



Interim Human Services Committee | 8.3.21

Senator Judy Lee, Chairman

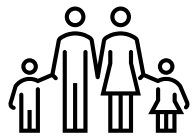
Human Service Zones

Local + State Partnerships For Effective and Efficient Service Delivery

NORTH
Dakota
Be Legendary.™

Human Services

DHS 2021-2025 KEY PRIORITIES



Strong Stable Families

- Maintain family connections
- Improve stability and prevent crises
- Promote and support recovery and well-being



Early Childhood Experiences

- Support workforce needs with improved access to childcare
- Help kids realize their potential with top quality early experiences
- Align programs for maximum return on investment



Services Closer to Home

- Create pathways that help people access the right service at the right time
- Engage proactively with providers to expand access to services



Efficiency Through Redesign

- Embrace process redesign to find efficiencies in our work
- Leverage technology to support greater efficiency, quality and customer service



High-Performing Team

- Develop a One DHS Team culture
- Engage team with opportunities for learning and development
- Implement fiscal scorecard to drive efficiency and effectiveness

Reinforce the Foundations of Well-being

Economic Health | Behavioral Health | Physical Health



DEPARTMENT OF HUMAN SERVICES

Quality services, Proven results, Closer to home

- 1 Base decisions on **quality, efficiency**, and **effectiveness**.

Find success in a resource-constrained environment.

Make **reductions** in some areas **and** **investments** in others to optimize outcomes.
- 2 The state has **enough treatment beds**. Investing in **earlier interventions** can help **avoid crisis**.

Right service. Right place. Right time.

Serving people in **lowest level of care necessary** will return **better outcomes**.

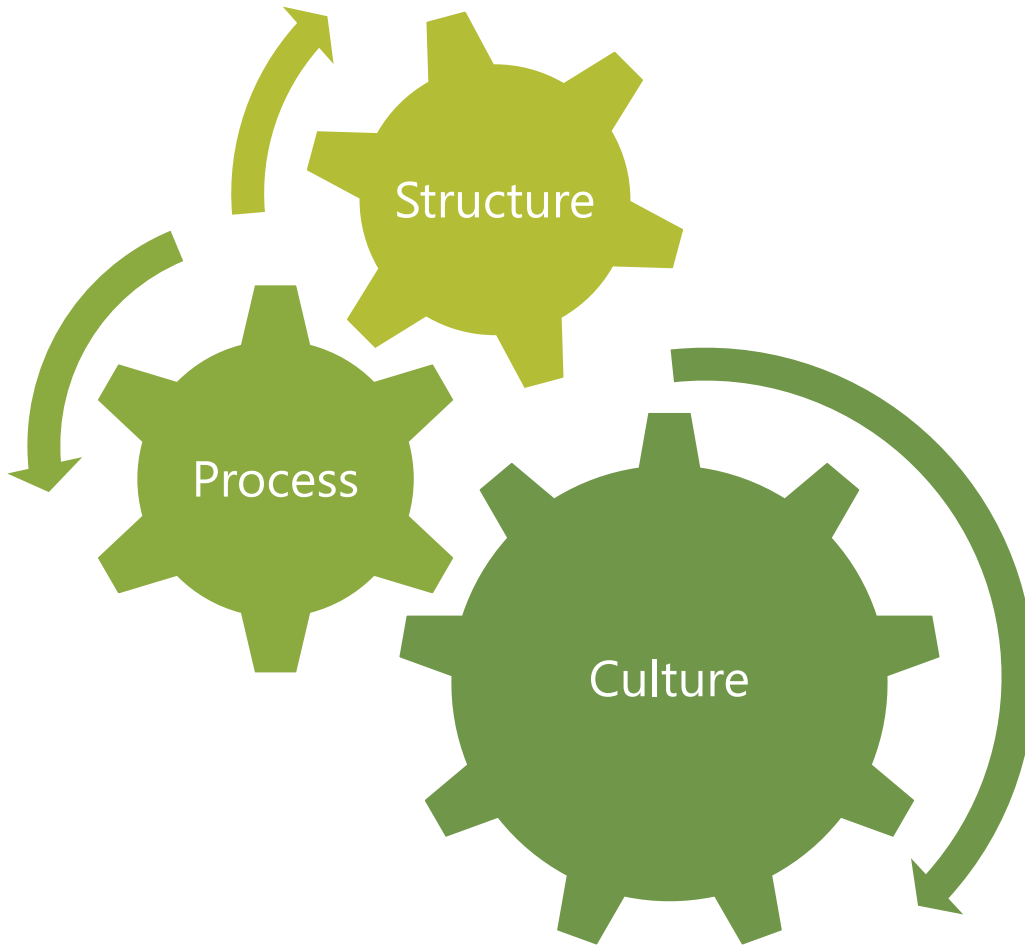
To deliver services closer to home, **all** have to be **willing to change** how they do business – DHS can't do this alone.
- 3 How we **pay** for services should be **fair** and **equitable** across systems.

