



## **HB1004 HHS Overview to House Appropriations**

---

HHS Commissioner Chris Jones  
ND State Health Officer Dr. Nizar Wehbi  
Jan. 5, 2023

# Agenda

- HHS integration journey
- HHS Goal: Help ND become the healthiest state in the nation
- The science of well-being
- HHS priorities and action plans
- Overview of HHS 2023-2025 budget changes
- Tactics

# HHS integration journey

Key phases and activities of our journey toward one **Better Together Department of Health and Human Services** on Sept. 1, 2022.



June 2022 – September 2022

**DELIVER** a plan to set up DHHS for success

- CORE ACTIVITIES**
- **Begin to see our unified approach take shape!** Continue to work on projects that will help HHS improve the health and well-being of North Dakotans.
  - Begin to create new opportunities to **engage and develop one high-performing HHS team.**
  - Begin to implement changes that will maintain **day-to-day operations** for all team members in a new unified HHS.

January 2022 – May 2022

**DESIGN** a new DHHS

- CORE ACTIVITIES**
- Develop a **new Better Together DHHS team structure** that transitions all current team members into one combined HHS to support transforming the citizen experience.
  - Work on **projects across DoH and DHS** that will position us to serve North Dakotans successfully as one unified team.
  - Support and engage managers/supervisors and team members with an **enhanced focus on change management and increased communications.**

September – December 2021

**DECIDE** on a guiding principle for the integration

- CORE ACTIVITIES**
- Develop a **new process to gain team member input and make decisions** about building a unified approach to health and human services.
  - Establish a **guiding principle and goals for the journey** to become one team HHS and to transform the citizen experience.
  - Identify several projects that support the guiding principle and goals and **create work teams with representation from DoH and DHS.**

# Guiding our Better Together journey toward One Team HHS

## Guiding Principle

North Dakota becomes the healthiest state in the nation by reinforcing the foundations of well-being

### Integration Goals

1. Deliver **one streamlined path** to quality and equitable programs and services
2. Continue to improve **quality, effective and efficient** health and human services
3. Create **career growth and development opportunities** for team members and build a new **one-team** culture

### Example Objectives

*Simplify the customer journey to HHS programs*

*Improve timeliness and access to services*

*Define an agreed-upon culture; create the foundation for a workplace that honors autonomy and empowers individuals to contribute*

# Team member participation and engagement were key priorities and central to the process



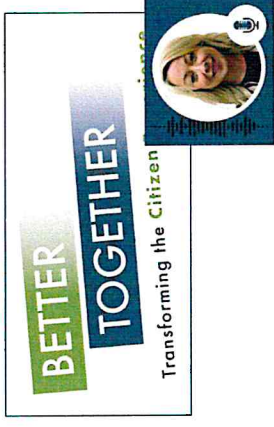
## **Culture surveys and focus groups**

Team members defined a shared HHS culture.



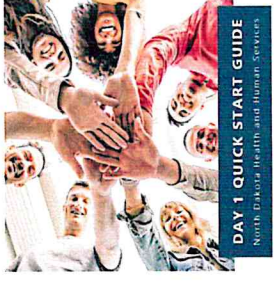
## **Workstream Wednesday interactive forums**

Team members provided input toward workstream projects.



## **Team member communications**

- Town halls
- Email updates
- Better Together podcasts
- Frequently asked questions



## **Day 1 HHS Quick Start Guide**

Resource for team members to help them understand how the integration will impact day-to-day job functions.

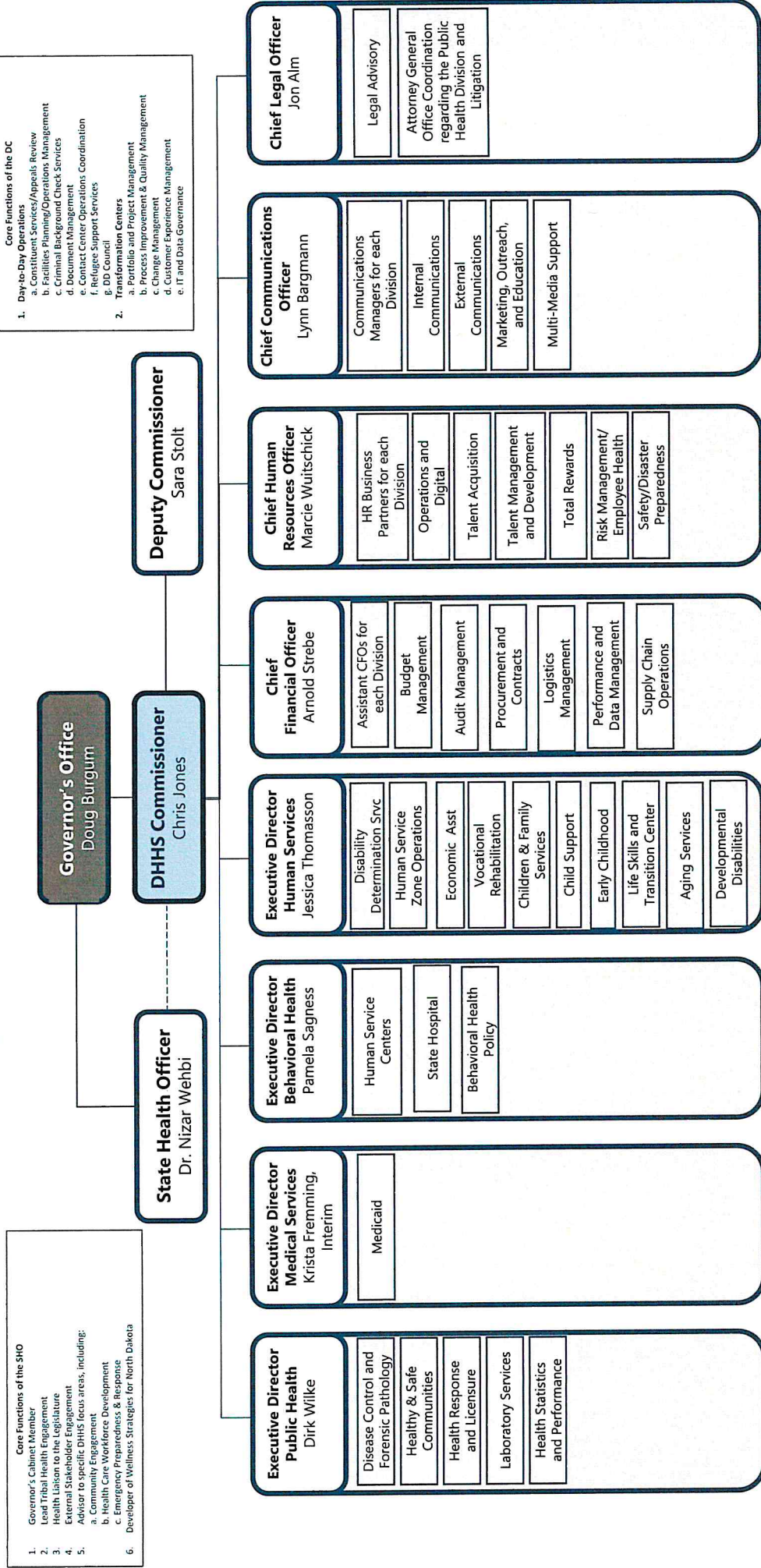
## **Our approach to designing the future HHS organizational structure**



