

# **Focusing on Outcomes: Changing the DHHS Culture in North Carolina**

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# **North Carolina Families Accessing Services through Technology**



- The NC FAST technology will promote and assist North Carolina and its 100 counties eliminate service silos and provide an integrated approach to services allowing a new focus on outcomes
- NC FAST is an important tool, but ultimate success depends upon a change in culture

# **NC DHHS: One Organization with Little Traditional Coordination**

- Umbrella organization created in the 1970's to coordinate services and activities
- NC DHHS has grown to 12 major programmatic divisions including –
  - Medicaid / Health Choice
  - Mental Health, Developmental Disabilities, and Substance Abuse
  - Public Health
  - Social Services
  - Aging and Adult Services
  - Child Development and Early Education



# **NC DHHS: One Organization with Little Traditional Coordination**

- A total of 265 activities and services
- A total of 230 IT operating systems
- Each departmental division with its own website reflecting activities and services
- Each departmental division with its own budget codes
- Each departmental division focused on its individual mission without regard to uniform departmental goals



# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

- Develop performance goals in all service contracts
- Develop performance measures for all programmatic activities and services
- Realign budget from a divisional orientation to an overall programmatic services orientation
- Categorize services and activities to reflect level of service complexity

# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

*Our mission is not to focus on providing services. Instead, our mission **MUST BE** to utilize our services as tools to assist the people of our state in improving their health and wellbeing with the ultimate goal of reducing and ultimately eliminating their individual need for our services.*

# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

**Five Programmatic Service Classifications with increasing level of complexity and costs -**

- 1. Service Infrastructure – managing resources to provide effective and efficient service delivery**
- 2. Education/Access/Promotion – expand awareness, understanding and use of information to enhance health and safety**
- 3. Targeted Prevention for People at Risk – provide outreach, support and services to individuals and families identified as being at risk**

# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

Five Programmatic Service Classifications (continued) -

4. People with Challenges who require assistance to help themselves – provide services and supports to individuals and families experiencing health and safety needs to assist them in living successfully in the community
5. People with serious, more difficult Challenges – provide services and protection to individuals and families experiencing serious health and safety needs who are not, at least temporarily, able to assist themselves with the goal of helping them return to independence

