County	Child Population 2016	Rate of Victimization per 1,000	% Completed Risk Assessment	% Low Risk	% Moderate Risk	% High Risk	% Opened for Case Management	Target Indicator	Case Management Cases Closed	Staff Ratio
Acorn	2,630	84.8	100.0%	7.8%	44.2%	48.1%	44.3%	Met	35	49
Andrusia	83,398	38.8	98.8%	16.8%	51.4%	32.1%	20.4%	Met	288	91
Arkose	8,207	63.4	99.7%	5.5%	30.4%	64.6%	41.8%	Not Met	121	19
Bad Axe	11,651	48.8	97.4%	8.6%	45.7%	45.7%	38.4%	Met	140	95
Bald Eagle	9,882	58.8	99.2%	4.7%	42.4%	52.9%	47.2%	Not Met	96	23
Benedict	1,042	51.8	78.0%	6.3%	62.5%	31.3%	17.9%	Met	5	73
Big Moose	13,013	82	99.6%	11.8%	48.7%	39.5%	16.6%	Met	64	79
Buchanan	5,563	86.3	99.6%	10.6%	58.8%	31.2%	19.9%	Met	41	136
Caribou	8,085	100.1	98.2%	15.4%	56.6%	28.3%	16.6%	Met	55	70
Clitherall	27,384	26.7	98.8%	22.2%	55.6%	22.5%	13.0%	Not Met	58	35
Cookoosh	6,190	71.9	98.5%	4.7%	50.6%	45.3%	33.7%	Not Met	70	85
Crane	2,781	40.3	98.8%	19.1%	48.9%	31.9%	52.1%	Not Met	29	22
Deerwood	12,543	59.7	99.5%	20.6%	53.5%	25.9%	19.9%	Not Met	43	17
Demontreville	15,053	99.8	99.0%	9.0%	46.7%	46.9%	24.3%	Not Met	136	34
Dogfish	2,194	89.8	97.7%	18.5%	46.2%	36.9%	1.5%	Met	1	38
Eden	820	75.6	99.1%	4.9%	34.1%	61.0%	29.4%	Met	16	91
Elk	4,929	86	99.3%	21.3%	48.1%	30.6%	25.6%	Not Met	84	22
Elysian	13,965	42.1	96.2%	14.4%	51.7%	33.9%	13.8%	Not Met	265	22
Sissabagama	19,213	90.9	98.2%	13.2%	53.4%	34.4%	20.4%	Not Met	40	138
Fleming	7,982	58	99.8%	9.1%	49.4%	41.6%	20.2%	Not Met	60	20
Francis	7,349	60.3	99.3%	13.7%	44.4%	42.3%	23.2%	Not Met	56	20
Frontenac	5,095	31.2	100.0%	30.9%	42.6%	26.5%	14.6%	Met	9	20
Gegoka	6,621	87	99.0%	11.3%	51.9%	42.9%	27.8%	Not Met	41	28
Gorman	10,466	52.8	98.5%	10.9%	46.6%	44.8%	17.0%	Met	46	18
Granite	1,360	148.5	98.4%	9.9%	44.6%	47.5%	24.7%	Not Met	34	18
Hammal	273,089	58.7	92.0%	14.1%	45.9%	40.2%	24.5%	Not Met	2,346	80
Hatch	4,065	35.4	96.9%	14.3%	38.5%	48.4%	19.6%	Met	19	20
Hiawatha	4,407	114.8	98.2%	14.2%	44.7%	41.5%	18.1%	Not Met	56	131
Horseshoe	9,312	80.4	99.8%	13.9%	48.0%	39.9%	33.7%	Not Met	68	14
Independence	9,563	106	99.2%	16.0%	50.9%	33.1%	21.9%	Met	84	15
Island	3,394	75.4	99.4%	16.1%	53.6%	30.4%	33.8%	Not Met	46	103
Jasper	10,193	80.5	99.7%	9.9%	44.8%	46.3%	37.1%	Not Met	93	88
Kabetogama	925	33.5	97.8%	22.2%	50.0%	27.8%	24.0%	Not Met	6	16
Kekekabic	2,350	74	100.0%	11.5%	48.1%	40.4%	15.6%	Met	9	78
Kitchi	1,322	37.1	100.0%	20.0%	40.0%	40.0%	23.8%	Not Met	8	38
Lady Slipper	1,947	62.1	98.1%	2.0%	52.0%	48.0%	38.8%	Not Met	26	27
Lake of the Isles	687	42.2	60.0%	13.3%	53.3%	33.3%	46.2%	Not Met	9	30
Lawrence	6,623	80.8	99.9%	17.6%	54.1%	28.2%	20.5%	Met	40	98
Leighton	1,975	308.9	99.2%	11.0%	37.0%	52.8%	16.3%	Met	23	16
Light Blue Quarry	18,037	52	100.0%	12.4%	51.2%	36.6%	20.8%	Not Met	9	12
Linka	1,710	67.8	99.3%	11.8%	58.8%	29.4%	23.4%	Not Met	16	25
Little Moose	2,124	85.1	99.4%	10.5%	45.6%	43.9%	33.8%	Not Met	93	61
Mallard	8,379	34.2	100.0%	12.3%	56.0%	32.1%	18.2%	Not Met	15	27
Manganika	5,612	172.3	99.5%	19.1%	52.8%	28.1%	20.8%	Met	78	27
Maple	6,180	66.3	99.4%	15.0%	55.0%	30.3%	21.1%	Not Met	98	27
Marquette	7,732	65.4	99.0%	16.5%	48.1%	35.4%	23.8%	Not Met	45	27
Mayhew	9,793	76.3	99.4%	19.9%	59.8%	20.3%	13.8%	Not Met	46	27
McFarland	7,425	47.3	99.6%	10.7%	56.4%	36.4%	35.3%	Not Met	60	27
Milford	5,842	48.8	100.0%	20.2%	51.7%	28.1%	25.0%	Met	25	32
Minnehaha Marsh	1,511	97.9	100.0%	3.8%	53.8%	42.3%	32.1%	Not Met	21	18
Minnewashta	3,355	41.8	99.3%	8.6%	62.1%	29.3%	19.4%	Met	163	32
Mitawan	37,756	55.2	99.4%	9.0%	58.4%	32.6%	17.1%	Not Met	83	95
Moose	62,865	38.6	97.6%	19.5%	53.7%	28.1%	23.2%	Not Met	26	85
Motley Oxbow	12,591	184.5	98.6%	10.2%	48.9%	41.0%	15.5%	Not Met	74	17
North Star	3,291	81.1	99.7%	20.8%	52.8%	26.4%	21.0%	Met	36	132

