

# **Department of Public Health and Human Services Mission Statement**

The mission of DPHHS is to improve and protect the health, well-being, and self-reliance of all Montanans.

## **Department of Public Health and Human Services Goals and Objectives by Branch and Division and Program**

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**Department of Public Health and Human Services  
Director's Office (DO)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

Government efficiency

**DO Goal:**

The Office provides leadership and direction for the agency, and oversees overarching goals including communication, research and analysis, human resources and legal services.

**DO Objectives:**

- Ensure personnel policies and processes are equitable and fair.
- Ensure continuity of operations through a qualified and trained workforce.
- Provide timely and accurate legal support, advice and consultation.
- Ensure the Director's Office is actively involved in shaping future policies for DPHHS.
- Assist top management in the analysis and development of policy.
- Ensure a department wide communication strategy.

**Measurements:**

Through review and analysis, the Director determines whether:

- Human resource processes strengthen the pool of qualified applicants for positions.
- Legal support to the Department in legislative activities is effective in areas including, but not limited to, development, passage and implementation of applicable laws, rules, and regulations.

**Department of Public Health and Human Services  
Operations Services Branch  
Management and Fair Hearings Program (MFH)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

Effective Management of Governmental Programs

**MFH Goal:**

Manage the Operations Branch of the Department by providing, maintaining and supporting systems and processes of the Department in the areas of financial, budget, and technology management; quality assurance; and fair hearings.

**MFH Objective:**

Continuously improve systems and processes of the Department through the work of the divisions in the Operations Branch.

**Measurement:**

The objective is measured by achieving the goals and objectives of the divisions within the Operations Branch: Business and Financial Services Division, Technology Services Division, and Quality Assurance Division.

**Department of Public Health and Human Services  
Operations Services Branch  
Business and Financial Services Division (BFSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

Improved Internal Controls

**BFSD Goal:**

Continuous Improvement in the Department's Internal Control Environment by:

- Maintaining an internal control environment that promotes efficient and documented compliance with applicable laws and regulations.
- Encouraging business processes that enhance the effectiveness and efficiency of department operations.

**BFSD Objective:**

Continually work to maintain an effective fiscal control environment in the Department by completing an annual risk assessment of major financial processes in the Department and conducting mitigation activities on 100% of identified high risk components.

**Measurement:**

The objective is measured by identification of major financial processes at the beginning of the each biennium, and conducting a risk assessment and mitigation process each year; the objective is met when 100% of identified, major financial processes are assessed and mitigation activities are completed.

**Department of Public Health and Human Services  
Operations Services Branch  
Quality Assurance Division (QAD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

Public Safety and Government Efficiency

**QAD Mission Statement:**

Promote and protect the health, safety, and well-being of people in Montana by providing responsive, independent assessment and monitoring of human services, through respectful relationships.

**QAD Goal:**

Continuous improvement in the Department's efforts to protect the health, safety, and well-being of Montanans by:

- Maintaining regulatory oversight that promotes Montana health care facilities, youth care facilities, child care facilities and facilities serving individuals with physical and developmental disabilities to be in compliance with applicable laws and regulations.
- Providing program integrity oversight, and audit functions.

**QAD Objectives:**

- Perform licensure and certification functions for the respective facilities and providers as established within the applicable state and federal laws.
- Provide program integrity oversight. Maximize cost avoidance and recoveries for applicable agency programs in accordance with state and federal laws.
- Conduct independent audits of agency programs and services and provide agency management with evaluations of internal work processes.

**Measurement:**

Through review and analysis, the division determines whether:

- Licensure and certification functions are completed in accordance with timelines defined under state or federal rules and regulations.
- All reasonable measures are taken under the Social Security Act to ascertain the legal liability of "third parties" for health care items and services provided to Medicaid recipients.

- Quality control audits and reviews of client eligibility for Medicaid, Food Stamps and CHIP are performed timely and within guidelines.
- Independent audits of DPHHS work processes and service providers are conducted timely and within guidelines.

**Department of Public Health and Human Services  
Operations Services Branch  
Technology Services Division (TSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

To implement and improve technology that supports the Department's mission.