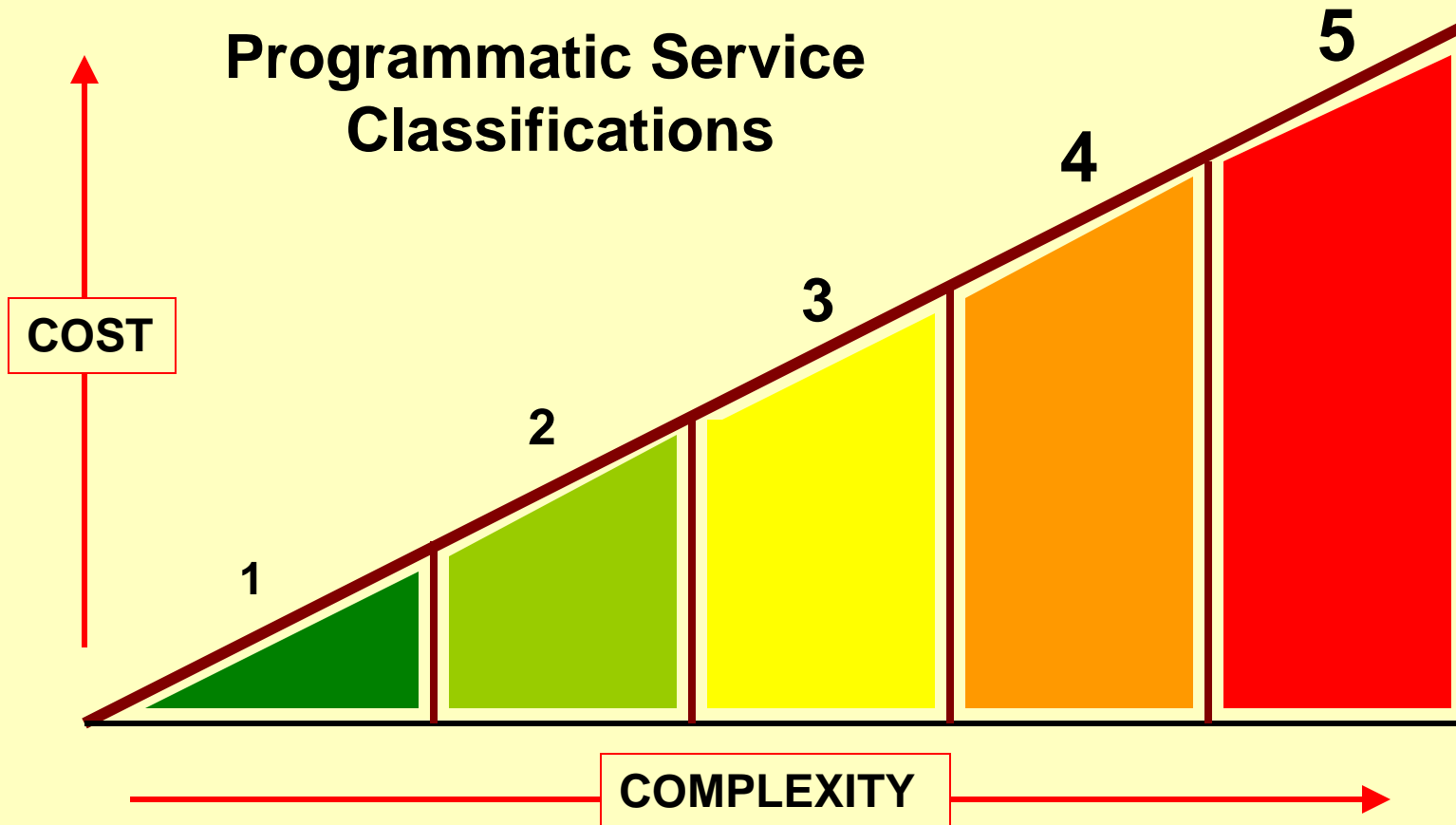


# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

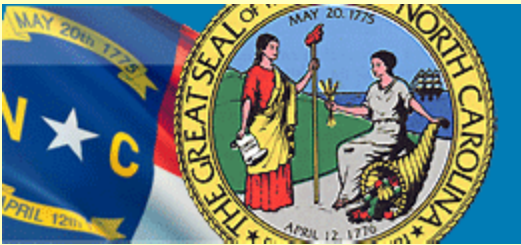
Each of the five classifications of services are then categorized in four basic service areas –

1. Healthy living supports
2. Services to support independent community living
3. Child/Parenting and Family Support Services
4. Employment Focused Services

# NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes



# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**



## **NC DHHS Open Window**

**Openness, Transparency, and Performance Management**

- Eliminates divisional barriers and focuses on service array
- Provides information on eligibility, coverage, service description, budget, outcome goals, and more

**[www.dhhsopenwindow.nc.gov](http://www.dhhsopenwindow.nc.gov)**

# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

- The NC DHHS Excels Initiative
- Making every DHHS employee a part of the whole DHHS vision rather than a divisional silo
- Focused on addressing the client as a whole person rather than meeting only partial needs
- Instilling 5 basic values in everything we do –
  - Being Customer Focused
  - Being Anticipatory
  - Being Collaborative
  - Being Transparent
  - Being Outcome Focused



# **NC DHHS: Changing the Culture to Achieve Service Integration and Focus on Outcomes**

- Reinforcing the Excels values through –
  - Quarterly interactive Excels webinars with the Secretary
  - Personnel evaluations to reflect specific performance goals and outcome measures rather than job outputs
  - Leadership DHHS classes to enhance the skills of future DHHS leaders and solidify Excels values
  - All with a focus on assisting the whole person



# **NC DHHS: Working with the State's 100 Counties**

- North Carolina's social services system is county administered and state supervised
- State efforts with DHHS Excels and DHHS Open Window is shared with the counties
- A Work Support Strategies Project is underway to design the new service delivery model is funded through a grant from the Urban Institute and Ford Foundation

