Alaska Department of Health & Social Services

Executive Order 121
DHSS Reorganization

Commissioner Adam Crum

Senate Health and Social Services Committee
Thursday, February 10, 2022

Serving Alaskans in all stages of life

DHSS Today

- FY2022 Management Plan Budget: $3,441,891.3*
- Positions (PFT): 3,259
- Programs/Services
  - Over 100 programs that serve Alaskans directly
- Major Categories of Services
  - Regulatory/Claims Processing/Eligibility for Services
  - Public Health Services
  - Protecting Vulnerable Alaskans, Children, Families (Service/Provider/Provider Based)

* Does not include COVID funds

Some of the DHSS programs that serve Alaskans …

birth, death, divorce & marriage certificates, licensed medical facilities, licensed assisted living/skilled nursing facilities, eligibility for assistance programs, family preservation services, foster care services, preventative health, adult protective services, tobacco prevention programs, marijuana education and prevention programs, payments to support alaskans, payments for providers, complex case management services, transportation services, home and community-based waivers, juvenile detention services, chronic disease and health promotion, childcare facility licensing and safety, early intervention and learning programs, public health nurses, substance misuse and addiction prevention, newborn hearing and screening programs, state medical examiner, food stamps, temporary assistance, medicaid, addiction, play everyday, poison help, kids don't float, nutrition, pedestrian safety, cancer control and prevention, diabetes prevention and control, heart disease and stroke prevention, school health, youth risk behavior, hiv/std, hpv, immunizations, infectious disease, injury surveillance, environmental public health, health impact assessment, lead surveillance, mercury, toxic substances, subsistence & traditional food safety, disease outbreak, violent death report, marijuana registry, burial transit permits, cultural adoptions, state medical labs, bioterrorism/special pathogens, radiological health, public health centers, rural and community health systems, elder care, senior veterans care, fetal alcohol syndrome, suicide prevention, alcohol safety, mental health screening, psychiatric care, early intervention, child protective services, strengthening families, youth correctional facilities, restorative justice, youth behavior risk studies, child care, denali kidcare, cash assistance, burial assistance, senior benefits, heating assistance, family nutrition, disabilities services, wic, developmental screening, public and provider training, care giver resources, independent living, traumatic and acquired brain injury, personal care services, environmental modifications, elder abuse, care coordinator training, early screening, case management, grants management, long-term services, investigations, adult obesity, emergency operations center, autism services, violence and injury prevention, emergency medical services, tobacco enforcement, chemical and environmental contaminants, ocean water radiation testing, occupational injury assessment and prevention, morbidity/mortality research, first responder training, continuum of care, spectrum of community-based care development, rural long-term care, disease outbreak and more…

119
Funding Sources

If everything is a priority, then nothing is a priority

Administration for Children & Families (ACF)

Assistant Secretary for Preparedness Response

Centers for Disease Control and Prevention (CDC)

Office of Juvenile Justice & Delinquency Prevention (OJJDP)

