MONTANA
DPHHS
Healthy People. Healthy Communities.
Department of Public Health & Human Services
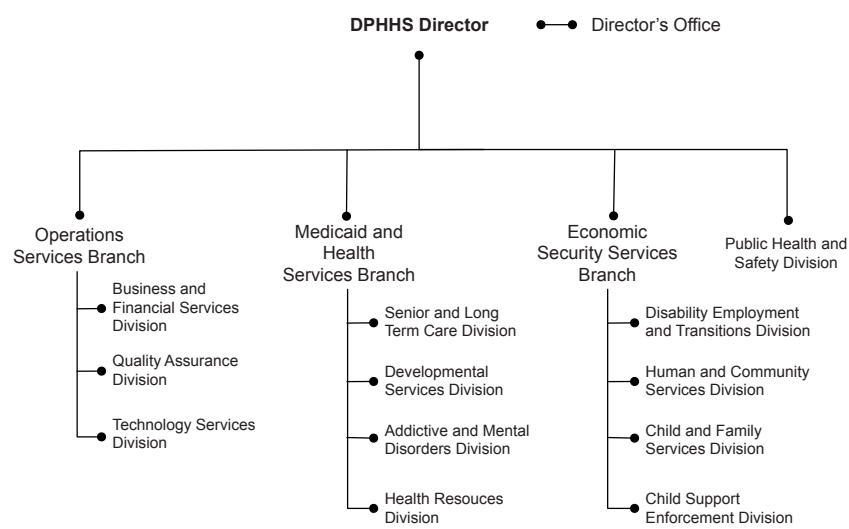
2019-2024

Strategic Plan

For more information visit dphhs.mt.gov

Introduction

Montana DPHHS Overview

The Montana Department of Public Health and Human Services (DPHHS or Department) is the largest state agency in Montana, seeking to promote and protect the health, well-being, and self-sufficiency of all Montanans. The agency is led by Director Sheila Hogan and is organized into three branches: Operations Services, Medicaid and Health Services, and Economic Security Services.

DPHHS Director ●——● Director's Office

Operations Services Branch
- Business and Financial Services Division
- Quality Assurance Division
- Technology Services Division

Medicaid and Health Services Branch
- Senior and Long Term Care Division
- Developmental Services Division
- Addictive and Mental Disorders Division
- Health Resouces Division

Economic Security Services Branch
- Disability Employment and Transitions Division
- Human and Community Services Division
- Child and Family Services Division
- Child Support Enforcement Division

Public Health and Safety Division

Strategic Plan Introduction

The 2019-2024 DPHHS strategic plan is a Department-wide plan, outlining a shared vision and mission, as well as goals, objectives, and strategies. The plan defines common priorities and focuses resources and actions on achieving collective goals. The plan draws on the strengths of the Department and addresses health and human services needs throughout the state.

The plan provides the framework for more detailed strategic and implementation plans for divisions, bureaus, and programs. All of the Department's varied plans will roll up to this umbrella plan to ensure alignment of mission, goals, and strategy. This increased coordination will help the Department increase its impact through more efficient and effective service delivery, improving outcomes prioritized by Montana's citizens. DPHHS will update this strategic plan annually and use it ongoing to support continuous improvement efforts.

The Department defined performance measures to analyze progress made toward achieving goals, objectives, and strategies included in the 2019-2024 strategic plan. Full information about the definitions and sources for these performance measures are included at the end of this document.

Strategic Plan for Preventing Child Abuse and Neglect

Medicaid Innovations Report

Operational Efficiencies and Cross-Program Collaboration Report

State Health Improvement Plan

The strategic plan is one component in a suite of plans and reports that collectively serve as Director Hogan's strategic guide for the Department moving into the 2019 legislative session. The Department developed three flagship reports: 1) Strategic Plan for Preventing Child Abuse and Neglect; 2) Medicaid Innovations Report; and 3) Operational Efficiencies and Cross-Program Collaboration Report and updated the State Health Improvement Plan (SHIP) to inform the Department's work. Additionally, the Department's work is guided by program-focused strategic plans, including strategic plans to address suicide, substance use disorders, early childhood services, American Indian health, and the state public health system.

