

DHHS Roadmap 2023



Progress Report

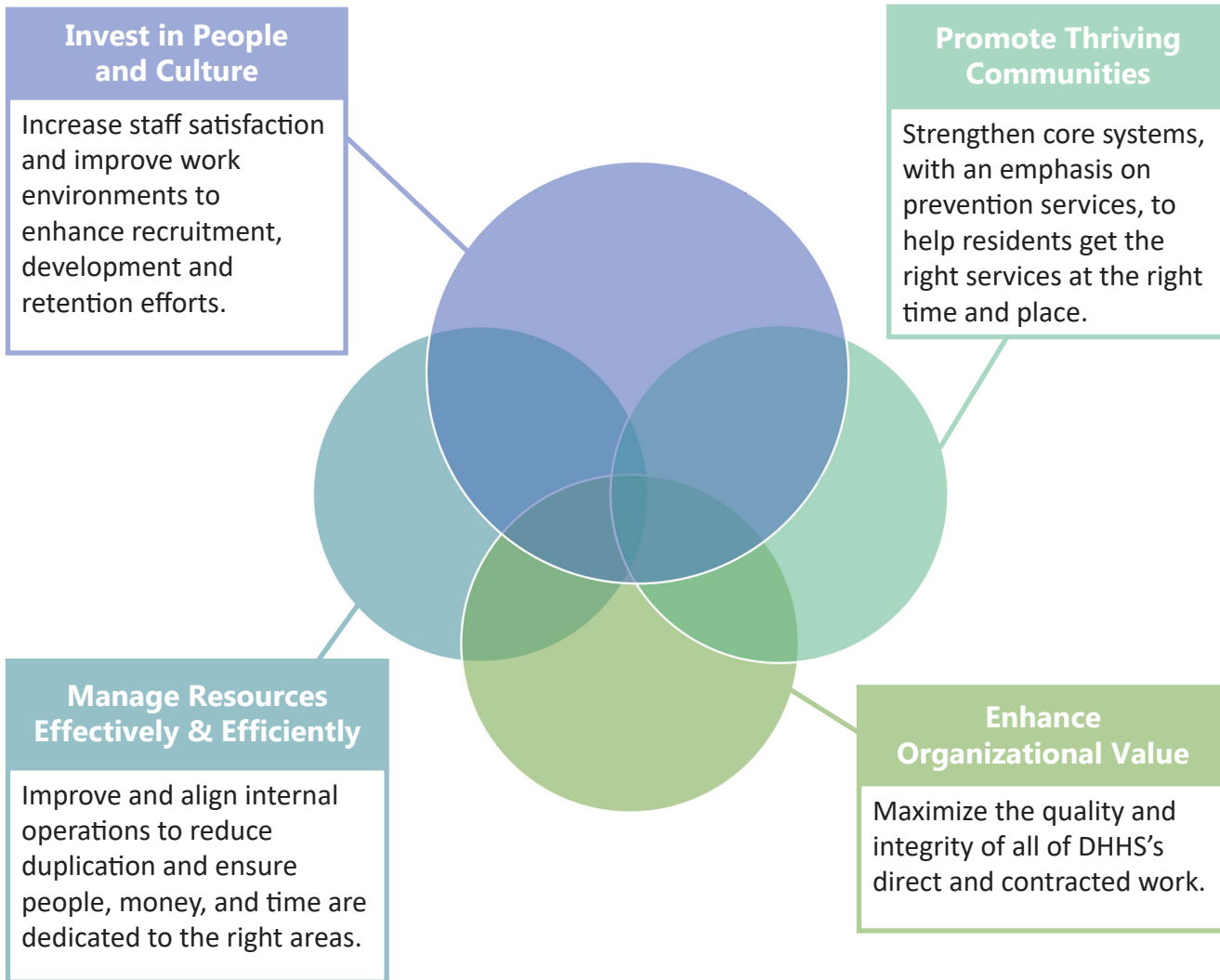


DHHS Mission

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

DHHS Roadmap 2023 Commitments

Our progress will be carried out and measured through 4 major commitments.



Initiative Process

On the following pages, the status of the initiatives will be indicated as follows:

- **Completed:** The goal is achieved
- **On Track:** Work toward the goal is on schedule, within scope, and within budget.
- **At Risk:** There are risks and/or issues that might slow or impact achievement of the goal

Commitment 1 – Invest in People and Culture

Initiative 1: Build a culture of safety

Ensure psychological well-being across all aspects of the Department's work



Goal: Strengthen culture and communication across the organization

Status: On track



Goal: Increase employee engagement

Status: On track



You are our blessing and angel on my very challenging case of a 13 year old hospitalized non-stop with severe disabilities. Your patience, your resources may be saving her life. The family is eternally grateful and I, as an advocate, wish to thank you from the bottom of my heart. You respond and care.

- Parent of Teenager



Initiative 2: Increase retention

Engage employees and provide the support they need to achieve their individual professional and personal goals



Goal: Reduce turnover

Status: On track



Goal: Increase job satisfaction

Status: On track



Goal: Expand resources for Management Education and Development

Status: On track

The Roadmap reflects a positive impact on DHHS retention and recruitment efforts. Since March of 2023, the Department's vacancy rate has declined to 17%, a 5.5% decrease in 6 months.



