



Division of Finance

Nathan White, Chief Financial Officer



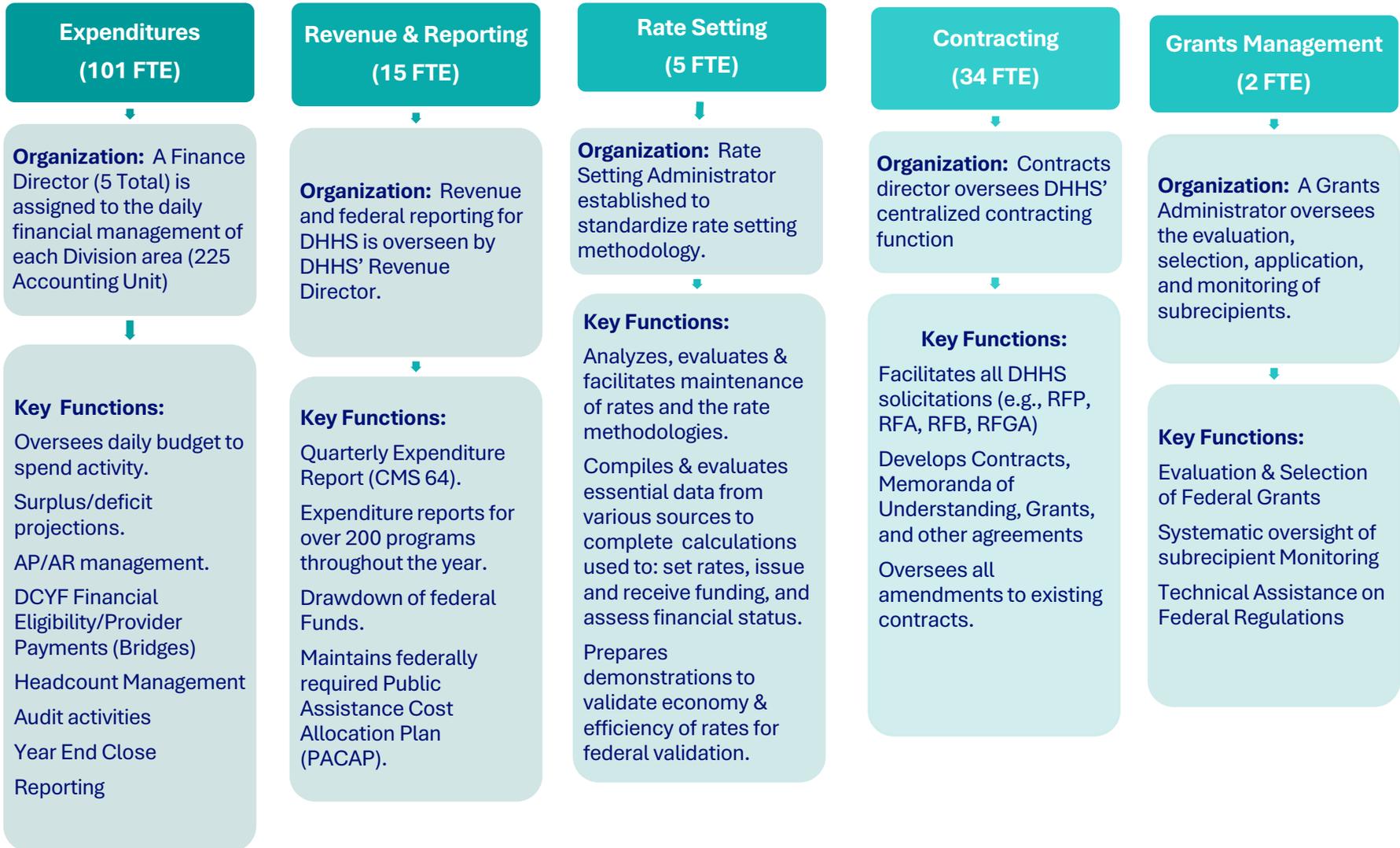
Department of
**HEALTH &
HUMAN SERVICES**



Division Mission

In a spirit of excellence, integrity, and dedication, the Division of Finance & Procurement delivers reliable financial data management and facilitates contracting services through flexible leadership and cross-departmental collaboration to support positive outcomes for individuals, families, and communities served by the Department.



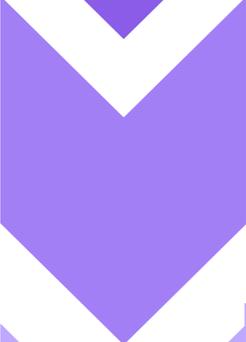


KEY ACCOMPLISHMENTS



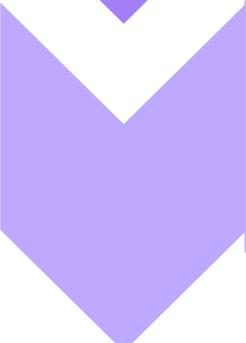
Implementation of Budget Business Intelligence Tool

- Procured solution in SFY 2022.
- SFY 24 general fund lapse was approximately 70% less than in SFY 23 (\$58.8M vs \$17.5M)
- SFY 24 federal and other fund lapse was approximately 88% less than in SFY 23 (\$45.4M vs \$5.3M).



Contracts

- Finalizing Contracts Lifecycle Management policy.
- Migrating Excel-based database and project management system to web-based application.
- Ongoing procurement trainings and information sessions with NH provider community.



Finance Academy

- Migrated training to a unified, standardized LMS platform for improved consistency.
- Actively standardizing internal controls, policy and procedures.
- Enhancing innovative and engaging training modules and learning resources for end users.

Division of Finance & Procurement

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9500-5676	Office of Business Operations	158	1041	OCOM pg 5-6



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

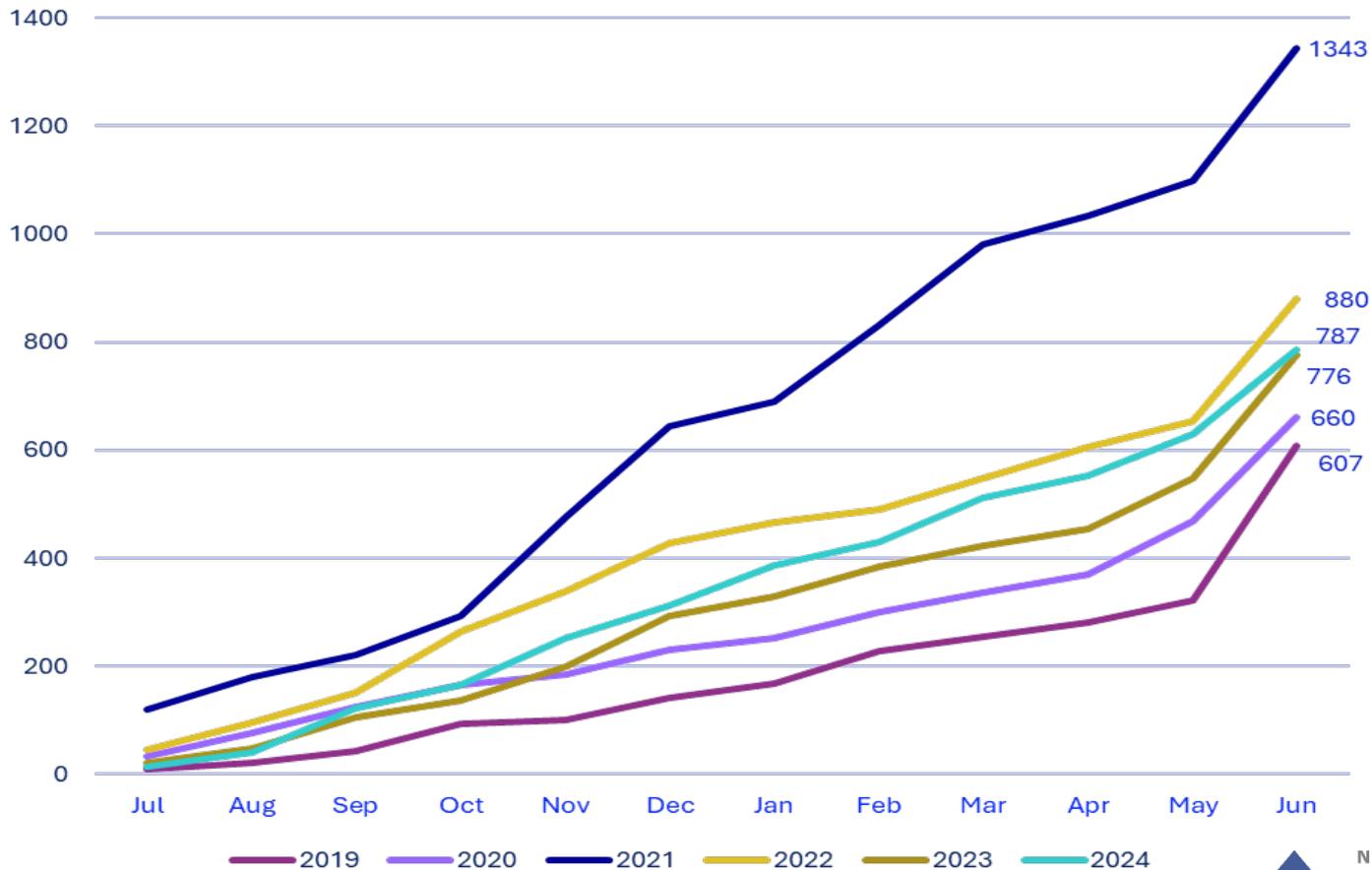
CY 2022 Enhanced Forecast Strategy

CY 2023 Implemented Smartsheets Application & Planning Dashboards

CY 2024-25 Trained 200+ NH nonprofit professionals on contracts and procurement

Bureau of Contracts & Procurement

DHHS Agreements/Amendments Approved by SFY





Thank you.

