

DHHS Roadmap 2023



February 2023



DHHS Mission

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



Table of Contents

- 1 Message from Interim Commissioner Lori Weaver
- 2 DHHS Roadmap 2023 Commitments

Commitment 1 – Invest in People and Culture

- 3 Initiative 1: Build a Culture of Safety
- 4 Initiative 2: Increase Retention
- 5 Initiative 3: Increase Recruitment

Commitment 2 – Promote Thriving Communities

- 6 Initiative 1: Improve equitable delivery of care across New Hampshire through increased access, enhanced value and better outcomes
- 7 Initiative 2: Increase access to services in the behavioral health continuum
- 8 Initiative 3: Modernize and improve the juvenile justice system

Commitment 3 – Enhance Organizational Value

- 9 Initiative 1: Elevate Division of Program Quality and Integrity (DPQI) to impact strategy DHHS-wide
- 10 Initiative 2: Improve Contract Lifecycle Management

Commitment 4 – Manage Resources Effectively & Efficiently

- 11 Initiative 1: Implement Project Governance Structure
- 12 Initiative 2: Increase the Department’s utilization of project management best practices
- 13 Initiative 3: Improve operational efficiencies at 24/7 facilities





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Message from Interim Commissioner Lori Weaver

The New Hampshire Department of Health and Human Services (DHHS) has developed the DHHS Roadmap 2023, a high level plan that defines how DHHS will make progress toward its foundational mission over the next 12 months. The Roadmap is a public document to build a shared understanding among DHHS employees, external partners and stakeholders.

The Roadmap is envisioned as an anchor for accountability to those we serve. It will serve as a tool for accountability to track our progress and report on what was accomplished at the end of the year. The Roadmap is also an opportunity to highlight and amplify programs that may not have a high degree of visibility.

The Department's progress on accomplishing its goals and meeting its mission will be carried out and measured through four major commitments:

- **Invest in People and Culture** - Increase staff satisfaction and improve work environments to enhance recruitment, development and retention efforts.
- **Promote Thriving Communities** - Strengthen core systems, with an emphasis on prevention services, to help residents get the right services at the right time and place.
- **Enhance Organizational Value** - Maximize the quality and integrity of all of DHHS's direct and contracted work.
- **Manage Resources Effectively and Efficiently** - Improve and align internal operations to reduce duplication and ensure people, money, and time are dedicated to the right areas.

Together, the Department's staff will fulfill these four commitments through 11 initiatives consisting of 28 goals designed to drive the Department forward as a more effective and responsive agency that strives to be the best possible steward of public resources. DHHS will provide quarterly updates on the Roadmap and a final report after February 2024.

Thank you for joining with us to support a healthy and vibrant New Hampshire.

