



**SB2012**

House Appropriations Committee – HR Section  
Representative Nelson, Chairman

---

Administration and Operations – Deputy Commissioner Sara Stolt  
March 22, 2023

# Presentation roadmap

- HHS administration and operations divisions | shared services model
- FTE overview
- Division impacts highlights
- 2023-2025 Budget request
- Policy bills
- HHS IT overview



# HHS Goal: Become the healthiest state in the nation

We'll focus on three actions to accomplish this:

Invest in the  
**FOUNDATIONS**  
of well-being



Economic  
Health



Behavioral  
Health



Physical  
Health

Ensure everyone has the  
opportunity to realize  
their **POTENTIAL**



Strong, Stable  
Families



Services Closer  
to Home



Early Childhood  
Experiences

Efficiency  
Through  
Redesign

High-  
Performing  
Team

Give everyone the  
**OPPORTUNITY** to  
decide to:



Be Healthy



Be Active



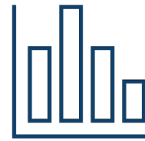
Find & Prevent  
Disease Early

# Shared Services (Administration and Operations)



## **Executive Office**

- Commissioner
- Deputy Commissioner
- Project Management
- Quality and Data Governance
- IT Governance
- Change Management



## **Finance**

- 4 Asst CFO's
- Budget Management
- Audit Management
- Procurement & Contracts
- Logistics Management
- General Accounting



## **Legal**

- General Council
- Administrative Rules/Legislation
- Estate/Third Party Recovery
- Appeals
- ADA Compliance/Civil Rights
- HIPAA Compliance
- Records Management



## **Human Resources**

- Business Partners
- Ops & Digital
- Talent Acquisition
- Total Rewards
- Talent Mgmt/Learning & Development
- Employee Health/Safety/Risk Mgmt



## **Communications**

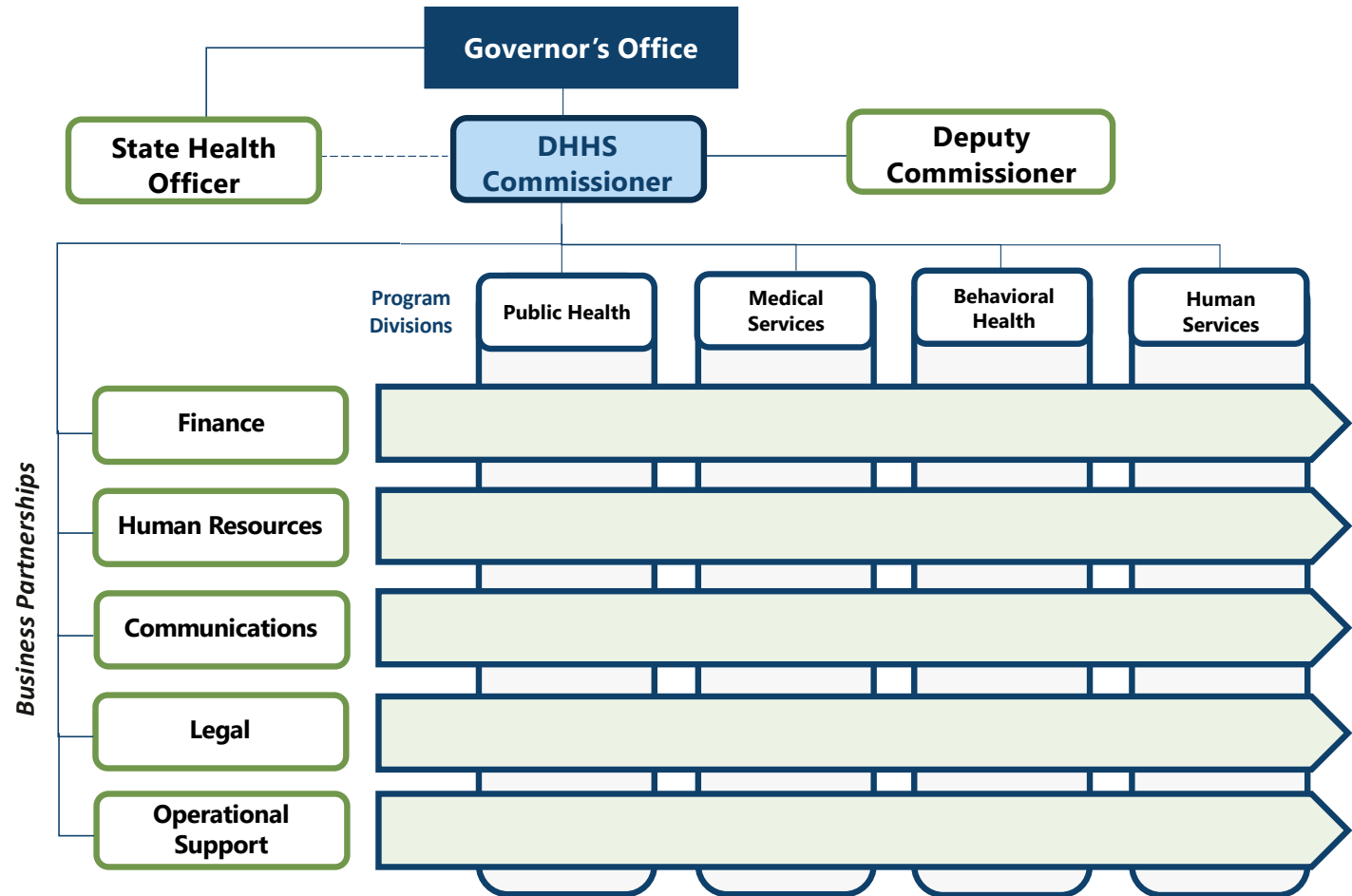
- Strategic communications and change management
- Marketing, outreach and education
- Media relations
- Multi-media support
- Team member communications

# North Dakota's HHS Shared Services Model

## Why?

Our shared services model...

- **Supports optimized policy and service delivery** for program Divisions.
- Supports business partners (Finance, HR, Communications, and Legal) in providing **strategic business functions across HHS.**
- **Structures service delivery based on the service provided** to best meet organizational need.



