

DIVISION OF ECONOMIC STABILITY

MARCH 3, 2025

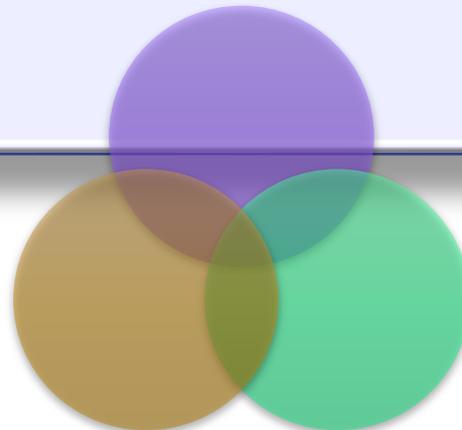
KAREN E. HEBERT, DIVISION DIRECTOR



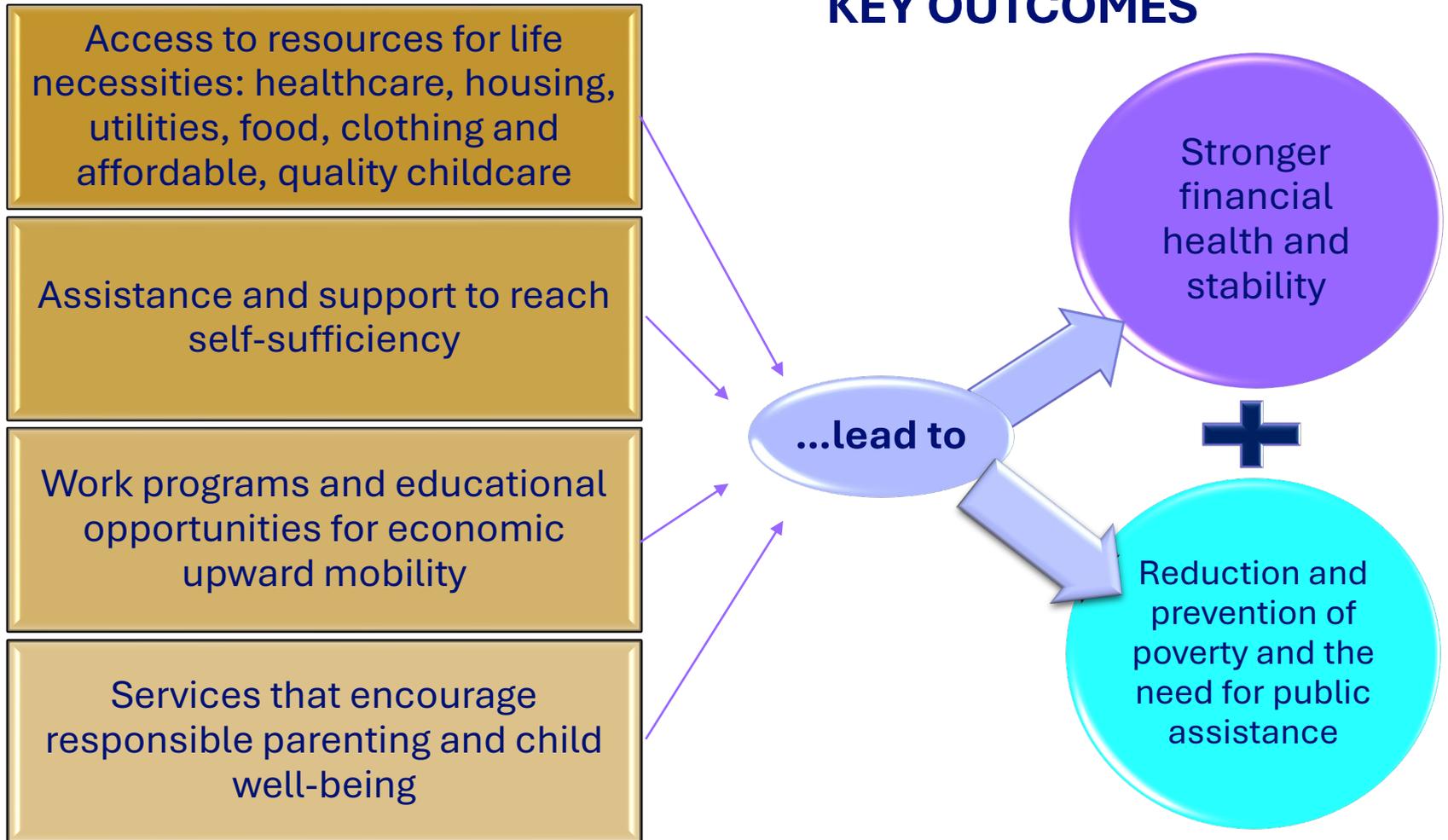
Department of
**HEALTH &
HUMAN SERVICES**