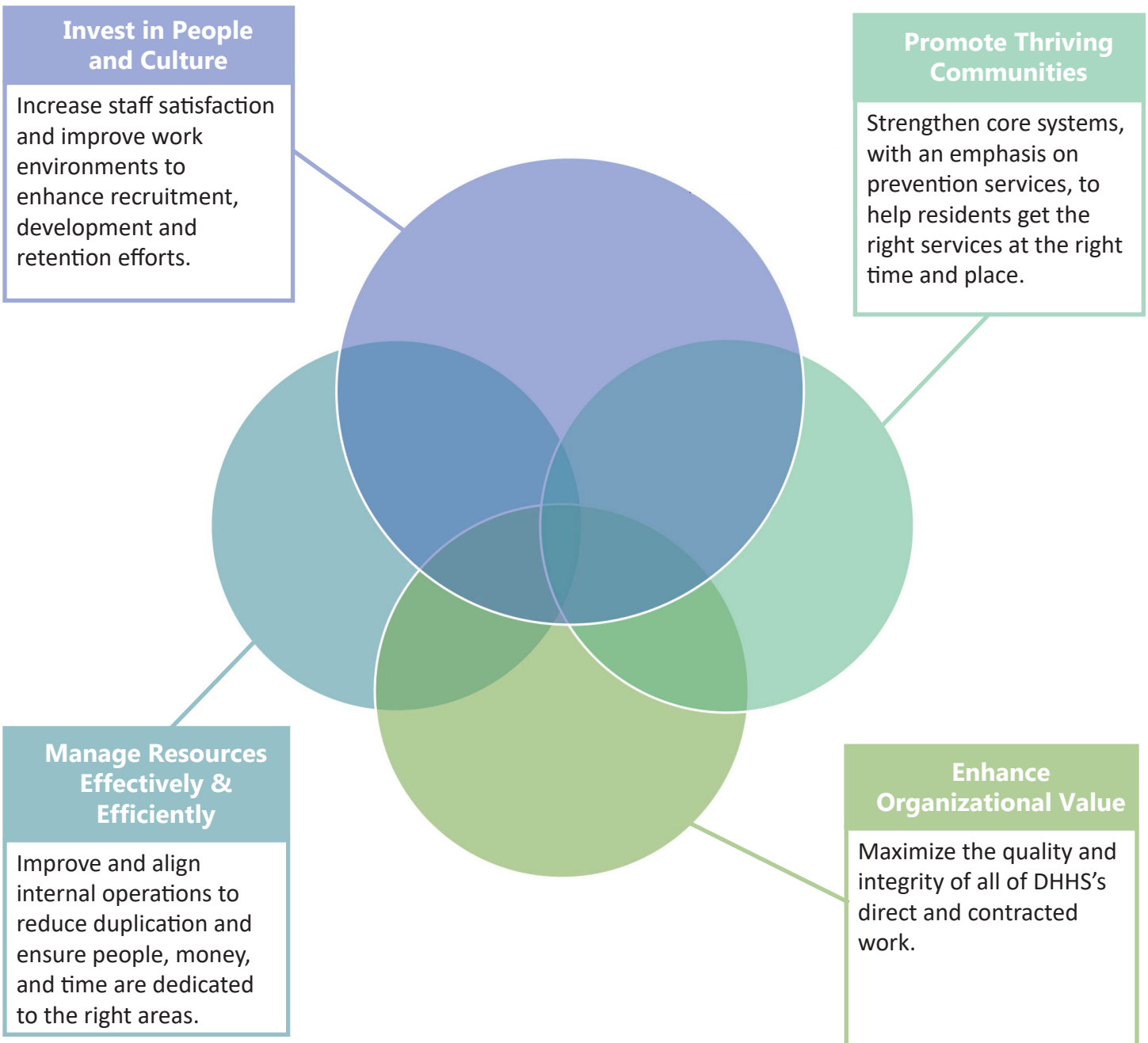
Lori A. Weaver
Interim Commissioner
New Hampshire Department of Health and Human Services





DHHS Roadmap 2023 Commitments

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





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

Deliverables	Target Completion Date
Initiate DHHS-wide Town Hall meetings to provide critical information and invite constructive feedback	March 2023
Conduct Climate Assessment for all employees, focusing on workplace culture, environment, and satisfaction	April 2023
Build awareness of DHHS core values, their meaning and implications, and distribute to all employees	June 2023
Launch ethics training for all employees, tailored towards employees’ roles within the Department	September 2023
Create internal communications plan for sharing agency-wide information to ensure relevant and meaningful communications	December 2023

Goal: Increase employee engagement

Deliverables	Target Completion Date
Complete plan to develop recognition system for immediate accolades	July 2023
Pilot a mentoring and peer support model in two areas of the Department	September 2023
Implement aforementioned recognition system	December 2023
Implement Department-wide coaching effort based on results of Climate Assessment (<i>see previous goal</i>)	January 2024
Invite all supervisors to attend Supervisor Foundation courses to strengthen management skillsets	March 2024



Commitment 1 – Invest in People and Culture

Initiative 2: Increase retention

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

Goal: Reduce turnover

Deliverables	Target Completion Date
Update current exit survey document and process to facilitate continuous improvement	April 2023
Communicate with all HR and hiring managers on the new exit survey form and process	July 2023
Create career paths, initially targeting the positions with the highest vacancy rates	August 2023
Refine and implement phase 1 of email communication plan targeted towards engagement of employees with 5 or fewer years of employment	November 2023
Achieve reduction of turnover of 5%	March 2024

Goal: Increase job satisfaction

Deliverables	Target Completion Date
Hold ongoing monthly Employee Advisory Council (EAC) meetings	February 2023
Create task force to aid with training/development and addressing concerns in high turnover areas	April 2023
Develop at least one Bureau-specific Climate Survey	July 2023

Goal: Expand resources for Management Education and Development

Deliverables	Target Completion Date
Convene new leadership book club, with focus on lifelong learning	February 2023
Launch a new Supervisory Foundations course for all current and new supervisors, targeting high turnover areas and core topic	May 2023
Create “Inspiring leaders’ soft skills training” for current interested supervisors	December 2023



