



NEW HAMPSHIRE
DHHS
DEPARTMENT OF
HEALTH & HUMAN SERVICES

Office of the Commissioner
Part I
February 21, 2023

Office of the Commissioner Overview (Agency 095)

February 21, 2023

- ▶ Division of Finance & Procurement - Nathan White, Chief Financial Officer
- ▶ Office of Legal & Regulatory Services - Melissa St. Cyr, Chief Legal Officer
- ▶ Human Resources - Christine Alexander, Bureau Director
- ▶ Employee Assistance Program - Michael Lawless, Director

February 24, 2023

- ▶ Facilities - Lori Weaver, Interim Commissioner, & Tammy Nelson, Director
- ▶ Office of Health Equity - Ann Landry, Associate Commissioner, & Reuben Hampton, Director
- ▶ Division of Program Quality & Integrity - Meredith Telus, Division Director
- ▶ Bureau of Information Systems - Dave Wieters, Bureau Director

Division of Finance & Procurement

Nathan White, Chief Financial Officer

▶ **Office of Finance**

In a spirit of excellence, integrity, and dedication, the Division of Finance delivers reliable financial data management and oversight, through flexible leadership and cross-departmental collaboration to meet the needs of New Hampshire's citizens.

▶ **Bureau of Contracts & Procurement**

Facilitating contracting services to support positive outcomes for individuals, families, and communities served by the Department.

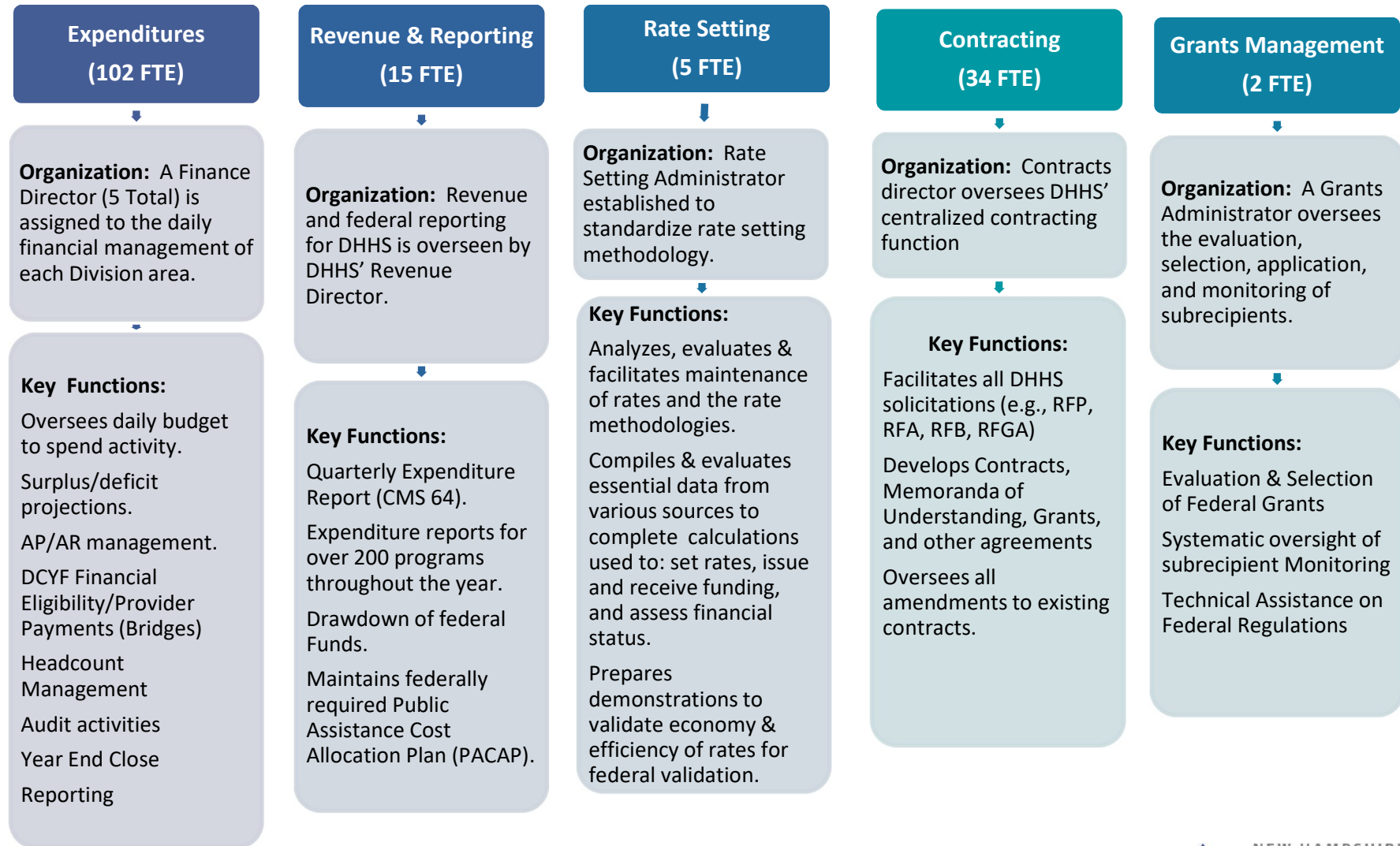
Division of Finance & Procurement

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2023	Budget Book Page #	Budget Briefing Book Page #
9500-5676	Office of Business Operations	158	1071	OCOM Pg. 2

