Goals, Objectives, Outcome Measurements

Section B Work Session

February 6, 2023

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Introduction

DPHHS prepared the following overview of current, relevant activities with the subcommittee's known interests in mind. It is a snapshot of such activities designed to orient subcommittee members to the department's current "OGSM landscape".

The department is committed to increasing utilization of data in its decision making and appreciates the subcommittee's support in this regard. Driving and knowing quality, meaningful outcomes are important to the agency.

The department acknowledges that areas of improvement exist, as well as the practical and operational considerations associated with increased data utilization and subsequent translation to decision making where appropriate.

EPP Biennial Goals and Objectives

17-7-113 – A statement of the agency mission and a statement of goals and objectives for each program of the agency.

OGSM

GOAL: Implement reforms and initiatives that promote the accountability, efficiency, and customer service of the agency to improve outcomes for our clients.

- Department strategies to achieve goal:
    - Implement process improvements
    - Build/enhance the continuum of care
    - Strengthen the workforce
    - Education and outreach
    - Modernize technology
    - Promote self-sufficiency
    - Enhance customer service

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OGSM – Agency Oversight and Operations

DPHHS **Department of Public Health and Human Services OGSM**				
Objective: Ensure a resilient agency that successfully advances the health, well-being, and self-sufficiency of all Montanans.				
Goal: Implement reforms and initiatives that promote the accountability, efficiency, and customer service of the agency, as well as improve outcomes for its clients				
Strategy	**Initiative**	**Who?**	**Measure**	**Baseline data**
Agency Oversight and Operations				
DO				
Implement Process Improvements	1. Digitize forms and workflows	Legal/HR	• Increase automation of HR, payroll and legal forms by 25% in each year of the biennium	XX number of forms and workflows to digitize. YY total number of forms and worklfows digitized in each year of the biennium. YY/XX. Baseline data does not currently exist.
	2. Improve timelines for hearings and decision issuance in Administrative hearings	OAH	• 90% of cases will have a first hearing date that is 30 days or less from hearing request date • 90% of hearing decisions are issued within 30 days or less from when the case is submitted for final decision	XX number of cases average July-December 2023. XX decisions issued within 30 days/xx decisions issued total
	3. Develop targeted succession plans	HR	• Identification of critical positions • Development of action plans for knowledge transfer	Baseline data does not exist at this time. We have not started the formal sucession planning process.
Build the Continuum of Care	1. Increase the number of DPHHS clients receiving tenancy support services	Innovation Office	• 10% increase in DPHHS clients receiving tenancy support services in each year of the biennium	XX individual person/household counts receiving tenancy support services
	2. Innovate across the substance abuse treatment system and decrease the wait time for substance use disorder treatment	Innovation Office	• 20% decrease in the wait time for substance use disorder treatment each year of the 2024-2025 biennium	XX adolescents and adults who initiated treatment within 14 days of diagnosis.
PHSD				
Strengthen the workforce	Support infectious disease investigation, chronic disease prevention and community organization	Division Administrator	• Secure federal funding for an additional 21 FTE to work county and tribal public health jurisdictions	XX of county and Tribal FTEs funded by PHSD
Implement Process Improvements	Enhance the fiscal solvency of Montana's Emergency Medical Services (EMS) system to ensure all Montanan's have access to emergency medical services	Division Administrator	• Increase the number of government owned or operated ambulance services enrolled in the Inter-Governmental Transfer revenue enhancement program from 38% to 56% in the 2024-2025 biennium • In partnership with HRD, complete the internal analysis and obtain a treat-no-transport billing code from CMS which would enable reimbursement for the assessment and treatment of patients at home to avoid unnecessary transportation and hospital charges for patients within the first year of the 2024-2025 biennium	XX of EMS services participating in IGT program

Department of Public Health and Human Services OGSM

Objective: Ensure a resilient agency that successfully advances the health, well-being, and self-sufficiency of all Montanans.