Initiative 3: Increase recruitment

Bring in new talent to support the work and further the mission of DHHS



Goal: Launch DHHS/Division of Personnel collaborative recruitment effort, to include diverse hiring

Status: On track



Goal: Enhance hiring manager skills

Status: Completed



Goal: Increase actual hires

Status: On track

Commitment 2 – Promote Thriving Communities

Initiative 1: Improve equitable delivery of care across New Hampshire through increased access, enhanced value and better outcomes

Further develop the Medicaid Model, suite of human services, and public health programs to promote prevention, increase access, and drive value



Goal: 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

Status: On track



Goal: Finalize and launch the State Health Improvement Plan (SHIP)

Status: On track



In the last 15 years, my only experience with a dentist was an emergency procedure. So I was grateful to visit the mobile dental van in Coos County. Everyone was so kind and made everything really simple. The new Medicaid Adult Dental program makes dental care more accessible for everyone in New Hampshire.

- North Country Resident



Initiative 2: Increase access to services along the behavioral health continuum

Ensure that community-based supports are available to serve the diverse needs of people with mental health and substance use issues



Goal: Mature and enhance the NH Rapid Response model, including launch of Crisis Stabilization services

Status: On track



Goal: Broaden New Hampshire's behavioral health workforce through creation of new career paths

Status: On track



Goal: Align strategies and structures to address individuals and families' behavioral health-related social needs

Status: On track

In its first year of operation, New Hampshire Rapid Response assisted individuals 22,200 times via phone, text and/or chat, including more than 7,000 mobile dispatches. About 17% of the individuals assisted were under 18 years of age.



Commitment 2 – Promote Thriving Communities

Initiative 3: Modernize and improve the juvenile justice system

Prevent cycles of court and legal involvement by expanding preventive and therapeutic supports for youth and families



Goal: 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

Status: On track



Goal: Complete initial design phase for new secure, trauma-informed juvenile treatment facility and continue to expand therapeutic services at current facility

Status: On track



I just wanted to thank you for sending me to this program. Taking the time to listen to my story and my background and knowing the hurt this brought me. Thank you for taking my strengths and needs into consideration and sending me to [a program] which allowed me to benefit more than just being charged and sent straight to court. It saved me not having a label on my back for the rest of my life over a minor offense.

- Teen Involved in
NH’s Juvenile Justice System



Commitment 3 – Enhance Organizational Value

Initiative 1: Elevate Division of Program Quality and Integrity (DPQI) to impact strategy DHHS-wide

Formally relaunch DPQI to the DHHS community with the long-term goal of establishing a collaborative culture that ensures limited resources and strategic initiatives provide value to the residents we serve.



Goal: Expand understanding of DPQI functions and establish expectations for program areas on when and how to utilize the expertise of DPQI

Status: Completed



Goal: Enable programs to meet quality, integrity, and performance objectives

Status: On track



The experience of creating and improving the Risk Identification Survey for Contracts (RISC) with three different program areas was provided program staff with an understanding of risks to monitor for across a contract’s lifecycle. Feedback helped improve the RISC tool and process and resulted in an additional RISC Report to summarize the risk focus and subsequent contract monitoring.

- DPQI Director



Initiative 2: Improve Contract Lifecycle Management

Foster a system of planning that supports strategic efforts by establishing contracts that reflect Department business priorities, efficiently deliver cost-effective and high-quality services, and encourage collaboration between DHHS and the vendor community with the goal of continuous service delivery improvement.



Goal: Define full contract lifecycle process, including strategic planning phase prior to procurement initiation; procurement initiation, development, and finalization phase; post-execution contract management phase; and evaluation phase

Status: Completed

Contracts Bureau conducted stakeholder interviews with staff for input on the contract lifecycle process in order to develop Department-wide contract management standards that staff will be trained on in 2023.



Goal: Ensure meaningful business requirements, compliance requirements, and reportable metrics are identified, incorporated into contracts, monitored, and evaluated

Status: On track

DHHS and the NH Center for Nonprofits have established a work group to address contracting challenges and strengthen the Department’s relationships with providers.



Commitment 4 – Manage Resources Effectively & Efficiently

Initiative 1: Implement Project Governance Structure

Establish tools and processes to align strategy and resources across DHHS



Goal: Implement project decision-making and prioritization processes

Status: On track



Accelerate Senior Executive Team objectives by influencing the allocation of resources to prioritized projects

Status: On track



Goal: Improve employees' abilities to successfully complete project tasks using Project Management techniques

Status: On track

More than 125 DHHS staff have completed a 3-day intensive project management training class and more than 100 staff have taken the 3-hour project management introduction class.



Initiative 2: Increase the Department's utilization of project management best practices

Enhance the Department's ability to identify, plan, and produce project deliverables, improving service delivery.



Goal: Increase DHHS Supervisors' understanding of the project management (PM) discipline and each Bureau's PM responsibilities

Status: Completed



Goal: Increase employee understanding of PM methods and tools

Status: Completed



Goal: Improve the successful adoption of PM methods and tools by DHHS workforce

Status: At risk

DHHS has published an agency-wide Project Governance and Project Management Policy, procedure and work instructions to guide the adoption of project management best practices.



Commitment 4 – Manage Resources Effectively & Efficiently

Initiative 3: Improve operational efficiencies at 24/7 facilities

Collaborate routinely as the leaders of of 24/7 facilities (New Hampshire Hospital, Hampstead Hospital and Residential Treatment Facility, Youth Development Center, Glenclyff Home, Philbrook Adult Transitional Housing) to maximize long term efficiencies.



Goal: Build a 24/7 facility leadership management collaborative to leverage internal expertise, knowledge, skills, and resources

Status: On track



Goal: Increase communication, awareness, and knowledge of the 24/7 facilities with DHHS employees, Legislators, stakeholders, and the public.

On track but obstacles remain



Goal: Increase the sharing of resources at the 24/7 facilities

Status: On track

The 24/7 facilities now have a level of enhanced connection and support that has not previously existed in DHHS. Through this Roadmap initiative, several opportunities have been identified and supported that have yielded positive outcomes at each location.

