



## ***SB2012***

Senate Appropriations Committee – HR Section  
Senator Dever, Chairman

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Administration and Operations – Deputy Commissioner Sara Stolt  
Feb. 9, 2023

NORTH  
**Dakota**  
Be Legendary.

Health & Human Services

# Presentation roadmap

- HHS administration and operations divisions | shared services model
- FTE overview
- Division impacts highlights
- 2023-2025 Budget request
- Policy bills
- HHS IT overview



# HHS Goal: Help ND become the healthiest state in the nation

We'll focus on three actions to accomplish this:

Invest in the  
**FOUNDATIONS**  
of well-being



Economic  
Health



Behavioral  
Health



Physical  
Health

Ensure everyone has the  
opportunity to realize  
their **POTENTIAL**



Strong, Stable  
Families



Services Closer  
to Home



Early Childhood  
Experiences

Efficiency  
Through  
Redesign

High-  
Performing  
Team

Give everyone the  
**OPPORTUNITY** to  
decide to:



Be Healthy



Be Active



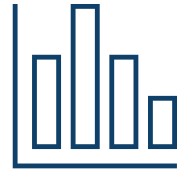
Find & Prevent  
Disease Early

# Shared Services (Administration and Operations)



## **Executive Office**

- Commissioner
- Deputy Commissioner
- Project Management
- Quality and Data Governance
- IT Governance
- Change Management



## **Finance**

- 4 Asst CFO's
- Budget Management
- Audit Management
- Procurement & Contracts
- Logistics Management
- General Accounting



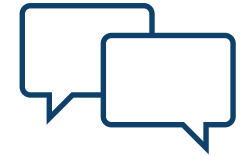
## **Legal**

- General Council
- Administrative Rules/Legislation
- Estate/Third Party Recovery
- Appeals
- ADA Compliance/Civil Rights
- HIPAA Compliance
- Records Management



## **Human Resources**

- Business Partners
- Ops & Digital
- Talent Acquisition
- Total Rewards
- Talent Mgmt/Learning & Development
- Employee Health/Safety/Risk Mgmt



## **Communications**

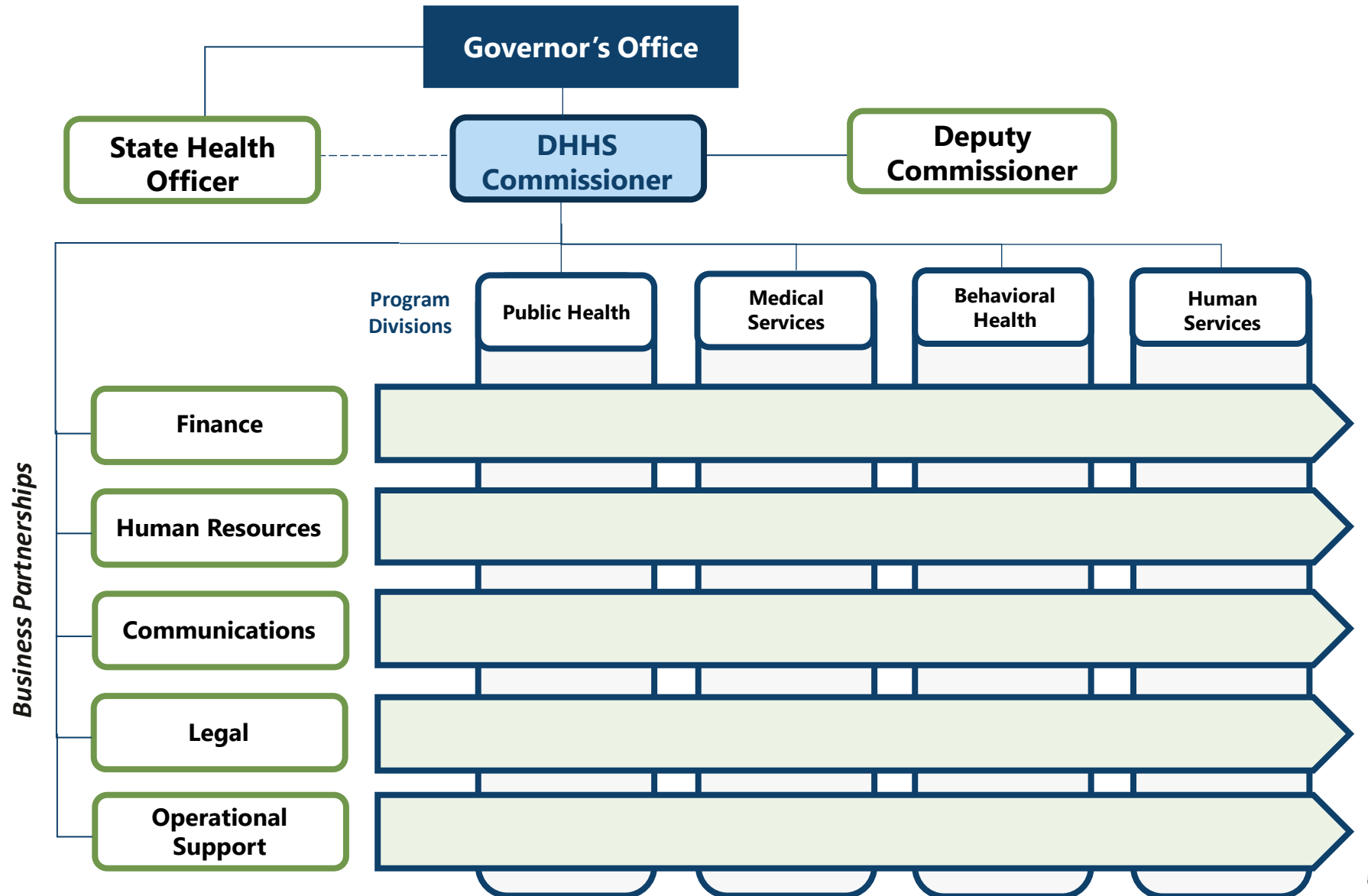
- Strategic communications and change management
- Marketing, outreach and education
- Media relations
- Multi-media support
- Team member communications

# North Dakota's HHS Shared Services Model

## Why?

*Our shared services model...*

- **Supports optimized policy and service delivery** for program Divisions.
- **Supports business partners** (Finance, HR, Communications, and Legal) in providing **strategic business functions across HHS**.
- **Structures service delivery based on the service provided** to best meet organizational need.





