4,878,500	71.32%
Houston County	78.14%	77.06%	\$1,899,185	77.94%
Lake of the Woods County	79.25%	75.77%	\$339,841	74.30%
Norman County	74.30%	72.57%	\$841,556	69.76%
Olmsted County	78.45%	77.95%	\$18,016,776	78.57%
Otter Tail County	71.75%	71.58%	\$6,476,403	72.94%
Polk County	79.18%	78.73%	\$4,367,823	79.04%
Red Lake County	80.00%	79.64%	\$573,674	80.74%
Watonwan County	77.89%	76.93%	\$2,048,455	77.50%
Wilkin County	80.00%	77.44%	\$940,511	77.63%
Winona County	75.22%	74.16%	\$4,428,387	75.59%

All county performance – child support paid

TABLE A4: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2018).

County	2014	2015	2016	2017	2018	2018 Denominator	2018 Threshold
Statewide	72.5%	73.4%	74.3%	74.5%	74.94%	\$579,553,507	
Aitkin	74.16%	77.13%	75.09%	75.42%	76.20%	\$1,542,892	71.32%
Anoka	73.39%	74.43%	74.88%	75.87%	76.17%	\$39,395,247	72.39%
Becker	68.23%	69.68%	69.27%	68.31%	72.54%	\$3,640,819	68.26%
Beltrami	64.69%	66.35%	67.06%	69.23%	71.02%	\$4,491,225	63.78%
Benton	75.83%	75.39%	75.97%	76.25%	76.72%	\$5,373,547	74.99%
Big Stone	78.89%	82.28%	76.81%	73.10%	75.62%	\$573,719	80.00%
Blue Earth	69.02%	71.12%	71.14%	71.58%	72.10%	\$7,638,863	68.84%
Brown	83.45%	82.48%	81.79%	82.20%	82.86%	\$3,508,136	80.00%
Carlton	73.73%	74.74%	73.27%	74.52%	74.34%	\$4,737,314	72.23%
Carver	78.72%	79.45%	79.52%	79.42%	79.72%	\$8,018,774	78.97%
Cass	64.45%	66.32%	67.30%	67.88%	66.26%	\$2,368,189	64.17%
Chippewa	75.94%	76.30%	74.66%	78.32%	80.09%	\$1,597,205	76.70%
Chisago	78.25%	79.00%	80.51%	80.85%	80.00%	\$7,145,967	78.84%
Clay	74.13%	74.44%	72.67%	72.15%	73.31%	\$8,260,665	73.69%
Clearwater	71.57%	73.85%	70.28%	68.48%	70.32%	\$1,157,422	69.23%
Cook	64.87%	64.86%	70.61%	76.09%	72.93%	\$376,040	69.20%
Crow Wing	72.37%	72.05%	72.87%	73.92%	74.33%	\$8,476,298	72.47%
Dakota	71.56%	71.92%	72.72%	72.65%	72.76%	\$43,529,050	70.86%
Douglas	75.48%	76.42%	76.03%	74.13%	73.65%	\$4,262,700	75.64%
Des Moines							
Valley	75.97%	76.80%	77.78%	78.33%	81.69%	\$3,014,676	74.58%
Faribault & Martin	72.91%	74.40%	75.34%	76.14%	76.41%	\$5,509,931	74.59%
Fillmore	78.15%	78.38%	77.60%	78.77%	77.84%	\$2,248,961	79.81%
Freeborn	70.50%	73.04%	72.09%	71.32%	70.80%	\$4,878,500	71.74%
Goodhue	75.93%	76.64%	78.49%	77.09%	77.89%	\$5,738,017	74.38%
Grant	80.00%	79.87%	81.62%	82.60%	83.67%	\$847,222	80.00%
Hennepin	68.26%	69.41%	71.47%	71.58%	71.88%	\$100,788,615	67.33%
Houston	76.47%	77.69%	78.19%	77.94%	77.06%	\$1,899,185	78.14%
Hubbard	64.43%	69.53%	73.16%	74.75%	74.43%	\$1,908,641	64.51%
Isanti	76.00%	78.05%	77.68%	77.87%	78.19%	\$6,344,554	74.53%
Itasca	71.72%	74.55%	74.06%	74.91%	76.87%	\$5,513,287	71.44%

TABLE A4, PAGE 2: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2018).

County	2014	2015	2016	2017	2018	2018 Denominator	2018 Threshold
Statewide	72.5%	73.4%	74.3%	74.5%	74.94%	\$579,553,507	
Kanabec	75.34%	74.84%	76.53%	76.39%	74.94%	\$2,307,831	74.75%
Kandiyohi	76.36%	75.73%	75.79%	75.57%	77.75%	\$5,694,470	76.00%
Kittson	86.87%	85.84%	87.29%	84.25%	84.37%	\$344,890	80.00%
Koochiching	82.05%	81.85%	81.64%	82.77%	82.89%	\$1,839,880	80.00%
Lac Qui Parle	80.99%	80.18%	81.65%	78.61%	82.41%	\$697,414	80.00%
Lake	74.27%	74.43%	73.18%	74.83%	75.65%	\$1,189,258	71.72%
Lake of the Woods	76.46%	76.95%	76.45%	74.30%	75.77%	\$339,841	79.25%
Le Sueur	75.12%	74.91%	75.43%	75.60%	77.58%	\$3,589,475	76.02%
Mahnomen	65.85%	61.81%	59.05%	61.25%	67.37%	\$434,880	64.57%
Marshall	85.26%	81.93%	82.98%	83.13%	82.82%	\$1,097,528	80.00%
McLeod	79.08%	79.39%	79.48%	79.64%	81.40%	\$4,566,740	78.83%
Meeker	76.81%	76.38%	78.65%	77.52%	75.72%	\$2,818,568	74.95%
Mille Lacs	73.44%	75.35%	74.38%	75.63%	79.38%	\$3,389,465	70.95%
MNPrairie	76.85%	77.86%	77.41%	77.44%	77.20%	\$11,309,808	76.89%
Morrison	66.89%	68.09%	70.11%	70.72%	72.42%	\$4,430,532	68.16%
Mower	71.80%	73.69%	74.90%	74.95%	75.20%	\$5,944,829	71.87%
Nicollet	72.13%	73.47%	74.42%	75.30%	76.55%	\$4,540,992	71.28%
Nobles	73.98%	74.90%	73.96%	76.14%	80.45%	\$2,959,009	73.46%
Norman	73.76%	73.86%	71.81%	69.76%	72.57%	\$841,556	74.30%
Olmsted	78.27%	78.16%	78.26%	78.57%	77.95%	\$18,016,776	78.45%
Otter Tail	71.88%	73.08%	73.05%	72.94%	71.58%	\$6,476,403	71.75%
Pennington	75.62%	76.02%	74.87%	72.77%	77.93%	\$2,029,857	75.85%
Pine	73.74%	74.48%	75.41%	76.80%	78.66%	\$4,298,233	72.76%
Polk	80.04%	78.94%	80.39%	79.04%	78.73%	\$4,367,823	79.18%
Pope	78.29%	78.35%	79.85%	79.57%	79.37%	\$1,069,112	74.30%
Ramsey	64.61%	66.64%	67.59%	67.79%	68.49%	\$49,679,830	63.59%
Red Lake	79.56%	78.79%	79.65%	80.74%	79.64%	\$573,674	80.00%
Renville	78.88%	79.60%	79.27%	78.47%	78.81%	\$1,887,273	75.86%
Rice	75.45%	75.79%	76.20%	76.51%	78.19%	\$6,341,184	75.52%
Roseau	78.04%	78.60%	75.55%	77.84%	81.39%	\$1,848,685	77.72%

TABLE A4, PAGE 3: Performance for all counties on the *child support paid* measure. Reported in October (Federal Fiscal Year 2018).

County	2014	2015	2016	2017	2018	2018 Denominator	2018 Threshold
Statewide	72.5%	73.4%	74.3%	74.5%	74.94%	\$579,553,507	
Scott	78.41%	79.08%	79.92%	80.29%	80.19%	\$11,624,366	77.97%
Sherburne	79.18%	80.17%	81.52%	80.92%	81.17%	\$11,896,338	78.67%
Sibley	77.30%	77.62%	78.60%	78.41%	79.37%	\$1,815,700	79.18%
St. Louis	70.70%	71.09%	71.86%	72.75%	73.65%	\$23,306,502	70.67%
Stearns	77.22%	77.53%	78.76%	78.72%	77.33%	\$14,958,012	76.47%
Stevens	75.74%	72.10%	71.58%	70.74%	77.85%	\$716,244	77.65%
SWHHS	77.72%	78.91%	78.36%	77.31%	77.40%	\$9,475,408	76.02%
Swift	76.59%	73.86%	74.62%	75.22%	78.03%	\$1,294,120	73.41%
Todd	75.11%	77.44%	79.26%	77.59%	77.56%	\$2,779,808	76.27%
Traverse	74.76%	71.68%	71.20%	75.90%	77.46%	\$320,873	73.26%
Wabasha	78.87%	79.75%	81.31%	80.55%	79.50%	\$2,454,708	79.70%
Wadena	69.05%	71.87%	72.56%	73.02%	73.47%	\$2,518,932	69.72%
Washington	73.86%	74.67%	76.56%	77.23%	76.60%	\$23,315,290	73.62%
Watonwan	75.53%	78.18%	77.50%	77.50%	76.93%	\$2,048,455	77.89%
Wilkin	79.93%	79.19%	77.88%	77.63%	77.44%	\$940,511	80.00%
Winona	75.64%	74.94%	75.03%	75.59%	74.16%	\$4,428,387	75.22%
Wright	77.23%	78.59%	79.93%	79.50%	80.45%	\$14,758,479	76.23%
Yellow Medicine	77.21%	78.54%	80.81%	81.95%	81.59%	\$1,189,897	78.94%

Percent of children discharged from out-of-home placement to permanency in less than 12 months (*permanency*).

Measure Details

What is this measure?

Of all children who enter foster care in a 12-month period, the percent who are discharged to permanency within 12 months of entering foster care. (Includes discharges from foster care to reunification with the child's parents or primary caregivers, living with a relative, guardianship, or adoption.)

The measure calculation includes any child who enters out-of-home care and is entered in SSIS. For all agencies, that includes all children from child protection, children from mental health and children with developmental disabilities. For approximately 35 agencies, that also includes juvenile justice cases.

Why is this measure important?

For children removed from their birth family, the timely establishment of permanency is an important indicator of county efforts to ensure children have permanent families.

- What affects performance on this measure?
- Service factors that may influence this measure are: the availability of the service array within the community; funding sources for services; support for the agency service plan by public partners, partnerships with schools, law enforcement, courts, and county attorneys; the culture of the agency; clear support and guidance from DHS; and the willingness of courts and county attorneys to engage in planning for families rather than waiting for perfection.
- Staff factors that may influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and sufficient cultural competency for diverse populations.
- Participant factors that may influence this measure are: a family history of maltreatment; poverty; chemical use; economic stability; cultural perceptions of minimally adequate parenting as compared to ideal parenting; safety net support for the parents from family, friends, and the community; the availability of affordable housing options; and accessible transportation.
- Environmental or external factors that may influence this measure are economic conditions that support low-income families, "blame and punish" societal attitude toward parents who have failed, and the economy.

What is the threshold for this measure?

The threshold for this measure is 40.5 percent, which is identical to the high performance/federal standard.

2018 PIPs

TABLE A5: 2018 PIPS for *permanency*.