# Health and Human Services

2023-2025 Authorized and Vacant FTE

## Administration - Support

2023-2025 Authorized FTE Base	2023-2025 Executive Budget FTE	2023-2025 Engrossed SB 2012 FTE	# vacancies 12-31-22 (from base)
140.90	147.40	142.40	17.0



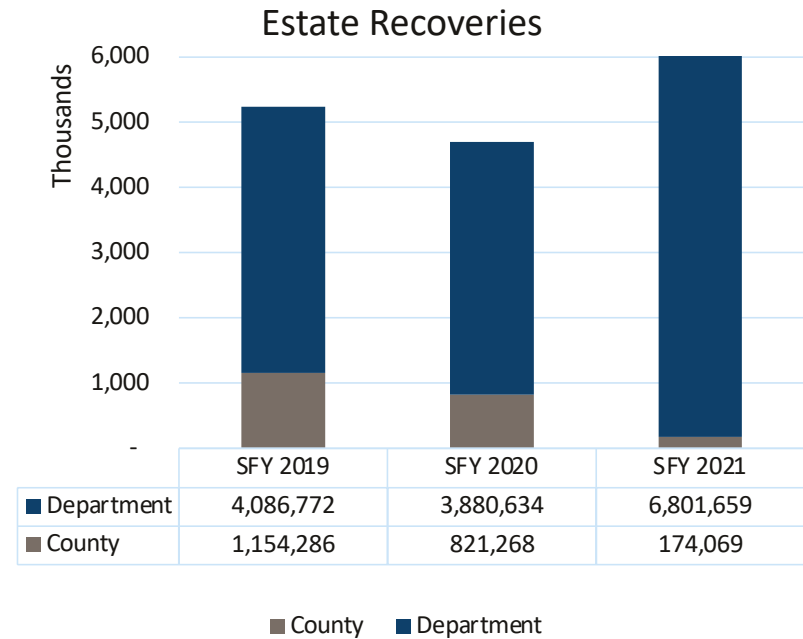


# Division Impact Highlights

# Ensure program compliance

To reinvest in those we serve

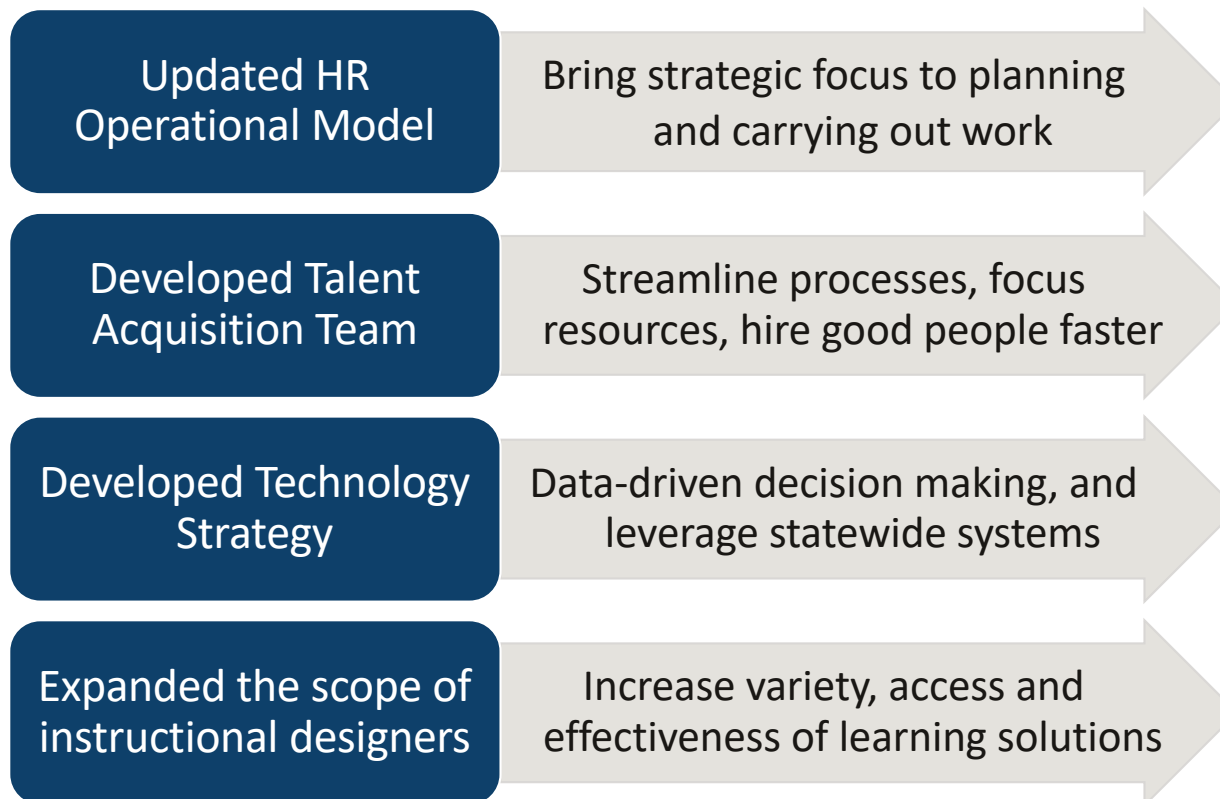
Case Type	SFY 2020	SFY 2021
Requests for Fair Hearings	284	343
Provider Appeals	569	1,399
Intentional Program Violations	78	96
Civil Rights	14	11
Administrative Rules	13	13
Trust Review Files	91	68





# Ensure quality service delivery

Recruit and retain a high-performing workforce to help ensure that North Dakotans are served on time and safely



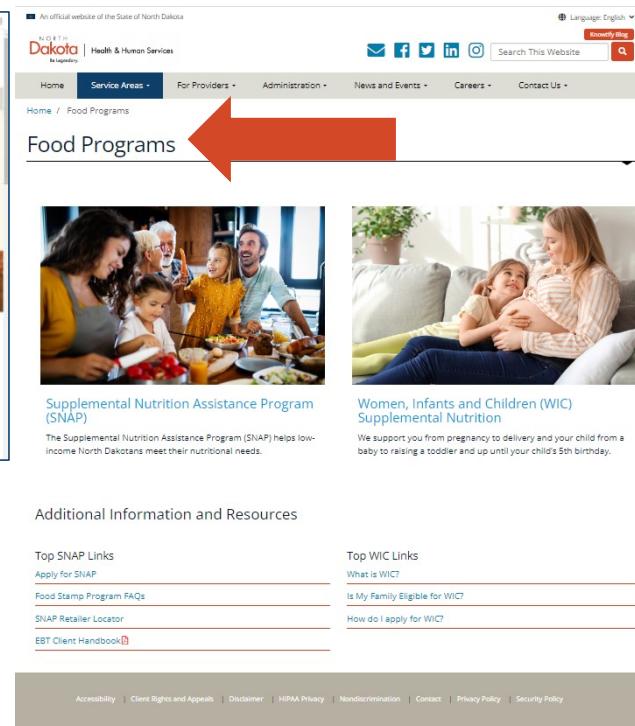
# Ensure quality service delivery

Recruit and retain a high-performing workforce to help ensure that North Dakotans are served on time and safely