Inequity in rates **affects** people's ability to **access** services - providers often prioritize more lucrative payment opportunities

Demonstrate value to taxpayers. **Value** equals **high quality cost efficient care**.

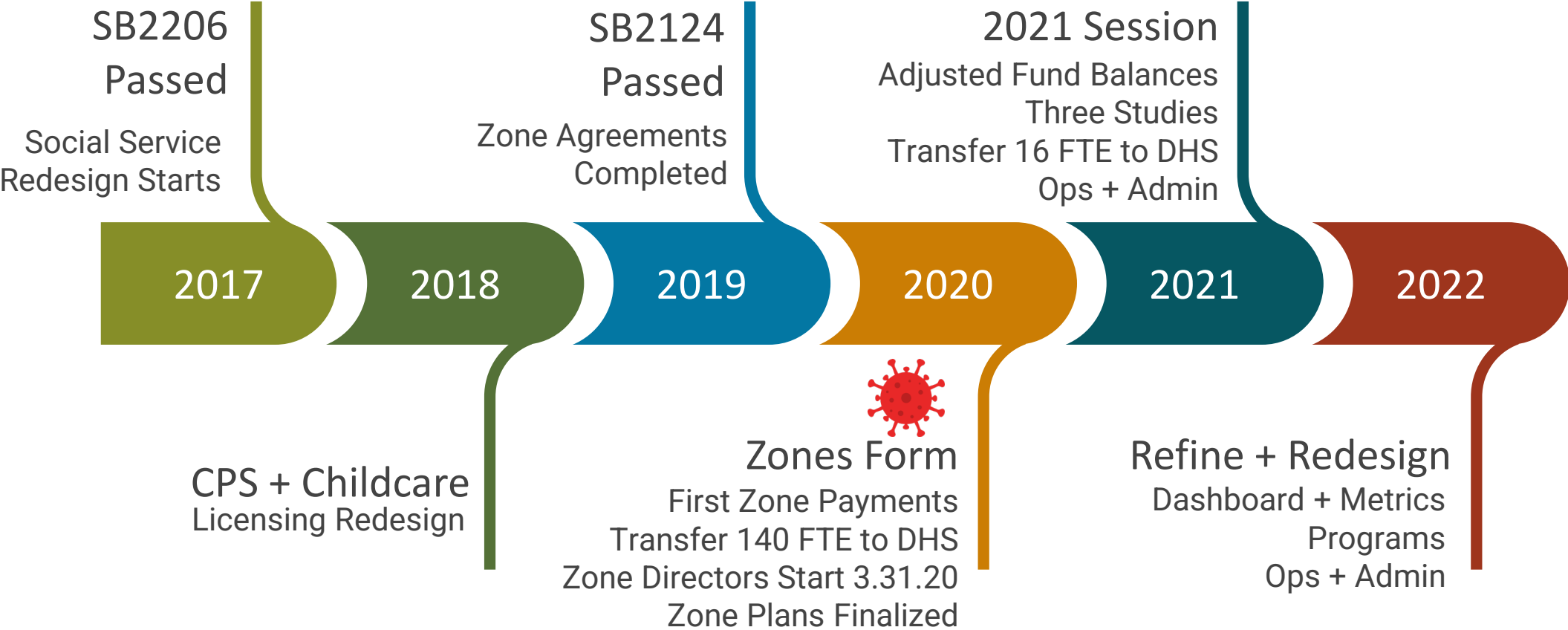


IMPROVING PROGRAMS IS MORE THAN LOOKING AT STRUCTURE: Process and Cultural Change Must Accompany Structural Change



