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## Minutes: Human Services Performance Council Meeting

February 23, 2024

9:30 a.m. – 2:00 p.m.

In-Person – Elmer L. Andersen Human Services Building – 540 Cedar St. , St. Paul, MN 55101

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### Attendance:

Council Members: Lolita Davis Carter, Nikki Farago, Debbie Goettel, Noel Jagolino, Rae Ann Keeler-Aus, Rena Moran, Eric Ratzmann, Dr. Damir Utrzan, Lynne Valdes and Aaron Wittnebel

Upcoming Council Members: Anita Larson, Noreen Nazir, Michele Schreifels

Performance Management Team: Marisa Hinnenkamp, Carrie Krueger, Charity Mack, Dariann McCormick, and Othman Zaimi

Guests: Matt Freeman (MACSSA,) Morgan Stevenson (Ramsey County), and Graham Faulkner (Hennepin County)

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### Welcome and Announcements

### Council Co-Chairs

- Performance Council Co-Chair, Commissioner Goettel, started the meeting and welcomed everyone.
- Commissioner Goettel announced that due to several last-minute schedule changes, the council is unable to achieve quorum and therefore the business portion of the meeting would be skipped.
- Deputy director of Human Services Performance Management Carrie Krueger introduced the Performance Management team.
- Three incoming council members were introduced:
  - Anita Larson, director of quality and outcomes at Nexus family Healing, representing Service Providers and Advocates
  - Noreen Nazir, Access Aging and Disability supervisor at Washington County, representing MACSSA
  - Michele Schreifels, deputy director of Children and Family Services, representing DHS
- Othman Zaimi explained the table seating system which ensured there was a diversity of roles at each table. Each table included at least one Performance Management staff, one new council member, one experienced council member and a variety of representatives. There were three tables during the meeting with an extra table for guests.

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### History and Potential Future of the Performance Council

### Marisa Hinnenkamp

- Marisa Hinnenkamp, director of the Office of Strategy and Performance at DHS, led a presentation about the history of the Human Services Performance Management System from its conception in 2008, focusing on goals and challenges.
- Marisa reflected on the 10-year anniversary of the Performance Management system and the factors that led to its creation.

- Marisa spoke about the evolution of the system and its current legislative and operational limitations in addressing systemic barriers and racial disparities, despite having been originally designed to tackle those issues.
- Marisa invited the council to explore potential future directions for the system including structural changes and changes to the legislation to better adapt to the needs of those we serve.
- Council members brought up many questions and observations, including consideration of the council's role in advocating for systemic change and the examination of resource constraints and opportunities to collaborate with other entities.
  - How do we take into account the federal measures in re-envisioning the system?
  - The original intent of the system was to create flexibility in how measures are approached but the system evolved in such a way that the current process is not very flexible.
  - What is the goal of the council? To advocate for systemic changes and to improve outcomes?
  - Not every county is the same so what each agency will need will be different.
  - How do we address systemic barriers? If we do not resource or fund the work differently, we can't go any further.
  - Original legislation referenced "county performance system." Legislation was changed to reflect human services as a whole; everyone needs to be involved including county and state agencies. We are hearing partners ask: what is the role of DHS and DCYF and their accountability? We all play a role.

## Brainstorming and Reporting Out

Othman Zaimi

- Othman asked the following questions for table discussions:
  - Why did you join the Human Services Performance Council?
  - What is a memorable discussion you've had or topic you learned about during your time in the council?
  - What do you believe is the potential for the council if resources were allocated differently?
- Each table had discussions and then Othman asked for a report out.
- Groups discussed topics such as modernization of systems, addressing systemic barriers, and community engagement.
- Suggestions included exploring partnerships with research institutions and conducting thematic analyses of barriers.
- Questions raised about the council's priorities, legislative advocacy, and potential task forces for deeper investigations.

## Recognizing Gary Mortensen

Debbie Goettel

- Commissioner Debbie Goettel invited former deputy director of Human Services Performance Management, Gary Mortensen, to stand up and be recognized for his leadership of the Performance Management system.
- Commissioner Goettel and Deputy Commissioner Farago presented Gary with a recognition award.
- Gary said a few words about his new position and his time with DHS. He also recognized the accomplishments of the system and the team.