Contact us:

Nathan White

Chief Financial Officer

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Department of
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Employee Assistance Program (EAP)

Michael Lawless, EAP Director



Department of
**HEALTH &
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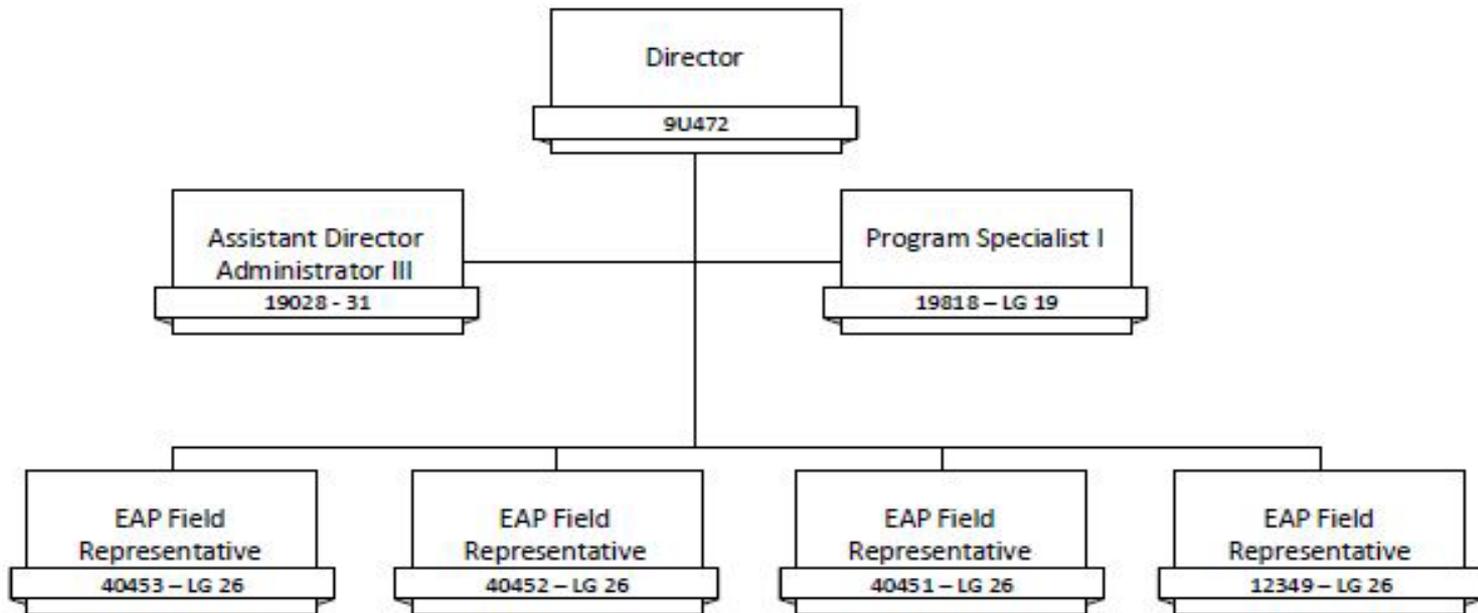
Employee Assistance Program (EAP)

- The State of New Hampshire EAP provides confidential assistance to all State employees and their family members. EAP staff provide professional assessment, education, intervention and referral services to assist employees at all levels, across three branches of state government in developing problem resolution strategies and linkages to internal and external resources.
- In addition to specific services provided to individuals, EAP offers consultation services to managers and supervisors, up to the level of Commissioner across all departments. These resources address workplace challenges and are intended to enhance communication, cooperation and collaboration to positively impact innovation, job satisfaction and employee retention.
- EAP is housed within the Department of Health and Human Services providing services to all state agencies. A cost allocation formula is used to bill each agency utilizing EAP services.

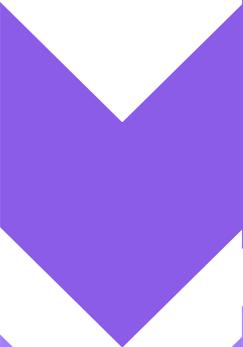




NH Department of Health and Human Services Employee Assistance Program



KEY ACCOMPLISHMENTS (1/2)



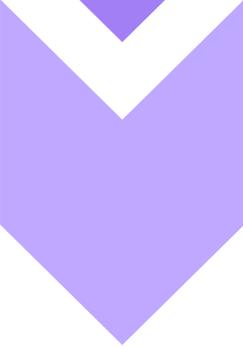
Increased access to conflict resolution/mediation services

- Develop resources and marketing to support conflict resolution/mediation programming.
- Train the trainer certification obtained to expand and enhance conflict resolution skills.



Increased satellite hours at 24/7 facilities.

- Utilize employee and management feedback to offer satellite services to meet individual employee and agency needs.
- Provide confidential and consistent services.
- Optimize visibility of EA services and supports.

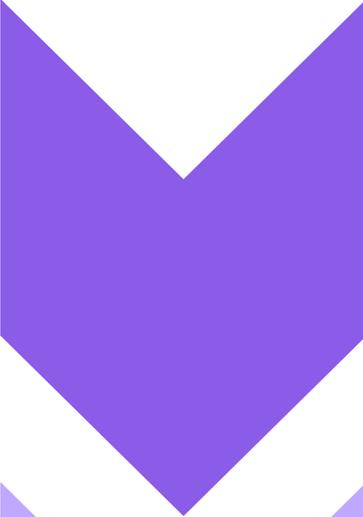


Crisis response and CISM collaboration.

- Expanded internal expertise related to trauma informed CISM response.
- Optimize cross agency collaboration.

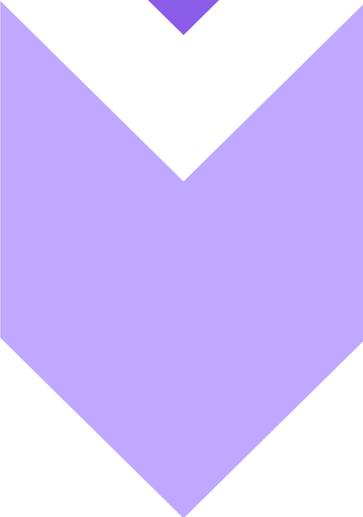


KEY ACCOMPLISHMENTS (2/2)



Expanded technical support for the development and establishment of Peer Support Programs throughout the organization.

- Support multiple departments in the development and ongoing support of internal peer support models.



Development of retirement readiness program

- Personalized, one-on-one engagement.
- Utilize 8 Dimensions of Wellness to support retirement transition.
- Collaborate with internal and external stakeholders.
- Identification and connection to appropriate resources.





Employee Assistance Program (EAP)

Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9500 -5025	OFFICE OF EMPLOYEE ASSISTANCE PROGRAM (EAP)	7	1040	OCOM pg 2





Questions?

Contact us:

Michael Lawless, Director

Employee Assistance Program (EAP)

Michael.F.Lawless@dhhs.nh.gov



Department of
**HEALTH &
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Human Resources

February 19, 2025

David Wieters, Chief Operating Officer



Department of
**HEALTH &
HUMAN SERVICES**



Mission:

The Bureau of Human Resource Management serves as a strategic partner by driving HR excellence and innovation, deploying recruitment and retention strategies, investing in our employees through training and development opportunities, administering payroll and benefits and enhancing the employee experience.

Vision:

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



- Payroll and Benefits
 - Goal to ensure that all employees are paid in a timely & accurate manner in alignment to their job duties. Compliance with State and Federal laws, NH Personnel Rules and Collective Bargaining Agreement.
 - Ensure that all benefits available to the qualifying staff are administered timely.
- Workforce Quality
 - Develop and maintain a workforce that is skilled and trained to meet the needs of the people we serve.
 - Support innovative, creative and sustainable solutions to address needs with both internal and external consumers.
- Employee Relations & Engagement
 - Provide support to the workforce to optimize performance management.

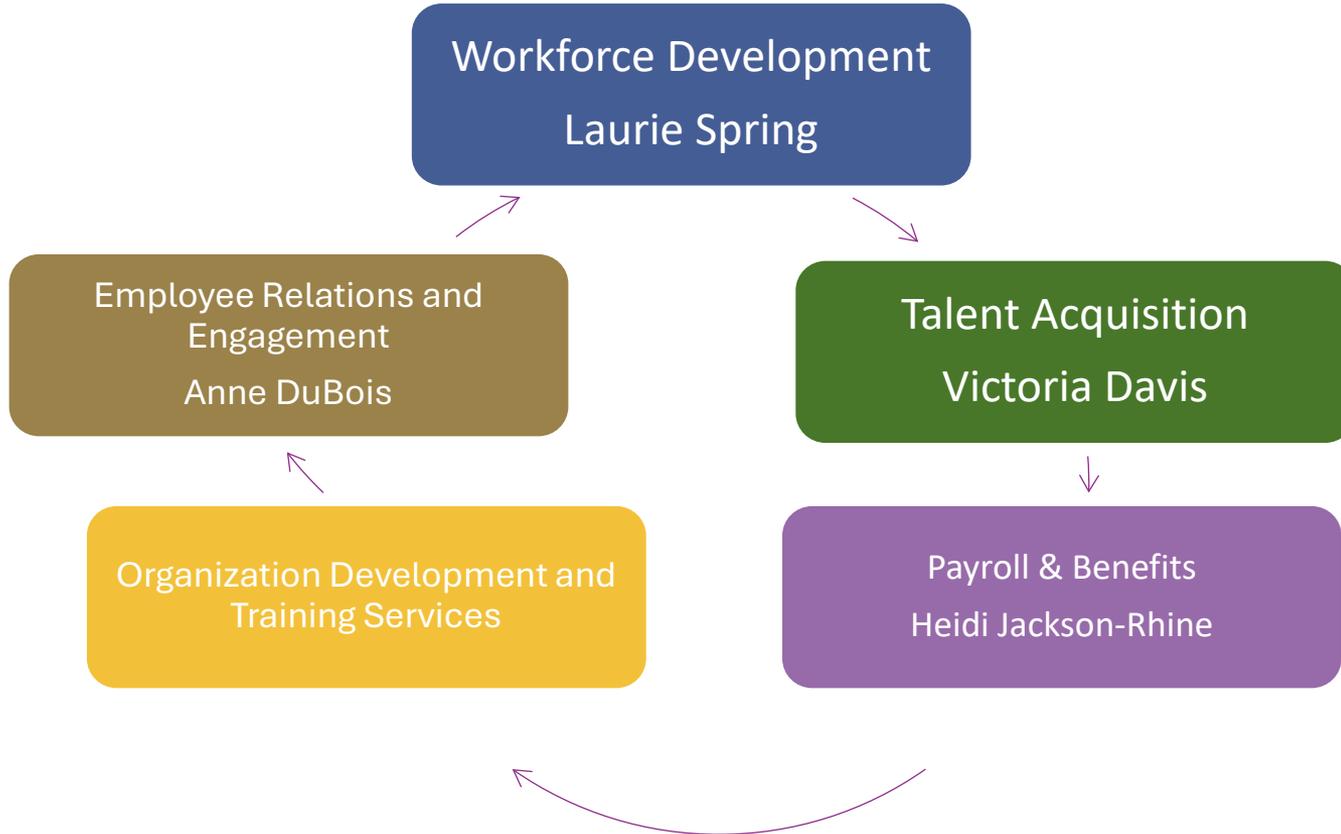


- Organizational Development and Training Services.
 - Continuous improvement, providing relevant, appropriate training and guidance to achieve job satisfaction and engagement.
 - Empower the workforce with professional development opportunities for growth.
 - Provide support and leadership training to supervisors.

- Talent Acquisition
 - Practice intentional external placement of vacant jobs aimed at viable, diversified, qualified candidates.
 - Support hiring managers by establishing recruitment best practices, and trainings to improve the candidate experience.
 - Innovate current processes, aimed at streamlining information and removing redundancy.