- ✓ **Every team member will have a role**
- ✓ **Transform health and human services for North Dakotans**
- ✓ **Follow our guiding principle to become the healthiest state in the nation by reinforcing the foundations of well-being**

**BETTER  
TOGETHER**  
Transforming the Citizen Experience

# North Dakota Department of Health & Human Services



- Core Functions of the SHO**
- Governor's Cabinet Member
  - Lead Tribal Health Engagement
  - Health Liaison to the Legislature
  - External Stakeholder Engagement
  - Advisor to Specific DHHS focus areas, including:
    - Community Engagement
    - Health Care Workforce Development
    - Emergency Preparedness & Response
    - Developer of Wellness Strategies for North Dakota
  -

- Core Functions of the DC**
- Day-to-Day Operations
    - Constituent Services/Appeals Review
    - Facilities Planning/Operations Management
    - Criminal Background Check Services
    - Document Management
    - Contact Center Operations Coordination
    - Refugee Support Services
    - DD Council
  - Transformation Centers
    - Portfolio and Project Management
    - Process Improvement & Quality Management
    - Change Management
    - Customer Experience Management
    - IT and Data Governance

# Day 1 and the Road Ahead

Key milestones in our journey toward one **Better Together Health and Human Services** on Sept. 1, 2022, and our priorities for the road ahead

Sept. 2021 – Sept. 1, 2022

## KEY MILESTONES ACCOMPLISHED

- Identified 18 **program integration opportunities** to improve the delivery of programs and services for North Dakotans.
- Identified more than **50 workstream projects across six workstreams** that will be accomplished as part of the integration.
- Designed a new **organizational structure** for HHS.
- Developed a **new, unified HHS website**.
- Established consistent **branding guidance**.
- Reviewed and **aligned all HR policies**.
- Implemented **New Workplace guidance**.
- Launched **new team member intranet**.

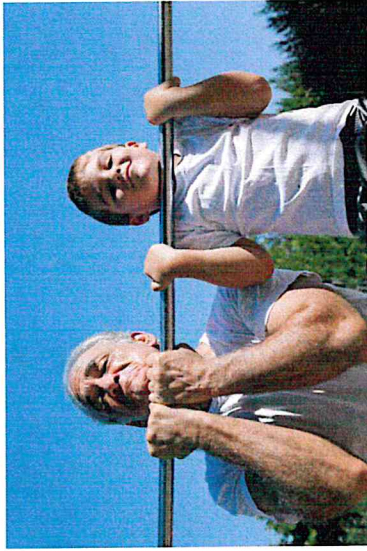
Sept. 1, 2022, and beyond

## KEY PRIORITIES TO COME DOWN THE ROAD

- **Begin to see our unified approach take shape!** Continue to work on projects that will help HHS improve the health and well-being of North Dakotans **through September 2022 and BEYOND**.
- Begin to create new opportunities to **engage and develop one high-performing HHS team**.
- Begin to implement changes that will support **day-to-day operations** for all team members in a new unified HHS.



# Make ND the Healthiest State in the nation by reinforcing the foundations of well-being



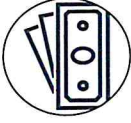
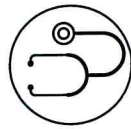
Physical Health



Behavioral Health






Economic Health






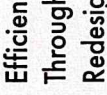

# HHS Goal: Help ND become the healthiest state in the nation

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
-  High-Performing Team
-  Efficiency Through Redesign

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

-  Be Healthy
-  Be Active
-  Find & Prevent Disease Early

# The science of well-being

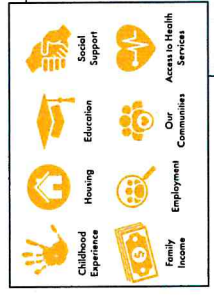
Investing in North Dakotans to create the healthiest state and deliver taxpayer value



# The science



## Socioecological Model



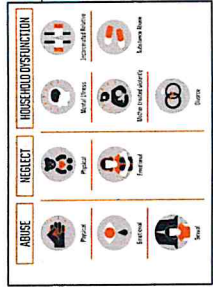
## Social Determinants of Health

ADVERSE CHILDHOOD EXPERIENCES (ACEs)	ADVERSE ADULT EXPERIENCES (AAEs)	ADVERSE LATERAL EXPERIENCES (ALEs)
<ul style="list-style-type: none"> <li>Childhood poverty</li> <li>Childhood abuse and neglect</li> <li>Childhood household dysfunction</li> <li>Childhood parental mental illness</li> <li>Childhood parental substance use</li> <li>Childhood parental incarceration</li> <li>Childhood parental remarriage</li> <li>Childhood parental divorce</li> <li>Childhood parental remarriage</li> <li>Childhood parental divorce</li> <li>Childhood parental remarriage</li> <li>Childhood parental divorce</li> </ul>	<ul style="list-style-type: none"> <li>Adult poverty</li> <li>Adult abuse and neglect</li> <li>Adult household dysfunction</li> <li>Adult parental mental illness</li> <li>Adult parental substance use</li> <li>Adult parental incarceration</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> </ul>	<ul style="list-style-type: none"> <li>Adult poverty</li> <li>Adult abuse and neglect</li> <li>Adult household dysfunction</li> <li>Adult parental mental illness</li> <li>Adult parental substance use</li> <li>Adult parental incarceration</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> <li>Adult parental remarriage</li> <li>Adult parental divorce</li> </ul>

## Risk/Protection Factors



## Resilience



## Adverse Childhood Experiences (ACEs)

Multiple levels of  
influence  
surround each of  
us.