Counties with PIPs	Threshold	2017 Performance	2017 Denominator	2016 Performance
Carver	40.5%	38.16%	76	46.84%
Crow Wing	40.5%	35.14%	111	38.10%
Freeborn	40.5%	40.00%	45	62.07%
Goodhue	40.5%	37.50%	48	59.52%
Isanti	40.5%	34.00%	50	39.02%
Morrison	40.5%	39.53%	43	46.15%
Otter Tail	40.5%	39.71%	68	45.76%
Renville	40.5%	37.04%	27	68.18%

All county performance – permanency

TABLE A6: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	Threshold	High	2013	2014	2015	2016	2017	2017 Denominator
		Performance Standard						
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	47.47%	6,887
Aitkin	40.50%	40.50%	76.00%	80.00%	50.00%	54.55%	62.96%	27
Anoka	40.50%	40.50%	73.10%	68.39%	60.22%	53.59%	48.11%	212
Becker	40.50%	40.50%	66.67%	58.90%	65.12%	43.53%	43.02%	86
Beltrami	40.50%	40.50%	45.05%	40.80%	37.35%	37.31%	44.81%	366
Benton	40.50%	40.50%	54.00%	78.72%	50.82%	64.41%	57.89%	57
Big Stone	40.50%	40.50%	77.78%	33.33%	85.71%	53.33%	50.00%	<20
Blue Earth	40.50%	40.50%	79.75%	63.89%	36.36%	52.13%	58.57%	70
Brown	40.50%	40.50%	58.82%	66.67%	71.43%	60.00%	50.00%	28
Carlton	40.50%	40.50%	60.26%	55.81%	54.17%	55.56%	57.14%	63
Carver	40.50%	40.50%	61.11%	66.67%	61.82%	46.84%	38.16%	76
Cass	40.50%	40.50%	64.10%	65.31%	54.41%	55.41%	46.97%	66
Chippewa	40.50%	40.50%	80.00%	100.00%	57.14%	50.00%	0.00%	<20
Chisago	40.50%	40.50%	67.65%	69.57%	54.00%	66.67%	45.59%	68
Clay	40.50%	40.50%	53.03%	56.76%	60.00%	49.62%	48.35%	91
Clearwater	40.50%	40.50%	64.29%	60.00%	59.09%	63.64%	37.50%	<20
Cook	40.50%	40.50%	75.00%	83.33%	33.33%	54.55%	62.50%	<20
Crow Wing	40.50%	40.50%	60.44%	50.00%	37.04%	38.10%	35.14%	111
Dakota	40.50%	40.50%	75.97%	73.50%	60.00%	54.82%	60.80%	199
Douglas	40.50%	40.50%	54.55%	76.92%	77.27%	66.67%	65.91%	44
DVHHS	40.50%	40.50%	62.50%	48.15%	58.33%	45.45%	43.75%	32
Faribault & Martin	40.50%	40.50%	66.67%	69.23%	65.91%	65.52%	55.26%	76
Fillmore	40.50%	40.50%	62.50%	69.23%	75.00%	75.00%	85.71%	<20
Freeborn	40.50%	40.50%	84.38%	71.43%	67.44%	62.07%	40.00%	45
Goodhue	40.50%	40.50%	50.00%	50.00%	72.00%	59.52%	37.50%	48
Grant	40.50%	40.50%	45.45%	60.00%	100.00%	83.33%	66.67%	<20
Hennepin	40.50%	40.50%	60.11%	57.10%	48.20%	42.92%	42.60%	1,223
Houston	40.50%	40.50%	57.14%	80.00%	63.64%	50.00%	70.00%	20
Hubbard	40.50%	40.50%	74.36%	45.24%	74.14%	56.36%	46.51%	43
Isanti	40.50%	40.50%	71.88%	60.53%	42.31%	39.02%	34.00%	50
Itasca	40.50%	40.50%	77.19%	75.73%	61.86%	60.77%	51.63%	153

TABLE A6, PAGE 2: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	High Performance							2017
	Threshold	Standard	2013	2014	2015	2016	2017	Denominator
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	47.47%	6,887
Kanabec	40.50%	40.50%	56.00%	54.55%	57.14%	82.35%	67.74%	31
Kandiyohi	40.50%	40.50%	71.70%	68.33%	71.19%	59.68%	60.00%	60
Kittson	40.50%	40.50%	30.00%	50.00%	83.33%	33.33%	100.00%	<20
Koochiching	40.50%	40.50%	70.83%	68.75%	70.83%	66.67%	75.00%	24
Lac Qui Parle	40.50%	40.50%	63.64%	30.77%	100.00%	100.00%	85.71%	<20
Lake	40.50%	40.50%	20.00%	62.50%	44.44%	37.50%	25.00%	<20
Lake Of The Woods	40.50%	40.50%	100.00%	80.00%	100.00%	75.00%	77.78%	<20
Le Sueur	40.50%	40.50%	66.67%	29.41%	47.37%	54.55%	58.62%	29
Mahnomen	40.50%	40.50%	50.00%	22.22%	60.00%	40.00%	12.50%	<20
Marshall	40.50%	40.50%	60.00%	70.00%	87.50%	40.00%	70.00%	<20
McLeod	40.50%	40.50%	75.00%	76.32%	66.67%	67.44%	70.13%	77
Meeker	40.50%	40.50%	53.85%	75.00%	71.43%	64.71%	14.29%	<20
Mille Lacs	40.50%	40.50%	52.94%	42.47%	50.98%	45.69%	39.09%	110
MNPrairie	40.50%	40.50%	74.39%	68.06%	61.11%	54.81%	43.06%	72
Morrison	40.50%	40.50%	25.00%	22.22%	41.67%	46.15%	39.53%	43
Mower	40.50%	40.50%	60.42%	72.73%	66.07%	70.83%	45.28%	53
Nicollet	40.50%	40.50%	82.05%	60.00%	70.00%	32.00%	55.00%	40
Nobles	40.50%	40.50%	79.49%	61.54%	63.89%	65.52%	65.85%	41
Norman	40.50%	40.50%	44.44%	88.89%	81.82%	80.00%	31.25%	<20
Olmsted	40.50%	40.50%	44.83%	57.26%	58.97%	35.05%	41.49%	94
Otter Tail	40.50%	40.50%	67.39%	58.06%	68.57%	45.76%	39.71%	68
Pennington	40.50%	40.50%	60.00%	26.32%	76.00%	86.96%	76.92%	26
Pine	40.50%	40.50%	53.57%	44.90%	73.68%	34.88%	38.98%	59
Polk	40.50%	40.50%	61.54%	76.92%	63.04%	62.79%	71.43%	56
Pope	40.50%	40.50%	20.00%	91.67%	68.42%	46.15%	68.42%	<20
Ramsey	40.50%	40.50%	68.41%	65.14%	60.06%	52.01%	50.27%	742
Red Lake	40.50%	40.50%	100.00%	66.67%	66.67%	83.33%	90.00%	<20
Renville	40.50%	40.50%	68.75%	76.00%	81.82%	68.18%	37.04%	27
Rice	40.50%	40.50%	51.16%	54.05%	34.09%	63.25%	68.13%	91
Roseau	40.50%	40.50%	50.00%	100.00%	72.73%	85.71%	45.83%	24

TABLE A6, PAGE 3: Performance for all counties on the *permanency* measure. This measure uses a calendar year reporting period (begins with cases originating in the calendar year prior to the year listed below with a twelve-month look forward from the date of origination into the reporting year).

County	High Performance							2017
	Threshold	Standard	2013	2014	2015	2016	2017	Denominator
Statewide	40.50%	40.50%	63.38%	61.29%	56.71%	50.49%	47.47%	6,887
Scott	40.50%	40.50%	82.14%	63.33%	70.00%	60.87%	48.15%	81
Sherburne	40.50%	40.50%	51.72%	63.27%	76.27%	63.10%	45.24%	84
Sibley	40.50%	40.50%	80.00%	53.33%	54.55%	60.00%	50.00%	<20
St. Louis	40.50%	40.50%	62.95%	57.36%	54.22%	41.31%	42.57%	498
Stearns	40.50%	40.50%	71.52%	65.64%	70.95%	61.22%	57.92%	183
Stevens	40.50%	40.50%	50.00%	40.00%	50.00%	55.56%	56.25%	<20
SWHHS	40.50%	40.50%	64.08%	73.86%	60.55%	46.67%	45.36%	97
Swift	40.50%	40.50%	55.00%	86.67%	52.94%	65.00%	84.62%	<20
Todd	40.50%	40.50%	54.55%	52.50%	66.67%	57.58%	51.85%	54
Traverse	40.50%	40.50%	100.00%	0.00%	80.00%	50.00%	50.00%	<20
Wabasha	40.50%	40.50%	47.62%	76.92%	42.86%	63.64%	60.00%	25
Wadena	40.50%	40.50%	84.21%	100.00%	72.73%	53.33%	46.15%	39
Washington	40.50%	40.50%	58.02%	69.70%	60.24%	72.41%	48.57%	140
Watonwan	40.50%	40.50%	50.00%	88.89%	57.14%	100.00%	50.00%	<20
Wilkin	40.50%	40.50%	100.00%	50.00%	100.00%	63.64%	25.00%	<20
Winona	40.50%	40.50%	75.61%	63.64%	77.78%	48.39%	42.00%	50
Wright	40.50%	40.50%	58.44%	57.33%	51.47%	41.77%	50.88%	114
Yellow Medicine	40.50%	40.50%	62.50%	47.37%	70.00%	80.00%	44.44%	<20

D. Children have the opportunity to develop to their fullest potential

Percent of days children in family foster care spent with a relative (*relative placement*)

Measure Details

What is this measure?

Of all days that children spent in family foster care settings during a 12-month reporting period, the percentage of days spent with a relative.

Why is this measure important?

Relationships with relatives are a source of continuity for children whose lives have been disrupted by abuse or neglect. An indicator of social service emphasis on establishing and supporting important relationships in children's lives is through placement with relatives. This may not always be possible or desirable and to reflect that the current statewide goal for this measure is 28.3 percent of children.

What affects performance on this measure?

- Service factors that may influence this measure are the cultural appreciation of the importance of relatives as compared to professional parenting; systems to help identify and find family members; economic support for relative caretakers; accommodations in licensing standards for relatives; the culture of the agency; clear support and guidance from DHS; and the conflict between relative placement and the stability of remaining in the same neighborhood and school.
- Staff factors that may influence this measure are the maturity, experience, and training of staff; the availability of experienced supervisors with sufficient time/workloads to mentor staff; adequate staffing capacity; turnover; and the ability of staff to engage relatives in the government process.
- Participant factors that may influence this measure are a family history of maltreatment; disqualifying factors; hostile family relationships; distrust of the system; poverty; chemical use; economic stability; and the availability of safety net support for the parents from family, friends, and the community.
- Environmental or external factors that may influence this measure are timeliness of locating relatives; cultural norms that blame parents; community understanding of cultural differences in child rearing; the diversity of new immigrant populations; existing cultural biases; and the availability of transportation and available housing.

What is the threshold for this measure?

The threshold for this measure is 28.3 percent, set at one standard deviation below the 2015 average in recognition of the challenges counties face when determining the best placement for children. The high performance standard is 45.0 percent, which is a state standard.

2018 PIPs

TABLE A7: 2018 PIPS for *relative placement*.