Plan Overview

Vision

Healthy People,
Healthy Communities,
Healthy Futures

Mission

Improving and protecting
the health, well-being,
and self-reliance of all
Montanans

Goals and Objectives Summary

Goal 1   **Promote health equity and improve population health**

1.1	Decrease health disparities
1.2	Increase access to timely, affordable, and effective health services
1.3	Strengthen prevention efforts to promote health and well-being
1.4	Improve the public health system capacity

Goal 2   **Strengthen the economic and social well-being of Montanans across the lifespan**

2.1	Encourage individual and family stability
2.2	Support individuals' ability to work and be self-sufficient
2.3	Maximize the opportunity for independence, well-being, and health among older adults, people with disabilities, and their families and caregivers

Goal 3   **Ensure all children and youth achieve their highest potential**

3.1	Improve birth outcomes for mothers and babies
3.2	Support the developmental needs of children and youth
3.3	Increase access to high quality care and education
3.4	Promote safe, stable, and nurturing relationships and environments

Goal 4   **Effectively engage stakeholders**

4.1	Enhance and expand engagement with clients
4.2	Enhance collaboration with tribal agencies and organizations serving American Indians
4.3	Engage additional stakeholders essential to program and service delivery

Goal 5   **Ensure core business services are efficient, innovative, and transparent**

5.1	Increase use of effective planning, evaluation, and management principles across the Department
5.2	Strengthen coordination and collaboration across branches, divisions, and programs
5.3	Enhance use of financial resources
5.4	Optimize information technology investments to improve process efficiency and enable innovation

Goal 6   **Improve organizational health and be the employer of choice**

6.1	Build and sustain the organizational infrastructure and workforce to advance equity, diversity, and inclusion
6.2	Support skill building, advancement, and mobility in the workforce
6.3	Support work-life balance, workplace health and wellness, and safety in Department activities and policies

Goals, Objectives and Strategies

GOAL 1

Promote health equity and improve population health

Objective	*Strategies*	
1.1 Decrease health disparities	1.1.1	Increase the use of population and program data to inform decision-making
	1.1.2	Collaborate with partners to effectively address social determinants of health and sources of health disparities
	1.1.3	Review policy changes for health equity impacts
	1.1.4	Support access to culturally appropriate, patient-centered health services, particularly by underserved and at-risk populations
	1.1.5	Enhance effective care coordination and/or case management across programs consistent with client needs and preferences
1.2. Increase access to timely, affordable, and effective health services	1.2.1	Develop, support, and implement policies to increase access to affordable and effective health services
	1.2.2	Assess and implement options for addressing health care provider shortages statewide
	1.2.3	Support continued expansion of telehealth services for behavioral health, primary care, and other health-related needs
	1.2.4	Promote the availability of cost-effective services and supports meeting the continuum of health needs
	1.2.5	Support the implementation of evidence-based interventions in collaboration with health care systems, providers, and other partners
	1.2.6	Continue to ensure programs and services meet Americans with Disabilities Act (ADA) requirements

GOAL 1 continued

Promote health equity and improve population health

Objective

Strategies

1.3. Strengthen prevention efforts to promote health and well-being

1.3.1	Develop, implement, incentivize, and monitor effective policies and programs that promote health through prevention, wellness, and early intervention
1.3.2	Increase health literacy and provide information to help Montanans make healthy choices
1.3.3	Create environments that support healthy choices and lifestyles
1.3.4	Use effective strategies to decrease stigma about behavioral health
1.3.5	Increase immunization and health screening rates

1.4. Improve the public health system capacity

1.4.1	Conduct epidemiological investigations in collaboration with partners to identify public health problems and implement public health actions
1.4.2	Provide technical assistance to tribal and local health departments and other partners for data analysis and epidemiologic support
1.4.3	Support the development of community health assessments and community health improvement plans at tribal and local levels
1.4.4	Build capacity to monitor and respond to environmental health concerns in Montana communities
1.4.5	Prepare public health and health care systems at the state, tribal, and local levels to plan for and respond to significant public health events and emergencies

GOAL 2

Strengthen the economic and social well-being of Montanans across the lifespan

Objective

Strategies

2.1. Encourage individual and family stability

2.1.1 Effectively connect individuals and families to needed services and supports related to food, housing/shelter, safety, transportation, health, behavioral health, child care and education, youth engagement, and social supports, including through increased client advocacy and program coordination

2.1.2 Enhance collaboration and coordination to facilitate access to effective preventative supports and safety interventions and for at-risk families

2.1.3 Enhance the lives of children and families by helping parents meet the financial and medical needs of their children by establishing and enforcing child support orders

2.2. Support individuals' ability to work and be self-sufficient

2.2.1 Build on client strengths and address barriers through assessment, goal-setting, client advocacy, benefits counseling, and services and supports coordination

