

DHHS Roadmap 2024-2025 Mid-Year Report

February 2025



Department of
**HEALTH &
HUMAN SERVICES**



Message from Commissioner Lori Weaver

The ***DHHS Roadmap 2024-2025*** offers clarity of vision and transparency on the priorities, goals and work of the New Hampshire Department of Health and Human Services (DHHS). This Roadmap 6-month report represents a look back at how far we have come, while providing an honest assessment of what it will take for us to get our destination.

As the people who work at DHHS continue to focus on how best to serve the communities we work with and our neighbors across New Hampshire, the beginning of 2025 brings an era of transition and transformation. We of DHHS are using this report to level set our goals to achieve the ambitious goals laid out in the DHHS Roadmap 2024-2025

One of our key objectives in developing the annual DHHS Roadmap is to prompt us to think differently about our work. As with the first iteration of the Roadmap, the goals of this year's report continue to represent a change with improving how we do business. We are focusing on embracing that change. Already six months in, the DHHS Roadmap 2024-2025 is driving change within and across the Department, requiring us to be more effective and efficient with our funds and our work in order to better meet the needs of clients and residents.

Already, we have experienced successes both small and large, from comprehensive, systemic efforts to tackle some of the State's most pressing health and human services challenges, to smaller scale yet equally critical efforts to build a strong culture that values and provides high quality customer service. However, there is still much more work to be done. While we may achieve some Roadmap goals in 2025 other goals will take longer to reach and will be carried over for the upcoming year.

This work is challenging yet incredibly rewarding, enabling us to build strong relationships within DHHS and the communities we serve. We are grateful to all our partners and stakeholders, including you the reader, for your commitment and interest in our work and our collective desire to do better by and for the people of New Hampshire.

Sincerely,

A handwritten signature in black ink that reads "Lori Weaver".

Lori A. Weaver, Commissioner





2024-2025 Commitments

Drive engagement and satisfaction to enhance the DHHS employee experience by fostering a culture of belonging and safety. Focus and promote efforts in the areas of recruitment, retention, and professional development for all staff.

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.



Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS' work.



Highlights



New PFAS guidelines issued to help doctors and nurses work with patients to protect their health from these environmental risks.

(Commitment 2, Initiative 2)



DHHS leadership shadowed staff in three different District Offices to understand their pain points and ideas to improve client service.

(Commitment 3, Initiative 1)



By engaging with stakeholders, DHHS' efforts to strengthen the developmental disability system gives individuals and families "a clear understanding of how their services are funded."

(Commitment 2, Initiative 8)



New and improved data dashboards help inform people about the issues that impact them, from Mission Zero to environmental health concerns to where to access services.

(Commitment 3, Initiative 3)



Dartmouth Health assumes operations of Hampstead Hospital and Psychiatric Treatment Program, offering children and youth a sustainable model of world-class mental health care.

(Commitment 2, Initiative 5)

8%

The DHHS vacancy rate at the end of 2024 was at 14%, an 8% decline since 2022

(Commitment 1, Initiative 1)

"You've become a very important component to my continuing independence. I thank you."

A Meals on Wheels client

"I was just reflecting on the cultural change in the Department over the relatively short time that I've worked here... There is a noticeable shift in workplace culture that feels positive."

A member of the DHHS team

Mission Zero:
On December 6, 2024, for the first time in many years, there were no adults waiting in hospital emergency departments for psychiatric placement. We will keep working to end the "queue" (or "Q") for good.



(Commitment 2, Initiative 1)



Highlights (continued)



Engagement with the NH Center for Nonprofits is yielding collaboration and new ideas to improve the contracting experience with our provider partners.

(Commitment 3, Initiative 2)



Medicaid helps more schools provide more services to eligible students, helping kids thrive while protecting school budgets and taxpayers.

(Commitment 2, Initiative 3)



DHHS partners with Hope on Haven Hill to launch the NH Mom Hub, a new resource that connects pregnant women and new moms to the services they need.

(Commitment 2, Initiative 6)



A new document retention policy has been developed to increase taxpayer transparency.