Counties with PIPs	Threshold	2017 Performance	2017 Number of Cases	2017 Denominator	2016 Performance
Houston	28.3%	27.3%	33	7239	26.7%
Polk	28.3%	23.8%	59	9526	40.4%
Wabasha	28.3%	27.6%	40	6827	16.5%

All county performance – relative placement

TABLE A8: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Number of Cases	2017 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	57.06%	15,099	3,065,114
Aitkin	28.3%	45.0%	26.1%	36.4%	63.3%	78.5%	75.46%	57	8377
Anoka	28.3%	45.0%	31.9%	31.8%	39.5%	47.0%	55.90%	452	83751
Becker	28.3%	45.0%	46.7%	49.9%	58.7%	61.0%	56.79%	185	38384
Beltrami	28.3%	45.0%	30.2%	37.6%	48.1%	52.3%	52.90%	1038	234752
Benton	28.3%	45.0%	23.3%	28.2%	38.8%	19.1%	44.32%	88	18172
Big Stone	28.3%	45.0%	3.3%	22.4%	60.7%	68.5%	17.17%	<20	1677
Blue Earth	28.3%	45.0%	28.3%	42.6%	48.8%	57.9%	61.62%	140	27676
Brown	28.3%	45.0%	46.4%	26.8%	49.1%	31.9%	36.62%	39	6283
Carlton	28.3%	45.0%	48.8%	37.6%	52.1%	61.8%	59.43%	109	22975
Carver	28.3%	45.0%	37.1%	49.6%	61.8%	69.7%	64.17%	133	27110
Cass	28.3%	45.0%	32.4%	42.2%	36.7%	45.3%	45.41%	94	17631
Chippewa	28.3%	45.0%	100.0%	0.0%	4.4%	0.0%	81.66%	<20	2088
Chisago	28.3%	45.0%	45.4%	41.9%	47.2%	56.6%	50.09%	120	24821
Clay	28.3%	45.0%	16.4%	27.8%	26.4%	29.1%	27.27%	141	33994
Clearwater	28.3%	45.0%	40.5%	38.3%	53.8%	56.6%	61.65%	20	4868
Cook	28.3%	45.0%	65.8%	85.9%	65.7%	62.2%	74.91%	<20	3739
Crow Wing	28.3%	45.0%	37.8%	30.8%	38.5%	43.1%	49.38%	226	52123
Dakota	28.3%	45.0%	36.8%	45.8%	56.4%	55.4%	53.32%	413	69098
Douglas	28.3%	45.0%	14.5%	24.5%	32.7%	40.7%	29.00%	81	12522
DVHHS	28.3%	45.0%	27.8%	23.4%	11.6%	33.8%	51.74%	270	16132
Faribault & Martin	28.3%	45.0%	44.2%	56.3%	56.8%	55.2%	46.26%	88	48256
Fillmore	28.3%	45.0%	1.9%	34.3%	43.0%	47.7%	0.00%	<20	1108
Freeborn	28.3%	45.0%	31.0%	28.3%	49.4%	52.4%	46.90%	87	20002
Goodhue	28.3%	45.0%	32.1%	26.7%	34.7%	38.7%	47.98%	91	17308
Grant	28.3%	45.0%	17.1%	16.3%	0.0%	5.5%	9.67%	<20	610
Hennepin	28.3%	45.0%	36.2%	41.4%	43.7%	52.6%	59.15%	2571	545297
Houston	28.3%	45.0%	6.5%	27.0%	43.5%	26.7%	27.28%	33	7239
Hubbard	28.3%	45.0%	33.2%	35.8%	41.2%	49.4%	56.01%	80	18415
Isanti	28.3%	45.0%	42.5%	42.6%	47.2%	52.9%	62.79%	106	19571
Itasca	28.3%	45.0%	41.9%	41.5%	38.4%	49.4%	47.82%	208	39178

TABLE A8, PAGE 2: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Number of Cases	2017 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	57.06%	15,099	3,065,114
Kanabec	28.3%	45.0%	43.3%	48.8%	45.2%	51.2%	60.20%	40	5859
Kandiyohi	28.3%	45.0%	24.7%	38.8%	62.1%	75.9%	58.81%	75	13188
Kittson	28.3%	45.0%	64.9%	15.2%	40.3%	56.9%	97.53%	<20	527
Koochiching	28.3%	45.0%	50.2%	39.8%	49.5%	54.1%	67.45%	50	9389
Lac Qui Parle	28.3%	45.0%	0.0%	1.3%	15.0%	2.8%	25.85%	<20	2743
Lake	28.3%	45.0%	56.4%	36.0%	32.3%	46.0%	58.43%	20	4691
Lake Of The Woods	28.3%	45.0%		32.8%	93.1%	99.5%	100.00%	<20	1266
Le Sueur	28.3%	45.0%	29.5%	40.1%	59.9%	55.6%	46.85%	50	8322
Mahnomen	28.3%	45.0%	45.6%	19.1%	12.0%	38.8%	47.47%	<20	2507
Marshall	28.3%	45.0%	37.7%	57.1%	37.4%	51.2%	74.81%	<20	1445
McLeod	28.3%	45.0%	42.5%	49.2%	56.9%	68.4%	60.99%	119	18583
Meeker	28.3%	45.0%	28.3%	20.0%	49.8%	54.7%	50.74%	20	4385
Mille Lacs	28.3%	45.0%	47.5%	59.8%	59.3%	58.7%	58.80%	231	53026
MNPrairie	28.3%	45.0%	29.9%	32.4%	43.7%	54.8%	63.86%	525	99564
Morrison	28.3%	45.0%	24.9%	24.0%	43.1%	47.8%	45.77%	86	16460
Mower	28.3%	45.0%	36.2%	43.0%	65.4%	45.9%	50.35%	85	16500
Nicollet	28.3%	45.0%	33.2%	49.8%	25.8%	41.3%	41.88%	61	12039
Nobles	28.3%	45.0%	32.7%	50.4%	48.7%	43.2%	31.97%	42	5095
Norman	28.3%	45.0%	55.2%	46.5%	45.3%	93.7%	80.41%	<20	3635
Olmsted	28.3%	45.0%	28.0%	33.9%	49.1%	55.5%	57.61%	169	35479
Otter Tail	28.3%	45.0%	27.3%	27.9%	35.0%	62.3%	61.81%	138	28347
Pennington	28.3%	45.0%	34.8%	44.2%	50.6%	57.5%	63.60%	45	7473
Pine	28.3%	45.0%	41.5%	50.0%	43.2%	40.8%	42.91%	136	29465
Polk	28.3%	45.0%	9.2%	16.4%	30.8%	40.4%	23.82%	59	9526
Pope	28.3%	45.0%	44.8%	36.6%	40.5%	56.1%	50.15%	24	4407
Ramsey	28.3%	45.0%	42.4%	44.9%	55.7%	64.6%	66.18%	1367	298857
Red Lake	28.3%	45.0%	0.0%	0.0%	88.7%	99.5%	100.00%	<20	1533
Renville	28.3%	45.0%	66.9%	71.8%	56.9%	58.9%	63.87%	37	9294
Rice	28.3%	45.0%	24.2%	40.4%	50.0%	59.5%	55.65%	162	28613
Roseau	28.3%	45.0%	75.9%	100.0%	77.4%	55.9%	44.48%	<20	1738

TABLE A8, PAGE 3: Performance for all counties on the *relative placement* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Number of Cases	2017 Denominator
Statewide	28.3%	45.0%	35.0%	40.0%	46.9%	53.3%	57.06%	15,099	3,065,114
Scott	28.3%	45.0%	42.7%	51.5%	68.3%	64.4%	55.59%	124	22434
Sherburne	28.3%	45.0%	35.3%	26.4%	47.4%	58.3%	52.98%	113	20294
Sibley	28.3%	45.0%	45.6%	45.2%	39.5%	51.5%	47.65%	34	5551
St. Louis	28.3%	45.0%	34.2%	39.9%	45.9%	52.9%	56.86%	1062	225233
Stearns	28.3%	45.0%	30.9%	42.2%	47.5%	40.9%	49.12%	351	58347
Stevens	28.3%	45.0%	1.9%	74.7%	67.8%	59.2%	78.21%	17	3460
SWHHS	28.3%	45.0%	24.1%	33.3%	47.0%	60.4%	67.93%	1338	253920
Swift	28.3%	45.0%	69.4%	28.4%	38.1%	28.5%	31.51%	43	8102
Todd	28.3%	45.0%	34.0%	49.3%	24.7%	31.7%	46.39%	80	14912
Traverse	28.3%	45.0%	0.0%	5.5%	36.2%	23.0%	0.00%	<20	2541
Wabasha	28.3%	45.0%	48.0%	29.8%	18.6%	16.5%	27.60%	40	6827
Wadena	28.3%	45.0%	67.2%	63.1%	62.9%	46.9%	72.22%	72	12117
Washington	28.3%	45.0%	43.6%	49.0%	51.0%	60.9%	69.15%	185	36811
Watonwan	28.3%	45.0%	13.5%	15.5%	4.7%	10.9%	23.89%	<20	2511
Wilkin	28.3%	45.0%	0.0%	0.0%	20.1%	31.4%	7.49%	<20	1695
Winona	28.3%	45.0%	34.3%	47.6%	45.7%	38.6%	52.76%	109	21501
Wright	28.3%	45.0%	42.5%	40.1%	41.6%	46.5%	60.81%	220	42940
Yellow Medicine	28.3%	45.0%	13.5%	13.6%	72.9%	98.9%	93.71%	29	5846

Percent of child support cases with paternity established (*paternity established*)

Measure Details

What is this measure?

This measure divides the number of children in open child support cases that were not born in marriage in the previous federal fiscal year by the number of children in open child support cases that had paternities established in the report year. The paternities established by child support workers during the federal fiscal year may not necessarily be for the same children born of non-marital births in the previous year. This is why percentages often exceed 100 percent.

Why is this measure important?

Establishing parentage gives a child born outside of marriage a legal father and the same legal rights as a child born to married parents. Parentage must be established before an order for support can be established. Within the child support program, counties are responsible for connecting parents and their children by locating parents and establishing paternity. The counties initiate court actions to adjudicate parentage. Paternity is important not only for collection of child support, but also for other legal matters like inheritance and survivor benefits.

What factors affect performance on this measure?

- Service factors that may influence this measure are staff availability, the hours a county office is open, the location of the agency in relation to people needing services, and the age of technology and computer systems.
- Staff factors that may influence this measure are staff training levels, staff-to-client ratios, and business continuity planning as older, more experienced workers retire.
- Participant factors that may influence this measure are demographics, trust or mistrust of government, housing stability, and immigration status.
- Environmental factors that may influence this measure are cooperation between law enforcement, counties, courts, and hospitals; working across state and American Indian reservation borders; and clients' ability to obtain transportation.

What is the threshold for this measure?

The threshold for this measure is 90 percent, which is tied to the federal standard used for a bonus funding formula. The bonus is paid to each state, and Minnesota passes the state's bonus onto counties based upon each county's performance level. Therefore, even with a lower bound threshold, counties continue to have monetary incentive to increase performance, although it may be very small for some counties.

2018 PIPs

TABLE A9: 2018 PIPs for *paternity established*.