# Risk factors

A characteristic at the biological, psychological, family, community or cultural level that precedes and is associated with a higher likelihood of problem outcomes

# Protective factors

A characteristic at the individual, family or community level that is associated with a lower likelihood of problem outcomes

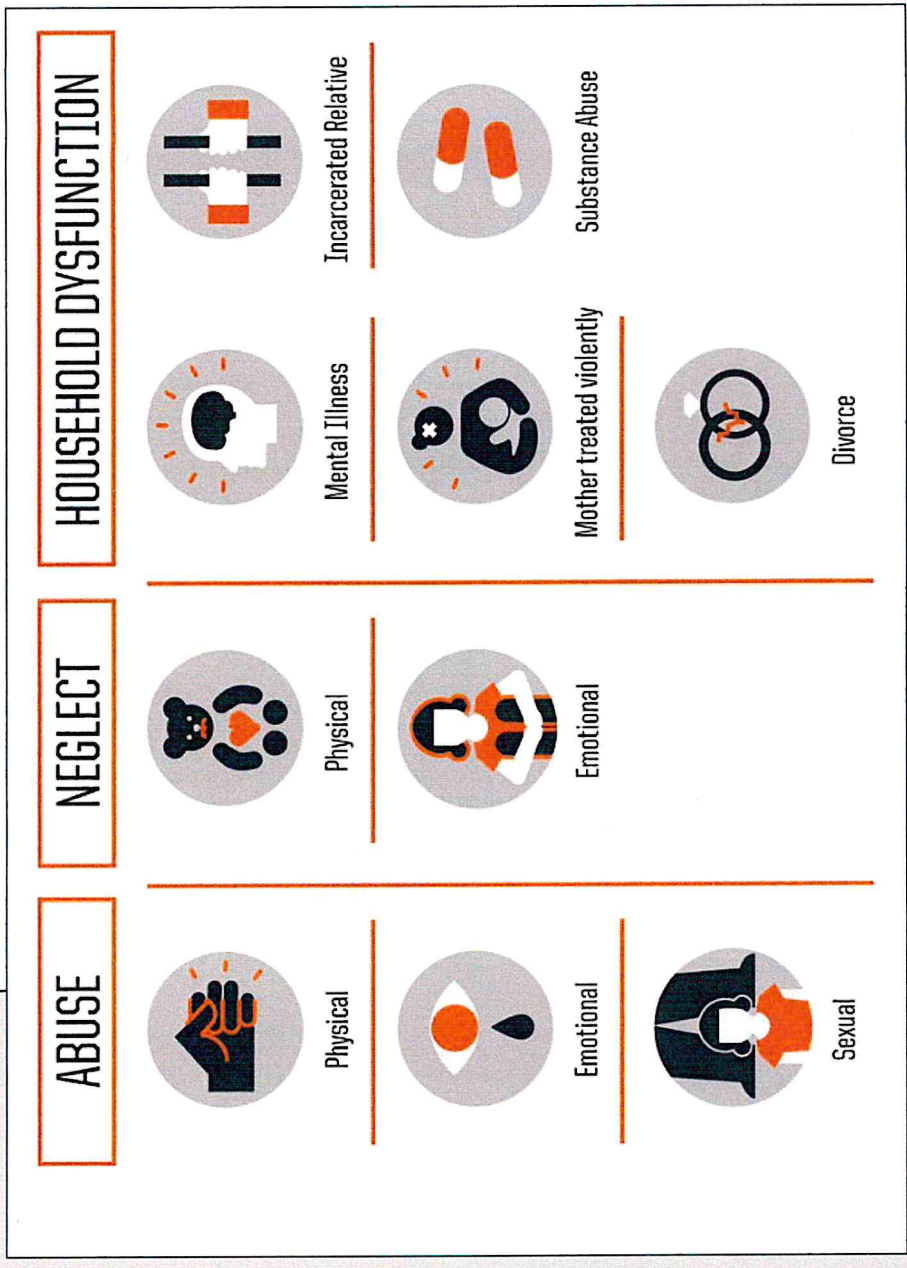
# Risk and protective factors impacting healthy development of children and adolescents.

RISK FACTORS	DOMAIN	PROTECTIVE FACTORS
<p>Risk factors increase the likelihood young people will develop health and social problems.</p> <ul style="list-style-type: none"> <li>• Low community attachment</li> <li>• Community disorganisation</li> <li>• Community transitions and mobility</li> <li>• Personal transitions and mobility</li> <li>• Laws and norms favourable to drug use</li> <li>• Perceived availability of drugs</li> <li>• Economic disadvantage (not measured in youth survey)</li> </ul>	<p>COMMUNITY</p>	<p>Protective factors help buffer young people with high levels of risk factors from developing health and social problems.</p> <ul style="list-style-type: none"> <li>• Opportunities for prosocial involvement in the community</li> <li>• Recognition of prosocial involvement</li> <li>• Exposure to evidence-based programs and strategies (some are measured in youth survey)</li> </ul>
<ul style="list-style-type: none"> <li>• Poor family management and discipline</li> <li>• Family conflict</li> <li>• A family history of antisocial behaviour</li> <li>• Favourable parental attitudes to the problem behaviour</li> </ul>	<p>FAMILY</p>	<ul style="list-style-type: none"> <li>• Attachment and bonding to family</li> <li>• Opportunities for prosocial involvement in the family</li> <li>• Recognition of prosocial involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Academic failure (low academic achievement)</li> <li>• Low commitment to school</li> <li>• Bullying</li> </ul>	<p>SCHOOL</p>	<ul style="list-style-type: none"> <li>• Opportunities for prosocial involvement in school</li> <li>• Recognition of prosocial involvement</li> </ul>
<ul style="list-style-type: none"> <li>• Rebelliousness</li> <li>• Early initiation of problem behaviour</li> <li>• Impulsiveness</li> <li>• Antisocial behaviour</li> <li>• Favourable attitudes toward problem behaviour</li> <li>• Interaction with friends involved in problem behaviour</li> <li>• Sensation seeking</li> <li>• Rewards for antisocial involvement</li> </ul>	<p>PEER / INDIVIDUAL</p>	<ul style="list-style-type: none"> <li>• Social skills</li> <li>• Belief in the moral order</li> <li>• Emotional control</li> <li>• Interaction with prosocial peers</li> </ul>

Source: Communities That Care



# TYPE OF ACES (ADVERSE CHILDHOOD EXPERIENCES)



Source: Centers for Disease Control and Prevention  
Credit: Robert Wood Johnson Foundation

# Social determinants of health

The social determinants of health are the conditions in which we are born, grow and age, and in which we live and work.