- 3 Core Areas
 - Process
 - Structure
 - Culture
- Focus is on service delivery to the client in the most effective and efficient way possible
- Seek to remove geographic, political and cultural boundaries to deliver smart, efficient and compassionate human services
- Primary Stakeholders
 - Individuals & Families
 - Taxpayers
 - Employees
 - State

ZONE TRANSFORMATION



HUMAN SERVICE ZONES



NORTH DAKOTA



Gateway for Human Services

- Child Welfare
- Economic Assistance
- Indigent burials
- General Assistance
- County Supported HCBS
- Locally provided programs

Access Points Across ND

- Formerly known as County Social Services
- 19 Human Service Zones
- 46 Offices
- Cover all 53 counties

Effectiveness + Efficiency

- Person-Centered
- Timeliness
- Quality



HUMAN SERVICES ZONES-MILESTONES

Zone Formation

- Formation of zone boards
- Zones formed 1/1/20
- Zone directors hired by 3/31/20
- Draft zone plans 6/1/20
- Final zone plans 12/1/20

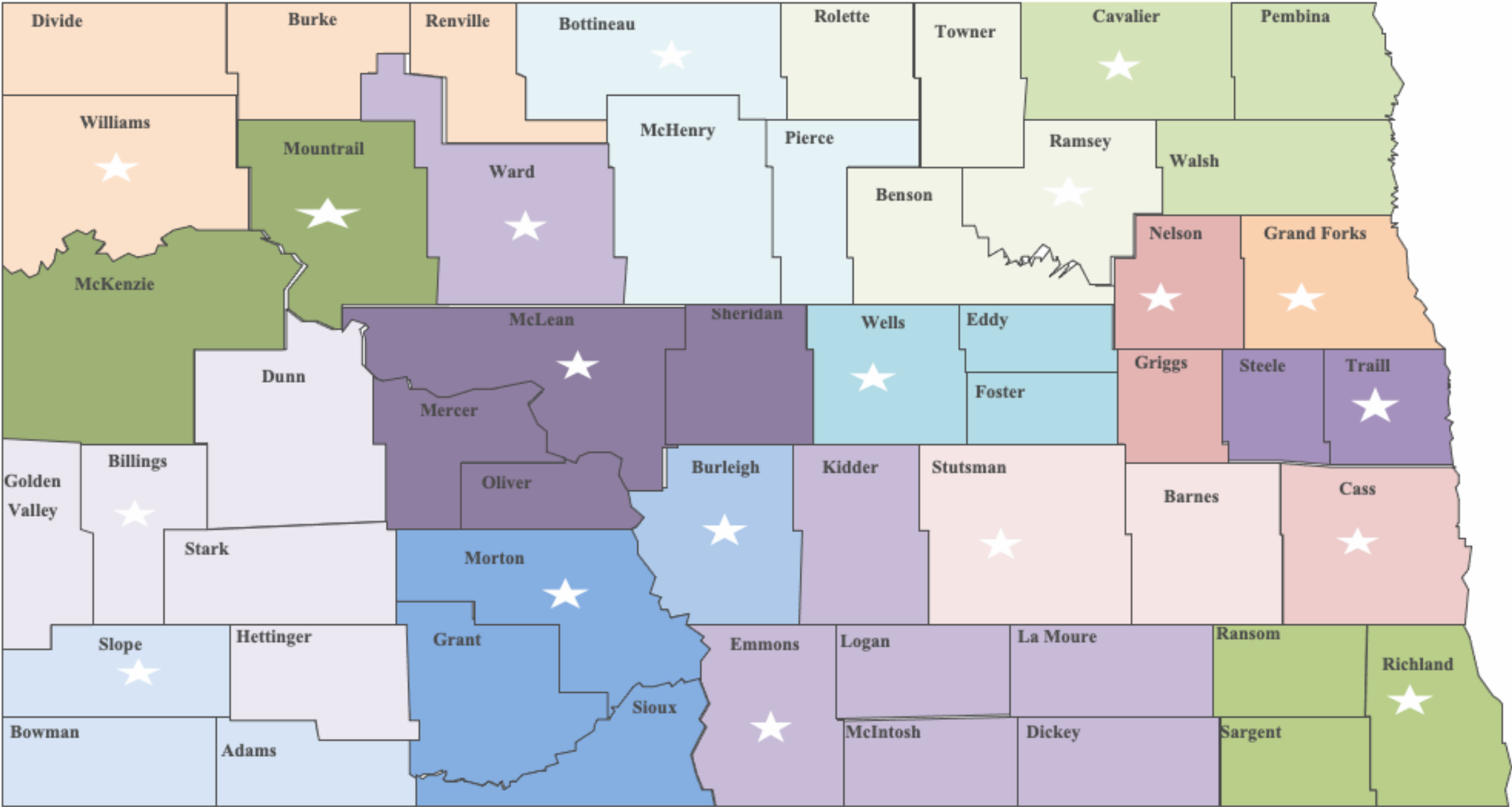
Zone Operations

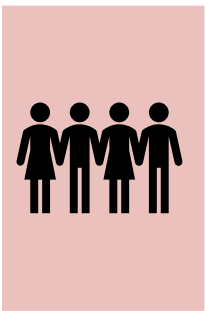
- Unified and consistent human resources policy and process manual 1/1/21
- Zone director performance appraisal process