Division Mission

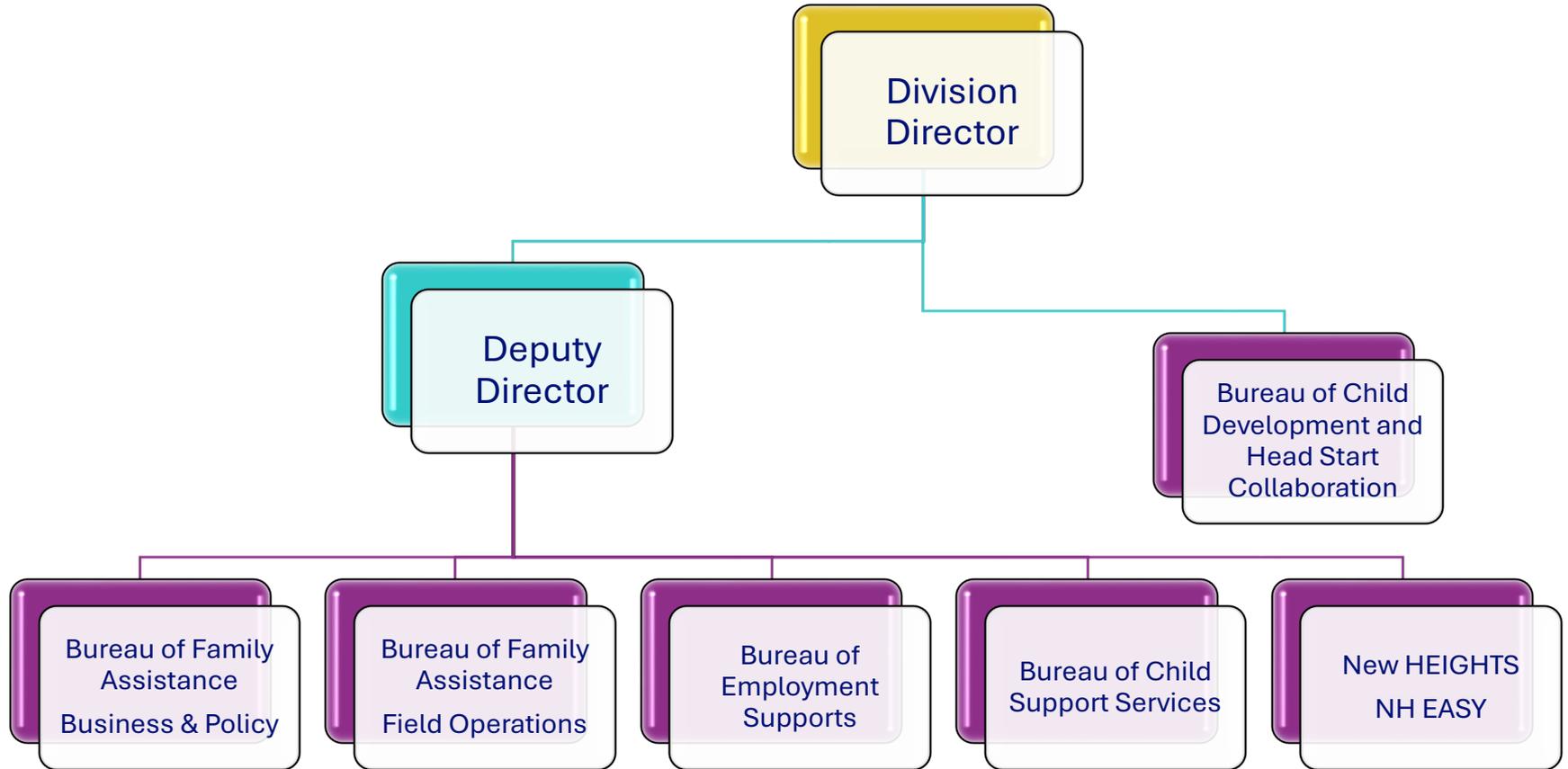
To advance the health, economic
and social well-being of
individuals, families and communities



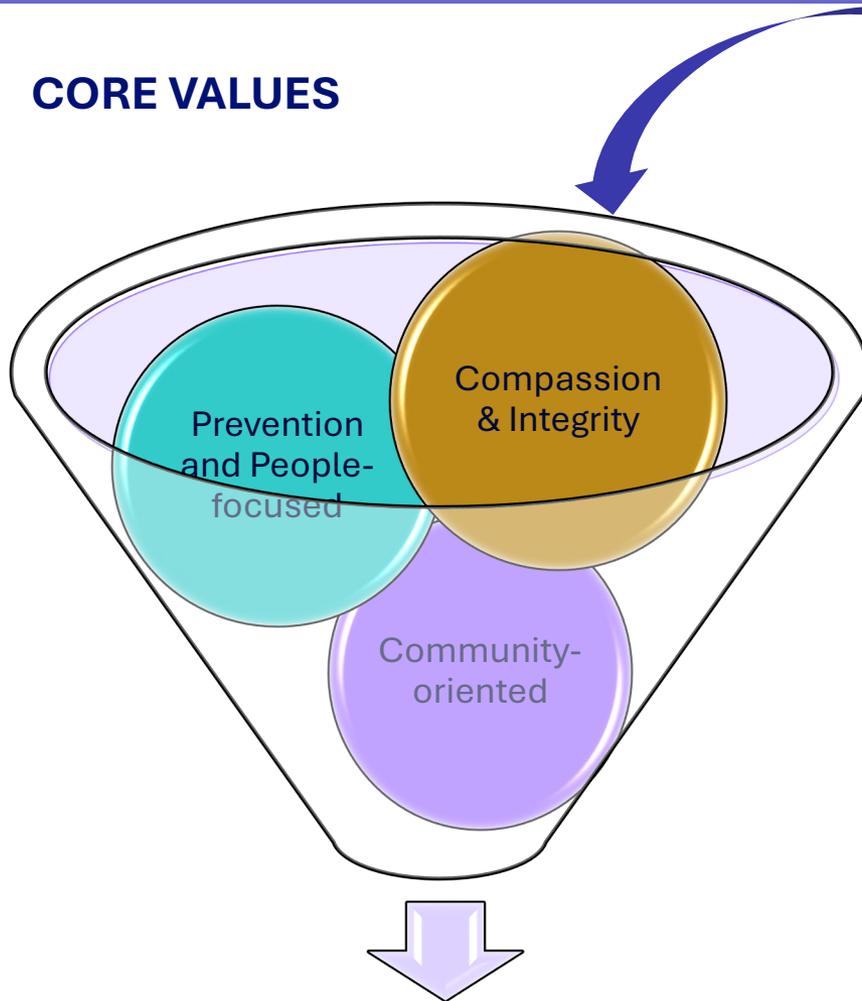
KEY OUTCOMES



ORGANIZATIONAL CHART



CORE VALUES



QUALITY STANDARDS

2024-2025 DHHS Roadmap
Commitments 1, 2 and 3

Partnering with DPQI



Bureau of Child Development and Head Start Collaboration (BCDHSC)

- Enables access to childcare to support NH business and economic development
- Enables parents to achieve independence from public assistance with work requirements
- Provides consumer education information to help parents make informed childcare choices
- Improves the overall quality of childcare and programs with health and safety training, professional development and early learning standards
- Collaborates with Head Start providers in NH

Outcomes and Results

- 45% increase in Child Care Scholarship utilization (4,032)
- 160 providers engaged in quality activities under Granite Steps for Quality
- 1200 professionals added a credential
- 717 licensed programs with capacity of 45,622

Significant investments in childcare have stabilized and strengthen the industry, supported more families and contributed to a stronger economy. This has paved the way for further growth and success.

