

DHHS Roadmap 2023

Final Report
April 2024



DHHS Mission

To join communities and families in providing opportunities for residents to achieve health and independence.

Message from Commissioner Lori Weaver

April 2024

We launched the DHHS Roadmap 2023 last February with a few goals in mind. First, we hoped this document would provide transparency and accountability for the Department and our operations. Second, we intended the Roadmap to serve as a blue print to track our progress on the various initiatives and goals. Finally, we anticipated that it would allow us to take the next step and build a 2024 business plan, informed by stakeholder voices, to guide our work for the ensuing twelve months.



As you will see in the following pages, the Roadmap was by turns right-sized, ambitious, and a valuable framework to advance priority programs and initiatives. I hoped to challenge everyone in our organization, from executive leadership to front line staff, to prioritize our work efforts to advance the goals laid out in the Roadmap. As I look back at our work over the past year, I am confident that the DHHS Roadmap 2023 was a success.

The Roadmap was always intended to be a bridge to a more strategic and transparent future state. Going through this process has confirmed that the Department can take a bolder strategic approach moving forward. All that we've learned as a team over the past 12 months allows us to move into the next phase of our strategic work. In the coming months, we will issue the Department's Roadmap 2024.

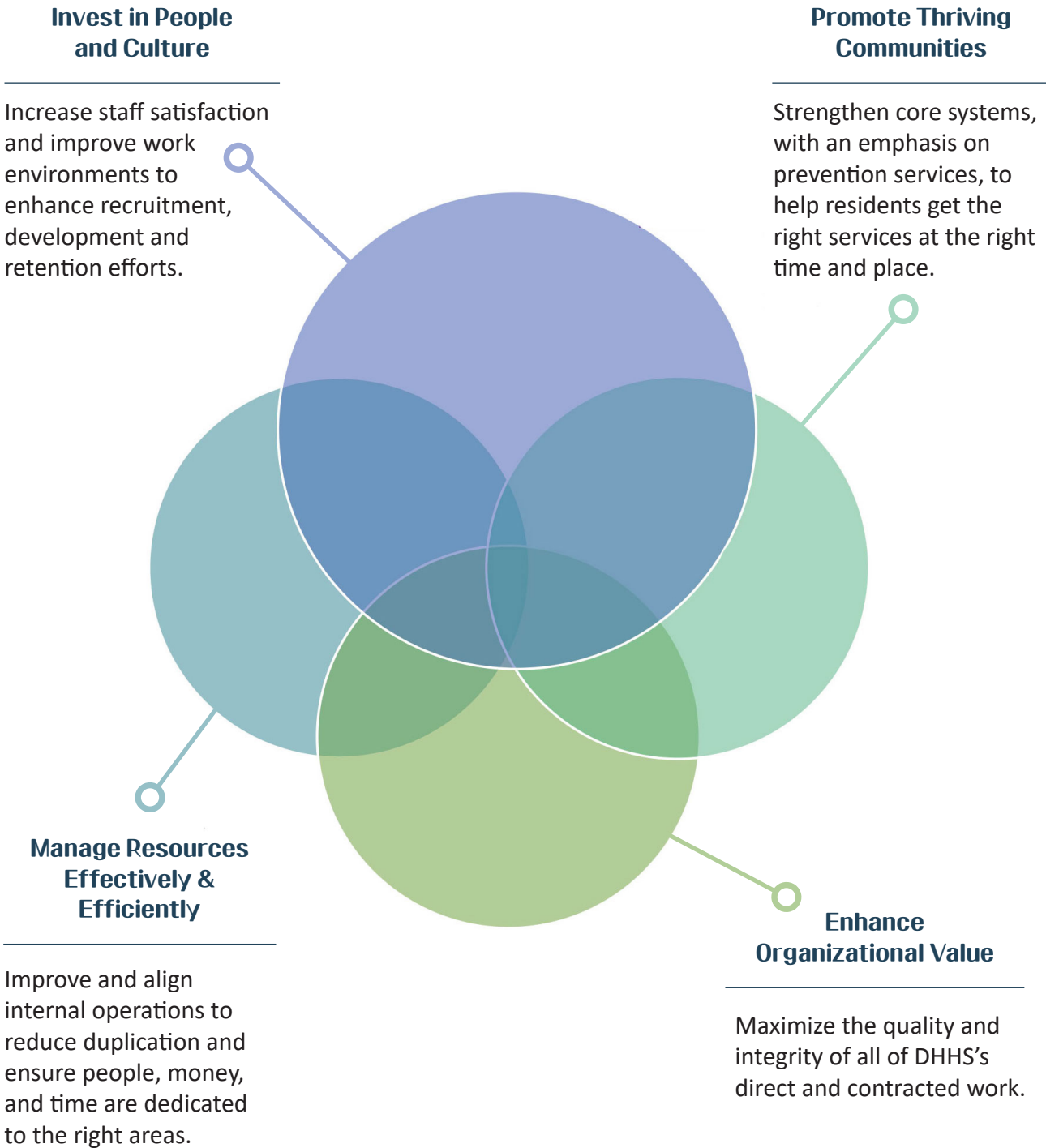
I look forward to keeping you informed about the Department's progress. Until then, please enjoy the DHHS Roadmap 2023 Final Report.