2.2.2 Support clients to gain the skills, education, and experience needed to find and maintain employment through completion of education, training programs, and work experience

2.2.3 Support individual and family financial security through increased employment and earnings

2.3. Maximize the opportunity for independence, well-being, and health among older adults, people with disabilities, and their families and caregivers

2.3.1 Promote person-centered, informed-choice, and self-determination for individual-driven service plans, including through building self-advocacy skills

2.3.2 Continue to expand conflict free assessment to eliminate conflict of interest

2.3.3 Increase capacity of natural and informal supports through education, outreach, respite, and other support services

2.3.4 Support clients to live in home and community-based settings

2.3.5 Increase business engagement to promote the employment of people with disabilities and older Montanans and the ongoing implementation of Workforce Innovation and Opportunity Act (WIOA)

2.3.6 Provide education and training to keep older Montanans safe from abuse, neglect, and exploitation

GOAL 3

Ensure all children and youth achieve their highest potential

Objective	*Strategies*	
3.1. Improve birth outcomes for mothers and babies	3.1.1	Expand coordinated prenatal and postpartum care, education, and resources to support positive physical and behavioral health outcomes for mothers and babies
	3.1.2	Expand access to evidence-based family supports and services for Montana families
	3.1.3	Reduce teen and unintended pregnancies
3.2. Support the developmental needs of children and youth	3.2.1	Provide training and technical assistance to primary care providers, early childhood care and education providers, and other community partners who serve children to increase use of developmental screenings, referrals, and connections to services
	3.2.2	Support primary care providers and care teams to increase their capacity to address behavioral health concerns in children and youth
	3.2.3	Promote emotional resilience in children and youth through trauma-informed wellness and prevention efforts
	3.2.4	Increase access to transition services for youth with disabilities, youth in care, and underserved populations
	3.2.5	Improve transitions between services and programs for children and youth, including the transition to adulthood
3.3. Increase access to high quality care and education	3.3.1	Continue to expand access to a mixed delivery system of high-quality early childhood care and education, with a focus on underserved and at-risk populations
	3.3.2	Increase access to skill-building and training opportunities for school-age youth, including high quality out of school time care and opportunities for youth with disabilities
	3.3.3	Support care and education (early childhood care and education and K-12) professionals through best practices sharing, professional development, coaching, mentoring, and pay equity
	3.3.4	Improve referral networks for early childhood care and education
	3.3.5	Improve children's school readiness and successful transitions to kindergarten
	3.3.6	Increase parent education, choice, engagement, and partnership in early childhood care and education

GOAL 3 continued

Ensure all children and youth achieve their highest potential

Objective

3.4. Promote safe, stable, and nurturing relationships and environments

Strategies

3.4.1	Increase access to appropriate evidence-based, informed, and culturally competent programs to support and strengthen families and communities
3.4.2	Increase public knowledge of and capacity to address adverse childhood experiences and other multigenerational, complex trauma
3.4.3	Build capacity for community-based efforts to increase protective factors, reduce risk factors, and prevent maltreatment
3.4.4	Provide resources and support to develop and enhance trauma-informed organizations and care
3.4.5	Support child protective service providers and the legal community to increase safety, wellbeing, and permanency

GOAL 4

Effectively engage stakeholders

Objective

4.1 Enhance and expand engagement with clients

Strategies

4.1.1	Regularly solicit input from clients and integrate feedback into efforts to enhance service delivery and client satisfaction
4.1.2	Better use technology to support information sharing and client engagement
4.1.3	Provide centralized information and resources needed by individuals and families
4.1.4	Improve access to services through no-wrong-door practices and an online portal for Montanans
4.1.5	Engage people with lived experience as partners and leaders in health and human services programs and systems

GOAL 4 continued

Effectively engage stakeholders

Objective

Strategies

4.2 Enhance collaboration with tribal agencies and organizations serving American Indians

4.2.1	Collaborate with tribal governments, tribal agencies, and urban Indian populations, honoring principles of: commitment to cooperation and collaboration; mutual understanding and respect; regular and early communication; a process of accountability for addressing issues; and preservation of the tribal-state relationship
4.2.2	Adopt policies and practices that acknowledge and support the sovereignty of tribal governments
4.2.3	Increase access to Department programs through education, information sharing, and direct communication
4.2.4	Work collaboratively to address health and human services issues that cross jurisdictional boundaries
4.2.5	Increase the cultural competency of Department staff, providers, and contractors to gain understanding of tribal governments, protocols, and practices and consider the impact of decision-making on tribal partners and communities
4.2.6	Consistently communicate with tribal governments about policy and program changes through appropriate means and with adequate time to review and provide input
4.2.7	Support bilateral capacity building and sharing of expertise to improve the health and well-being of all Montanans

