

Steering Committee on Performance and Outcomes Reform

Draft Project Charter/Scoping Document for Performance Measurement Work Groups

3/22/2010

DRAFT – FOR DISCUSSION ONLY

This document provides an overview of the work scope, tasks, and process associated with identifying key performance measures for the essential human services. It highlights the roles and responsibilities of those involved in the effort; expected deliverables; how the groups will operate; and the timeline for accomplishing the work. Attachments A and B to the scoping document includes a Performance Measurement Primer and a Report Template, developed to help assure the Work Groups share a common approach to the tasks at hand.

Work Scope

Much of the work will be accomplished through three Work Groups and any designated subgroups. The primary responsibilities of the Work Groups will be to assist the Steering Committee by:

- ✓ Developing suggested results statements for each essential service
- ✓ Compiling and reviewing existing performance measurement requirements
- ✓ Identifying preferred performance measures
- ✓ Suggesting performance standards
- ✓ Suggesting statutory provisions, rules, and requirements to be repealed or modified

The nature of the groups' work is advisory. The suggestions of the Work Groups will be reviewed and considered by the Steering Committee on Performance and Outcome Reforms (Steering Committee), which will finalize recommendations for reporting to the legislature. The legislature will use the recommendations to guide the setting of minimum results standards for Counties/Service Delivery Authorities, as required by Minnesota Statutes, section 402A.15.

The Work Groups will address only the essential human services outlined in the adopted Inventory. Performance measures that are already mandated by federal or state requirements will be included for consideration, and particular care will be given to avoid new measurement work or duplication of measurement effort when possible. However, the Work Groups may use their professional judgment to identify alternative performance measures when doing so is felt to be in the best interest of improving program management and results. The criteria to be used in selecting the measures are included in Appendix B, as is guidance to consider in suggesting performance standards.

The following tasks are outside of the Work Groups' scope of responsibility:

- ✓ Human services programs that are not within the Inventory.
- ✓ Detailed analyses of all the tasks and processes within a program
- ✓ Final decisions on performance measures
- ✓ The setting of associated minimum results standards

Deliverable

The deliverable for each Work Group is a report containing the following items:

1. Suggested results statements for each program in the Program Inventory (1-3 per program?)
2. An inventory of mandated performance measures for each program
3. A list of preferred program performance measures and suggested standards

4. *A list of statutory provisions, rules, and requirements to be repealed or modified*
A template for the document is included in Attachment B.

Focus Areas

The Work Groups will each focus on a subset of the services listed in the Inventory. The three focus areas are:

- | Children | Adults | Income Supports |
|---|--|--|
| ➤ <i>Child Protection – Investigation</i> | ➤ <i>Adult Foster Care Licensing</i> | ➤ <i>Public Assistance - Cash</i> |
| ➤ <i>Child Protection – Family Assessment</i> | ➤ <i>Adult Mental Health</i> | ➤ <i>Public Assistance – Food Support</i> |
| ➤ <i>Child Protection – Services</i> | ➤ <i>Chemical Dependency</i> | ➤ <i>Public Assistance - Child Care Assistance</i> |
| ➤ <i>Child Welfare – Truancy</i> | ➤ <i>Disability Services</i> | ➤ <i>Public Assistance – Health Care Programs</i> |
| ➤ <i>Child Welfare – Minor Parent</i> | ➤ <i>Adult Services/Long Term Care</i> | ➤ <i>Child Support Enforcement</i> |
| ➤ <i>Child Foster Care Licensing</i> | ➤ <i>Adult Protection</i> | |
| ➤ <i>Child Care Licensing</i> | | |
| ➤ <i>Guardianship</i> | | |
| ➤ <i>Adoption</i> | | |
| ➤ <i>Children’s Mental Health</i> | | |
| ➤ <i>Disability Services</i> | | |

Work Group Member Solicitation and Appointment

Each Work Group will include one to two members of the Steering Committee, who will chair or co-chair the group. These members will be appointed by the Steering Committee. The chair(s) will be non-voting members of the Work Groups.

In addition, up to nine additional members outside of the Steering Committee may be appointed, with up to three each representing the Counties, DHS, and Advocacy/Nonprofit Organizations. DHS and MACSSA will solicit and select their respective representatives. The Steering Committee will collaborate with the Minnesota Council on Nonprofits (MCN) to solicit potential members from the advocacy/nonprofit sectors. MCN will email these groups to announce the Work Group openings and explain how the groups will operate, and DHS will collect the applications. *Option 1: MCN will select the advocacy and non-profit representatives, taking care to help assure a range of interests are represented. Option2: The Steering Committee will select the advocacy and nonprofit representatives, based on the recommendations of a subcommittee with DHS, MACSSA, and nonprofit representatives. The Steering Committee will take care to help assure a range of interests are represented.*

Work Group Operations

Each group will be chaired by Steering Committee representatives, who will be responsible for meeting logistics and keeping the groups on-schedule and on-task. Each work group will also have a lead facilitator, who will collaborate with the chair to set the agendas and send materials out a week before meeting. The lead facilitator, along with assistant facilitators recruited by MACSSA and DHS, will move the Work Groups through their assigned tasks. The lead facilitator for the Pilot Group will be staff from Dakota County. The lead

facilitators for the remaining two groups will be identified by the Steering Committee at least two months before the groups commence their work. In addition, research support will be provided by DHS staff and MACSSA-designated staff. The report for each group will be drafted by a designated assistant facilitator and edited by the lead facilitator.