(Commitment 3, Initiative 4)



Community Re-Entry launched on January 1, 2025, helping justice-involved adults and youth succeed in their return to the community.

(Commitment 2, Initiative 4)

“I am truly thankful and so appreciative of the quality of character and professionalism that was exhibited (by your staff). On behalf of parents and families of people with disabilities, thank you so very much for having such wonderful and compassionate employees.”

– A family member of a Bureau of Developmental Services client

A new payment model has been piloted, creating new pathways to pay contracted partners more efficiently for the vital services provided to people in NH.

(Commitment 3, Initiative 5)



“The Roadmap’s goals of improving the contracting process, including timely compensation and new alternative payment models, are all critical to sustaining an effective nonprofit provider community.”

– Kathleen Reardon, CEO, NH Center for Nonprofits



Commitment 1
**Invest in People
and Culture**

Drive engagement and satisfaction to enhance the DHHS employee experience by fostering a culture of belonging and safety as well as focusing and promoting efforts in the areas of recruitment, retention, and professional development for all staff.

Initiative 1
**Foster a Culture of
Belonging & Safety**

Create and sustain a work environment that helps all employees to work, learn, and thrive.

The workforce is the heart of the Department and ensures that the people across New Hampshire can access the supports they need for optimal health. The DHHS staff care deeply about our work and focus every day on trying to improve the lives and outcomes for the individuals and families we serve. To support the workforce, the DHHS leadership team in 2024 visited 13 DHHS workplaces and district offices to connect with front line staff and learn firsthand about their daily work experiences. These visits help to create a culture that values open and effective communication between leadership and staff and to foster connection with our colleagues and our clients.

Accomplishments

- The DHHS Roadmap 2024-25 has enabled greater collaboration among team members across various divisions.
- Leadership messages to and engagement with the DHHS staff, quarterly All Staff meetings and the DHHS Employee Advisory Committee are greatly enhancing staff engagement and communication.
- DHHS Organizational Development and Training Services is offering expanded professional development offerings, which is driving increased staff participation.

Future Focus

Over the next several months, the Department intends to create a customized baseline assessment of culture, processes, activities, and policies. The results of this assessment will be developed into a plan to build a workplace culture that allow staff to feel like they are part of something bigger.



Commitment 1
Invest in People and Culture

Drive engagement and satisfaction to enhance the DHHS employee experience by fostering a culture of belonging and safety as well as focusing and promoting efforts in the areas of recruitment, retention, and professional development for all staff.

Initiative 2
Strengthen recruitment, retention, and professional development practices

Promote and implement recruitment strategies that include targeted recruitment, candidate sourcing, and community engagement to support the diverse work of the department. Focus on retention efforts that improve the employee experience.

Recruitment and retention efforts have allowed DHHS to reduce our vacancy rate by 8% since 2022.

Targeted and strategic recruitment efforts have reduced the DHHS vacancy rate to 14% from a high of 22% in 2022. This has been achieved through increased vacancy promotion on social media platforms, building connections with community organizations and educational institutions to establish new applicant pipelines, and working with program areas with high vacancy rate to maximize their applicant pool. Staffing increases have a positive impact on staff morale, foster a strong culture, and lead to more effective and efficient outcomes for clients and residents. The positive impact on morale has contributed to an increase in the DHHS employee retention rate, which is currently at 87.37%.

Accomplishments

- A targeted recruitment strategy for areas of high turnover, such as in our 24/7 facilities, the Division of Economic Stability, the Bureau of Family Assistance, and the Division for Children Youth and Families, has been completed and implemented. The recruitment strategy helps to coordinate efforts for effective recruitment of a quality workforce.
- DHHS is currently assessing training offerings to better serve and support employee growth, opportunities for career paths, and SOC Classification reviews to ensure our staff can stay within the Department to meet their career goals.