Childhood  
Experience



Housing



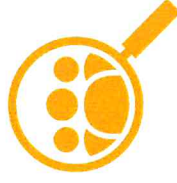
Education



Social  
Support



Family  
Income



Employment



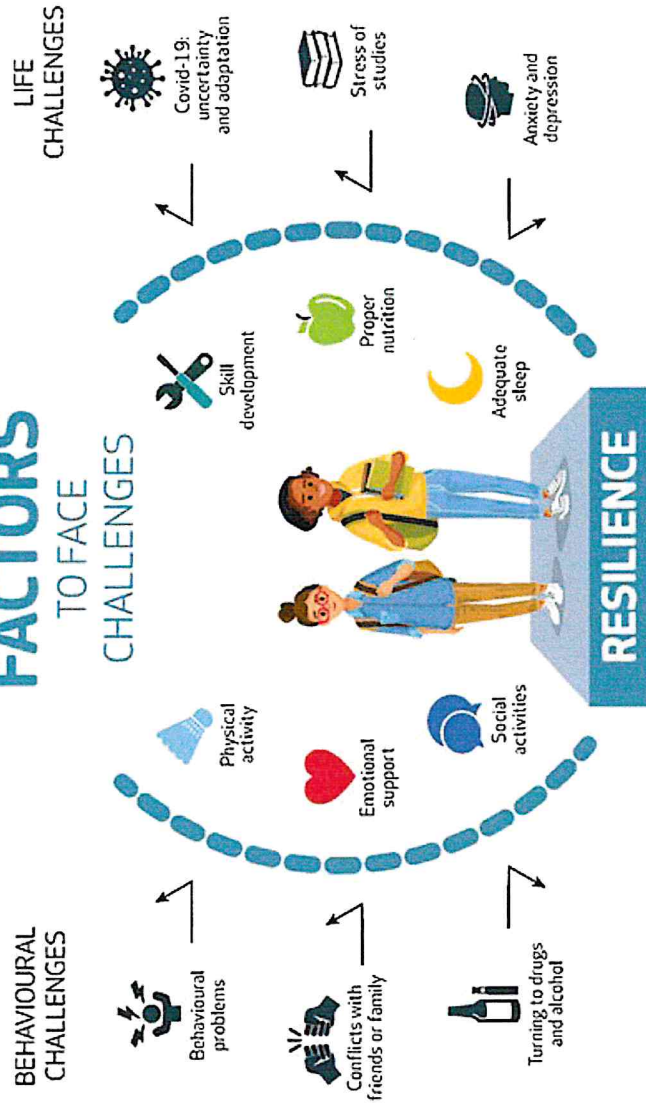
Our  
Communities




Access to Health  
Services

# PROTECTIVE FACTORS BUILD RESILIENCE

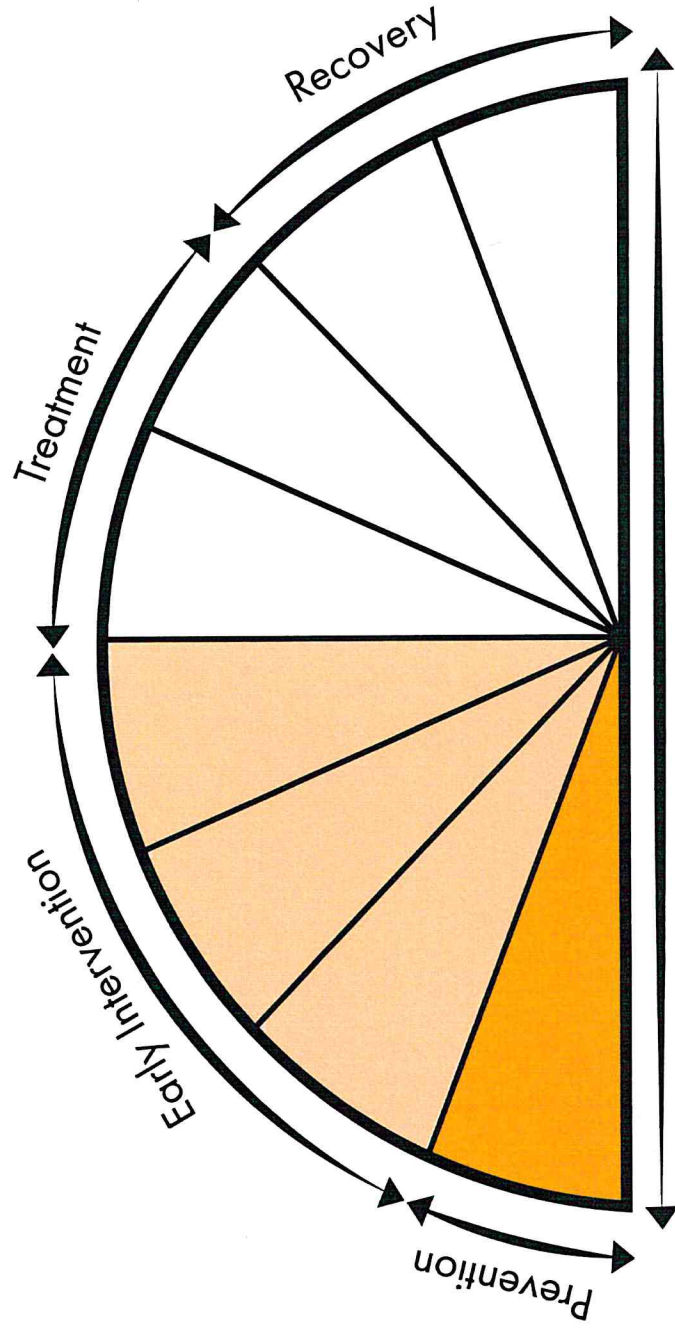
## ADOPT PROTECTIVE FACTORS TO FACE CHALLENGES



For protective factors at the family and community levels, visit [nbhc.ca/resilience](http://nbhc.ca/resilience)

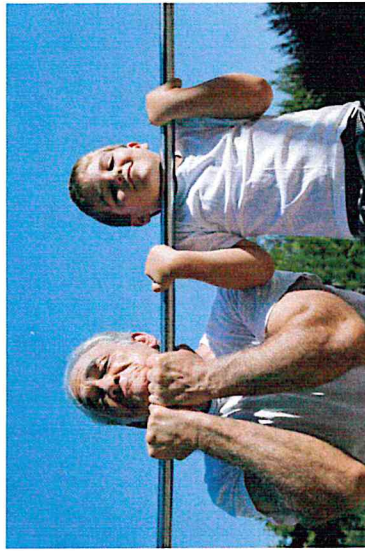
 New Brunswick Health Council | Conseil de la santé du Nouveau-Brunswick

# Services and support occur along a continuum



Institute of Medicine Continuum of Care

# Reinforce the foundations of well-being



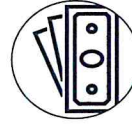
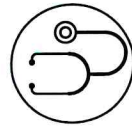
Physical  
Health



