



DEPARTMENT OF PUBLIC HEALTH & HUMAN SERVICES

*Serving Montanans in their communities to improve health,
safety, well-being, and empower independence.*

ANNUAL PLAN

FY 2027

DEPARTMENT OF PUBLIC HEALTH AND HUMAN SERVICES (DPHHS)

Director Charlie Brereton was appointed to lead DPHHS by Governor Greg Gianforte in June 2022 and confirmed by Montana's Senate in 2023 and 2025. Director Brereton leads the state's comprehensive health and human services agency to ensure an integrated, strategic, and transformative approach to **serving Montanans in their communities to improve health, safety, well-being, and empower independence**. In comparison to many other states, Montana is unique in that essential health and human services functions rest within one state agency; this allows for greater cross-program collaboration, innovation, and outcomes for those served by DPHHS.

Director Brereton, in partnership with his executive leadership team, is responsible for ensuring the provision of critical state and federal public assistance programs across Montana. The Director's executive leadership team is comprised of a Principal Deputy Director, Deputy Director for Human Services, Deputy Director of Medicaid and Health Services, Deputy Director of Public Health and Community Affairs, Deputy Director of Health Care Facilities, Chief Financial Officer, Chief Legal Counsel, Chief Information Officer, Chief Human Resources Officer, and State Medical Officer.

The Director's Office is further supported by the offices of Budget and Finance, Legal Affairs, Human Resources, Communications, Project Management, Research and Data Analytics, and American Indian Health.

Of DPHHS's 14 divisions, 10 are housed within its four core management areas: **Human Services, Medicaid and Health Services, Public Health, and Health Care Facilities**; the remaining four divisions exist within the Director's Office. Descriptions of DPHHS's budgeted programs are below. As of the date of publication of this plan, DPHHS has 2,752.62 HB2 positions budgeted and more than 70 offices statewide.

The goals in this Annual Plan are intentionally ambitious. DPHHS believes that setting high standards drives significant progress for Montanans. While not every metric may be met, the Department commits to transparently reporting progress, identifying factors influencing goal pursuit, and using shortfalls for learning and continuous improvement. In the development of the FY2027 Annual Plan, DPHHS emphasized quality over quantity by selecting a single, meaningful initiative for each budgeted program.

Director's Office

Business and Financial Services Division (BFSD)

BFSD helps DPHHS meet its goals by efficiently managing financial resources and support services.

Technology Services Division (TSD)

TSD provides information technology (IT) solutions for DPHHS's health and human services programs. The division manages strategic IT investments to ensure access to reliable, secure, and high-quality data and technologies to address health and human services needs. TSD aims to offer secure, accessible, and responsive IT services to DPHHS.

Office of Inspector General (OIG)

OIG works to improve the efficiency, effectiveness, and integrity of DPHHS programs while ensuring the health and safety of Montanans served in health care facilities. OIG offers various services, including certifying and licensing different health care facilities, detecting and investigating public assistance program fraud and abuse, and recovering overpayment claims for the Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for Needy Families (TANF), Medicaid, and Low Income Home Energy Assistance (LIHEAP).

Operations Services Division (OSD)

OSD manages DPHHS's budgeting, procurement, and internal controls and compliance processes and strengthens the Department's stewardship of public funds. The division develops and monitors the agency budget and provides centralized oversight of internal control, risk management, and audit resolution across all DPHHS programs.

Human Services Management Area

Disability Employment and Transitions Division (DETD)

DETD advances the independence and employment of Montanans with disabilities by promoting opportunities for them to pursue rewarding careers and to achieve maximum personal potential through informed choice. DETD programs include Vocational Rehabilitation Services, Pre-Employment Transition Services, Blind and Low Vision Services, Disability Determination Services, and the Montana Accessible Communication Program.

Human and Community Services Division (HCSD)

HCSD manages eligibility services, as well as the policies and processes related to program access for Montana's TANF program, SNAP, Medicaid programs, and Healthy Montana Kids (HMK) programs statewide. The division also administers the Community Services Block Grant, which is utilized by 10 Human Resource Development Councils across the state to deliver a variety of community-based human services programs, and oversees the Office of Faith and Community-Based Services.