# Health and Human Services

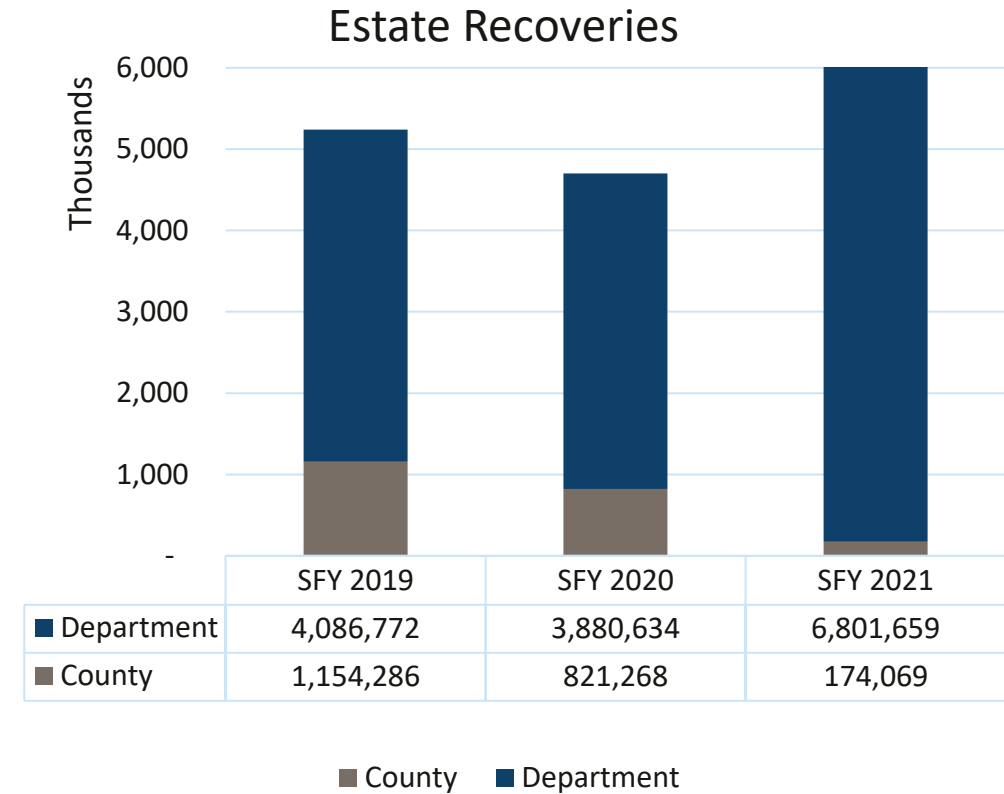
Administration-Support

<b>Administration</b> Exec Office, Finance, Legal, Human Resources and Communications		
<b>21-23</b> Authorized FTE Base	<b>23-25</b> Executive Budget FTE	<b># vacancies 12-31-22</b> (from base)
140.90	147.40	17.00

# Ensure program compliance

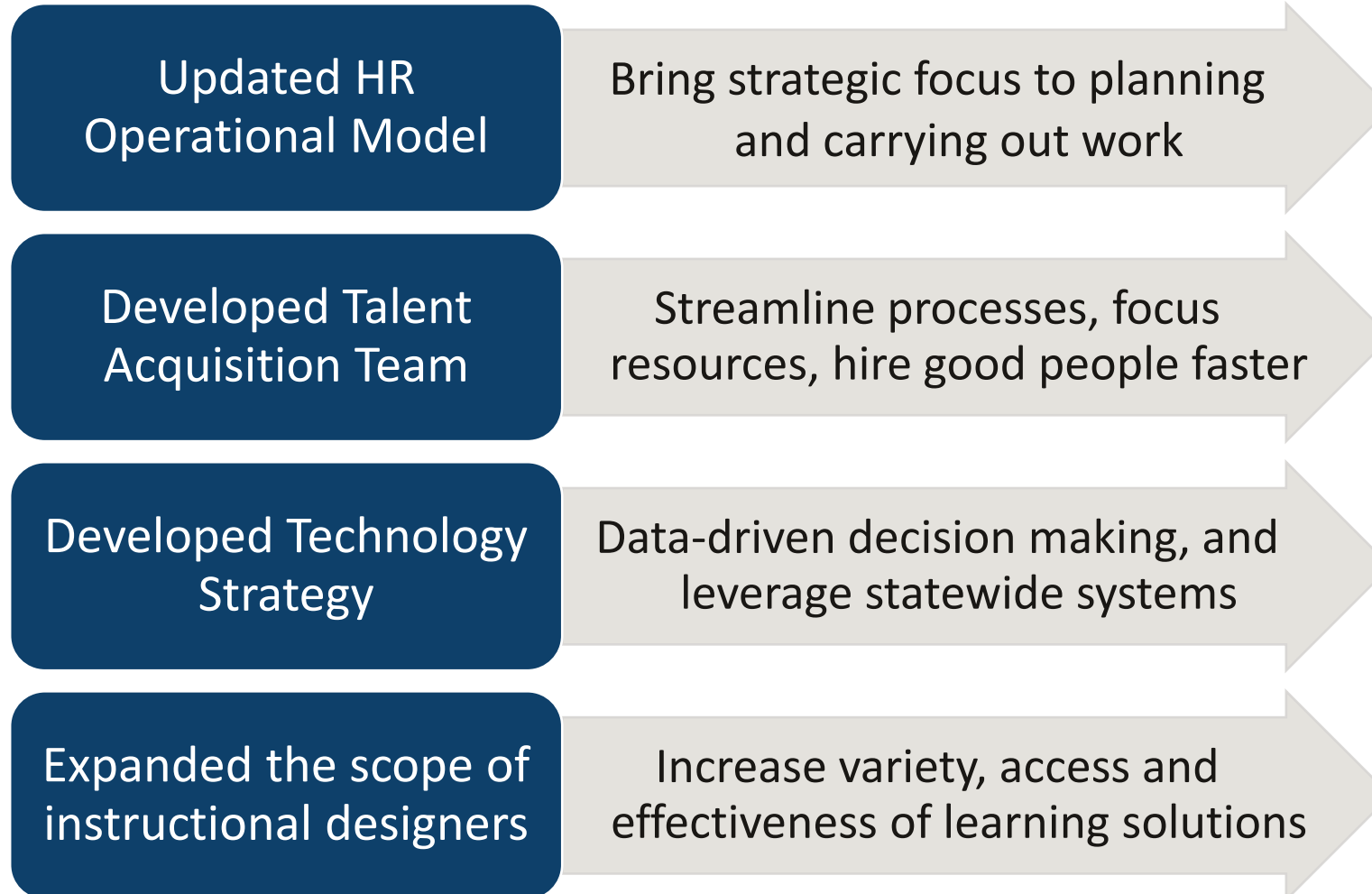
To reinvest in those we serve

Case Type	SFY 2020	SFY 2021
Requests for Fair Hearings	284	343
Provider Appeals	569	1,399
Intentional Program Violations	78	96
Civil Rights	14	11
Administrative Rules	13	13
Trust Review Files	91	68



