



## **House Bill 1012**

House Appropriations | Human Resources Division  
*Representative Jon Nelson, Chairman*

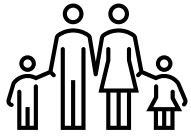
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### **Human Service Zones**

***Local + State Partnerships For Effective and Efficient Service Delivery***

NORTH  
**Dakota** | Human Services  
Be Legendary.™

# 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.

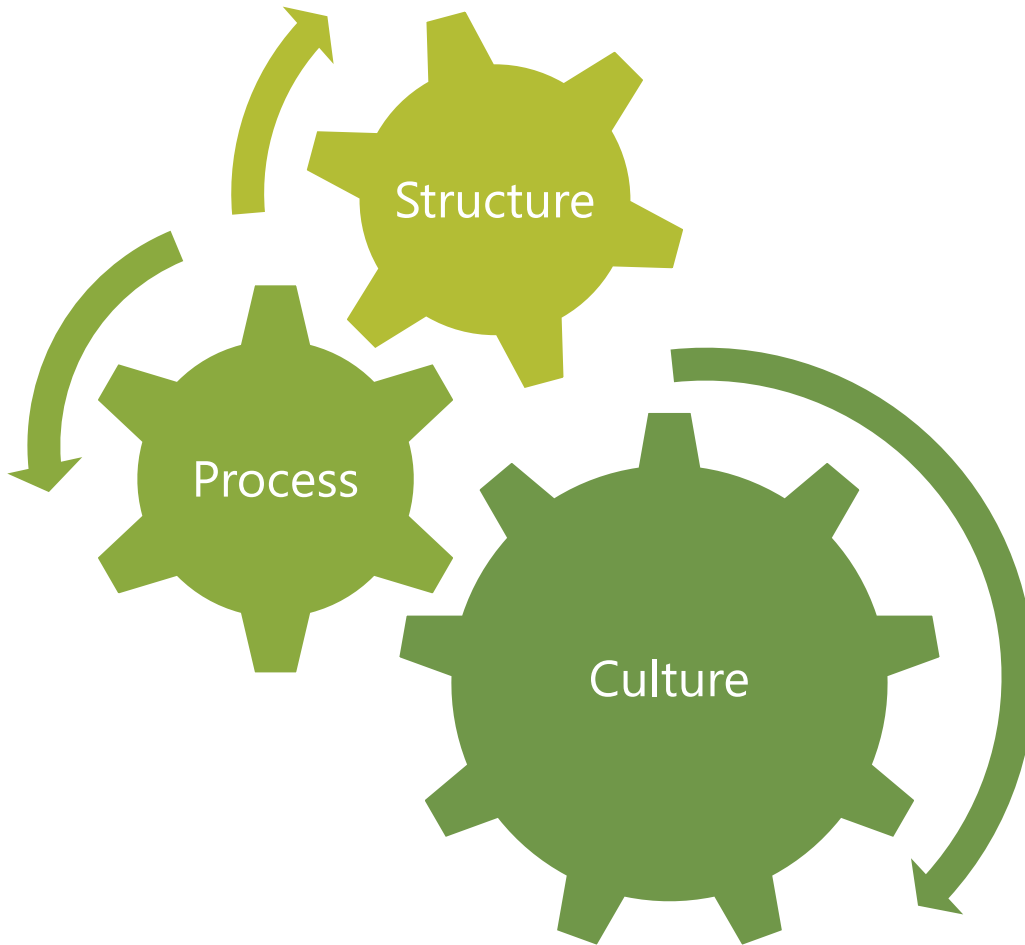
Serving people in **lowest level of care necessary** will return **better outcomes**.

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

# 2017-2018

- SB2206 Passed
- System redesign began
- CPS Redesign Kick-off

# 2019

- SB2124 Passed
- Kick-off with County Social Services
- Zone Agreements

# 1.1.20

- Zones formed
- 1<sup>st</sup> payment to zones 1.10.20
- Transfer 112 FTE from county to DHS

COVID begins to impact clients, zones and the transformation project.