Future Focus

The next several months will include a focus on developing and expanding academic partnerships and building relationships in the community to develop new continuous talent pipelines that serve the DHHS workforce needs of today as well as in the future. DHHS is focused on improving the new staff onboarding process to ensure a positive experience for candidates and new hires. These efforts, combined with establishing more career pathways for staff in areas of high turnover, will further support retention efforts



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 1
Achieve “Mission Zero,” eliminating emergency department boarding of patients with psychiatric needs

Get patients with acute psychiatric issues to the right place by targeting the three drivers of emergency department (ED) boarding: lack of prevention services or ED alternatives; inpatient supply & coordination issues; and discharge/back door barriers.

Through collective effort over the previous 6 months, NH experienced several days in December and January when there were zero adults waiting in hospital EDs for mental health services. The establishment of the Care Traffic Control Team, a collaboration between DHHS, the New Hampshire Hospital Association and hospitals has played a significant role in reaching zero by addressing and eliminating the barriers to inpatient transfers, thereby creating more opportunities for people with acute psychiatric needs to be transferred to an appropriate inpatient bed.

Accomplishments

- Two community-based crisis stabilization centers have been established and are seeing up to 70 patients per month, creating opportunities to help more people before they are in crisis.
- New Hampshire Hospital is operating at full capacity with 185 beds, an increase of 36 additional beds over the past year and a half.
- Expansions in step-down and community-oriented care options include two 5-bed programs in Newport and a 12-bed residential program in Concord.
- A public-facing Mission Zero Dashboard has been launched to provide residents with a transparent view of all of the data points impacting emergency department boarding.

Future Focus

The DHHS Mission Zero team will continue to work with our partners at the NH Hospital Association, the National Alliance of Mental Illness New Hampshire, and other stakeholders to achieve Mission Zero and eliminate the wait list. New enhancements for the Mission Zero Dashboard will provide greater insight into the issues impacting ED boarding. The focus on encouraging new housing opportunities for people with mental illness will continue with community mental health centers, landlords and property managers, and case managers.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 2
Reduce the health impacts from environmental threats

Prevent illness, injury or disease that may be caused by hazards in our surroundings, both natural and human-made, and reduce or eliminate harmful exposures.

DHHS worked with stakeholders to develop new data and guidance to help residents protect themselves and their families to reduce the health impacts from environmental threats. Outreach and collaboration with healthcare providers has reduced barriers to blood lead level testing for one and two-year olds and led to a positive increase in testing levels, ensuring families are better able to address potential health impacts for children and families in New Hampshire.

Accomplishments

- DHHS has worked with pediatric medical care providers to reduce barriers to blood lead level testing for one- and two-year olds and has published statewide data for blood lead testing to help providers and stakeholders identify and respond to trends in their communities.
- DHHS developed new guidance for healthcare providers to support improved awareness of emerging science around PFAS exposure, helping providers and patients address the potential health risks of PFAS exposure.
- DHHS is closely reviewing all bottled water registrants to meet State standards and ensure compliance with the State’s PFAS limits.
- In partnership with local health officials, DHHS completed the New Hampshire Health Officer Association’s Health Officer Readiness Report to highlight community concerns about environmental health threats at the community level and progress to address those concerns.

Future Focus

DHHS continues to develop and disseminate information to residents and local health personnel to mitigate potential health risks from the environment. A recently launched online training module for community health workers (CHWs), who work closely with vulnerable populations across the state, now appears on the DHHS website. DHHS will work with healthcare providers and other stakeholders to reach more CHWs with improved information to help residents assess and address environmental health risks in their homes and communities. To enhance compliance with mandatory testing for 1- and 2-years old and keep kids safe from lead poisoning, the DHHS Division of Public Health and Medicaid programs continue to work with Managed Care Organizations to incentivize blood lead testing and make it more accessible to more families.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 3
Continue federal funding to Local Education Agencies (LEAs)

Develop programmatic support for children’s services in schools by increasing available federal funding through a modernized financing and implementation model.

DHHS has secured federal grant funding to implement a new, more effective payment methodology to reduce expenses for schools participating in the Medicaid to Schools program (MTS). This new methodology will allow NH schools and local education agencies to receive greater Medicaid reimbursement for the required services they provide to eligible students, protecting school budgets and taxpayers while helping students achieve better health outcomes and thrive in the classroom.