# Ensure quality service delivery

Recruit and retain a high-performing workforce to help ensure that North Dakotans are served on time and safely





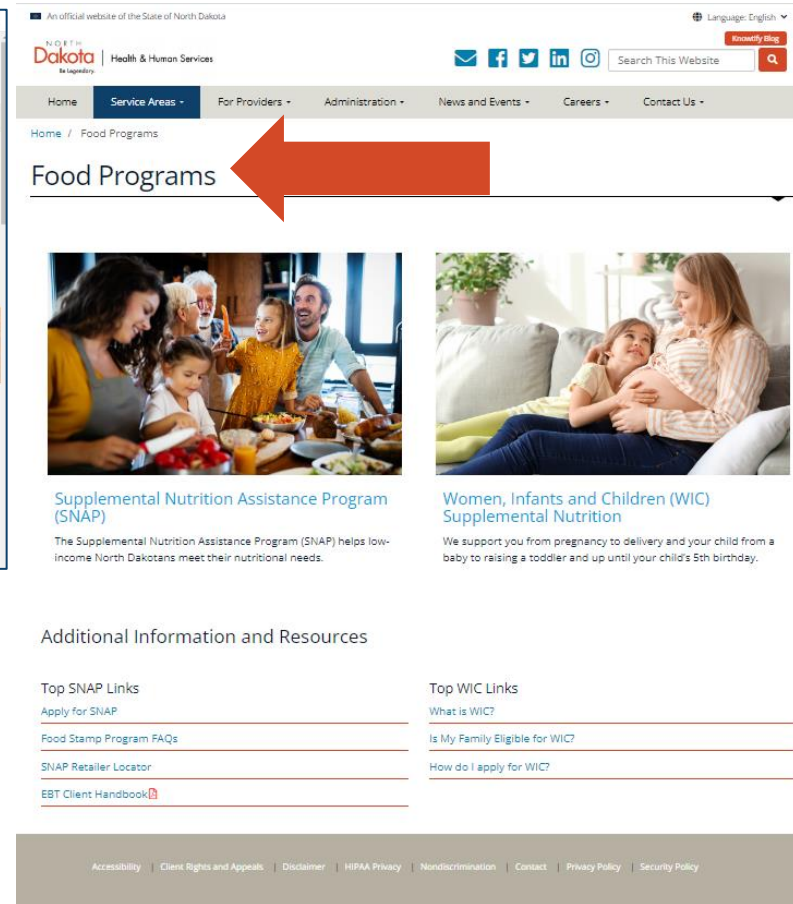
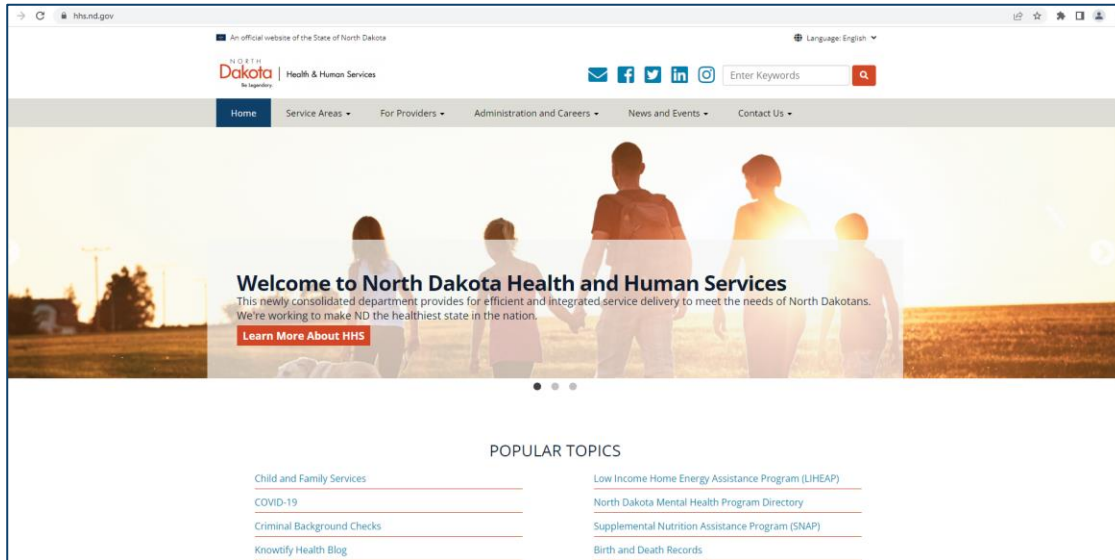
# Ensure quality service delivery

Recruit and retain a high-performing workforce to help ensure that North Dakotans are served on time and safely



# Improve access: Create one point of entry

HHS.nd.gov is a centralized source of information, programs and services, making it easier for North Dakotans to meet their health and well-being needs



## One path to food programs:

- Supplemental Nutrition Assistance Program (SNAP)
- Women, Infants, and Children (WIC) Supplemental Nutrition

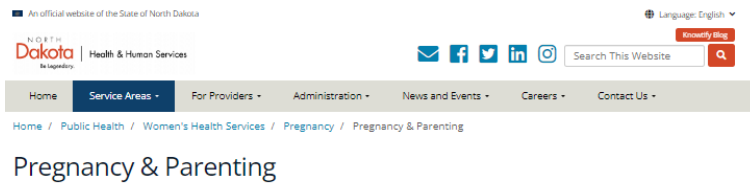
## HHS.nd.gov consolidated three legacy websites:

- Department of Health
- Department of Human Services
- Behavioral Health Division

# Improve access: Strengthen communications touchpoints

## Cross walk programs and services to connect North Dakotans to more ways to meet their health and well-being needs

### HHS.nd.gov



#### Creating a safe environment for your child

<b>Parents Lead</b> Create a safe environment for your children that promotes behavioral health.	<b>NDSU Extension</b> Learn how to be prevention-focused parents and find education opportunities.	<b>Injury Prevention</b> Learn how to supervise your children and keep them safe in different situations.
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#### Child Development

**Special Health Services**  
Special Health Services promote a system of care and services that improves the health and well-being of individuals with special health care needs and their families.