4.3 Engage additional stakeholders essential to program and service delivery

4.3.1	Regularly solicit input from partners and integrate feedback into efforts to enhance service delivery and client satisfaction
4.3.2	Engage providers, advocates, and interested parties to understand and react to strengths and needs
4.3.3	Provide clear policy and procedure guidance to contractors and providers
4.3.4	Improve provider and contractor education and support through mentoring, technical assistance, sharing best practices, education/training supports, and other professional development opportunities
4.3.5	Effectively engage stakeholders on complex issues to further public understanding of the Department's goals and actions
4.3.6	Build capacity to implement best practices and innovative policy approaches to strengthen Department programs and services

GOAL 5

Ensure core departmental processes are efficient, innovative and transparent

Objective *Strategies*

5.1. Increase use of effective planning, evaluation, and management principles across the department

5.1.1	Evaluate and report on the effectiveness of programs and initiatives
5.1.2	Increase the use of operational data, performance management systems, and continuous quality improvement processes to identify, define, monitor, and share progress on the performance of strategic initiatives
5.1.3	Integrate data systems and modernize capacity for data analytics through enterprise data solutions and software
5.1.4	Support consistent data governance policies and processes
5.1.5	Integrate project management concepts and principles as a business solution
5.1.6	Develop, update, and maintain documentation for internal controls, business processes, and decision-making

5.2. Strengthen coordination and collaboration across branches, division and programs

5.2.1	Improve communication and coordination across branches, divisions, and programs to better deliver services to clients
5.2.2	Refine processes to support improved client transitions between programs and services
5.2.3	Standardize and coordinate processes across the Department for increased efficiency and improved quality (e.g. policy making, utilization review, state plans, etc.)

5.3. Enhance use of financial resources

5.3.1	Increase financial, procurement, budget and contract training to enhance capacity for financial management
5.3.2	Maximize new funding sources to support increased and improved services
5.3.3	Ensure budgetary stability and responsible resource utilization, including blending funding across programs and divisions to improve service delivery
5.3.4	Continue to pursue public-private partnerships to maximize impact, support innovation, and enhance sustainability

GOAL 5 continued

Ensure core departmental processes are efficient, innovative and transparent

Objective

5.4. Optimize information technology investments to improve process efficiency and enable innovation

Strategies

5.4.1	Use a governance framework to ensure information technology investments advance Department mission and goals
5.4.2	Efficiently deliver payments electronically
5.4.3	Continue development of enterprise systems with common client identifiers
5.4.4	Increase end user capacity knowledge and skills with business solution tools
5.4.5	Protect the safety and integrity of the Department's physical and digital assets

GOAL 6

Improve organizational health and be the employer of choice

Objective

6.1 Build and sustain the Department's organizational infrastructure and workforce to advance equity, diversity, and inclusion

Strategies

6.1.1	Improve and enhance staff recruitment and retention practices
6.1.2	Analyze pay structure across the Department, and work to achieve equity and competitiveness
6.1.3	Strive to ensure a diverse workforce, reflecting a range of life experiences and perspectives
6.1.4	Implement succession planning strategies
6.1.5	Continue to study staffing capacity to inform human resources decision-making

GOAL 6 continued

## Improve organizational health and be the employer of choice

Objective

Strategies

6.2 Support skill building, advancement, and mobility in the workforce

6.2.1   Develop multi-track career ladders and associated performance management approaches to support the professional goals of staff

6.2.2   Engage staff in identifying and accessing training, continuing education, and leadership opportunities for skill development

6.2.3   Regularly engage employees to assess and continuously improve workplace culture

6.2.4   Provide consistent opportunities and supports for employees throughout the state

6.3 Support work-life balance, workplace health and wellness, and safety in Department activities and policies

6.3.1   Work with the Department of Administration, Human Resources Division to promote employee work-life balance to prevent burnout

6.3.2   Support wellness and safety programming for employees

6.3.3   Foster a culture of value and inclusion
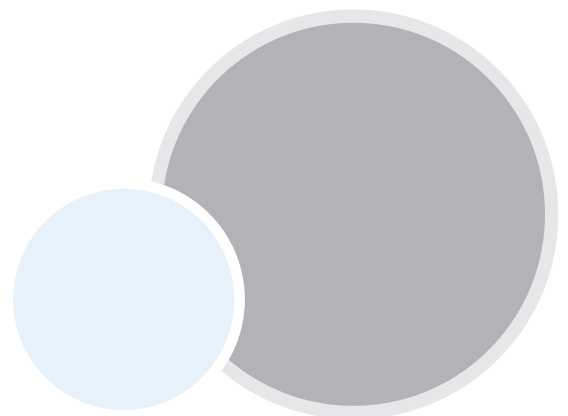
Measures for Monitoring Objectives

Measurement Overview

During the strategic planning process, department leaders recognized the importance of developing a measurement plan that was commensurate with the depth and detail of the strategic plan.