2024-2025 DHHS Roadmap
Commitment 3

Partnering with DPQI

Examples of outcomes to federally-funded childcare initiatives

Gorham Community Learning Center Expansion

Successful public-private partnership and financing model resulting in expanded childcare options within a region grappling with shortages. Transformed former Northeast Credit Union Branch into modern childcare center to increase licensed child capacity in the region for 49 children/families.

Out of School Time Programs

Statewide OST network was established to promote resource sharing, capacity building, and workforce recruitment and retention with training and technical assistance. During state fiscal years 2024 and 2025, the network served approximately 325 providers.

Quality Childcare

Training, coaching, and data systems were significantly bolstered to support the environmental rating scales, as part of New Hampshire's quality recognition and improvement system known as Granite Steps for Quality.

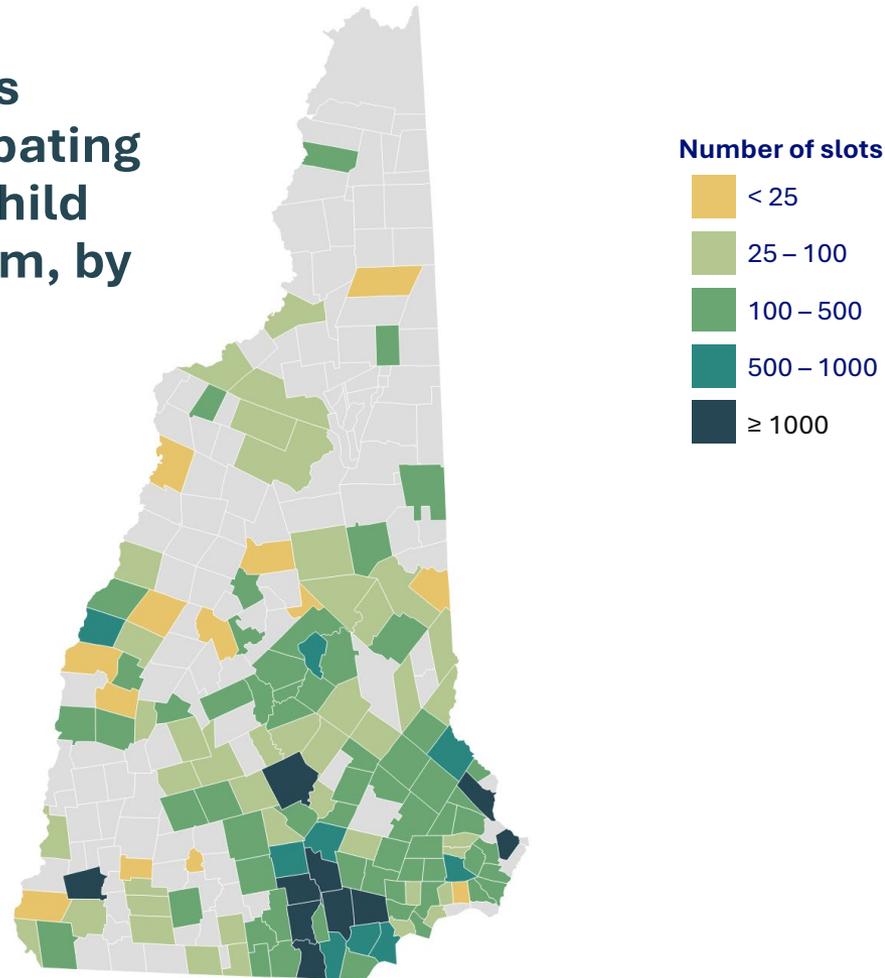
Strengthening Family Childcare

The [NH Guide to Becoming a Family Child Care Provider](#): a resource for small business ownership, and the NH Family Child Care Provider [Business Health Assessment Tool](#)

**Outcome Summary of ARPA-D Contracted Initiatives:
Strengthening New Hampshire's Child Care System**



Number of licensed slots among providers participating in the New Hampshire Child Care Scholarship Program, by municipality



Source: Carsey School of Public Policy map of data from NH DHHS BCDHSC. Note: Data as of February 23, 2025

Bureau of Child Development and Head Start Collaboration (BCDHSC)

Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4511-2334	Child Development Operations <ul style="list-style-type: none"> 100% Federal funds Operational support for NH Child Care Scholarship program 	8	878	n/a Under \$1m
4511-2335	Child Development Program <ul style="list-style-type: none"> Funding for employment-related childcare 70% minimum of CCDF must be spent for direct care Meet Matching and Maintenance of Effort federal requirements 	0	879	1
4511-2336	Child Care Development Quality Assure <ul style="list-style-type: none"> 100% Federal funds 9% of CCDF must be spent on Quality Activities 3% of CCDF must be spent on Infant and Toddler Activities 	3	880	3
4511-2337	Head Start State Collaborative <ul style="list-style-type: none"> 100% Federal funds Partners and promotes collaboration for positive impacts on service quality for children and their families who receive Head Start program services 	1	881	n/a Under \$1m
4511-6386	Child Care Workforce <ul style="list-style-type: none"> 100% General funds Recruitment and retention grants for childcare providers Requested per HB2, 2024 legislative session, Chapter 79:534 	0	882	5



Bureau of Child Support Services (BCSS)

- Services for families of children whose parents (or parent/caretaker) do not reside in the same household; serving both the paying parent and receiving parent/caretaker
- Engage and assist parents who are willing and able (or unable) to support their children, and when necessary, enforcing the responsibility with parents who are unwilling
- Child support payments distributed and disbursed within 48 hours of receipt, lessening the need for public economic assistance
- Federally-certified automated case management system
- Maintain complete and accurate accounting of support payments for parents
- Establish paternity (legal fatherhood) for children

Outcomes and Results

- 28,000 NH families served annually
- \$78M support payments collected
- Recovered ~\$4.8M to offset TANF assistance expenditures
- Established paternity for 1,139 children
- 70% of payments collected from wage assignments

DHHS believes in the responsibility of parents to financially support their children and aims for quality service helping parents through challenging circumstances concerning child and medical support.