# Improve access: Create one point of entry

HHS.nd.gov is a centralized source of information, programs and services, making it easier for North Dakotans to meet their health and well-being needs



## One path to food programs:

- Supplemental Nutrition Assistance Program (SNAP)
- Women, Infants, and Children (WIC) Supplemental Nutrition

## HHS.nd.gov consolidated three legacy websites:

- Department of Health
- Department of Human Services
- Behavioral Health Division

# Improve access: Strengthen communications touchpoints

## Cross walk programs and services to connect North Dakotans to more ways to meet their health and well-being needs

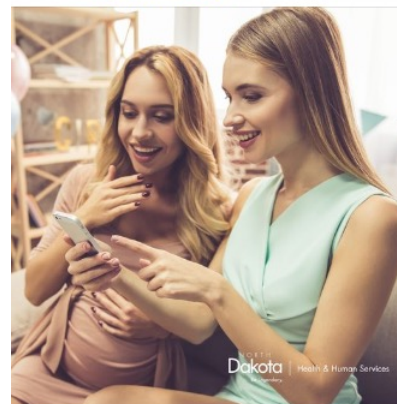
### HHS.nd.gov



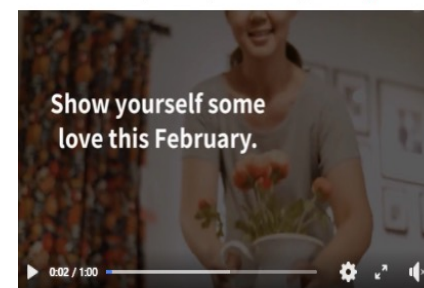
### Pregnancy and parenting page cross walks to:

- Parents Lead
- Early childhood care
- Health Tracks
- Injury prevention
- And more

### HHS social media examples



- Count the Kicks app
- ND Medicaid extended health coverage for moms and babies



### Heart health month video features content from:

- ND Quits
- Behavioral Health
- Physical health (diet and exercise)

# Improve access: Enhance points of service

Enhance communications at points of service to connect North Dakotans to more ways to meet their health and well-being needs

Represents a collaboration among Maternal and Child Health and Medical Services teams.

Outreach materials for new Medicaid extended health care coverage for moms and infants will be placed in:

- Local public health units
- Human service centers
- Human service zones
- WIC offices (Women, Infants and Children Supplemental Nutrition)



**ND Medicaid offers 12 months of coverage for moms.**  
Act before your baby is born.

Tell your human service zone right away when you become pregnant so you can receive this coverage.

This additional coverage allows you to get:

- Healthy mom checkups after birth
- Ongoing care for diabetes, high blood pressure and other needs
- Dental care
- Behavioral health services
- Preventive care services like mammograms and cervical screens
- Chiropractic care
- Physical therapy
- Family planning services

To qualify for additional coverage, you must be enrolled in North Dakota Medicaid or apply and qualify before your baby is born.



**North Dakota** | Health & Human Services  
WWW.HHS.ND.GOV | f @ t i n | @HHSNDGOV



**ND Medicaid offers 12 months of coverage for moms.**  
Act before your baby is born.

Tell your human service zone right away when you become pregnant so you can receive this coverage.

This additional coverage allows you to get:

- Healthy mom checkups after birth
- Ongoing care for diabetes, high blood pressure and other needs
- Dental care
- Behavioral health services
- Preventive care services like mammograms and cervical screens
- Chiropractic care
- Physical therapy
- Family planning services

To qualify for additional coverage, you must be enrolled in North Dakota Medicaid or apply and qualify before your baby is born.



**ND Medicaid offers 12 months of coverage for moms.**  
Act before your baby is born.

Tell your human service zone right away when you become pregnant so you can receive this coverage.

**North Dakota** | Health & Human Services | [www.hhs.nd.gov](http://www.hhs.nd.gov)

## Outreach materials include:

- Floor banners
- Rack cards
- Flyers
- Wallet cards

# Drive quality

Through a strong procurement process and efficient provider payments



Drive quality while doubling accounts payable with no staff increases



Decreased audit findings since 2015

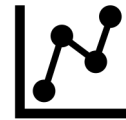


Successfully managed over 3,700 hundred procurements and contracts to ensure efficient use of taxpayer dollars

# Ensuring successful delivery and outcomes for those we serve

## Change Management

With each organizational project, system redesign, process improvement comes change. Lead change management with resources and tools for success.



## Project Management

Tools, resources, best practices and staffing to support DHHS **priority projects**, portfolio management and program projects.

## Process Improvement

Techniques, tools, resources, models and staff to redesign a process or system for greater efficiency and effectiveness.

## Quality Management

Leading best practices, standards and consistency around how DHHS measures quality and creates a culture of quality.

## IT Governance

Ensuring effective use of IT resources and ensuring efficiency with all IT efforts within DHHS.

## Data Governance

Leading data strategy efforts and providing standards, training and tools to support data analytics across DHHS.





# 2023-2025 Budget request

The **program, systems and workforce support** necessary to continue to serve North Dakotans

# There are three areas of inflation impacting the HHS budget



**1) Provider Rates**



**2) State Compensation Plan**



**3) Operating costs**

# Comparison of 2023-2025 budgets and related funding

## By Major Expense: Admin + Operations

Description	2023 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
Salaries and Benefits	\$ 27,413,848	\$ 6,761,084	\$ 34,174,932	\$ (2,331,414)	\$ 31,843,518
Operating	8,070,097	29,741,394	37,811,491	(27,506,990)	10,304,501
IT Services	1,757,959	2,156,140	3,914,099	(355)	3,913,744
Capital Asset Expense	-	-	-	-	-
Capital Assets	-	-	-	-	-
Grants	-	-	-	-	-
<b>Total</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>	<b>\$ (29,838,759)</b>	<b>\$ 46,061,763</b>