# 3.31.20

- Zone directors hired
- Begin zone plans

# 6.30.20

- Draft Zone plans completed
- 2<sup>nd</sup> payment to zones
- 2021 budgets due

# Zone Transformation History

# 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

## 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
- Consistent Chart of Accounts
- Indirect Costs\*
- Equity Study\*

## Program Operations

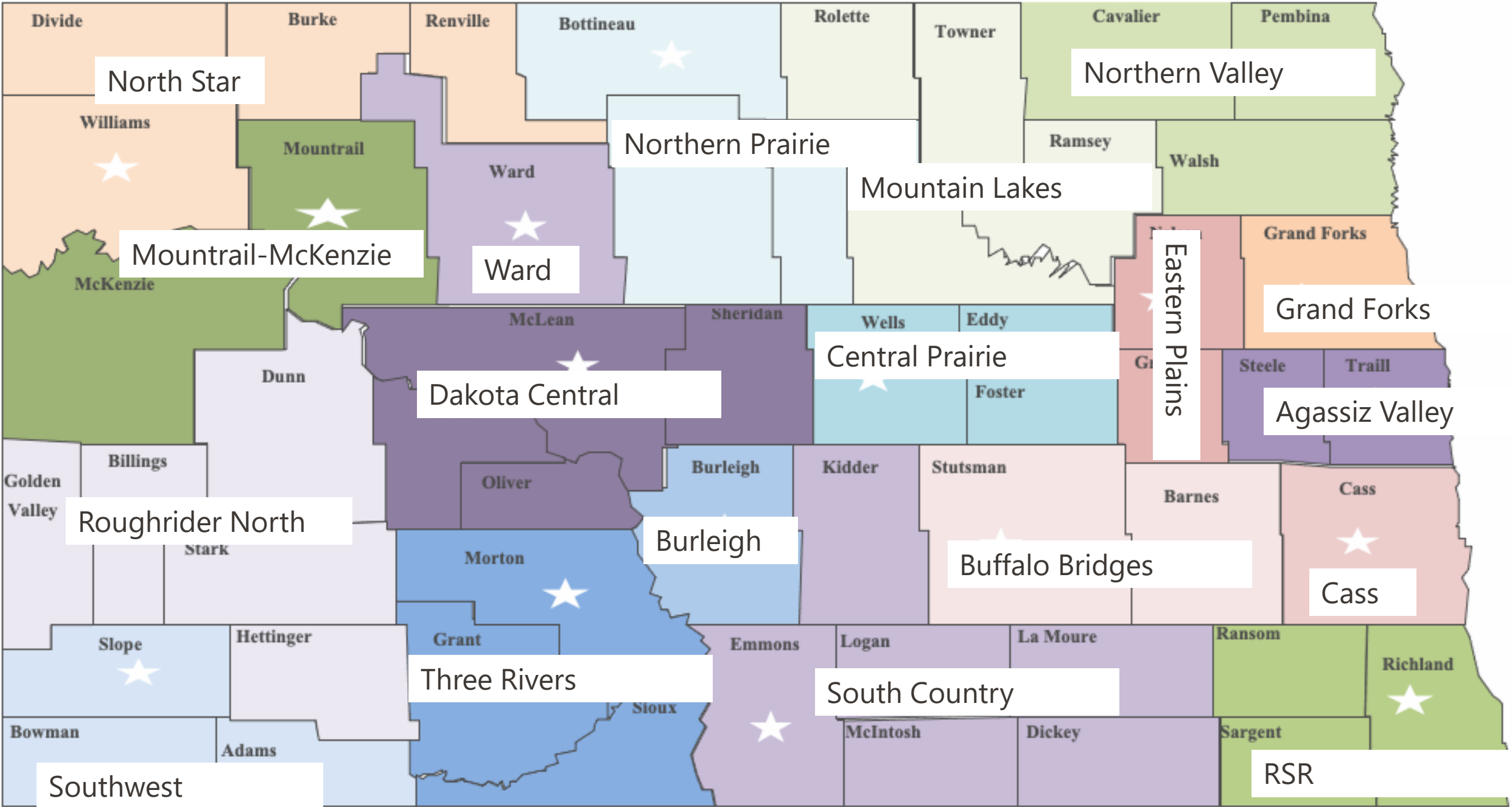
- Consistent General Assistance policy and process\*
- Consistent Indigent Burial Criteria\*
- Opt In – State Study\*
- Multiple Redesign
  - Child Welfare
  - Eligibility\*
  - Central Background Check
  - Institutional CPS
  - Foster Eligibility\*
  - Sub Adopt Negotiations\*
  - ADRL
  - QSP Enrollment\*

\*These projects are currently in process.