• **Bureau of Child Support Services (BCSS)**

Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4570-2383	<p>Child Support Services Operations 66% Federal funds Cost-effective: \$1 spent for every \$3.04 collected Cost-avoidance: reducing need for public assistance Cost-recovery: for TANF assistance expended</p>	126	882	6
4570-2384	<p>State Disbursement Unit Processes over \$78M in child support payments Payments disbursed within 48 hours Self-service portal for employers, self-employed parents</p> <p>Access and Visitation 100% Federal funds Parents who see their children more likely to pay</p> <p>Expedited Services Agreement with Administrative Office of the Courts to process DHHS Child Support cases to meet federal timeframes; DHHS passes 100% FF through to AOC</p>	0	884	9

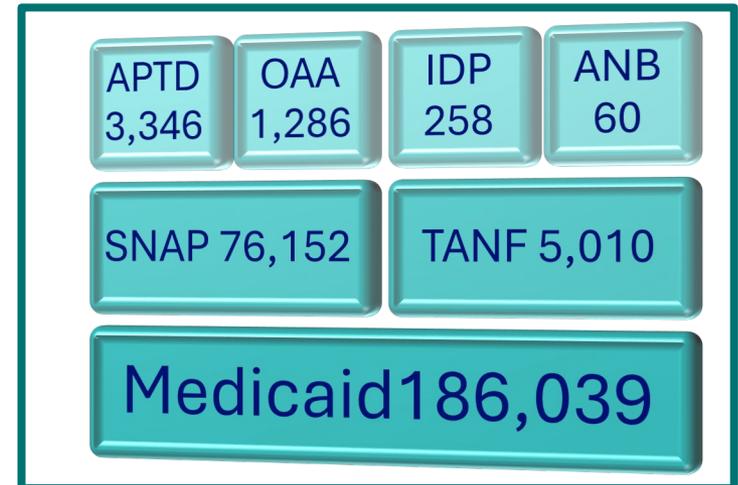


Bureau of Family Assistance – Director’s Office

- Administers business and policy over federal and state financial assistance programs
 - Supplemental Nutrition Assistance Program (SNAP)
 - Temporary Assistance to Needy Families (TANF)
 - Multiple state supplemental programs, such as APTD.
- Collaborates across DHHS and with community partners for human services, healthcare services, childcare and development, and family support systems to meet the needs of vulnerable populations

Our most vulnerable populations rely on DHHS for basic needs (shelter, food, clothing, utilities). Some need services temporarily and others need it for their lifetime.

People depend on DHHS to provide clear and useful information and instructions to meet their needs. They need less bureaucracy, notices they can understand, more awareness of programs that may help them, and easier access to them.



Counts of persons

Bureau of Family Assistance – Director’s Office

State Supplemental Assistance Programs

<p>Old Age Assistance*</p>	<ul style="list-style-type: none"> • financial assistance benefit to residents 65+ whose income/resources is insufficient for essential necessities such as shelter, utilities, food and clothing.
<p>Aid to the Totally and Permanently Disabled*</p>	<ul style="list-style-type: none"> • financial assistance benefit to residents 18-64, who are determined to have a physical or developmental disability or a mental health condition
<p>Interim Disabled Parent Δ</p>	<ul style="list-style-type: none"> • financial assistance benefit to families with dependent children and parent/caretaker is temporarily disabled or is the primary caregiver for a dependent with a disability
<p>Families With Older Children Δ</p>	<ul style="list-style-type: none"> • financial assistance to families with a dependent child 19 up to 20, in high school or basic education full-time
<p>Aid to the Needy Blind*</p>	<ul style="list-style-type: none"> • financial assistance benefit to residents who are legally blind
<p>Refugee Assistance Δ</p>	<ul style="list-style-type: none"> • financial assistance to help eligible refugees become self-sufficient as quickly as possible after settling in NH.

*Counts as MOE for Medicaid
 Δ Counts as MOE for TANF

Temporary Assistance for Needy Families – Fixed Block Grant for States

Federally-defined Purposes of TANF:

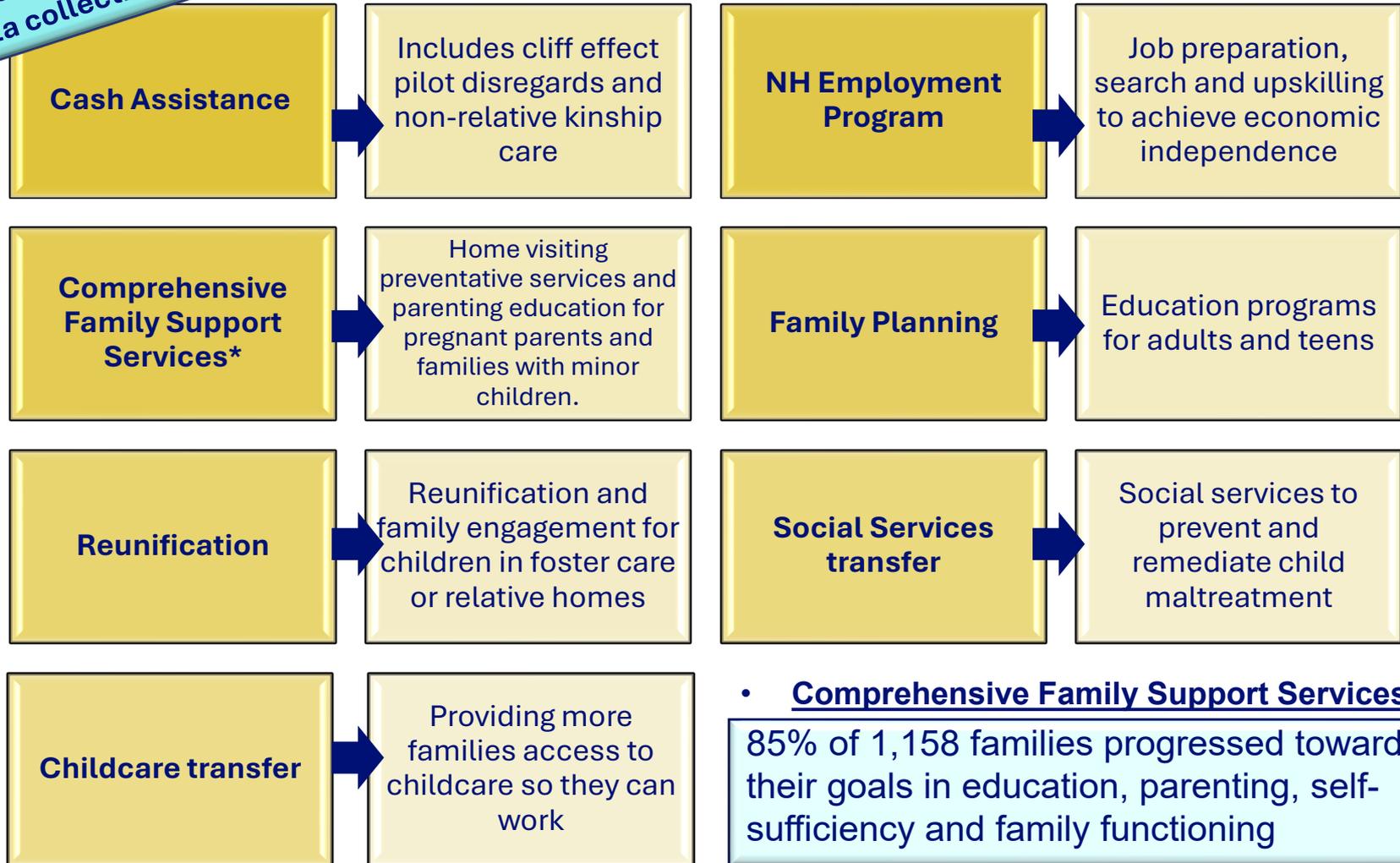
1. To provide assistance to needy families so that children may be cared for in their own homes or in the homes of relatives;
2. To end the dependence of needy parents on government benefits by promoting job preparation, work, and marriage;
3. To prevent and reduce the incidence of out-of-wedlock pregnancies and establish annual numerical goals for preventing and reducing the incidence of these pregnancies;
4. To encourage the formation and maintenance of two-parent families

TANF funding consists of:

- I. Annual federal TANF block grant (\$38 Million)
Must be spent on TANF eligible families and meets at least one of the 4 purposes
- II. Annual state maintenance-of-effort (MOE) funds (\$32 Million)
States may count as MOE only the qualified expenditures that exceed its program spending in FY94; must be spent to benefit TANF eligible families.
- III. TANF “balance” \$72M as of December 2024 (includes current FY grant)

Temporary Assistance for Needy Families – Planning

Outcome measures
Data collection



- **Comprehensive Family Support Services**
85% of 1,158 families progressed towards their goals in education, parenting, self-sufficiency and family functioning

Temporary Assistance for Needy Families



- 14% gained employment
- 9.5% became over income or resources
 - Child support
 - Other unearned income
- 10.4% voluntary withdrew
- 39.4% did not comply with a requirement
 - Child support cooperation
 - Teen parent requirement
 - Development of work plan or other NHEP requirement
 - Did not show for appointment
 - Did not submit required documents
- 22.8% other
 - Child aged-out
 - Transferred to other assistance program
 - Moved out of NH

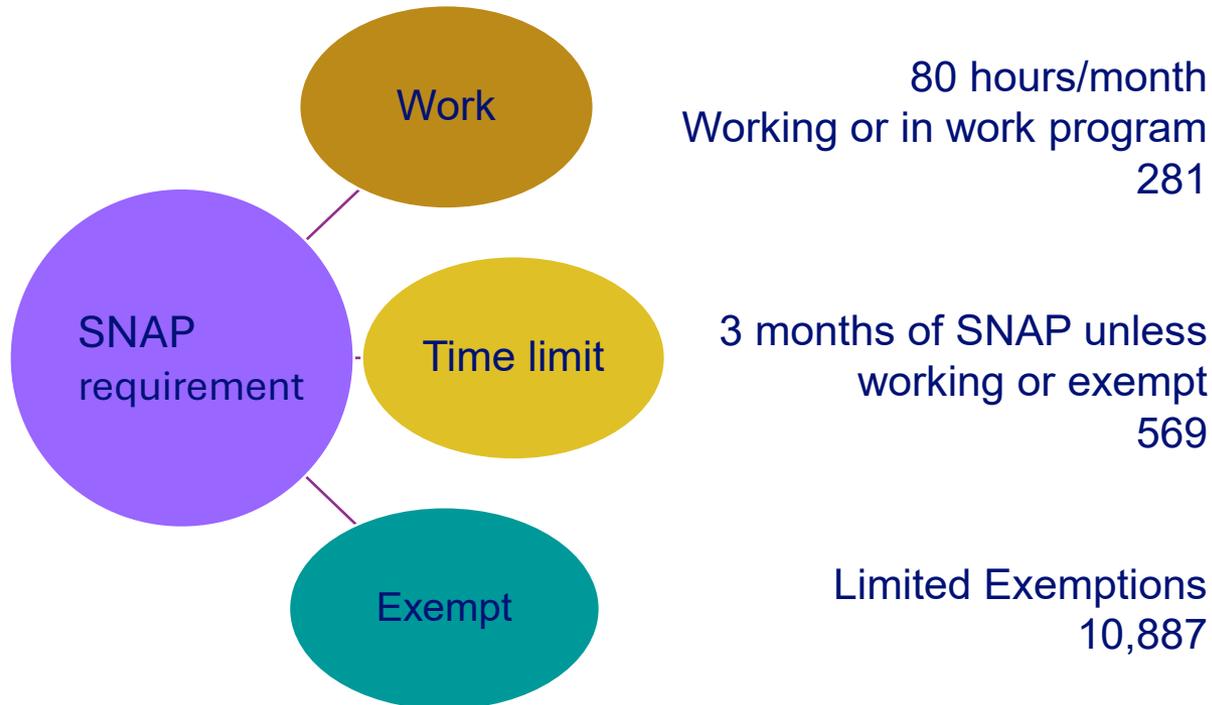
Administration for Children and Families, 2023



Bureau of Family Assistance – Director’s Office

ABLE-BODIED ADULT WITHOUT DEPENDENTS

Any person who is aged 18 but is younger than age 55, who is fit to work, and does not have a minor child in their SNAP household, is an ABAWD and must meet certain requirements to receive SNAP benefits.



