

2019

ANNUAL REPORT



IDAHO DEPARTMENT OF
HEALTH & WELFARE





Photo courtesy of Director Jeppesen

Mission

Promote and protect the health and safety of Idahoans

Vision

Provide leadership for a sustainable, integrated health and human services system

Director's message



Our duty to the Idahoans we serve is to offer our best work and our uncompromising compassion. To honor our responsibilities and our mission, the Department of Health and Welfare (DHW) has spent the past year focusing on becoming a customer-centric organization devoted to improving our customers' journeys every step of the way.

Above all, we have held ourselves accountable to the goals in our strategic plan:

- Ensure affordable, available healthcare that works.
- Protect children, youth, and vulnerable adults.
- Help Idahoans become as healthy and self-sufficient as possible.
- Strengthen the public's trust and confidence in the Department of Health and Welfare.

This annual report is the story behind our strategic plan. It emphasizes the details of our work, and highlights what drives us every day – a passion for our mission and dedication to the Idahoans we serve.

Director Dave Jeppesen

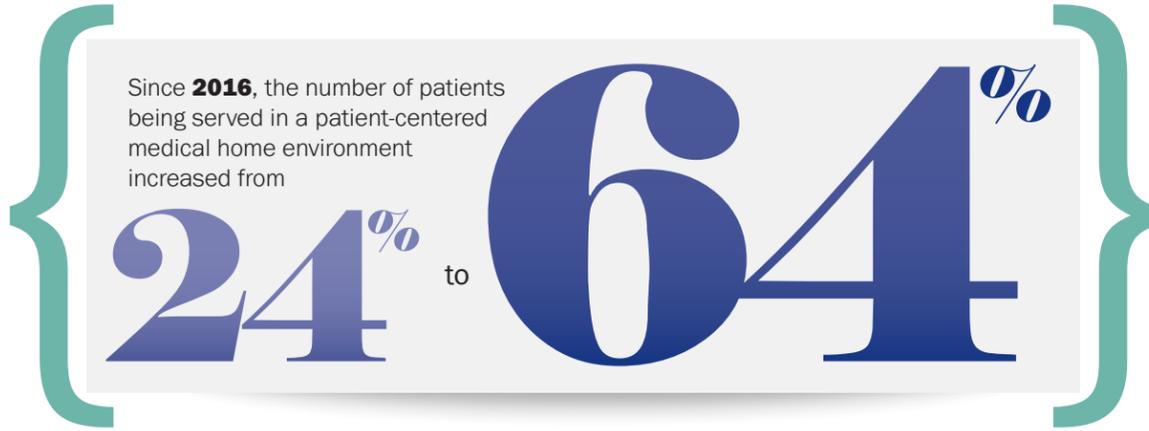


*We will ensure
Idahoans
have affordable,
available
healthcare
that works.*



Provide a “whole-person” model of healthcare

When Idahoans access healthcare services, providers will consider the overall picture of their unique health needs and circumstances. To achieve this, we are expanding our “whole-person” model of care – the patient-centered medical home. In this model, a primary care provider or a healthcare team works with the patient to provide comprehensive, continuous medical care focused on keeping the patient healthy or improving their health.

