Development of Shared Outcomes and Metrics

5th Annual Public Performance Measurement and Reporting Conference
Judith Brumfield
Minnesota Steering Committee on Performance and Outcome Reform
Minnesota

- Population: 5.3 million
- 87 Counties
  - Smallest: 3,500
  - Largest: 1.2 million
- State supervised / county administered social service system
- Service funding
  - Federal
  - State
  - Local
### 2009 State-County Results, Accountability, and Service Delivery Reform Act

#### State Issues
- Limited state resources for oversight and supervision
- Variation in programs offered at the local level
- Variation in quality and service level

#### County Issues
- Reduction in state funding for programs
- Resistance to increased property taxes
- Process requirements / administrative simplification
- “Unfunded Mandates”
Steering Committee on Performance and Outcome Reforms

• Representative membership
  o State – Department of Human Services (3)
  o Counties
    • Elected officials - commissioners (2)
    • Social services – directors (2)
  o Consumers (3)
    • Advocates
    • Providers
    • Recipients
Scope: Essential Human Services

- Defined essential as state and federal mandated services
- 20 separate programs grouped
  - Children’s services
  - Adult services
  - Income supports
- Workgroups with balanced representation
Minimum Outcome Standards

• Outcomes or expected results from program services
  o Listening sessions
  o Public input
• Proposed measures
  o Published reports
  o Community presentations
• Standards
Workgroup Process

- Intended results of the service
  - Who are the clients?
  - What is the service?
  - When is it provided?
  - What is the expected results?

- Achieved successful results
  - What will clients experience if we are successful?
  - How will we know if client/customer expectations have been met?
Workgroup Process

• Brainstorm exercise: What is the expected results?
  o Initial offering *(so that)*
  o Intermediate (supportive) result *(so that)*
  o Ultimate result

Realistic plans for families, Services to keep children safe, Culturally appropriate services *so that* Families are supported to care for their children with respect for their culture *so that* Children live safely with their families.
Alignment of Community and County Results Across All Workgroups

**Income Supports Results**
- People are economically secure
- People have access to health care and receive coordinated/effective services

**Community Results**
- Low income people have health coverage
- The way people access, enroll, and maintain health care coverage is timely, respectful, and non-discriminatory
- People with specialized health care needs are connected to resources and services
- Adults have access to individualized care
- Adults have access to health care
- Adults receive coordinated services

**Children’s Services Results**
- Children have the opportunity to develop to their fullest potential
- Children have stability in their living situation

**Adult Services Results**
- Adults experience a quality life
- Adults and children are safe and secure
- Children are safe from abuse and neglect
- Children have permanent families
- Children are stable in their living situation
- Children are in quality, stable child care

**Community Results**
- People have the opportunity to attain and maintain employment
- Both parents contribute to children’s financial security
- The way people access and enroll in income support services is timely, respectful, and non-discriminatory
- People unable to meet their basic needs receive safety net services

**Alignment of Community and County Results Across All Workgroups**
- Community Results
- County Results

**Adult Services Results**
- Adults achieve maximum independence
- Adults have the opportunity to attain and maintain employment
- Adults are supported and connected
- Adults are empowered to make choices
**County Results and Recommended Measures**

<table>
<thead>
<tr>
<th>Results</th>
<th>County Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>People have access to health care and receive coordinated/effective services</td>
<td>Percentage of adults with the same case manager year to year</td>
</tr>
<tr>
<td>People are economically secure</td>
<td>Percentage of adults referred for Rule 25 assessments who receive assessments within mandated timelines</td>
</tr>
<tr>
<td>Children have the opportunity to develop to their fullest potential</td>
<td>(Survey) Percentage of adults who feel respected in their life situations</td>
</tr>
<tr>
<td>Children have stability in their living situation</td>
<td>Percentage of adults on waivers who receive more than one standardized assessment in a year</td>
</tr>
<tr>
<td>Adults and children are safe and secure</td>
<td>Percent of people in poverty (and therefore potentially eligible) that are enrolled in Medical Assistance</td>
</tr>
<tr>
<td>Adults experience a quality life</td>
<td>Percent of health care assistance applicants who received approval within mandated timelines</td>
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</tbody>
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- **Percentage of adults on MA (aged 22-64) who are employed**
- **Percent of MFIP/DWP adults working 30 hours or more per week or are able to move off assistance three years after a baseline**
- **Percent of public assistance applicants who received benefits within mandated timelines**
- **(Survey) Customer satisfaction survey used for assistance programs**
- **Percent of current child support owed that is paid**
- **Percent of open child support cases with a child support order established**
- **% receiving mental health screening visits**
- **Frequency of social worker visits**
- **% of children placed out-of-home receiving physical exams**
- **Aging out of foster care**
- **Children placed due to child’s disabilities**
- **Changes in school placements**
- **% of children placed with relatives**
- **Foster parent cultural and ethnic capacity is reflective of the child population**

- **Repeat accepted maltreatment reports**
- **Repeat determination of maltreatment**
- **Functioning as measured by the CASII and SDQ scores**
- **(Survey) Percentage of adults reporting feeling independent**
- **Percentage of adults on MA living in the community vs. in institutional care**
- **(Survey) Percentage of adults reporting feeling supported and connected**
- **(Survey) Percentage of adults who report feeling included in on the decision-making process**

- **Repeat out-of-home placements**
- **Timely establishment of permanency**
- **# of out-of-home placement settings**
- **Percentage of responses within mandated timelines**
- **Percentage of re-entries/readmissions to a more restrictive environment**
- **(Survey) Percentage of adults reporting feeling secure/safe**

- **Functioning as measured by the CASII and SDQ scores (Survey)**
- **Percentage of responses within mandated timelines**
- **Percentage of re-entries/readmissions to a more restrictive environment**
- **(Survey) Percentage of adults reporting feeling secure/safe**
Measure Selection Criteria

- Measurement Qualities
  - Mandated, Validity, Reliability, Objectivity, Clarity, Discriminates, Client specific

- Utility
  - Multiple service areas, Early warning, Stakeholder value, Management tool, Subgroup analysis

- Practicality
  - Cost, Collection ease, Computation ease, Data quality, Centralized data, Existing data, Technical resources, Human resources
Stakeholder Input

- Listening sessions
  - What do we want/expect and for whom?
  - How will we know if we are successful?
- Stakeholder forums
- Information sheets
- County and state web sites
- Annual reports to legislature
- Key legislator meetings
- Disparities Committee
- Tribal officials
Challenges

• Process requirements as results
  o Case plan
  o Timeliness and accuracy
• Process as assurance of equality
  o Same service vs. same results
• Unrealistic expectations
  o Additional service needs addressed
  o Immediate service improvement
Lessons Learned

• Manage Expectations! (early and often)
• Listen! Listen! Listen!
• Workgroups take more time than anticipated
• Resources (staff with expertise) are necessary
• Standards development needs to be separate
• Develop an early communication plan – keep the message fresh over time
• Institute change management early
Additional Information

Minnesota Department of Human Services
County Redesign Committee