**Earl**  
Early that your their deve Devel cost

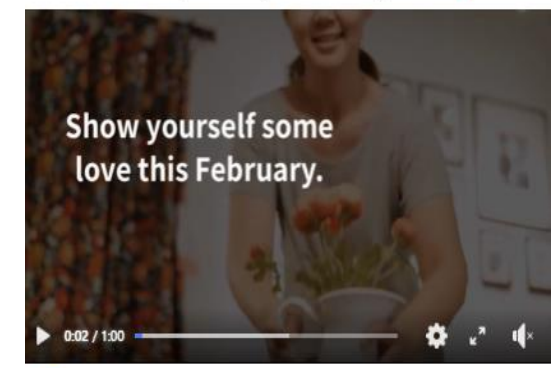
### Pregnancy and parenting page cross walks to:

- Parents Lead
- Early childhood care
- Health Tracks
- Injury prevention
- And more

### HHS social media examples



- Count the Kicks app
- ND Medicaid extended health coverage for moms and babies



- Heart health month video features content from:
- ND Quits
  - Behavioral Health
  - Physical health (diet and exercise)

# Improve access: Enhance points of service

Enhance communications at points of service to connect North Dakotans to more ways to meet their health and well-being needs

- Represents a collaboration among Maternal and Child Health and Medical Services teams.
- Outreach materials for new Medicaid extended health care coverage for moms and infants will be placed in:
  - Local public health units
  - Human service centers
  - Human service zones
  - WIC offices (Women, Infants and Children Supplemental Nutrition)

**ND Medicaid offers 12 months of coverage for moms. Act before your baby is born.**

Tell your human service zone right away when you become pregnant so you can receive this coverage.

This additional coverage allows you to get:

- Healthy mom checkups after birth
- Ongoing care for diabetes, high blood pressure and other needs
- Dental care
- Behavioral health services
- Preventive care services like mammograms and cervical screens
- Chiropractic care
- Physical therapy
- Family planning services

To qualify for additional coverage, you must be enrolled in North Dakota Medicaid or apply and qualify before your baby is born.

**ND Medicaid offers 12 months of coverage for moms. Act before your baby is born.**

Tell your human service zone right away when you become pregnant so you can receive this coverage.

**North Dakota** | Health & Human Services  
www.hhs.nd.gov

**North Dakota** | Health & Human Services  
Be Legendary.

Outreach materials include:

- Floor banners
- Rack cards
- Flyers
- Wallet cards



# Drive quality

Through a strong procurement process and efficient provider payments



Drive quality while doubling accounts payable with no staff increases



Decreased audit findings since 2015



Successfully managed over 3,700 hundred procurements and contracts to ensure efficient use of taxpayer dollars

# Decreased audit findings since 2015

## Agency Audits

Audit year	No. of Findings
2015	20
2017	21
2019	8
2021	8

## Single Audits

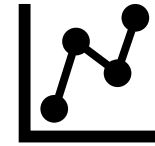
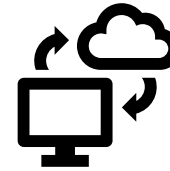
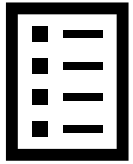
Audit year	No. of Findings
2016	61
2018	36
2020	18



# Ensuring successful delivery and outcomes for those we serve

With each organizational project, system redesign, process improvement comes change. Lead change management with resources and tools for success.

## Change Management



## Project Management

Tools, resources, best practices and staffing to support DHHS **priority projects**, portfolio management and program projects.

## Process Improvement

Techniques, tools, resources, models and staff to redesign a process or system for greater efficiency and effectiveness.

## Quality Management

Leading best practices, standards and consistency around how DHHS measures quality and creates a culture of quality.

## IT Governance

Ensuring effective use of IT resources and ensuring efficiency with all IT efforts within DHHS.

## Data Governance

Leading data strategy efforts and providing standards, training and tools to support data analytics across DHHS.



# 2023-2025 Budget request

The **program, systems and workforce support** necessary to continue to serve North Dakotans

# There are three areas of inflation impacting the HHS budget



**1) Provider Rates**



**2) State Compensation Plan**



**3) Operating costs**

# Overview of budget changes

## Administration-Support

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
Salaries and Benefits	\$ 27,413,848	\$ 6,761,084	\$ 34,174,932
Operating	8,070,097	29,741,394	37,811,491
IT Services	1,757,959	2,156,140	3,914,099
Capital Asset Expense	-	-	-
Capital Assets	-	-	-
Grants	-	-	-
<b>Total</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>

<b>General Fund</b>	<b>\$ 21,368,312</b>	<b>\$ 26,129,473</b>	<b>\$ 47,497,785</b>
<b>Federal Funds</b>	<b>15,280,389</b>	<b>12,038,909</b>	<b>27,319,298</b>
<b>Other Funds</b>	<b>593,203</b>	<b>490,236</b>	<b>1,083,439</b>
<b>Total Funds</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>

Full Time Equivalent (FTE)	140.90	6.50	147.40
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# Budget detail by account

## Administration-Support

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
511x Salaries - Regular	\$ 18,876,288	\$ 3,412,350	\$ 22,288,638
513x Salaries Temp	287,583	1,273,190	1,560,773
516x Salaries Benefits	8,249,977	1,806,420	10,056,397
<b>Total Salaries &amp; Benefits</b>	<b>\$ 27,413,848</b>	<b>\$ 6,761,084</b>	<b>\$ 34,174,932</b>
52x Travel	883,385	200,676	1,084,061
53x Supply	126,473	68,862	195,335
54x Postage & Printing	2,150,537	102,733	2,253,270
55x Equipment under \$5,000	19,950	(14,150)	5,800
57x Insurance	238,504	39,456	277,960
58x Rent/Leases - Bldg/Equip	499,324	780,937	1,280,261
59x Repairs	33,106	(3,401)	29,705
61x Professional Development	146,769	19,544	166,313
62x Fees - Operating & Professional	3,972,049	28,546,737	32,518,786
53x Supplies	52,081	49,019	101,100
60x IT Expenses	1,705,878	2,107,121	3,812,999
<b>Total Operating</b>	<b>\$ 9,828,056</b>	<b>\$ 31,897,534</b>	<b>\$ 41,725,590</b>
<b>Total</b>	<b>\$ 37,241,904</b>	<b>\$ 38,658,618</b>	<b>\$ 75,900,522</b>