**TSD Goals:**

- Goal 1: Use information technology to support and enhance DPHHS program service delivery and increase efficiencies.
- Goal 2: Ensure that information technology resources are efficient, responsive, cost-effective and available when needed.
- Goal 3: Implement a modern enterprise architecture that supports interoperability and sharing of data and functionality.
- Goal 4: Develop and Implement a National Institute of Standards and Technology (NIST) Based Security Program.

**TSD Objectives:**

- Objective 1.1: Develop, maintain and enhance DPHHS IT systems to meet changing business needs and policies at the State and federal levels.
- Objective 1.2: Plan to replace legacy systems that have reached end-of-life.
- Objective 1.3: Implement electronic records management at the enterprise level.
- Objective 1.4: Department Systems will be designed to allow for GIS functionality.
- Objective 1.5: Expand use of collaboration tools (WebEx, SharePoint) Department-wide in support of programs and projects.
- Objective 1.6: Expand eGovernment Services.
- Objective 1.7: Participate in, and provide leadership for, the implementation of Health Information Technology (HIT) statewide.
- Objective 2.1: Install, maintain and enhance servers, databases, networks, and personal computers in a manner that promotes efficiency, performance and availability.
- Objective 2.2: Hire, train and retain a skilled IT workforce at appropriate levels.
- Objective 2.3: Create and implement efficient IT infrastructure that includes virtual technology and makes use of the state's centralized data center resources.
- Objective 2.4: Continue to create project management tools, templates and processes to be used across agency wide projects. .

- Objective 2.5: Provide consistent and integrated management of all IT resources within the agency.
- Objective 3.1: Implement new systems that align with Service Oriented Architecture.
- Objective 3.2: Implement an Enterprise Service Bus.
- Objective 3.3: Implement sets (libraries) of functions (web services) that support common enterprise needs.
- Objective 4.1: Ensure security of DPHHS data.
- Objective 4.2: Ensure privacy of DPHHS data.
- Objective 4.3: Ensure availability of DPHHS systems.
- Objective 4.4: Ensure integrity of DPHHS data.

**Measurement:**

Objectives will be measured by monitoring and reporting (Biennial Report to the IT Plan) progress and accomplishments against the goals and objectives outlined in DPHHS' Agency IT Plan. This plan is filed on a biennial basis with the State CIO and is a statutory requirement.

**Department of Public Health and Human Services  
Public Health & Safety Division (PHSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Healthy Montana
- Public Safety

**PHSD Goal:**

- Improve the health of Montanans to the highest possible level

**PHSD Objectives:**

- Prevent and control communicable disease
- Reduce the burden of chronic disease
- Provide accurate and timely laboratory testing and results
- Provide programs and services to improve the health of women, children and families
- Prepare the public health system to respond to public health events and emergencies

**Measurements:**

The PHSD continuously monitors:

- The proportion of children (19-35 months) fully immunized.
- The percentage of Chlamydia cases for which at least one contact was followed up.
- The proportion of high school students smoking cigarettes in the past 30 days.
- The proportion of adults currently smoking.
- The proportion of persons aged 50 years and older who have had a colorectal exam.
- The proportion of local health jurisdictions and public health clinics with access to accurate, reliable testing services (clinical and drinking water).
- The rate of birth for teenagers aged 15 through 17 years.
- The proportion of newborns fully screened and when indicated, provided follow up services.
- The number of local jurisdictions that participate in a public health emergency exercise every other year.

**Department of Public Health and Human Services  
Economic Security Branch  
Disability Employment and Transitions Division (DET)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Community Based Services
- Young Montanans with Disabilities in Transition
- Family/Individual Self Sufficiency
- Statewide Economic Development
- Government Efficiency

**DET Goal:**

- To assist continuously Montanans with disabilities, including transitioning students, to achieve independence so that they can, live, work and fully participate in their communities.