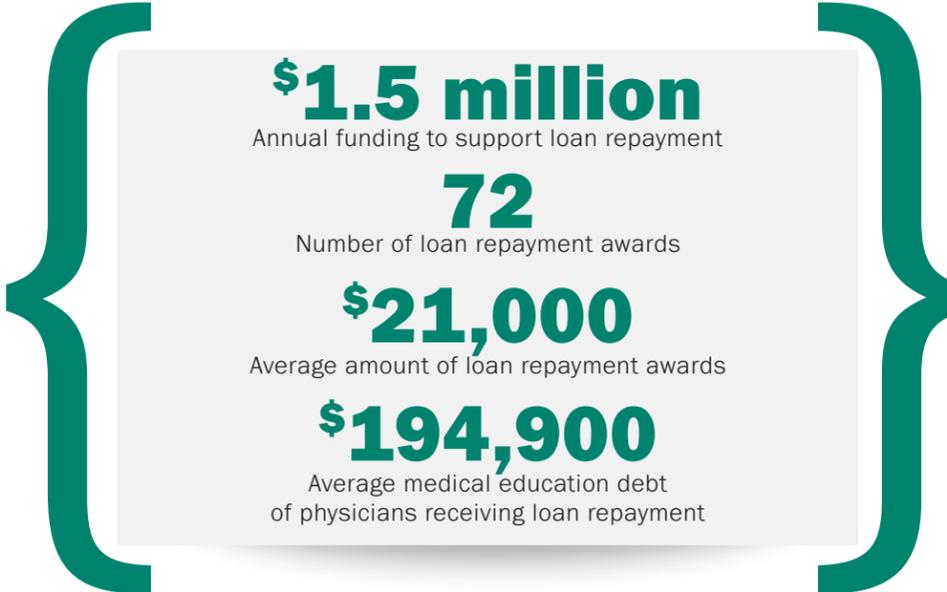


Improve access to primary care in rural areas

It's easy to fall in love with Idaho's diverse landscape and areas of remote wilderness. But when rural Idaho residents need access to healthcare services, their lives can be impacted by additional hardship if they live in an area where there is a shortage of services.

To improve access to healthcare in rural and underserved areas of Idaho, we are collecting data that identifies the areas where there are not enough healthcare professionals to provide quality services. We are using this data to administer grants where they can make the most difference and promote partnerships to make sure every Idahoan has access to services.

Our efforts include programs that aim to attract more physicians to rural Idaho. The programs – the Rural Physician Incentive Program and the State Loan Repayment Program – provide medical education loan repayment awards for physicians who qualify.



Provide affordable, accessible healthcare

Idahoans should feel confident that healthcare services in Idaho are affordable and accessible. It is our responsibility to hold healthcare providers accountable for providing quality healthcare services while reducing the cost of healthcare. To achieve this, we are rolling out a new payment structure called Healthy Connections Value Care. The new program begins July 1, 2020, with several contracts already in place with both large hospital systems and primary care providers. These providers are already working to reduce healthcare costs and improve health outcomes in the Medicaid program.



Today, more Idahoans have access to healthcare services through Medicaid expansion. We have successfully implemented Medicaid expansion for eligible adults who earn up to 138 percent of the federal poverty level.





*We will protect
children, youth,
and vulnerable
adults.*



Transform the child welfare system

Children in neglectful or abusive situations are now better supported by caseworkers who can focus their efforts on creating better outcomes. Our new business processes have enabled us to improve the efficiency of safety assessments and the processes for permanent placements. We also redesigned and improved foster care licensing processes and training support, and we will be implementing those processes in SFY 2020. Our new, innovative child welfare case management system will allow caseworkers to focus more of their time on the children, and less time struggling with an outdated system. The system uses new technology to standardize and automate processes in a secure, mobile-friendly way.

OUR NEW BUSINESS PROCESSES HAVE:

Reduced the time to safety decision and documentation from an average of **66 days** in the first six months of SFY 2019 to **22 days** in the last six months of SFY 2019.

Reduced the number of unresolved open safety assessments from **2,700 open assessments** to **600 open assessments**.

Protect children who have experienced trauma

3,111 Number of children in foster care each year

1,277 Licensed foster homes

59 Average time to permanency in weeks

297 Number of adoptions

We believe that children who have experienced trauma deserve permanency in their living situations. This will help them heal, develop, and thrive, whether that is in their own homes with their biological parents or with an adoptive family if they can't safely return to their homes. We are committed to placing children who have experienced neglect or abuse in safe and permanent homes as quickly as possible.

Support Idahoans with severe disabilities within a community setting

With the right treatment and services, many Idahoans who have severe, complex, and persistent behaviors caused by developmental and intellectual disabilities can successfully transition back into their communities. With our new treatment model, these Idahoans, who are stabilized at the Southwest Idaho Treatment Center (SWITC) in Nampa, will more quickly transition safely from in-patient care to a community setting, where they can receive long-term services.