Counties with PIPs	Threshold	2018 Performance	2018 Denominator	2017 Performance
Cook County	90.0%	89.71%	136	104.1%

All county performance – paternity established

TABLE A10: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			100%	99.0%	100.8%	101.0%	101.23%	170,734
Aitkin	90.0%	90.0%	105%	101.9%	106.7%	102.6%	100.89%	562
Anoka	90.0%	90.0%	104%	102.9%	103.1%	104.1%	104.32%	8,537
Becker	90.0%	90.0%	98%	97.4%	101.8%	93.0%	100.08%	1,192
Beltrami	90.0%	90.0%	91%	92.8%	98.4%	94.3%	95.94%	2,044
Benton	90.0%	90.0%	104%	105.6%	105.8%	105.2%	104.90%	1,552
Big Stone	90.0%	90.0%	97%	97.7%	109.0%	123.8%	107.81%	128
Blue Earth	90.0%	90.0%	104%	100.7%	103.6%	104.6%	103.59%	1,839
Brown	90.0%	90.0%	107%	102.7%	107.7%	103.8%	105.05%	772
Carlton	90.0%	90.0%	101%	99.7%	103.0%	105.1%	101.75%	1,371
Carver	90.0%	90.0%	105%	104.2%	107.1%	104.6%	104.33%	1,270
Cass	90.0%	90.0%	102%	99.6%	100.8%	99.9%	97.73%	1,496
Chippewa	90.0%	90.0%	106%	108.0%	105.6%	98.0%	98.81%	421
Chisago	90.0%	90.0%	108%	104.9%	105.7%	107.2%	105.79%	1,450
Clay	90.0%	90.0%	104%	101.6%	103.1%	99.9%	101.52%	2,101
Clearwater	90.0%	90.0%	105%	104.7%	104.9%	95.3%	103.27%	398
Cook	90.0%	90.0%	97%	95.5%	93.0%	104.1%	89.71%	136
Crow Wing	90.0%	90.0%	102%	102.2%	102.2%	104.4%	107.09%	2,369
Dakota	90.0%	90.0%	99%	97.3%	99.8%	99.6%	98.00%	9,829
Douglas	90.0%	90.0%	102%	102.6%	104.6%	104.0%	102.96%	1,015
Des Moines Valley	90.0%	90.0%	108%	105.6%	110.8%	102.9%	105.42%	793
Faribault & Martin	90.0%	90.0%	107%	107.5%	108.5%	108.6%	108.31%	1,323
Fillmore	90.0%	90.0%	106%	104.9%	102.7%	101.8%	100.97%	513
Freeborn	90.0%	90.0%	102%	102.7%	106.2%	104.0%	103.90%	1,307
Goodhue	90.0%	90.0%	104%	102.2%	107.8%	106.7%	104.70%	1,469
Grant	90.0%	90.0%	100%	97.4%	100.5%	95.7%	95.03%	181
Hennepin	90.0%	90.0%	98%	98.2%	97.2%	99.6%	101.01%	40,343
Houston	90.0%	90.0%	105%	106.7%	104.1%	112.0%	109.85%	457
Hubbard	90.0%	90.0%	104%	103.7%	107.1%	103.7%	100.51%	791
Isanti	90.0%	90.0%	102%	101.7%	100.8%		104.55%	1,319
Itasca	90.0%	90.0%	100%	102.9%	103.3%	102.6%	106.65%	1,715

TABLE A10, PAGE 2: Performance for all counties on the *paternity established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			100%	99.0%	100.8%	101.0%	101.23%	170,734
Kanabec	90.0%	90.0%	104%	102.6%	107.3%	104.7%	100.99%	607
Kandiyohi	90.0%	90.0%	99%	102.5%	99.0%	98.5%	101.31%	1,609
Kittson	90.0%	90.0%	106%	105.6%	113.2%	109.7%	109.72%	72
Koochiching	90.0%	90.0%	110%	109.0%	111.9%	112.7%	111.38%	501
Lac Qui Parle	90.0%	90.0%	104%	99.4%	101.3%	112.8%	114.29%	147
Lake	90.0%	90.0%	103%	99.3%	101.8%	108.2%	99.64%	281
Lake of the Woods	90.0%	90.0%	104%	111.0%	108.1%	101.9%	94.50%	109
Le Sueur	90.0%	90.0%	105%	103.2%	109.5%	109.4%	105.78%	796
Mahnomen	90.0%	90.0%	100%	114.2%	97.1%	71.5%	91.60%	238
Marshall	90.0%	90.0%	108%	110.2%	102.8%	109.3%	109.66%	207
McLeod	90.0%	90.0%	103%	104.1%	106.6%	105.2%	103.65%	1,124
Meeker	90.0%	90.0%	101%	101.2%	101.8%	113.0%	103.96%	581
Mille Lacs	90.0%	90.0%	104%	106.0%	105.1%	104.5%	107.08%	1,214
MNPrairie				105.2%	106.4%	108.1%	106.80%	2,868
Morrison	90.0%	90.0%	102%	100.0%	101.6%	99.0%	100.32%	1,231
Mower	90.0%	90.0%	96%	103.9%	104.9%	104.9%	101.07%	1,780
Nicollet	90.0%	90.0%	102%	102.8%	103.2%	104.5%	102.28%	1,051
Nobles	90.0%	90.0%	105%	101.1%	106.4%	102.6%	107.03%	853
Norman	90.0%	90.0%	105%	107.1%	117.6%	110.3%	105.45%	202
Olmsted	90.0%	90.0%	100%	100.7%	98.5%	101.5%	101.23%	4,635
Otter Tail	90.0%	90.0%	102%	101.1%	105.1%	99.3%	99.40%	1,673
Pennington	90.0%	90.0%	99%	97.7%	102.4%	98.9%	99.10%	557
Pine	90.0%	90.0%	101%	102.1%	104.6%	107.8%	104.22%	1,233
Polk	90.0%	90.0%	103%	109.1%	106.9%	109.9%	108.39%	1,382
Pope	90.0%	90.0%	101%	106.0%	102.7%	99.2%	100.76%	262
Ramsey	90.0%	90.0%	94%	94.8%	95.2%	93.8%	95.05%	22,699
Red Lake	90.0%	90.0%	104%	115.9%	115.7%	109.7%	110.89%	101
Renville	90.0%	90.0%	103%	105.2%	104.6%	102.1%	97.84%	510
Rice	90.0%	90.0%	104%	99.2%	103.8%	98.6%	98.44%	1,478
Roseau	90.0%	90.0%	98%	99.8%	108.1%	112.9%	105.94%	438

TABLE A10, PAGE 3: Performance for all counties on the *paternity established* measure. Reported for Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			100%	99.0%	100.8%	101.0%	101.23%	170,734
Scott	90.0%	90.0%	107%	107.6%	104.9%	109.5%	103.69%	2,247
Sherburne	90.0%	90.0%	102%	101.3%	103.8%	106.5%	105.04%	2,380
Sibley	90.0%	90.0%	106%	102.8%	104.7%	103.0%	98.22%	450
St. Louis	90.0%	90.0%	102%	102.1%	103.0%	101.6%	102.25%	7,690
Stearns	90.0%	90.0%	104%	103.2%	105.9%	103.0%	101.23%	170,734
Stevens	90.0%	90.0%	111%	105.4%	101.6%	97.7%	106.41%	156
SWHHS	90.0%	90.0%	102%	101.5%	106.3%	104.5%	106.51%	2,442
Swift	90.0%	90.0%	106%	103.1%	105.4%	103.9%	104.13%	363
Todd	90.0%	90.0%	102%	102.1%	103.7%	106.1%	111.09%	685
Traverse	90.0%	90.0%	113%	98.9%	116.3%	98.9%	138.71%	62
Wabasha	90.0%	90.0%	95%	99.8%	106.2%	103.7%	101.18%	510
Wadena	90.0%	90.0%	108%	106.0%	107.8%	101.6%	103.41%	587
Washington	90.0%	90.0%	102%	103.7%	106.1%	104.4%	102.77%	4,686
Watonwan	90.0%	90.0%	103%	100.2%	96.9%	101.4%	103.37%	504
Wilkin	90.0%	90.0%	109%	102.9%	100.9%	107.4%	104.74%	211
Winona	90.0%	90.0%	99%	100.1%	101.0%	99.0%	97.79%	1,400
Wright	90.0%	90.0%	105%	103.6%	104.6%	108.6%	105.01%	2,837
Yellow Medicine	90.0%	90.0%	104%	105.3%	99.2%	110.4%	102.63%	228

Percent of expedited SNAP applications processed within one business day

Measure Details

What is this measure?

This measure looks at the difference between the application date and the date the first benefit payment is issued for expedited SNAP applications. It compares total expedited SNAP applications in a month to those made within one business day. Applications made on a Friday or the day before a state recognized holiday are considered timely if payment was issued on the first working day following the weekend or holiday. It does not include denied applications.

Why is this measure important?

SNAP applicants are given expedited service when they have little to no other resources available to pay for food and, therefore, need basic safety net programs to meet a crisis. Efficient and timely processing of these applications help ensure that people's basic need for food is met.

What affects performance on this measure?

- Service factors that may influence this measure include program complexity and changing policy, a complicated application, challenges associated with online ApplyMN applications, an increase in phone interviews resulting in waits for documentation to arrive via the mail, and MNsure application backlog.
- Staff factors that may influence this measure include staff training levels, staff-to-participant ratios, staff knowledge of policies, high turnover, and competition for resources between programs.
- Participant factors that may influence this measure include participant completion of the mandatory interview, the number of migrant and seasonal farm workers making applications, delays due to incomplete applications, availability of advocates to assist with completing applications, and difficulty obtaining required documentation.
- Environmental or external factors that may influence this measure include balancing error reduction with timeliness, emphasis on fraud that results in conflicts with access and timeliness of service, increased applications during economic downturns, availability of community resources such as food shelves, and natural disasters that result in increased applications.

What is the threshold for this measure?

The minimum performance threshold for this measure is 55 percent and the high performance standard is 83 percent.

2018 PIPs

TABLE A11: 2018 PIPs for *expedited SNAP*.

Counties with PIPs	Threshold	2017 Performance	2017 Denominator	2016 Performance
Big Stone County	55.0%	54.5%	22	74.20%

All county performance – expedited SNAP

TABLE A12: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals			62.3%	64.0%	59.4%	64.5%	68.7%	58,508
Aitkin	55.0%	83.0%	59.4%	61.7%	64.1%	69.7%	65.5%	139
Anoka	55.0%	83.0%	57.1%	57.6%	65.7%	68.4%	66.5%	2,914
Becker	55.0%	83.0%	72.4%	76.7%	78.2%	88.7%	88.2%	339
Beltrami	55.0%	83.0%	67.4%	72.8%	65.3%	59.7%	62.1%	1,080
Benton	55.0%	83.0%	49.3%	61.6%	52.0%	54.1%	63.2%	429
Big Stone	55.0%	83.0%	61.3%	57.6%	63.6%	74.2%	54.5%	22
Blue Earth	55.0%	83.0%	54.7%	56.0%	52.8%	66.6%	73.1%	670
Brown	55.0%	83.0%	71.7%	64.9%	75.9%	81.5%	74.5%	161
Carlton	55.0%	83.0%	75.6%	80.6%	78.6%	75.2%	77.3%	365
Carver	55.0%	83.0%	36.3%	47.4%	52.6%	64.8%	61.8%	317
Cass	55.0%	83.0%	62.9%	61.9%	71.2%	72.6%	76.6%	657
Chippewa	55.0%	83.0%	36.3%	54.1%	87.6%	86.4%	88.4%	86
Chisago	55.0%	83.0%	75.5%	77.9%	70.0%	69.3%	69.4%	314
Clay	55.0%	83.0%	61.8%	61.2%	58.0%	64.6%	74.8%	966
Clearwater	55.0%	83.0%	77.8%	86.0%	67.5%	76.7%	81.4%	86
Cook	55.0%	83.0%	51.7%	72.0%	75.0%	60.0%	75.8%	33
Crow Wing	55.0%	83.0%	60.8%	69.7%	68.4%	64.9%	71.9%	615
Dakota	55.0%	83.0%	49.1%	45.0%	49.1%	61.1%	62.0%	2,527
Douglas	55.0%	83.0%	68.0%	66.0%	55.8%	66.2%	69.2%	308
Des Moines Valley	55.0%	83.0%	74.0%	80.2%	78.4%	75.5%	83.2%	196
Faribault & Martin	55.0%	83.0%	78.8%	82.3%	85.1%	78.5%	69.1%	376
Fillmore	55.0%	83.0%	62.4%	60.9%	45.0%	69.5%	73.9%	88
Freeborn	55.0%	83.0%	73.3%	73.3%	70.7%	70.1%	71.4%	294
Goodhue	55.0%	83.0%	71.2%	68.4%	70.6%	68.5%	69.2%	312
Grant	55.0%	83.0%	48.8%	87.2%	84.2%	81.6%	95.6%	45
Hennepin	55.0%	83.0%	67.3%	66.4%	50.9%	59.3%	69.5%	18,559
Houston	55.0%	83.0%	70.1%	71.7%	71.4%	62.0%	59.2%	103
Hubbard	55.0%	83.0%	76.7%	73.7%	65.6%	76.8%	74.3%	214
Isanti	55.0%	83.0%	52.3%	67.2%	63.7%	62.3%	57.6%	269
Itasca	55.0%	83.0%	81.6%	84.6%	79.1%	82.4%	65.5%	139