- Employee Evaluations*
- Director 360s*
- Consistent Chart of Accounts
- Indirect Costs*
- Equity Study*
- Zone Communications Plan*
- Migration to O365*
- Zone Plan Amendments – Sept 1

Program Operations

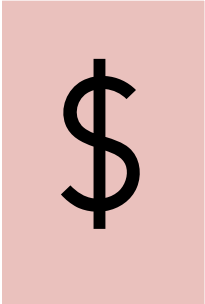
- Consistent General Assistance policy and process – Sept 1
- Consistent Indigent Burial Criteria – Sept 1
- Opt In – State Study*
- Zone Dashboard
- Multiple Redesign
 - Child Welfare
 - Eligibility*
 - Central Background Check
 - Institutional CPS
 - Foster Eligibility*
 - Sub Adopt Negotiations*
 - ADRL
 - QSP Enrollment*

*These projects are currently in process.





Counties were authorized 1,207 FTE



DHS budgeted for 985 FTEs in the zones



222 positions under reevaluation

Total Full Time Equivalents

ZONE DIRECTORS



Social Service
Directors
2019

37



17+2



Human
Service Zone
Directors

18



Program +
Direct
Service Staff

HUMAN SERVICE ZONE ADMINISTRATION

Executive Policy

Leads Family Stability and Community Inclusion strategy and policy to guide service delivery in zones.



Dir Zone Operations

Works to guide zones, build collaboration and lead zone operations.