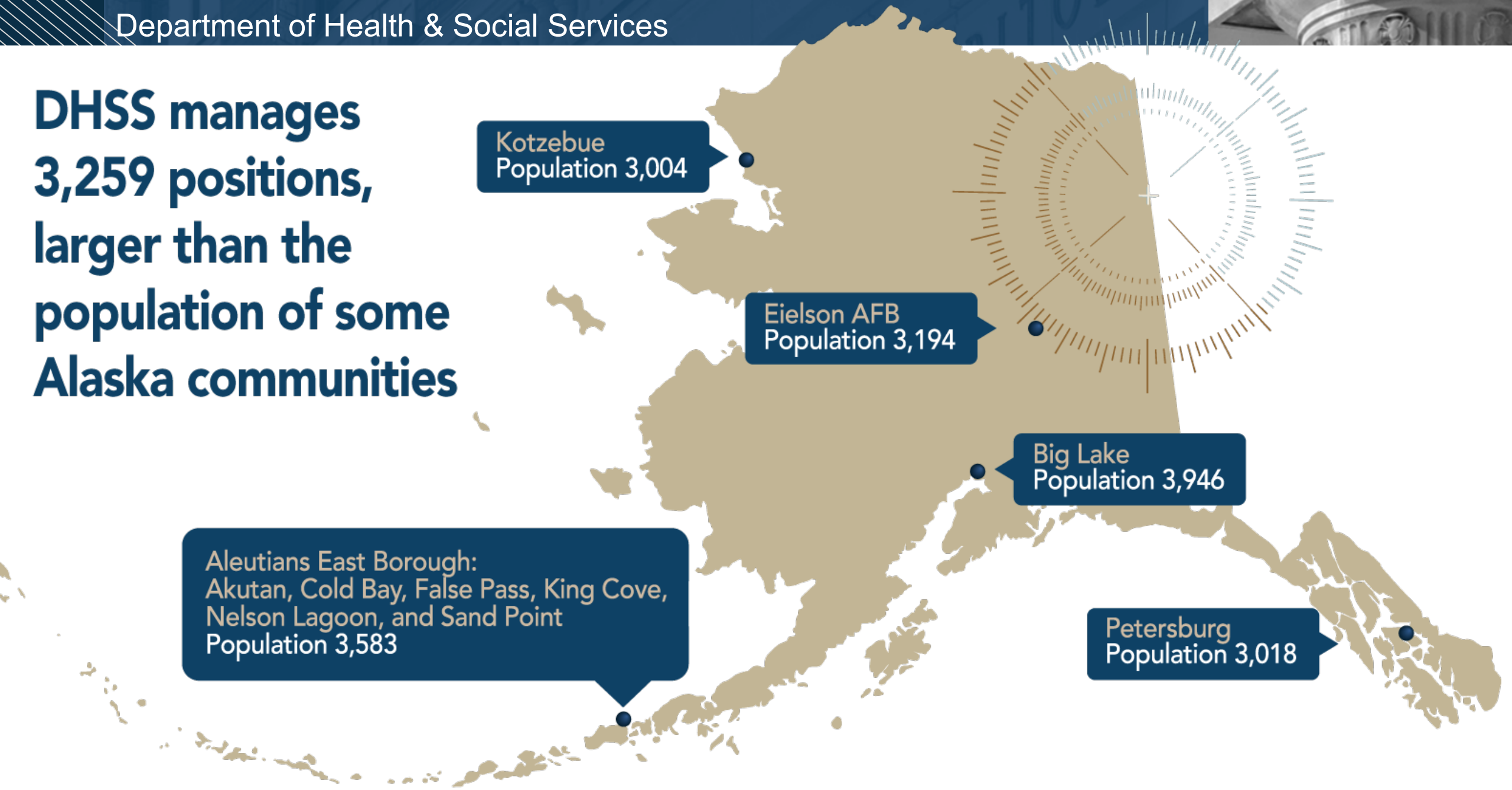
Administration for Community Living (ACL)

Center for Medicare & Medicaid Services

Food Nutrition Services (FNS)

Substance Abuse & Mental Health Services Administration (SAMHSA)

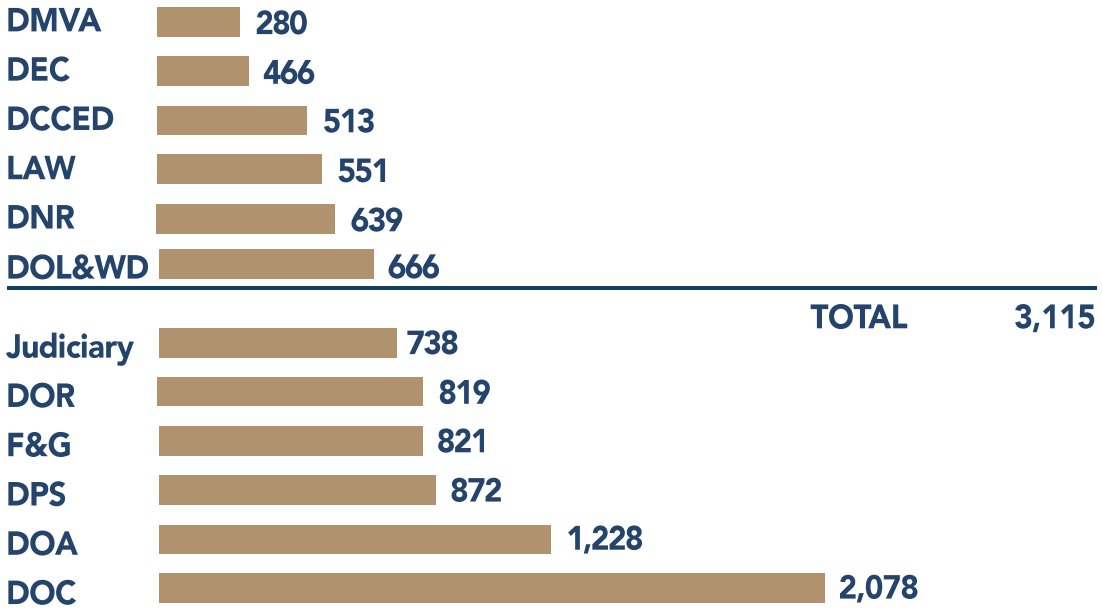
DHSS manages 3,259 positions, larger than the population of some Alaska communities