Accomplishments

- DHHS is using the new federal funds to engage a vendor on the transition to the new payment model for the Medicaid to Schools program. A request for proposals closed on January 28, 2025.
- DHHS has used grant funds to fill the MTS Program Manager position, a new role designed to better support schools and increase utilization of the Medicaid to Schools program to save the schools money for required services.

Future Focus

DHHS has established an MTS procurement scoring team, has scheduled RFP scoring sessions in February and expects to select a vendor for the new payment model by the end of February 2025. The vendor will be onboarded by summer 2025. The vendor will begin to work with the local education agencies in fall of 2025.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 4
Support Successful Transitions into the Community for Individuals After Incarceration

Leverage federal funding to cover a limited benefit package of pre-release medical and social services to support individuals transitioning back to their community post-incarceration.

On January 1, 2025, New Hampshire launched Community Re-Entry programs for justice-involved youth and adults. New Hampshire is the second state in the country to implement the Adult Re-Entry program and one of the only states to implement the Youth Re-entry program. These programs help eligible adults and youth ready for discharge from correctional settings achieve greater success upon their return to community settings and reduce recidivism. As people engage with Community Re-Entry in the next few months, the impact of the program will be more fully implemented.

Accomplishments

- DHHS and the NH Department of Corrections (NHDOC) are working with adults eligible for Community Re-Entry that have a Substance Use Disorder (SUD) or Serious Mental Illness (SMI) to connect them to services upon discharge.
- The Adult Re-Entry program includes enhanced case management, pre-release intakes with community-based providers via telehealth, connections to peer support services, and a 30-day supply of prescription medication.
- NHDOC case management staff have received training on the program to support successful transitions. Community Mental Health Centers (CMHCs) and Medicaid Managed Care Organizations (MCOs) have been engaged to ensure access to services, including prescription benefits.
- The Youth Re-Entry program services package includes early screening, prevention and diagnostic services, including screening for dental conditions and extended case management for 30 days post-release.

Future Focus

NHDOC and DHHS will coordinate directly with MCOs, CMHCs, and other community providers to ensure systems are ready to support eligible adults and children as they prepare to return to their communities. As state facilities implement the program, the lessons learned will be vital for the expansion of the Adult Community Re-Entry programs in county correctional systems.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 5
Improve Access to a Broad Range of Community-Based and Residential Behavioral Health Services that Meet the Needs of NH Children and Families Close to Home

Embark on a set of simultaneous strategic engagements that are purposefully woven together to set a clear vision and comprehensive plan for strengthening and maturing NH’s Children’s Behavioral Health System of Care.

DHHS has worked with a wide range of stakeholders to bring new perspectives and innovative ideas as we determine strengths, gaps, and opportunities in the Children’s System of Care.

DHHS and partners have reviewed national models of care and NH-based reports to develop bold new recommendations to make it easier for families to get the services they need. A final report will be completed in March 2025.

Accomplishments

- A new contract secured Dartmouth Health as the long-term provider of services for Hampstead Hospital and Residential Treatment Facility (HHRTF).
- The Children’s System of Care (SOC) Assessment Advisory Workgroup has been established.
- DHHS has conducted stakeholder interviews as part of the review of the current system’s strengths, challenges, and opportunities, and additional stakeholder interviews are being conducted.

Future Focus

DHHS and Dartmouth Health will continue to work closely to ensure a smooth transition for HHRTF staff and patients and a strong workforce to strengthen services and expand capacity. The Children’s SOC Assessment Advisory Workgroup will review initial findings and affirm priorities for the next six months. Additionally, the Division for Children, Youth and Families will continue efforts to reduce reliance on residential treatment by providing children, youth and families with a robust array of available services at their earliest time of need. This work will prevent children and youth from entering the formal child welfare system more deeply than necessary, help them stay safely in their own homes when possible, and increase use of community-based kinship or foster care placement settings when out-of-home care is necessary.