# Overview of budget changes by funding source

## Administration-Support

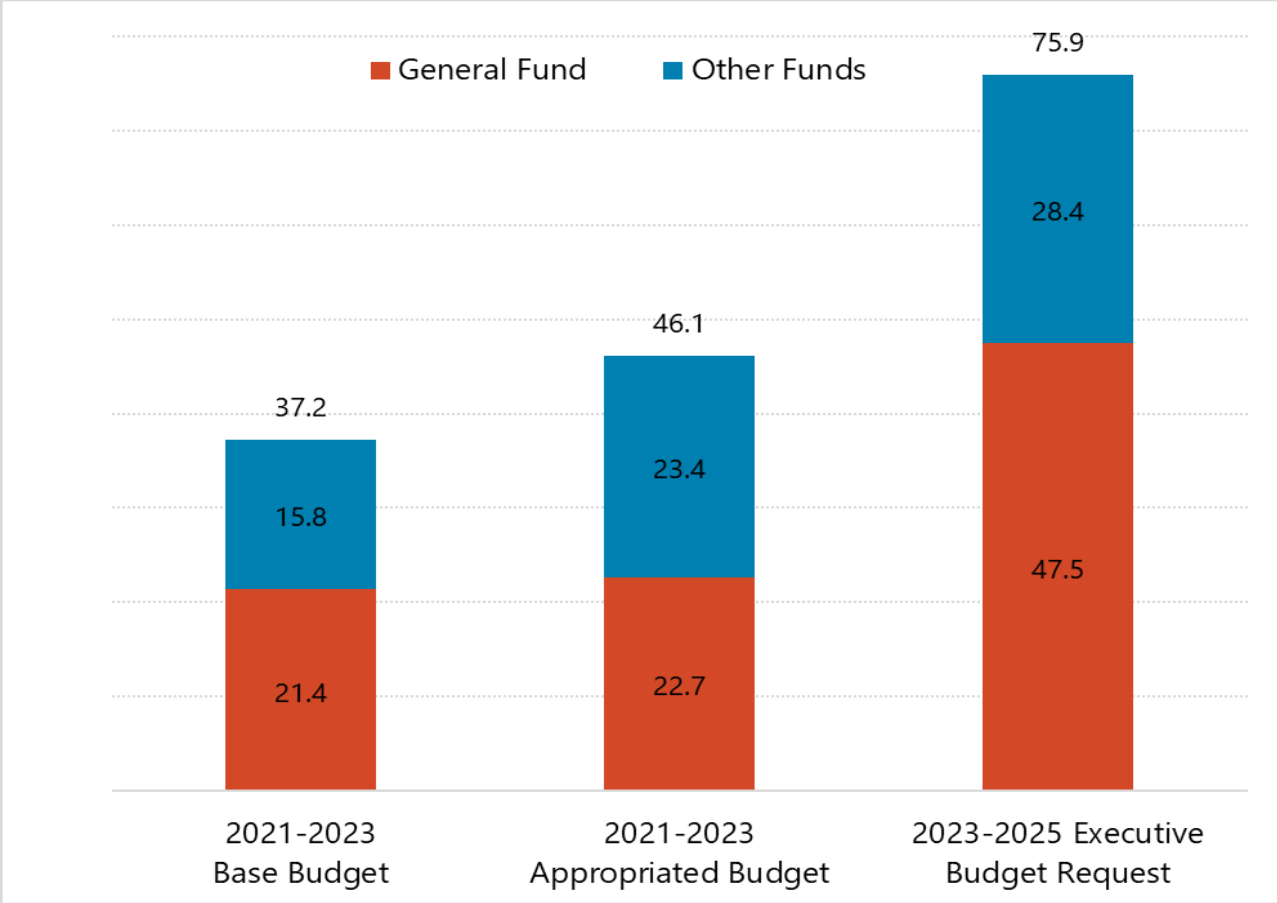
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# Overview of budget changes (IN MILLIONS)