Barbara McCann, Director of Human Resources
Johnna Lorry, Assistant Director of Human Resources



KEY ACCOMPLISHMENTS

HR Transactions

- Team processes an average of 11,000 applications annually; 17% of which were through mass recruiting
- Manage 6,000+ employee transactions (new hire, promotions, termination, reclassifications, etc.) annually

Recruitment and Retention

- Through exit surveys, improved training and on boarding practices, leadership and staff engagement reduced our vacancy rate from 19.6% in SFY 23 to 14.5% in SFY 25
- Additionally reduced our turnover rate by 2%

Workforce

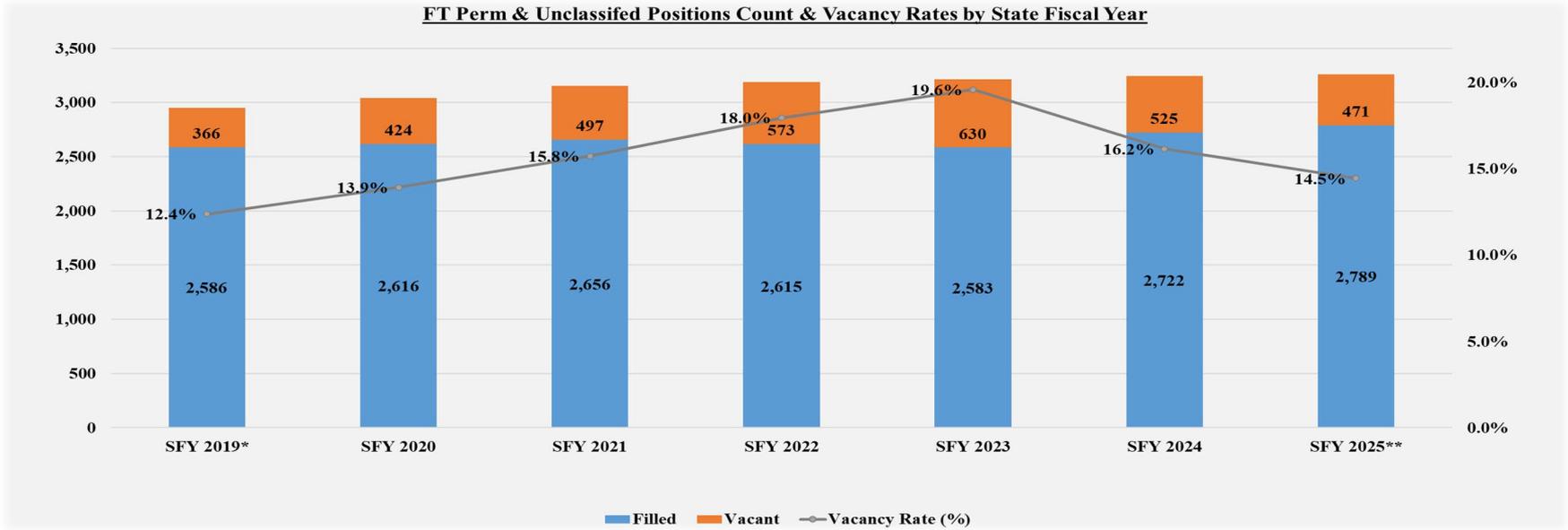
- Mobilized the DHHS HR Team to transition 154 employees.
- Continued SOC review in partnership with DAS for the nursing , HR, and Family Services positions.

- Bureau of Human Resources

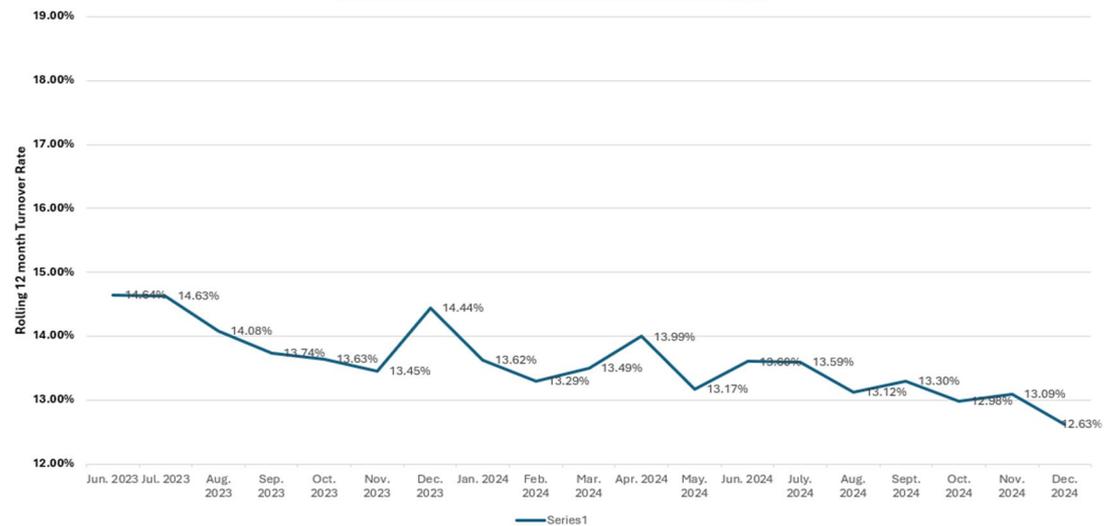
Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9530-5677	BUREAU OF HUMAN RESOURCES <ul style="list-style-type: none"> • 28% federal funds • Provides workforce management, employee relations, recruitment/retention, payroll/benefits, professional development and training for 3,500 employees, volunteers, contractors and interns annually 	32	1056	OCOM -Pg 25



FT Perm & Unclassified Positions Count & Vacancy Rates by State Fiscal Year



Actual FT Perm & Unclassified Turnover Rate (%)





Questions?

Contact us:

David Wieters

Chief Operating Officer

David.E.Wieters@dhhs.nh.gov



Department of
**HEALTH &
HUMAN SERVICES**





Division of Program Quality & Integrity

Meredith Telus, Director of Program Quality & Integrity



Department of
**HEALTH &
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Mission

To provide support to Department programs to measure and achieve quality and maintain integrity in their day-to-day work.

DPQI assists programs by conducting audits, providing technical assistance in active contract management, and identifying data sources from providers and vendors for data-driven decision making.



- ▶ Data Collection and transparency to improve health outcomes
 - ▶ Comprehensive system of monitoring performance indicators, evaluating results relative to established goals, and promoting improvement of medical and behavioral healthcare.
 - DHHS partners and stakeholders have access and use of quality Medicaid data for analytics within the Medicaid Quality Information System (MQIS) and the integrated Health and Human Services Data Portal.
 - Reportable performance metrics established in contracts enabling evaluation and adjustments to service delivery as necessary.

- ▶ Design systems of provider/contractor management
 - ▶ Enable assessment of provider capacity- financial or programmatic risk.
 - ▶ Develop and implement systems of financial provider oversight.
 - ▶ Provide standardized tools for contract and performance management.



- ▶ Compliance with federal and state laws, regulations, and guidance
 - ▶ Collaborate with programs and federal partners during audits to ensure transparency and track and remediate audit findings.
 - ▶ Develop tools for internal controls to mitigate non-compliance risks.
 - ▶ Conduct data collection, validation, analytics, and evaluation of health services delivery systems (Quality Service Reviews, External Quality Review Organization, 1115 Demonstration Waiver evaluations, other treatment provider reviews).
- ▶ Establish systems of Internal Control
 - ▶ Reviews of DHHS program accuracy and compliance (eligibility and benefit determinations, claims processing, program efficiency and effectiveness).
 - ▶ Ensure adequate policies, procedures, work instructions, and documentation.
- ▶ Establish Program Integrity plans
 - ▶ Oversight of Managed Care Organization to mitigate fraud, waste, and abuse within the organizational function and provider network.
 - ▶ Perform investigations of providers, beneficiaries, benefit programs, and contractors to ensure State and Federal funds are properly expended.





KEY ACCOMPLISHMENTS

Program Quality

- Implementation of quality reporting system and monitoring of 300+ measures, tables, plans, narratives, and reports for new 5-yr Medicaid Care Management contract.
- Established DHHS standardized contract assessment tools for identifying vendor risks and performance issues at multiple phases of contract lifecycle.
- Analytic support for Medicaid Unwind including dashboards, custom analytics, quality incentive programs, and regular person-level reporting to support outreach programs.

Program Integrity

- Eliminated claims backlog and reduced the backlog of member eligibility error/fraud Investigations to under 10% as required per Federal regulation.
- Reduced the number of outstanding DHHS Single Audit findings from 23 in SFY 2018 to 5 in SFY 2023.
- Worked collaboratively with Bureau of Family Assistance to reduce the NH active SNAP error rate to 8.05% which is currently under the national average and averted financial penalties for NH.
- Established a new and more efficient Medicaid provider revalidation process to ensure compliance with Federal regulations and leverage Medicare enrollment data to reduce Medicaid provider abrasion.

Internal Audit

- Established Department Quality Assurance Review Policy
- Created position and hired additional staff member with financial auditing expertise
- Completed four reviews including Quality Assurance reviews and investigations
- Closed out four outstanding LBA audits in TransparentNH



- **Internal Audit**

- Conducting Quality Assurance reviews:
 - Assessing and improving internal controls to mitigate risk and enhance operational efficiency.
- Investigating potentially fraudulent or unethical behavior.
 - Identifying, analyzing, and addressing potentially fraudulent activities to safeguard organizational integrity.
- Ensuring compliance with Transparent NH Website
 - Upholding regulatory standards and transparency initiatives in accordance with state and federal requirements.
- Overseeing Legislative Budget Assistant Performance and Financial Audits
 - Supporting Legislative Budget Assistant audits to ensure fiscal accountability and operational effectiveness.



• Bureau of Program Integrity

- Bureau of Program Integrity (BPI) provides oversight and guidance to ensure operational and financial compliance, reduce fraud, and minimize waste by working collaboratively with program areas, stakeholders, and Federal partners thereby fostering public confidence in the integrity of Department Health and Human Services.
- The Bureau includes:
 - Special Investigations Unit - establishes claims on overpayments and investigate potential beneficiary member fraud;
 - Medicaid Program Integrity Unit – works with MCOs to analyze claims for potential fraud, waste, and abuse by Medicaid providers and recover overpayments;
 - Medicaid Provider Enrollment Unit – conduct site visits and background screening of provider owners and managing directors to ensure integrity of the Medicaid program;
 - Medicaid Third Party Liability Unit – coordinate with MCOs to ensure Medicaid is the payer of last resort;
 - Quality Assurance Unit – conduct reviews of SNAP eligibility determinations for accuracy;
 - Financial Compliance Unit – complete financial analysis, including audits, of DHHS providers and work with program areas to strengthen response to federal audits; and
 - Administrative Support Unit – to take payment on recoveries and assist all areas with data analysis.



BPI Recovery of Overpayments



Recoveries includes Fraud and overpayment to beneficiary and provider, and recovery from liable third parties.

BPI recoveries have remained consistent over the past several years. This is due to the increase in provider and beneficiary recoveries which has offset the reduction in Third Party Liability (TPL) recoveries. TPL recovery reduction is due to TPL functions moved to Managed Care (MCO). State TPL recoveries will continue to diminish as cases are resolved.



Federal Audits/Reviews During SFY 2024

- ❖ **Single Audit (KPMG/LBA)**
- ❖ **Center for Medicare & Medicaid Service (CMS)**
 - **Medicaid Payment Error Rate Measurement (PERM)**
 - **HCBS Waiver**
- ❖ **Office of Child Care (OCC)**
 - **Child Care & Development Fund (CCDF) Program**
- ❖ **Department of Justice (DOJ)**
 - **Office of Civil Rights Review**
- ❖ **Center for Disease Control (CDC)**
 - **Viral Hepatitis Surveillance**
- ❖ **Housing & Urban Development**
 - ***Emergency Solutions Grant (ESG) Monitoring***
- ❖ **Internal Revenue Service (IRS)**
 - **Data Reliability Review**
- ❖ **Office of the Administration for Children & Family (ACF)**
 - **Data Reliability Review**
- ❖ **US Food and Drug Administration (FNS)**
 - **Dairy Sanitation Program**
 - **Electronic Benefit Transfer (EBT) Program**
- ❖ **Social Security**
 - **DCYF Representative Payee Review**
 - **Glenclyff Home Representative Payee Review**
- ❖ **Substance Abuse & Mental Health Services Administration (SAMHSA)**
 - **Substance Abuse Prevention and Treatment Block Grant**



• Bureau of Program Quality (BPQ)

- BPQ's mission is to partner with DHHS programs to provide data-driven support and evaluation for program development, quality and performance improvement.
 - Development, standardization, and improvement of Departmental analytics and reporting, including Enterprise Business Intelligence (EBI) support.
 - Oversight of the Medicaid Care Management external quality review organization.
 - Structured evaluation of Medicaid 1115 Demonstration Waivers.
 - Oversight of DHHS Sentinel Event reporting and cross-system reviews.
 - Develops standardized methods for evaluating and improving the effectiveness of DHHS community service providers.
 - Development of a contract management lifecycle system across DHHS with the creation and management of evidence-informed and performance-based contracting and monitoring.
- BPQ's Functional Work Units:
 - Data Analytics and Reporting
 - Medicaid Quality Program
 - Substance Misuse Planning and Evaluation
 - Health Services Assessment
 - Contracts Quality Management



Department-wide

- Sentinel Event reporting oversight, including data analytics, coordination of cross-system reviews, identifying system issues and opportunities for operational improvements.
- Support DHHS programs in designing key performance indicators and quality management systems.
- Enterprise Business Intelligence data management to improve quality and value of data.