# COVID IMPACT

- Increased SNAP and Medicaid applications with fewer eligibility workers
- Hybrid office closures – continued to serve clients
- Experienced more clients using electronic means for verification
- Maintained child and family visits
- Federal waivers that provided flexibility in how eligibility workers engaged with clients







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.

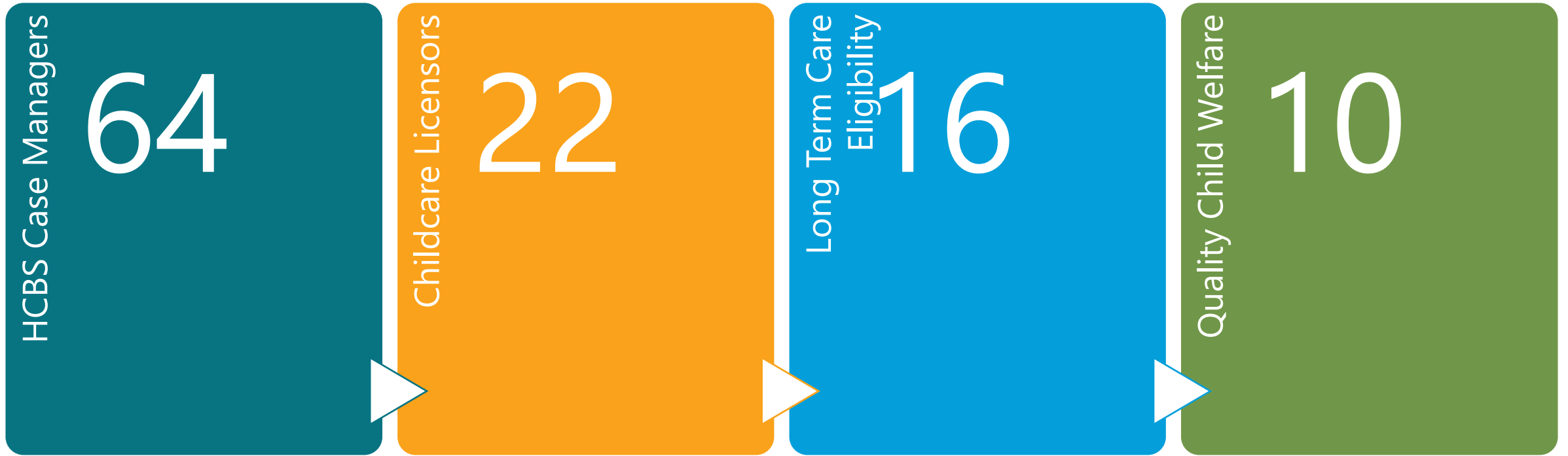
## Chief Operating Officer

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.

# FTE TRANSITIONS FROM COUNTY TO STATE



# HCBS CASE MANAGERS

- Provide case management for older adults & individuals with physical disabilities receiving state and federally funded home and community-based services and basic care
- Became state employees 1/1/2020

## Major Initiatives

- Specialized role of HCBS Case Manager
- Standardized training required for position
- Implemented a statewide centralized intake system for HCBS referrals and informed choice visits to ensure consumers understand their long-term service and support options
- 64 FTE provide support to 3057 unduplicated individuals
- Average 283 referrals and 54 new cases per month