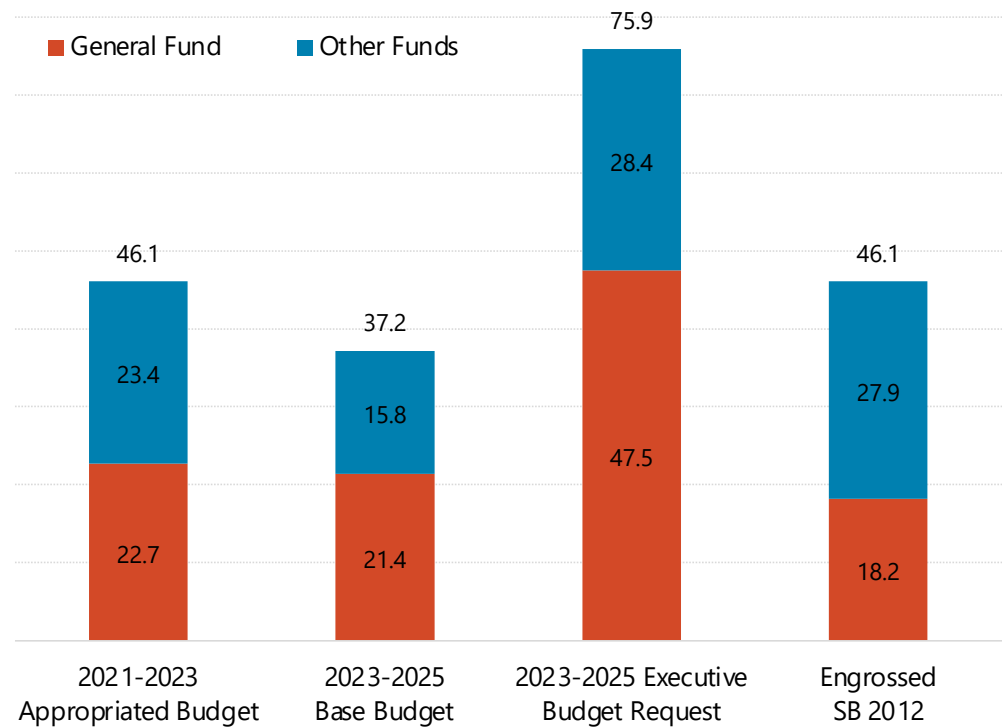
<b>General Fund</b>	<b>\$ 21,368,312</b>	<b>\$ 26,129,473</b>	<b>\$ 47,497,785</b>	<b>\$ (29,309,872)</b>	<b>\$ 18,187,913</b>
<b>Federal Funds</b>	<b>15,280,389</b>	<b>12,038,909</b>	<b>27,319,298</b>	<b>(523,330)</b>	<b>26,795,968</b>
<b>Other Funds</b>	<b>593,203</b>	<b>490,236</b>	<b>1,083,439</b>	<b>(5,557)</b>	<b>1,077,882</b>
<b>Total Funds</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>	<b>\$ (29,838,759)</b>	<b>\$ 46,061,763</b>

Full Time Equivalent (FTE)	140.90	6.50	147.40	(5.00)	142.40
----------------------------	--------	------	--------	--------	--------

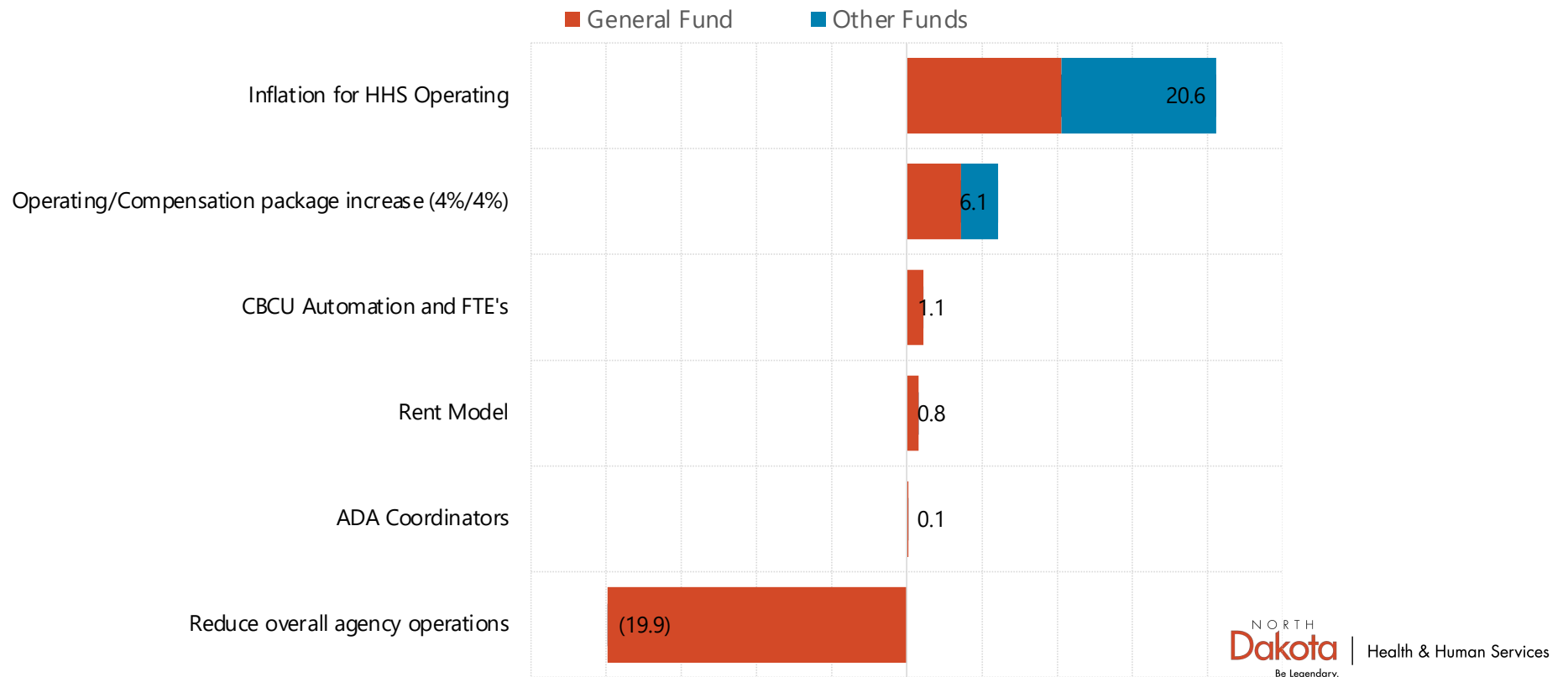
# Comparison of total budget with funding (in millions)

