

Introduced by

1 A concurrent resolution urging the Department of Human Services to implement
2 recommendations to improve its administrative structure and enhance its budget presentation
3 methods and to report to the Legislative Council and directing the Legislative Council to monitor
4 the implementation of the recommendations.

5 **WHEREAS**, during the 1997-98 interim, the Legislative Council's Budget Committee on
6 Human Services studied the Department of Human Services, the appropriateness of a
7 consolidated Department of Human Services in light of significant federal funding, society, and
8 technology changes, and the changes necessary to enhance program effectiveness, legislative
9 understanding, appropriation analysis and development, and oversight of the department; and

10 **WHEREAS**, the committee held meetings in Fargo, Grand Forks, Minot, and Bismarck
11 to receive public input and testimony from private providers and human service personnel; and

12 **WHEREAS**, a consultant under contract with the Legislative Council made
13 recommendations to improve the department's administrative structure; to enhance budget
14 development, legislative and public understanding of departmental programs and budgets,
15 needs assessment, and client satisfaction; to establish new and innovative methods of
16 providing services; and to improve departmental internal and external communications and
17 state, county, and regional relationships;

18 **NOW, THEREFORE, BE IT RESOLVED BY THE _____ OF**
19 **NORTH DAKOTA, THE _____ CONCURRING THEREIN:**

20 That the Fifty-sixth Legislative Assembly urges the Department of Human Services to:

- 21 1. Adopt an organizational structure that reduces the executive director's span of
22 control and improves coordination, communications, and control of staff and field
23 services;
- 24 2. Improve the budget presentation to the Legislative Assembly by using "budget in
25 brief" technology-assisted presentations, maximum use of available software, and

- 1 information on an Internet web site which includes a review of the Governor's
2 budget guidelines, identification of department goals and significant changes from
3 the previous biennium, trend and projection analysis, executive summary of
4 expenditures and revenues, and identification of specific initiatives, new
5 programs/major modifications to existing programs, and programs and services
6 recommended for elimination;
- 7 3. Develop and use an executive decision system that provides summary information
8 to management and policymakers, allowing access to the information from an
9 Internet web site or data warehousing;
- 10 4. Identify core and essential services, inform legislative committees, and disseminate
11 this information to the public;
- 12 5. Improve county and private sector collaboration by emphasizing and searching for
13 ways to involve the counties and the private sector in planning and implementing
14 programs;
- 15 6. Improve private provider relations by requiring department staff to explain payment
16 rate calculations and audit findings to providers and by providing basic information
17 and new rules on the department's Internet web site;
- 18 7. Review inspection and licensing requirements for programs and facilities to provide
19 for consistent administration of programs, decentralizing of inspections, and
20 retaining centralized standard setting and quality control authority;
- 21 8. Implement a strategic planning, evaluation, and review capability that may include:
22 a. A budgeting, planning, and evaluation division, under the control of a newly
23 created assistant director position, which includes quality control and research
24 and statistics functions and provides through a new position that could be
25 filled on a temporary basis from university personnel long-range vision and
26 strategic planning;
- 27 b. An ombudsman/troubleshooter position and an enhanced public information
28 function to provide information regarding department programs and serve as
29 an informal appeals and complaint resolution function; and

- 1 c. An information resource management unit, which includes the technical
- 2 eligibility computer system (TECS), to improve the quality of public and
- 3 internal information;
- 4 9. Develop a continuous and systematic planning process, or a strategic business
- 5 plan, that includes the identification of department goals and objectives, client
- 6 service needs, and strategies for service delivery, monitors performance, and
- 7 adjusts service delivery to provide priority client services in a cost-effective and
- 8 efficient manner;
- 9 10. Develop an information technology master plan that supports department goals
- 10 and objectives and the systematic planning process and prioritizes technology
- 11 needs;
- 12 11. Improve client satisfaction survey methodology and encourage counties and
- 13 private providers to conduct client satisfaction surveys;
- 14 12. Consider the consolidation of the medical services and public assistance divisions,
- 15 including the training, education, employment, and management (TEEM) function,
- 16 into a financial and medical assistance division and the consolidation of the finance
- 17 and office services and centralized collections in a management support division;
- 18 13. Consider merging children's special health services into the children and family
- 19 services division;
- 20 14. Address key person succession planning by developing department staff through
- 21 the possible use of "career ladders," training incentives, and performance bonuses
- 22 or obtaining executives "on detail" from the private sector and universities;
- 23 15. Review and make recommendations for implementation of other states' innovative
- 24 methods of service provision;
- 25 16. Review and make recommendations regarding the Medicaid spending reduction
- 26 techniques identified by the consultant and their applicability to North Dakota;
- 27 17. Consider child protection fund shift initiatives that are based upon shifting eligible
- 28 "kinship" foster care from temporary assistance for needy families (TANF)
- 29 child-only grants to foster care payments;

- 1 18. Consider providing incentives for public/private collaborative operation of
2 integrated service centers at the district level, incorporating managed care
3 techniques, and including a pilot project with performance goals; and
4 19. Consider supporting and assisting in the implementation of a performance
5 management system that includes measurement criteria that assist in setting
6 department goals, allocate and prioritize resources, and provide for a reporting on
7 the success in meeting goals; and

8 **BE IT FURTHER RESOLVED**, that the Department of Human Services be requested to
9 report to the Legislative Council during the 1999-2000 interim on the department's progress in
10 implementing the recommendations and that an interim legislative committee monitor the
11 progress of the department in this regard; and

12 **BE IT FURTHER RESOLVED**, that the Legislative Council report its findings and
13 recommendations, together with any legislation required to implement the recommendations, to
14 the Fifty-seventh Legislative Assembly.