Goal: Implement reforms and initiatives that promote the accountability, efficiency, and customer service of the agency, as well as improve outcomes for its clients

Strategy	Initiative	Who?	Measure	Baseline data
Agency Oversight and Operations				
BFSD/OSD				
Implement Process Improvements	Digitize forms and workflows	Division Administrator	• Increase automation of financial forms by 25% in each year of the biennium	XX number of forms and workflows to digitize. YY total number of forms and worklfows digitized in each year of the biennium.
Provide Education and Outreach	Provide opportunities for training/onboarding to foster knowledge transfer	Division Administrator	• Provide quarterly trainings on agency wide financial processes • Provide orientation for new financial staff learning to navigate department processes.	XX of collected financial processes reviewed and defined for training.
TSD				
Implement Process Improvements	Digitize forms and workflows	Division Administrator	• Deliver three department digitization projects in each year of the biennium and integrate customer-driven and digital-first approaches into the DPHHS IT Onboarding and engagement Framework	XX of projects identified for digitalization through Divisional 1-on-1 customer engagement meetings, initiated through the IT Onboarding and Engagement Framework and process.
Provide Education and Outreach	Establish and support a department-wide online training and certification solution	Division Administrator	• Inventory current operational enterprise learning platforms • Assess and complete gap analysis • Identify and implement solution.	XX of online training solutions identfied/decomissioned. Go-live/Implementation date of department-wide online training/certification solution
OIG				
Implement Process Improvements	Modernize policy and procedures	Division Administrator	• Inventory existing policy for thoroughness • Centralize all procedures in digital platform • Create repository reference table for navigation	By June 30, 2023 data will be reviewed, repository completed and table created.
Provide Education and Outreach	Improve public education and outreach efforts	Division Administrator	• Design/Modernize presentations to educate public on bureau and division function • Increase speaking engagements by 50%	- Created a central repository and count for oral and written 2022 presentations (80).

OGSM – Human Service Practice

Department of Public Health and Human Services OGSM				
Objective: Ensure a resilient agency that successfully advances the health, well-being, and self-sufficiency of all Montanans.				
Goal: Implement reforms and initiatives that promote the accountability, efficiency, and customer service of the agency, as well as improve outcomes for its clients				
Strategy	Initiative	Who?	Measure	Baseline data
Human Service Practice				
DETD				
Strengthen the Workforce	Improve workforce system coordination to effectively support people with disabilities.	Division Administrator	• Increase integrated employment outcomes by 25% in each year of the biennium	252 in SFY 2022
Provide Education and Outreach	Increase participation in programs available to Older Individuals who are Blind (OIB)	Division Administrator	• Increase utilization of OIB programs by Montanans over the age of 55 experiencing low vision by 50% in each year of the biennium	262 in SFY 2022
HCSD				
Promote Self-Sufficiency	Provide SNAP employment and training (E&T) services to SNAP households	Division Administrator	• SNAP E&T program participation increase of 10% in each year of the biennium	FFY2022 233
Modernize Technology	Integrate LIHEAP eligibility within the existing Medicaid/SNAP/TANF online application and eligibility system	Division Administrator	• Fully integrated application and eligibility determination process in June of 2025	Project is on schedule as of January 2023
CFSD				
Promote Self-Sufficiency	Increase participation in prevention programs for families at risk of involvement with the child welfare system	Division Administrator	• Participation in prevention plans and services outlined in the approved Montana Title IV-E Prevention Services Plan will increase by 5% in each year of the biennium	FY2022 250 children
Improve Outcomes	Achieve national performance standards for timeliness to permanency for youth in foster care	Division Administrator	• Montana's performance standard for achieving permanency for youth in foster care less than 12 months will be 42.7% by June 2025 • Montana's performance standard for achieving permanency for youth in foster care 12 – 23 months will be 45.9% by June 2025 • Montana's performance standard for achieving permanency for youth in foster care 24 months or longer will be 37.3% by June 2025	August 2022: 12 months or less was 41.8%; 12 to 23 months was 43.7%; and 24+ months was 33.5%
CSSD				
Promote Self-Sufficiency	Partner with Tribal IVE programs in Montana to promote the health and self-reliance of families in Indian Country	Division Administrator	• Transfers of qualifying cases to appropriate Tribal IV-D programs will increase by 5% in each year of the biennium	Number of cases that are transmitted to a Tribal IV-D program
Modernize Technology	Implement a statewide call management system	Division Administrator	• Customer satisfaction targets will be established and improved by 10% in each year of the 2024-2025 biennium	Project was implemented on 1/4/23.
ECFSD				
Strengthen the Workforce	Increase access to high-quality childcare across Montana	Division Administrator	• Licensed childcare slots will increase by 10% in each year of the 2024-2025 biennium	19,648 number of licensed childcare slots July 2022 including RCE, FFN, Family, Group and Center
Promote Self-Sufficiency	Create a sustainable funding model for Montana's evidenced-based home visiting prevention services programs	Division Administrator	• Federal funding streams will be maximized by establishing a blended funding model for home visiting services by June 2025 • Funding model will include funding from MIECHV, Title IV-E, TANF, Medicaid and state funds	Currently there are three funding sources for local implementation agencies, MIECHV, state general fund, CFSD.