- Othman presented a summary of the themes that came up from the survey of council members in November 2023 and the one-on-one consultations with council members that occurred between November 2023 and January 2024. The themes were:
  - Being more proactive in the support of counties as opposed to waiting for issues to happen.
  - Tackling systemic barriers (equity, unfunded mandates, staffing issues, technology support, etc.) and become advocates for change.
  - Measuring DHS performance along with county performance.
  - Using a more qualitative approach to our measures as data is often not a true reflection of the situation (one size does not fit all).
- Othman asked the following questions as a table conversation activity:
  - What should remain an important part of the council's duties?
  - What part of the council should be elevated as a higher priority?
  - What part of the council can be reduced or de-emphasized?
- Each table had a discussion, and the following themes were reported out:
  - The need for collaboration with other agencies and counties to develop measures.
  - Focus on systemic barriers and increase representation from tribal government and communities of color.
  - How do we build a Council where people are participating, taking action and making it a meaningful experience?
  - The PIPs and EC claims process cannot go away without being replaced with something meaningful.
  - How do we advocate for more resources to do a deeper dive into the barriers that are facing counties?
  - How do we use more accurate and timely data to make PIPS more effective.
- Othman asked another follow-up question: What should be the focus of the Performance Council in 2024?  
The following themes were reported:
  - Researching how to integrate equity tools into the work of the performance management team.
  - A workgroup to find a different way to administer PIPs.
  - A workgroup to conduct a study of the barriers indicated in the PIPs process.
  - Mapping out a relationship to key players in other agencies, counties, and other groups that can help advance the goals of the Performance Management system.

## Next Steps and Action Items

## Othman Zaimi and Carrie Krueger

- Othman and Carrie will create a summary of the learnings from this council meeting and gather feedback from missing members.
- Because there was no quorum, a special session will be scheduled before the next quarterly meeting to complete the business portion of the meeting.
- The meeting adjourned.

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## Minutes: Human Services Performance Council Meeting

April 2, 2024

10:30 a.m. – 12:30 p.m.

Hybrid – Webex and the Minnesota Counties Intergovernmental Trust (MCIT) building

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### Attendance:

Council Members: Debbie Goettel, Rodney Peterson, Michele Schreifels, Nikki Farago, Stacy Hennen, Noreen Nazir, Anita Larson, KiloMarie Granda, Dr. Damir Utrzan, Matt Traynor, Lolita Davis Carter, Aaron Lee Wittnebel, and Noel Jagolino

Human Services Performance Management (HSPM) Team: Carrie Krueger, Charity Mack, Beryl Palmer, Deb Anthony, Femi Fajolou, Shanan Ross, and Othman Zaimi

Guests: Jesse Winsell (Hennepin County), and Morgan Stevenson (Ramsey County)

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### Welcome and announcements

**Deputy Commissioner Nikki Farago**

- Performance council co-chair, Nikki Farago, started the meeting and welcomed everyone.
- Three new council members were introduced:
  - Anita Larson, director of quality and outcomes at Nexus Family Healing, representing service providers and advocates
  - Noreen Nazir, Access Aging and Disability supervisor at Washington County, representing the Minnesota Association of Counties Social Services Administrators (MACSSA)
  - Michele Schreifels, deputy director of Children and Family Services Child Support Division, representing the Department of Human Services (DHS)
- Othman Zaimi led an introductory icebreaker for all attendees.

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### Roll call and approval of minutes

**Deputy Commissioner Nikki Farago**

- Nikki Farago requested that the council approve the Dec. 1 minutes and the Feb. 23 minutes in the same motion.
- Rod Peterson moved to approve the minutes; Debbie Goettel seconded.
- Aaron Wittnebel raised a concern around the fact that the Feb. 23 meeting did not achieve quorum and therefore there shouldn't be any official minutes to approve.
- Nikki Farago explained that the Performance Management team had an agenda and items to work on during the Feb. 23 meeting. She explained that it is important take record of the work that took place by the team and those present even though there were no official actions taken.
- Rod Peterson agreed that the notes taken during the Feb. 23 meeting were not technically minutes but the council should refer to its bylaws.
- Nikki Farago suggested the council moves forward on keeping the notes as minutes and discuss council procedures at a future meeting.

- Nikki Farago called for the vote. Othman Zaimi conducted the roll call. The motion to approve the minutes carried.

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## **Waiving PIP requirement for initial disposition measure**

**Carrie Krueger**

- Carrie Krueger explained the rationale behind the proposal to suspend the performance threshold for Initial Disposition data being reported in April 2024:
  - Due to the delay in the reporting, the data to be reported on April 2024 includes data for July 1, 2022 – June 30, 2023. If PIPs are required based on the data that will be included in the April 2024 report, the counties would have 60 days to submit their plan, making them due on June 24, 2024. That would leave only six days in the reporting cycle that will be used in the November report. It would be preferable to evaluate county performance in November 2024.
- Carrie Krueger noted that only one county would be below the threshold in April 2024 and the Performance Management team believes they will be above threshold by the next report.
- Dr. Damir Utrzan motioned to approve the proposal, seconded by Stacy Hennen.
- Debbie Goettel asked if the counties have any issues with this proposal. Carrie Krueger responded that they have shared this proposal with MACSSA representatives and have not heard of any issues.
- The motion carried.