Population numbers are from 2021 Department of Labor & Workforce Development's Cities and Census Designated Places (CDP) July 2021

DHSS is much larger than most State Departments

Some DHSS Divisions	
Office of Children's Services	587
Public Assistance	458
Juvenile Justice	427
Public Health	426
Alaska Pioneer Homes	421
Alaska Psychiatric Institute	324



DHSS budget is more than 12 state agencies combined

Data Source: FY2022 Management Plan

Excludes COVID Funds

$3,300,674.0

Department of Transportation and Public Facilities
Department of Corrections
Department of Revenue
Department of Administration
Department of Public Safety
Department of Fish & Game
Department of Labor & Workforce Development
Department of Natural Resources
Department of Law
Department of Environmental Conservation
Department of Military & Veterans Affairs
Commerce, Community & Economic Development
Office of the Governor
Judiciary
Legislature

$3,441,891.3

Department of Health & Social Services

DHSS Works Collaboratively Across Departments

Reorganizing DHSS will improve communication and services across State of Alaska services.

<u>Department of Corrections</u>

- Coordination with behavioral health services
- Child welfare and juvenile justice supports

<u>Department of Education</u>

- Early childhood development
- After school program and public health grants

<u>Department of Public Safety</u>

- Crisis stabilization
- Child welfare and vulnerable adults
- Background check unit

Because the work of DHSS touches the lives of all Alaskans, we collaborate with other state departments and partners across many programs – in sometimes surprising ways.

Alaska Department of Health and Social Services

Adam Crum, Commissioner

Chief Medical Officer
Anne Zink M.D.

PUBLIC HEALTH
Director: Heidi Hedberg

- Chronic Disease Prevention & Health Promotion
- Epidemiology
- Health Analytics and Vital Records
- Office of Substance Misuse & Addiction Prevention
- Public Health Nursing
- Rural & Community Health Systems
- State Medical Examiner's Office
- State Public Health Laboratories
- Women's, Children's & Family Health

- *Alaska Council on Emergency Medical Services*
- *Alaska Vaccine Assessment Council*
- *Child Fatality Review Committee*
- *Maternal and Child Death Review Committee*
- *SHARP Advisory Council*

Deputy Commissioner
Medicaid & Health Care Policy
Albert E. Wall

- Medicaid Director
- Rate Review
- Medicaid Program Integrity

BEHAVIORAL HEALTH
Director: Gennifer Moreau

- BH Administration
- Prevention, Early Intervention, and Alcohol Safety Action Program
- Treatment and Recovery
- Medicaid Provider Assistance Services
- AK AIMS, Risk and Research Management

- *Alaska Mental Health Board*
- *Advisory Board on Alcoholism & Drug Abuse*
- *Suicide Prevention Council*

HEALTH CARE SERVICES
Director: Renee Gayhart

- Accounting Recovery
- Background Check
- Certification & Licensing
- Health Facility Survey
- Medicaid Management Information System (MMIS)
- Quality Assuarance
- Tribal Health

- *Medical Care Advisory Committee*
- *Pharmacy/Therapeutics Comm.*

Chief Data Officer
Carrie Paykoc

Public Information
Clinton Bennett
Communications Director

Legislative Relations
Matt Davidson

Health Care Policy Advisor
Heather Carpenter

Policy Advisor
Laura Russell

Regulations

PUBLIC ASSISTANCE
Director: Shawnda O'Brien

SENIOR & DISABILITIES SVCS
Director: John Lee

- *Governor's Council on Disabilities and Special Education*
- *Alaska Commission on Aging*

Deputy Commissioner
Family, Community
& Integrated Services
Clinton Lasley

ALASKA PIONEER HOMES
Director:
Heidi Hamilton

- Alaska Pioneer Homes Advisory

ALASKA PSYCHIATRIC INSTITUTE
Chief Executive Officer:
Scott York

CHILDREN'S SERVICES
Director: Kim Guay

JUVENILE JUSTICE
Director: Tracy Dompeling

- *Juvenile Justice Advisory Committee*

Assistant Commissioner
Finance & Management Services
Sylvan Robb

- Administrative Services
- Human Resources
- Budget
- Finance
- Grant, Contracts and Facilities
- Information Technology Services
- Medicaid, Allocations and Audit Services