OGSM – Medicaid and Health Services Practice

Department of Public Health and Human Services OGSM				
Objective: Ensure a resilient agency that successfully advances the health, well-being, and self-sufficiency of all Montanans.				
Goal: Implement reforms and initiatives that promote the accountability, efficiency, and customer service of the agency, as well as improve outcomes for its clients				
Strategy	Initiative	Who?	Measure	Baseline data
Medicaid and Health Services Branch				
BHDD				
Build the Continuum of Care	1. Increase the availability and accessibility of SUD services to effectively support people with substance use disorders	Division Administrator	• Progress is made on 50% of the identified gaps in the current substance use disorder continuum of care during the 2024-2025 biennium	# of substnace use disorder continuum of care gaps that were identified at the start of the HEART Initiative
	2. Evaluate factors leading to out-of-state placements of youth with SED to inform policy	Division Administrator	• Develop and implement survey instrument • Develop recommendations based on surveys of 80% of in-state providers and 60% of out-of-state residential providers will be developed during the 2024-2025 biennium	SFY 2022 194 PRTF/91 TGH
HRD				
Implement Process Improvements	1. Partner with DPHHS IT and DOA to move paper check drug rebate process to an electronic process	Division Administrator	• Have 75% of all drug rebate money transferred to the program through EFT	Existing payment files with BFSD and DOA
	2. Design a streamlined primary care delivery model	Division Administrator	• Work with stakeholders and CMS to create a primary care delivery model • Include components from all primary care models being used in Montana	Baseline data will come from our existing CPC+, PCMH, TEAM Care and Passport programs. Also gaps in care of identifyed by stakeholders.
SLTC				
Enhance Customer Service	1. Revise the quality assurance process for Big Sky and Community First Choice waivers for updates and include mandatory outreach to members and providers	Division Administrator	• Establish a baseline of 10 visits per review • Determine validity of information obtained • Adjust for second round or reviews if required • Identify cases where services could be provided at a lower cost through CFC • Assess operational costs of quality assurance programs	0
	2. Leverage the Money Follows the Person program to promote person centered care in community settings	Division Administrator	• Establish program parameters • Hire key staff to manage transitions, training, housing and data management • Fully staffed program will complete 10 successful transitions or diversions	1 of 5 hired, 26 transitions of individuals from institution to community occurred over the biennium
HFD				
Implement Process Improvements	Create a high quality, person-centered "system of care" in service of individuals living with mental illness, intellectual or developmental disabilities and aging related health conditions, including veterans and substance use disorders	Chief Healthcare Facilities Officer	• Establish a new organizational structure with focus on shared services harmonization and facilities stabilization • Reduces costs of staffing services by streamlining contracted staffing procurement	Org structure and MSA RFP

Strategic Planning
Department Strategic Plan (2019-2024)

- *MCA – 2-15-2222 – Policy – performance measures.* It is the policy of the legislature that the department shall adopt comprehensive accountability systems. As part of the accountability systems, the department shall develop strategic plans.
  - Full statutory requirements included in Appendix

- The department has had varied responses to requirements of MCA 2-15-2222 through MCA 2-15-2226.
  - In FY 2018 a comprehensive effort to meet the requirements established in statute was commenced and resulted in the most recent strategic plan and strategic dashboard for fiscal years 2019-2024.

- Montana Department of Public Health & Human Services Strategic Plan 2019 - 2024 (mt.gov)

Department Strategic Plan (2019-2024)

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

Strategic Planning — Federal Plans – Public Health

- As with many predominately federally funded agencies, the department is required in various ways to measure activities and outcomes to obtain and maintain federal funding.

- The department's Public Health and Safety Division offers a good example:
  - Public Health and Safety Division Strategic Plan 2019-2023
    - [2019-2023 Strategic Plan (mt.gov)](http://mt.gov)
    - Required to receive federal funds from the U.S. Centers for Disease Control and Prevention (CDC)

This plan presents the strategic direction for the Public Health and Safety Division (PHSD) to improve and protect the health of Montanans by creating the conditions for healthy living. The plan describes key aspects of the work of the PHSD.