The new treatment model addresses challenges faced by staff as they provide services to help these Idahoans successfully live in the least restrictive environment possible. These services include separate stabilization and step-down units to enable SWITC residents to progress toward living in the community at their own pace, with minimal disruption from clients with less stable behaviors.

4,823 Total number of clients served

99.8% Clients supported in their communities

24 Number of clients not served in their community

Help those who are experiencing a mental health crisis

9 Number of crisis centers

30,000 Total number of admissions at Idaho crisis centers

14,516 Total number of adults served

2,962 Total number of children served

When an Idahoan experiences a mental health crisis, it is essential that they are able to seek treatment and help from an organized system that makes sense and does not cause them any additional trauma at this difficult time.

We are working to form a comprehensive behavioral healthcare system with a strategic plan that organizes currently existing healthcare components. The new model will be a structured system that includes crisis centers, new housing models, and more funding to better serve people experiencing a behavioral health crisis.



*We will help
Idahoans become
as healthy and
self-sufficient as
possible.*



Save the lives of Idahoans in crisis

We help Idahoans stay safe and manage suicidal crises by working collaboratively with statewide partners to provide suicide prevention resources and services for individuals in distress, as well as for their family and friends. The Suicide Prevention Program coordinates efforts throughout Idaho to increase suicide awareness, as well as suicide prevention, intervention, and postvention.

Our goal is to reduce death by suicide **20%** by 2025

Help Idahoans be tobacco free

We offer free QuitLine and web-based cessation services to help individuals stop using tobacco products and live healthier lives. Services include counseling, education, patches, lozenges or gum, and helpful resources. Our new service – My Life, My Quit – provides education and resources to help teens stop vaping.

In 2019,

7,127
Idahoans reached out to the Idaho QuitLine for cessation resources



Help Idahoans find jobs

We help Idahoans who receive Supplemental Nutrition Assistance Program (SNAP) benefits to support themselves and their families by connecting them with the resources they need to find a meaningful job. We are growing the Employment and Training

Program to better support and educate Idahoans and help more individuals and families in Idaho become successful in what they do. We believe dependable employment and a livable wage are critical to their success on the path to self-reliance.

42% to **52%**
Increase in those who gained employment or employment related skills

Connect Idahoans with resources to make healthy food choices

We are committed to building strong families who have access to healthy food, nutrition, and education. In addition to providing financial assistance to buy groceries, SNAP connects customers to nutrition courses and programs that are provided by our partner organizations throughout Idaho. Through SNAP, we bring together resources to help Idahoans thrive as they live a nutritious and healthy lifestyle.

149,537
Monthly average of Idahoans served through SNAP



*We will strengthen
the public's trust
and confidence in
the Department
of Health and
Welfare.*



Deliver a customer-centered innovation culture

It has become the new norm for customers to expect innovations that improve their lives and make it easier to accomplish goals. This expectation applies to every organization customers interact with – including government agencies. We are focusing on innovation by developing journey maps (a visualization of how Idahoans use our

services) to identify pain points in their interactions with us. In 2020, we will begin a customer-centered innovation project to improve one journey of our customers. We will measure our success using a Customer Effort Score, which will help us to make sure we have improved the lives of Idahoans. It's only the beginning of our innovation efforts.



Simplify administrative rules

Excessive government regulation can be costly for businesses, inhibit economic growth, and have a negative impact on the public's perception of the department's transparency and efficiency. To make sure the department's regulations are relevant and effective, we have met and exceeded the requirements of the Red Tape Reduction Act by substantially simplifying and reducing the administrative rules chapters.