Executive Order Vision

The Reorganization of DHSS

Goal Provide proactive, efficient leadership and management of programs to achieve better outcomes for Alaskans

Align Current Functions & Programs

1. Direct Care and Services to Alaskans in State Administered Programs
2. Eligibility for Alaskans & Payment to Providers

Focus Management to Improve Outcomes

1. Innovation
2. Work Processes

Reorganization for DHSS

Department of Health & Social Services

- Commissioner's Office
- Finance & Management Services
- Health Care Services
- Behavioral Health
- Senior & Disabilities Services
- Public Assistance
- Public Health

- Alaska Psychiatric Institute
- Juvenile Justice
- Alaska Pioneer Homes
- Office of Children's Services

Department of Health

- Commissioner's Office
- Finance & Management Services
- Health Care Services
- Behavioral Health
- Senior & Disabilities Services
- Public Assistance
- Public Health

Department of Family & Community Services

- Commissioner's Office
- Finance & Management Services
- Alaska Psychiatric Institute
- Juvenile Justice
- Alaska Pioneer Homes
- Office of Children's Services

Department of Family & Community Services
Commissioner

Deputy Commissioner
Clinton Lasley

ALASKA PIONEER HOMES
Director Heidi Hamilton

- Alaska Pioneer Homes Payment Assistance
- Alaska Pioneer Homes Management
- Pioneer Homes
  - *Alaska Pioneer Homes Advisory Board*

OFFICE OF CHILDREN'S SERVICES
Director Kim Guay

- Children's Services Management
- Children's Services Training
- Front Line Social Workers
- Family Preservation
- Foster Care Base Rate
- Foster Care Augmented Rate
- Foster Care Special Need
- Foster Care Licensing
- Subsidized Adoptions & Guardianship
- Tribal Child Welfare Compact
- Indian Child Welfare (ICWA) & Tribal Partnerships

INPATIENT MENTAL HEALTH

- DES/DET services

ALASKA PSYCHIATRIC INSTITUTE
Chief Executive Officer: Scott York

- Acute, Inpatient Psychiatric Treatment
- Forensic Restorative Treatment
- Governing Body

JUVENILE JUSTICE
Director Tracy Dompeling

- Long-Term Treatment
- Detention
- Probation Services
- Delinquency Prevention
- Youth Courts
- Juvenile Justice Health Care
  - *Juvenile Justice Advisory Committee*

Assistant Commissioner
FINANCE & MANAGEMENT SERVICES
Marian Sweet

- Budget
- Grants, Contracts and Facilities
- Human Resources
- Information Technology Services
- Revenue, Finance and Allocation

Commissioner's Staff

- Policy Advisors
- Legislative Liaison
- Regulations
- DES/DET Coordination
- Public Information
- Department Reorganization Liaison
- Tribal Liaison

Total PCNs — 1,820

Department of Health
Commissioner Adam Crum

Chief Medical Officer
Anne Zink M.D.

PUBLIC HEALTH
Director Heidi Hedberg

- Chronic Disease Prevention & Health Promotion
- Epidemiology
- Health Analytics and Vital Records
- Office of Substance Misuse & Addiction Prevention
- Public Health Nursing
- Rural & Community Health Systems
- State Medical Examiner's Office
- State Public Health Laboratories
- Women's, Children's & Family Health
  - *Alaska Council on Emergency Medical Services*
  - *Alaska Vaccine Assessment Council*
  - *Child Fatality Review Committee*
  - *Maternal and Child Death Review Committee*
  - *SHARP Advisory Council*

Deputy Commissioner
Albert E. Wall

- Medicaid Director
- Medicaid Program Integrity

BEHAVIORAL HEALTH
Director Gennifer Moreau

- BH Administration
- Prevention, Early Intervention, and Alcohol Safety Action Program
- Treatment and Recovery
- Medicaid Provider Assistance Services
- AK AIMS, Risk and Research Management
  - *Alaska Mental Health Board*
  - *Advisory Board on Alcoholism and Drug Abuse*
  - *Suicide Prevention Council*

HEALTH CARE SERVICES
Director Renee Gayhart

- Catastrophic and Chronic Illness Assistance
- Health Facilities Licensing and Certification
- Residential Licensing
- Medical Assistance Administration
  - *Medical Care Advisory Committee*
  - *Pharmacy/Therapeutics Comm.*