**DET Objectives:**

- Assist Montanans with disabilities, including those students transitioning from school to work and/or post-secondary education, into gainful employment
- Provide accurate and timely Social Security disability adjudications
- Improve the quality of life for Montanans with disabilities through education, innovation and technology by enhancing communication options

**Measurements:**

- The objective is measured by successfully meeting Vocational Rehabilitation standards and indicators as developed by the federal Rehabilitation Services.
- The objective is measured by successfully meeting the federal Social Security standards on accuracy rates and timeliness.
- The objective is measured by maintaining the current level of equipment distributed to individuals who are eligible for the Montana Telecommunications Access Program.

**Department of Public Health and Human Services  
Economic Security Branch  
Human & Community Services Division (HCSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- increased self- sufficiency
- safety net

**HCSD Goals and Objectives:**

- Increase the economic security and self-sufficiency of Montana families.
- Ensure the health and safety of Montanans by providing essential services and linkages to community resources.

**Measurements:**

Through review and analysis, the division determines whether:

**Temporary Assistance for Needy Families (TANF)**

- Basic cash grant is provided
- All families are engaged in allowable work activities
- Federal work participation requirements are met

**Supplemental Nutrition Assistance Program (SNAP)**

- All Federal accuracy and timeliness requirements are met
- The use of SNAP benefits (formerly food stamps) is expanded

**Medicaid and Healthy Montana Kids (HMK) Eligibility**

- All Federal accuracy and timeliness requirements are met
- Referrals to all public health care programs are coordinated

**Low Income Energy Assistance Program (LIEAP)**

- Cost-effective energy conservation measures are provided to low-income families
- Eligible households receive assistance with heating bills

**Childcare**

- Affordable, accessible, quality childcare is provided for low-income families by adequately reimbursing childcare providers and serving families without a waiting list.

**Department of Public Health and Human Services  
Economic Security Branch Child and Family  
Services Division (CFSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

- Public Safety

**CFSD Goal:**

- Improve the safety, permanency, and well-being outcomes for children who are at risk of or have been a victim of child maltreatment.

**CFSD Objectives:**

- Safety: After investigation, safely maintain children in their homes whenever possible and appropriate.
- Permanency: If removal from a home is necessary, establish and achieve appropriate permanency goals for children in a timely manner.
- Well-being: While in foster care, maintain children's connections with birth parents and siblings and meet each child's physical and mental health needs.

**Measurements:**

- Through ongoing review and analysis, the division determines whether reasonable or active efforts were made to provide and arrange appropriate services for families to maintain children in their homes whenever possible and appropriate.
- Through ongoing review and analysis, the division determines whether identified permanency goals were achieved in a timely manner.
- Through ongoing review and analysis, the division determines whether children's connections with birth parents and siblings, physical and mental health needs were met.

**Department of Public Health and Human Services  
Economic Security Branch  
Child Support Enforcement Division (CSED)  
Goals & Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Theme:**

- Financial and Medical Support for Children

**CSED Goal:**

- Diligently pursue and ultimately achieve financial and medical support of children

**CSED Objective:**

- Obtain support for children by maintaining our ratings on federal child support performance standards.

**Measurement – The CSED will review and analyze whether:**

- Child support collections have been maintained
- The IV-D paternity establishment percentage has been maintained
- The percentage of cases with child support orders has been maintained
- The percentage of cases with current child support collections has been maintained
- The percentage of cases with arrears child support collections has been maintained
- The cost effectiveness ratio has been maintained
- The number of children with medical support has been maintained

**Department of Public Health and Human Services**  
**Medicaid and Health Services Branch**  
**Medicaid and Health Services Management Program (MHSM)**  
**Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Government Efficiency
- Health Care Access

**MHSM Goal:**

- Assure necessary healthcare is available to all eligible Montanans

**MHSM Objectives:**

- Maintain systems to accurately and adequately pay for healthcare services
- Finance healthcare for low income Montanans in accordance with state and federal directives
- Reimburse Medicaid, Mental Health Services Plan and Healthy Montana kids within the required state and federal timelines

**Measurements:**

- Modifications are implemented that maintain access and prevent adverse findings from program reviews.
- The Fiscal Agent contract is monitored to ensure compliance with prompt payment requirements.