Division of Finance & Procurement

House Finance – Division III

5



KEY ACCOMPLISHMENTS



• **Implementation of Budget Business Intelligence Tool**

- Procured solution in SFY 2022.
- Actively rolling out solution now.
- Will provide accurate revenue projection and management.



• **Rate Setting Team**

- Formally established a Rate Setting Team (previously within Medicaid).
- Long-term goal of Standardizing rate setting methodologies across the Department.



• **Contracts**

- Finalizing Developing of Contracts Lifecycle Management System.
- Migrating Excel-based database and project management system to Web-based application.



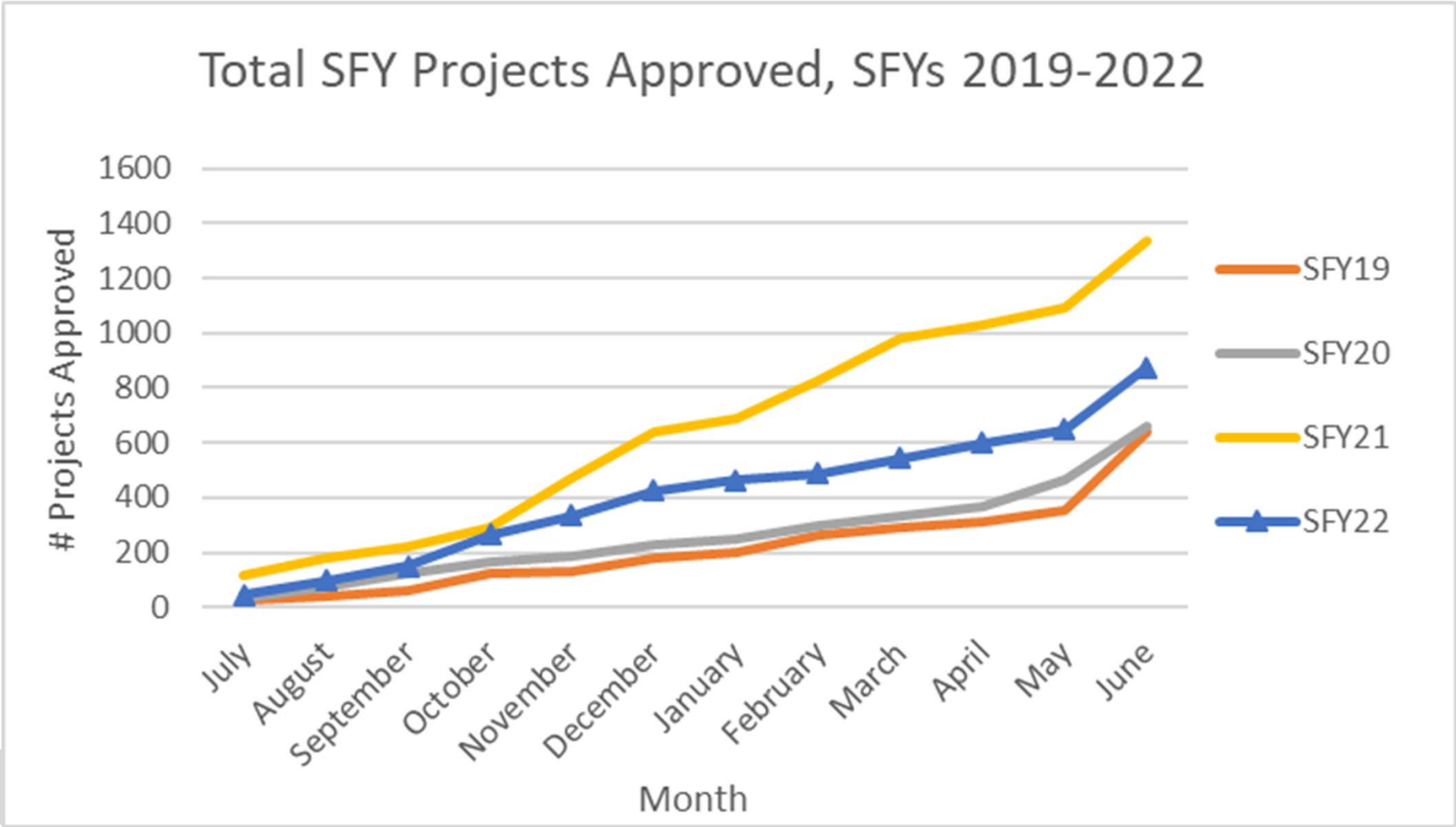
• **Finance Academy**

- Formally established at the end of SFY 22.
- Actively standardizing internal controls and procedures.
- Developing innovative and engaging training modules.