SENIOR & DISABILITIES SVC
Director John Lee

- Senior and Disabilities Community Based Grants
- Early Intervention/ Infant Learning Programs
- Senior and Disabilities Services Administration
- General Relief/Temporary Assisted Living
  - *Governor's Council on Disabilities and Special Education*
  - *Alaska Commission on Aging*

Commissioner's Staff

- Legislative Liaison
- Medicaid State Plan
- Office of Rate Review
- Policy Advisors
- Public Information
- Regulations
- Department Reorganization Liaison
- Tribal Liaison

PUBLIC ASSISTANCE
Director Shawnda O'Brien

- Alaska Temporary Assistance Program
- Adult Public Assistance
- Child Care Benefits
- General Relief Assistance
- Tribal Assistance Programs
- Permanent Fund Dividend Hold Harmless
- Energy Assistance Program
- Public Assistance Administration
- Public Assistance Field Services
- Fraud Investigation
- Quality Control
- Work Services
- Women, Infants and Children
- Senior Benefits Payment Program

Assistant Commissioner
FINANCE & MANAGEMENT SVC
Sylvan Robb

- Budget
- Revenue & Finance
- Human Resources
- Information Technology Services
- Grants & Contracts
- Medicaid, Allocations and Audit Services

Chief Data Officer
Carrie Paykoc

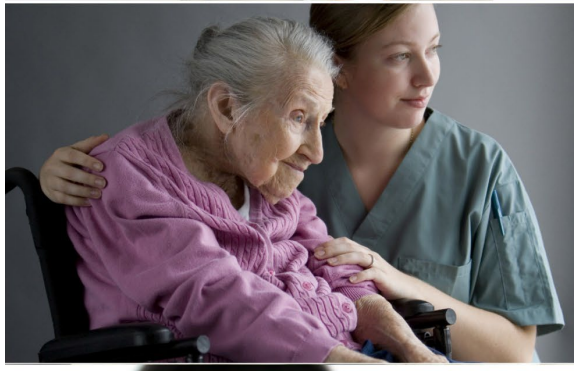
- Data Surveillance
- HIE
- Medicaid Systems Oversight and Management

Total PCNs — 1,446

The Benefits of Reorganization

Improved Services for Alaskans

- Service navigation will be easier for the public with two smaller departments
- Innovation will become more seamless as two departments will be better able to pursue initiatives and efficiencies to serve Alaskans
- Smaller bureaucracy for the public to navigate
- Easier for the legislature to oversee
- Successful department reorganizations have happened in the past
- DHSS is always changing to better serve the public



Improved Stakeholder Results

- More regular checks in with stakeholder groups
- More interaction with federal partners to better manage programs and seek flexibilities that benefit Alaska
- Better ability to manage crises and focus effort on long-range, strategic planning

Improved Employee Experience

The problem: DHSS areas of concern are often large, complex and difficult to solve

- Inability to see change as a result of your work can result in staff burnout
- Not being able to interact with department leadership can lead to programs not getting the attention they deserve
- Without the ability to focus on long-range planning, issues with the most immediate deadlines get priority, but are not necessarily the most important

Improved Employee Experience

The solution: Two smaller departments will allow for an improved work environment

- A greater ability to focus more comprehensively on issues to affect change
- Improved communication between staff and department leadership
- Each division's priorities and concerns can be addressed more proactively
- Divisions within DOH and DFCS will continue to work closely together