Bureau of Employment Supports (BES)

- Provides employment preparation and placement services for TANF recipients who are required to participate in work activities to attain economic self-sufficiency.
- Assists SNAP recipients with Employment and Training Program (E&T) to gain skills, education or work experience necessary to attain economic self-sufficiency.
- Collaborates with employers, educational/training organizations, WIOA, NH Employment Security and NH Dept of Business and Economic Affairs, to address labor market needs
- Meets family and business needs through credential attainment and workforce skill building

DHHS successfully changed its business model to streamline work program services. The result is improved customer service and quality support for working families, supporting skill development, education, and work readiness activities. DHHS is also now collecting data to measure the effectiveness of services and outcomes.

Outcomes and Results

- 69.96% TANF participation rate (8.2% increase)
- 130 enrolled in SNAP E&T
- 475 obtained employment or credential
- SNAP E&T in Community College System

Bureau of Family Assistance – Director’s Office

Activity – Accounting Unit	Accounting Unit Title Highlights Aligning Budget to Program	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4500-6125	Director’s Office <ul style="list-style-type: none"> • SNAP Nutrition & Outreach 100% federally funded • SNAP EBT card contract 52% General Funds • SNAP Employment & Training 50% General Funds 	16	865	14



Bureau of Family Assistance

Activity – Accounting Unit	Accounting Unit Title Highlights Aligning Budget to Program	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4500-6146	Temporary Assistance to Needy Families (TANF) <ul style="list-style-type: none"> To access federal \$, the state must provide \$32M Maintenance of Effort Federal funding from the TANF Block Grant Other funding from Child Support Recovery 	0	868	17
4500-6153	Separate State TANF Program – Families with Older Children (FWOC) <ul style="list-style-type: none"> 100% General Funds Applied to TANF MOE 	0	869	n/a Under \$1m
4500-6170	State Supplemental Assistance – Old Age Assistance Grant (OAA) <ul style="list-style-type: none"> 100% General Funds Applied to Medicaid MOE 	0	869	19
4500-6171	State Supplemental Assistance – Aid to the Needy Blind (ANB) <ul style="list-style-type: none"> 100% General Funds Applied to Medicaid MOE 	0	870	n/a Under \$1m



Bureau of Family Assistance, continued

Activity – Accounting Unit	Accounting Unit Title Highlights Aligning Budget to Program	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4500-6172	Refugee Grants <ul style="list-style-type: none"> 100% Federal funds 	0	870	21
4500-6174	State Supplemental Assistance – Aid to the Permanently and Total Disabled (APTD) <ul style="list-style-type: none"> 98% General funds Applied to Medicaid MOE 2% estate Recovery funds 	0	871	22
4500-6176	State Asst Non-TANF – Interim Disabled Parent <ul style="list-style-type: none"> 100% General funds Applied to TANF MOE 	0	872	24
4500-3255	SNAP Incentive Program <ul style="list-style-type: none"> 100% General funds Doubles value of healthy food purchases up to \$20/day 	0	873	n/a Under \$1m



Bureau of Employment Supports

Activity – Accounting Unit	Accounting Unit Title Highlights Aligning Budget to Program	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4500-6127	Employment Supports <ul style="list-style-type: none"> • TANF recipients required to participate • Both General and Federal funds • General funds applied to \$32M TANF MOE • Developing new participant outcome measures • SNAP Employment and Training in AU 4500-6125 	45	867	15



Bureau of Family Assistance (BFA) – Field Operations – Eligibility Determinations

- Assists individuals and families to access nearly 50 medical and economic assistance programs.
- Determines financial eligibility for all programs; provides information about resources
- Determines eligibility for Long Term Care in collaboration with the Division of Long Term Supports and Services (nursing facility or CFI waiver)
- Serves the public and clients at District Office locations statewide
- Maintains, leverages and enhances the DHHS integrated eligibility information technology system known as New HEIGHTS; maintains NH EASY which enables citizens and community providers to self-serve and securely access information regarding assistance benefits and services

Outcomes and Results - Monthly

- 8,044 new applications
- 13,100 redeterminations
- 28,589 inbound calls
- 91,205 documents scanned and indexed
- 26,200 case updates