Child Support Services Division (CSSD)

CSSD improves family economic stability by establishing and enforcing child and medical support orders. Services include locating parents, establishing paternity, creating support orders, and

enforcing or modifying support orders.

Child and Family Services Division (CFSD)

CFSD administers child protective services, child abuse and neglect services, prevention services, and other programs designed to keep children safe and families strong, with the overarching goal of improving safety, permanency, and well-being for children. CFSD is organized into six regions and a central office that manage child welfare programs across Montana. Local Family Services Advisory Councils advise CFSD regional offices, enhancing collaboration between communities and DPHHS.

Early Childhood and Family Support Division (ECFSD)

ECFSD offers services to enhance the well-being, health, and development of children, families, and communities. Programs include child care, home visits, food security, nutrition education, violence prevention, family support, and preventive health care. The division aims for consistent, efficient, and coordinated services across Montana.

Medicaid and Health Services Management Area

Medicaid and Health Services Management Division (MHSM)

MHSM provides administrative and executive oversight for the three divisions in the Medicaid and Health Services Management Area. This oversight includes driving health system reforms directed at containing costs, maintaining program integrity and accountability, and providing quality care. The division also leads cross-divisional complex care coordination to secure specialized placements for children and adults with extraordinary medical, developmental, or behavioral needs.

Senior and Long-Term Care Division (SLTC)

SLTC plans, administers, and provides publicly funded long-term care services for Montana's senior citizens and persons with disabilities. Additionally, the division offers aging and long-term care education and support to Montanans of all ages, including Older Americans Act services, Medicaid community services, Big Sky Rx services, and Adult Protective Services.

Health Resources Division (HRD)

HRD oversees the administration of various components of Montana's Medicaid Program. This includes Medicaid primary care services, HMK (Medicaid and Children's Health Insurance Program services for children in low-income families), and the Medicaid Expansion Program. The division reimburses public and private providers for a range of preventive, primary, and acute care services.

Behavioral Health and Developmental Disabilities Division (BHDD)

BHDD provides Medicaid and grant-funded services for adults and children with behavioral health diagnoses and developmental disabilities. The division aims to help Montanans live independently in

their communities and also supports Montana's Suicide Prevention Program.

Public Health Management Area

Public Health and Safety Division (PHSD)

PHSD provides a variety of public health services focused on disease prevention and promoting healthy lifestyles for Montanans. These services are available through both private and public providers, including local and tribal public health departments, clinics, hospitals, and community-based organizations. The division also offers epidemiology, scientific support, and laboratory services to assist clinicians in diagnosis and treatment. Additionally, PHSD supports responses to disease outbreaks or water contamination incidents.

Health Care Facilities Management

Health Care Facilities Division (HFD)

HFD currently operates seven safety net health care facilities across Montana, each addressing distinct populations with varied needs and challenges. These facilities include the Montana State Hospital (MSH) and its Forensic Mental Health Facility (FMHF), Montana Mental Health Nursing Care Center (MMHNCC), Montana Chemical Dependency Center (MCDC), Montana Veterans Home (MVH), Southwest Montana Veterans Home (SWMVH), Eastern Montana Veterans Home (EMVH), and the Intensive Behavior Center (IBC). Several of HFD's facilities serve individuals civilly or forensically committed to DPHHS.



Strategic Outcome

#1

Improve Customer Service and Strengthen Public Trust

DPHHS aims to strengthen program integrity by reducing improper payments to public assistance clients.

DPHHS aims to improve tracking processes for Medicaid reimbursable activities to maximize federal reimbursement.

DPHHS aims to address non-paying child support cases and promote sustainable payment solutions for families. This includes early intervention strategies and personalized support to help clients manage obligations more effectively, reducing long-term financial strain and increasing family stability and economic independence.