Medicaid Analytics

- Management of the public facing Medicaid Quality Information System (<https://medicaidquality.nh.gov>).
- Analysis and insight of enrollment, utilization and cost data to support Medicaid program policy development and financial management.
- Analysis and performance reporting for development and monitoring of Medicaid waivers, managed care directed payments and quality incentive programs.



Medicaid Quality Strategy Priority Areas and Levers

	Primary Care & Maternal Health/ Prevention & Wellness/Care Coordination (PCP)	Priority Population Care Management (MCO)	Pharmacy and Polypharmacy	Behavioral Health	Program Integrity	NEMT
Withhold and Incentive	✓			✓		
Performance-Based Auto Assignment	✓	✓	✓	✓	✓	✓
Liquidated Damages	✓					✓
EQRO (PIPs)	✓					



Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9550-6637	<p>Quality Assurance & Improvements Operations</p> <ul style="list-style-type: none"> Bureau of Program Quality 			





Questions?

Contact us:

Meredith Telus

Director of Program Quality & Integrity

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Department of
**HEALTH &
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Office of Legal and Regulatory Services

February 19, 2025

Melissa St. Cyr, Chief Legal Officer

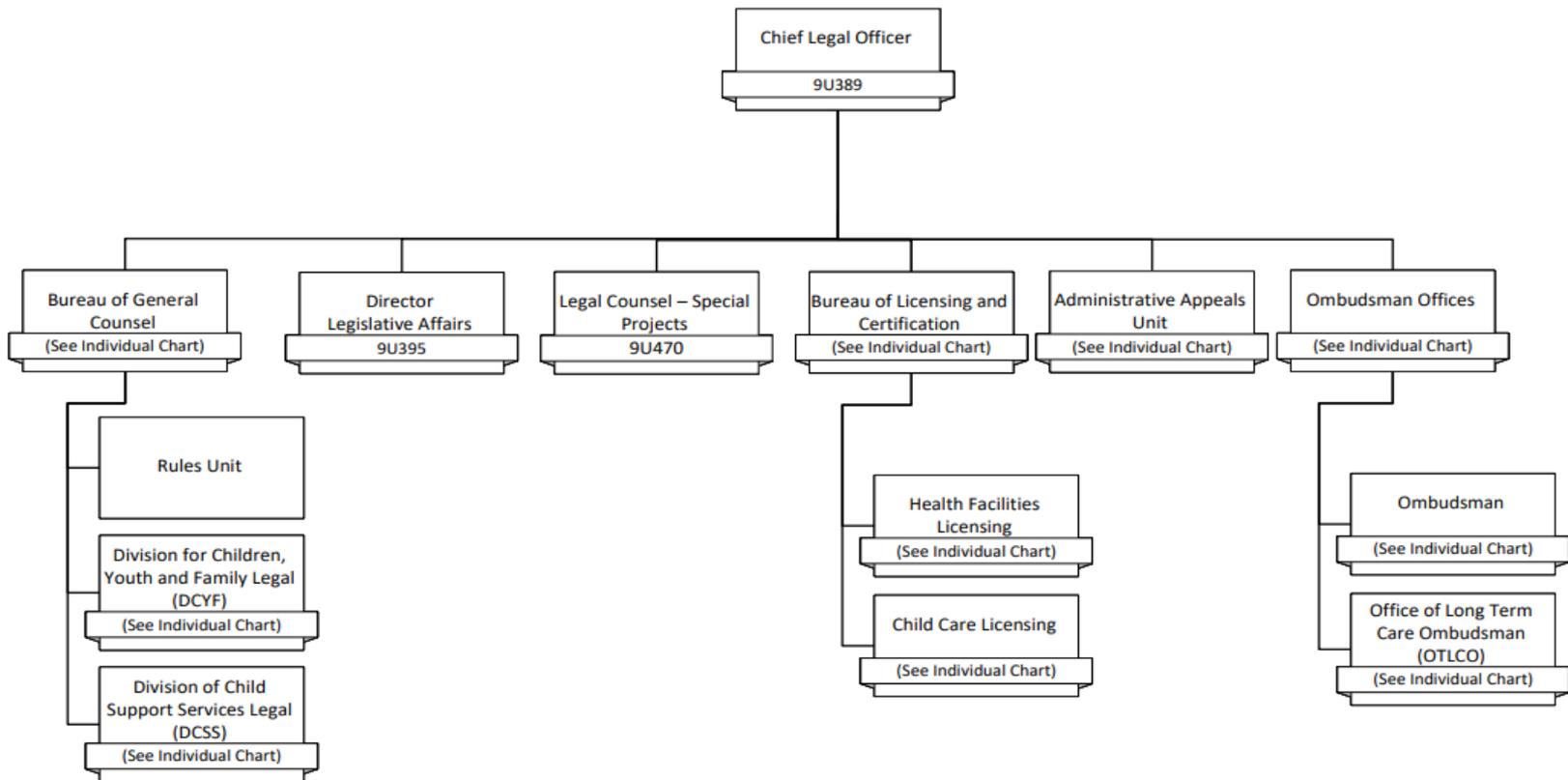


Department of
**HEALTH &
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NH Department of Health and Human Services
Office of Legal and Regulatory Services



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 2025	Budget Book Page #	Budget Briefing Book Page #
9520-5143	Child Care Licensing	19	1048	OCOM Pg. 17
9520-5146	Health Facilities Administration	32	1049	OCOM Pg. 19
9520-5682	Community Residences	6	1052	Under \$1M



Child Care Licensing

- Ensures that children attending NH childcare programs, including center based, family based and 24-hour residential based childcare centers, youth recreation camps and licensed-exempt providers receiving childcare subsidy are in safe and healthy environment with appropriate supervision and developmentally appropriate activities to meet the child’s physical and emotional needs.
- Ensures compliance with applicable NH statutes and administrative rules through on-site inspections, monitoring, and investigating complaints filed against licensee for compliance and the protection of children.

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 – Clinical and Life Safety

- 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 unannounced annual inspections and complaint investigations filed against licensed health facilities.
- Provides consultation and technical assistance to help understand licensing regulations to new and existing facilities and agencies.
- 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.



Health Facilities Licensing and Certification

Community Residences

- Certifies and inspects community residences, adult family care homes, and day programs 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.

Health Facilities Certification

- The State Survey Agency for the NH Medicaid Office and the US Centers for Medicare and Medicaid Services (CMS).
- Certifies and inspects health facilities, nursing facilities and non-residential health care providers that participate in the Medicare and Medicaid programs. This unit also handles Clinical Laboratory Improvement Amendments (CLIA) certifications.



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 2025	Budget Book Page #	Budget Briefing Book Page #
9520-5680	General Counsel	97	1051	OCOM Pg. 21
9520-5683	Operations Support Administration	8	1052	OCOM Pg. 23
9520-5696	Ombudsman	4	1053	Under \$1M
9520-6273	Prescription Drug Affordability Board	1	1054	Under \$1M
9520-6636	Long Term Care Ombudsman	5	1054	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 lawsuits, 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.



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, all Medicare and Medicaid programs, Supplemental Nutrition Assistance Program including Intentional Program Violations, Disability Determination Unit, New Hampshire Hospital cases, findings made regarding the Central Registry reporting of child and elder abuse and neglect, 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

- Long-Term 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 to resolve concerns.
- Tracks patterns of concerns and complaints across the Department to analyze systems issues and areas of improvement.

Office of Long-Term Care Ombudsman

- Investigates 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 (SFY 2024 DATA)

Bureau of Licensing & Certification

- Child Care Licensing: Inspection of 712 family and center based licensed day care centers, 24 residential programs & 19 license exempt facilities serving over 46,700 childcare license slots statewide. Inspection of 159 licensed youth recreation programs. Responded to 363 complaints.
- Health Facilities licensing and certification: Licensing of 953 facilities with 835 total inspections. Intake of approx. 2,842 concerns/complaints. 1,330 certified homes totaling 1,244 inspections; 60 licensed/certified homes (2,480 certified beds); 57 certified day programs; and 2 adult family care homes.

Ombudsman

- Intake of 1,598 cases.

Office of Long-Term Care Ombudsman

- 269 cases involving 454 complaint codes; 558 facility & 1115 individual consultations; 1093 facility visits



CASELOADS (SFY 2024 DATA)

Legal Bureau

- General Counsel: Right to Know Requests 325 year; Estate Recoveries approx. \$7.0 million year; Client & Legal Services 55 complaints; Human Resources approx. 40 cases; AAU Appeals approx. 328; 85 rules opened, 2,011 IEAs, 423 probate commitments and 33 guardianships; Client counsel matters approximately 148.
- DCYF: Approximately 8,326 hearings, DCYF opened 9,992 investigations/assessments.
- Child_Support: Average of 225 hearings per month.
- HIPPA: Investigation of 297 incidents.

Administrative Appeals Unit

- Processed 1,025 cases.



ACTIVE LITIGATION

- Approximately 1280 open and active lawsuits involving claims of abuse at the Youth Development Center (YDC)
- Approximately 448 pending YDC settlement claims
- 6 Non-YDC related DCYF personal injury matters
- 2 NHH personal injury matters
- 3 employment related lawsuits and 6 HRC pending matters
- 3 Class actions
- BD (previously GK) v. Weaver – concerning the state foster care system and residential placements
- Fitzmorris (previously Price) v. Weaver – concerning CFI program
- Doe v. Weaver – concerning RSA 135-C IEA bed availability
- 3 actions concerning payment or management of programs:
 - Concord Hospital, Inc v. Weaver (DSH),
 - Granite Case Management v. DHHS
 - Taranov v. DHHS
- Approximately 4-6 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. The office 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** – Staffing challenges in healthcare and childcare facilities 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. The Bureau offers providers educational classes and consults which has proven to reduce the occurrence of violations of rule and law but does not alleviate the workload for the facility staff. Both BLC and ombudsman complaints are more serious and complex resulting in more Department staff time.
- **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 is a huge challenge especially with the volume of DCYF claims and litigation. Another challenge is with the increased legal process resulting from the ED boarding case and mission zero and NHH Legal taking on a more active role in involuntary emergency admission cases. Estate Recoveries faces challenges in its ability to place liens needed to recover Medicaid dollars resulting in monies being left on the table. DHHS needs more positions in legal and program areas to assist with these cases.