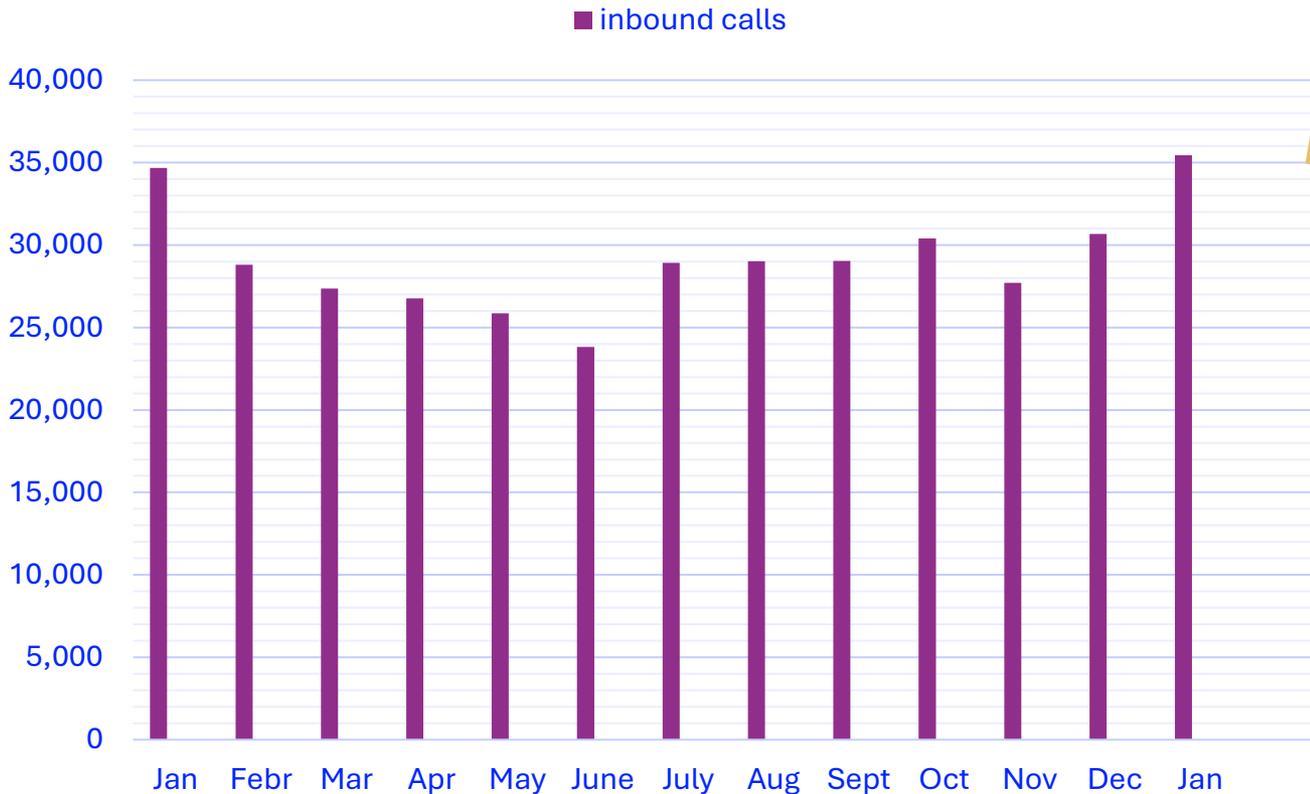
With a 23% vacancy rate among eligibility staff, DHHS is challenged to conduct its activities accurately and timely. This impacts clients and risk penalties to the state. Resources such as the Call Center help to prevent greater delays and errors.

2024-2025 DHHS Roadmap
Commitments 1 and 3

Partnering with DPQI

Bureau of Family Assistance (BFA) – Field Operations

Tier One Call Center - Inbound Calls



2.7% abandonment rate

17-minute average wait time

Prioritized Need in 4510-7993

Does not include inbound calls to Medicaid Call Center or directly to District Offices

The Central Nervous System

Rapidly evolving technology is vital for success.

DHHS must adopt and leverage technology for a more streamlined and efficient approach, making access and services easier and a better customer experience.



High Priority Projects

- SNAP Error Rate reduction strategies
- Make NH EASY *easier*
- Operational Efficiencies with Technology
- Federal reporting enhancements
- SNAP E&T data tracking and reporting



133,058 Households
in open cases

31,056 use text
61,947 use email

133,029 active
NH EASY accounts

230 projects 2024
266 planned for future

Benefits 298,000 NH citizens

Serves 1,100 Department users

Supports 1,000,000 daily
transactions



Leveraging New HEIGHTS for Long Term Supports and Services



New IT support for

- CFI Waiver Management and Services
- DD/ABD/IHS Waiver Management
- Adult Protective Services
- Early Supports and Services
- Establish LTSS users and access to NH EASY



High Priority Projects

- System of Care for Healthy Aging
- Medicaid projects for policy compliance
- Long Term Care Waiver projects
- NH EASY access enhancements for Case Managers, Area Agencies and Medicaid providers

991 users

576 applications monthly

500+ emails to BFA's LTC unit daily

86+ nursing facilities met monthly



• Bureau of Family Assistance – Field Activities

Activity – Accounting Unit	Accounting Unit Title Highlights Aligning Budget to Program	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
4510-7993	Field Eligibility and Operations <ul style="list-style-type: none"> Funding sources vary per eligibility program 	358	875	27
4510-7214	New HEIGHTS <ul style="list-style-type: none"> Funding sources vary per program Improving Long Term Care processing Improving communications, customer service 	20	876	29
4510-7997	Disability Determination Unit <ul style="list-style-type: none"> 62% Federal Funds Improving medical review services 	11	876	31



CHALLENGES

Field Operations – a quest for better results

Currently, DHHS utilizes multiple operating models improvised and adjusted over time which are not sustainable given demands and constraints.

DHHS seeks to restructure the business operating model to increase staff retention, strengthen partnerships, reinforce specialization, drive down overhead, automate processes, and enhance the customer experience and the effectiveness of DHHS service delivery.

DHHS is committed to an innovative approach that emphasizes:



People



Processes



Systems

Source: Deloitte DHHS Business Operating Model Changes 7-10-24



CHALLENGES

Long Term Care – a quest for better results

Currently, the DHHS Bureau of Family Assistance (BFA) and Bureau of Adult and Aging Services (BAAS) are experiencing business process challenges affecting their ability to effectively manage tasks with current capacity.

DHHS seeks to enhance BFA and BAAS business processes to increase staff efficiency, reduce manual workarounds, automate processes, and enhance the customer experience and the effectiveness of DHHS service delivery.

DHHS is committed to an innovative approach that emphasizes:



People



Processes



Systems

Source: Deloitte DHHS Business Operating Model Changes 7-10-24



SOLUTIONS

Improving the Customer Experience

2024-2025 DHHS Roadmap Commitment 3, Initiative 1

Commitment 3 – Improve Customer Service

Modernize systems to streamline administrative processes for the people we serve and maximize the quality and integrity of all of DHHS' work.

Initiative 1: Strengthen Access and Services for Individuals and Families

Ensure individuals and families have timely and effective access to supports and services.

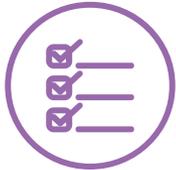
Goal 1: Develop a strategy to improve the eligibility process and experience for those applying for long-term care.

Goal 2: Improve the quality of communication from DHHS to individuals, families and stakeholders.