County	Child Population 2016	Rate of Victimization per 1,000	% Completed Risk Assessment	% Low Risk	% Moderate Risk	% High Risk	% Opened for Case Management	Target Indicator	Case Management Cases Closed	Staff Ratio
Osakis	5,799	101.7	98.5%	18.2%	56.0%	25.9%	21.3%	Met	26	41
Pepin	7,543	50.4	89.0%	13.9%	54.9%	37.0%	26.1%	Not Met	753	238
Pike	2,622	28.5	95.1%	11.3%	56.3%	32.4%	22.7%	Met	6	30
Quarry	2,292	70.5	99.3%	21.4%	42.9%	35.7%	35.5%	Not Met	40	25
Quinn Slough	126,468	75.9	99.7%	20.5%	53.8%	25.8%	18.5%	Not Met	86	29
Roosevelt	102,983	36.7	98.5%	19.5%	59.5%	21.2%	34.3%	Met	30	91
Shakopee	983	34.3	84.0%	12.5%	50.0%	37.5%	16.3%	Met	121	25
Silver	3,248	57.2	98.9%	4.4%	58.2%	37.4%	16.2%	Not Met	69	98
Sturgeon	2,289	74.1	100.0%	12.2%	50.0%	37.8%	29.4%	Not Met	25	59
Sybil	14,302	59.8	98.7%	20.0%	51.3%	28.9%	18.2%	Not Met	125	33
Tamarack	3,792	73.6	97.7%	19.1%	60.3%	20.6%	17.3%	Not Met	361	100
Three Island	40,371	46.7	99.5%	24.2%	56.0%	19.9%	16.9%	Not Met	126	16
Trowbridge	1,981	56	100.0%	13.5%	46.6%	39.9%	28.9%	Not Met	20	50
Turtle	25,074	95.3	99.7%	15.4%	48.2%	36.7%	43.6%	Not Met	43	173
Two Rivers	3,509	56	99.4%	22.9%	49.4%	28.9%	43.3%	Not Met	53	102
Vermillion	37,621	160.3	99.1%	16.7%	52.3%	31.2%	35.1%	Met	19	20
Waboose	1,420	32.6	99.0%	11.7%	66.7%	21.7%	17.1%	Not Met	18	23
Waukenabo	38,252	99.9	99.5%	12.2%	47.7%	40.4%	41.1%	Not Met	49	81
White Elk	35,620	31.9	98.6%	13.3%	52.4%	34.6%	21.1%	Met	180	30
Whitewater	2,037	44.2	100.0%	9.3%	44.4%	46.3%	26.0%	Met	21	121
Willow	2,150	272.1	97.4%	2.9%	38.2%	58.8%	43.4%	Not Met	85	67
Winchester	5,783	74.6	98.7%	5.1%	45.9%	49.0%	21.5%	Not Met	16	17
Winnibigoshish	686	75.4	99.7%	11.1%	51.1%	40.0%	10.8%	Met	36	15
Yankton	4,693	52.1	99.5%	11.3%	57.4%	33.9%	15.6%	Met	116	50
Zephyr	9,300	57.7	100.0%	6.6%	54.2%	39.9%	46.2%	Met	41	152