## Appropriated budget is larger than base

INCREASE FROM BASE TO ENGROSSED  
SB2012 \$ 8.9 MILLION



# Comparison of base budget to Engrossed SB 2012 (in millions)



# Comparison of 2023-2025 budgets and related funding

## By detailed expense

Description	2023 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
511x Salaries - Regular	\$ 18,876,288	\$ 3,412,350	\$ 22,288,638	\$ (1,777,229)	\$ 20,511,409
512x Salaries - Other	-	-	-	-	-
513x Salaries Temp	287,583	1,273,190	1,560,773	-	1,560,773
514x Salaries Overtime	-	269,125	269,125	-	269,125
516x Salaries Benefits	8,249,977	1,806,420	10,056,397	(554,185)	9,502,212
<b>Total Salaries &amp; Benefits</b>	<b>\$ 27,413,848</b>	<b>\$ 6,761,084</b>	<b>\$ 34,174,932</b>	<b>\$ (2,331,414)</b>	<b>\$ 31,843,518</b>
52x Travel	883,385	200,676	1,084,061	(27,794)	1,056,267
53x Supply	126,473	68,862	195,335	(557)	194,778
54x Postage & Printing	2,150,537	102,733	2,253,270	-	2,253,270
55x Equipment under \$5,000	19,950	(14,150)	5,800	-	5,800
56x Utilities	-	-	-	-	-
57x Insurance	238,504	39,456	277,960	-	277,960
58x Rent/Leases - Bldg/Equip	499,324	780,937	1,280,261	(3,242)	1,277,019
59x Repairs	33,106	(3,401)	29,705	-	29,705
61x Professional Development	146,769	19,544	166,313	-	166,313
62x Fees - Operating & Professional	3,972,049	28,546,737	32,518,786	(27,475,397)	5,043,389
67x Expenses	-	-	-	-	-
53x Supplies	52,081	49,019	101,100	-	101,100
60x IT Expenses	1,705,878	2,107,121	3,812,999	(355)	3,812,644
68x Land, Building, Other Capital	-	-	-	-	-
69x Over	-	-	-	-	-
69x Equipment Over \$5,000	-	-	-	-	-
71x Grants, Benefits, & Claims	-	-	-	-	-
72x Transfers	-	-	-	-	-
<b>Total Operating</b>	<b>\$ 9,828,056</b>	<b>\$ 31,897,534</b>	<b>\$ 41,725,590</b>	<b>\$ (27,507,345)</b>	<b>\$ 14,218,245</b>
<b>Total</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>	<b>\$ (29,838,759)</b>	<b>\$ 46,061,763</b>

# Comparison of 2023-2025 funding

Description	2023 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
General Fund	\$ 21,368,312	\$ 26,129,473	\$ 47,497,785	\$ (29,309,872)	\$ 18,187,913
Federal Funds	15,280,389	12,038,909	27,319,298	(523,330)	26,795,968
Other Funds	593,203	490,236	1,083,439	(5,557)	1,077,882
<b>Total Funds</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>	<b>\$ (29,838,759)</b>	<b>\$ 46,061,763</b>



# Policy Bills – Impact on Appropriations



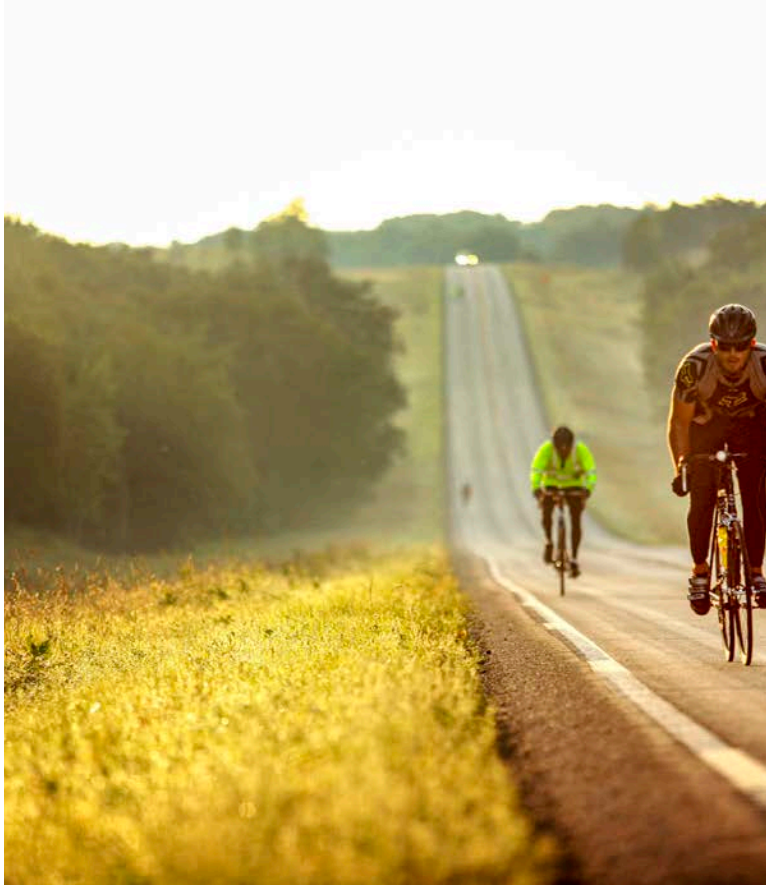


# Health and Human Services IT Overview

NORTH  
**Dakota** | Health & Human Services  
Be Legendary.



# Admin + IT Percentage of Total Budget



Total budget \$5.793 billion.

- Admin support is \$75.9M - 1.3%
- IT is \$229M - 4%

# Comparison of 2023-2025 budgets and related funding

## By major expense

Description	2023 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Operating	314,658	18,342	333,000	-	333,000
IT Services	141,966,634	86,509,291	228,475,925	-	228,475,925
Capital Asset Expense	-	-	-	-	-
Capital Assets	75,000	-	75,000	-	75,000
Grants	-	-	-	-	-
<b>Total</b>	<b>\$ 142,356,292</b>	<b>\$ 86,527,633</b>	<b>\$ 228,883,925</b>	<b>\$ -</b>	<b>\$ 228,883,925</b>