Questions?

Contact us:

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Department of
**HEALTH &
HUMAN SERVICES**





Bureau of Information Services (BIS)

Ernie Gillan, Director



Department of
**HEALTH &
HUMAN SERVICES**



Information Services Mission

Collaborate and identify opportunities to integrate technology with a focus on empowering our employees and citizens, in a secure and data driven environment.



Strategic Planning

- Streamlining services by automating and reducing duplicative spending & effort using enterprise architecture, enterprise platforms and Artificial Intelligence.
- 8 key platforms including Medicaid Enterprise System, Enterprise Business Intelligence, NH Care Connections, Granite Families, New HEIGHTS, Avatar EHR and Salesforce



Portfolio Management

- Enterprise portfolio management using both PMBOK and Agile Project Management Methodologies
- Employ project management best practices including charters, schedules, regular status updates and team roles and responsibilities
- Oversight and leadership including training, coaching and project health checks

Business Intelligence

- Data Governance
- Data Management
- Data Visualizations
- Data Analytics
- Data Science
- Data Transformation



Information Security

- System Security Plans
- Privacy Impact Assessments
- Authority to Operate processes
- Security Event Management
- System audits

Asset Management

- Risk Mitigation
- Cost Efficiency
- Improved Decision-Making
- Asset Visibility and Accountability

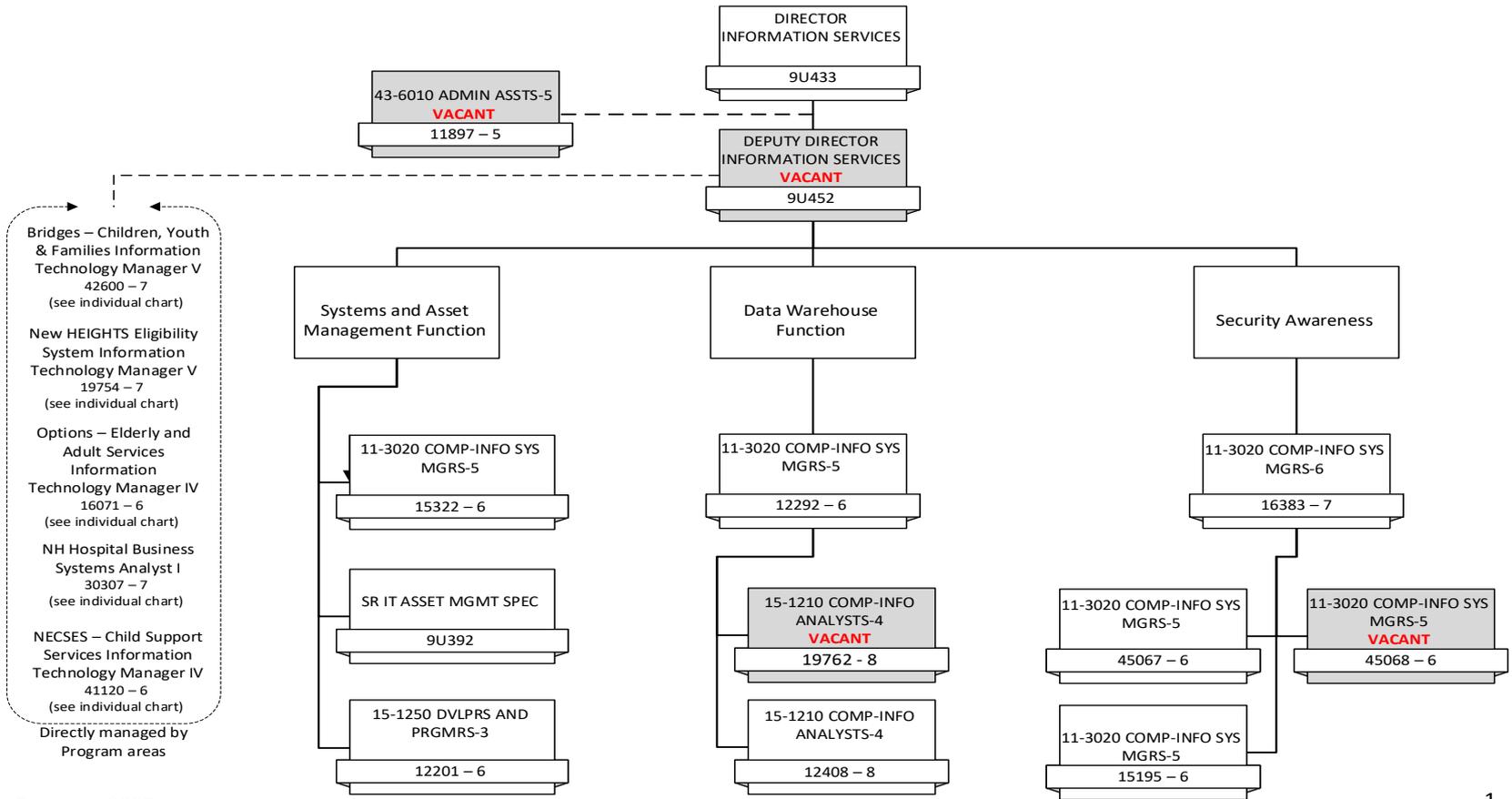
Exercising Our Mission

- ▶ **Provide better services for individuals and drive improved outcomes through enhanced decision making and productivity**
 - ▶ Data Portals (Internal and External) to utilize data to provide information assisting in data driven decision making for improved services.
 - ▶ Mobile and self-service options for staff providing services in the field and individuals seeking assistance.
 - ▶ Project and Resource Management - Establish and transform project management and portfolio management including prioritization and resource capacity planning to align to DHHS goals and objectives improving delivery of services and successfully operationalizing the initiative.
- ▶ **Reduce the cost of operating the core services extending the capacity of the agency**
 - ▶ Enterprise platforms - Improve utilization of patient, client, citizen and provider systems and data to achieve service delivery for reporting, payment processing, relationship management, collaboration, and provider services through consolidation and integration.





NH Department of Health and Human Services Bureau of Information Services

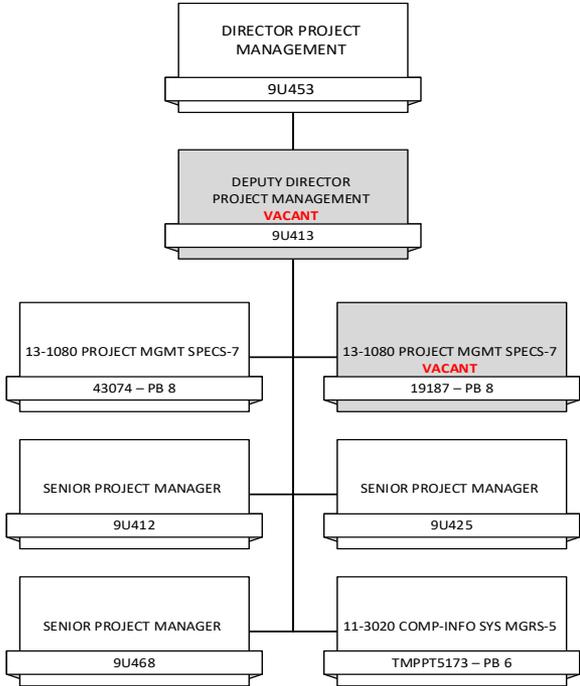


February 2025





NH Department of Health and Human Services Project Management Office



February 2025

KEY ACCOMPLISHMENTS

Embracing the goals of the Department to drive operational efficiency, enhancing service delivery, and ensuring privacy, security and compliance, BIS partners across programs and services to deliver technology solutions & enhancements

Statewide:

- State-wide Enterprise Resource Planning (ERP) CloudSuite
- NH Care Connections-Statewide network combining admission, discharge, transfers, shared care insights with closed loop referrals
- Enterprise Business Intelligence, data analysis, decision-making and reporting
- Salesforce-leveraging portals (business, user); common contacts and form, etc. to reduce duplicative efforts and allow for rapid delivery of solutions

Department Wide:

- Learning Management System
- eSignature for standardizing consent and finalizing of legal documents such as contracts
- System Integrator
- Enterprise Business Intelligence
- Modernization of the Intranet by implementing capabilities of SharePoint
- Salesforce-Supporting solutions such as: Child Care licensing and registry, incident management, budget and forecasting application
- Expansion of New HEIGHTS to support Developmental Disabilities system replacement reducing implementation and operating costs
- Data Privacy and Security-Improved risk management through Privacy Impact Assessment (PIA) templates, processes, procedures and management tools. Implemented Multi-factor Authentication (MFA) options in collaboration with DoIT.
- Expanded Project Management best practices through metrics and training strengthening the PMO as a Center of Excellence managing an average of 200 projects annually

Division

- 24/7 Facilities – Upgrading New Hampshire Hospital EHR to current version.
- Public Health – Implementation of legacy Infectious disease surveillance system, upgrade of current food protection system
- Economic Stability – Deep analysis of business processes and system configurations to identify and deploy automated solutions to improve customer service.



Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9540 -5952	<p>OFFICE OF INFORMATION SERVICES</p> <ul style="list-style-type: none"> • 44% federal funds • Supporting the technology strategy for the department serving all Divisions and Bureaus of over 3,500 people including vendor management, contractors, interns, volunteers and employees serving the population of the State of New Hampshire 	21	1060	OCOM pg 27



Roadmap 2024/2025 - Technology Systems and Platforms

Recruitment

- LinkedIn
- Indeed
- NH First

Safety Culture

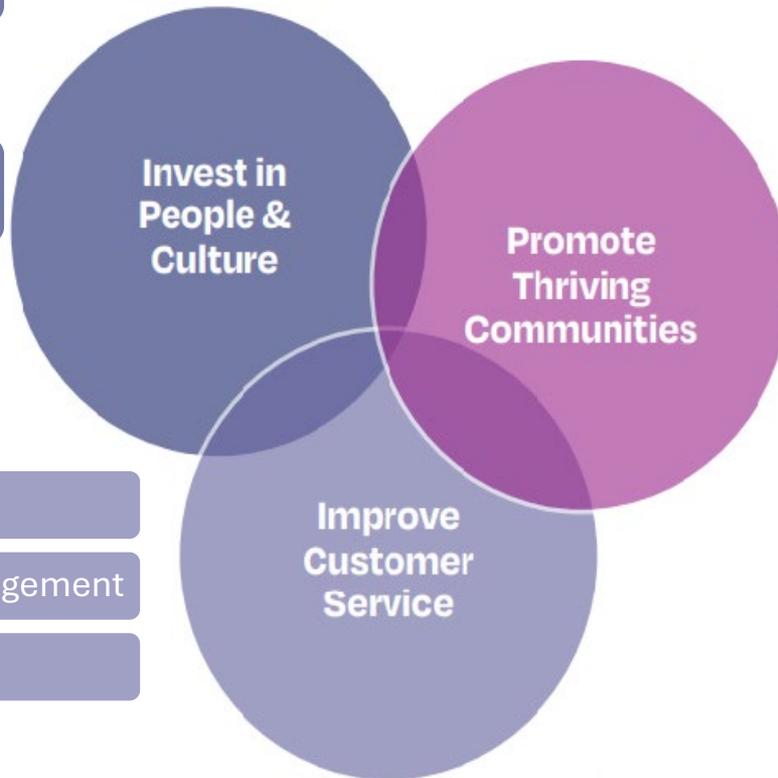
- Physical Security Assessments
- Video Surveillance
- Badge Access Systems