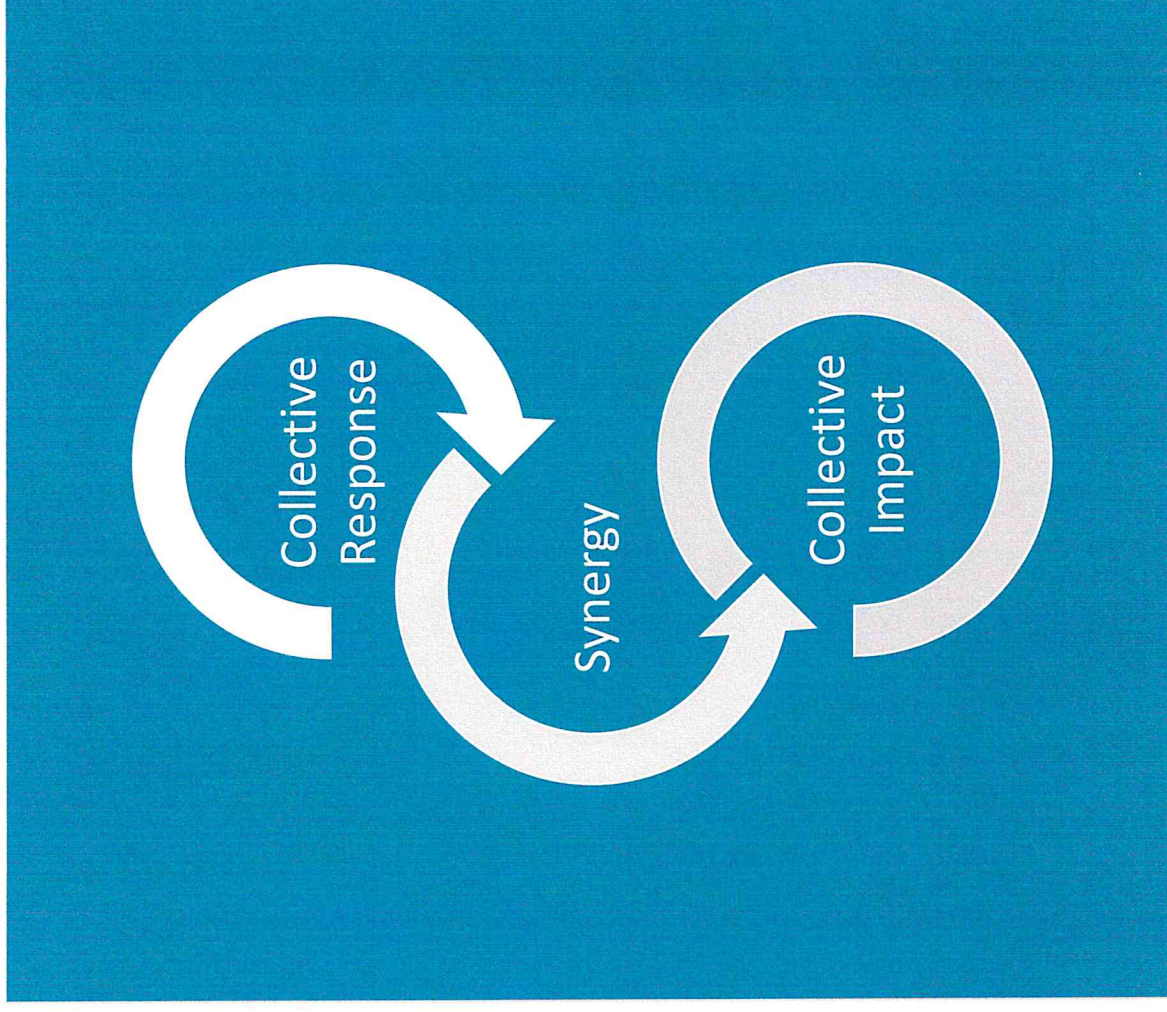
Behavioral  
Health



Economic  
Health



By focusing on **shared**  
risk factors or **shared**  
protective factors, we  
benefit from a  
collective response.



# HHS priorities and action plans




Investing in North Dakotans to  
create the healthiest state and  
deliver taxpayer value







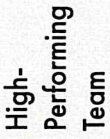
# HHS Goal: Help ND become the healthiest state in the nation

## 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



# HHS Action Plan

1

## Forward Progress on Key Initiatives

- Behavioral Health Implementation
- Transformation of Home and Community Based Services
- Behavioral, Physical and Economic Health

2

## Evolving How We Do Our Work

- DHHS Integration
- Social Service Redesign

3

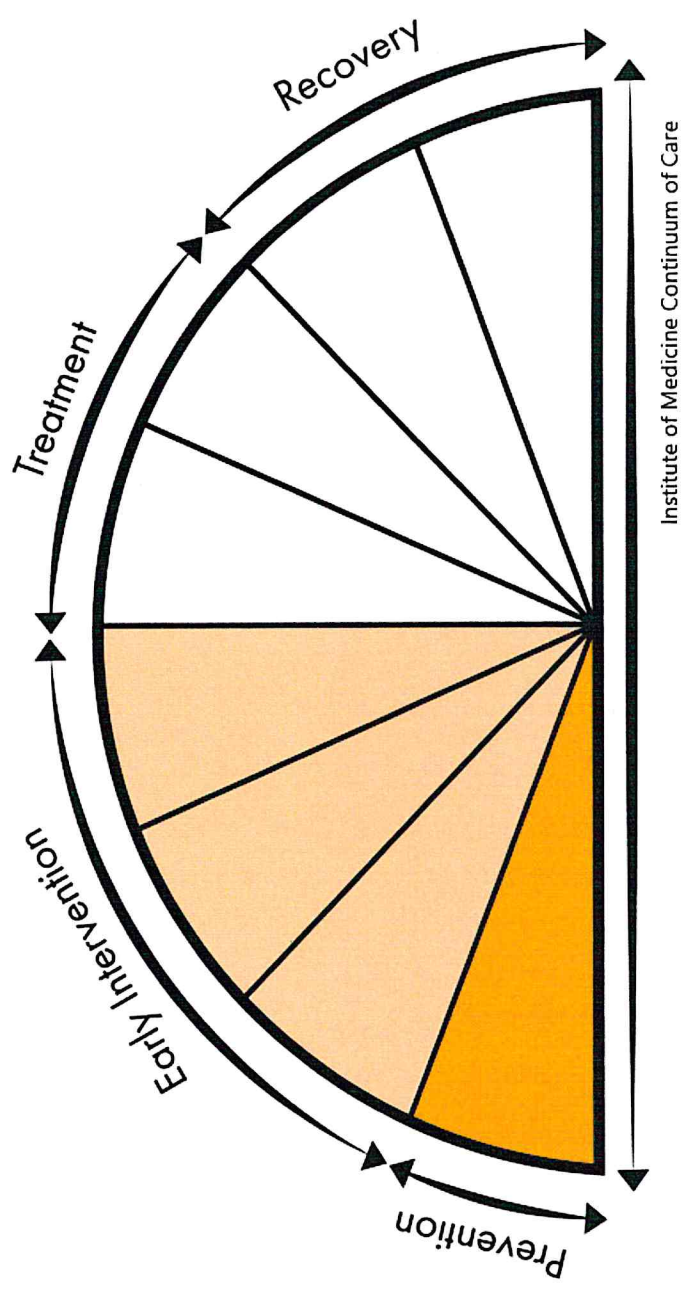
## New Investment Focus 2023-2025

- Kids' Health, Safety and Wellbeing
- Lab Infrastructure Development
- Treatment Environment at State Hospital
- Emergency Preparedness and Response

# Forward progress on key initiatives

Forward  
Progress

- Expansion of Free Through Recovery to Community Connect
- Mobile Crisis Services
- Suicide Hotline / 988
- Peer Support
- 1915(i)
- Stigma