Exercise Instructions

We have provided you with two handouts. The first handout is a fictional news article that sets the stage for a hypothetical high profile incident that has occurred in Minnesota. The second handout is data, presented in a format that was similar to what Minnesota was using to monitor child welfare agency performance in the prior to 2016. Some additional contextual information has been provided for you below.

As the news article indicates, there has been recent attention to children being served by Child Protection not receiving on-going child protection case management services, particular.

Minnesota is state supervised, county administered child welfare system. There are 87 counties and two American Indian Child Welfare Initiative tribes that provide direct child protection services throughout Minnesota.

Minnesota Population Estimates 2016

- Total Population: 5.5 million

- Total Child Population (under 18): 1.28 million

- In 2016, there were approximately 39,000 child victims assessed for maltreatment.

- In Minnesota, all children are formally assessed for their risk for future harm during an Assessment. Children and families may be evaluated to be low, moderate, or at high risk for future maltreatment.

- In 2016, as approximately 6,000 on-going child protection cases were opened following the assessment of maltreatment.

As a result of the increased attention to child welfare from the media, the Minnesota State Legislature has allocated 1.5M in the next fiscal year to address children being served by child protection, specifically at risk for future maltreatment.

Using the contextual information above along with the two handouts (news article and Excel spreadsheet), answer the following questions from the perspective of a state child welfare planner.

1. **Is the presenting problem supported by the data?**

2. **How would you recommend the State use the allocated money to help "move the needle," and improve the State's performance in this area?**

3. **How you would measure success (performance measure)?**

4. **What, if anything, made it easy to analyze the data?**

5. **What, if anything, made it difficult to analyze the data?**

6. **How did the process of developing recommendations feel?**

System Failing Children

By: Scooter Beeman

After years of high profile failures of the child welfare system, and the Governor's Task Force for the Protection of Children, are abused children now protected? A new coalition, Child Victims of Abuse Coalition (CVAC), says "no".
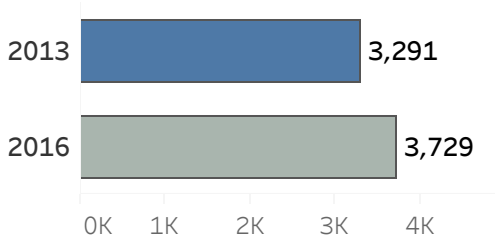
The Coalition says that in Minnesota abused children are not receiving the intervention needed. They allege that children that are at high risk for abuse are being ignored. "The folks who are obligated to protect children from being abuse are failing our children; CP is closing their cases on the most vulnerable children with no help available. This is unacceptable." Stated Axel Dunner, CVAC Director.