Commitment 2
**Promote Thriving
Communities**

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 6
**Healthy Mothers,
Healthy Babies**

Improve maternal and infant health outcomes by increasing access to effective, high quality perinatal (early, prenatal and postpartum) care.

DHHS has partnered with Hope on Haven Hill, a Substance Use Disorder services provider for pregnant, post-partum and parenting women in NH, to develop the NH Mom Hub and support New Hampshire moms before and after their babies arrive. The NH Mom Hub helps women, their families and providers navigate mental health concerns along the continuum of pregnancy, postpartum, and perinatal loss. The NH Mom Hub provides information and resources and refer patients to care, including 988, Doorways, community mental health centers, and Family Resource Centers.

Accomplishments

- DHHS has partnered with Elliot Health System as part of the Maternal Opioid Misuse (MOM) Model to help pregnant and parenting women with a history of opioid use disorder get access to medical care, substance misuse treatment, and connections to the supports in their community that make it easier to successfully parent their new child.
- To support increased enrollment in the Women, Infants & Children (WIC) Nutrition Program, DHHS is working with Dartmouth Hitchcock to refer all eligible families into the WIC program and consider enrollment. WIC makes nutritious foods available to income-eligible women and infants to make sure families have resources that improve family health.
- DHHS, the University of New Hampshire and the NH Office of Professional Licensure and Certification are establishing criteria to certify doulas for reimbursement under Medicaid, giving new moms and babies added support to navigate postpartum care for mom and the health, care, and nutrition needs of new babies.
- DHHS and Managed Care Organizations have worked to strengthen primary care for the adults and the children they serve, as well as provide new maternal health benefits (up to 12 months for postpartum mothers) and financial incentives to improve the care that families receive, helping more New Hampshire families access support and services.



**Initiative 6
Healthy Mothers,
Healthy Babies**

Improve maternal and infant health outcomes by increasing access to effective, high quality perinatal (early, prenatal and postpartum) care.

Future Focus

DHHS will seek additional opportunities for collaboration and promotion to maximize services across the perinatal care spectrum, including medical, mental health, and substance misuse care. This includes ongoing work with Federally Qualified Health Centers (FQHCs), Community Mental Health Centers (CMHCs), and other providers that serve young families. The WIC program will roll out the Farmers' Market Nutrition Program in summer 2025, enabling WIC participants to purchase locally grown produce at New Hampshire farmers' markets. The DHHS Bureau of Family Health and Nutrition and the Medicaid program will work with Managed Care Organizations on efforts to improve prenatal and postpartum care.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 7
Building a System of Care for Healthy Aging

Ensure older adults have timely and effective access to supports and services to age in place by scaling up a more comprehensive and affordable array of care options.

DHHS has laid the groundwork to build the **System of Care for Healthy Aging** that includes a **comprehensive array of long-term supports and services to help older adults and adults with disabilities live in the setting of their choice**. As part of this work, a rate study of the Choices for Independence (CFI) program has been completed to increase the percentage of people receiving care in their home and community, rather than in a nursing facility, to 53% by May 2025.

Accomplishments

- DHHS has launched the System of Care for Healthy Aging web page (<https://www.dhhs.nh.gov/programs-services/adult-aging-care/system-care-healthy-aging>) to inform stakeholders and the public about our progress.
- DHHS has completed a rate study for the CFI 1915c Home and Community Based Waiver and has requested federal approval for Presumptive Eligibility for the CFI waiver.
- The Aging and Disability Resource Centers (ADRC) have strengthened their person-centered counseling program to better support the needs of older adults and adults with disabilities.

Future Focus

DHHS will work with stakeholders, including residents and community partners, to finalize the plan to establish the System of Care for Healthy Aging, continue to focus on Information Technology changes to improve the access for CFI services, and if they receive federal approval, implement new rates for the CFI Waiver.



Commitment 2
Promote Thriving Communities

Strengthen core systems, with an emphasis on prevention and access, to help residents get the right services at the right time and place.