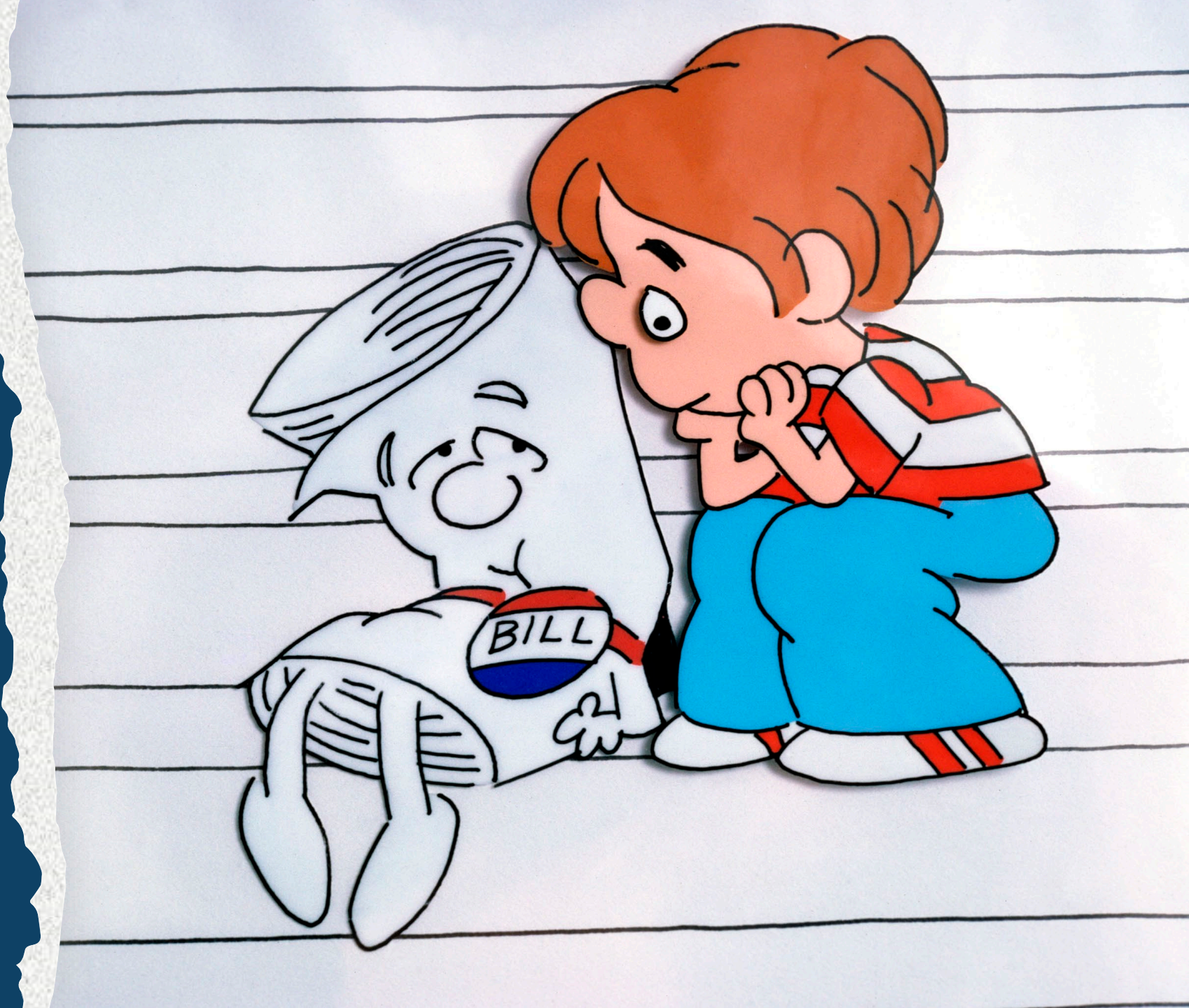
Why an Executive Order?

Use of an EO is the proper Governor's authority for administrative changes under Article III, Section 23 of the Alaska Constitution

The governor may make changes in the organization of the executive branch or in the assignment of functions among its units which he considers necessary for efficient administration.

Why Not Legislation?

- This is not substantive law change
- More certainty on programs remaining unchanged
- Definitive timeline
- Executive Order is a more concise document
- Less disruptive



Executive Orders

Used over the years to realign state agencies to better serve the public.

- EO 108 moved the Alaska Pioneer Homes and regulation of child-care facilities to DHSS (2003).
- EO 55 created the Department of Corrections, moving the duties from DHSS (1984).
- EO has been used by many Governors Egan, Sheffield, Murkowski, Walker, (etc.)

Timeline for the Executive Order

- Executive Order 121 was introduced the first day of session January 18, 2022.
- The legislature has 60 days to come together in a joint session to disapprove the reorganization.
- Upon approval, DHSS will continue to implementation plans.
- Effective Date: July 1, 2022

What's Different about this EO?

- Additional time for employees, stakeholders, and constituents who utilize DHSS services to ask questions and be familiar with the change.
- Improved planning for the transition to two departments and continued stakeholder engagement regarding the transition.
- Concerns addressed that were raised by Legislative Legal and prior drafting errors corrected.
- Shorter Document.
- Another year into responding to COVID-19 has made it even more apparent that we must move forward with changes.

Stakeholder Engagement

DHSS met with dozens of stakeholder groups that provide direct services or advocacy to discuss the proposal, address their concerns, and listen.

"With the reorganization into two departments, greater efficiencies, responsiveness, and flexibility can be achieved to aid in each divisions' ability to provide the foremost service possible to their end users."