# CFS QUALITY ASSURANCE UNIT

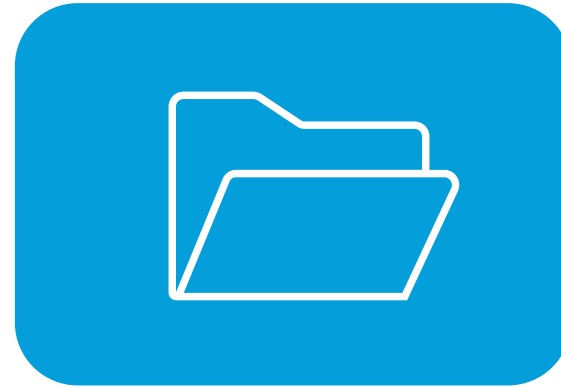
SUPERVISOR: LEANNE MILLER



**Continuous Quality  
Improvement Efforts  
(TBD in 2021)**



**Facility Licensure  
Visits**



**Case Record Reviews**



**Child & Family  
Service Reviews  
Safety, Permanency,  
and Well-Being**

# EARLY CHILDHOOD SERVICES UNIT



## 2020 Big Wins

- Childcare Licensors are now state employees
- Made progress on the Early Childhood Services (ECS) online application system



## Goals for 2021

- Successfully complete the Child Care and Development Fund (CCDF) Monitoring Visit in Spring 2021
- Continue to work towards completion of the Early Childhood Services (ECS) online application system



# MEDICAID LONG TERM CARE ELIGIBILITY UNIT

- Processed and maintain LTC Medicaid applications according to federal timeliness standards
- 16 FTE transferred from Human Service Zones
- Established Q1 2020
- Went live May 11, 2020

August 6, 2020

Dear Pam & Cathy,  
Thank you for all your  
help in assisting me with  
filling out paperwork for my  
parents, [redacted]

Filling out paperwork is very  
stressful to say the least but you  
both were extremely helpful! I  
might add knowledgeable. God  
bless you for being so helpful.  
When I completed the paperwork,  
I did do my "happy dance" and  
had coffee.

Your help was appreciated.  
Thank you!

[redacted]  
Trail County Resident



Dear Mr. Brevik

12-11-20

This is just a quick  
note to say THANK YOU  
for your compassionate  
cleverness in handling  
our case.

It was a much needed  
emphatic ear you gave me  
on the phone at a time of  
my peak stress over this  
unexpected "review" matter.  
Such an attitude is very  
rare in my experience.

Happy Holidays

Sincerely

Pierce County Resident

# FOSTER ELIGIBILITY + SUB ADOPT

- Authorized for 14 FTE to transfer from the HSZ to the State for a specialty foster eligibility unit
- Authorized for 2 FTE to transfer from the HSZ to the state to support subsidized adoption negotiation
- Unit launches in March 2021
- Will process all foster eligibility, Medicaid determinations for all foster and adopted children and negotiate subsidy for special needs adoptions