Initiative 8
Strengthen the Developmental Disability System

Enhance access and service delivery for individuals and families in the developmental services system.

DHHS has updated and is proposing new service rates for providers of developmental disability services to improve the quality of care and health outcomes for the people we collectively serve. The revised rates were informed by robust and frequent engagement with stakeholders, including individuals and families, providers, and advocates, to more effectively support the needs of individuals served and their service providers. According to clients and families, DHHS’ efforts to strengthen the system gives individuals and families “a clear understanding of how their services are funded” and increased rates ensure “that all (developmental disability provider) staff can be paid better.”

Accomplishments

- DHHS held 6 educational trainings for individuals, families and providers, including a Waiver Services Overview, which will be recorded and posted on the DHHS website.
- DHHS has completed more than 550 Supports Intensity Scale assessments as part of the rate development process, focusing on better meeting the needs of the people we serve.
- DHHS continued to conduct stakeholder forums to seek additional input from individuals and families regarding the developmental disability waiver and participant directed managed services.
- DHHS has established a presence on the DHHS website (www.dhhs.nh.gov/programs-services/disability-care/developmental-services/bureau-developmental-services-moving) where stakeholders can track our work on this initiative and learn how they can participate in this work.

Future Focus

With legislative approval, DHHS will roll out new rates and an assessment process and will continue to engage with stakeholders on developing rates. DHHS will continue to share new materials with stakeholders and disseminate additional training opportunities and information as they are completed.



Commitment 3
**Improve
Customer Service**

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS' work.

Initiative 1
**Strengthen Access
and Services for
Individuals and Families**

Ensure individuals and families have timely and effective access to supports and services.

To learn more about what the individuals and families we serve need, DHHS leadership job shadowed staff in various eligibility programs and District Offices. The job shadowing helped identify and understand the pain points our clients and staff experience to improve how we serve the people of New Hampshire. Connecting the resources available to our frontline workforce and the needs of our clients is essential to addressing the gaps identified in the assessment.

Accomplishments

- DHHS has conducted an assessment on the gaps in the integrated eligibility system and process and will develop a plan and budget to address gaps through systems changes.
- DHHS has engaged with service providers and clients that access the NH Easy Gateway to Services for the programs they are eligible to receive.
- DHHS has made improvements to the NH EASY customer experience for the client and provider.
- A group of DHHS staff and external partners have begun to review the process for and content of client notices to update them to be easier for clients to complete to quickly maintain their eligibility.

Future Focus

DHHS will develop a plan to implement eligibility systems changes to improve the customer and staff experience. DHHS continues work on eligibility-related client communications to improve readability and improve clients' customer experience.



Commitment 3
**Improve
Customer Service**

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS’ work.

Initiative 2
**Improve outcomes for NH
residents by enhancing the
value of the contracting
experience for partnering
providers and the people
they serve**

Establish clear roles and responsibilities, well-developed contract management tools, and robust training for contract owners and managers.

A draft Contracts Lifecycle Management Policy is being developed to establish consistent standards based on best practice at each phase of the contract lifecycle to ensure contracted providers are best able to deliver positive outcomes for individuals, families, and communities served by the Department.

Accomplishments

- A draft Contracts Lifecycle Management Policy has been developed with feedback from internal stakeholders across DHHS.
- New contract quality tracking tools have been developed, and the workgroup charged with developing a long-term organizational change implementation plan has been established.

Future Focus

DHHS will finalize and approve the new Contracts Lifecycle Management Policy, implement at least one tool for each phase of active contract management to ensure appropriate performance metrics and strategic alignment, develop standard language for all contract management positions at DHHS in collaboration with HR, and roll out new Contract Manager trainings for DHHS staff.



Commitment 3
**Improve
Customer Service**

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS’ work.

Initiative 3
**Build an infrastructure
in which data is used to
improve service delivery**

Establish practices and culture that embrace the use of data to quickly and effectively respond to the needs of individuals and families.

