DHS OVERVIEW: IMPROVING THE LIVES OF NORTH DAKOTANS

CHRIS JONES, EXECUTIVE DIRECTOR

JANUARY 2021
WE SERVE MORE THAN 300,000 NORTH DAKOTANS A YEAR
DHS MISSION AND OPERATING PRINCIPLES

Provide quality, efficient, and effective human services, which improve the lives of people

QUALITY

• Services and care should be provided as close to home as possible

• Services should be provided consistently across service areas to promote equity of access and citizen focus of delivery

EFFICIENT

• Services should be administered to optimize for a given cost the number served at a service level aligned to need

• Investments and funding in DHS should maximize ROI for the most vulnerable through safety net services

• Cost-effectiveness should be considered holistically, acknowledging potential unintended consequences and alignment between state and federal priorities

EFFECTIVE

• Services should help vulnerable North Dakotans of all ages maintain or enhance quality of life by:

• Supporting access to the social determinants of health: economic stability, housing, education, food, community, and health care

• Mitigating threats to quality of life such as lack of financial resources, emotional crises, disabling conditions, or inability to protect oneself
OUR 2021-2025 KEY PRIORITIES SHAPE OUR WORK AND DIFFERENTIATE OUR AGENCY

**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
OUR ORGANIZATION IS STRUCTURED TO EXECUTE SUCCESSFULLY AGAINST OUR KEY PRIORITIES

CHRIS JONES
Executive Director

ROSALIE ETHERINGTON
State Hospital
HSC Clinics Officer

CAPRICE KNAPP
Medicaid
Executive Policy Director

PAMELA SAGNESS
Behavioral Health
Executive Policy Director

JESSICA THOMASSON
Family Stability &
Community Inclusion
Executive Policy Director

SUE FOERSTER
Life Skills & Transition Center

CHRIS JONES
Executive Director

LAURA KROETSCH
Medical Director

JEFF STENSETH
HSC Operations

LAURA KROETSCH
Medical Director

CAPRICE KNAPP
Medicaid
Executive Policy Director

HUMAN SERVICE CENTER
Directors
BLHSC-Jessica Odermann
LRHSC-Julie Baumgarn
NCHSC-Laurie Gotvaslee
NEHSC-Randy Slavens
NWHSC-Char Ferrell
SCHSC-Dan Cramer
SEHSC-Jeff Stenseth
WCHSC-Brad Brown

NANCY MAIER
Aging Services

JIM FLEMING
Child Support

TINA BAY
Developmental Disabilities

MICHELE GEE
Economic Assistance

DAMIAN SCHLINGER
Vocational Rehabilitation

CORY PETERSEN
Children & Family Services

JULIANNE HORNTVEDT
DD Council

KRISTEN HASBARGEN
Zone Operations

MICHELE GEE
Economic Assistance

TOM SOLBERG
Operations

TINA BAY
Developmental Disabilities

LYNN BARGMANN
Strategic Communications

KIRSTEN HASBARGEN
Zone Operations

TINA BAY
Developmental Disabilities

SARA STOLT
Chief Operating Officer

SARA STOLT
Chief Operating Officer

ARNOLD STREBE
Chief Administrative Officer/CFO

ARNOLD STREBE
Chief Administrative Officer/CFO

SUE FOERSTER
Life Skills & Transition Center

JESSICA THOMASSON
Family Stability &
Community Inclusion
Executive Policy Director

JESSICA THOMASSON
Family Stability &
Community Inclusion
Executive Policy Director