Bureau of Contracts & Procurement

- CY 2018** Process Improvement Methodology (LEAN Six-Sigma DMAIC)
- CY 2019** Created database & project management system
Re-organized Bureau
- CY 2020** Implemented Forecasting Strategy
Enhanced Templates & Automated Tools
Implemented DocuSign eSignature
- CY 2021** Surveying DHHS & Vendors
Developing Contract Development & Management platform
- CY 2022** Contract Development & Management Platform
Enhanced Forecast Strategy
- CY 2023** Launch Contract Development & Management Platform
Implement Smartsheets Application & Planning Dashboards

Bureau of Contracts & Procurement

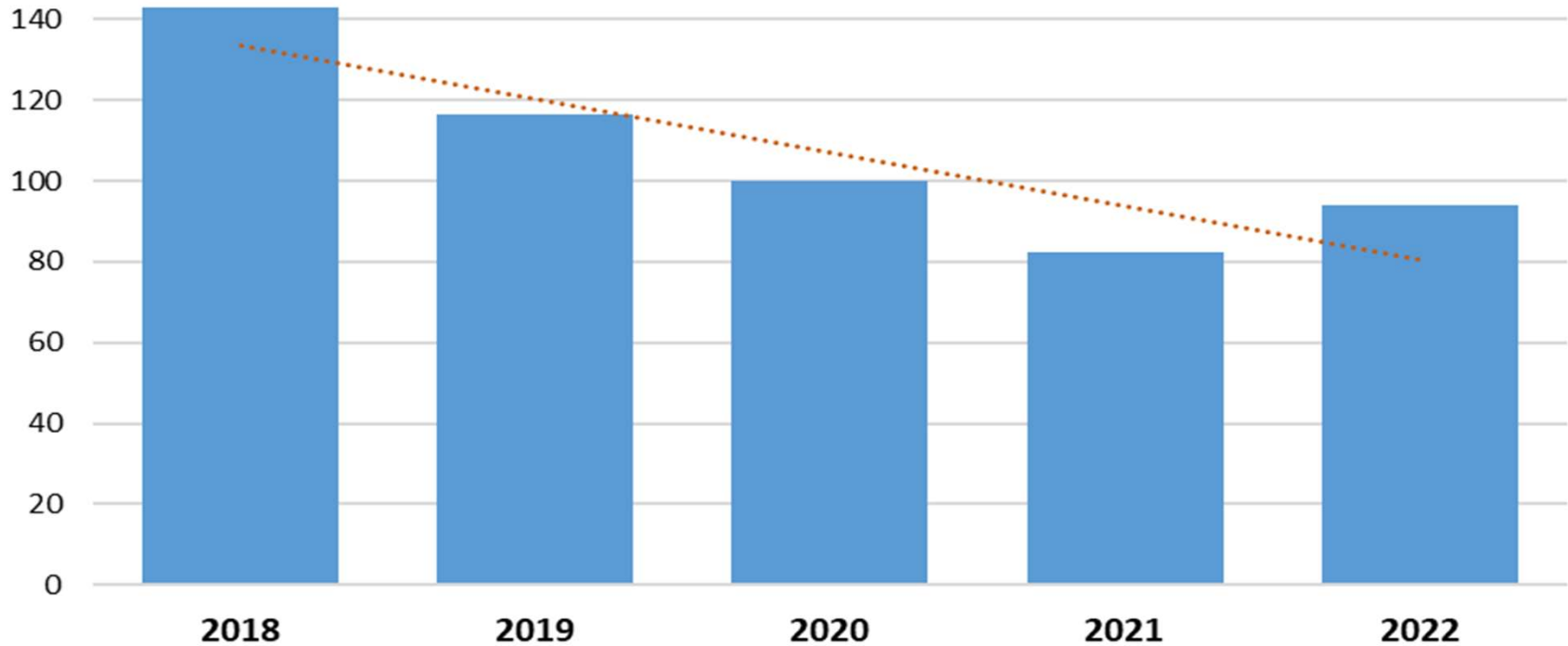


Bureau of Contracts & Procurement

Average of Processing Time

CY Avg. Processing Time

Days from Request to G&C Approval



Years ▼

KEY CHALLENGES

Staffing

Entry Level – Salaries not sufficient to attract and retain staff.

Mid-Senior Level – Difficult to find qualified and experienced.

Retirements on Horizon – Key senior staff plan to retire in coming years.

Reclassification Process – Resource intensive and timely process to reorganize or reclass positions.