Priority Areas

Current issues that impact operations identified



Process

Evolving demands have placed stress on existing processes, making it more difficult to prioritize and organize work. It is challenging to sustainably execute work consistently based on timeliness obligations. NH DHHS staff face uneven workload distributions, including call volumes and backlogs of applications. Staff have reported feeling that there is no true ownership of work, which may contribute to confusion and burnout.



People

DHHS faces a 23% vacancy rate of FSSs and chronic understaffing, which hampers departmental productivity. Training new staff to become effective and efficient employees can take 9+ months, increase workload, and turnover is at all time high.



Systems

As the processes and people’s strategies are refined, the system needs to be optimized for the new model. Additionally, the system should continue to further automate functions so that staff are better positioned to execute the work that requires human touch.

Source: Deloitte DHHS Business Operating Model Changes 7-10-24



Priority Areas



Client Communication



Document Tracking



Application Processing



Workload Management



**Plan and Service
Management Enhancements**



Data Analytics

Source: Deloitte DHHS Business Operating Model Changes 7-10-24



SOLUTIONS

Roadmap to Quality Standards

Business Operations and IT System Plans

Family Assistance

- Transition to Task Prioritization and Assignment model
- Improve training and standardized business processes
- Enhance document processing and automation to reduce manual work
- Revise notices with human-centered design for clear comprehension
- Improve document uploading experience
- Enhance data collection and analytics for evidence-based evolution
- Implement SNAP process changes to reduce the Error Rate

Long Term Care

- Improve Long Term Supports and Services workload management
- Implement Aging and Long-Term Care business support
- Restructure Long-Term Care (financial and medical) Eligibility Workflows
- Support Medicaid policies
- Enhance document processing and automation to reduce manual work
- Enable client portal and provider access in NH EASY



Quality Services in Eligibility Determinations

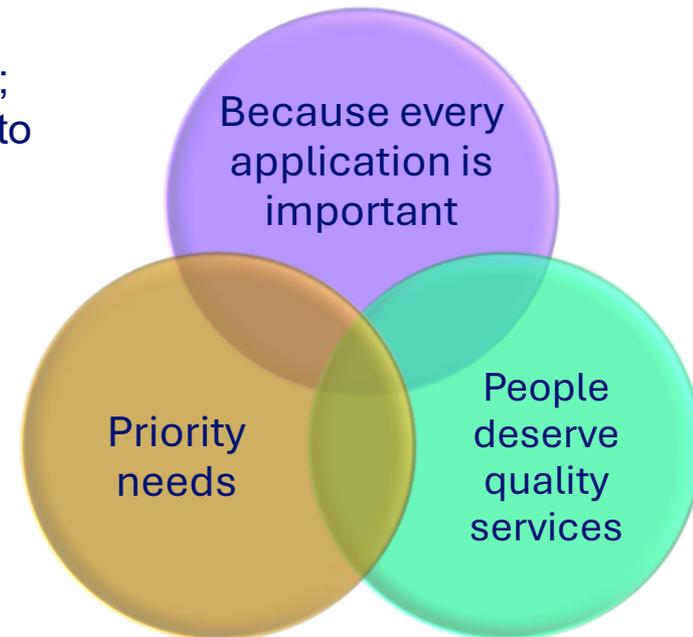
Call Center: Keeps wait times and abandonment rates low; people get needs addressed timely; enables eligibility staff to focus on processing and determine eligibility faster

Income Verification Service: Currently not allowed to leverage the CMS source for cases without Medicaid (~13,000); some employers don't provide this even to their own employees; saves time for everyone

SNAP Error Rate Reduction Strategies: Replace manual work on high error-prone functions with automation

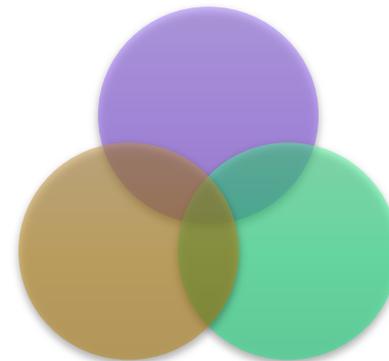
Making NH EASY easier: Enable employer to upload verifications; add analytics to identify user barriers; chatbot; simplify self-service functions; form-fillable PDF forms

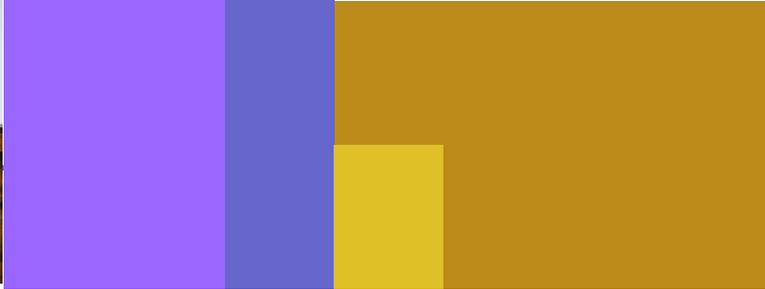
Notice Changes for federal compliance: Improve customer service with communication in other languages to reduce staff intervention; reduce risk of non-compliance with federal requirements



HB1 Budget Areas For Consideration

Priorities	SFY 26				SFY 27			
	General	Federal	Other	Total	General	Federal	Other	Total
<u>Eligibility Call Center</u>	1,800,000	2,200,000	0.00	4,500,000	1,800,000	2,200,000	0.00	4,500,000
<u>Income Verification Source</u>	1,599,435	1,954,865	0.00	3,554,300	1,599,435	1,954,865	0.00	3,554,300
<u>SNAP Error Rate reduction strategies</u>	625,000	625,000	0.00	1,250,000	625,000	625,000	0.00	1,250,000
<u>Make NH EASY easier</u>	328,125	609,375	0.00	938,000	328,125	609,375	0.00	938,000
<u>Notice changes for federal compliance</u>	121,600	1,094,400	0.00	1,200,000	121,600	1,094,400	0.00	1,200,000





Questions?

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Department of
**HEALTH &
HUMAN SERVICES**