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## **Extenuating circumstances claim workgroup changes proposal**

**Carrie Krueger**

- Carrie Krueger explained the rationale behind the proposal to change the process of the extenuating circumstances claim (EC Claim) workgroup:
  - In March 2022, recommendations were put forth by the Council's EC Claims Process Workgroup and were adopted in May 2022. The current EC Claims review process was adopted to reduce the time dedicated to EC Claims during the council meetings.
  - Challenges arose since the establishment of this proposal. Quorum for the workgroup was not defined. The workgroup would have nuanced conversations to create their recommendations and then ask the council members to cast a vote without the context of the full conversations and with very limited time to review the material.
  - The proposal calls for a definition of the quorum and for the workgroup to be given the authority to make recommendations to the commissioner on EC claims decisions without the need for a full council vote.
- Stacy Hennen motioned to approve the proposal, seconded by Rod Peterson.
- Noel Jagolino asked a question about what kind of feedback the DHS commissioner provides in relation to the EC claims and suggested we formalize the process of the commissioner accepting without comment or denying with comment.
- Rod Peterson expressed approval of the proposal.
- Nikki Farago requested that the team comes up with a communication plan on how to build a feedback loop into the new process.
- The motion carried.

## **Online feedback for absent members**

**Othman Zaimi**

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- Othman introduced an online input tool which would allow council members who were not present at meetings to provide feedback and share their perspectives on items discussed by the council during meetings. Othman also offered to meet with council members one-on-one if they would like to provide their feedback directly.
- Feedback and input collected through those mediums will be shared with council co-chairs and will be used for future planning purposes.

## **Next steps**

**Deputy Commissioner Nikki Farago**

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- Nikki noted the next meetings dates in 2024 which will be on May 17, Aug. 16, and Nov. 22.
- Othman confirmed that all the remaining meetings in 2024 will be hybrid on Webex and at the MCIT building.

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## Minutes: Human Services Performance Council Meeting

May 17, 2024

10:30 a.m. – 12:30 p.m.

Hybrid – Webex and the Minnesota Counties Intergovernmental Trust (MCIT) building

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### Attendance:

*Council Members:* Rena Moran, Debbie Goettel, Rodney Peterson, Joan Lee, Michele Schreifels, Nikki Farago, Devon Gilchrist, Stacy Hennen, Rae Ann Keeler-Aus, Anita Larson, KiloMarie Granda, Lolita Davis Carter, Aaron Wittnebel, Alex Abraha, Noel Jagolino

*Human Services Performance Management (HSPM) Team:* Deb Anthony, Femi Fajolou, Carrie Krueger, Othman Zaimi, Beryl Palmer, Shanan Ross

*Guests:* Jesse Winsell (Hennepin County), Matt Freeman (MACSSA), Angie Thies (MACSSA)

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### Welcome and announcements

**Commissioner Debbie Goettel**

- Performance Council co-chair, Debbie Goettel, started the meeting and welcomed everyone.
- One new member was introduced:
  - Devon Gilchrist, supervisor of the African American Child Well-Being Unit in the Child Safety and Permanency division of the Department of Human Services (DHS)
- Othman Zaimi led an introductory icebreaker for all attendees.

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### Roll call and approval of minutes

**Commissioner Debbie Goettel**

- Debbie Goettel called for a vote to approve the meeting minutes from April 2, 2024.
- Othman Zaimi conducted a roll call vote for all members present.
- The minutes were approved unanimously.

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### Barriers from EC Claims Review Discussion

**Carrie Krueger**

- Carrie Krueger shared with the council that for this reporting cycle, two PIP requirement notifications were issued and only one Extenuating Circumstance (EC) claim was submitted by Dakota County for the measure: *Percent of SNAP and Cash Assistance Applications Processed Timely*.
- Carrie gave an overview of the new EC claims process, explaining that a subcommittee met two days before this council meeting to discuss the EC claim and vote on it. The subcommittee approved the EC claim. The current discussion is not a vote but a chance for the council to react and discuss the learnings and barriers from the EC claim.
- Here is a summary of the discussion:
  - The group was impressed by Dakota County's thorough investigation and analysis of the issue and felt it is a good example of a strong EC claim.
  - A common theme raised was the significant workforce challenges counties are facing, including staff shortages, high turnover, lengthy training times for new staff, and difficulties attracting and retaining workers.