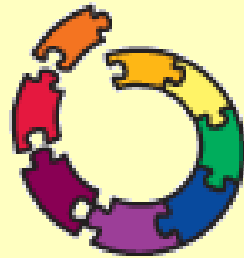


# **NC DHHS: Working with the State's 100 Counties**

## **North Carolina's Work Support Strategies Project**

- Focused on data-driven, outcome-based decision making
- Engaging various levels of county staff across DHHS programs and services along with IT professionals, NC FAST development staff, academic research experts, and advocacy groups including NC Partnership for Children, NC Housing Coalition, and Legal Aid
- Dedicated to coordinating federal, state and county agencies in developing, communicating, and implementing a shared vision of a new eligibility process
- Goal of establishing DHHS-wide data measures
- Providing a “no wrong door” approach to accessing services

# **NC FAST: A Tool Designed to Promote and Support North Carolina's New Approach to Service Delivery**



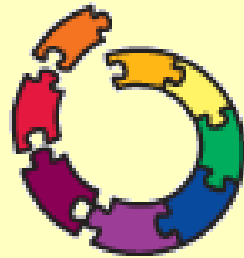
**NC FAST**

Six phases of the NC Project are currently planned –

1. Global Case Management and Food and Nutrition Services
2. Screening and Intake for Work First, Medicaid, Special Assistance and Refugee Assistance
3. Integrated Eligibility for Work First, Medicaid, Special Assistance, Refugee Assistance (and Health Insurance Exchange)
4. Child Services / Child Welfare
5. LIEAP, Child Care, and Crisis Intervention Program
6. Aging and Adult Services



# **NC FAST: A Tool Designed to Promote and Support North Carolina's New Approach to Service Delivery**



**NC FAST**

## **PROGRAM BENEFITS**

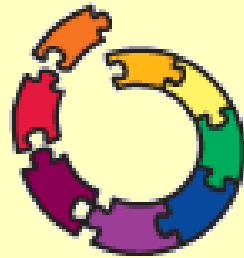
**Families** will have:

- “One-stop shopping” with one-time communication of their information and needs.
- Confidence that their benefits will be determined in an expedited, consistent manner from any place in the state.

**Communities** will have:

- Increased responsiveness to community needs.
- Increased community outreach.
- Better outcomes for dollars invested.

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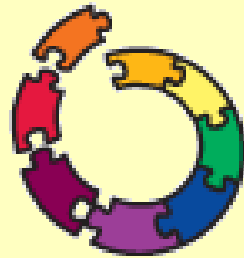
**NC FAST**

## **PROGRAM BENEFITS**

**County Departments of Social Services** and their employees will have:

- Tools to help them share information and track cases across program areas and county lines.
- More time to assist families as administrative tasks are automated.
- Increased ability to work with families within existing resources.
- Enhanced partnerships with employers, service providers and other support organizations.
- Enhanced ability to identify clients' needs.

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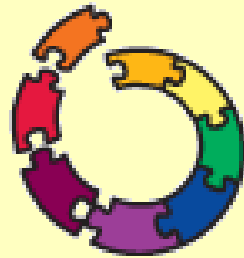
**NC FAST**

## **PROGRAM BENEFITS**

**The State** will have:

- Access to current, accurate and useful data that is integrated across programs.
- Comprehensive data on service delivery for accountability and decision-making purposes.
- Enhanced partnerships with counties and other state entities.

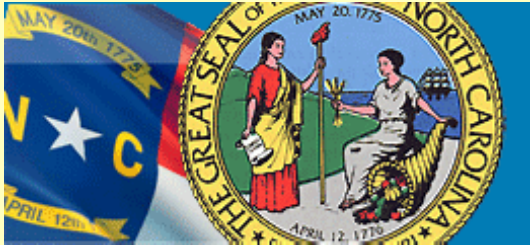
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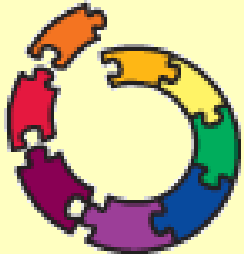
**NC FAST**

To learn more about NC FAST go to  
[www.ncdhhs.gov/ncfast/index.htm](http://www.ncdhhs.gov/ncfast/index.htm)

# QUESTIONS



**DHHS Open Window**



**NC FAST**



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