Licensing & Regulatory Services
Melissa St. Cyr, Chief Legal Officer

Bureau of Licensing and Certification

Child Care Licensing

Health Facilities Licensing and Certification

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2023	Budget Book Page #	Budget Briefing Book Page #
9520-5143	Child Care Licensing	19	1078	OCOM Pg. 11
9520-5146	Health Facilities Administration	32	1079	OCOM Pg. 13
9520-5682	Community Residences	6	1081	Under \$1M



- **Child Care Licensing**

- Ensures quality service in all center based, family based and 24-hour residential based child care centers as well as licensed-exempt providers receiving child care subsidy.
- Ensures compliance with applicable NH statutes and administrative rules through annual inspections and investigating complaints filed against licensed for compliance and the protection of children.
- Oversees summer and recreational camp licensing and inspection process.

- **Health Facilities Licensing and Certification**

- Responsible for the oversight and enforcement of basic quality care and life safety standards designed to promote safe and appropriate treatment of persons in licensed facilities.
- Includes Health Facilities Licensing Unit, Certification Unit and Community Residences Certification Unit.

Health Facilities Licensing and Certification

- Health Facilities Licensing

- For both residential facilities and nonresidential health care providers such as hospitals, walk-in clinics, nursing homes, substance use disorder residential facilities assisted living.
- Ensures compliance with applicable NH statutes and administrative rules through annual inspections and investigating complaints filed against licensed health facilities
- Provides consultation and technical assistance to help understand licensing regulations to new and existing facilities and agencies.

- Health Facilities Certification

- The State Survey Agency for the NH Medicaid Office and the US Centers for Medicare and Medicaid Services (CMS).
- Responsible for certifying health facilities for participation in the Medicare and Medicaid programs through regulatory oversight.

Health Facilities Licensing and Certification

- **Community Residences**
 - Certifies and inspects community residences that care for individuals with a developmental disability, acquired brain disorder, or a behavioral health diagnosis.
 - Ensures all community residences are compliant with state statutes and regulations.
- **Life Safety and Health Facilities Construction and Renovation**
 - Ensures compliance with the NH State Fire Code and the International Building Code, which are codes and standards for sprinkler systems, fire alarms, structure and building code.
 - Works closely with Fire Marshall to assist licensed facilities as to the minimum life safety code requirements .
 - Provides ongoing assistance and conduct annual on-site inspections to ensure compliance with applicable NH statutes and administrative rules as well as conduct investigations due to receipt of complaints.

Bureau of Legal Services

Provide legal support and services to the Department, and its program areas to ensure that DHHS’ delivery of services adheres to and fairly applies the laws and regulations developed to implement legislative policy.

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2023	Budget Book Page #	Budget Briefing Book Page #
9520-5680	General Counsel	95	1080	OCOM Pg. 15
9520-5683	Operations Support Administration	8	1081	OCOM Pg. 16
9520-5696	Ombudsman	4	1082	Under \$1M
9520-6273	Prescription Drug Affordability Board	1	1084	Under \$1M
9520-6636	Long Term Care Ombudsman	5	1083	Under \$1M

Bureau of Legal Services

- General Counsel

- Provides legal services across all divisions of the Department through:
 - Litigation: Representing the Department in court and administrative forums personnel matters, administrative appeals, New Hampshire Hospital commitments, guardianships, pursuing debt owed to the State, and more.
 - General Counsel: Advising on internal and external audits, responding to law suits, ensuring federal compliance, developing policies, interpreting state laws and rules, investigating and advising on personnel concerns, responding to right to know requests, advising for the contract and procurement processes, ensuring and advising on HIPPA compliance, and promulgating administrative rules.

Bureau of Legal Services

- **Child Support Counsel**
 - Provides legal services to the Bureau of Child Support Services for the establishment of paternity and the establishment and enforcement of child support and medical support orders, including interstate child support orders
 - Provides general counsel on matters on the administration of the Child Support Program.
- **DCYF Counsel**
 - Under the supervision of the Department of Justice, DCYF counsel represents the Department to protect the safety and well-being of children in DCYF's care.
 - DCYF attorneys represent the Department in litigating abuse and neglect cases filed by the agency to protect children.

Legislative Services

- Director of Legislation
 - Coordinates and supports all legislative matters involving the Department. Serves as a resource to the Legislature by providing testimony and information on important matters concerning the Department and the citizens it serves.

- Legislative Liaisons
 - Typically Legal staff, but there are others, who support the work of Legislative Services by providing testimony and information on matters concerning the Department and the citizens it serves.

Prescription Drug Affordability Board

- RSA 126-BB:2 established the Prescription Drug Affordability Board effective July 1, 2020.
- The PDAB is Administratively attached to the Department of Health and Human Services and in accordance with RSA 21-G:10 shall “Exercise its powers, duties, functions and responsibilities independently of the department and without approval or control of the department, except as otherwise specifically provided by statute.”
- Pursuant to RSA 126-BB:8, III, there is an established a non-lapsing, dedicated account that is continually appropriated and administered by the Board.
- The purpose of the Board is to identify strategies that optimize spending by public payors (any division of State, county or municipal government that administers a health plan for its employees or an association of State, county or municipal employers that administers a health plan for its employees) for pharmaceutical products, while ensuring that the public has access to needed pharmaceutical products.