DHHS has drafted a Data Management Policy and a Data Classification and Retention Policy that will ensure the privacy and security of the data entrusted to DHHS. These policies are being developed to help DHHS staff make decisions, identify gaps in services, and ultimately improve the efficiency and delivery of services to clients. This effort will create the infrastructure to support hundreds of data sets across the more than 80 programs and services available to the people and families of New Hampshire.

Accomplishments

- To more effectively manage complex privacy, security and programmatic services, DHHS has created a draft Data Management Policy and a Data Classification and Retention Policy to provide a standardized approach for managing data and classifying the data.
- The development of new policies, an inventory of data sets, and associated procedures are the foundation from which the technology for the Enterprise Business Intelligence platform may leverage to successfully combine, visualize and analyze data to support the goals of the initiative to utilize data to create information.
- These efforts will support hundreds of data sets across the Department that enable DHHS to offer services to the people and families we serve and maintain the privacy and security of the data entrusted to DHHS.

Future Focus

DHHS will pursue approval of the new Data Management Policy and a new project to ensure agency-wide decisions meet the needs of the whole person. Understanding the laws governing our data and having standard policies and procedures will allow DHHS to take the next step and select a data set to bring onto the Enterprise Business Intelligence (EBI) platform to create both standardized reports as well as robust visualizations of the data for greater transparency and clarity.



Commitment 3
Improve
Customer Service

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS’ work.

Initiative 4
Ensure accurate,
transparent, and appropriate
public access to records

Develop a system for document and data retention to provide services to NH residents while protecting individual’s privacy.

Team members from Initiatives 3 and 4 have developed an inventory of data sets to determine the types of documents, data, classification, and records to be included in a document and data retention policy. By classifying the data into public, sensitive, confidential and restricted, and applying record retentions to the data, this Initiative will further help protect the privacy of peoples’ data we have been entrusted to manage.

Accomplishments

- A new document retention policy is in development and collaboration with DHHS legal counsel has been initiated to support the collection of current document retention policies across DHHS.
- Classifying data into public, sensitive, confidential, and restricted enables DHHS to more readily respond to Right to Know requests, ensure that data that is sensitive, confidential, and restricted, is secure according to laws, rules and regulations, and more easily train our workforce to understand how to use and manage the data they create and access.
- Efforts to identify the types of documents, data, classification, and records to be included in a document and data retention policy have been completed.

Future Focus

A document creation and training program for attorneys will be completed soon. Two DHHS programs have been identified and have begun the work of implementing the new document retention policy. One program will incorporate the DHHS document management and retention system to manage electronic document retention. The second program will utilize New Hampshire’s archiving process to manage the physical documents retention process. These two pilot programs will be the foundation from which our procedures and processes will be documented to allow for strategic implementation throughout DHHS over the next several years.



Commitment 3
**Improve
Customer Service**

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS' work.

Initiative 5
**Streamline payment
methods to ensure more
efficient and effective
delivery of services**

Implement payment methods that ensure State and Provider resources can be focused on the delivery of services.

This initiative represents a sea change in how the Department works with and pays vendors to be more efficient stewards of the budget. It focuses on changing the organizational culture and training staff responsible for developing new contract proposals to develop and implement more cost-efficient and effective ways to pay our contracted providers for services. As an example of this work, six requests for proposals recently issued offer prospective vendors more effective payment.

Accomplishments

- DHHS conducted an initial pilot project for contracted providers working with the DHHS Division of Behavioral Health and walked away with a number of lessons learned.
- DHHS has launched a pilot for vendors working with the Division of Public Health and identified barriers and gaps to establish a system that will use alternative payment models.
- Of eight recently posted solicitations, six of them provide potential bidders with more effective payment methodologies such as rate-based and deliverable-based.

Future Focus

DHHS will soon launch a third pilot that addresses barriers and gaps previously identified to lay the foundation for a comprehensive alternative payment system that can be scaled up for implementation across all of DHHS. Further efforts are also underway to integrate efficiencies identified to align with the State's current upgrade of its enterprise resource planning system. Initiative leadership will continue to train and engage with contracts, program, and finance staff to change how we do business and make payment for the delivery of services more efficient.