<b>General Fund</b>	<b>\$ 60,127,345</b>	<b>\$ 3,642,017</b>	<b>\$ 63,769,362</b>	<b>\$ -</b>	<b>\$ 63,769,362</b>
<b>Federal Funds</b>	<b>79,809,422</b>	<b>51,560,881</b>	<b>\$ 131,370,303</b>	<b>\$ -</b>	<b>\$ 131,370,303</b>
<b>Other Funds</b>	<b>2,419,525</b>	<b>31,324,735</b>	<b>\$ 33,744,260</b>	<b>\$ -</b>	<b>\$ 33,744,260</b>
<b>Total Funds</b>	<b>\$ 142,356,292</b>	<b>\$ 86,527,633</b>	<b>\$ 228,883,925</b>	<b>\$ -</b>	<b>\$ 228,883,925</b>

Full Time Equivalent (FTE)	-	-	-	-	-
----------------------------	---	---	---	---	---

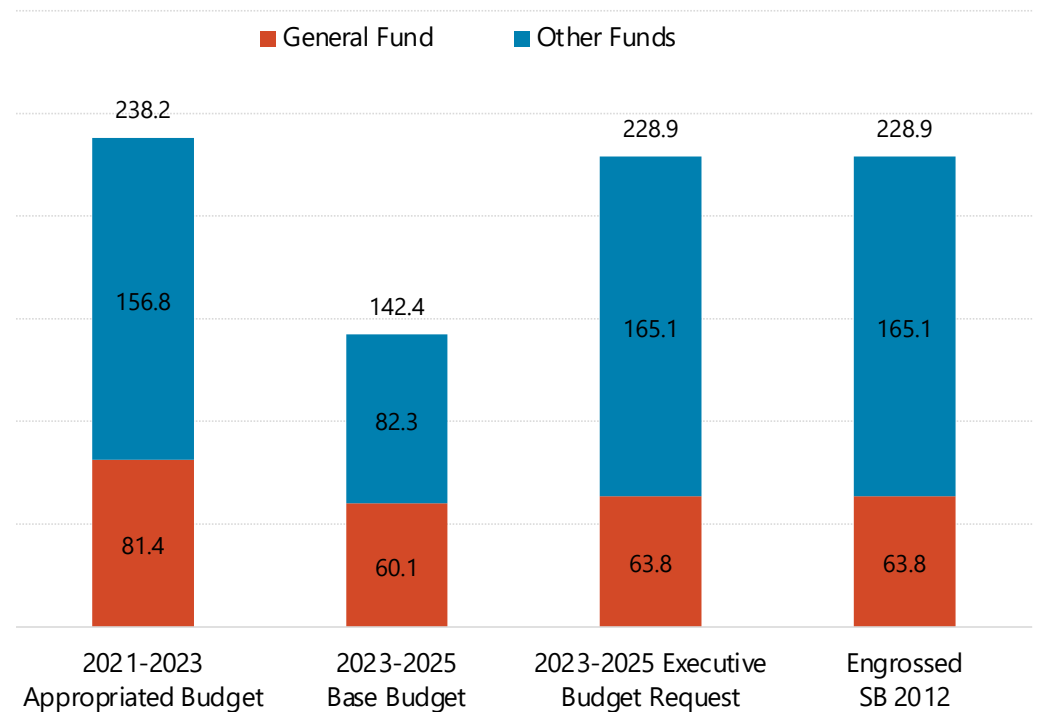
# Comparison of total budget with funding (in millions)

## Appropriated budget is larger than base

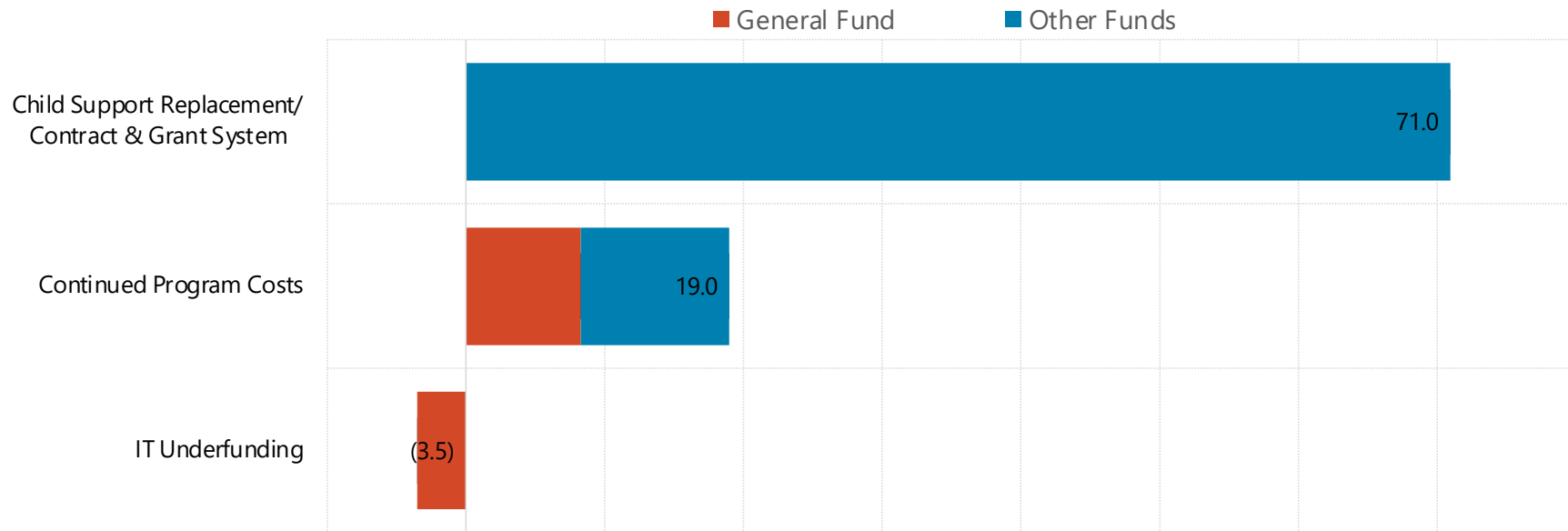
INCREASE FROM BASE TO ENGROSSED  
SB2012 \$86.5 MILLION

### Main Points:

- 1 - \$60M Child Support System
- 2 - \$11M Contract and Grant System
- 3 - \$19M IT contracts and NDIT increases