19 Zone Directors

19 Zone Directors

KRISTEN HASBARGEN
Zone Operations

SHERI SEIL
Disability Determination

SHERI SEIL
Disability Determination

DONNA AUKLAND
Assistant CFOs

LYNN BARGMANN
Strategic Communications

RHONDA OBRIGEWITCH
Legal Advisory

SHERI SEIL
Disability Determination

TOM SOLBERG
Operations

SHERRI SEIL
Disability Determination

JON ALM
Legal Advisory

MARCIE WUITSCHICK
Human Resources

MARIE WUITSCHICK
Human Resources
MEDICAL SERVICES PROVIDES HEALTH CARE COVERAGE FOR MORE THAN 100,000 NORTH DAKOTANS

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<thead>
<tr>
<th>DHS key priorities focus</th>
<th>Big wins</th>
<th>Successes</th>
<th>Changes</th>
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<tbody>
<tr>
<td><strong>Efficiency Through Redesign:</strong></td>
<td>• Transitioned pharmacy for approximately 20,000 expansion clients from managed care to DHS administration</td>
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<tr>
<td>• Document and improve quality in all services</td>
<td>• Transitioned approximately 2,000 CHIP clients from managed care to DHS administration</td>
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<td>• Strive to make payments equitable and efficient</td>
<td>• Completed Nursing Home Payment Reform study in Oct. 2020</td>
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<tr>
<td><strong>Services Closer to Home:</strong> Continue to shift from institutional to home and community-based care</td>
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<tr>
<th>COVID-19 impact</th>
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<tr>
<td>• <strong>Providers:</strong> Streamlined enrollment process and telehealth flexibilities</td>
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<tr>
<td>• <strong>Clients:</strong> Longer prescriptions and equipment refills, no termination of eligibility during public health emergency</td>
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CHILDREN AND FAMILY SERVICES WORKS WITH 3,000+ FAMILIES TO AVOID DISRUPTION AND BUILD STABILITY

**COVID-19 impact**

- **Child Care.** Provided 900+ child care providers with emergency operating funds, including support during COVID-related closures

- **Child Protection & Child Welfare.** Services to children and families uninterrupted during 2020

**Big wins / Successes / Changes**

- Adopted Family First Prevention Services Act Prevention Plan
- Implemented Safety practice model for child protection Dec. 2020
- Moved to statewide centralized intake for child abuse and neglect reporting Jan. 2021

**DHS key priorities focus**

**Strong Stable Families:**
- Evidence-based parent skill-building and Behavioral Health services with IV-E funds
- Increased delivery of in-home services to families to avoid foster care placement

**Efficiency Through Redesign:** Continue to streamline delivery of services to children and families in partnership with Human Service Zones
### COVID-19 impact

- Delivered emergency payments to senior nutrition providers, supporting conversion from congregate to "take out" meal options
- Guidance that allowed for uninterrupted delivery of HCBS and Vulnerable Adult services

### DHS key priorities focus

**Services Closer to Home:**
- Implement enhanced in-reach/out-reach and housing assistance to support individual’s ability to choose how and where they receive services
- Enhance capacity to deliver services closer to home via Money Follows the Person system investments

### Big wins / Successes / Changes

- Implementation of Electronic Visit Verification Jan. 1, 2021
- Transition of Aging HCBS staff from Human Service Zones to unified model of program and policy delivery
- Finalization of DOJ Settlement re: community supports for older adults and people with physical disabilities
DEVELOPMENTAL DISABILITIES PROVIDES BOTH EARLY INTERVENTION AND LONG-TERM SERVICES AND SUPPORTS TO 7,900 NORTH DAKOTANS EACH YEAR

Big wins / Successes / Changes

- Implementation of Electronic Visit Verification Jan. 1, 2021
- Early Intervention Leadership initiative Nov. 2020 – 2024
- Transition of DD staff from Human Service Centers to unified model of program and policy delivery

COVID-19 impact

- Approval of virtual delivery of services and assessments as feasible
- Flexibilities related to training, background checks and administrative requirements
- Emergency supplemental payments related to provision of day services and ICFs caring for youth who experienced school disruptions

DHS key priorities focus

Services Closer to Home:
- Partner with LSTC and CFS to enhance options for transition and diversion from institutional settings

Early Childhood Experiences:
- Partner with CFS, EA and DD Council to explore opportunities for child care options for children with special needs
VOCATIONAL REHABILITATION HELPS CONNECT 500+ PEOPLE WITH DISABILITIES TO EMPLOYMENT EACH YEAR

COVID-19 impact

- Virtual VR counseling to ensure continued connection to clients during COVID disruptions

Big wins / Successes / Changes

- Supported workforce needs of 1,500 businesses across North Dakota
- Offered employment and school-to-community transition counseling to students age 16-21 in 62 North Dakota schools

DHS key priorities focus

**Economic Health:**
- Build stronger connections between vocational rehab counseling and varied supported employment efforts
- Re-engage students in employment counseling as school schedules normalize
ECONOMIC ASSISTANCE CONNECTS MORE THAN 50,000 CHILDREN AND ADULTS TO FINANCIAL RESOURCES THAT HELP THEM MEET THEIR BASIC NEEDS

COVID-19 impact

- Delivered $40+ million in emergency food and energy assistance benefits to low income children and adults
- Modified Child Care Assistance program to pay based on enrollment
- Waived various admin requirements related to federal assistance programs (face-to-face interviews, timing of reviews, etc)

Big wins / Successes / Changes

- Successful delivery of emergency relief made available to North Dakotans through CRF
- Implementation of SPACES Release 3 which integrates the final 24,000 Medicaid cases into the integrated eligibility platform
- Completed operational assessment of SPACES

DHS key priorities focus

**Economic Health:**
- Incorporate Emergency Rent Bridge and housing assistance initiatives into EA
- Optimize investment of TANF in ND