New HEIGHTS & NH Easy

DocuSign – Contract Management

OnBase

- Data Classification
- Data Retention



NH Care Connections

- shared care insights, referrals, bed tracking, assessments, admissions, discharge and transfers

DocuSign

- Consent Management

Accele Food Protection

- online portal for food establishments- such as restaurants, retail stores, schools, etc. for license application and renewal & results

Drupal Web Content Management

New HEIGHTS & NH Easy

Medicaid Enterprise System

Laboratory Information Management

- specimen receipt, analysis, and reporting of all laboratory testing



Unfunded Areas Impacting Operations For Consideration

Description	SFY 26				SFY 27			
	General	Federal	Other	Total	General	Federal	Other	Total
<p>New Heights efficiency consolidation and enhancements: DHHS combined several systems and programs to efficiently utilize this platform for business resolution all aspects require maintenance and iterative enhancements.</p> <p>RISK: Negatively impact client access to services, ability to collaborate with community partners, potential compliance penalties and significant impairment to the Roadmap</p>	786,802	658,127	29,808	1,475,622	939,476	785,833	35,592	1,761,958
<p>Salesforce Development team: These funds are to continue the Salesforce (SF) platform development through contracted resources to improve efficiencies in business solutions-Environmental Health Data System enhancements, constituent management, and replacement of critical use but unsupported databases.</p> <p>RISK: Unfunded, solution development work ceases and prevents DHHS’s work to be shared across other state SF solutioning and increases risk of unsupported databases.</p>	609,981	510,224	23,109	1,644,000	609,981	510,224	23,109	1,644,000
<p>eSignature Solution: Renewal of DocuSign that is used by the Department across several programs for legal completion of documents-Apprx. 90,000.</p> <p>RISK: Unfunded, Revert back to paper and process change creating significant service delay.</p>	346,580	289,900	13,130	650,000	349,246	292,130	13,231	655,000
Continued on Next slide								



Unfunded Areas Impacting Operations For Consideration

Description	SFY 26				SFY 27			
	General	Federal	Other	Total	General	Federal	Other	Total
<p>Computer Lifecycle Replacement: DHHS follows best practices to prevent productivity losses through downed equipment time due to inadequate performance and maintenance</p> <p>RISK: Impacts our ability to replace laptops/desktops as part of the regular device replacement lifecycle and would have to resort to break fix responses to maintain currently deployed devices nearing or past end of life.</p>	554,463	463,786	21,006	1,039,878	582,277	487,051	22,059	1,092,042
<p>5952-046 Consultants: Consulting funds allows BIS to overcome the resource and skill set gaps that exist and respond to legislative and programmatic needs.</p>	525,000			525,000	525,000			525,000





Questions?

Contact us:

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Department of
**HEALTH &
HUMAN SERVICES**





Office of the Commissioner Facilities

Tammy Nelson

Director, Facilities Maintenance and Office Services

February 19, 2025



Department of
**HEALTH &
HUMAN SERVICES**



Division Mission

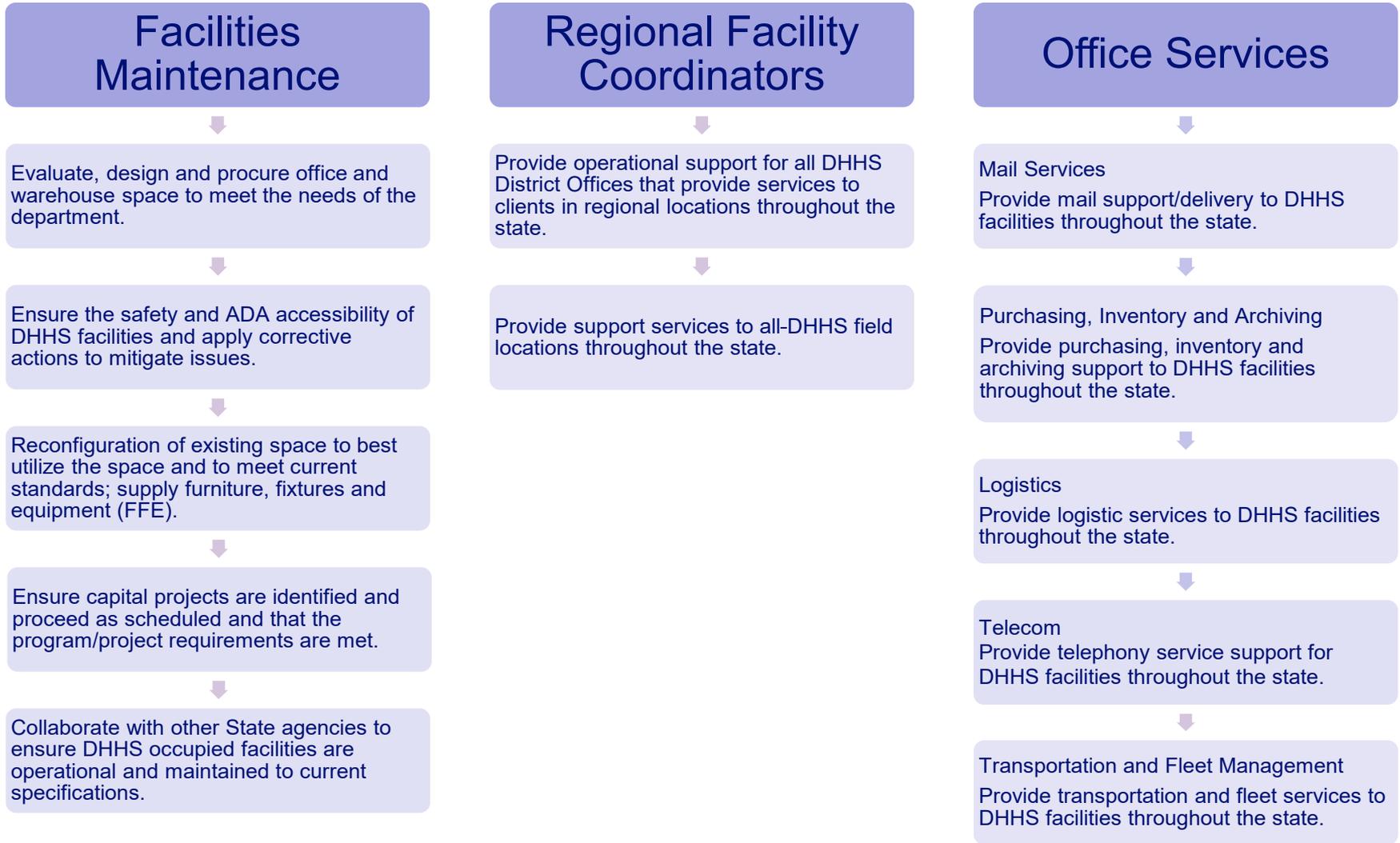
To provide and manage safe, accessible and cost-efficient facilities.



- ▶ Management and operation of 26 leases or a total square footage of approx. 326,221
 - ▶ District Office Operations for the purpose of serving DHHS clients statewide
 - ▶ 11 District Offices
 - ▶ Approximately 229,356 SF office space for 1,026 program staff
 - ▶ Itinerant Office Operations providing field office space near or co-located within a district court for Juvenile Probation & Parole Officers
 - ▶ Warehouse Operations for storage of furniture, fixtures and equipment (FFE), and large-scale or emergency medical response supplies including PPE and durable medical equipment

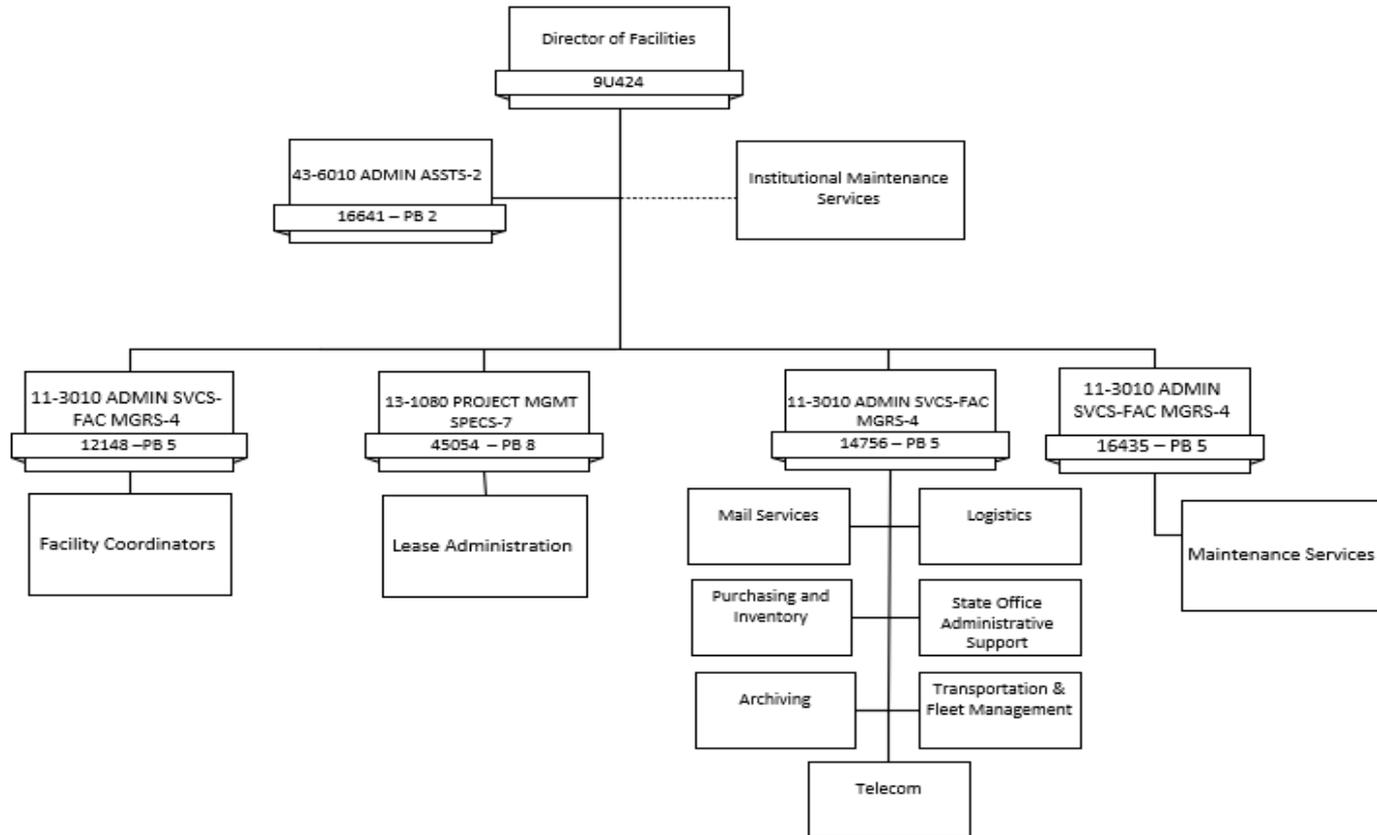
- ▶ Oversight and management support of four DHHS 24/7 Institutional Facilities (by campus)
 - ▶ Glenclyff Home
 - ▶ 70 acres, 22 buildings, 200,000 square feet, for patient services and general office space
 - ▶ Hampstead Hospital
 - ▶ 90 acres, 82,000 square feet, for patient services and general office space
 - ▶ NH Hospital, SOPS campus
 - ▶ 181,592 square feet, for patient services and general office space
 - ▶ Sununu Youth Services Center
 - ▶ 150 acres, 11 buildings, 271,815 square feet, for youth services and general office space