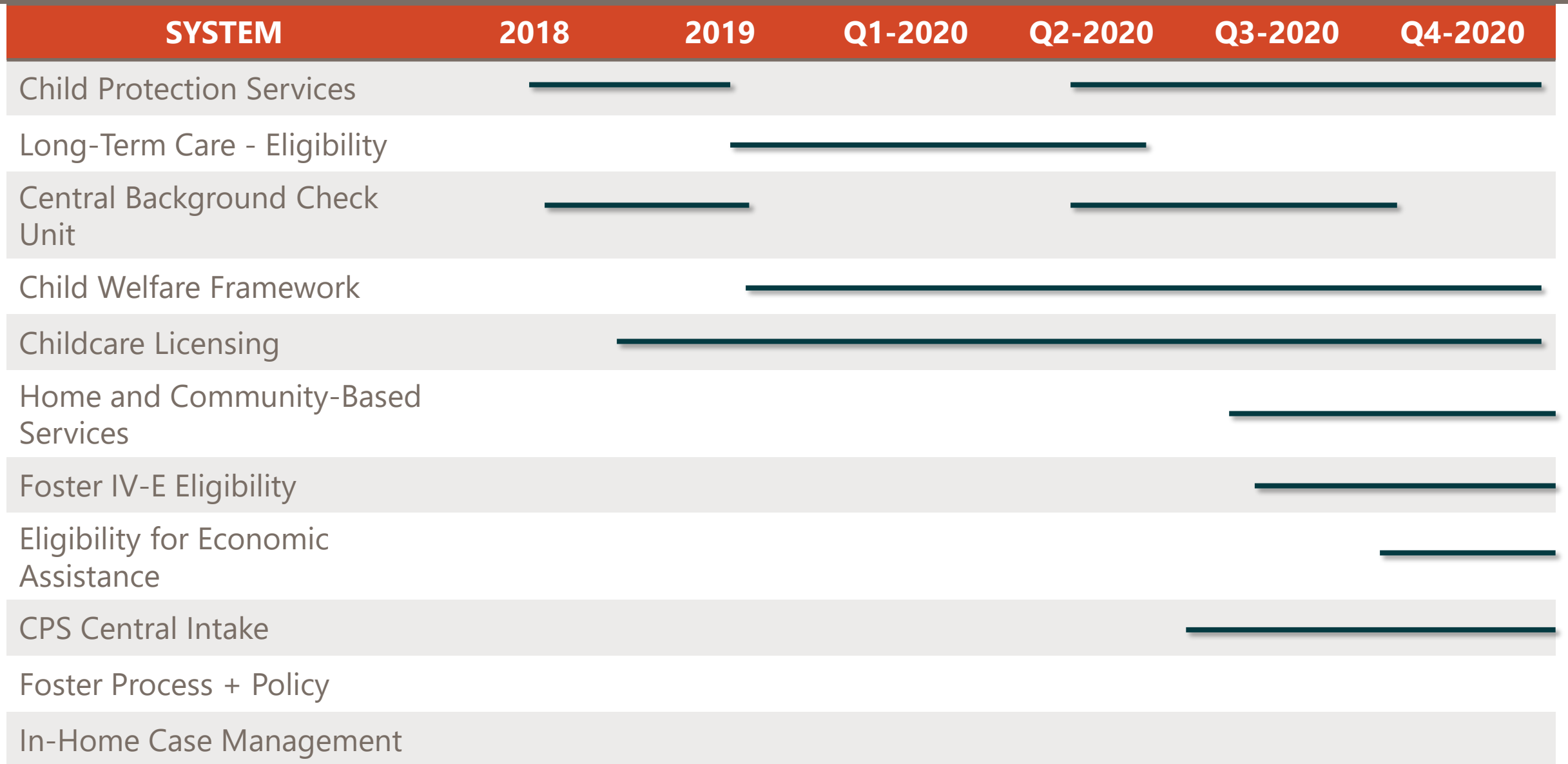
# FOSTER CARE LICENSING

- Request for up to 16 FTE to 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

# IN PROGRESS

- Request for 16 FTE to transfer from the county to state to form a specialty foster care licensing team
- Consistent indigent burial criteria
- Consistent General Assistance policies, criteria and appeals process
- Study for zones to opt in to State employment

# SYSTEM REDESIGN TIMELINE



# OVERVIEW OF BUDGET CHANGES

Description	2019-2021 Budget	Increase/ (Decrease)	2021-2023 Executive Budget
<b>Salaries &amp; Benefits</b>	24,186,261	2,934,741	27,121,002
<b>Operating</b>	4,621,303	(432,414)	4,188,889
<b>Grants</b>	144,892,436	956,411	145,848,847
<b>Total</b>	173,700,000	3,458,738	177,158,738
<b>General Fund</b>	0	1,323,223	1,323,223
<b>Federal Funds</b>	0	1,176,874	1,176,874
<b>Other Funds</b>	173,700,000	958,641	174,658,641
<b>Total</b>	173,700,000	3,458,738	177,158,738
<b>Full Time Equivalent (FTE)</b>	140	3	143