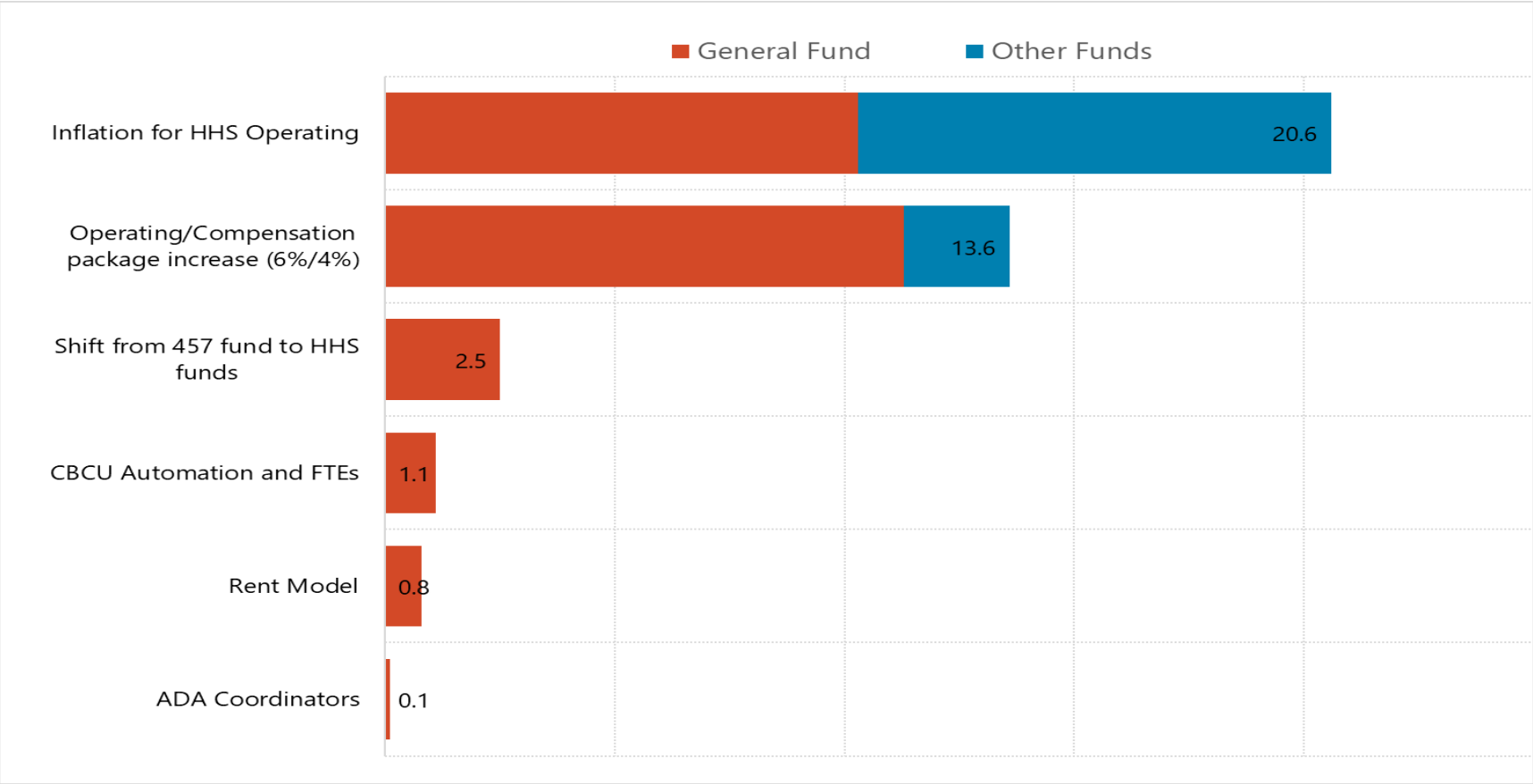
## Administration-Support

INCREASE FROM BASE TO EXECUTIVE RECOMMENDATION \$ 38.7 MILLION



# Overview of budget changes (IN MILLIONS)

## Administration-Support





# Policy Bills – Impact on Appropriations





# Health and Human Services IT Overview



Health & Human Services

# Overview of budget changes

## Information Technology Services

Description	2021 - 2023 Budget Base		Increase/ (Decrease)		2023 - 2025 Executive Budget
Salaries and Benefits	\$	-	\$	-	\$ -
Operating		314,658		18,342	333,000
IT Services		141,966,634		86,509,291	228,475,925
Capital Asset Expense		-		-	-
Capital Assets		75,000		-	75,000
Grants		-		-	-
<b>Total</b>	\$	<b>142,356,292</b>	\$	<b>86,527,633</b>	\$ <b>228,883,925</b>

<b>General Fund</b>	\$	<b>60,127,345</b>	\$	<b>3,642,017</b>	\$ <b>63,769,362</b>
<b>Federal Funds</b>		<b>79,809,422</b>		<b>51,560,881</b>	<b>131,370,303</b>
<b>Other Funds</b>		<b>2,419,525</b>		<b>31,324,735</b>	<b>33,744,260</b>
<b>Total Funds</b>	\$	<b>142,356,292</b>	\$	<b>86,527,633</b>	\$ <b>228,883,925</b>

Full Time Equivalent (FTE)		-		-	-
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# Budget detail by account

## Information Technology Services

Description	2021 - 2023 Budget Base	Increase/ (Decrease)	2023 - 2025 Executive Budget
54x Postage & Printing	314,659	18,341	333,000
53x Supplies	-	32,000	32,000
60x IT Expenses	141,966,634	86,477,291	228,443,925
69x Equipment Over \$5,000	75,000	-	75,000
<b>Total Operating</b>	<b>\$ 142,356,293</b>	<b>\$ 86,527,632</b>	<b>\$ 228,883,925</b>
<b>Total</b>	<b>\$ 142,356,293</b>	<b>\$ 86,527,632</b>	<b>\$ 228,883,925</b>



# Overview of budget changes by funding source

## Information Technology Services

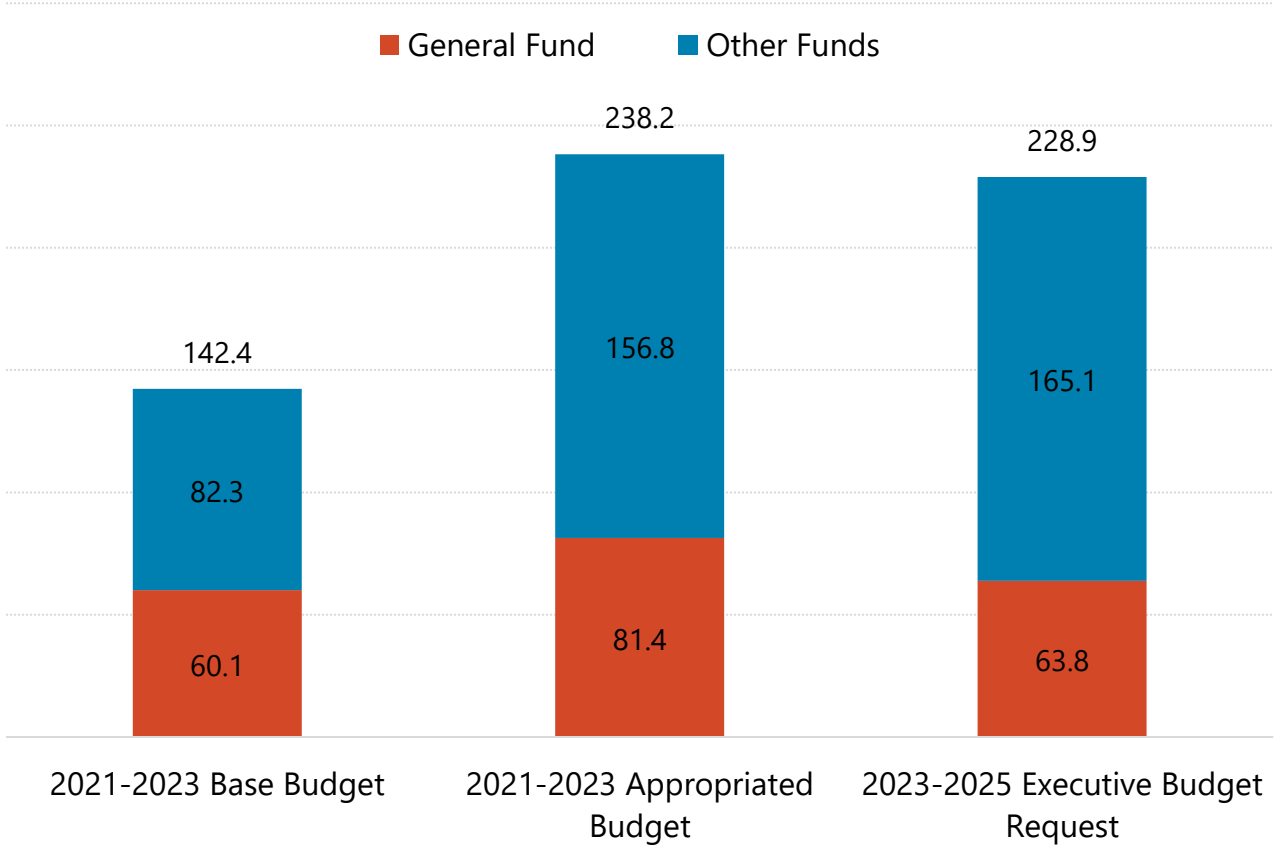
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<b>Other Funds</b>	2,419,525	31,324,735	33,744,260
<b>Total Funds</b>	\$ 142,356,292	\$ 86,527,633	\$ 228,883,925