Administrative Appeals Unit (AAU)

- Manages the adjudicative process to provide a fair hearing for applicants and recipients of DHHS services through an objective, impartial review of final actions in a program administered by the Department.
- The AAU's jurisdiction is extremely broad but the most common types of hearing are:
 - Long term care, child abuse and neglect cases, Aid to the Permanently Totally Disabled (APTD), Developmental Disability eligibility, Food Stamps, Home Care for Children with Severe Disabilities (HC-CSD), New Hampshire Hospital cases, medical assistance cases, and prior authorization cases (for durable medical equipment, prescriptions, and medical and dental treatment).
- Identifies significant legal issues that come to light in the hearings process and communicates with Department program administrators to improve processes and procedures.

Ombudsman Offices

- **DHHS Ombudsman**
 - Provide assistance to clients of the Department by investigating and resolving complaints regarding any matter within the jurisdiction of the Department
 - These include services and assistance provided by the Department or its contractors, using mediation or other means of informal dispute resolution.
 - Tracks patterns of concerns and complaints across the Department to analyze systems issues and areas of improvement.

- **Office of Long Term Care Ombudsman**
 - Investigate any complaints concerning residents of the state's nursing homes and assisted living facilities and represents the interest of the residents in resolving complaints.
 - Represents residents' interest in proposed legislation and provides consultation and education services to long term care facilities, their residents, and interested parties.

Caseloads (2022 data)

Bureau of Licensing & Certification

Child Care Licensing: Inspection of 726 family and center based licensed day care centers, 23 residential programs & 18 license exempt facilities serving over 46,700 childcare license slots statewide. Inspection of 160 licensed youth recreation programs. Responded to 267 complaints.

Health Facilities licensing and certification: Licensing of 967 facilities with 566 total inspections. Intake of approx. 2,200 concerns/complaints. 1,337 certified homes totaling 1,440 inspections; 55 licensed/certified homes (2,488 certified beds); 59 certified day programs; and 2 adult family care homes.

Legal Bureau

General Counsel: Right to Know Requests 350 year; Estate Recoveries approx. \$6.4 million year; Client & Legal Services 63 complaints; Human Resources approx. 30 cases; AAU Appeals approx. 150; 80 rule promulgations, 320 probate commitments and 75 guardianships; Client counsel matters approximately 300.

DCYF: Approximately 8,059 hearings, DCYF opened 10,490 investigations/assessments.

Child_Support: Average of 220 hearings per month.

HIPPA: Investigation of 160 incidents.

Administrative Appeals Unit

Processed 1,025 cases.

Ombudsman

Intake of 1644 cases. Increase of approx. 600 cases.

Office of Long Term Care Ombudsman

338 cases involving 709 complaint codes; 608 facility & 796 individual consultations; 412 facility visits

Active Litigation

Approximately 640 open and active lawsuits involving claims of abuse at the Youth Development Center

Approximately 21 open and active litigations of significance.

- 1 Contract/Economic Tort matter
- 5 Employment-related actions—some pending in the HRC
- 9 Non-YDC personal-injury matters (all involving DCYF)
- 5 systems cases that affect or seek to have an effect on one or more systems or programs under DHHS's control. Court ordered alterations to those systems could be costly.
 - Verrill v. Shibinette – Regarding whether certain benefits are available to individuals in particular circumstances under RSA 171-A:1-a (on appeal to New Hampshire Supreme Court)
 - 2 actions concerning how the Involuntary Emergency Admissions statutes under RSA 135-C operate
 - Doe v. Weaver [previously Shibinette]—class action pending in U.S. District Court
 - Alice Peck Day Memorial Hospital, et al. v. Weaver—petition for writ of mandamus pending in Merrimack County Superior Court
 - G.K. v. Sununu—concerning the state foster care system (pending in U.S. District Court)
 - Fitzmorris [previously Price] v. Weaver [previously Shibinette]—concerning the New Hampshire CFI program (pending in U.S. District Court)
- 1 equitable apportionment action under RSA 167:14-a

Approximately 5-10 pro se matters unrelated to the above cases

KEY CHALLENGES

Wages – The vast majority of positions within the Office of Legal and Regulatory Services require higher education and/or years of experience. DCYF in particular is struggling to recruit and maintain staff due to low wages in a competitive environment. Positions remain vacant for long periods of time, leading to burnout of current staff and higher turnover.

BLC – Health facilities and child care facilities have seen huge changes and significant struggles since the pandemic began. Staffing challenges have been ever present but compliance with regulation to promote health and safety in these locations is ongoing amongst these challenges. Department staff are finding more and more non-compliance, leading to increased oversight and a significant increase in complaints. Staff do not have the capacity to perform consultation and other education services for licensed facilities, which could potentially reduce the risk of continued non-compliance.