# 21-23 BUDGET REQUEST

	<b>21-23 Request</b>
<b>19-21 Base</b>	173,700,000
<b>3 FTE HCBS</b>	498,673
<b>Comp + Benefits – 140 State FTE</b>	2,436,068
<b>Operating</b>	(432,414)
<b>Grants</b>	956,411
<b>Subtotal</b>	<b>177,158,738</b>
<b>Proposed Legislative Increase of 2/2</b>	3,468,215
<b>21-23 Zones Uncovered Need</b>	9,089,381
<b>Total Increase Requested</b>	<b>12,557,596</b>
<b>Total Proposed 21-23 Budget</b>	<b>189,716,334</b>



# EQUITY ADJUSTMENTS

## Zone Directors

Compensation equity to align all zone directors within the range

## Zone Employee Benefits

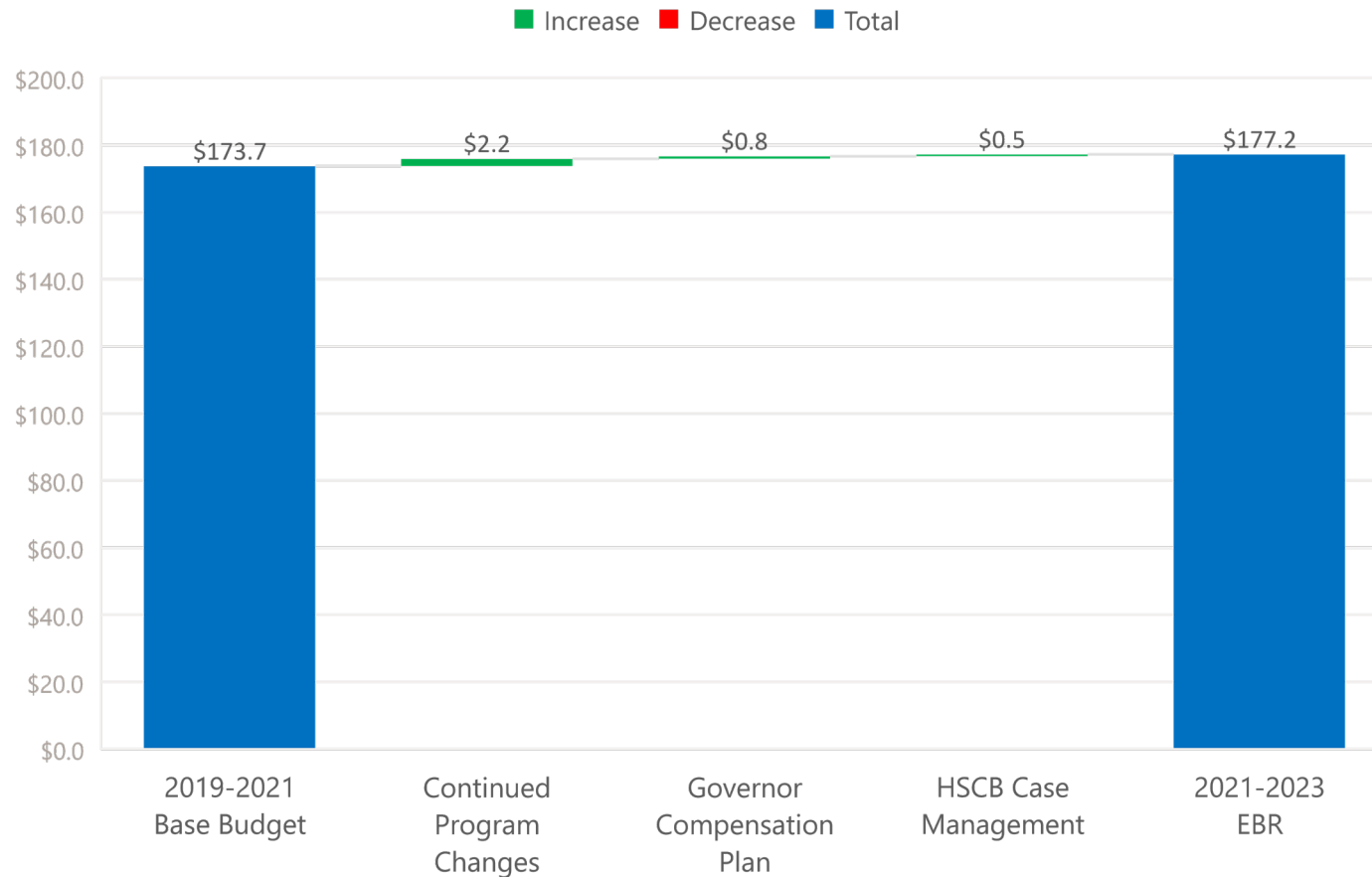
Employees shifting to host county benefits which were often more robust