Meetings will be held twice monthly. The work groups may determine to form subcommittees to focus on specific program areas or groups of program areas. As needed, the Chairs may invite non-member subject matter experts to provide the Work Groups with guidance.

The groups will seek to operate by consensus. Where consensus is not possible, a vote of a majority of members present may move a work product forward, with the minority voice and opinion noted in the minutes. *Alternates are not allowed.* A quorum is not necessary to hold a meeting.

Meeting summaries will be posted on the DHS website and provided electronically to MCN. MCN will endeavor to keep the broader non-profit community informed of progress and opportunities for participation and feedback.

A pilot group will be taken through the process first, and improvements to the process incorporated into the work of the remaining groups. The specific number of program areas to be included in the pilot group will be dependent on the resources available for facilitation. The ratio of assistant facilitators to program areas will be no more than one facilitator to two individual program areas.

Community Input

The Steering Committee and Work Group chairs will collaborate on a regular basis with MCN, who will serve as the convenor and a co-host (along with DHS and MACSSA) for public opportunities to solicit input during this process. These public opportunities include, for each Work Group: a Kickoff Meeting, two Listening Sessions, and an opportunity to comment on the draft Work Group Report. In addition, MCN may elect to gather additional feedback from the nonprofit/advocacy sectors, via surveys or other means.

All counties, nonprofits who express interest in the process, and other interested parties will be included in contact lists. These contact lists will be maintained by DHS, MCN, and MACSSA, and will be used to issue invitations to provide input.

Tasks and Timelines for Part 1:

Select Preferred Performance Measure and Identify Initial Legislative Changes

Task	Subtask	Lead Staff	Due Date
Initiate Kickoff Preparations	Steering Committee Agrees on Meeting Objectives, Agenda, Facilitation Approach, and Parties to Invite		Apr 2010
	MCN Arranges Meeting Logistics		Apr 2010
	MCN and MACSSA send Kickoff invitations, which will include a Solicitation for Work Group Members		May 2010
	MCN Convenes and Co-Hosts Open Kickoff Meeting (jointly with DHS and MACSSA)		Jun 2010
	DHS Summarizes Input & Posts On-line		Jun 2010
Select Work Group Members	MACSSA, AMC, and Nonprofits Select and Notify Work Group Members		Jun 2010
Complete Pilot Work Group (WG)Tasks, Phase 1	WG Meeting # 1: <ul style="list-style-type: none"> ✓ Review Work Group Charge ✓ Begin Identifying Customers, Expectations, & Gaps ✓ Review mandated measures list Host 1st Listening Session in 1 week (<i>focus: input on customers, expectations, and gaps</i>)		Early Aug 2010
	WG Meeting # 2: <ul style="list-style-type: none"> ✓ Finalize Work on Customer Expectations & Gaps ✓ Begin developing results statements ✓ Gain consensus on measure selection criteria 		Late Aug 2010
	WG Meeting # 3: <ul style="list-style-type: none"> ✓ Review updated results statements ✓ Begin developing preferred measures list 		Early Sept. 2010
	WG Meeting # 4: <ul style="list-style-type: none"> ✓ Continue development of preferred measures list ✓ Update on Legislative Mandates Host 2nd Listening Session in 1 week (<i>focus: input on measures</i>)		Late Sept. 2010
	WG Meeting # 5: <ul style="list-style-type: none"> ✓ Finalize list of preferred measures 		Early Oct. 2010
	WG Meeting #6: <ul style="list-style-type: none"> ✓ Discuss potential legislative changes 		Late Oct. 2010
	WG Meeting # 7: <ul style="list-style-type: none"> ✓ Review draft Work Group report (including measures and legislative changes) 		Early Nov. 2010

Finalize Measures for Pilot Area	WB Meeting # 8: <ul style="list-style-type: none"> ✓ Finalize Work Group Report ✓ Conduct after-action review of process 		Early Dec. 2010
	Steering Committee: <ul style="list-style-type: none"> ✓ Work Group representatives convey final deliverables to Steering Committee ✓ Consider feedback from process review ✓ Request public feedback on proposed measures and legislative/rule changes 		Dec 2010
	Steering Committee: <ul style="list-style-type: none"> ✓ Finalizes measures and mandates to repeal or change ✓ Determines whether to adjust Work Group process 		Jan 2011
Complete Work with Remaining Groups, Phase 1	Modify pilot group process based on after-action review and input, and proceed with remaining groups		Feb 2011
	Identify measures and legislative changes for remaining two Work Groups		Jun 2011
	Steering Committee finalizes measures and mandates to repeal or change for remaining groups		Aug 2011

Part 2: Select Performance Standards: see Gantt Chart

Part 3: Performance Reporting: see Gantt Chart