# Comparison of base budget to Engrossed SB 2012 (in millions)



# Comparison of 2023-2025 budgets and related funding

## By detailed expense

Description	2023 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
511x Salaries - Regular	\$ -	\$ -	\$ -	\$ -	\$ -
512x Salaries - Other	-	-	-	-	-
513x Salaries Temp	-	-	-	-	-
514x Salaries Overtime	-	-	-	-	-
516x Salaries Benefits	-	-	-	-	-
<b>Total Salaries &amp; Benefits</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
52x Travel	-	-	-	-	-
53x Supply	-	-	-	-	-
54x Postage & Printing	314,659	18,341	333,000	-	333,000
55x Equipment under \$5,000	-	-	-	-	-
56x Utilities	-	-	-	-	-
57x Insurance	-	-	-	-	-
58x Rent/Leases - Bldg/Equip	-	-	-	-	-
59x Repairs	-	-	-	-	-
61x Professional Development	-	-	-	-	-
62x Fees - Operating & Professional	-	-	-	-	-
67x Expenses	-	-	-	-	-
53x Supplies	-	32,000	32,000	-	32,000
60x IT Expenses	141,966,634	86,477,291	228,443,925	-	228,443,925
68x Land, Building, Other Capital	-	-	-	-	-
69x Over	-	-	-	-	-
69x Equipment Over \$5,000	75,000	-	75,000	-	75,000
71x Grants, Benefits, & Claims	-	-	-	-	-
72x Transfers	-	-	-	-	-
<b>Total Operating</b>	<b>\$ 142,356,293</b>	<b>\$ 86,527,632</b>	<b>\$ 228,883,925</b>	<b>\$ -</b>	<b>\$ 228,883,925</b>
<b>Total</b>	<b>\$ 142,356,293</b>	<b>\$ 86,527,632</b>	<b>\$ 228,883,925</b>	<b>\$ -</b>	<b>\$ 228,883,925</b>



# Comparison of 2023-2025 funding

Description	2022 - 2025 Budget Base	Increase / (Decrease)	2023 - 2025 Executive Budget	Increase / (Decrease)	Engrossed SB 2012
<b>General Fund</b>	\$ 60,127,345	\$ 3,642,017	\$ 63,769,362	\$ -	\$ 63,769,362
<b>Federal Funds</b>	79,809,422	51,560,881	131,370,303	-	131,370,303
<b>Other Funds</b>	2,419,525	31,324,735	33,744,260	-	33,744,260
<b>Total Funds</b>	\$ 142,356,292	\$ 86,527,633	\$ 228,883,925	\$ -	\$ 228,883,925

# One-time funding requests

Admin + IT

- CBCU Automation: \$1M
- Inflation \$20M
- 2023-2025 Child Support Replacement: \$60M
- 2023-2025 Contract and Grant Management System: \$11M



# SB 2012 Section 2: One-Time Expenditures

## Child Support System Replacement

1

- Fully Automated Child Support Enforcement System (FACSES)
- \$60 million estimate, covers:
  - Project Management
  - Design, Development, and Implementation
  - Independent Verification and Validation
  - Quality Assurance
  - User Acceptance Testing
- Integrated case management, electronic case records, and customer interface



# Grants + Contracts System

2

```
STATE OF NORTH DAKOTA
INFORMATION TECHNOLOGY DEPARTMENT
Date: 02/03/23   Time: 14:24:18   Term-ID: TCPS5289

USER-ID.....
Password....   Change Password ? N (Y or N)

ENTER USERID

PF1: Help   PF3: Exit

Bulletins: +----- SUPERSESSION NEWS -----+
```

## Current system

- Uses antiquated mainframe built in 1996
- Receives limited NDIT support
- Does not support efficient workflows or document storage
- Supports only certain parts of the procurement/ contract process
- Uses multiple spreadsheets to track processes and workflows
- Requires drafting contracts and amendments manually

```
SS3515          ***** - NDDHS CONTRACT SYSTEM - *****          SS3515M1
Feb  3,23      - - MAINTAIN PROPOSAL TO PROCURE / AMENDMENTS - -      2 more >

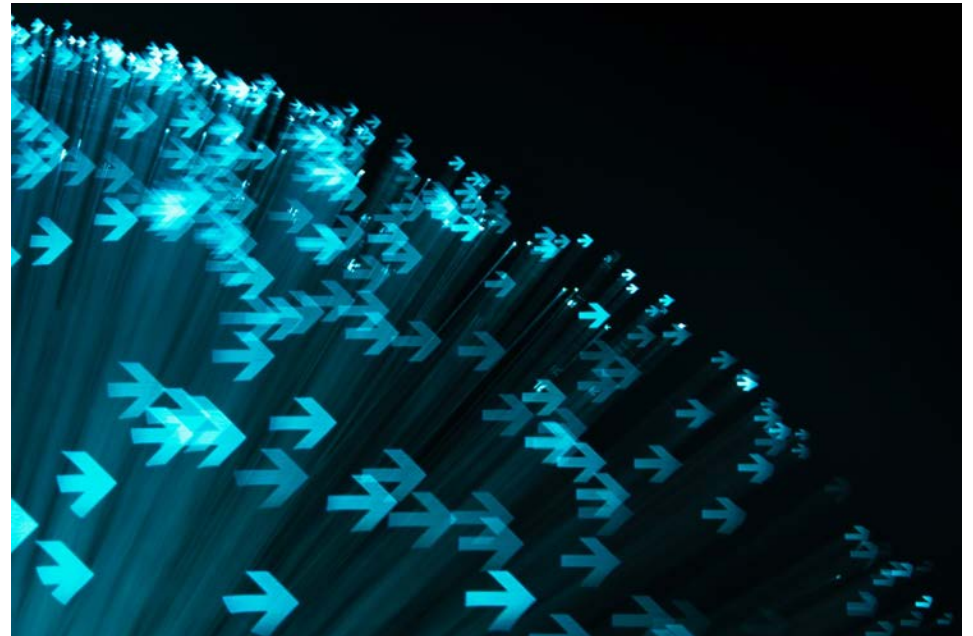
ACTION:  _  A(ADD) B(BROWSE) D(DISPLAY) M(MODIFY) P(PURGE)   NEXT PANEL:  1
CONTRACT:      AMENDMENT:   SERVICE CODE:
ORIGINATOR:    NAME:

CONTRACT START DATE:      END DATE:
PROVIDER NAME:  AACTION MOVERS, INC.
ADDRESS 1:
ADDRESS 2:
CITY:           STATE:     ZIPCODE:
VENDOR NUMBER: 474        TAXPAYER ID: 450313179  PROVIDER DEBARRED:
FUNDING: FEDERAL:        STATE:
OTHER:              UNKNOWN:
TOTAL FUNDING:

ATTACHMENTS:  BID REQUIREMENT REASON:  PTP TYPE:  PHI:
2:SCOPE OF SERVICE  3:DEPARTMENTS
PF13:BUDGET INFO    PF14:EXEC QUESTION  PF15:OTHER BID COMMENTS
PF16:INDIRECT RATES PF17:PTP TRACKING   PF18:PRINT          PF19:CONTRACT
Enter-PF1---PF2---PF3---PF4---PF5---PF6---PF7---PF8---PF9---PF10---PF11---PF12---
confm help retrn quit      flip pref bkwrd frwrd AUTH left right main
```