TABLE A12, PAGE 2: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals	55.0%	83.0%	62.3%	64.0%	59.4%	64.5%	68.7%	58,508
Kanabec	55.0%	83.0%	66.7%	76.8%	75.2%	74.1%	76.2%	214
Kandiyohi	55.0%	83.0%	70.6%	63.8%	64.6%	49.3%	61.5%	569
Kittson	55.0%	83.0%	83.3%	66.6%	78.9%	75.0%	77.8%	<20
Koochiching	55.0%	83.0%	53.0%	58.1%	64.9%	79.3%	74.0%	150
Lac Qui Parle	55.0%	83.0%	85.4%	66.6%	84.6%	88.2%	89.7%	39
Lake	55.0%	83.0%	55.4%	71.6%	66.6%	62.0%	70.0%	60
Lake Of The Woods	55.0%	83.0%	70.8%	81.4%	72.0%	52.9%	84.6%	26
Le Sueur	55.0%	83.0%	50.8%	59.5%	82.5%	75.4%	83.9%	199
Mahnomen	55.0%	83.0%	66.1%	79.3%	80.3%	63.6%	85.2%	81
Marshall	55.0%	83.0%	84.9%	75.0%	69.6%	83.3%	82.2%	45
McLeod	55.0%	83.0%	40.8%	64.0%	74.3%	83.1%	79.2%	293
Meeker	55.0%	83.0%	65.5%	73.6%	61.4%	62.9%	74.1%	139
Mille Lacs	55.0%	83.0%	63.7%	53.0%	55.0%	62.8%	59.4%	187
MNPrarie	55.0%	83.0%	.	.	69.3%	70.1%	69.5%	753
Morrison	55.0%	83.0%	70.9%	58.3%	57.5%	51.4%	70.9%	247
Mower	55.0%	83.0%	65.8%	69.4%	61.2%	63.9%	61.4%	451
Nicollet	55.0%	83.0%	72.5%	72.6%	68.4%	65.8%	66.2%	157
Nobles	55.0%	83.0%	68.2%	61.8%	42.1%	61.6%	71.8%	234
Norman	55.0%	83.0%	84.6%	80.5%	75.0%	81.5%	79.7%	69
Olmsted	55.0%	83.0%	44.8%	67.0%	67.0%	65.3%	66.1%	1,551
Otter Tail	55.0%	83.0%	49.8%	50.8%	54.2%	72.6%	76.9%	445
Pennington	55.0%	83.0%	78.5%	81.0%	81.3%	81.5%	74.6%	201
Pine	55.0%	83.0%	81.0%	79.7%	73.7%	76.0%	77.1%	340
Polk	55.0%	83.0%	86.2%	86.0%	77.8%	81.4%	81.0%	473
Pope	55.0%	83.0%	57.7%	58.6%	75.3%	74.5%	81.3%	48
Ramsey	55.0%	83.0%	53.7%	57.0%	57.8%	61.3%	61.8%	7,976
Red Lake	55.0%	83.0%	76.0%	64.0%	84.3%	76.3%	76.9%	52
Renville	55.0%	83.0%	65.0%	72.2%	66.4%	75.1%	84.2%	152
Rice	55.0%	83.0%	64.5%	71.8%	63.4%	71.3%	80.8%	474
Roseau	55.0%	83.0%	84.4%	81.0%	76.4%	79.7%	72.2%	97

TABLE A12, PAGE 3: Performance for all counties on the *expedited SNAP* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals	55.0%	83.0%	62.3%	64.0%	59.4%	64.5%	68.7%	58,508
Scott	55.0%	83.0%	70.9%	64.6%	66.7%	63.6%	65.2%	520
Sherburne	55.0%	83.0%	67.2%	72.3%	70.0%	65.8%	73.5%	550
Sibley	55.0%	83.0%	76.8%	53.4%	80.1%	88.5%	75.5%	106
St. Louis	55.0%	83.0%	62.5%	65.5%	64.8%	74.8%	72.8%	3,298
Stearns	55.0%	83.0%	46.9%	57.4%	61.8%	63.5%	65.4%	1,612
Stevens	55.0%	83.0%	55.6%	62.2%	63.4%	83.0%	68.3%	41
SWHHS	55.0%	83.0%	78.1%	74.2%	70.4%	72.4%	76.5%	549
Swift	55.0%	83.0%	89.5%	76.4%	94.9%	82.6%	85.7%	84
Todd	55.0%	83.0%	60.9%	69.1%	77.0%	67.9%	71.8%	142
Traverse	55.0%	83.0%	93.8%	85.0%	84.3%	75.6%	94.1%	51
Wabasha	55.0%	83.0%	60.8%	65.1%	65.2%	52.7%	64.8%	128
Wadena	55.0%	83.0%	69.0%	74.0%	70.1%	68.4%	78.7%	183
Washington	55.0%	83.0%	35.1%	42.6%	45.1%	59.8%	63.6%	1,153
Watonwan	55.0%	83.0%	61.6%	69.5%	52.4%	72.8%	88.9%	72
Wilkin	55.0%	83.0%	86.7%	91.7%	83.3%	85.4%	87.2%	86
Winona	55.0%	83.0%	69.8%	60.0%	63.4%	65.8%	65.0%	369
Wright	55.0%	83.0%	63.4%	62.7%	63.6%	54.7%	55.1%	573
Yellow Medicine	55.0%	83.0%	59.0%	58.0%	69.2%	76.7%	74.6%	63

Percent of SNAP and cash assistance applications processed timely (timely SNAP and cash assistance)

Measure Details

What is this measure?

This measure looks at the difference between the application date and the date of the first issuance made for each program approved on the application. The included programs are regular SNAP, MFIP, DWP, Refugee Cash Assistance, Minnesota Supplemental Aid, General Assistance, and Group Residential Housing. Applications made the day before a weekend or state-recognized holiday take into account the non-working days. Denials are not included.

Why is this important?

Cash and food assistance are ways to help people meet their basic needs. Timely processing of applications is one measure of how well counties are able to help people meet their basic needs.

What affects performance on this measure?

- Service factors that influence this measure include the complexity of eligibility requirements, streamlining of eligibility requirements across all cash programs, county processes such as case banking, an aging database, ability to share information between programs like employment services and Child Support, having a universal release of information, and location of offices and number of offices.
- Staff factors that influence this measure include staff training, the number of staff, agency culture, staffing structure, availability of translators, and staff to participant ratios.
- Participant factors that influence this measure include literacy levels, availability to participate in an interview, access to a telephone, housing stability, ability to provide documentation, access to transportation, and complicated reporting requirements.
- Environmental or external factors that influence this measure include the local economy and increased applications during economic downturns.

What is the threshold for this measure?

The threshold for this measure is 75 percent with a high performance standard of 90 percent. The threshold is at the 10th percentile of performance in 2011. The high performance standard is one standard deviation above the county average in 2010, a year with historically high caseloads and performance.

2018 PIPs

There were no PIPs for *timely SNAP and cash assistance* for 2018.

All County Performance – timely SNAP and cash assistance

TABLE 13: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	93.22%	81,992
Aitkin	75.0%	90.0%	93.9%	98.4%	94.2%	93.5%	94.81%	231
Anoka	75.0%	90.0%	92.3%	93.2%	94.8%	94.5%	94.81%	4,107
Becker	75.0%	90.0%	96.4%	98.1%	98.4%	98.5%	99.34%	453
Beltrami	75.0%	90.0%	50.2%	77.2%	77.7%	84.9%	84.78%	946
Benton	75.0%	90.0%	83.7%	92.4%	90.9%	90.6%	91.39%	697
Big Stone	75.0%	90.0%	89.2%	93.0%	94.2%	90.3%	92.77%	83
Blue Earth	75.0%	90.0%	91.1%	93.5%	93.6%	91.8%	95.78%	1,067
Brown	75.0%	90.0%	94.4%	93.6%	94.5%	94.3%	95.24%	336
Carlton	75.0%	90.0%	87.4%	95.4%	98.1%	96.4%	95.63%	526
Carver	75.0%	90.0%	83.1%	89.8%	88.4%	92.4%	94.13%	511
Cass	75.0%	90.0%	89.5%	93.9%	91.4%	95.0%	95.24%	777
Chippewa	75.0%	90.0%	82.1%	86.2%	93.6%	96.4%	95.58%	181
Chisago	75.0%	90.0%	85.3%	90.0%	88.4%	89.6%	93.03%	445
Clay	75.0%	90.0%	91.7%	97.1%	96.0%	94.6%	95.84%	1,297
Clearwater	75.0%	90.0%	96.9%	98.6%	96.2%	99.3%	99.24%	132
Cook	75.0%	90.0%	89.2%	89.4%	81.7%	73.6%	90.54%	74
Crow Wing	75.0%	90.0%	82.1%	95.2%	93.8%	92.1%	92.40%	934
Dakota	75.0%	90.0%	89.0%	89.5%	88.2%	88.4%	89.76%	3,848
Douglas	75.0%	90.0%	83.8%	89.1%	91.2%	90.0%	89.21%	482
Des Moines Valley	75.0%	90.0%	93.3%	95.7%	94.4%	95.3%	97.31%	335
Faribault & Martin	75.0%	90.0%	94.4%	96.0%	96.8%	96.5%	95.81%	596
Fillmore	75.0%	90.0%	90.2%	96.6%	99.1%	98.0%	97.96%	196
Freeborn	75.0%	90.0%	96.3%	96.1%	94.3%	96.6%	96.43%	588
Goodhue	75.0%	90.0%	90.6%	93.1%	95.1%	90.8%	94.33%	441
Grant	75.0%	90.0%	93.3%	95.9%	97.8%	100.0%	96.97%	99
Hennepin	75.0%	90.0%	79.5%	86.0%	85.1%	86.8%	91.86%	23,216
Houston	75.0%	90.0%	94.2%	95.4%	96.6%	98.1%	98.20%	167
Hubbard	75.0%	90.0%	92.9%	97.2%	91.5%	95.7%	91.59%	333
Isanti	75.0%	90.0%	88.0%	94.4%	94.0%	92.4%	94.64%	578
Itasca	75.0%	90.0%	88.6%	93.7%	93.4%	94.9%	94.32%	950

