

NC DEPARTMENT OF HEALTH AND HUMAN SERVICES
2025-2029 Strategic Plan



INTRODUCTION

The North Carolina Department of Health and Human Services is operating in a complex and rapidly evolving environment. Resource limitations, changing requirements and ongoing system pressures require the Department to remain flexible, responsive and focused on delivering essential services. These conditions affect how programs are designed, implemented and sustained, and they underscore the importance of thoughtful planning and clear priorities to best serve North Carolinians.

At the same time, this moment highlights the vital role of public service. North Carolinians rely on NCDHHS and its partners to ensure access to care, support whole person well-being, and maintain systems that promote health, safety and stability across communities. This strategic plan provides a framework for advancing that responsibility by strengthening access to services, investing in a sustainable and skilled workforce, promoting organizational excellence, and continuing efforts to transform and modernize health care delivery statewide.

Even in a challenging operating environment, the Department remains committed to using resources wisely, improving outcomes, and supporting the people and communities we serve. The work of NCDHHS continues to be essential to the health and well-being of North Carolina.



Dr. Devdutta Sangvai | Secretary
*NC Department of Health and
Human Services*

PRIORITY AREAS FOR 2025-2029

Guided by these realities and commitments, Secretary Devdutta Sangvai has set three priority areas for 2025-2029. These priorities reflect the most pressing operational and policy demands facing NCDHHS and provide clear direction for where leadership attention, coordination and resources must be concentrated to sustain services and advance meaningful progress for North Carolinians.

■ **PRIORITY 1: Ensure Medicaid, SNAP and Other Critical Services Continue to Serve North Carolinians**

Ensure timely, accurate and coordinated implementation of required federal changes affecting NC Medicaid and the Supplemental Nutrition Assistance Program (SNAP), with a focus on maintaining access to services, minimizing disruption for beneficiaries, and supporting staff and partners through transitions.

■ **PRIORITY 2: Transform Rural Health**

Strengthen and sustain the Rural Health Transformation Program, leveraging full federal investments and prioritizing stakeholder engagement, to improve access to high-quality care in rural communities.

■ **PRIORITY 3: Strengthen the Intersection of Mental Health and Justice Systems**

Improve coordination between mental health services and the justice system to better support individuals with mental health needs while maintaining public safety.



MISSION

In collaboration with our partners, DHHS provides essential services to improve the health, safety and well-being of all North Carolinians.

VISION

Advancing innovative solutions that foster independence, improve health and promote well-being for all North Carolinians.

VALUES



Accountability

We hold ourselves responsible for the work we do and outcomes achieved to display credibility and maintain public trust.



Communication

We maintain an open and trusting environment by listening to gain a full understanding of issues and sharing our message thoughtfully to reach a variety of audiences.



Creativity

We proactively identify and imagine ways to advance our mission, being inspired to seek opportunities and take action.



People First

We are driven by our commitment to serve others, building lasting relationships with stakeholders and continuously elevating the service we provide.



Respect

We interact with others in a manner that demonstrates our esteem for them and acknowledges the value of their thoughts, opinions and ideas.



Teamwork and Collaboration

We recognize that we are one department, one team, working toward one goal: to improve the health, safety and well-being of all North Carolinians.



Transparency

We share expertise and information readily within our divisions, department and with our stakeholders and the community.

GOAL 1: ACCESS TO CARE

Support North Carolinians' ability to safely, easily and fully access the services, programs and systems of care of NCDHHS and our partners.

OBJECTIVE 1.1: Maintain access to health and human services in traditional and non-traditional settings and meet North Carolinians where they are.

OBJECTIVE 1.2: Mitigate the social, cultural and literacy barriers that prevent North Carolinians from accessing care.

OBJECTIVE 1.3: Support affordable care options that North Carolinians can access easier.

OBJECTIVE 1.4: Promote policies and remove barriers that improve North Carolinians' ability to access health and human services.

GOAL 2: WHOLE PERSON WELL-BEING

Improve the well-being of North Carolinians by delivering comprehensive, high-quality services that address the complex factors shaping outcomes for individuals and families.

OBJECTIVE 2.1: Coordinate and integrate health systems and human services that support a healthy North Carolina.

OBJECTIVE 2.2: Invest in an easier to navigate system for families and individuals who need mental health, substance use disorder, intellectual/developmental disability (I/DD) and traumatic brain injury (TBI) services.

OBJECTIVE 2.3: Invest in systems that expand non-medical drivers of health.

OBJECTIVE 2.4: Improve access to healthy food for North Carolinians.

OBJECTIVE 2.5: Strengthen service delivery across all NCDHHS touchpoints by improving quality, efficiency, and reliability to advance health and well-being outcomes for all North Carolinians.

GOAL 3: SUSTAINABLE WORKFORCE

Develop a skilled workforce that supports North Carolinians' health and well-being through training, career pathways and innovative strategies to attract and retain talent.

OBJECTIVE 3.1: Open and strengthen career pathways that address critical service gaps in health and human services workforces.

OBJECTIVE 3.2: Ensure that all workforce members supporting the health and well-being of North Carolinians receive the necessary training and skills to deliver high-quality care and services.

OBJECTIVE 3.3: Create opportunities for individuals with barriers to employment to find jobs that support themselves and their families.

OBJECTIVE 3.4: Leverage financial incentives, data and innovative practices to attract and maintain individuals to health and human services workforces.

OBJECTIVE 3.5: Support federally required workforce programs that operate efficiently, effectively and meet the needs of eligible North Carolinians.

GOAL 4: ORGANIZATIONAL EXCELLENCE

Promote efficient and effective operations through continuous improvement, leveraging data, modernizing systems, using resources wisely and strengthening accountability and transparency across the department.

OBJECTIVE 4.1: Invest in modern technology systems to enhance efficiency and collaboration.

OBJECTIVE 4.2: Foster data-driven decision-making across NCDHHS by investing in data collection and analysis systems and professional development opportunities.

OBJECTIVE 4.3: Establish governance systems that promote accountability, manage risks and align activities with NCDHHS goals.

OBJECTIVE 4.4: Be effective stewards of our state's resources and continuously improve organizational processes and practices.

GOAL 5: TRANSFORM AND MODERNIZE HEALTH CARE IN NORTH CAROLINA

Transform North Carolina's health care ecosystem by modernizing delivery, strengthening community and rural care, and optimizing strategic partnerships to expand access, improve outcomes and manage costs.

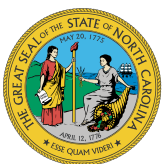
OBJECTIVE 5.1: Align policy, finance, operations and administrative systems – and modernize reimbursement approaches – to manage costs and improve care.

OBJECTIVE 5.2: Leverage volume purchasing power and develop strategic partnerships to increase access and reduce costs.

OBJECTIVE 5.3: Leverage the Division of State Operated Healthcare Facilities' expertise to support effective community-based care for seamless discharge, sustained support and reduced readmissions.

OBJECTIVE 5.4: Create a sustainable rural health delivery system that improves health outcomes for all rural North Carolinians.

OBJECTIVE 5.5: Modernize statewide healthcare technology systems.



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