1. How we improve the health of Montanans
The PHSD engages in specific strategies to achieve goals in six Priority Areas that are aligned with our vision and mission. Measures are monitored over time to determine if the PHSD has met the targets outlined in the objectives, holding the PHSD accountable for achieving health improvements in Montana's population.

Vision: Healthy People in Healthy Communities

Mission: Improve and protect the health of Montanans by advancing conditions for healthy living

Key Priority Areas
1. Policy Development and Enforcement
2. Disease and Injury Prevention and Control, and Health Promotion
3. Health Services, Particularly Clinical Preventive Services
4. Assessment and Surveillance
5. Public Health System Capacity
6. Internal Operations and Financial Systems

Goal	Objective	Strategy
A general statement of a program's intended effect on one or more health problems[1]	Targets for achievement through interventions. Objectives are time limited and measurable[1]	Collection of activities and strategies linked together[2]

2. Who we are
The PHSD leads public health efforts in Montana and provides state-level coordination of key public health services to local and Tribal public health agencies. The Division includes 40 programs organized into five bureaus and two support offices. The Division serves a diverse group of customers and stakeholders and is committed to protecting the health of Montanans and serving all of our customers and stakeholders with excellence.

Organizational Values	Guiding Principles
1. Evidence-Based Decision Making	Use current scientific evidence to select and implement programs and interventions.
2. Collaboration	Engage in collaborations to improve the health of Montanans.
3. Equal Access and Individual Rights	Address and reduce health disparities.
4. Accountability	Focus efforts on improving customer satisfaction and quality of service in everyday work.
5. Quality	Conduct operations in accordance with PHAB's standards and measures.

1. Public Health Accreditation Board Acronyms and Glossary of Terms. Retrieved July 5, 2018, from http://www.phaboard.org/wp-content/uploads/FINAL_PHAB-Acronyms-and-Glossary-of-Terms-Version-1.5.pdf
2. Developing a State Health Improvement Plan: Guidance and Resources. Retrieved July 5, 2018, from http://www.astho.org/accreditation/SHIP/

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Strategic Planning — Federal Plans – Human Services

Snapshot of Electronically Available Plans/Reports in the Human Services Practice:

o Child Wellbeing & Safety
- 2020 - 2024 Child & Family Services State Plan (CFSP)
- Annual Update to CFSD (APSR)
- 2021 - 2025 Title IV-E Prevention Plan
- Montana Program Improvement Plan – Response to Child and Family Service Review (CFSR) Round 3
  - CFSR Round 3 Performance Indicators
  - Upcoming CFSR Round 4 Fact Sheet and Performance Indicators

o Montana WIC State Plan – October 2022-September 2026
- WIC State Plan (mt.gov)

Required to receive federal funds from FNS

o Montana TANF State Plan – January 2021-December 2023
- Montana TANF State Plan 2021-2023 (mt.gov)

Required to receive federal funds from HHS-ACF

o Disability Employment and Transitions
- 2020 – 2023 Montana Vocational Rehab State Plan
- 2020 – 2023 VRBS Strategic Plan
- 2021 – 2023 Statewide Plan for Independent Living (SPIL)

o Child Care – 2022-2024
- Early Childhood Needs Assessment and Strategic Plan 2019
- Child Care and Development Fund (mt.gov)

Required to receive federal funds from HHS-ACF

Strategic Planning — Federal Plans – Medicaid and Health Services

Snapshot of Electronically Available Plans/Reports in the Medicaid and Health Services Practice:

o Aging Services– 2022-2024
- Montana State Plan on Aging (mt.gov)

Required to receive federal funds as a provision of the Older Americans Act of 1965

o Medicaid Expansion Data Plan
- 2021 MT HELP/Expansion Annual Report Narrative

o EPSDT
- https://www.medicaid.gov/medicaid/benefits/early-and-periodic-screening-diagnostic-and-treatment/index.html

o WASP Annual report
- https://dphhs.mt.gov/assets/hrd/2021MTwaspAnnReptAddendum.pdf

o Fee for Service (FFS) State Drug Utilization Review
- Medicaid Fee-For-Service (FFS)

o CHIP Annual Reports
- Program changes, performance goals, program operations and financing, preventative care
- https://www.medicaid.gov/chip/reports-evaluations/index.html

o Children's Mental Heath Outcomes reports
- Out of state placement annual report SFY 2022 (mt.gov)
- March 2022 CSCT Vital Factors Outcomes (mt.gov)
- sept2021-childrens-mental-health-outcomes-2021.pdf (mt.gov)

Strategic Planning — Data Utilization and Dashboards

Interactive Dashboards (mt.gov)

Office of Health Data and Analytics

Population Health Strategies | Population Health Data Lab

➢ Overview

- o Drive policy reform, self-sufficiency, and enhanced paths to improved health outcomes for people and communities across Montana.