TABLE 13, PAGE 2: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	93.22%	81,992
Kanabec	75.0%	90.0%	85.6%	90.6%	93.6%	94.3%	95.02%	301
Kandiyohi	75.0%	90.0%	92.7%	96.4%	95.9%	92.1%	92.42%	884
Kittson	75.0%	90.0%	97.7%	90.2%	92.5%	100.0%	95.12%	41
Koochiching	75.0%	90.0%	80.8%	92.0%	93.2%	95.4%	91.20%	216
Lac Qui Parle	75.0%	90.0%	96.5%	98.7%	98.7%	98.9%	100.00%	87
Lake	75.0%	90.0%	77.1%	93.9%	96.9%	97.5%	94.62%	130
Lake Of The Woods	75.0%	90.0%	87.5%	98.2%	90.0%	92.5%	97.37%	38
Le Sueur	75.0%	90.0%	80.9%	90.9%	92.0%	94.4%	95.24%	315
Mahnomen	75.0%	90.0%	95.3%	92.2%	94.7%	94.3%	97.40%	77
Marshall	75.0%	90.0%	93.3%	98.9%	97.8%	97.1%	96.15%	104
McLeod	75.0%	90.0%	86.0%	95.9%	95.0%	93.9%	97.74%	399
Meeker	75.0%	90.0%	93.9%	94.8%	95.9%	96.1%	98.66%	299
Mille Lacs	75.0%	90.0%	89.2%	92.0%	93.6%	95.4%	95.20%	396
MNPrairie	75.0%	90.0%	84.6%	88.3%	87.5%	92.6%	94.81%	1,253
Morrison	75.0%	90.0%	89.0%	90.8%	92.4%	92.8%	94.18%	447
Mower	75.0%	90.0%	86.4%	93.0%	95.6%	96.3%	95.37%	735
Nicollet	75.0%	90.0%	89.6%	92.5%	91.9%	95.3%	93.19%	367
Nobles	75.0%	90.0%	93.0%	93.8%	95.2%	96.5%	98.90%	364
Norman	75.0%	90.0%	96.5%	97.8%	94.7%	94.4%	97.22%	108
Olmsted	75.0%	90.0%	78.3%	92.8%	95.8%	95.3%	96.19%	2,258
Otter Tail	75.0%	90.0%	83.6%	87.0%	90.0%	92.3%	95.38%	780
Pennington	75.0%	90.0%	98.8%	100.0%	98.5%	99.2%	97.37%	304
Pine	75.0%	90.0%	94.9%	96.0%	95.6%	96.8%	96.24%	532
Polk	75.0%	90.0%	93.4%	96.2%	95.5%	96.8%	97.62%	631
Pope	75.0%	90.0%	93.7%	95.5%	96.0%	98.7%	97.50%	160
Ramsey	75.0%	90.0%	84.4%	87.2%	89.1%	92.2%	92.43%	10,719
Red Lake	75.0%	90.0%	98.2%	98.7%	97.4%	100.0%	94.59%	74
Renville	75.0%	90.0%	86.8%	94.1%	96.9%	95.6%	94.29%	245
Rice	75.0%	90.0%	80.7%	89.8%	91.0%	91.8%	92.50%	760
Roseau	75.0%	90.0%	96.3%	96.3%	97.5%	99.0%	98.06%	155

TABLE 13, PAGE 3: Performance for all counties on the *timely SNAP and cash assistance* measure. Reporting based on the calendar year.

County	Threshold	High Performance Standard	2013	2014	2015	2016	2017	2017 Denominator
State totals			84.4%	89.6%	90.1%	91.2%	93.22%	81,992
Scott	75.0%	90.0%	92.8%	95.9%	96.2%	95.7%	95.85%	820
Sherburne	75.0%	90.0%	85.3%	94.7%	94.4%	92.8%	93.71%	699
Sibley	75.0%	90.0%	92.8%	94.4%	96.5%	97.2%	95.54%	157
St. Louis	75.0%	90.0%	88.7%	91.8%	92.3%	94.6%	95.12%	4,901
Stearns	75.0%	90.0%	77.7%	84.8%	92.1%	88.8%	93.13%	2,255
Stevens	75.0%	90.0%	88.9%	98.1%	94.7%	96.1%	96.12%	103
SWHHS	75.0%	90.0%	90.4%	94.2%	92.2%	90.4%	93.21%	972
Swift	75.0%	90.0%	97.5%	97.9%	99.4%	97.2%	99.33%	149
Todd	75.0%	90.0%	93.5%	96.1%	92.2%	91.7%	92.44%	291
Traverse	75.0%	90.0%	93.5%	98.4%	98.6%	98.7%	100.00%	73
Wabasha	75.0%	90.0%	88.8%	94.0%	92.3%	85.2%	96.70%	212
Wadena	75.0%	90.0%	96.0%	96.0%	96.8%	97.5%	97.64%	297
Washington	75.0%	90.0%	64.1%	80.6%	85.9%	87.7%	89.56%	1,465
Watonwan	75.0%	90.0%	93.1%	93.7%	88.5%	93.2%	95.24%	168
Wilkin	75.0%	90.0%	98.5%	99.3%	99.2%	93.2%	95.35%	129
Winona	75.0%	90.0%	90.6%	95.9%	96.3%	96.5%	97.17%	565
Wright	75.0%	90.0%	81.1%	86.3%	90.2%	86.3%	86.14%	808
Yellow Medicine	75.0%	90.0%	98.5%	98.6%	98.5%	96.6%	99.19%	123

Percent of open child support cases with an order established (*orders established*)

Measure Details

What is this measure?

This measure is the number of cases open at the end of the FFY with support orders established divided by the number of total cases open at the end of the FFY.

Why is this important?

Through their role in the child support program, counties help ensure that parents contribute to their children's economic support through securing enforceable orders, monitoring payments, providing enforcement activities, and modifying orders when necessary. This is a measure of counties' work toward ensuring children receive financial support from both parents.

What affects performance on this measure?

- Service factors: relationship with the county attorney; ability to schedule court hearings timely; information sharing between courts, tribal nations, and Child Support; and relationships with other states that affect the ability to collect support across state boundaries.
- Staff factors: the number of staff dedicated to Child Support, training and education; and legacy planning and hiring of new staff as staff retire.
- Participant factors: family size; the separation or divorce rate and whether children are born in marriage; custody arrangements; and incarceration of non-custodial parents.
- Environmental or external factors influencing this measure may include local economy and ability of non-custodial parents to find employment, employer response time to paperwork, parents that work for cash, and level of trust in the government to provide service.

What is the threshold for this measure?

The minimum performance threshold for this measure is equal to the federal standard of 80 percent, the point at which counties receive maximum federal bonus money. Because this measure is calculated on a Federal Fiscal Year (FFY) basis, counties were provided with performance data in January 2016.

2018 PIPs

TABLE A14: 2018 PIPS for orders *established*.

Counties with PIPs	Threshold	2018 Performance	2018 Denominator	2017 Performance
Mahnomen County	80.0%	75.98%	254	87.70%

All county performance – orders established

TABLE A15: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			88.0%	88.7%	88.9%	88.6%	88.32%	212,558
Aitkin	80.0%	80.0%	92.0%	94.6%	94.6%	92.4%	93.80%	758
Anoka	80.0%	80.0%	91.0%	92.4%	92.4%	91.4%	91.27%	11,613
Becker	80.0%	80.0%	92.0%	92.9%	90.9%	89.7%	90.91%	1,518
Beltrami	80.0%	80.0%	76.0%	77.0%	82.5%	84.0%	87.82%	2,463
Benton	80.0%	80.0%	91.0%	94.3%	93.3%	93.7%	93.03%	1,922
Big Stone	80.0%	80.0%	89.0%	95.1%	89.0%	86.4%	91.18%	170
Blue Earth	80.0%	80.0%	94.0%	94.0%	94.2%	92.6%	92.62%	2,494
Brown	80.0%	80.0%	94.0%	93.6%	95.5%	93.4%	91.91%	1,001
Carlton	80.0%	80.0%	93.0%	93.6%	94.4%	93.8%	92.98%	1,923
Carver	80.0%	80.0%	93.0%	93.7%	91.6%	92.0%	94.14%	1,740
Cass	80.0%	80.0%	86.0%	87.2%	86.7%	86.0%	83.29%	1,729
Chippewa	80.0%	80.0%	91.0%	90.2%	89.3%	91.8%	91.26%	549
Chisago	80.0%	80.0%	94.0%	95.5%	95.4%	95.4%	95.66%	2,029
Clay	80.0%	80.0%	85.0%	87.0%	87.0%	86.5%	86.78%	2,504
Clearwater	80.0%	80.0%	96.0%	97.7%	95.7%	94.6%	93.33%	570
Cook	80.0%	80.0%	89.0%	86.6%	84.2%	87.2%	92.59%	162
Crow Wing	80.0%	80.0%	94.0%	94.1%	94.2%	93.9%	92.13%	3,407
Dakota	80.0%	80.0%	88.0%	90.6%	90.4%	88.0%	86.36%	12,499
Douglas	80.0%	80.0%	93.0%	93.6%	93.6%	92.8%	94.26%	1,480
Des Moines Valley	80.0%	80.0%	95.0%	96.9%	94.8%	96.7%	95.80%	1,048
Faribault & Martin	80.0%	80.0%	96.0%	95.2%	94.7%	93.1%	93.14%	1,662
Fillmore	80.0%	80.0%	89.0%	92.4%	90.5%	90.6%	90.20%	684
Freeborn	80.0%	80.0%	93.0%	95.0%	95.7%	93.3%	92.78%	1,635
Goodhue	80.0%	80.0%	94.0%	94.2%	91.2%	88.8%	87.79%	1,949
Grant	80.0%	80.0%	96.0%	95.6%	93.1%	94.6%	95.34%	236
Hennepin	80.0%	80.0%	82.0%	83.7%	84.3%	83.7%	82.02%	48,482
Houston	80.0%	80.0%	96.0%	96.2%	94.7%	93.5%	92.98%	627
Hubbard	80.0%	80.0%	90.0%	93.0%	93.2%	91.8%	93.01%	987
Isanti	80.0%	80.0%	94.0%	93.0%	94.1%	94.0%	95.41%	1,832
Itasca	80.0%	80.0%	92.0%	93.2%	94.6%	94.3%	93.80%	758