The number of children seen at the Child Resource Center is slightly up for 2017, according to Dr. Angela Byden, Chief Medical Officer Center. "Our biggest challenge is opioids," she said. "Children are being hurt by accidental exposure, including unintentional drug ingestion. We are receiving multiple Child Protection referrals from Counties and Urban Tribes every day; 5 years ago it was more like a handful a week."
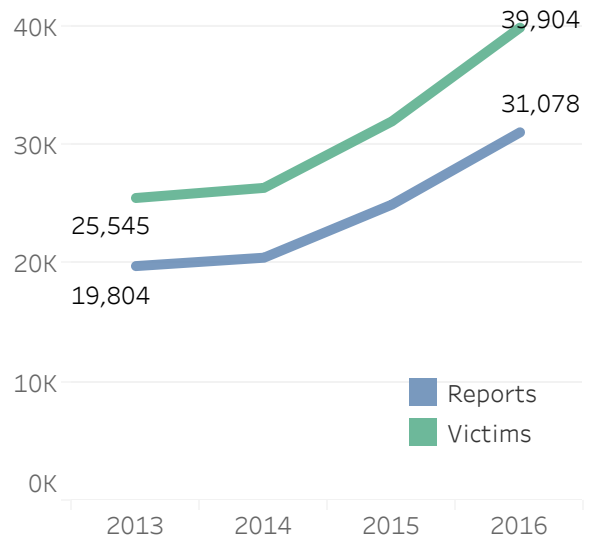
However, state reports from 2015 indicate that Neglect remains the number one problem seen by local CPS social workers. State Commissioner, Wanda Jean-Barnett, stated, "Safety of children is the highest priority." Two children were killed as a result of suspected child neglect and physical abuse in Sybil and Little Moose Counties, in 2014 and 2015 respectively.
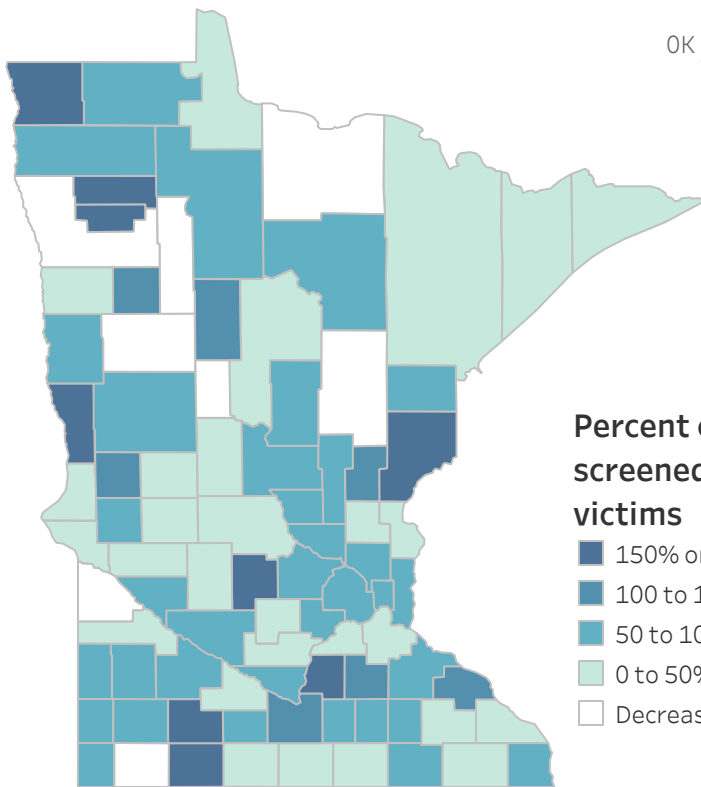
Child Protection Reports and Victims