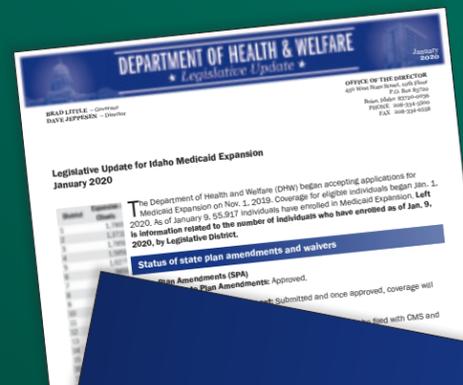
21
Total chapters eliminated from the department's administrative rules (reduced from 84 chapters to 63)

166,881
(19.4 percent) Total words eliminated from the department's administrative rules chapters

3,363
(27.9 percent) Number of restrictive words removed from the department's administrative rules chapters

Communicate pro-actively

We are committed to communicating with the public and our stakeholders about the work we do to help Idahoans live their best lives. We have developed communications strategies to highlight our successes and demonstrate our compassion and trustworthiness. These communications include the monthly legislative update, an employee newsletter, new social media accounts, increased presence on existing social media accounts, and improved communications with employees about news releases, branding rules, and communication standards.



3,000
Approximate number of DHW employees and stakeholders who receive our bi-weekly employee newsletter, *DHW Connection*

2,698
Facebook followers

1,469
Twitter followers

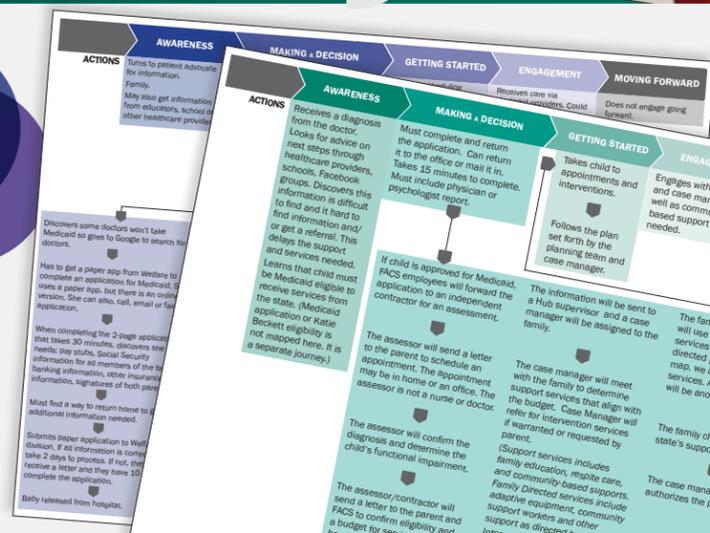
2,705
LinkedIn followers



Improve customer experience

Our focus on customer experience (CX) is about far more than customer service. We are working to understand and improve every interaction with our customers and clients. We will be redesigning

processes from the customer's perspective. We have established a Customer Experience Steering Committee, and together, we are leading efforts to find our customers' pain points – and to solve those issues.





*We are caregivers.
We are leaders.
We are innovators.
We are strategists.
We are your neighbors.
We are your friends.
We are Idahoans.
We are DHW.*



Our culture sets us apart

We demonstrate passion for our work and compassion for the people we serve. Every day, we are engaged in the implementation of strategy, and we hold ourselves accountable to our goals. Together, we are focused on continuing what works and addressing what does not work for Idahoans. We strive to achieve our full potential, while we help Idahoans achieve theirs.

2,917

Approximate number of employees

944

Employees who have 10 or more years of service

39

Employees received the Director's Award for extraordinary contributions

18

Employees completed the Certified Public Manager program

We lead by example

Our leaders are committed to helping themselves and others do the right thing. They are setting direction and inspiring change. They are committed to the success of all, and they are dedicated to working together as a team.

34%

Tasks completed from our 2020-2024 strategic plan

15

Senior leaders completed the Center for Creative Leadership training

The future of DHW

We deliver the services that provide for the safety and well-being of all Idahoans as effectively and efficiently as possible. We think differently and flex our imaginations to innovate our processes and technologies. We embrace new ways of working that help us achieve our goals. Together, we help the people of Idaho live their best lives.

2020



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HEALTH & WELFARE

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