LEGAL – Litigation costs and personnel resources for discovery and litigation hold creates a huge burden on the legal unit and costs the Department a considerable amount of time and money. The legal unit and program areas do not have ancillary staff to respond to discovery requests, which are huge in DHHS cases. DHHS needs more positions in legal and program areas to assist with these cases.

AAU – The Medicaid Unwind may lead to a huge increase in eligibility appeals. Our AAU staff are limited and due to turnover, 3 of our 6 hearings examiners were hired within the last two months. We have created 5 temp PT positions but those are difficult to fill due to complexity of the work and the education and skills needed to effectively perform a hearing. This may result in client appeals taking longer than necessary, resulting in increased Medicaid costs.

Bureau of Human Resource Management

Christine Alexander, Director

Mission: The Bureau of Human Resource Management serves as a strategic partner by driving HR excellence and innovation, deploying recruitment and retention strategies, offering training and development opportunities, investing in our employee's development, and enhancing the employee experience.

Vision: The Bureau of Human Resources Management will be a transformative body focused on cultivating a diverse, talented, and engaged workforce prepared to effectively serve residents of the State of New Hampshire.

▶ Workforce Quality

- ▶ Develop and maintain a workforce that is caring, competent, values and respectful of one another and those we serve
- ▶ Support innovative, creative and sustainable solutions to address needs with both internal and external consumers
- ▶ Continuous improvement, providing relevant, appropriate training and guidance to achieve job satisfaction and engagement
- ▶ Empower management to provide support and leadership.

▶ Recruitment

- ▶ Practice intentional external placement of vacant jobs aimed at viable, diversified, qualified candidates
- ▶ Support hiring managers by establishing recruitment best practices, and trainings for our applicant tracking system
- ▶ Innovate current processes, aimed at streamlining information and removing redundancy

Bureau of Human Resources

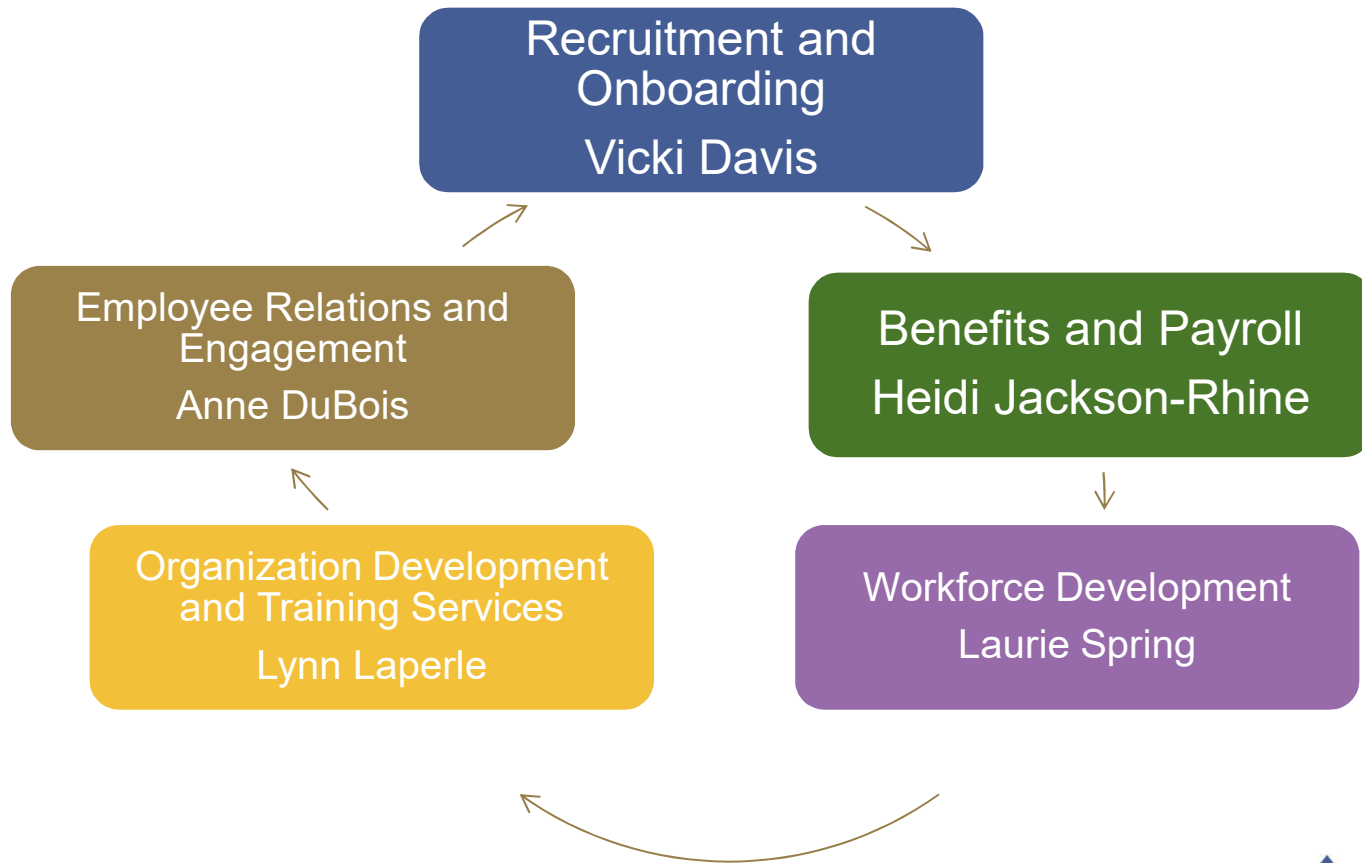
Will provide quality services and support in employment, training, employee relations, benefits, compensation and safety beyond expectations of all employees enabling them to better serve our external customers.