## 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

# OVERVIEW OF BUDGET CHANGES (IN MILLIONS)

Human Service Zones Total Funds



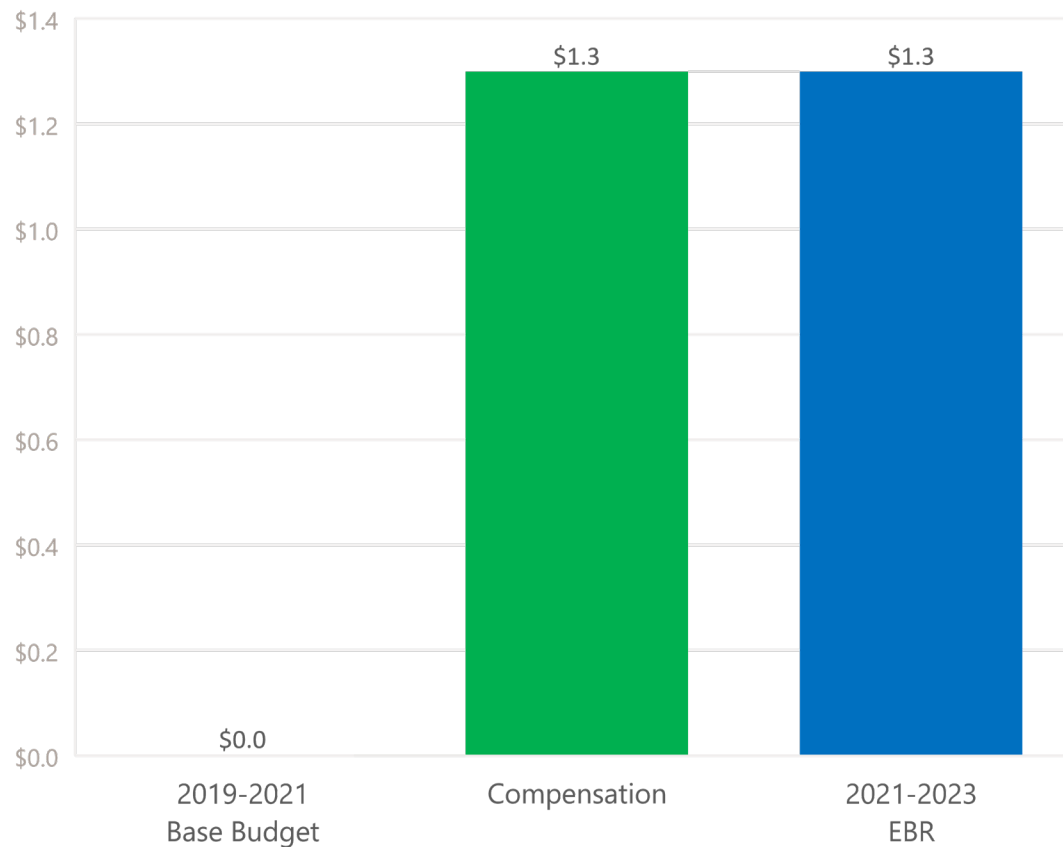
## Continued Program Costs

- Salary & Benefits Changes \$1.6 million
- Zone Payment Change \$1 million
- Other cost changes (\$0.4) million

# GENERAL FUND CHANGES (IN MILLIONS)

Human Service Zones General Fund

■ Increase ■ Decrease ■ Total



## Compensation

- Expend revenue for collected fees for associated FTEs



## Contact Information

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N O R T H  
Dakota

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