**Department of Public Health and Human Services  
Medicaid and Health Services Branch  
Developmental Services Division (DSD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Community Based Services
- Family/Individual Self Sufficiency
- Government Efficiency

**DSD Goal:**

- To continuously improve services that help Montanans with disabilities to live, work and fully participate in their communities.

**DSD Objectives:**

- Continually work to maintain an effective system of community based services for persons with disabilities and children with serious emotional disturbance while emphasizing informed consumer choice
- Improve, strengthen and protect the well-being and self-reliance of individuals served at the Montana Developmental Center in an environment of respect and dignity
- Increase the number of individuals in integrated employment and number of individuals self-directing their supports and services

**Measurements:**

Through review and analysis, the division determines whether:

- DSD Medicaid increases opportunities for integrated employment, self-directed, and wraparound services.
- The infrastructures of MDC and community based providers are continuously improved.
- Services are provided to new individuals on the developmental disabilities waiting list, including those who are transitioning from school to adult life, as funding permits.

**Department of Public Health and Human Services  
Medicaid and Health Services Branch  
Health Resources Division (HRD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Health Care Access

**HRD Goal:**

- Assure necessary healthcare is available to all eligible Montanans

**HRD Objectives:**

- Reduce the number of uninsured Montana children
- Maintain systems to accurately and adequately pay for healthcare services
- Maintain adequate access to medical services for Medicaid
- Finance healthcare for low income Montanans in accordance with state and federal directives.

**Measurements:**

Through review and analysis, the division determines whether:

- The number of low to moderate income Montana children enrolled in the Healthy Montana Kids program is increased.
- Modifications that maintain access and prevent adverse findings from program reviews are implemented.
- Provider networks are monitored and maintained at current levels with priorities for primary care providers
- Favorable outcomes in program and financial reviews and audits are maintained.
- Approved amendments to state Medicaid plans and waivers are maintained.

**Department of Public Health and Human Services  
Medicaid and Health Services Branch  
Senior and Long Term Care Division (SLTCD)  
Goals and Objectives**

**Guiding Principles:**

- Sustainability
- Efficiency
- Effectiveness

**Themes:**

- Community based services
- Family economic self sufficiency

**SLTCD Goal:**

- Advocate for and promote dignity and independence for older Montanans and Montanans with disabilities.

**SLTCD Objectives:**

- Increase the ability of Montanans to prepare to meet their own long term care needs, or the long term care needs of a relative or a friend.
- Ensure high quality publicly funded long term care services are available.
- Support Montanans in their desire to stay in their own homes or live in smaller community based residential settings for as long as possible.
- Protect senior citizens and people with disabilities who are at risk of abuse, neglect and exploitation while maintaining maximum independence and self-determination.
- Develop and provide efficient, effective, high quality nursing facility services to Montana veterans.

**Measurements:**

- Maintain a coordinated continuing education program to inform Montanans about long term care issues and options emphasizing the need for planning and personal responsibility.
- Maintain the number of home delivered meals and caregivers receiving support services, such as, respite through aging services network.
- The number of Montanans age 65 or older who live at home or in small community alternatives is maintained through rebalancing efforts using home and community based services.
- Abuse prevention activities are supported through development of chapters on prevention of elder abuse while reducing state held guardianships.
- Licensure and certification standards for nursing facility services under federal and state, as well as, veterans' administrations guidelines, are met.

**Department of Public Health and Human Services  
Medicaid and Health Services Branch  
Addictive and Mental Disorders Division (AMDD)  
Goals and Objectives**

**Guiding Principles**

- Sustainability
- Efficiency
- Effectiveness

**Themes**

- Community-based services
- Systems of care
- Public safety

**AMDD Goal**

- Provide services in appropriate settings that sustain and improve the lives of individuals with mental illness and addictive disorders

**AMDD Objectives**

- Support a community-based system of care for adults
- Provide and reimburse effective prevention and treatment that enables sustainable recovery in communities
- Improve outcomes for individuals with serious mental illness and co-occurring substance use disorders

**Measurement**

- Through review and analysis, the division determines whether direction and support is given to providers for delivery of recovery-focused services.