**Early Childhood Experiences:**
- Partner with CFS to review Child Care Assistance program as part of 3-year plan
CHILD SUPPORT CONNECTS 66,000 CHILDREN TO NEEDED ECONOMIC RESOURCES EVERY YEAR

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<tr>
<td>• Navigated processing of COVID Economic Impact Payments to facilitate child support payment and collections</td>
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<td>• Navigated disruptions related to Court schedules</td>
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<td>• Transitioned from regional to functional units for delivery of services</td>
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<td>• Virtual customer service model with centralized call center and appointment-only in field offices</td>
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<td>• Received grant to examine Interstate Collections efforts</td>
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**DHS key priorities focus**

**Economic Health:**
- Maintain strong child support collections
- Examine opportunities to further strengthen interstate collections partnerships
- Evaluate intersections between Child Support and Economic Assistance and Child and Family Services
BEHAVIORAL HEALTH HAS BEEN A CRITICAL COMPONENT OF THE DIVISION’S SUPPORT STRATEGY DURING THE ONGOING PANDEMIC

**Big wins / Successes / Changes**

- Peer Support – 460+ individuals trained and 30+ certified with the newly established state certification.
- Development of the 1915i, expanding home and community-based services behavioral health services.
- Free Through Recovery – 2800+ participants.
- 4200 individuals served through the Substance Use Disorder (SUD) Voucher.

**COVID-19 impact**

**Crisis Counseling:**
- Project Renew (Lutheran Social Services of North Dakota)

**COVID-19 Behavioral Health Supports:**
- Support for Healthcare providers (Sanford Health, “Reach for Resilience”)
- Addiction treatment (Sharehouse and Heartview)
- Mental health treatment (Agassiz Associates)
- Crisis support (Field Services)

**Parent’s Lead: Parenting During a Pandemic Toolkit**

**DHS key priorities focus**

- Improving behavioral health in schools
- Improving access to home & community based behavioral health services
- Reducing criminal justice involvement for individuals with a behavioral health condition
- Investing in prevention and early intervention services and policies.
**THE STATE HOSPITAL HAS REMAINED OPEN AND FULLY OPERATIONAL THROUGHOUT THE COVID-19 CRISIS**

### COVID-19 impact

- Hospital bed surge participant
- Isolation and quarantine units
- Rapid use of specialized medications

### Big wins / Successes / Changes

- Psychiatric Bed Study completed
- Residential Bed Study completed
- Campus infrastructure analysis
- Implemented tele-forensic assessment

### DHS key priorities focus

- Expand hospital beds in west
- Reduce state hospital size
- Build new treatment campus
## COVID-19 impact

- Expanded to 350 telehealth providers
- Retained limited in-person care
- Expanded in-person care in November

## DHS key priorities focus

- **Strong Stable Families** through youth/family service transformation
- **Services closer to home** through crisis service and telehealth expansion

## Big wins / Successes / Changes

- Achieved national accreditation
- Measuring positive client change
- Expanded crisis services statewide
THE LIFE SKILLS AND TRANSITION CENTER PROVIDES RESIDENTIAL CARE FOR 72 ADULTS AND CHILDREN AND IN-COMMUNITY CRISIS SUPPORTS FOR BOTH CHILDREN AND ADULTS

**COVID-19 impact**

- Uninterrupted delivery of 24/7 care at LSTC and of crisis supports to people supported by other community providers
- Active COVID screening and surveillance testing throughout
- Adaptive opportunities for family connection and visitation

**DHS key priorities focus**

**Services Closer to Home:**
- Diversion and Transition of youth and adults to the community
- Expansion of statewide Crisis Services for people with developmental disabilities, with special focus on behavioral health needs
- Crisis Residential Services provided at LSTC

**Big wins / Successes / Changes**

- CQL Four Year Person-Centered Excellence Accreditation
- Smaller footprint: Remodel of Maplewood and Cedar Grove
- Demolition of Refectory and Pleasant View
- Development of DD Crisis Response Services
COVID-19 impact

- Increased applications for Medicaid
- Hybrid office closures and decreased walk-in appointments

Big wins / Successes / Changes

- Human Service Zones (HSZ) formed
- 18 out of 19 HSZ Directors have been hired
- 18 out of 19 HSZ plans approved
- Significant program redesign has continued to occur across zones for efficiency and effectiveness

DHS key priorities focus

Efficiency Through Redesign:
- As we provide services in zones, we continue to create greater efficiencies, increase collaboration and provide a person-centered experience

Strong Stable Families:
- Implementation of the new child welfare model
DHS Glossary of terms is available online at:

http://www.nd.gov/dhs/info/pubs/about.html

Thank you!