Letter of Support from the Alaska Pioneer Homes Advisory Board 12/13/2021

This is just a sampling of groups DHSS has engaged with, additional organizations were contacted.

Stakeholder Engagement: Lessons Learned

Information gathered from stakeholder engagement has been vital in the development of the new EO and transition plans for the reorganization.

After discussions with our Tribal partners, the department has identified the need to designate Tribal liaison roles in the Commissioner's office of both new departments. These Tribal liaisons will actively work with Tribal governments to coordinate services and prevent any disruption in services from the department reorganization.

Stakeholder Engagement: Lessons Learned

- Meaningful engagement takes time: Leadership needs to spend more time with both internal and external stakeholders
- Stakeholders recommended transition liaison positions in each commissioner's offices
- Q and A from stakeholders provided valuable input which will be utilized in the implementation process
- Repeated engagement ensures better communication and dispels misinformation

ASHNHA
ALASKA STATE HOSPITAL & NURSING HOME ASSOCIATION

GOVERNOR'S COUNCIL ON DISABILITIES AND SPECIAL EDUCATION

act
alaska children's trust

"Thank you for meeting with the Governor's Council members and staff multiple times over the last year to discuss the reorganization of the Department of Health and Social Services (DHSS), and to engage meaningfully on the questions, concerns and recommendations brought forward by GCDSE."

Letter of Support from The Governor's Council on Disabilities and Special Education, 1/19/22

Department of Family & Community Services

- Office of Children's Services
- Division of Juvenile Justice
- Alaska Psychiatric Institute
- Pioneer Homes

Full Time Positions 1820
Total Budget: $430,759.2

Strategic Investment
GF Match - $434.3
Federal - $313.9
I/A - $1,188.9
Total = $1,937.1
New PCNs = 11
Reclassed PCNs = 10

Department of Health

- Medicaid
- Public Health
- Public Assistance
- Behavioral Health
- Health Care Services
- Senior & Disabilities

Full Time Positions 1446
Total Budget: $3,070,722.8

Source: FY2023 GOV

Implementation

ONGOING STAKEHOLDER & STAFF ENGAGEMENT

2021 – ONGOING PREPARATION

- Forming Executive Committee & Workgroups
- Stakeholder Engagement
- Employee Town Halls
- Public Facing Website Launched and Updated
- Executive Order Language Refined
- Discussions with Division of Finance (DOF) about IRIS
- Information Technology (IT) and program discussions
- Determine appropriate allocation of staff and resources for reorganization, submit budgets for new departments

JANUARY 2022 – LEGISLATIVE SESSION

- Executive Order 121 is transmitted to the Legislature
- 60-day clock starts for EO
- Outreach to Legislators
- Updates to Stakeholders
- Executive Order Overview Hearings
- Stakeholder support letters

MARCH 2022 – POST 60-DAY CONSIDERATION

- Executive Order becomes Law
- Informing Stakeholders and Divisions for input on draft implementation plans
- Designing new logos and letterhead; Stakeholder involvement
- Continued work with DOF about updates to IRIS
- FY2023 Grant Solicitations for DOH and DFCS

ONGOING STAKEHOLDER & STAFF ENGAGEMENT

APRIL to JULY 1, 2022 – TRANSITION PHASE

- Read, prepare and submit documents for reclassification of positions
- Submit updated Public Assistance Cost Allocation Plan (PACAP) to our federal partners for both departments
- Post new positions, hire and train
- Governor Dunleavy appoints new commissioners
- Update signage and publicly facing access points such as websites/buildings