- Contributing factors mentioned included outdated technology systems that are cumbersome to use, lack of competitive pay compared to the state, and changing workforce preferences for remote or hybrid work.
- Suggestions were made to partner with technical schools on training curriculums, focus more administrative simplification, invest in technology modernization, revisit minimum qualifications, and improve succession planning and equitable hiring practices.
- There was acknowledgement that these workforce issues are impacting service delivery and creating barriers for clients across counties. Both innovative solutions and additional state resources and support were cited as potential needs.
- The importance of continuous improvement, cross-training, breaking down operational silos, and strong management of service delivery processes were also emphasized as ways to address the workforce challenges.

## Self-Support Index Proposal

Carrie Krueger

- Carrie Krueger introduced the proposal of using two consecutive years as the measure threshold for the Self-Support Index.
- Carrie explained that this proposal was made to align the Performance Management system's PIP requirement for the Self-Support Index with the Economic Assistance and Employment Supports Division (EAESD) which also uses this measure. EAESD requires PIPs once a county is below for two consecutive years.
- Here is a summary of the discussion that followed:
  - There was support for looking across two years of performance reporting instead of one, as it provides a better picture of patterns.
  - Smaller counties face challenges in providing and accessing this data. Suggestions were made to have DHS generate the data automatically for smaller counties that cannot retrieve it themselves.
  - There was optimism that a new potential data and innovation team at the Department of Children, Youth and Families (DCYF) could help support counties with data needs in the future.
  - Overall, there was support for the proposal as a step in the right direction towards data alignment, with a recognition that more work is needed to assist smaller counties with data access and capability.
- The proposal was approved unanimously after a motion and vote.

## DHS and DCYF Transition and Discussion

Carrie Krueger

- Carrie Krueger announced that the Performance Management team is "penciled" in to move to the Department of Children, Youth and Families (DCYF).
- The council was asked to share their reaction to this possible move. Here is a summary of their discussion points:



- Concerns were raised about potential silos forming between the three entities (DCYF, DHS, DCT) and the need for integration rather than operating separately.
- There was emphasis on putting equity at the forefront and using a whole-family model to better serve communities, rather than recreating mini-DHS departments.
- Many attendees, including the MACSSA representative Angie Thies, raised the importance of addressing equity in how the state supports and works with counties on service delivery.
- There was a perspective that moving to DCYF could remove HSPM's role as an internal consultant to the DHS Commissioner, changing the team's advisory capacity.
- Carrie Krueger introduced the potential for the team to bring a proposal to a future meeting, asking for the ability to temporarily suspend PIP requirements in order for the HSPM team to focus on major engagement efforts with counties and other partners to build out a "Performance Management 2.0" under the new DCYF structure.
- Carrie asked the council about what kind of information would they need to be able to vote on such a proposal in a future meeting.
- Here is a summary of their requests:
  - A confirmation that the legal review was being done to see if suspending PIP requirements aligned with state statute.
  - Questions around when a decision would be made, how it would be communicated to counties, and what promises/vision could be provided about the future performance management system.
  - Discussed a desire for the system to focus on addressing systemic barriers, moving beyond compliance to real impact on people's lives, staffing challenges, data equity issues, and measuring meaningful outcomes.
  - Ensuring diverse regional representation in equity efforts was raised as a need, since equity concerns can differ across greater Minnesota versus metro areas.
  - The Equity Partnership between DHS and counties to address disparities was discussed, with some uncertainty around its exact scope, membership process, and relationship to this work.
  - There was a suggestion to potentially leverage research organizations to support data analysis for smaller counties without that capacity.
  - Overall, there was general support for the proposal's goals, with anticipation of providing more details once the legal review is completed.

## Next steps

## Commissioner Debbie Goettel

- Debbie Goettel noted the next meetings dates in 2024 which would be on Aug 16, and Nov 22.
- Othman confirmed that all the remaining meetings in 2024 will be hybrid on Webex and at the MCIT building.

## Minutes: Human Services Performance Council Meeting Special Session

July 2, 2024

3 - 4 p.m.

Webex

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### Attendance:

*Council Members:* Alex Abraha, Lolita Davis Carter, Nikki Farago, Devon Gilchrist, Debbie Goettel, KiloMarie Granda, Stacy Hennen, Noel Jagolino, Rae Ann Keeler-Aus, Anita Larson, Joan Lee, Rena Moran, Noreen Nazir, Rodney Peterson, Eric Ratzmann, Michele Schreifels, Dr. Damir Utrzan, and Aaron Lee Wittnebel

*Human Services Performance Management Team:* Carrie Krueger, Charity Mack, Dariann McCormick, Beryl Palmer, Shanan Ross, and Othman Zaimi

*Guests:* Jesse Winsell (Hennepin County)

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## Welcome and announcements

**Deputy Commissioner Farago**

- Deputy Commissioner Nikki Farago welcomed everyone to the meeting.