Key Measures

- Reduce the SNAP Payment Error Rate (PER) to less than 6%. (*Program 02/HCSD*)
- Implement a Random Moment in Time Study in the Adult Protective Services Bureau. (*Program 06/BFSD*)
- Increase the number of payments on non-paying cases by 10%. (*Program 05/CSSD*)



Strategic Outcome

#2

Enhance Client Services and Community Well-Being

DPHHS aims to foster independence from public assistance programs, including by enhancing vocational training programs for high acuity individuals.

DPHHS aims to improve the experience of public assistance clients by implementing a tracking tool for applications and open cases, which will allow clients to obtain status updates at their convenience and increase program capacity.

DPHHS aims to maintain family connections and cultural traditions by continuing to improve existing processes for identifying kin and placing youth in kinship foster homes.

DPHHS aims to save lives, prevent chronic illness, and reduce the financial burden of tobacco-related disease.

DPHHS aims to sustain funding for the Rural Health Transformation Program (RHTP). This effort maintains the momentum of multi-year initiatives designed to stabilize rural and frontier health care facilities and modernize service delivery.

DPHHS aims to modernize its communication infrastructure to ensure that internal and external stakeholders receive seamless, responsive support.

DPHHS aims to increase supports for individuals with neurocognitive or behavioral conditions, including traumatic brain injury, dementia, and Alzheimer's, ensuring that all a person's needs can be safely met at the least restrictive level of care.

DPHHS aims to expand access to a comprehensive range of mental health and substance use services through the implementation of Certified Community Behavioral Health Clinics (CCBHCs).

DPHHS aims to expand access to quality child care for working families and ensure a strong foundation for children. This effort acknowledges that the statewide workforce relies on a stable family support system.

DPHHS aims to modernize and simplify health care delivery by promoting preventive care and optimized coordination of services for Medicaid and HMK Plus enrollees.

	DPHHS aims to continue its steadfast commitment to providing consistent, high-quality care to patients at MSH and achieving federal Centers for Medicare & Medicaid Services (CMS) recertification of the facility.	
Key Measures	• Increase the number of Vocational Rehabilitation participants who are employed one year after exiting the program by an additional 10% beyond the FY 2026 progress. <i>(Program 01/DETD)</i> • Launch a public assistance application/case status tracker to improve customer service and alleviate the Public Assistance Helpline of status-related calls. <i>(Program 04/DO)</i> • Increase the number of youth placed with kin by 5%. <i>(Program 03/CFSD)</i> • Decrease adult cigarette smoking prevalence by 10%. <i>(Program 07/PHSD)</i> • Sustain the current RHTP funding level for year two of the award. <i>(Program 12/MHSM)</i> • Initiate procurement for contact center platform replacement with the Department of Administration. <i>(Program 09/TSD)</i> • Implement Category D and D1 facilities within the Community Services Bureau. <i>(Program 22/SLTC)</i> • 18 CCBHC sites will provide services to clients. <i>(Program 10/BHDD)</i> • Increase the total number of child care slots across all licensed or registered child care programs by 5%. <i>(Program 25/ECFSD)</i> • Increase provider participation in the Primary Care Montana (PCMT) program by 10%. <i>(Program 11/HRD)</i> • Achieve CMS certification of MSH. <i>(Program 33/HFD)</i>	



Strategic Outcome #3

Improve Administrative Efficiency and Responsiveness

DPHHS aims to take a more proactive approach toward public assistance fraud investigations and will utilize recently granted administrative subpoena authority to acquire pertinent case information more rapidly. Using its subpoena authority, DPHHS will complete more fraud investigations by ensuring the cooperation of investigation subjects. This effort reflects the Department's commitment to safeguarding public resources and programs from misuse.

DPHHS aims to timely and successfully address and close Single Audit findings. The Single Audit is an organization-wide audit that covers a non-federal entity's financial statements and federal award expenditures, ensuring accountability for how public money is spent. This effort demonstrates the Department's dedication to swiftly resolving audit findings and ensuring responsible stewardship of public funds.

Key Measures

- Decrease the rate of recipient fraud investigations in SNAP, TANF, Medicaid/CHIP, and LIHEAP that are discontinued due to non-responsiveness by 15%. (*Program 08/OIG*)
- Obtain federal closeout on 100% of 10 single audit findings. (*Program 16/OSD*)