Commitment 1 – Invest in People and Culture

Initiative 3: Increase recruitment

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

Goal: Launch DHHS/DOP collaborative recruitment effort, to include diverse hiring

Deliverables	Target Completion Date
Receive Fiscal Committee approval for new tools and networks	February 2023
Research diversity recruitment tools or network options, including any best practices identified by other states that can assist NH in recruiting a workforce with more diverse backgrounds	April 2023
Select and implement at least one feasible tool or network to recruit a more diverse staff	July 2023
Increase visibility on the internet, including recruitment websites Indeed, LinkedIn, and Diversity for Social Impact	July 2023
Fund a position to be placed at DOP to support DHHS recruitment	October 2023

Goal: Enhance hiring manager skills

Deliverables	Target Completion Date
Ensure Hiring Manger Manual is accessible to all hiring managers	February 2023
Offer new hire training for those interested and those identified by leadership, specifically focused on understanding their role in recruitment	March 2023

Goal: Increase actual hires

Deliverables	Target Completion Date
Create a process that allows hiring managers to share non-selected applications with other potential divisions	May 2023
Achieve 10% reduction in time between the Request to Post and Request to Fill by streamlining the process between HR, Finance, and the hiring manager	December 2023
Increase workforce by 2.5% by end of CY23	December 2023



Commitment 2 – Promote Thriving Communities

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

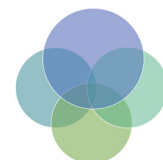
Further develop the Medicaid Model, suite of human services, and public health programs to promote prevention, increase access, and drive value

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

Deliverables	Target Completion Date
Implement the Adult Dental Program	May 2023
Review the recommendations provided in the evaluation of the delivery of the Medicaid Care Model and human services programs with key stakeholders and identify actionable next steps	October 2023
Reprocure the Medicaid Care Management program with focused attention on integration of services and enhanced value	December 2023

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

Deliverables	Target Completion Date
Identify 3-5 specific health outcomes that would reduce inequities	September 2023
Broadly communicate identified priorities and identify and implement evidence-based practices, recommended integration of services, and leverage resources to improve health outcomes	February 2024



Commitment 2 – Promote Thriving Communities

Initiative 2: Increase access to services in 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

Deliverables	Target Completion Date
Use assessment to identify operational improvements	March 2023
Identify two sites for crisis stabilization services	June 2023
Evaluate options for mobile teams' staffing efficiencies	June 2023
Review/analyze outcome data on effectiveness of enhanced services	December 2023

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

Deliverables	Target Completion Date
Designate employees to lead exploration of mental health crisis responder	March 2023
Develop curricula and training for a mental health crisis responder position	September 2023
Begin to implement expansion program	December 2023

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

Deliverables	Target Completion Date
Integrate Critical Time Intervention (CTI) into Bureau of Mental Health Services and Bureau of Homelessness Services into the Division for Behavioral Health	February 2023
Identify opportunities to align service delivery models with Medicaid authorities	September 2023
Carry out first phase of service delivery alignment through Medicaid	December 2023



Commitment 2 – Promote Thriving Communities

Initiative 3: Modernize and improve the juvenile justice system

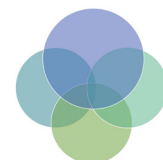
Prevent cycles of court and legal involvement by expanding preventive and therapeutic supports for youth and families

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

Deliverables	Target Completion Date
Complete at least 600 assessments	July 2023
Complete at least 1200 assessments	December 2023
Connect 1000 youth to services as an alternative to justice involvement	December 2023

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

Deliverables	Target Completion Date
Finalize Legislative approval for replacement facility	March 2023
Contract with design firm for replacement facility	June 2023
Engage in initial stakeholder engagement around replacement facility	December 2023
Have clinical staff trained on for Trauma Affect Regulation: Guide for Education and Therapy (TARGET) treatment modality	January 2024



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

Deliverables	Target Completion Date
Utilize all ongoing leadership meetings and other interactive forums to reinforce function of DPQI, socialize success stories, and promote new initiatives	March 2023
Create New Employee Orientation Slide Deck	April 2023
Create DPQI section on DHHS Intranet	May 2023