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## Performance Management Team update

**Carrie Krueger**

- Carrie announced several changes taking place on the Performance Management team:
  - Othman's last day is July 3 (Council emailed already).
  - Beryl announced her retirement. Her last day will be Oct. 1.
  - The Performance Management team will be adding an Evaluation Coordinator.

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## Discussion and input: CSP threshold proposal (VOTE)

**Carrie Krueger**

Carrie provided an overview of the proposal:

- For upcoming reporting on July 25, we propose to suspend thresholds for the Human Services Performance Management Child Safety and Permanency (CSP) measures, thereby temporarily removing the PIP requirements.
- Instead, performance coordinators would engage with counties below historical thresholds, get feedback on barriers and, along with CSP policy experts, consult with counties on improvement strategies to implement.
- The Performance Council has used its authority in the past to suspend system thresholds.
- Performance would still be reported, and counties would be engaged in improvement activities.
- The Performance Management team is working on a plan for Performance Management 2.0 and reimagining the work of the team during the agency transition.
- We would use this as a pilot for improvement activities, as we work to revise and improve the Performance Management system in collaboration with our partners.

#### Discussion:

- Carrie also provided an overview of the three measures included in the proposal and noted that performance monitoring will still occur, both from the Performance Management team and the DHS Child Safety and Permanency division.
- There was discussion about the team's plan to engage counties in the improvement work and a request to bring that information forward to a future meeting.
- There was also discussion about specifics related to the repeat maltreatment measure and some of the limitations of the measure itself, especially the challenge of children who disclose prior abuse when in safe situations, such as foster care, being included in this measure. The repeat maltreatment measure uses the date of disclosure, not the date of occurrence.
- There was some discussion about the need to track and measure indicators of the psychological wellbeing of children, as well as the limitations of our current systems and an inability to track and analyze data.
- Concerns were shared about the potential risks of removing the threshold and if that meant counties would not engage in implementing improvement efforts. Council members wanted to ensure we wouldn't be sacrificing the safety of children. It was also discussed that the Performance Management team is small and does not enable them to ensure plans were put into action, just that they were submitted and approved.
- Discussion about if PIPs are really the way to improve outcomes for people and if the measures create focus on improving performance for the measure, rather than keeping the focus on kids, disparities, families, etc.
- Discussed the limitations of the measures and how small caseload sizes impact some counties disproportionately, where just one child could put performance below the threshold. There was also conversation about the fact that these measures are looking at cases that are two years old. This suspension will provide an opportunity to look at how to improve these measures, access to more timely data and work on improving performance on these measures.
- Commissioner Deb Goettel moved to approve the proposal, Rae Ann Keeler-Aus seconded, and the motion carried.

#### Next meeting dates:

- Aug. 16, 2024 (3rd Friday)
- Friday, Nov. 22, 2024 (4th Friday)

Meeting Adjourned at 4:03

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## Minutes: Human Services Performance Council Meeting

Aug. 16, 2024

09:30 a.m. – 12:30 p.m.

Hybrid – Webex and MCIT building

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Attendance: Alex Abraha, Lolita Davis Carter, Devon Gilchrist, Debbie Goettel, KiloMarie Granda, Noel Jagolino, Rae Ann Keeler-Aus, Anita Larson, Joan Lee, Noreen Nazir, Rodney Peterson, Eric Ratzmann, Aaron Lee Wittnebel

Performance Management team and other guests: Debra Anthony, Marisa Hinnenkamp, Carrie Krueger, Charity Mack, Dariann McCormick, Beryl Palmer, Matt Freeman (MACSSA), Ryan Hartneck (DCYF), Brittany Lochner (DCYF), Elizabeth Roe (DCYF), Shanan Ross (DHS)

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### Welcome, Approval of Minutes

- Commissioner Debbie Goettel welcomed everyone to the meeting. Members then introduced themselves.
- Rod Peterson moved to approve the May 17 and July 2 meeting minutes. Rae Ann Keeler-Aus seconded the motion.
- A roll call vote was conducted to approve both sets of minutes and they were approved unanimously.