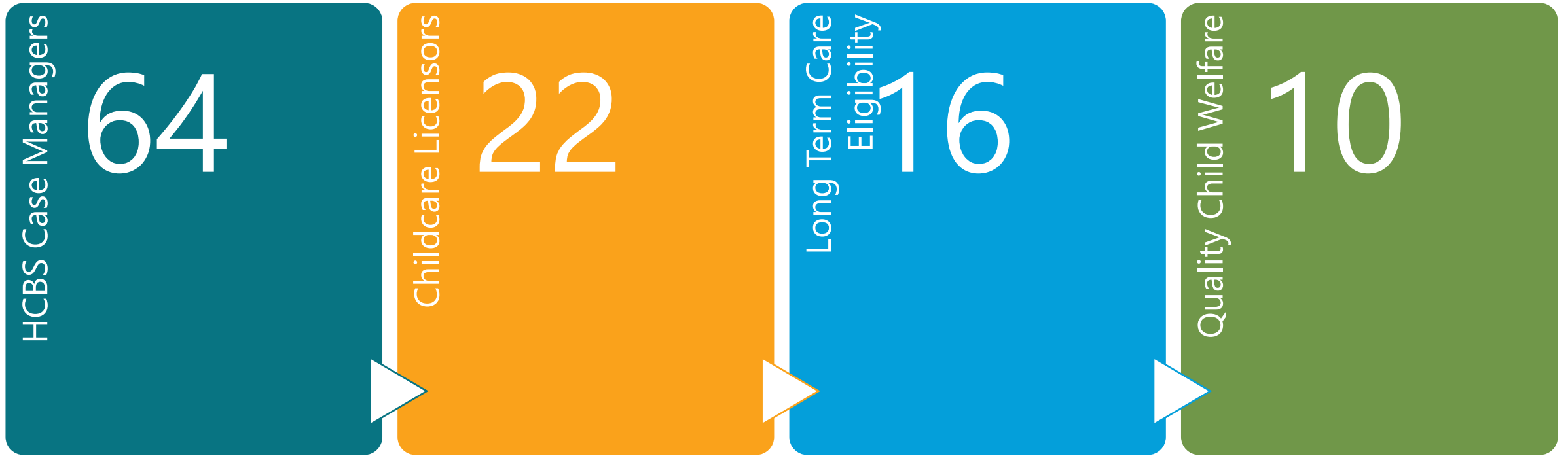
Chief Operating Officer

Leads DHS and zone operations and program redesign efforts for the zones.

Project Manager

Leads the DHS Office of Transformation supporting redesign projects, change management and process improvement across DHS and Human Service Zones.

2020 FTE TRANSITIONS FROM COUNTY TO STATE



2021 FTE TRANSITIONS FROM COUNTY TO STATE

- 16 FTE for a specialized **foster care licensing** unit to provide foster care licensing and renewals to foster homes in ND
- Create consistency and a leveled approach to managing foster licenses

COLLABORATION AMONG ZONES

60+

ZONE + DHS WORKGROUPS

- Zone Communications Plan
- Client Concern/Grievance
- Foster Care Licensing
- State Administration
- Indirect Costs
- Zone Board Member Training
- CPS Central Intake
- GA/Indigent Burial

21-23 HUMAN SERVICE ZONE STUDIES

1. State Employment Opt-In Study
2. Indirect Cost Study
3. Compensation + Equity Study (Legislative Study)

STATE EMPLOYMENT OPT-IN

PURPOSE: To develop guidelines, criteria and policies for human service zones to use to determine if they want into state employment.

TIMELINE:

Month	Action
August-September 2021	Develop Project Plan Set Monthly Workgroup Meetings
October-November 2021	Identify Constraints + Criteria Review Legal Requirements
November 2021-September 2022	Monthly Project Meetings to build plan to address constraints and implement criteria
September 2022	Finalize Recommendations and Implementation Plan

INDIRECT COSTS STUDY

PURPOSE: To provide a clear definition of human service zone indirect costs and determine the level of reimbursement of human service zone indirect costs.

TIMELINE:

Month	Action
August – October	Identification of indirect costs
September – January 2022	Determine the level of reimbursement for indirect costs
February – March 2022	Calculate budget impact
January 2023	Budget request in DHS budget to support indirect costs

EQUITY ADJUSTMENTS

Zone Directors

Compensation equity to align all zone directors within the range

Zone Employee Benefits

Employees shifting to host county benefits which were often more robust

Zone Transfers to State Team

140 FTE that transferred to state were made whole if moving to state caused them to go backwards in salary and benefits

AVERAGE COMP RATIO

Zone	Comp Ratio
Southwest Dakota	81.40
RSR	82.48
South Country	82.75
Ward	82.81
Eastern Plains	83.55
Central Prairie	84.30
Grand Forks	84.36
Dakota Central	84.83
Mountain Lakes	84.90
Buffalo Bridges	85.79

Zone	Comp Ratio
Northern Prairie	86.41
Three Rivers	90.88
Burleigh	91.20
Northern Valley	91.65
McKenzie Mountrail	94.90
Agassiz Valley	95.99
Cass	97.25
North Star	97.79
Rough Rider North	98.09

COMPARATIVE COMP RATIO

HSZ Overall	89.93
State	93.36
DHS	86.63



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