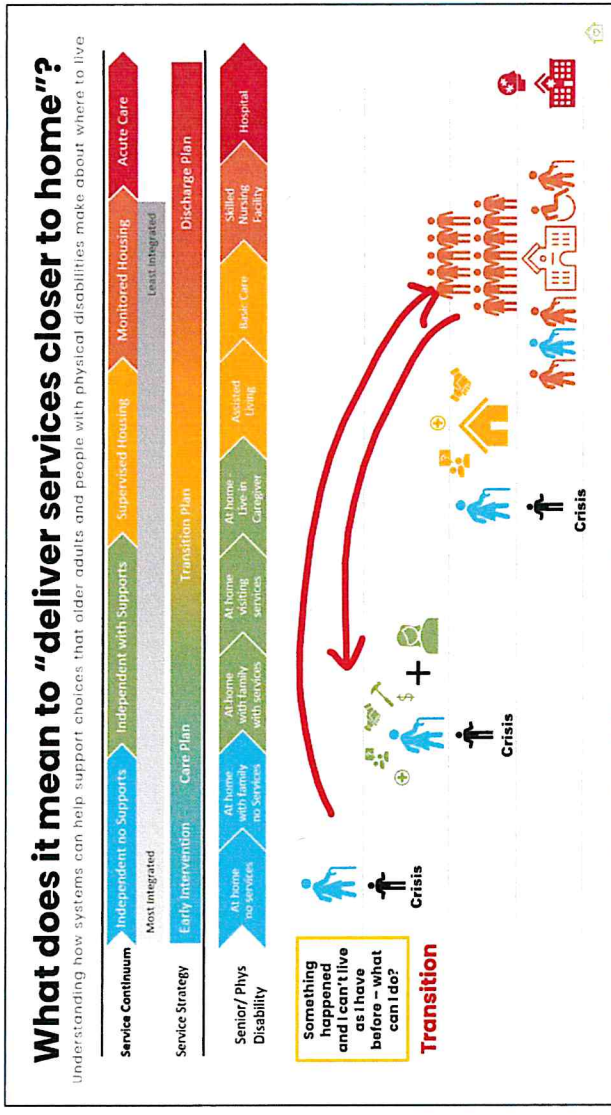


Be Legendary.

# Forward progress on key initiatives

Forward Progress

- Staff who can coordinate, navigate and connect people to resources they need
- Housing alternatives
  - Assistive technology and modified environments
- Upskilling direct care professionals re: behavioral health
- Support for transitions and diversions



# Forward progress on key initiatives

Forward  
Progress

- Child care affordability
- Housing stability resources
- Employment coaching
- Resources for kin caregivers
- Schools and behavioral health
- SUD Voucher and access to treatment options
- Postpartum benefits
- Addressing the benefit cliff



Childhood  
Experience



Housing



Education



Social  
Support



Family  
Income



Employment



Our  
Communities



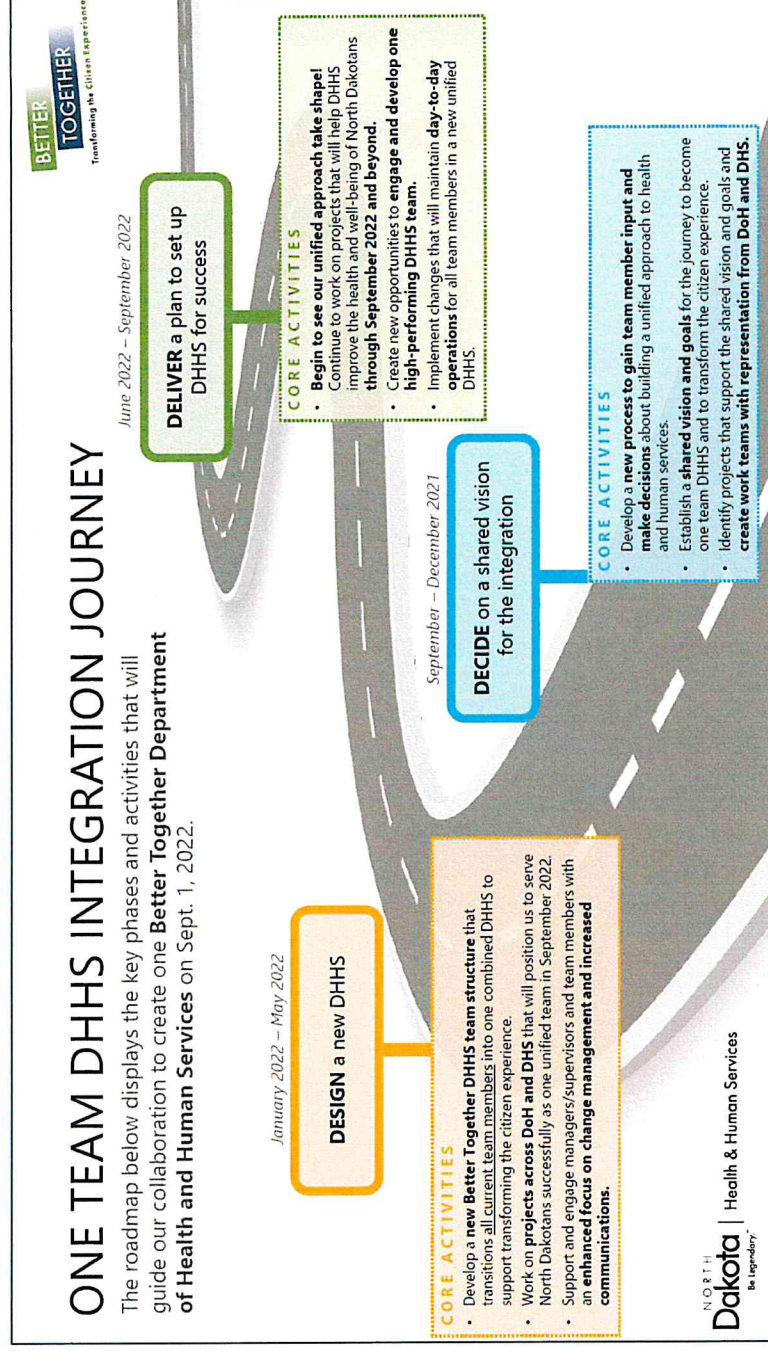
Access to Health  
Services

# Evolving how we do our work

## HHS integration

Evolving

- Unified shared services for contracting and budgeting, website, communications and human resources
- Optimize Medicaid as funding source for DHHS vision
- Improved licensing and certification experience