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### CSP and S-SI Performance Overview and Improvement Work

- Dariann McCormick provided an overview of the Child Safety and Permanency (CSP) measures, including measures not included in the Performance Management system. She also shared factors that impact the measures and how the measures can be accessed via a public dashboard.
- Dashboard link: <https://mn.gov/dhs/partners-and-providers/news-initiatives-reports-workgroups/child-protection-foster-care-adoption/child-welfare-data-dashboard/>
- Carrie Krueger provided an overview of the Self-Support Index (S-SI) measure and factors that impact the calculation of each county's unique expected range of performance.
- Carrie gave an update on performance trends over the last several years for the CSP and S-SI measures featured in the July Human Services Performance Management report.
- Beryl Palmer gave an update on work she's doing with Carver and Sherburne counties to improve performance on the Self-Support Index.
- Dariann gave an update on what is being done in lieu of Performance Improvement Plans for counties below the historical thresholds for the CSP measures.
  - Counties were surveyed regarding their barriers.
  - Meetings with counties and DCYF program area teams will be held in September.
  - Individual outreach and assistance will be provided to counties below the historical threshold for the Relative Care measure.

## Collaborative Safety Planning – Brittany Lochner and Ryan Hartneck, DCYF

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- Brittany Lochner and Ryan Hartneck presented information on Collaborative Safety and how it has been implemented in Minnesota.
- The model moves us from blame to accountability when there are critical incidents in child welfare and it can be used in other aspects of our work and daily lives. It's about creating opportunity for learning and improvement versus punitive action.
- Over 4,000 child welfare professionals have been trained and there has been a lot of positive feedback.
- Commissioner Goettel noted Hennepin County has gone through this training following the consent decree and it has led to fewer mistakes.

## DHS/DCYF Transition Update

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- Commissioner Goettel welcomed Elizabeth Roe, who introduced herself and her role at the Department of Children, Youth and Families (DCYF). The team will move to DCYF in October and be under her leadership.
- The organizational chart there is still evolving, so this may not be where the team lands permanently.
- Marisa Hinnenkamp shared that she is excited for the opportunity this move brings and assured the Council that we will continue to work together across the two agencies.
- Carrie shared the phased approach being taken to transform the work.
  - Currently in phase 1 that involves outreach and engagement efforts, as well as technical changes to the statute that adds DCYF to the language.
  - Phase 2 will involve the move to DCYF and updates to our processes to be innovative and reduce administrative burden.
  - Phase 3 will be focused on what will need to change, in collaboration with our partners.
- Noel Jagolino asked if the Council would have an opportunity to be involved in this process, namely reviewing and commenting on potential statute changes. Carrie replied affirmatively that the Council will be involved.

## Performance Management Team Updates

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- **Cash and SNAP EC Claims Follow-up**  
Carrie announced that the last recommendation made by the Council to approve Ramsey County's extenuating circumstance (EC) Claim was approved by the Commissioner.
- **Barriers Project Report Out**  
Dariann shared information on a project she and Othman worked on to review barriers cited in Performance Improvement Plans. They reviewed data from last three years and documented information on what agencies identified as barriers to meeting performance standards. This information will help inform our work going forward. It is important to note that they only looked at data from counties that submitted performance improvement plans (PIPs). We saw a lot of similarities among counties and also with barriers cited in EC claims.

- **County Engagement Summary**

Charity Mack provided an overview of conversations held with county directors when coordinators attended all the MACSSA regional meetings. Directors were asked specifically about the strengths and weaknesses of the Performance Management system. Strengths included collaboration, equity, engagement, and reports. Improvement Opportunities were data timeliness and analysis, impact and burden of small numbers, outdated measures, innovation in improvement assistance, dual accountability for counties and DHS/DCYF, onboarding for new directors, and the workforce shortage impact on performance.

- Carrie noted that in the next phase of our plans, we will identify what we could be doing differently within the parameters of our statute to target some of the barriers we heard, however some requests may not be things that our team can deliver on.
- Noel commented that we need a research team. Someone that has rigorous analytical and statistical analysis ability. Devon Gilchrist noted that qualitative data is just as important as quantitative. Carrie replied that we will be interviewing soon for an evaluator position that will hopefully address some of our needs.

- **Recognizing Beryl Palmer**

- Beryl will be retiring from DHS on Oct. 2
- Commissioner Goettel thanked Beryl for her contributions to the team and Performance Management system.

## **Next Steps – Commissioner Debbie Goettel**

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- Upcoming meetings:
  - 2024
    - Friday, Nov. 22, 2024 (4th Friday)
  - Carrie will work on proposed dates for 2025 and bring them to the November meeting to be finalized.

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# Minutes: Human Services Performance Council

## Special Session

Oct. 22, 2024

3 – 4 p.m.