We will strive to promote a work environment that is characterized by fair treatment of all individuals, open communication, personal accountability, trust and mutual respect.

- 🌱 DEVELOP an attitude of teamwork and quality in our day-to-day operations
- 🌱 REDUCE waste by pursuing continuous improvement ideas and activity
- 🌱 RESPECT values that may be different than our own
- 🌱 ACCEPT responsibility for promoting ethical and legal conduct in business practices
- 🌱 COMMUNICATE in a candid, fair and prompt manner

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2023	Budget Book Page #	Budget Briefing Book Page #
9530-5677	Human Resources	31	1085	

Christine Alexander, Director of Human Resources
Christina Martin, Assistant Director of Human Resources





KEY ACCOMPLISHMENTS



- **HR Transactions Fiscal Year 22**

- New Hires: 333
- Rehires: 103
- Transfers: 682
- Processed Applications in the Applicant Tracking System: 9266
- Payroll processed 74,255 payments
- Benefit support: 1,700

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- Continuous recruitment support, with a specific focus on 11 hard to fill areas in the last 4 months
 - Focus on hiring supervisor training and two way sharing of information.
 - Partnering with DOP in areas of recruitment support.
 - Partnering with DOP to invest in external recruitment platforms to enhance HHS visibility.
 - Key collaborative cross-agency role in the acquisition of Hampstead Hospital.
 - Updated the HR Intranet page for a more purposeful and intuitive layout
 - Created a 12-month communication plan for new hires to enhance engagement
 - Established the Employee Advisory Council to increase communication between staff and leadership
 - Partnered with DCYF and Public Information Office to build and execute an on campus job fair promoting vacant positions
 - Actively improving payroll and benefits processes by auditing efficiency and accuracy (e.g., new templates, training).
 - Implemented the federal vaccine mandate at the hospitals, including developing a exemption process and protocol.

KEY ACCOMPLISHMENTS

• Organizational Development & Training Services Touch Points

- Supervisor Roundtable (Revised): 1,100
- Supervisor Certificate Program: 30
- Supervisor Training Series: 37
- Wellness Wednesday: 600
- Lifelong Learning for Leaders: 129
- Dynamic Facilitation: 35
- Hot Topics: 300
- New Employee Orientation: 475 (171 in the new program)

- Introduced four new development opportunities for employees and supervisors.
 - Hot Topics focuses on Agency wide topics that are not HR specific.
 - Lifelong Learning for Leaders: A book club that aligns professional development with practical experience
 - Lending Library provides professional development books for any employee
 - New Employee Orientation, was reinvented in October 2022 to include a specific focus on who HHS is, and provide new hires a resource guide. The frequency is now every two weeks, for two days which includes DOP, in order to support the new hire needs.
- Introduced a new learning Management system to external contractors for a federal mandate. In process of going live to employees this calendar year.
- Introduced Dynamic Facilitation to assist areas within the Agency collaborate on key topics in a safe, professional environment
- Introduced Resources and Planning Services to empower supervisors by providing resources and planning services.

KEY CHALLENGES

New Leadership

With six new HR administrators, 5 all new to State service, understanding the culture, employees, and current processes was a learning curve.