# Procurement/contracts new system

- One stop shop from beginning of procurement through contracting
- Vendors can submit online payment for processing through system
- No need for multiple tracking spreadsheets
- Up-to-date information available
- Better process for subrecipient monitoring
- Ability to integrate with a grants management system
- Ability for multiple reports and dashboards



# Major IT Project 3: Background Check Automation

3



1. Shift from a paper-driven process to a fully automated system, driven by the program applicant
2. Enhance integration points with fingerprints, CBCU, providers and BCI
3. Increase timeliness and complete background checks



# Opportunities and challenges

What will it take for HHS to meet the moment?

## Talent

- Managing immense and **continual change**
- Workforce shortage and **talent war** with private sector for key roles:
  - Behavioral health clinicians
  - Child safety and protection case managers
  - Direct support caregivers
  - Nurses
- Our partnership with private partners for **service delivery** = their challenges are our challenges

## Systems

- **Mainframe** environment
- **Data analysis** and **data modernization**
- **Re-design delivery of services** in eligibility determination, case management, provider enrollment
- **Integrate** behavioral health policy and service delivery
- OCR and Bots as **automation tools**
- Update **state lab**
- Phase 2 of **HHS integration effort**

## Budget

- **Rates tied to quality** and complexity of care
- **Re-balancing investment** from institutional to non-institutional settings
- Address immediate / acute / urgent needs **without sacrificing investments** in approaches that can prevent crisis
- **Right sizing staff** to meet demand
- **Efficient operations / efficient team**

## Policy

- FORWARD PROGRESS: Invest energy, talent and resources in **ongoing strategic initiatives**
- STRATEGIC PRIORITY: **Kids' health**, safety and wellbeing, and childhood obesity
- STRATEGIC PRIORITY: Update **state lab**
- STRATEGIC PRIORITY: Treatment environment at the **State Hospital**





## Contact information

**Sara Stolt**

HHS Deputy Commissioner  
[sarastolt@nd.gov](mailto:sarastolt@nd.gov)

[www.hhs@nd.gov](http://www.hhs@nd.gov)



**SB2012**

House Appropriations Committee – HR Section  
Representative Nelson, Chairman

---

HHS Workforce – Chris Jones, HHS Commissioner  
March 22, 2023

NORTH  
**Dakota** | Health & Human Services  
Be Legendary.

# HHS requested FTE to meet increased service demand and to keep pace with expanded service offerings

- Increased demand for Behavioral Health services
- Increased demand for Developmental Disability and Home and Community-Based Services
- Increased demand for child welfare services
- Legislatively added or expanded programs and services with statewide impact, including:
  - ND Rent Help
  - Refugee Services
  - New Early Childhood division
  - Crisis services
  - Expanded Medicaid coverage





# Without these team members, our capacity will be diminished and North Dakotans will be negatively impacted

## Delays in services and treatment

- Longer wait lists
- Fewer people served. Human service centers currently serve 34 out of 100 people who seek help.
- Program implementation delays
- Longer application processing times and delays in case reviews

## Reduced quality

- Diminished continuity of care: People will go without quality behavioral health care services
- Exacerbation of symptoms
- Human error

## Basic needs unmet

- Hunger
- Homelessness
- Children and adults living in vulnerable situations
- Untreated substance use / addiction
- Timely preventive care needs cannot be met
- Treatable conditions worsen

## Decline in operational effectiveness

- Operations and administration efficiency is decreasing under heightened pressure
- Lost Human Service Center revenue
- Increased audit findings
- Increased OT and use of contract workers

# Without these team members, the readiness of our team will further deteriorate

As a result of increased service demand and keeping pace with expanded service offerings, we've stretched our team beyond its capacity.

## Current state, which will not change:

- Mandatory overtime
- Cancelled vacations / inability to take time off
- Increased use of sick leave
- Increased safety risks
- Increased burnout
- Decreased work / life balance
- Decreased team member engagement

## Future state, talent base will further erode:

- Fuel further turnover and hiring challenges
- Lose organizational knowledge and previous training investments
- Reduction in opportunity for professional development
- Further decrease applicant pools
- Tarnish the HHS employer brand

# HHS Workforce Strategy 2023-2025

Working toward implementation with limited and constrained resources

## Talent Acquisition

- Pipeline development
- Reassessment of required qualifications
- Leverage databases such as Indeed and LinkedIn Recruiter

30% Resourced

## Operational Efficiencies

- FTE/vacancy management
- HHS integration
- Data-driven decision making
- Leverage statewide/enterprise systems
- Policy alignment
- Simplify processes

20% Resourced

## High Performing Team

- Engagement and culture
- Employee health & safety
- Manager/Leader development
- Internal comms/change mgmt
- Communities of practice

10% Resourced

## Talent Management

- Succession planning
- Competency development
- Performance management
- Onboarding road map
- Increase variety, access & effectiveness of learning solutions

10% Resourced

## Total Rewards

- Equitable compensation
- Pay practices
- Team member recognition

0% Resourced

# HHS Team Members

## Life-changing heroes to the North Dakotans they serve

"We are **thankful** for all of our therapists."

"...made my chair **easy** to use and **comfortable**."

"**Amazing organization** – super helpful to us!"

"You have a **top-notch** crew."

*Feedback from people served and parents/guardians*

"She **went out of her way** to become certified in a therapy to help my son."



**Life Skills and Transition Center therapy team**  
Jill Hurst, Clayton Klimek, Kelly Campbell-Dokken,  
Allan Szklarski, Mary Dusek, Craig Kraft



# HHS Team Members

## Life-changing heroes to those they serve



"Shout out to **Kathy Molland** (Children and Family Services) **and Karin O'Cain** (North Star Human Service Zone). From the amazing social worker that got us started in our journey and helped us answer any questions .... To Karin that puts all of her heart and dedication into these children's lives. Her follow-up and communication was superb!"

*Feedback from  
North Dakotan*



## Contact information

**Chris Jones**

HHS Commissioner  
[cdjones@nd.gov](mailto:cdjones@nd.gov)

[www.hhs@nd.gov](http://www.hhs@nd.gov)