Location: Virtual platform (Teams)

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### Attendance

Performance Council members: Damir Utrzan, Aaron Wittnebel, Michele Schreifels, Joan Lee, Debbie Goettel, Matt Traynor, Anita Larson, Nikki Farago, Devon Gilchrist, Eric Ratzmann, Alex Abraha, and Stacy Hennen

Performance Management Team: Charity Mack, Carrie Krueger, Cassandra Berg, Dariann McCormick, Olufemi Fajolu

Guests: Matt Freeman

### Welcome and introductions

- **Performance Management Team Updates**
  - **New Hire:** Welcome Cassandra Berg, Evaluation Coordinator
  - **Staff Changes:** Beryl Palmer retired; in process of hiring two new Performance Coordinators

### Child Support Paid threshold proposal

- Carrie Krueger presented a proposal to suspend the threshold for the Child Support Paid measure due to the ongoing challenges with the threshold until a new, threshold is developed.
  - The threshold has been in use for more than five years and has had some ongoing challenges. It was always intended to be temporary. Using a five-year, year-over-year average leads to some counties being required to complete a PIP even though their performance is much higher than others who have no PIP requirements. Furthermore, since it uses five years of performance data, the major performance decline in 2022 is still being factored into the performance trends used to calculate the county's threshold.
  - If approved, performance improvement plan (PIP) requirements will not resume until the Performance Management team and collaborative partners have determined whether to keep, revise or replace the threshold or measure.
- Performance Improvement Coordinators and the Evaluation Coordinator will:

- Continue to regularly attend child support meetings to gather information on barriers being experienced, as well as improvement strategies being implemented by counties.
  - Pilot a data model with counties in collaboration with the Child Support Division. Use the data model to identify county-specific improvement opportunities.
  - Work with the Child Support Division to identify new potential measures that are more aligned with the [Child Support Strategic Framework](#) and support the Whole Family approach being implemented at the Department of Children, Youth, and Families (DCYF).
  - Implement strategies and promote promising practices from the [Child Support Paid: Performance Barriers and Improvement Strategies report](#).
  - Continue to monitor performance for this federal measure by including it in the Human Services Performance Management report to counties. Additionally, the DCYF Child Support Division will continue to monitor performance.
- Michelle Schreifels shared that even if the threshold is suspended, there are still federal evaluations the state is accountable for. The downward trajectory in performance is a national trend. Some families are not participating in the program, and they do not want to be involved in the system. There are more families using Venmo or direct payment. These things are impacting collections nationwide.
  - There was discussion about providing more detail and differentiating between state and federal performance measures in future meetings, like Dariann did for the Child Safety and Permanency measure overview.
  - A roll call vote was held, and the proposal was approved unanimously.

## Next Meeting

- Date: Friday, Nov. 22, 2024 (4th Friday)
  - Hybrid- in person and virtually via Teams



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## Minutes: Human Services Performance Council Meeting

Nov. 22, 2024

9:30 a.m. – Noon

Hybrid Meeting – Teams/MCIT Building

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### Attendance

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**Performance Council:** Nikki Farago, Devon Gilchrist, Debbie Goettel, KiloMarie Granda, Stacy Hennen, Noel Jagolino, Rae Ann Keeler-Aus, Anita Larson, Joan Lee, Noreen Nazir, Eric Ratzmann, Michele Schreifels, Matt Traynor

**Performance Management Team:** Sarah Bello, Cassandra Berg, Dariann McCormick, Carrie Krueger, Debra Anthony, Olufemi Fajolu, Charity Mack

**Guests:** Matt Freeman (MACSSA), Jesse Winsell (Hennepin County), Janis Francis (Mahnomen County) Stephanie Niemi (Mahnomen County), Peter Castro (DCYF), Carrie Gilbertson (DCYF), Jeffery Olson (DCYF), Ibrahima Coulibaly (DCYF), Elizabeth Roe (DCYF)

### Welcome and Approval of Minutes

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- Commissioner Goettel welcomed everyone to the meeting.
- Carrie Krueger introduced two new Performance Management team members, they each shared a bit about their background and experience.
  - Sarah Bello, Performance Improvement Coordinator
  - Cassandra Berg, Evaluation Coordinator
  - Announced Dariann McCormick (Performance Improvement Coordinator), is now a permanent member of the team.
- Council members and guests introduced themselves. Members shared who they are keeping in mind as they are sharing their opinions and feedback.
- Rae Ann Keeler-Aus motioned to approve the August 16 and October 22, 2024 minutes, Eric Ratzmann seconded the motion.
  - A roll call vote was held and the motion passed unanimously.