Number of Staff FTE's

2013	3,291
2016	3,729

0K 1K 2K 3K 4K

Number of Reports and Victims

40K — 39,904

31,078

30K

25,545

20K

19,804

10K

■ Reports
■ Victims

0K

2013   2014   2015   2016

Report/Victim
Maltreatment Reports

Percent change in number of screened-in child maltreatment reports/ victims

- 150% or more
- 100 to 150%
- 50 to 100%
- 0 to 50%
- Decrease

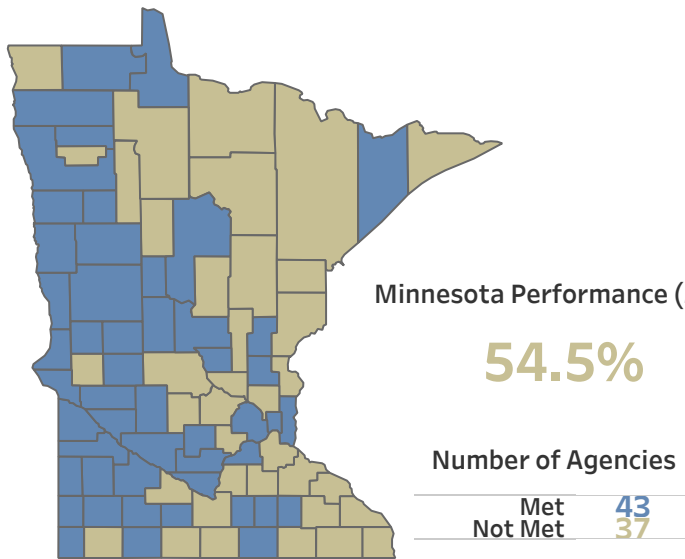# (1) Child Protection: On-going Case Management

Description: Of all the child protection cases determined high risk, the percentage of cases that are acutally opened for ongoing case management services.

State Performance Standard: 60.0% or greater

Case to Staff Ratio: The number of on-going child protection cases per child protection worker.
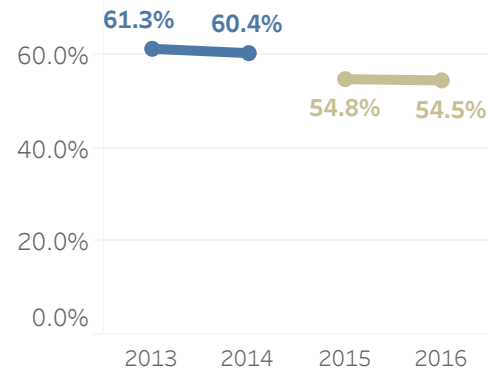
Use the highlighter below to view agencies with the largest, moderate, or smallest case to staff ratios.

No items highlighted

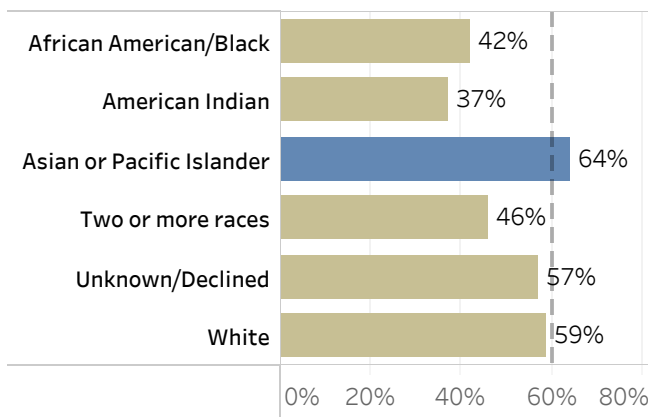**Minnesota Performance (2016)**

54.5%

Number of Agencies

Met	43
Not Met	37

(1) Child Protection: Ongoing Case Management Trends (2016)

61.3% 60.4%

54.8% 54.5%

2013 2014 2015 2016

(1) Child Protection: Ongoing Case Management by Race (2016)

African American/Black	42%
American Indian	37%
Asian or Pacific Islander	64%
Two or more races	46%
Unknown/Declined	57%
White	59%

0% 20% 40% 60% 80%

(1) Child Protection: Ongoing Case Management by Age (2016)

Birth through 2	75%
Three through 5	62%
Six through 8	50%
Nine through 11	47%
Twelve through 14	42%
Fifteen through 17	27%

0% 20% 40% 60% 80%