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
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
	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
	3. Develop targeted succession plans	HR	• Identification of critical positions • Development of action plans for knowledge transfer
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
	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
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
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
BFSD			
Implement Process Improvements	Digitize forms and workflows	Division Administrator	• Increase automation of financial forms by 25% in each year of the biennium

Provide Education and Outreach	Provide opportunities for training/onboarding to foster knowledge transfer	Division Administrator	• Provide quarterly training son agency wide financial processes • Provide orientation for new financial staff learning to navigate department processes.
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
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.
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
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%

Economic Securities Branch

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
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 vision by 50% in each year of the biennium
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
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
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

Goal	Objective	Responsible	Benchmark
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 31.8% by June 2025
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
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
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
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

Medicaid and Health Services Branch

Goal	Objective	Responsible	Benchmark
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
	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
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
	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
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
	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
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 of Facilities	• Establish a new organizational structure with focus on shared services harmonization and facilities stabilization • Reduces costs of staffing services by streamlining contracted staffing procurement