# Overview of budget changes (IN MILLIONS)

## Information Technology Services

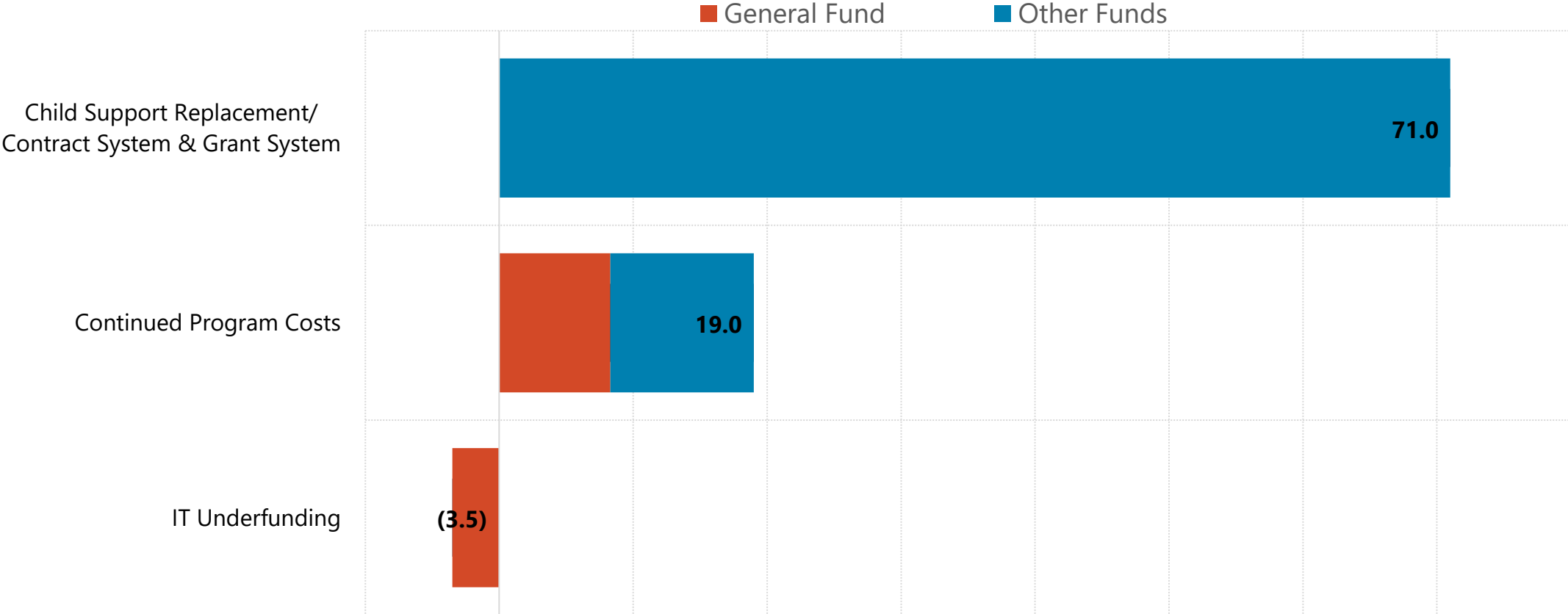
INCREASE FROM BASE TO EXECUTIVE RECOMMENDATION \$86.5 MILLION

- 1 - \$60M Child Support System
- 2 - \$11M Contract and Grant System
- 3 - \$19M IT contracts and NDIS increases



# Overview of budget (IN MILLIONS)

## Information Technology Services



# Admin + IT Percentage of Total Budget



Total budget \$5.793 billion.

- Admin support is \$75.9M - 1.3%
- IT is \$229M - 4%

# One-time funding requests

Admin + IT

- CBCU Automation: \$1M
- Inflation \$20M
- 2023-2025 Child Support Replacement: \$60M
- 2023-2025 Contract and Grant Management System: \$11M



# SB 2012 Section 2: One-Time Expenditures

## Child Support System Replacement

1

- Fully Automated Child Support Enforcement System (FACSES)
- \$60 million estimate, covers:
  - Project Management
  - Design, Development, and Implementation
  - Independent Verification and Validation
  - Quality Assurance
  - User Acceptance Testing
- Integrated case management, electronic case records, and customer interface





# Grants + Contracts System

```
STATE OF NORTH DAKOTA
INFORMATION TECHNOLOGY DEPARTMENT
Date: 02/03/23   Time: 14:24:18   Term-ID: TCPS5289

USER-ID.....
Password....   Change Password ? N (Y or N)

ENTER USERID

PF1: Help   PF3: Exit

Bulletins: +----- SUPERSESSION NEWS -----+
```