TABLE A15, PAGE 2: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			88.0%	88.7%	88.9%	88.6%	88.32%	212,558
Kanabec	80.0%	80.0%	92.0%	94.9%	94.1%	94.4%	94.05%	807
Kandiyohi	80.0%	80.0%	88.0%	88.7%	89.3%	89.6%	91.34%	2,010
Kittson	80.0%	80.0%	98.0%	92.5%	96.4%	99.0%	96.12%	103
Koochiching	80.0%	80.0%	98.0%	96.1%	97.5%	95.2%	97.46%	631
Lac Qui Parle	80.0%	80.0%	96.0%	96.1%	97.4%	95.8%	97.31%	186
Lake	80.0%	80.0%	87.0%	93.8%	91.2%	90.3%	93.90%	426
Lake of the Woods	80.0%	80.0%	92.0%	94.7%	92.4%	89.6%	89.04%	146
Le Sueur	80.0%	80.0%	94.0%	95.6%	93.3%	90.4%	94.14%	939
Mahnomen	80.0%	80.0%	93.0%	89.0%	91.7%	87.7%	75.98%	254
Marshall	80.0%	80.0%	93.0%	95.2%	95.4%	94.0%	95.12%	287
McLeod	80.0%	80.0%	92.0%	93.7%	92.9%	92.9%	92.22%	1,452
Meeker	80.0%	80.0%	94.0%	93.3%	94.2%	90.8%	92.42%	897
Mille Lacs	80.0%	80.0%	93.0%	94.6%	93.8%	94.3%	93.85%	1,919
MNPrairie				93.9%	94.5%	93.2%	92.70%	3,728
Morrison	80.0%	80.0%	93.0%	93.8%	94.3%	95.3%	94.27%	1,867
Mower	80.0%	80.0%	88.0%	91.7%	91.9%	90.7%	91.28%	2,190
Nicollet	80.0%	80.0%	92.0%	94.1%	93.0%	93.1%	93.59%	1,342
Nobles	80.0%	80.0%	87.0%	88.3%	88.7%	91.0%	88.71%	912
Norman	80.0%	80.0%	95.0%	91.5%	93.0%	92.9%	90.94%	276
Olmsted	80.0%	80.0%	87.0%	87.3%	89.1%	87.3%	87.05%	5,421
Otter Tail	80.0%	80.0%	92.0%	93.0%	91.5%	89.6%	89.17%	2,226
Pennington	80.0%	80.0%	89.0%	92.1%	90.4%	89.7%	88.73%	710
Pine	80.0%	80.0%	96.0%	96.3%	94.6%	94.1%	95.34%	1,654
Polk	80.0%	80.0%	93.0%	93.5%	91.9%	93.8%	93.54%	1,703
Pope	80.0%	80.0%	87.0%	91.5%	93.1%	93.0%	95.76%	354
Ramsey	80.0%	80.0%	80.0%	81.3%	82.1%	83.4%	84.64%	23,340
Red Lake	80.0%	80.0%	95.0%	94.2%	93.7%	91.9%	92.75%	138
Renville	80.0%	80.0%	81.0%	83.6%	86.4%	81.7%	83.33%	618
Rice	80.0%	80.0%	84.0%	86.3%	86.6%	87.7%	89.07%	1,811
Roseau	80.0%	80.0%	91.0%	90.3%	89.7%	95.1%	95.95%	568

TABLE A15, PAGE 3: Performance for all counties on the *orders established* measure. Reported for the Federal Fiscal Year.

County	Threshold	High Performance Standard	2014	2015	2016	2017	2018	2018 Denominator
Statewide			88.0%	88.7%	88.9%	88.6%	88.32%	212,558
Scott	80.0%	80.0%	90.0%	90.7%	90.6%	90.7%	91.29%	2,789
Sherburne	80.0%	80.0%	94.0%	95.8%	93.9%	93.2%	91.68%	3,508
Sibley	80.0%	80.0%	96.0%	95.4%	93.1%	90.6%	88.71%	620
St. Louis	80.0%	80.0%	90.0%	90.7%	90.0%	91.4%	92.21%	9,539
Stearns	80.0%	80.0%	89.0%	90.9%	88.9%	88.5%	88.03%	5,245
Stevens	80.0%	80.0%	91.0%	94.6%	95.6%	95.5%	91.00%	211
SWHHS	80.0%	80.0%	92.0%	92.9%	92.2%	91.4%	91.48%	3,240
Swift	80.0%	80.0%	92.0%	94.4%	94.1%	90.6%	92.84%	475
Todd	80.0%	80.0%	95.0%	95.9%	93.3%	91.3%	89.67%	1,016
Traverse	80.0%	80.0%	79.0%	83.1%	83.8%	93.0%	91.36%	81
Wabasha	80.0%	80.0%	85.0%	88.5%	90.8%	89.6%	92.62%	691
Wadena	80.0%	80.0%	96.0%	96.1%	95.2%	95.1%	95.38%	845
Washington	80.0%	80.0%	95.0%	95.6%	93.2%	94.1%	95.03%	6,137
Watonwan	80.0%	80.0%	92.0%	93.4%	93.4%	90.3%	90.74%	713
Wilkin	80.0%	80.0%	89.0%	86.0%	86.8%	87.1%	91.06%	246
Winona	80.0%	80.0%	93.0%	93.3%	93.0%	91.2%	89.67%	2,014
Wright	80.0%	80.0%	93.0%	94.5%	94.0%	92.8%	93.82%	3,913
Yellow Medicine	80.0%	80.0%	86.0%	85.6%	91.9%	93.2%	94.25%	313

MFIP/DWP Self-Support Index

Measure Details

What is this measure?

The MFIP/DWP Self-Support Index (S-SI) is the percent of adults eligible for MFIP or DWP that are off cash assistance or are on and working at least 30 hours per week three years after a baseline quarter. The Range of Expected Performance (REP) is a target range individual to each county that controls for variables beyond the control of the county, including caseload characteristics and economic variables.

Why is this measure important?

Providing support that allows families the opportunity to attain and maintain employment is an essential role of county government. Counties contribute to and support employment through providing employment services and coordinating other resources such as housing, childcare, and health care that support a person's ability to get and keep a job.

What affects performance on this measure?

- Service factors: quality of the employment plan; communication between county financial workers and employment service agencies; lack of an interface between DHS administrative and the Department of Employment and Economic Development's (DEED) administrative databases; availability and convenience of work supports such as child care assistance and transportation; work activity requirements of the federal Work Participation Rate (WPR) performance measure; recruitment of employers and relationships with employers; and complexity of program rules for both participants and staff.
- Staff factors: staff education, training, and experience; caseload size; understanding of program policies; turnover; and time needed for program documentation.
- Participant factors: the number and age of children in the household; the caregiver's physical, mental, and chemical health; disability status; housing mobility and homelessness; the number of adults in the household; immigration status; incarceration of an absent parent; motivation; education and skill levels; access to transportation; beliefs about child care and work; cultural background, preferences, and beliefs; and English-language proficiency.
- Environmental or external factors: the economic environment, including unemployment rate and child poverty level; population density; number and type of employers in a region; prevailing wages; availability of affordable childcare; and attitudes of employers regarding hiring people receiving cash assistance.

Note that while all these factors and others could influence performance and therefore affect the S-SI, the REP predicts the S-SI using only participant and environmental factors that are recorded in state administrative data. This means that service and staff factors are the factors that can change performance levels of a servicing agency.

What is the threshold for this measure?

There is no set threshold for this measure. Instead, each county has a Range of Expected Performance individual to each county that controls for variables beyond the control of the county, including caseload characteristics and economic variables.

2018 PIPs

TABLE A16: 2018 PIPs for the Self-Support Index.

Counties with PIPs	Range of Expected Performance	2017 Performance	2017 Denominator	2016 Performance
Douglas County	69.49% - 78.24%	68.70%	119	75.30%
Faribault & Martin Counties	70.88% - 77.12%	70.00%	132	73.00%
Freeborn County	72.65% - 80.46%	72.20%	195	74.20%
Houston County	70.83% - 81.04%	68.70%	73	70.50%
Lac qui Parle County	62.79% - 80.10%	57.10%	19	64.90%
Mower County	74.13% - 80.79%	73.30%	292	75.80%
Nicollet County	71.77% - 78.97%	71.50%	200	70.40%
Nobles County	80.77% - 87.63%	79.10%	114	78.70%
Olmsted County	70.94% - 76.37%	70.20%	796	72.00%
St. Louis County	60.31% - 65.73%	59.20%	1278	63.40%

All County Performance – Self-Support Index

TABLE A17: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2014-15 Performance		2015-16 Performance		2016-17 Performance		2017-18 Performance		2017-18 Range of Expected Performance	2017-18 Denominator
Statewide	68.8%		68.0%		65.9%		64.6%			32884
Aitkin	83.5%	Above	88.8%	Above	81.4%	Within	75.9%	Within	61.71% - 79.37%	64
Anoka	70.2%	Within	68.6%	Below	67.3%	Within	65.4%	Within	62.52% - 68.03%	1732
Becker	79.9%	Within	76.5%	Within	71.9%	Within	71.0%	Within	66.99% - 74.85%	126
Beltrami	70.4%	Above	69.9%	Within	69.0%	Above	63.7%	Within	57.62% - 64.88%	412
Benton	73.5%	Within	71.9%	Within	71.4%	Within	70.8%	Within	66.16% - 72.08%	282
Big Stone	70.5%	Below	73.4%	Within	81.6%	Within	78.3%	Within	61.98% - 82.00%	<20
Blue Earth	77.8%	Within	76.0%	Within	72.0%	Within	67.7%	Within	65.38% - 72.88%	318
Brown	81.2%	Within	78.9%	Within	78.9%	Within	81.1%	Above	69.64% - 80.88%	85
Carlton	76.6%	Within	79.9%	Above	80.1%	Within	72.9%	Within	68.17% - 81.97%	134
Carver	81.9%	Above	73.6%	Within	74.0%	Within	74.8%	Within	67.02% - 77.04%	134
Cass	74.1%	Within	72.6%	Within	68.3%	Within	66.6%	Within	57.38% - 70.24%	183
Chippewa	79.9%	Within	73.8%	Within	67.2%	Within	69.5%	Within	65.27% - 76.33%	73
Chisago	85.0%	Above	79.9%	Above	83.7%	Above	86.2%	Above	73.61% - 80.84%	112
Clay	78.6%	Within	75.9%	Within	73.3%	Within	75.1%	Within	70.43% - 76.50%	405
Clearwater	77.0%	Within	76.9%	Within	73.7%	Within	76.2%	Within	60.85% - 76.63%	50
Cook	76.4%	Within	77.8%	Within	81.3%	Above	74.7%	Within	65.02% - 84.65%	<20
Crow Wing	79.0%	Within	80.5%	Within	80.8%	Above	75.3%	Above	63.85% - 74.98%	235
Dakota	71.3%	Within	72.8%	Above	69.8%	Within	66.4%	Within	64.22% - 69.21%	1524
Douglas	79.8%	Within	72.8%	Within	75.3%	Within	68.7%	Below	69.49% - 78.24%	119
DVHHS	74.9%	Within	79.9%	Within	77.6%	Within	77.9%	Within	68.99% - 78.56%	113
Faribault & Martin	81.7%	Above	77.2%	Within	73.0%	Within	70.0%	Below	70.88% - 77.12%	132
Fillmore	86.7%	Within	87.8%	Above	83.0%	Within	76.7%	Within	66.48% - 80.12%	64
Freeborn	78.1%	Within	75.5%	Within	74.2%	Within	72.2%	Below	72.65% - 80.46%	195
Goodhue	74.3%	Within	71.6%	Within	72.3%	Within	71.8%	Within	61.84% - 72.58%	155
Grant	91.6%	Above	90.6%	Above	84.7%	Above	87.6%	Above	57.58% - 80.83%	28
Hennepin	61.2%	Below	60.4%	Below	59.0%	Within	59.2%	Within	58.33% - 60.41%	9256
Houston	78.9%	Within	76.6%	Within	70.5%	Below	68.7%	Below	70.83% - 81.04%	73
Hubbard	78.5%	Within	68.3%	Below	73.1%	Within	65.2%	Within	60.33% - 75.10%	84
Isanti	81.6%	Above	86.4%	Above	82.6%	Above	75.8%	Within	70.30% - 77.78%	153
Itasca	71.8%	Below	74.6%	Below	72.6%	Within	65.4%	Within	65.17% - 73.48%	257