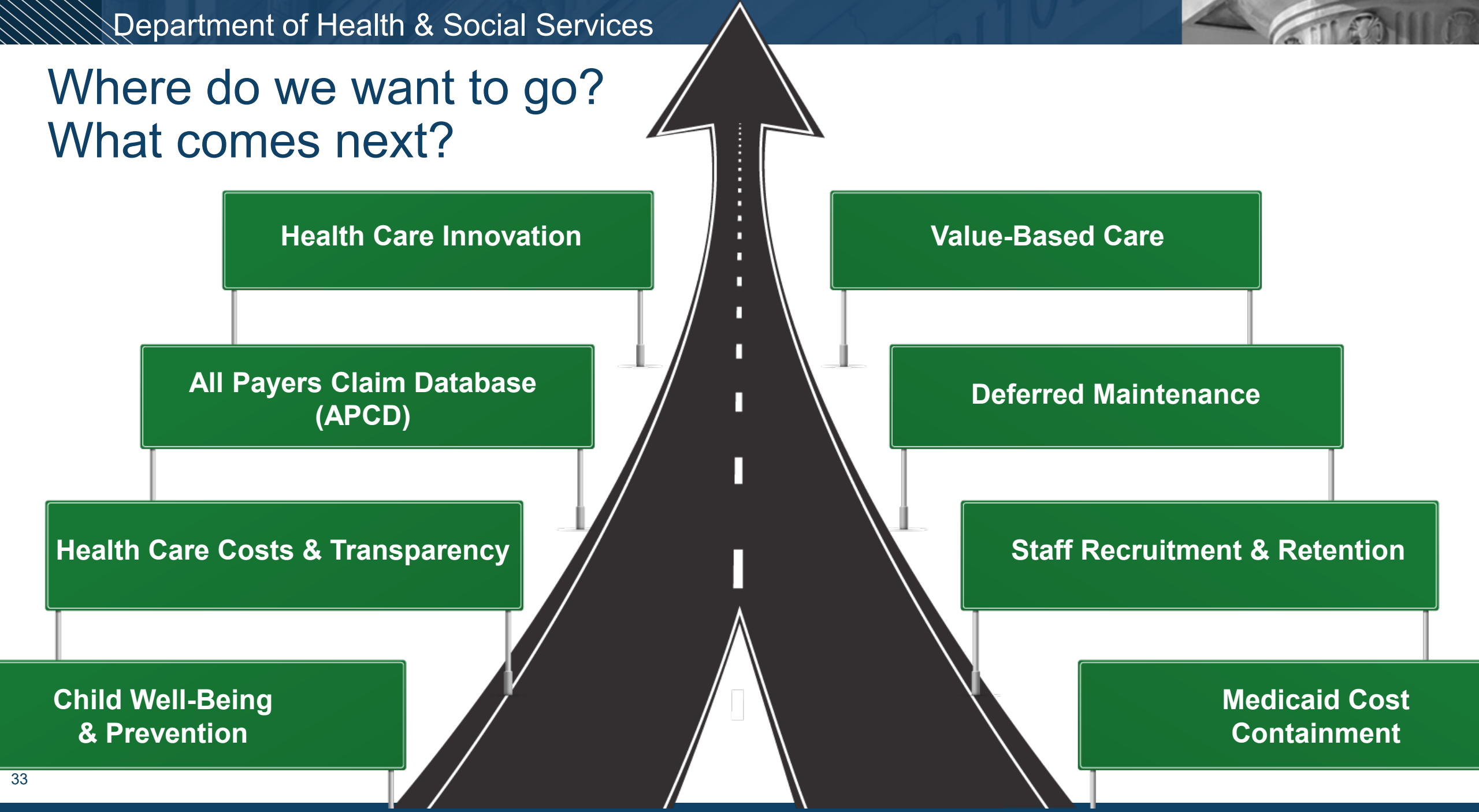
JULY 1, 2022 – IMPLEMENTATION PHASE

- DOH and DFCS are legally operational
- Final year end close out of DHSS
- Implement strategies for IT Governance and Portfolio Management
- Establish schedule and communications for interdepartmental meetings
- FY2024 Budget Development including performance measures for DOH and DFCS

LONG TERM IMPLEMENTATION INTO 2023 AND BEYOND

- Stakeholder post-implementation engagement
- Cyber security office planning
- Collaboration on technical bill further delineating DOH and DFCS responsibilities
- Confirm correct reports established for audit reporting for both departments
- FY2024 grant solicitations for the two new departments

Where do we want to go? What comes next?



DHSS Reorganization Website
reorg.dhss.alaska.gov

State of Alaska | myAlaska | My Government | Resident | Business in Alaska | Visiting Alaska | State Employees

Alaska Department of Health and Social Services
Office of the Commissioner

ENHANCED BY Google

Home | Divisions and Agencies | Services | News | Contact Us | COVID-19 Resources

Health and Social Services > Office of the Commissioner > DHSS Reorganization

Overview | FAQ's | Resources | Town Hall Meetings

Governor Dunleavy will introduce a new Executive Order (EO) on the first day of the 2022 legislative session to restructure the Department of Health and Social Services (DHSS) into two departments.

Restructuring DHSS into two departments allows for better alignment of mission sets and the time and space to work with providers, beneficiaries and federal partners to improve the system of care. The state is committed to ensuring continuity of services to beneficiaries and timely payments to providers. Avoiding such disruptions will be each department's highest priority.

More Questions or Suggestions?

Questions on how reorganization will impact stakeholders or providers can be sent to:

dhssreorg@alaska.gov