### Adult Protection and Child Support Performance Update

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#### Reported Measures and Performance Trends

- Olufemi Fajolu provided an overview of Child Support and Adult Protection performance trends for the measures included in the performance report sent to counties on Oct 31. Initial disposition is newest measure, and both case numbers and performance trending are upwards. Child support measures are all trending downward.
- Discussion about why performance trends in child support are declining. Families are opting out of using the system and counties are left with more difficult cases. Generational trauma exists from those who saw parents having bad experiences with the child support system. Also, technology hasn't caught up with the way the people want to make payments. Minnesota was part of a digital marketing grant to look at ways to promote the program and shift people's experiences.

## Extenuating Circumstance (EC) Claims Workgroup Meeting

- Charity Mack provided an overview of the EC Claims Workgroup meeting. Three claims were received for the Initial Disposition measure.
- All claims had similar barriers centered around staffing challenges and increasing caseloads. All three claims were denied. These counties will be supported to prepare performance improvement plans (PIPs).

## Child Support Barriers

- Dariann McCormick reviewed the major barriers from prior-years child support PIPs.
- The most common barriers were agency practices, such as a lack of internal processes; staffing and turnover; and issues collaborating with county attorney's offices.

## Child Support Paid Improvement Project

- Charity Mack provided an overview of the project that began in 2023. She presented the barriers highlighted by counties, the improvement opportunities that were identified, and general learning from the project itself. The project report was sent via email to all council members.
- Stacy Hennen shared her perspective that training for supervisors is so helpful, as many are not familiar with the program, which is difficult to understand and takes several years to learn.

## Mahnomen County -- Improvement Activity Updates

- Dariann McCormick, Carrie Gilbertson from the Child Support Division at DCYF, as well as Janis Francis and Stephanie Niemi from Mahnomen County provided an overview of the improvement efforts they've been engaged in.
- Mahnomen County has had long-term issues with performance on the child support measures due to a variety of barriers. They have been working closely with Dariann and Carrie to improve. Janis has found this assistance to be extremely helpful and they will continue to have regular meetings in 2025.

## Child Support Collections - Data Modeling

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- Peter Castro, Ibrahima Coulibaly, and Jeffrey Olson from the DCYF Child Support Division provided an overview of the data modeling being developed to identify county-specific improvement opportunities for child support collections.
- Jeffery showed members a preview of a Tableau dashboard counties will be able to use to monitor their performance and key variables impacting performance. The dashboard will continue to evolve as feedback from counties is received.
- Child Support Performance data is available to the public. [Child support news, reports, work groups / Minnesota Department of Human Services](#)

## 2025 Measures Proposal (VOTE)

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- Carrie Krueger introduced a proposal to retire the Expedited SNAP measure and continue suspension of the Child Safety and Permanency (CSP) measure thresholds in 2025.
- The system was meant to evolve, and our measures have been in place for about 8 years without ongoing review.
- Expedited SNAP performance is monitored by the SNAP Quality Assurance team at the DCYF. Counties and Tribal Nations not in compliance with the Application Processing Timeliness (APT) requirements are placed on Corrective Action Plans (CAPs) and required to provide CAP updates in a follow-up meeting with SNAP Quality Assurance staff every six months.
- The Performance Council voted to suspend the CSP thresholds in July. This would be a continuation and the team will continue ongoing improvement efforts with counties.

- The measures and performance against thresholds continue to be monitored by both CSP and the federal government.
- The Performance Management team is launching an evaluation project to look at these measures and identify more meaningful indicators for county performance.
- Noel Jagolino wondered if the team had a description of the plan in more detail. Carrie Krueger replied that what the team will do is talk to program area partners at the state level, gather data and input there, then launch some stakeholder meetings, look at the data available in our systems and bring some ideas forward. The council will be updated on the ongoing status of the project as it progresses.
- Debbie Goettel motioned to approve the proposal, Noel Jagolino seconded.
- A roll call vote was held and the motion passed unanimously.

## **Performance Management 2.0 Workgroup**

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- The Performance Management team is working to identify participants for a steering committee to guide the efforts to improve the Human Services Performance Management System.
- The steering committee will advise on improvements to the Performance Management System by:
  - defining the future scope, purpose and role of the system within DCYF and DHS;
  - reviewing and advise on updates to policies, practices, measures and thresholds;
  - identifying opportunities to reduce the administrative burden of the system's requirements; and
  - reviewing and proposing needed statute changes.
- The team and co-chairs will be working to identify up to 5 council members be part of this steering committee with hopes to launch in early 2025.

## **2025 Performance Council Meetings**

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- Feb. 21, 2025 (third Friday)
- June 6, 2025 (first Friday)
- Sept. 19, 2025 (third Friday)
- Dec. 5, 2025 (first Friday)