TABLE A17, PAGE 2: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2014-15 Performance		2015-16 Performance		2016-17 Performance		2017-18 Performance		2017-18 Range of Expected Performance	2017-18 Denominator
Statewide	68.8%		68.0%		65.9%		64.6%			32884
Kanabec	80.2%	Within	79.3%	Within	70.6%	Within	81.3%	Above	68.26% - 79.25%	84
Kandiyohi	79.5%	Within	75.3%	Below	75.3%	Within	75.1%	Within	74.42% - 80.09%	318
Kittson	84.0%	Within	82.9%	Within	76.5%	Within	94.7%	Above	72.49% - 90.54%	<20
Koochiching	75.7%	Within	76.1%	Within	72.8%	Within	66.9%	Within	63.03% - 73.83%	84
Lac qui Parle	78.3%	Within	68.0%	Within	64.9%	Within	57.1%	Below	62.79% - 80.10%	<20
Lake	84.2%	Within	93.4%	Above	82.6%	Within	87.9%	Above	67.79% - 82.94%	23
Lake of the Woods	84.5%	Within	84.1%	Within	81.3%	Within	67.4%	Within	51.06% - 79.12%	<20
Le Sueur	78.7%	Within	77.2%	Above	75.9%	Within	72.2%	Within	66.30% - 76.12%	103
Mahnomen	66.6%	Within	69.4%	Within	75.4%	Within	57.6%	Within	57.10% - 77.05%	35
Marshall	90.1%	Within	91.1%	Above	85.7%	Within	72.7%	Within	54.01% - 78.07%	<20
McLeod	84.0%	Within	85.6%	Within	79.8%	Within	81.2%	Above	64.51% - 80.89%	92
Meeker	78.7%	Within	83.1%	Within	80.4%	Within	73.8%	Within	70.39% - 79.76%	74
Mille Lacs	76.3%	Above	81.5%	Above	72.6%	Within	67.4%	Within	63.78% - 74.96%	131
MNPrarie			76.2%	Within	71.6%	Within	73.2%	Above	63.12% - 72.31%	362
Morrison	71.1%	Below	75.1%	Within	73.6%	Within	72.4%	Above	63.00% - 72.32%	144
Mower	75.9%	Within	76.0%	Within	75.8%	Within	73.3%	Below	74.13% - 80.79%	292
Nicollet	72.6%	Within	73.8%	Within	70.4%	Within	71.5%	Below	71.77% - 78.97%	200
Nobles	85.4%	Within	84.9%	Within	78.7%	Below	79.1%	Below	80.77% - 87.63%	114
Norman	84.6%	Within	80.6%	Within	69.9%	Below	76.5%	Within	69.37% - 82.07%	42
Olmsted	77.8%	Below	76.4%	Below	72.0%	Below	70.2%	Below	70.94% - 76.37%	796
Otter Tail	77.7%	Within	76.9%	Within	69.1%	Below	69.9%	Within	68.48% - 75.04%	204
Pennington	87.9%	Above	84.1%	Within	72.0%	Within	71.2%	Within	58.21% - 80.33%	39
Pine	79.0%	Within	78.4%	Within	78.0%	Within	71.4%	Within	70.06% - 78.49%	186
Polk	77.4%	Above	78.0%	Above	75.2%	Within	68.8%	Within	62.62% - 73.94%	218
Pope	79.8%	Within	73.1%	Within	75.2%	Within	82.6%	Above	64.06% - 81.86%	29
Ramsey	64.4%	Above	63.9%	Above	62.1%	Within	61.3%	Within	59.68% - 62.44%	6468
Red Lake	84.1%	Within	85.5%	Within	74.5%	Within	89.1%	Above	59.12% - 86.74%	<20
Renville	79.4%	Within	78.1%	Within	72.8%	Within	74.4%	Within	67.83% - 82.04%	67
Rice	78.5%	Within	80.6%	Within	76.1%	Within	76.7%	Within	71.72% - 80.84%	271
Roseau	87.0%	Above	81.7%	Within	74.0%	Within	77.6%	Within	67.47% - 81.98%	48

TABLE A17, PAGE 3: Performance for all counties on the *Self-Support Index* measure. Report period is April 1 – March 30.

County	2014-15 Performance		2015-16 Performance		2016-17 Performance		2017-18 Performance		2017-18 Range of Expected Performance	2017-18 Denominator
Statewide	68.8%		68.0%		65.9%		64.6%			32884
Scott	82.9%	Above	79.3%	Above	75.4%	Above	78.0%	Above	69.06% - 74.81%	296
Sherburne	78.1%	Above	78.5%	Above	72.7%	Within	72.2%	Within	68.70% - 75.72%	250
Sibley	86.3%	Within	85.4%	Above	81.3%	Within	79.4%	Within	59.56% - 82.20%	39
St. Louis	67.8%	Within	65.6%	Within	63.4%	Below	59.2%	Below	60.31% - 65.73%	1278
Stearns	75.3%	Within	74.4%	Within	73.3%	Within	72.2%	Within	67.65% - 72.90%	985
Stevens	85.6%	Above	85.6%	Above	75.6%	Within	65.2%	Within	63.09% - 77.48%	33
SWHHS	82.6%	Within	80.9%	Within	79.8%	Within	78.6%	Above	71.88% - 77.82%	292
Swift	74.6%	Within	77.9%	Within	77.1%	Within	74.0%	Above	55.58% - 69.67%	54
Todd	79.1%	Within	78.0%	Within	77.8%	Within	70.1%	Within	67.83% - 77.74%	84
Traverse	89.7%	Above	85.7%	Above	72.5%	Within	76.1%	Within	59.97% - 78.28%	29
Wabasha	79.7%	Within	80.8%	Within	73.1%	Within	76.0%	Within	67.98% - 79.02%	71
Wadena	70.3%	Below	67.1%	Below	64.8%	Below	68.3%	Within	64.50% - 73.96%	118
Washington	71.8%	Within	70.1%	Within	70.2%	Within	69.2%	Within	62.60% - 70.55%	651
Watonwan	82.4%	Within	79.7%	Within	81.5%	Within	76.0%	Within	67.80% - 81.60%	40
Wilkin	89.6%	Above	87.9%	Above	85.3%	Within	79.0%	Within	74.94% - 89.70%	30
Winona	74.4%	Within	74.8%	Within	76.9%	Within	72.8%	Within	64.19% - 74.82%	192
Wright	83.2%	Above	82.4%	Above	79.8%	Above	73.8%	Within	64.93% - 75.15%	248
Yellow Medicine	79.5%	Within	73.5%	Within	76.0%	Within	75.5%	Within	58.27% - 77.20%	28

X. Appendix B: Steering Committee on Performance and Outcome Reforms

The 2009 Legislature passed the State-County Results, Accountability and Service Delivery Reform Act (Act) (Minnesota Statutes Chapter 402A), which established the Steering Committee on Performance and Outcome Reforms (steering committee). The steering committee's purpose was to define a list of essential human services (mandated by federal or state government), to establish minimum outcome thresholds for those services, and to develop a uniform data collection and review process.

The steering committee presented recommendations to the legislature in December 2012, which were authorized by the legislature during the 2013 session. Minnesota Statutes, Section 402A.14 establishes "a performance management system for essential human services...that includes initial performance measures and thresholds consistent with the recommendations of the steering committee."

The steering committee defined "essential human services" as those mandated by federal or state law. These essential services are:

- Child welfare, including protection, truancy, minor parent, guardianship, and adoption;
- Children's mental health;
- Children's disability services;
- Public economic assistance;
- Child support;
- Chemical dependency;
- Adult disability services;
- Adult mental health;
- Adult services such as long-term care; and
- Adult protection. (MN Statute 402A.10 Subd. 4a)

The human services delivery system includes the following entities:

- County human services and other service delivery authorities;
- The Minnesota Department of Human Services;
- Tribal governments;
- The Human Services Performance Council;
- Human services community partners;
- Agencies that deliver human services; and
- Individuals and families who access and receive human services.

XI. Appendix C: Vision, Mission, Values, and Strategies Statements

The Council and the Performance Management team developed the vision, mission, and values statements below to define the Performance Management system's purpose, direction, and drivers of success.

A. Vision

An equitable human services system that ensures effective services and positive outcomes for all Minnesota residents.

B. Mission

To improve outcomes for people through creativity, flexibility, accountability, inclusivity, collaboration, and continuous improvement.

C. Values

The values of the Performance Management system are:

- **Accountability** – DHS and counties are responsible for actions, decisions, results and improvement efforts focused on offering the (best or highest level) of services for all Minnesotans.
- **Collaboration** – DHS, counties, service delivery authorities, and communities are working together to improve the lives of people served.
- **Continuous improvement** – Performance is continuously improved, and success is gauged by meaningful results for people served.
- **Equity** – Equity is a deliberate and intentional focus so that people have access to services that are effective for them as individuals.
- **Flexibility** – Flexibility and creativity are used to adapt to the changing needs of those served.
- **Inclusiveness** – Inclusiveness and cultural responsiveness are included in the process and the work.
- **Reliance on data** – Reliable and tested data, measures, and thresholds are developed and used.
- **Sustainability** – The Performance Management system and improvement methods are sustainable, effective, efficient, and continuous.
- **Transparency** – Transparency is central to the design, implementation, and monitoring of essential services being delivered.

D. Strategies

There are four primary components of the Performance Management system, which support a larger performance framework. These components are: 1) outcomes and measures; 2) thresholds; 3) technical assistance and training; and 4) the remedies process.

To implement system activities within these components, the Council and Performance Management team are employing the following strategies:

Assure performance thresholds are met

Monitor county progress in meeting performance goals and thresholds.

Improve performance

Implement initiatives, actions, and interventions needed to improve performance in counties.

Measure performance

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

Oversee performance framework

Develop, analyze and update shared outcomes, thresholds, and measures for counties.

Remain committed to cultural responsiveness

Maintain an inclusive process which is considerate of diverse perspectives and is respectful of cultural conditions in all aspects of the work.

Support improvement

Identify and implement technical assistance needed to support county performance improvement efforts.

XII. Appendix D: Human Services Performance Council

The 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 DHS commissioner on the implementation and operation of the Performance Management system, including county performance management and departmental procedures, and to provide annual reviews and reports to the Minnesota Legislature related to Performance Management. (Minnesota Statutes, Section 402A.15). The commissioner appoints council members representing DHS, service providers/advocates, and tribal governments/communities of color; the Association of Minnesota Counties (AMC) and the Minnesota Association of County Social Service Administrators (MACSSA) each appoint their representative members. Appointments are for a minimum of two years.

A. Council membership as of Dec. 1, 2018 is as follows:

Representing advocates/services providers:

- Arnie Anderson, executive director, Minnesota Community Action Partnership
- Julie Manworren, president and CEO, Living Well Disability Services
- Vacant

Representing AMC:

- Toni Carter, county commissioner, Ramsey County
- Debbie Goettel, county commissioner, Hennepin County
- Genny Reynolds, county commissioner, Mille Lacs County

Representing DHS:

- Charles Johnson, deputy commissioner
- Matthew Freeman, director of County Relations
- Stacy Twite, director of Fiscal Analysis and Performance Management

Representing MACSSA:

- Linda Bixby, Economic Support Division manager, Washington County
- Stacy Hennen, Social Services director, Grant County
- Vacant

Representing tribal governments/communities of color:

- Ben Bement, director of Human Services, White Earth Tribal Council
- Vacant
- Vacant