- o Improve the overall health and quality of care for Montana Healthcare Programs members and identify opportunities for efficiencies to reduce the overall cost of care.

- o Combine nationally standardized risk score stratification, with integrated claims and health data, to analyze member health and identify gaps in care.

- o Leverage the Department's operational population health data analytics services to reach overall health and quality of care goals and identify new opportunities to provide services that positively impact member health care outcomes and quality of life.

➢ Operational data includes:

- o Medicaid, CHIP, eligibility and claims information in addition to clinical data from providers and other contributing data systems

- o Pharmaceutical Claims Data

- o Full integration with the Health Information Exchange (HIE - Big Sky Care Connect), and seven large health systems (ex: Billings Clinic clinical data)

- The department also intends to ensure integration between Human Services Practice and Medicaid and Health Services Practice datasets to further promote data-driven, targeted investments and quality outcomes for clients interacting with multiple facets of the HHS ecosystem.

Appendix

MCA Performance Measures

Policy -- Performance Measures

- **2-15-2222.   Policy -- performance measures.** (1) It is the policy of the legislature that the department shall adopt comprehensive accountability systems. As part of the accountability systems, the department shall develop strategic plans.

- (2)   The performance measures included in a strategic plan must indicate how progress toward the department's or an agency's goals and objectives is succeeding. Performance measures are intended to focus department or agency efforts in implementing legislative intent, prioritizing goals and objectives, and allocating resources. Performance measures must focus on key processes. Each measure must be central to the success of the process being measured. The performance measures must be designed to provide information that is meaningful and that is useful to decisionmakers.

Criteria For Measurement System

- **2-15-2223.   Criteria for measurement system.** (1) The department's system of performance measures must satisfy the following criteria:

- (a)   The system must be result-oriented, focusing on outcome measures and output measures.

- (b)   The system must be selective, concentrating on the most important indicators of performance.

- (c)   The system must be useful, providing information that is of value to the department, the agency, and decisionmakers.

- (d)   The system must be accessible and must provide periodic information concerning results.

- (e)   The system must be reliable, providing accurate and consistent information.

- (2)   Unless otherwise provided by law, performance measures must be developed and revised as part of the strategic planning process in even-numbered years. The performance measures should not be designed to report every department or agency activity but must measure key processes and activities.

System Requirements -- Input From Legislative Audit Division

- **2-15-2224.   System requirements -- input from legislative audit division.** All systems described in **2-15-2223**(1) that support performance measure data collection must have effective controls that provide reasonable assurance that the information is properly collected and accurately reported. If directed by the legislative audit committee, the legislative audit division may provide information concerning the accuracy of data collection and reporting.

MCA (continued)

Legislative Use Of Performance Measures

2-15-2225. Legislative use of performance measures. (1) During an interim, the department shall report performance data to the children, families, health, and human services interim committee in accordance with **5-11-210**, and to the office of budget and program planning. The committee shall use performance data in reviewing the department's strategic planning documents as they relate to prospective legislation.

(2)   When reviewing the strategies of department or agency management in implementing programs authorized by the legislature, the committees may provide input on:

(a)   the direct effects of each strategy on department and agency customers;

(b)   the information that management needs to track progress toward achieving key goals and objectives;

(c)   the performance measures that best reflect the expenditure of the department's and the agencies' budgets; and

(d)   whether the performance measures clearly relate to the department's and the agencies' missions, goals, objectives, and strategic plan.

Department And Agency Use Of Performance Measures

2-15-2226. Department and agency use of performance measures. Department and agency managers shall use performance measures as an integral part of their strategic and operational management for the department or an agency. Performance measures must be derived from the department's or an agency's mission, goals, objectives, and strategies with an emphasis on serving the department's or an agency's customers. In the review in even-numbered years, the department and its agencies shall assess and propose changes needed to make certain that existing performance measures relate logically to other elements of the strategic plan and provide a focus on serving customers.