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

Deliverables	Target Completion Date
Develop strategic impact tool for contracts, and partner with program areas on 3-4 strategically important contracts to ensure contracts align with program strategies and include measurable outcomes	April 2023
Establish a quality and performance management framework to ensure a common definition of “quality” concepts across the Department	October 2023
Develop and disseminate standardized guidance to programs to strengthen data quality and action ability, and ensure appropriate application of data	December 2023
Build centralized repository of audit-related documentation to include status of each audit and final reports to enhance support function for federal audits, and to ensure corrections are implemented, findings are closed, and questioned costs are paid in full	January 2024



Commitment 3 – Enhance Organizational Value

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

Deliverables	Target Completion Date
Develop contract lifecycle process map	April 2023
Solicit feedback on contract lifecycle process map from appropriate internal stakeholders (including program, finance, contracts, and quality improvement employees) and update process map as needed	June 2023

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

Deliverables	Target Completion Date
Develop and update quality improvement, contract, and other policies and procedures as needed to align with contract lifecycle process map	September 2023
Identify and define roles of individuals involved in each contract lifecycle phase	November 2023
Train individuals involved in each contract lifecycle phase on their roles and responsibilities	December 2023



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

Deliverables	Target Completion Date
Deploy Project Management Office (PMO) Smartsheet platform to allow Senior Executive Team (SET) to prioritize projects and access to project progress	March 2023
Transition Portfolio Management Committee membership to SET	March 2023
Seek staff feedback on project request intake process to support informed SET project decisions	June 2023
SET reviews at least top 40 projects	July 2023
Hold at least five SET Portfolio Meetings in 2023	December 2023

Goal: Accelerate SET objectives by influencing the allocation of resources to prioritized projects

Deliverables	Target Completion Date
Establish “Top 40 Projects” messaging and send to SET for leadership promotion	June 2023
Publish an ongoing SET Leadership status of the “Top 40” projects using the Portfolio Dashboard to assist with resource allocation	June 2023

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

Deliverables	Target Completion Date
Formally define the Project Sponsor role, create and hold Sponsor training class	June 2023
Establish project Steering Committee process for use by Project Managers	June 2023
Establish ideas to share with project teams for celebrating the success of completed projects	September 2023



Commitment 4 – Manage Resources Effectively & Efficiently

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

Deliverables	Target Completion Date
Submit PM policy, procedure, work instructions for Department approval and publish	March 2023
Develop overview of the benefits of PM methods and tools	June 2023
Create promotional content for PM Policy and Procedures on the DHHS Intranet and SharePoint	June 2023
Launch internal PM awareness campaign	June 2023

Goal: Increase employee understanding of PM methods and tools

Deliverables	Target Completion Date
Create, fund and hold PM training classes for an initial 120 employees	March 2023
Develop and publish PM methods and tools training materials in PMO SharePoint site	June 2023
Launch DHHS employee “jump-start” coaching service to help Bureau PMs adopt Smartsheet and PM practices	June 2023

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

Deliverables	Target Completion Date
Increase # of projects using Smartsheet templates by 50% from January 2023 baseline to 60 projects	June 2023
Increase % of tracked projects with dashboard status updates provided within the past 2 weeks to 90%	December 2023
Increase % of project schedules which contain at least 25 tracked task dates to 90%	December 2023
Increase % of projects tracking at least 3 risks to 90%	December 2023



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, Sununu Youth Services Center, Glenclyff Home, Philbrook Transitional Housing) to maximize long term efficiencies.

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

Deliverables	Target Completion Date
Establish a monthly 24/7 leadership meeting schedule	January 2023
Lean train a core group in the 24/7 facilities	May 2023
Conduct 24/7 facility site visits by leadership to better understand each environment and its challenges	April 2023

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

Deliverables	Target Completion Date
Implement a quarterly “Partners in Wellness” approach to invite others into the 24/7 facilities to share our mission, vision, and goals	June 2023
Host a legislative open house at each 24/7 location	June 2023
Implement a 24/7 HIPAA-compliant shared portal to coordinate the flow of information and complete patient applications	August 2023

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

Deliverables	Target Completion Date
Create database of certified (operational) employees (ServeSafe, CDL, electrician, plumber, notary)	May 2023
Explore a central process and resource pool of current DHHS employees who could provide patient/resident support in each environment	September 2023
Explore the implementation of a 24/7 facility resource liaison, tool, or process that can assist with eligibility, admissions, process, and community education	September 2023