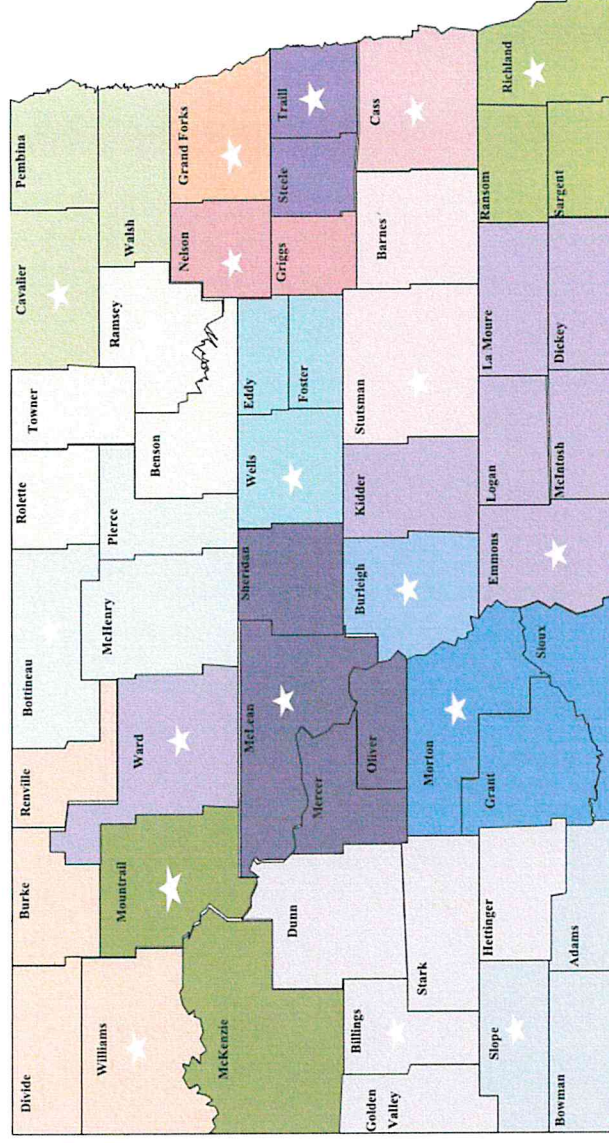


# Evolving how we do our work

## Social service redesign

Evolving

- Legislative studies related to equity, indirect rates and organization
- Redesign of economic assistance eligibility processing
- Final phases of child welfare systems redesign

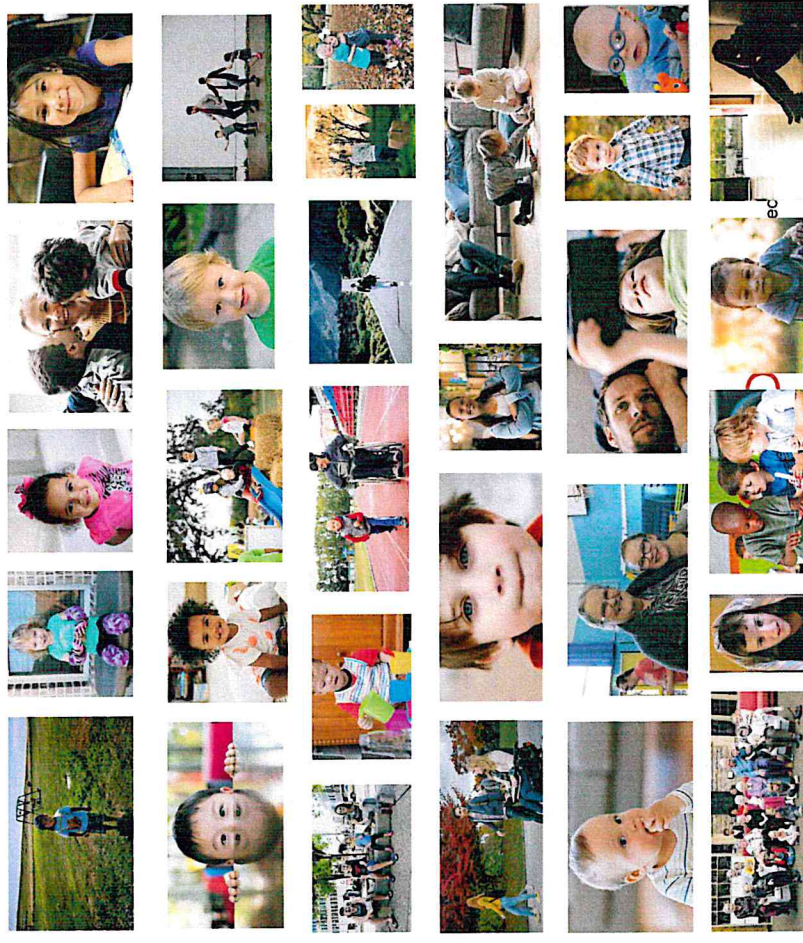


# New investment focus 2023-25

Kids' health, safety and well-being

New  
Investment

- Deliver Child Care assistance to more working families
- Expand Best in Class to more communities
- Develop coaching for families through times of crisis
- Focus on childhood obesity
- Medicaid coverage for postpartum care extension from 60 to 365 days
- Crisis Stabilization services available without family separation
- Support family and friends who can offer kids a stable home



# New investment focus 2023-25

## Laboratory infrastructure development

New  
Investment

1

### Initial Funding

Received a \$15M appropriation from the legislature

2

### Planning Committee

Governor's Office, DoH, DHS, and DEQ engaged a consultant "Zerr Berg Architects" to provide various options (June 2022)

3

### Recommendation

After selecting the best option, a budget request will be submitted by DHHS

State-of-the-art lab to serve North Dakota for the next 50 years!



Regional | Ready | Responsive <sup>ces</sup>



# Strategic focus 2023-25

## Treatment environment at the State Hospital

New Investment

- New treatment campus to deliver specialized behavioral health services
- Develop specialized unit to deliver services to individuals from prison and jail settings (forensics)
- Create short-term crisis stabilization, assessment and specialized mobile supports for adolescents with complex needs



Acute/ Sub-Acute Inpatient	Specialized Inpatient	Specialized Residential	Outpatient
<ul style="list-style-type: none"> <li>• Jamestown and Devils Lake Regions</li> <li>• Jail Settings</li> <li>• Hospital transfers</li> </ul>	<ul style="list-style-type: none"> <li>• Psychiatric rehabilitation</li> <li>• Forensic assessment</li> <li>• Restoration treatment</li> </ul>	<ul style="list-style-type: none"> <li>• SUD treatment</li> <li>• Sex offender treatment</li> <li>• Transitional living</li> </ul>	<ul style="list-style-type: none"> <li>• SUD day treatment</li> <li>• Adult forensic assessment</li> <li>• Youth forensic assessment</li> <li>• Restoration treatment</li> </ul>

Be Legendary.