NH Department of Health and Human Services Facilities Maintenance & Office Services Unit



KEY ACCOMPLISHMENTS

•**New Claremont District Office**

- Negotiated a five-year lease agreement effective March 2024 (Maple Avenue, Claremont)
- Relocation finalized June 2024
- Closure of former location (Water Street, Claremont) & disposition/surplus of assets

•**New Hampshire Hospital Lobby upgrades**

- Timely emergency repairs to ensure physical security
- Cost effective revitalization of the lobby for reopening to both staff and public

- Timely repairs at all 24/7 institutional facilities that arise ensuring the safety for all patients and staff, to include:
 - Glencliff Home, Hampstead Hospital, NH Hospital & Sununu Youth Services Center

•**Various furniture upgrades (due to aged equipment / safety concerns)**

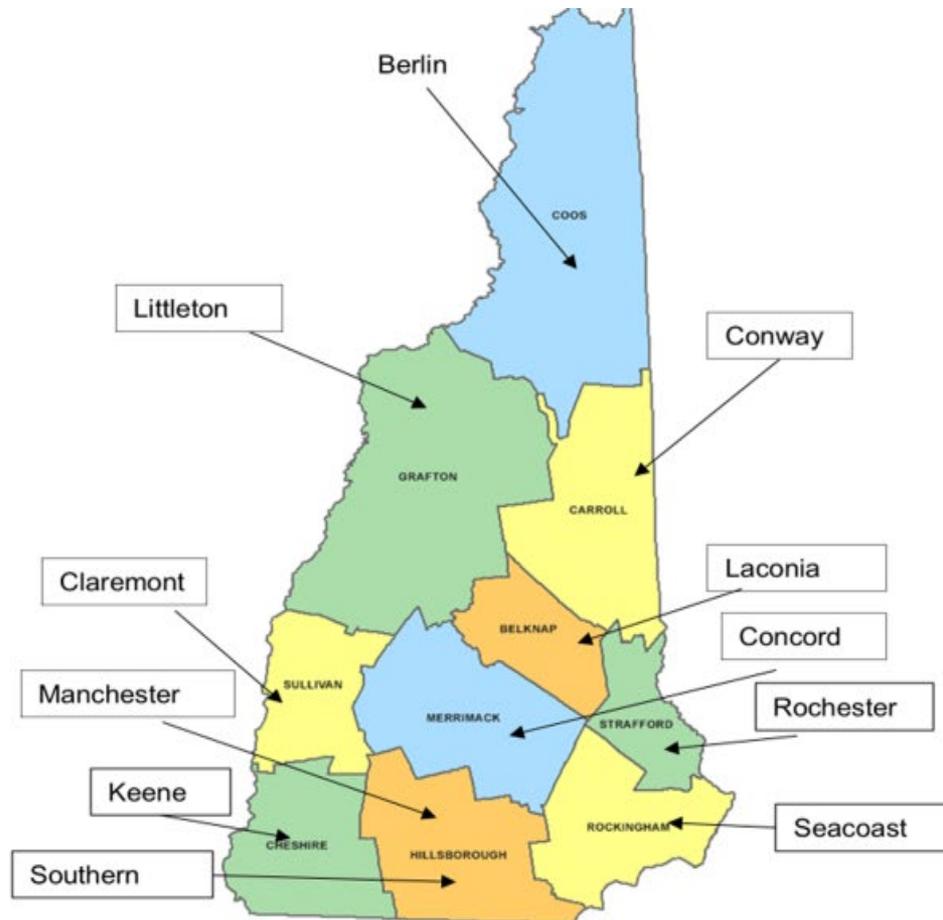
- Lobbies / Common areas: Laconia DO, Hazen Drive, Brown Lobby, Annex 1, and Littleton DO
- Chair replacements / phased project: Berlin DO, Concord DO, Conway DO, Littleton DO & Brown Building



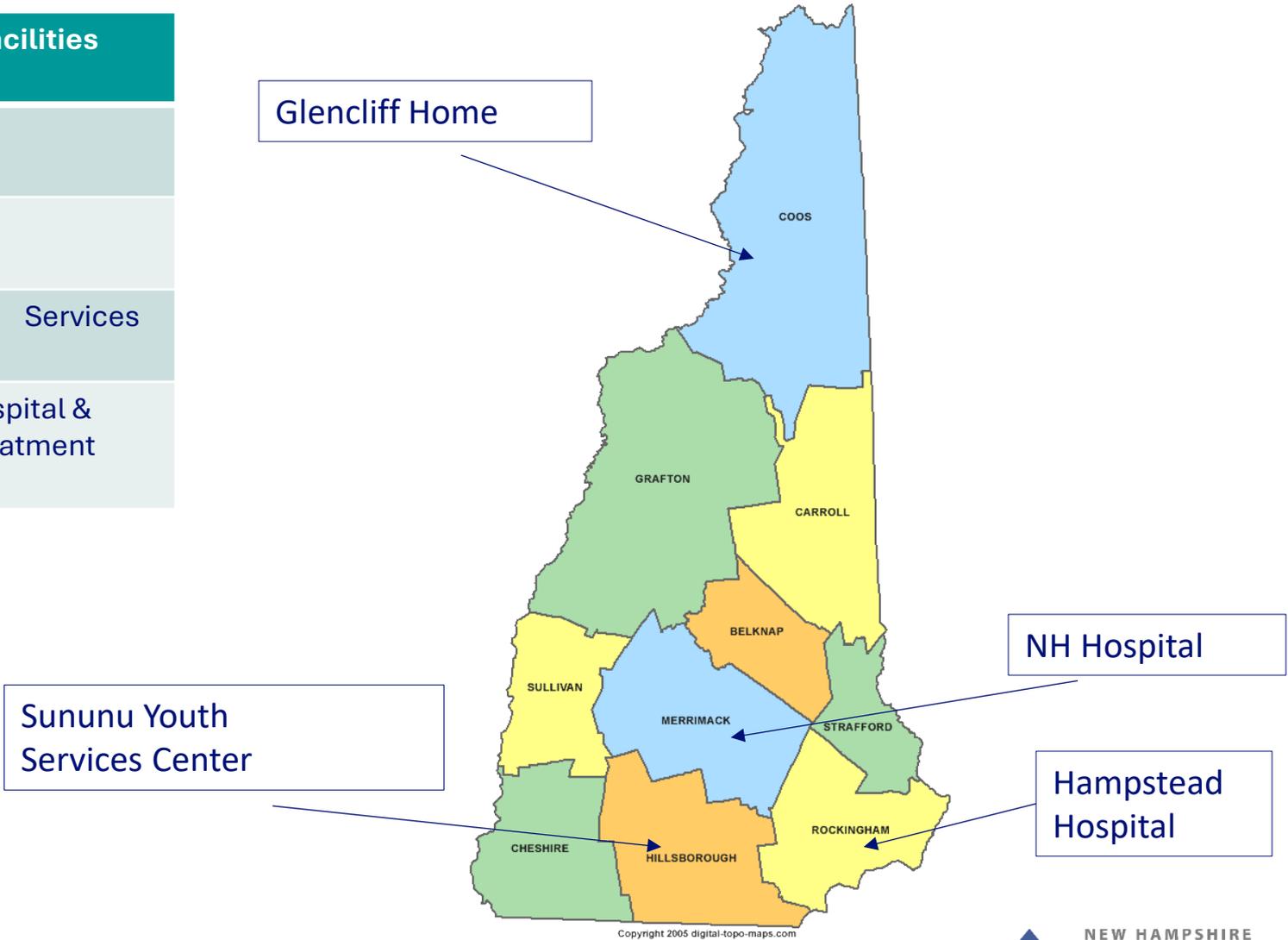
Activity – Accounting Unit	Accounting Unit Title	Auth. FTE # SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9530 -5685	MANAGEMENT SUPPORT <ul style="list-style-type: none"> • 31% federal funds • Support 32 locations providing services to the State of New Hampshire 	29	1057	OCOM -pg26
9530 -5687	DHHS DISTRICT OFFICE <ul style="list-style-type: none"> • 34% federal funds • Support 11 District Offices that provide services to clients in regional locations across the State 	4	1059	< \$1M



District Office
1. Berlin
2. Claremont
3. Concord
4. Conway
5. Keene
6. Laconia
7. Littleton
8. Manchester
9. Rochester
10. Seacoast
11. Southern



DHHS 24/7 Facilities	
1. Glencliff Home	
2. NH Hospital	
3. Sununu Youth Services Center	
4. Hampstead Hospital & Residential Treatment Facility	



Lease Administration / District Offices

District Office	Square Footage	Staff Count	Lease Expiration
Concord	25,588	127	12/31/2025
Manchester	29,802	150	3/31/2026
Southern	37,590	151	3/31/2028
Conway	14,500	45	5/31/2028
Seacoast	28,000	90	5/31/2028
Laconia	15,480	86	12/31/2028
Claremont	15,000	79	2/28/2029
Rochester	19,750	88	4/30/2029
Littleton	13,275	48	9/30/2029
Berlin	14,500	73	11/30/2029
Keene	15,871	89	3/31/2034





Questions?

Contact us:

Tammy Nelson

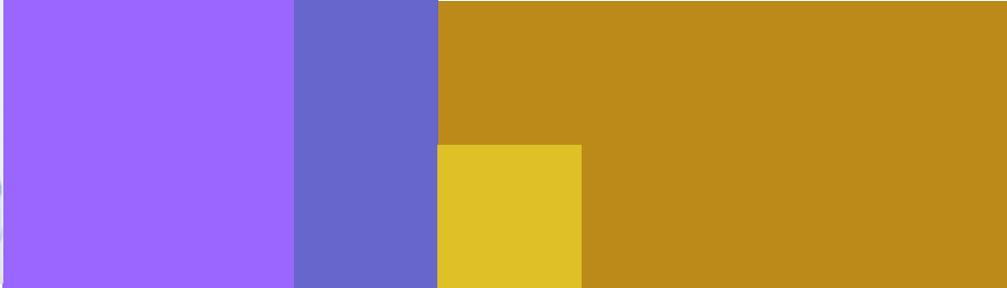
Director, Facilities Maintenance and Office Services

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Department of
**HEALTH &
HUMAN SERVICES**



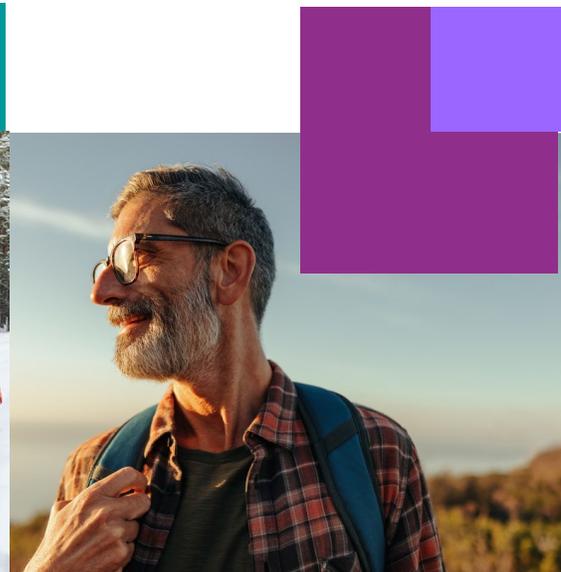


Office of Health Equity

Reuben Hampton, Director, Office Of Health Equity
February 19, 2025



Department of
**HEALTH &
HUMAN SERVICES**



Division Mission

The Office of Health Equity (OHE) identifies and mitigates health disparities for all constituents, so that they can achieve optimal health given their individual circumstances.



