

SENATE CONCURRENT RESOLUTION NO. 4003

Introduced by

Legislative Council

(Budget Committee on Human Services)

1 A concurrent resolution urging the Department of Human Services to implement
2 recommendations to improve its administrative structure and enhance its budget presentation
3 methods and to report to the Legislative Council and directing the Legislative Council to monitor
4 the implementation of the recommendations.

5 **WHEREAS**, during the 1997-98 interim, the Legislative Council's Budget Committee on
6 Human Services studied the Department of Human Services, the appropriateness of a
7 consolidated Department of Human Services in light of significant federal funding, society, and
8 technology changes, and the changes necessary to enhance program effectiveness, legislative
9 understanding, appropriation analysis and development, and oversight of the department; and

10 **WHEREAS**, the committee held meetings in Fargo, Grand Forks, Minot, and Bismarck
11 to receive public input and testimony from private providers and human service personnel; and

12 **WHEREAS**, a consultant under contract with the Legislative Council made
13 recommendations to improve the department's administrative structure; to enhance budget
14 development, legislative and public understanding of departmental programs and budgets,
15 needs assessment, and client satisfaction; to establish new and innovative methods of
16 providing services; and to improve departmental internal and external communications and
17 state, county, and regional relationships;

18 **NOW, THEREFORE, BE IT RESOLVED BY THE SENATE OF NORTH DAKOTA, THE**
19 **HOUSE OF REPRESENTATIVES CONCURRING THEREIN:**

20 That the Fifty-sixth Legislative Assembly recommends that the Department of Human
21 Services develop a continuous and systematic planning process, or a strategic business plan,
22 that includes the identification of department goals and objectives, client service needs, and
23 strategies for service delivery; monitors performance; adjusts service delivery to provide priority
24 client services in a cost-effective and efficient manner; and includes consideration of the
25 following:

- 1 1. An organizational structure that reduces the executive director's span of control
2 and improves coordination, communications, and control of staff and field services;
- 3 2. Improvement of the budget presentation to the Legislative Assembly by using
4 "budget in brief" technology-assisted presentations, maximum use of available
5 software, and information on an Internet web site which includes a review of the
6 Governor's budget guidelines, identification of department goals and significant
7 changes from the previous biennium, trend and projection analysis, executive
8 summary of expenditures and revenues, and identification of specific initiatives,
9 new programs/major modifications to existing programs, and programs and
10 services recommended for elimination;
- 11 3. Development and use of an executive decision system that provides summary
12 information to management and policymakers, allowing access to the information
13 from an Internet web site or data warehousing;
- 14 4. Identification of core and essential services, information to legislative committees,
15 and dissemination of this information to the public;
- 16 5. Improvement of county and private sector collaboration by emphasizing and
17 searching for ways to involve the counties and the private sector in planning and
18 implementing programs;
- 19 6. Improvement of private provider relations by requiring department staff to explain
20 payment rate calculations and audit findings to providers and by providing basic
21 information and new rules on the department's Internet web site;
- 22 7. Review of inspection and licensing requirements for programs and facilities to
23 provide for consistent administration of programs, decentralizing of inspections,
24 and retaining centralized standard setting and quality control authority;
- 25 8. Implementation of a strategic planning, evaluation, and review capability that may
26 include:
 - 27 a. A budgeting, planning, and evaluation division, under the control of a newly
28 created assistant director position, which includes quality control and research
29 and statistics functions and provides through a new position that could be
30 filled on a temporary basis from university personnel long-range vision and
31 strategic planning;

- 1 b. An ombudsman/troubleshooter position and an enhanced public information
- 2 function to provide information regarding department programs and serve as
- 3 an informal appeals and complaint resolution function; and
- 4 c. An information resource management unit, which includes the technical
- 5 eligibility computer system (TECS), to improve the quality of public and
- 6 internal information;
- 7 9. Development of an information technology master plan that supports department
- 8 goals and objectives and the systematic planning process and prioritizes
- 9 technology needs;
- 10 10. Improvement of client satisfaction survey methodology and encouragement of
- 11 counties and private providers to conduct client satisfaction surveys;
- 12 11. Consolidation of the medical services and public assistance divisions, including the
- 13 training, education, employment, and management (TEEM) function, into a
- 14 financial and medical assistance division and the consolidation of the finance and
- 15 office services and centralized collections in a management support division;
- 16 12. Merging children's special health services into the children and family services
- 17 division;
- 18 13. Key person succession planning by developing department staff through the
- 19 possible use of "career ladders", training incentives, and performance bonuses or
- 20 obtaining executives "on detail" from the private sector and universities;
- 21 14. Review of and recommendations for implementation of other states' innovative
- 22 methods of service provision;
- 23 15. Review of and recommendations regarding the Medicaid spending reduction
- 24 techniques identified by the consultant and their applicability to North Dakota;
- 25 16. Child protection fund shift initiatives that are based upon shifting eligible "kinship"
- 26 foster care from temporary assistance for needy families (TANF) child-only grants
- 27 to foster care payments;
- 28 17. Incentives for public/private collaborative operation of integrated service centers at
- 29 the district level, incorporating managed care techniques, and including a pilot
- 30 project with performance goals; and

1 18. Supporting and assisting in the implementation of a performance management
2 system that includes measurement criteria that assist in setting department goals,
3 allocate and prioritize resources, and provide for a reporting on the success in
4 meeting goals; and

5 **BE IT FURTHER RESOLVED**, that the Department of Human Services be requested to
6 report to the Legislative Council during the 1999-2000 interim on the department's progress in
7 implementing the recommendations and that an interim legislative committee monitor the
8 progress of the department in this regard; and

9 **BE IT FURTHER RESOLVED**, that the Legislative Council report its findings and
10 recommendations, together with any legislation required to implement the recommendations, to
11 the Fifty-seventh Legislative Assembly.