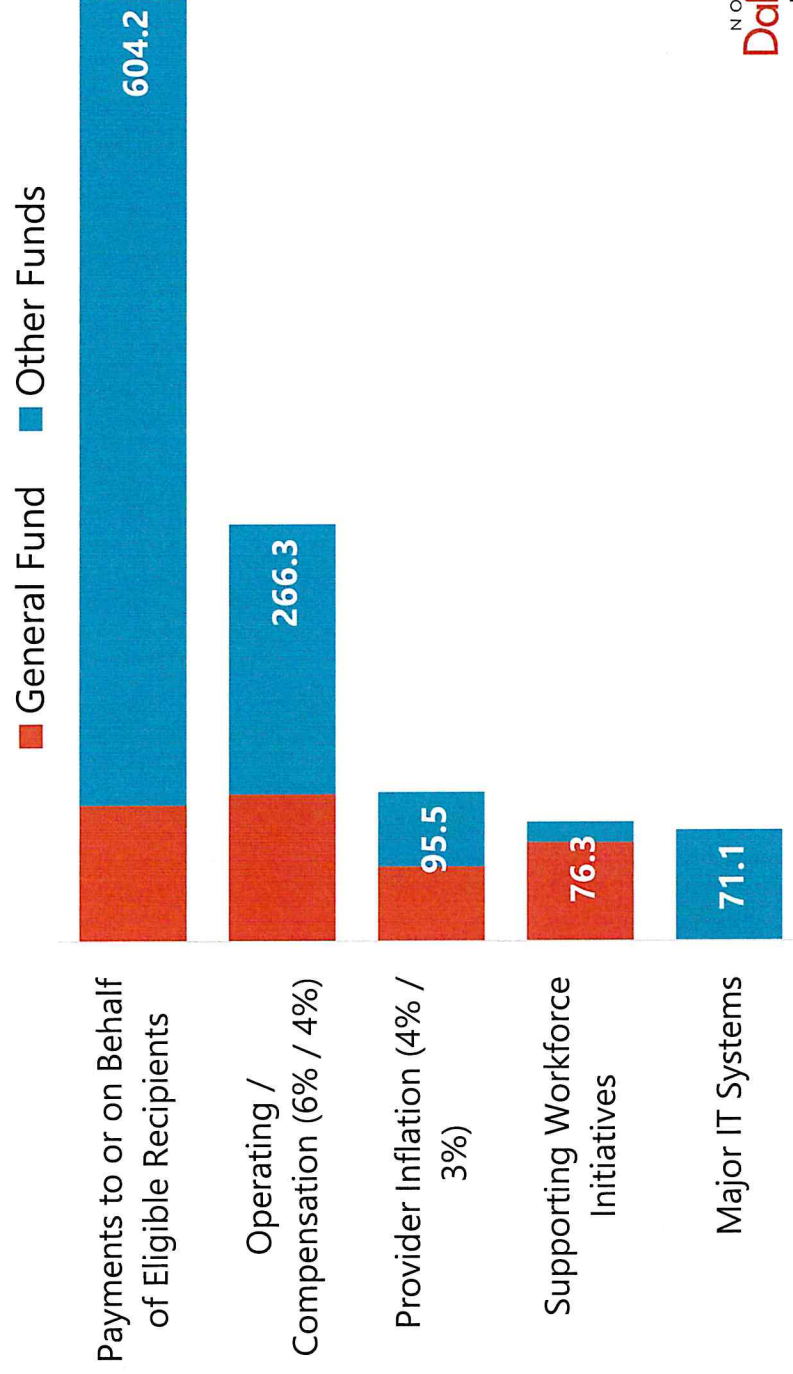
# Overview of HHS 2023-2025 budget changes

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
Salaries and Benefits	\$ 442,536,412	\$ 82,834,795	\$ 525,371,207
Operating	272,225,097	119,134,588	391,359,685
IT Services	153,398,090	101,051,275	254,449,365
Capital Asset Expense	2,247,075	55,852,557	58,099,632
Capital Assets	1,913,748	10,225,984	12,139,732
Grants	3,747,425,766	803,872,182	4,551,297,948
Total	\$ 4,619,746,188	\$ 1,172,971,381	\$ 5,792,717,569

<b>General Fund</b>	<b>\$ 1,593,362,812</b>	<b>\$ 442,101,510</b>	<b>\$ 2,035,464,322</b>
<b>Federal Funds</b>	<b>2,639,466,955</b>	<b>692,669,786</b>	<b>3,332,136,741</b>
<b>Other Funds</b>	<b>386,916,421</b>	<b>38,200,085</b>	<b>425,116,506</b>
<b>Total Funds</b>	<b>\$ 4,619,746,188</b>	<b>\$ 1,172,971,381</b>	<b>\$ 5,792,717,569</b>

Full Time Equivalent (FTE)	2,476	86	2,562
----------------------------	-------	----	-------

# Overview of budget changes (IN MILLIONS)





# Tactics

Investing in North Dakotans to  
create the healthiest state and  
deliver taxpayer value

# Opportunities and challenges

What will it take for HHS to meet the moment?

Talent	Systems	Budget	Policy
<ul style="list-style-type: none"> <li>Managing immense and <b>continual change</b></li> <li>Workforce shortage and <b>talent war</b> with private sector for key roles:               <ul style="list-style-type: none"> <li>Behavioral health clinicians</li> <li>Child safety and protection case managers</li> <li>Direct support caregivers</li> <li>Nurses</li> </ul> </li> <li>Our partnership with private partners for <b>service delivery</b> = their challenges are our challenges</li> </ul>	<ul style="list-style-type: none"> <li><b>Mainframe</b> environment</li> <li><b>Data analysis and data modernization</b></li> <li><b>Re-design delivery of services</b> in eligibility determination, case management, provider enrollment</li> <li><b>Integrate</b> behavioral health policy and service delivery</li> <li>OCR and Bots as <b>automation tools</b></li> <li>Update <b>state lab</b></li> <li>Phase 2 of <b>HHS integration effort</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Rates tied to quality</b> and complexity of care</li> <li><b>Re-balancing investment</b> from institutional to non-institutional settings</li> <li>Address immediate / acute / urgent needs <b>without sacrificing investments</b> in approaches that can prevent crisis</li> <li><b>Right sizing staff</b> to meet demand</li> <li><b>Efficient operations / efficient team</b></li> </ul>	<ul style="list-style-type: none"> <li><b>FORWARD PROGRESS:</b> Invest energy, talent and resources in <b>ongoing strategic initiatives</b></li> <li><b>STRATEGIC PRIORITY: Kids' health</b>, safety and wellbeing, and childhood obesity</li> <li><b>STRATEGIC PRIORITY:</b> Update <b>state lab</b></li> <li><b>STRATEGIC PRIORITY:</b> Treatment environment at the <b>State Hospital</b></li> </ul>

# Takeaways heading into legislative session



- **As a unified DHHS, we'll help ND become the healthiest state in the nation.**
- **A strategic investment in North Dakotans is an investment in the foundations of well-being: physical, behavioral and economic health.**
- **To achieve excellence, we need human, system and physical infrastructure investment.**

NORTH  
**Dakota** Be Legendary.

Health & Human Services