Department Performance Outcomes

There are 24 outcome measures within 5 basic categories being monitored by the Department through the strategic plan:

Population
Broad range of responsibilities aimed at stabilizing or improving the health and well-being of Montanans.

Financial
Ensure that results are being achieved in an efficient manner that minimizes costs

Customer
Define target customers and the organization's value proposition in serving them

Internal Process
Key processes at which the organization must excel in order to continue adding value for customers

Learning and Growth
Help identify gaps between current organizational infrastructure and the level necessary to achieve the desired results

The goal of this approach is to provide high-level, organizationally meaningful indicators of performance.

Population Outcome Measures

Population 1   **Preventive services – Medicaid population**

Percent of Medicaid members who received preventative services

Population 2   **Prenatal care utilization**

Percent of pregnant women beginning prenatal care in the first trimester of pregnancy split by Medicaid and Non-Medicaid

Population 3   **High-quality child care**

Number of children served in the Best Beginnings STARS to quality program

Population 4   **Tobacco/nicotine use among teenagers**

Percent of high school students (9-12th grade) who report having used cigarettes or cigars or smokeless tobacco or an electronic vapor product on at least 1 day during the 30 days before the survey

Population 5   **Women smoking during pregnancy**

Percent of women who report smoking at any time during pregnancy

Population 6   **Child immunizations**

Percent of children who are or will be 19-35 months during the survey year who have completed the 7-vaccine series

Population 7   **Well-child visits**

Percentage of CHIP members who turned 15 months old during the measurement year and had six or more well-child visits with a primary care provider during their first 15 months of life

Population 8   **Access to drug and alcohol treatment**

Percent of MT residents age 12+ classified as meeting the criteria for Substance Use Disorder but who did not report receiving treatment for substance use in the past year

Population 9   **Access to medical services among rural residents**

Percent of individuals who report that sometime in the past 12 months, they needed to see a doctor but could not because of the cost

Financial

Financial 1 | **Grant application success rate**
Percent of competitive grant applications submitted by department staff that were successfully awarded during a fiscal year.

Financial 2 | **Child support collections**
Total distributed collection dollars through child support division

Financial 3 | **Medicaid provider fraud and abuse audits**
Number of audits completed through the SURS integrity review process

Customer

Customer 1 | **Public assistance application timeliness**
Average number of days to process a Public Assistance Application

Customer 2 | **Successful transitions with children**
% of children exiting foster care services who did not require further case involvement within 12 months

Customer 3 | **Home visiting success rate**
% of home visiting families who successfully complete six months in the program

Customer 4 | **Seniors protected from exploitation**
Total number of seniors for whom Adult Protective Services provided services

Internal Process

Process 1 | **Electronic payment delivery**
% of department payments processed electronically

Process 2 | **Early childhood provider inspections**
% of licensed child care facilities inspected within department timeline

Process 3 | **Targeted staff retention**
% of staff retained over 2 years in Child and Family Services and Office of Public Assistance staff

Process 4 | **Staffing efficiency**
Average number of days from when a position is posted until filled

Learning and Growth

L&G 1 | **IT help desk efficiency**
% of help desk tickets resolved on initial contact

L&G 2 | **Use of quality improvement to enhance services for children**
% of licensed early childhood providers participating in STARS to quality with improved rating scores

L&G 3 | **Intra-departmental coordination and collaboration**
Total number of cross-division collaborations

L&G 4 | **Engagement with tribal governments**
Total number of formal consultations and tours with Tribal Nations

Conclusion

Measuring the performance of an organization of the scope and reach of DPHHS is a significant challenge. With current capacity and data systems in mind, the sentinel measurement approach was designed to be practically applicable and informative for departmental leaders. By coupling population measures and other performance indicators, the department can model and depict the ways they are improving internal processes to enhance the health and well-being of all Montanans as they enact the objectives of the strategic plan.