## Current system

- Uses antiquated mainframe built in 1996
- Receives limited NDIR support
- Does not support efficient workflows or document storage
- Supports only certain parts of the procurement/ contract process
- Uses multiple spreadsheets to track processes and workflows
- Requires drafting contracts and amendments manually

```
SS3515          ***** - NDDHS CONTRACT SYSTEM - *****          SS3515M1
Feb  3,23      - - MAINTAIN PROPOSAL TO PROCURE / AMENDMENTS - -      2 more >

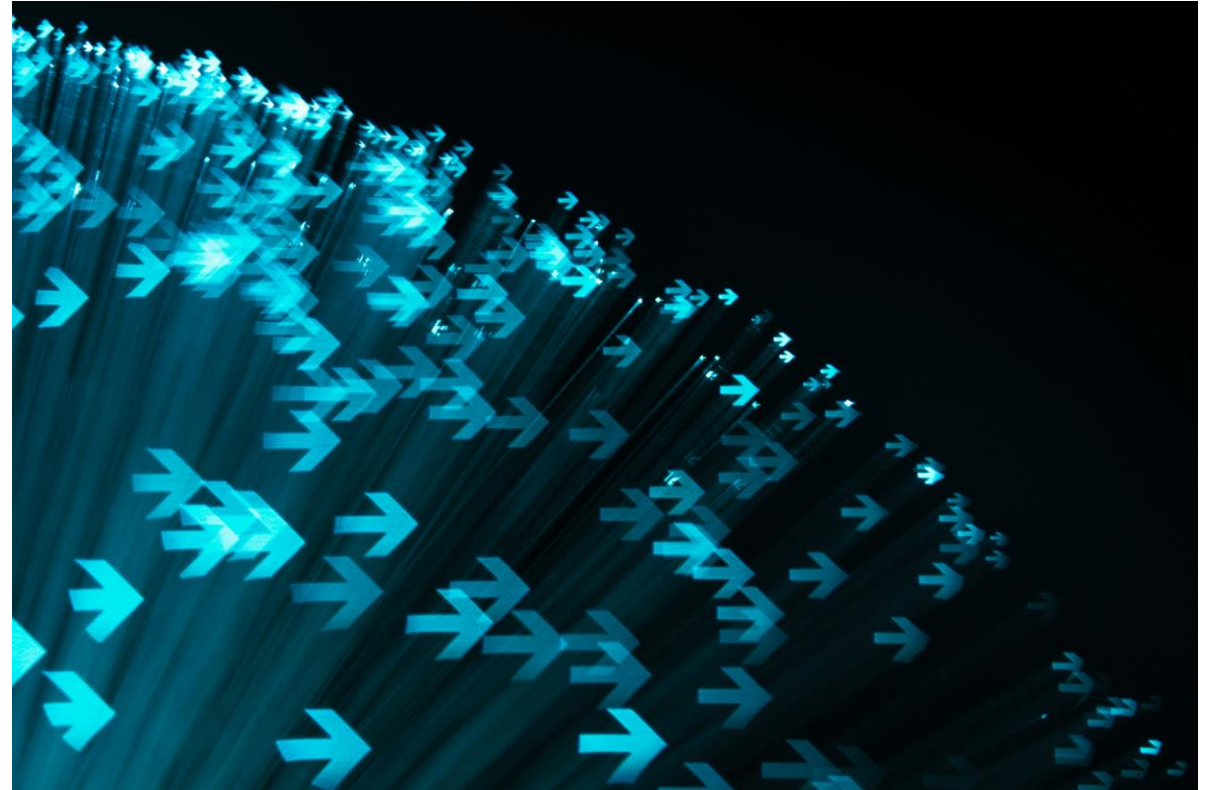
ACTION:  _  A(ADD) B(BROWSE) D(DISPLAY) M(MODIFY) P(PURGE)   NEXT PANEL:  1_
CONTRACT:          AMENDMENT:      SERVICE CODE:  _
ORIGINATOR:  _      NAME:  _

CONTRACT START DATE:  _ _ _ _      END DATE:  _ _ _ _
PROVIDER NAME:  AACTION MOVERS, INC.
ADDRESS 1:  _ _ _ _ _ _ _ _ _ _      AUDIT TYPE:  NONE
ADDRESS 2:  _ _ _ _ _ _ _ _ _ _      SHORT FORM:  _
CITY:  _ _ _ _      STATE:  _      ZIPCODE:  _ _ _ _
VENDOR NUMBER:  474      TAXPAYER ID:  450313179      PROVIDER DEBARRED:  _
FUNDING:  FEDERAL:  _ _ _ _      STATE:  _ _ _ _
OTHER:  _ _ _ _      UNKNOWN:  _ _ _ _
TOTAL FUNDING:  _ _ _ _

ATTACHMENTS:  _      BID REQUIREMENT REASON:  _      PTP TYPE:  _      PHI:  _
2:SCOPE OF SERVICE      3:DEPARTMENTS
PF13:BUDGET INFO      PF14:EXEC QUESTION      PF15:OTHER BID COMMENTS
PF16:INDIRECT RATES      PF17:PTP TRACKING      PF18:PRINT      PF19:CONTRACT
Enter-PF1---PF2---PF3---PF4---PF5---PF6---PF7---PF8---PF9---PF10---PF11---PF12---
confm help retrn quit      flip pref bkwrd frwrd AUTH left right main
```

# Procurement/contracts new system

- One stop shop from beginning of procurement through contracting
- Vendors can submit online payment for processing through system
- No need for multiple tracking spreadsheets
- Up-to-date information available
- Better process for subrecipient monitoring
- Ability to integrate with a grants management system
- Ability for multiple reports and dashboards



# Major IT Project 3: Background Check Automation

3



1. Shift from a paper-driven process to a fully automated system, driven by the program applicant
2. Enhance integration points with fingerprints, CBCU, providers and BCI
3. Increase timeliness and complete background checks

# Opportunities and challenges

What will it take for HHS to meet the moment?

## Talent

- Managing immense and **continual change**
- Workforce shortage and **talent war** with private sector for key roles:
  - Behavioral health clinicians
  - Child safety and protection case managers
  - Direct support caregivers
  - Nurses
- Our partnership with private partners for **service delivery** = their challenges are our challenges

## Systems

- **Mainframe** environment
- **Data analysis** and **data modernization**
- **Re-design delivery of services** in eligibility determination, case management, provider enrollment
- **Integrate** behavioral health policy and service delivery
- OCR and Bots as **automation tools**
- Update **state lab**
- Phase 2 of **HHS integration effort**

## Budget

- **Rates tied to quality** and complexity of care
- **Re-balancing investment** from institutional to non-institutional settings
- Address immediate / acute / urgent needs **without sacrificing investments** in approaches that can prevent crisis
- **Right sizing staff** to meet demand
- **Efficient operations / efficient team**

## Policy

- FORWARD PROGRESS: Invest energy, talent and resources in **ongoing strategic initiatives**
- STRATEGIC PRIORITY: **Kids' health**, safety and wellbeing, and childhood obesity
- STRATEGIC PRIORITY: Update **state lab**
- STRATEGIC PRIORITY: Treatment environment at the **State Hospital**





# Contact information

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