Sincerely,
Lori

Lori A. Weaver, Commissioner
New Hampshire Department of Health and Human Services

DHHS Roadmap 2023 Commitments

Through the end of 2023, our progress will be carried out and measured through 4 major commitments.



Commitment 1: Invest in People and Culture

The people who make up the DHHS workforce are the Department’s greatest resource. The focus of the twelve-month period between February 2023 and February 2022 was to strengthen organizational culture and employee engagement, reduce turnover, and increase recruitment. Strong communication was a consistent theme. Through virtual Roadmap Town Halls and All Staff meetings, expanded training offerings for supervisors, and an effort to bring more voices to the table on issues related to people and culture, there was a noted increase in engagement and communication throughout the organization. New career paths and enhanced entrance and exit surveys helped DHHS see a 5% reduction in turnover since February 2023.

To bolster recruitment efforts, DHHS implemented new tools and strategies to increase recruitment, including enhanced training for hiring managers. and increased promotion of open positions. As a result, DHHS experienced a 2.5% increase in filled positions and reduce vacancies by more than 5%.

Initiative Goal	Status
Initiative One: Build a culture of safety	
Strengthen culture and communication across the organization	Met
Increase employee engagement	Met
Initiative 2: Increase retention	
Reduce turnover	Met
Increase job satisfaction	In progress
Expand resources for Management Education and Development	Met
Initiative 3: Increase recruitment	
Launch DHHS/DOP collaborative recruitment effort, to include diverse hiring	Met
Enhance hiring manager skills	Met
Increase actual hires	Met



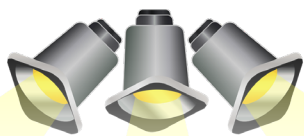
Spotlight On

New Career Paths

New career paths were established for position titles with the highest turnover rates, highlighting opportunities for our staff to achieve their career goals within State government.

Commitment Two: Promote Thriving Communities

As the State’s largest Department, DHHS provides services throughout the entire life cycle, from children to seniors. The Roadmap explored how DHHS can improve the delivery of care through increased access, enhanced value and better outcomes. To support the needs of Medicaid beneficiaries, DHHS implemented a new dental program for adults and finalized agreements with three managed care organizations to better integrate services and enhance the value of the program for beneficiaries. The Commitment included a significant focus on behavioral health, with maturation of the NH Rapid Response model, two new crisis stabilization centers in the Lakes Region and Derry, and a new mental health crisis responder program to broaden the behavioral health workforce. An important focus was also on modernizing the juvenile justice system; work in this space included connecting more than 550 youths to services as an alternative to involvement with the justice system and development of a new, trauma-informed Youth Development Facility.



Spotlight On

Crisis Stabilization Centers

Crisis stabilization centers were established through Lakes Region Mental Health Center and the Center for Life Management to serve people in crisis, immediately and closer to their home communities, in order to avoid hospitalization.