Processes

Reviewing and reinventing processes with an eye on outcome and redundancy

Classification Redesign

Guided by the Division of Personnel, mapping all current classifications

Employee Assistance Program

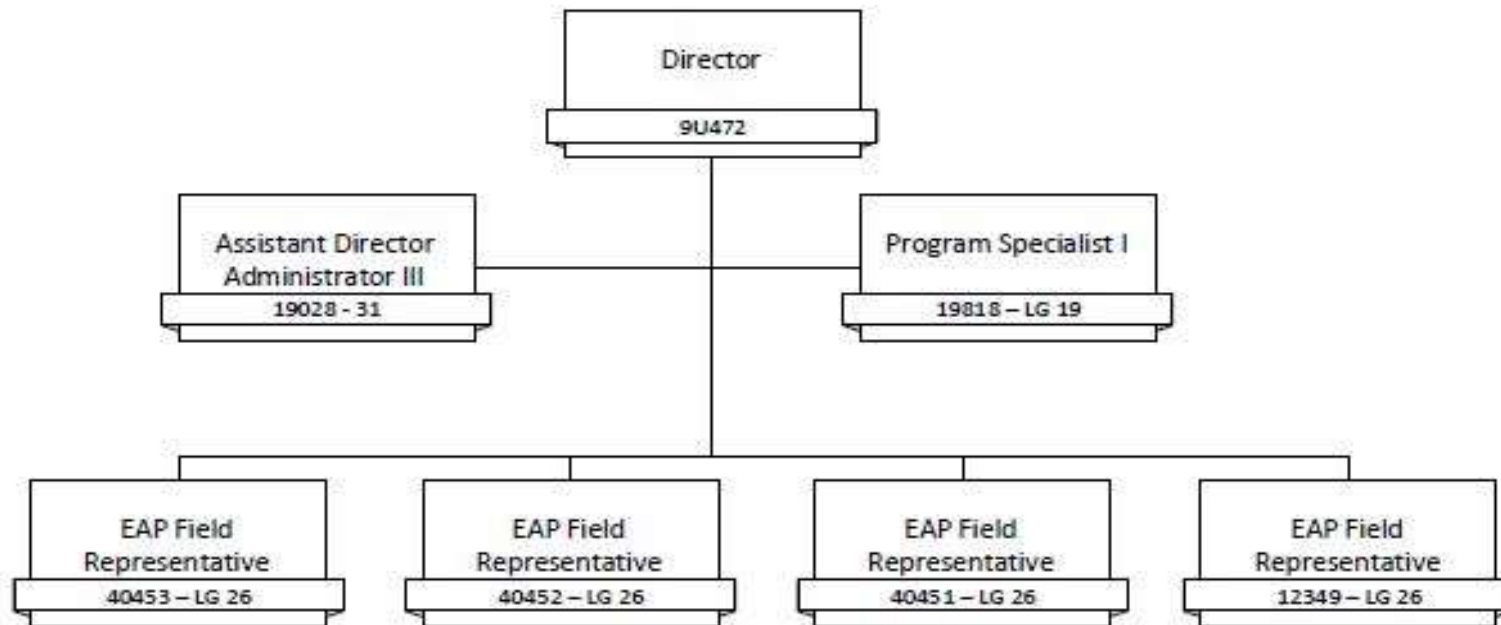
Michael Lawless, Director

- ▶ The State of New Hampshire Employee Assistance Program (EAP) is designed to offer assistance to all State employees and their family members. EAP Field Representatives provide professional assessment, education, intervention and referral services to assist employees in developing problem resolution strategies and linking state employees and their families to community resources. In addition to specific services directed to individuals, EAP provides consultation services to managers and supervisors, up to the level of Commissioner, effectively addressing workplace challenges, group problems and targeted strategies for work group improvements. These services are intended to enhance communication, cooperation, collaboration, productivity, and teamwork in the workplace to support employee and work group wellness and contribute to overall job satisfaction and employee retention.
- ▶ EAP is housed within the Department of Health and Human Services providing services to all state agencies, including the courts, legislature and the Governor's office. A cost allocation formula is used to bill each agency utilizing EAP services.

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2023	Budget Book Page #	Budget Briefing Book Page #
9500-5025	Employee Assistance Program	7	1070	OCOM Pg. 19



NH Department of Health and Human Services Employee Assistance Program



- ▶ Provide Confidential Services to State employees and their family members
- ▶ Support Leadership throughout the organization to reflect a culture consistent with mission statements, organizational goals, policies and initiatives
- ▶ Utilize Employee Assistance Program Core Technology and best practices in service delivery
- ▶ Ensure equitable access to Employee Assistance Program services within all three branches of State government
- ▶ Ensure access to Employee Assistance Program services for state employees and state departments in all geographic locations throughout the state
- ▶ Improve work place productivity and employee health

Employee Assistance Program

House Finance – Division III

36

Individual counseling
for employees and
family members

Crisis intervention
response

Supervisory and
management
consultation

Health and Wellness

Provider connection,
case management
and follow-up
services

Critical Incident
Stress Management
(CISM)

Supervisory coaching

Support Wellness
Coordinators

Financial, legal, elder
care, childcare,
retirement

Grief groups

Workgroup
interventions

Peer Support

Alcohol/Substance
use services

Death notification

Mediation and
conflict resolution
services

Coaching, education,
consultation, referral
for peers

Mental Health
services

Policy development

Employee Coaching

Management
Consultation

KEY ACCOMPLISHMENTS

- Broadening the scope of supervisory/management services and programming to address ongoing impact of COVID-19 on individuals, agencies, and the organization as a whole
- Development of a conflict management continuum to enhance workplace productivity and interpersonal relationships in support of organizational retention efforts
- Provide ongoing technical support for the development and establishment of Peer Support Programs in the Department of Safety (State Police and Emergency Communications 911) and DHHS Division for Children, Youth and Families
- Created health and wellness programming for multiple departments based on the dimensions of wellness in the service of a holistic approach to employee well-being
- Procurement of DATA management system (in process)