Key Outcomes (1/2)

All individual and families in New Hampshire have equitable access to quality DHHS programs and services.

- DHHS programs and services are accessible and effective for all constituents.
- Health disparities are identified, quantified, and addressed throughout the Department and across NH's system of care.

DHHS, its partners, and community organizations consistently provide culturally and linguistically appropriate services to constituents.

- DHHS and its contracted service providers comply with applicable civil rights and laws and best practices with culturally and linguistically appropriate care.
- DHHS ensures that all program participants can access vital health and service information regardless of their language proficiency or communication needs via the Department's interpretation, written translation services and auxiliary communication aids.



Key Outcomes (2/2)

Community stakeholders from all backgrounds contribute as engaged partners to the work of the Department.

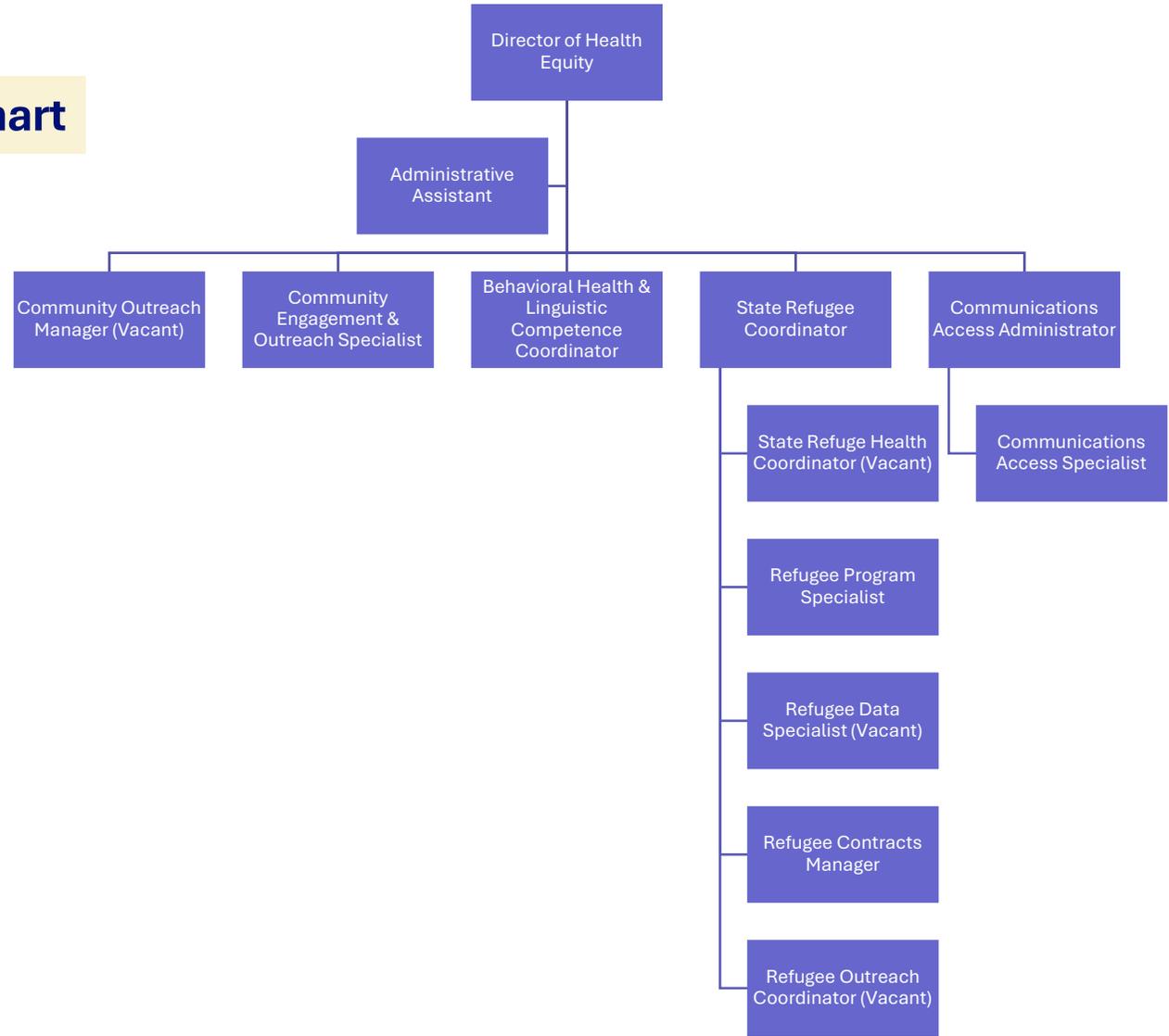
- The Department has established relationships with partners who work with constituents from all different backgrounds and needs to ensure access to services across the state.
- The Department effectively partners and collaborates with community organizations representing all community members from all backgrounds on grants and projects that will help to improve outcomes for constituents within NH.
- The Department establishes relationships and partners with other state departments to ensure there is a continuous effort to include community voices from all different backgrounds and needs prior to developing services for them.

New Hampshire Refugee Program participants are successfully resettled, culturally integrated, and achieve self sufficiency

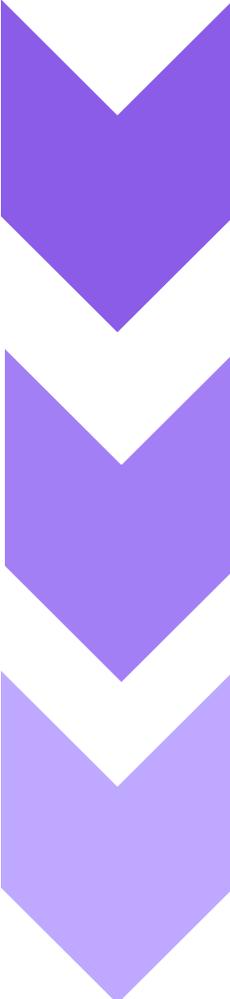
- NHRP serves federally-vetted, legally residing refugees within five years of arrival to the United States with 100% federal funds.
- The Department contracts with two federally approved resettlement agencies and two community organizations to provide comprehensive services designed to lead to self-sufficiency. Contracted services include cultural orientation, English for speakers of other languages, employment-related services, transportation, interpretation and translation, case management, health case management, and school-related intervention and support.
- The Department works closely with health clinics and refugee service providers to ensure refugees achieve optimal health. Refugees receive an initial medical screening and comprehensive orientation to the U.S healthcare system upon arrival.



Organizational Chart



Key Accomplishments (1/2)



- **Language and Communication Access:**

- Expanded training content to include best practices in working with interpreters in a healthcare setting, cultural effectiveness and foundations of applicable laws and regulations.
- Training and technical assistance provided to staff across Department programs and external contracted service providers within NH system of care, 200+ individuals trained in past year.
- High satisfaction rates among LEP individuals with the quality of interpretation services by contracted language provider, working with vendor to enhance quality and delivery of sign language interpretation services.

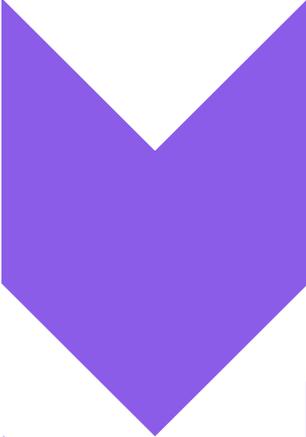
- **Culturally & Linguistically Appropriate Services:**

- Developed and provided trainings to internal staff and external partners (e.g., family resource centers) to build capacity on a variety of topics including: CLAS standards, demographic data collection, mental health first aid, and QPR.
- Continue to develop resources, strategies, and guidelines for community providers.

- **Community Engagement & Outreach:**

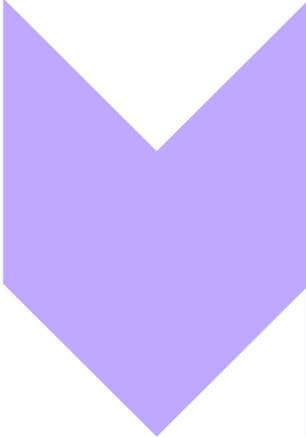
- Partnered with the Boys & Girls Club and MY TURN to develop and implement workforce development conferences focused on educating high school students on the different pathways available to them after graduation. Over 140+ students in attendance, 85+ businesses/ organizations represented and 200+ adults who took part throughout the conference.
- Partnered with NHAHA and Victory Women of Vision to provide information to older adults focused on Medicaid & Medicare, Homecare & Long-term Care and Advance Care Directives.
- Partnered with DCYF and served on the DCYF Respect Engagement Inclusion Action Team and assisted in connecting this committee to our New American communities.

Key Accomplishments (2/2)



- **NH Refugee Program – Health:**

- 100% of refugees referred for health screening within first 30 days of arrival.
- 100% of refugees received health care coordination and support.
- Conducted monthly coordination meetings with the three primary refugee health screening providers.
- Three refugee service organizations provided expanded orientation to U.S. Healthcare System.



- **NH Refugee Program – Employment:**

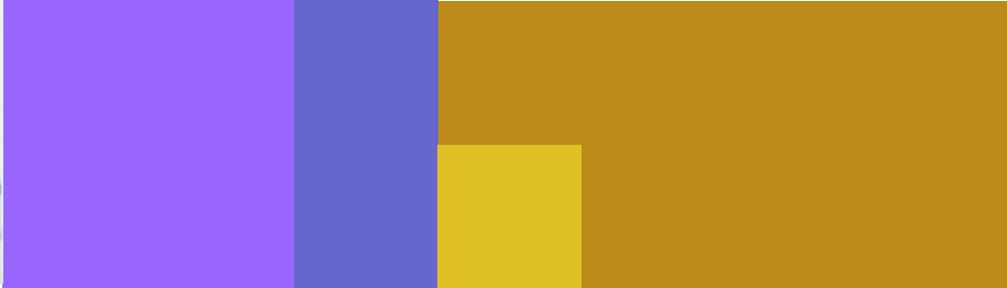
- Provided culturally and linguistically effective job placement and retention services.
- Developed On-the-Job vocational ESOL model.
- Engaged community college system to develop Vocational ESOL content
- Provided cultural orientation to enable New Americans to achieve self-sufficiency as rapidly as possible.
- Established childcare training program in partnership with Greater Nashua United Way.
- Established healthcare career training partnership with Elliot and Dartmouth Hitchcock Medical Center.
- Ongoing collaborations with State partners, including NHEP, WIOA, Vocational Rehabilitation and Work Ready New Hampshire.

House Finance – Division III

Office Of Health Equity

Activity – Accounting Unit	Accounting Unit Title	FTE Authorized Positions SFY 2025	Budget Book Page #	Budget Briefing Book Page #
9500-7208	OFFICE OF HEALTH EQUITY (Minority Hlth/Refugee Affairs)	7	1042	OCOM pg 7
9500-7209	OFFICE OF HEALTH EQUITY (Refugee Services)	3	1043	OCOM pg 10





Thank you.

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