

NC DEPARTMENT OF HEALTH AND HUMAN SERVICES **2026-2030 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

PRIORITY 1: Deliver Critical Services to Improve the Health and Wellbeing of North Carolinians

Support timely and coordinated implementation of NC Medicaid, Supplemental Nutrition Assistance Program (SNAP) child welfare and child care services, with a focus on maintaining access, minimizing disruption for beneficiaries, and supporting state and county DSS partners.

PRIORITY 2: Transform Rural Health

Strengthen and sustain programs, including the Rural Health Transformation Program, that enable rural communities to thrive, leveraging full federal investments and prioritizing stakeholder engagement.

PRIORITY 3: Strengthen Behavioral Health Crisis Care and Its Coordination with the Justice System

Improve North Carolina's behavioral health crisis system to better support individuals with mental health needs, including those who are justice-involved.

PRIORITY 4: Partner with Key Stakeholders to Drive Reforms that Promote Affordable and Accessible Healthcare for Every North Carolinian

Advance health care affordability and access by leveraging the Department's expertise, engaging partners, and proposing innovative solutions that lower costs and expand access to high quality services.



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 to meet North Carolinians where they are.

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

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

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 complex factors shaping outcomes for individuals and families.

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

OBJECTIVE 2.2: Simplify the processes for families and individuals to navigate mental health, substance use disorder, intellectual/developmental disability (I/DD) and traumatic brain injury (TBI) systems and services.

OBJECTIVE 2.3: Improve systems that address non-medical drivers of health such as access to healthy food.

OBJECTIVE 2.4: Strengthen service delivery across all of NCDHHS points of contact by improving quality, efficiency, and reliability.

GOAL 3: 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 3.1: Align policy, finance and operations to manage costs and improve care.

OBJECTIVE 3.2: Leverage volume purchasing power and develop strategic partnerships to increase access and reduce costs.

OBJECTIVE 3.3: Leverage the expertise of state-operated health care facilities to support individuals with complex needs.

OBJECTIVE 3.4: Promote a sustainable rural health delivery system that improves health outcomes for all North Carolinians.

GOAL 4: 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 4.1: Develop and strengthen career pathways that address critical service gaps in health and human services workforces.

OBJECTIVE 4.2: Provide all workforce members supporting the health and well-being of North Carolinians the necessary training, skills and compensation to deliver high-quality care and services.

OBJECTIVE 4.3: Support individuals with employment barriers to obtain work, build financial security, increase independence, and strengthen social capital.

OBJECTIVE 4.4: Leverage financial incentives, data and innovative practices to recruit and retain individuals to health and human services workforces.

OBJECTIVE 4.5: Operate required workforce programs to efficiently and effectively meet the needs of eligible North Carolinians.

GOAL 5: ORGANIZATIONAL EXCELLENCE

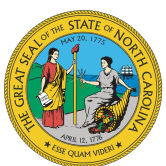
Promote efficient and effective operations through continuous improvement, leveraging data, modernizing systems, using resources wisely and strengthening accountability and transparency across the department.

OBJECTIVE 5.1: Modernize technology systems to enhance efficiency and collaboration.

OBJECTIVE 5.2: Foster a culture of data-driven decision-making across NCDHHS.

OBJECTIVE 5.3: Strengthen governance systems that promote accountability, manage risks and align activities with NCDHHS goals.

OBJECTIVE 5.4: Steward state resources and continuously improve organizational processes and practices.



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