Initiative Goal	Status
Initiative One: Improve equitable delivery of care across New Hampshire through increased access, enhanced value and better outcomes	
Identify opportunities to improve the effectiveness of the Medicaid Care Management system and its alignment with the delivery of human services and public health programs	Met
Finalize and launch the State Health Improvement Plan (SHIP)	Met
Initiative 2: Increase access to services in the behavioral health continuum	
Mature and enhance the NH Rapid Response model, including launch of Crisis Stabilization services	Met
Broaden New Hampshire’s behavioral health workforce through creation of new career paths	Met
Align strategies and structures to address individuals and families’ behavioral healthrelated social needs	Met
Initiative 3: Modernize and improve the juvenile justice system	
Conduct Child and Adolescent Needs and Strengths (CANS) Assessment prior to charges being filed to meet child/ family’s underlying needs and avoid court involvement, where appropriate	Met
Complete initial design phase for new secure, trauma-informed juvenile treatment facility and continue to expand therapeutic services at current facility	Met

Commitment Three: Enhance Organizational Value

This Commitment sought to improve contracting and quality through a strategic focus on enhancing how DHHS serves clients and works with providers. DHHS elevated the internal services available from the Division for Program Quality and Integrity (DPQI) to ensure greater effectiveness and efficiency of client services. DHHS programs engaging with DPQI are better able to meet their quality, integrity and performance objectives. To better reflect priorities and improve service delivery, DHHS made it a priority to increase collaboration with the provider community on delivering cost-effective and high-quality services.

Initiative Goal	Status
Initiative 1: Elevate Division of Program Quality and Integrity (DPQI) to impact strategy DHHS-wide	
Expand understanding of DPQI functions and establish expectations for program areas on when and how to utilize the expertise of DPQI	Met
Enable programs to meet quality, integrity, and performance objectives	In progress
Initiative 2: Improve Contract Lifecycle Management	
Define full contract lifecycle process, including strategic planning phase prior to procurement initiation; procurement initiation, development, and finalization phase; postexecution contract management phase; and evaluation phase	Met
Ensure meaningful business requirements, compliance requirements, and reportable metrics are identified, incorporated into contracts, monitored, and evaluated	In progress



The New Hampshire Center for Nonprofits

The New Hampshire Center for Nonprofits and DHHS formed a working group to strengthen partnerships between DHHS and nonprofit providers and enhance the overall value of the services our residents receive.

Commitment Four: Manage Resources Effectively & Efficiently

Commitment Four focuses on opportunities to more effectively manage available resources for the best possible outcomes for residents. The increased awareness, training and implementation of project management over the previous 12 months has led to more than 325 staff members trained in project management best practices, more equitable resources allocation and nearly 100 active projects tracked through a contract management system. Commitment Four also called for the DHHS 24/7 facilities – New Hampshire Hospital, Glenciff Home, Youth Development Center, Hampstead Hospital and Residential Treatment Facility, and Philbrook Transitional Housing – to collaborate more effectively to maximize resources. Throughout the past year, 24/7 facility leadership has met frequently and held site visits to leverage resources, knowledge and expertise to generate improvements at each facility.



Spotlight On

Sharing Front Line Staffing Resources

Sharing front line staffing resources, such as nurses and mental health workers, have collaborated with colleagues in other facilities on patient care needs, ensuring continuous improvement and high-quality care.

Initiative Goal	Status
Initiative 1: Implement Project Governance Structure	
Implement project decision-making and prioritization processes	Met
Accelerate SET objectives by influencing the allocation of resources to prioritized projects	Met
Improve employees' abilities to successfully complete project tasks using Project Management techniques	Met
Initiative 2: Increase the Department's utilization of project management best practices	
Increase DHHS Supervisors' understanding of the project management (PM) discipline and each Bureau's PM responsibilities	Met
Increase employee understanding of PM methods and tools	Met
Improve the successful adoption of PM methods and tools by DHHS workforce	Met
Initiative 3: Improve operational efficiencies at 24/7 facilities	
Build a 24/7 facility leadership management collaborative to leverage internal expertise, knowledge, skills, and resources	Met
Increase communication, awareness, and knowledge of the 24/7 facilities with DHHS employees, Legislators, stakeholders, and the public.	Met
Increase the sharing of resources at the 24/7 facilities	In progress