

DCT Executive Board Meeting
CEO update
Thursday, December 18, 2025

1. Executive Summary - Pillar Objectives and Progress -

- DCT-wide strategic objectives are organized across **5 pillars** and supported by **10 cumulative strategies** and **14 performance metrics**.
- Executive and Service Line leaders track progress using **pillar-based workbooks** aligned to objectives, strategies, and metrics.
- Throughout FY26 to date, progress toward targeted results has been **steady and positive**.
- **Most objectives across all five pillars are advancing as planned.**

a) QUALITY –

- **Objective 1:** Guided by the Strategic Plan and Malcolm Baldrige feedback report, take steps to develop and deploy an integrated and standardized organizational performance management system.
- **Strategy & Metric Progress:**
 - Quality is leveraging the MB application and feedback reports to define and deploy three enterprise-level metrics that capture admission, treatment, and discharge performance across DCT. These metrics are approved for launch on January 1, 2026, and will be integrated into the updated Executive Dashboard. They will also be embedded in the Level 3 Malcolm Baldrige application scheduled for submission on January 1, 2026.

b) SERVICE –

- **Objective 1:** Improve equitable access to specialized behavioral health services others do not provide (# people served).
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Quality and HIMs will update baseline data to reflect approximately 4% growth from last year. FY26 policy and capacity changes across service lines—including new CBS and FMHP facility openings and MHSATS policy changes affecting MI&D clients—are being identified and measured to support achievement of this goal.
- **Objective 2:** Take steps to increase and/or expand DCT capacity (beds and services).
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Responsibility for developing and measuring expanded capacity across DCT programs and facilities has been delegated to SMEC and Medical Executive/Clinical Leadership committees by service line. Concept proposals are due to SMEC in March, with executive-level proposals due in June. Capacity metrics are collected quarterly for 11 of 13 programs and show growth in people served above expectations, driven in part by increased outpatient dental visits in Q1. Data collection for the remaining two CBS programs is in progress.

c) PEOPLE -

- **Objective 1:** Strengthen workplace culture by creating a positive employee experience across the lifecycle, from applicants to retirements.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - DCT will be implementing a standardized onboarding process that emphasizes early engagement with teams, supervisors, and the organization. In partnership with IT, efforts are underway to strengthen connectivity for new staff and standardize key orientation elements, including asset readiness, mentorship, and engagement. Early supervisory connections are occurring, and metrics are being developed to track these interactions. In parallel, People is advancing a Supervisor Academy Steering Committee to design a DCT-specific training curriculum, delivery model, and outcomes. Committee members and executive sponsors have been identified across service lines, an initial meeting has been held, and recommendations to the Executive Team are on track for delivery by May 30, 2026.

d) FINANCIAL –

- **Objective 1:** Optimize reimbursement of services provided by DCT.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Finance is focused on identifying revenue opportunities and barriers through the development on new revenue streams. Clinic-level service gaps and self-sustaining care models are being evaluated to support this work. Project teams are also in place to assess lab services, explore outpatient pharmacy service, and conduct ongoing reviews of billing for existing outpatient services.
- **Objective 2:** Maintain ongoing funding for the Electronic Health Record (EHR).
 - **12/15 Status Update:** Delayed due to budget constraints; long-term work continues
- **Strategy & Metric Progress:**
 - Finance working in collaboration with DCT-IT is developing a long-term business case to support EHR legislative proposals, including case studies to justify continued funding. While progress has been delayed by the budget constraints predicted. DCT will continue to look at this direction in preparation for the 2027 Biennial Budget Session. Work continues in partnership with the Tech Ops Committee to prepare a proposal for consideration in 2027.
- **Objective 3:** Improve financial reporting and analysis.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Finance is strengthening integration across financial reporting systems by convening a workgroup to align clinical and operational data and partnering with the Tech Ops Committee to define requirements. A finance representative has joined the Amazon Web Services (AWS) project, and a Revenue Cycle Continuous Improvement initiative is underway to ensure effective integration and billing compliance between clinical and financial systems.

e) TECHNOLOGY –

- **Objective 1:** Continue to implement a comprehensive, integrated, and interoperable EHR system that will support all DCT Divisions to improve patient care and safety.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Technology completed the CBS 1,600-user Avatar conversion, deployed ReThink behavioral health software, and implemented the Netsmart Identify Access Manager (NIAM) single sign-on solution. Phases 2 and 3 work continues, with additional NetSmart resources supporting revenue cycle and clinical improvement efforts; the Dentrrix–Phoenix Avatar interface is on hold pending review. Overall project status remains strong: CBS Avatar is complete, ReThink will continue into 2026, and Computrition, CABHH, Continuity of Care Documents (CCD), NIAM, and POC projects are complete. All remaining projects are on track for completion by June 2026, with Informatics priorities established for 2026 and beyond.
- **Objective 2:** Establish and maintain a new DCT Data Infrastructure to serve as the foundation for DCT’s data management, reports, analytics, performance measures, and strategy activities.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Technology is piloting EHR integration and interoperability using DCT’s new data infrastructure to standardize data and streamline data requests. The proof of concept engages AWS, NetSmart, state agencies (DOC, MMB, MDH), the State of Minnesota courts, and DCT stakeholders to establish governance and operating environments. The AWS Lake environment is operational, with court data connections live and being refined; integration with DOC and other agencies is in progress, with Medicaid data expected in later phases as the POC matures. MNIT is assessing staffing and support needs, Executive Team–approved funding positions were authorized in November, and Business Technology Office (BTO)/MNIT will provide an Executive Team update in January.
- **Objective 3:** Evaluate AI opportunities for DCT.
 - **12/15 Status Update:** Moving forward as planned
- **Strategy & Metric Progress:**
 - Technology is evaluating Artificial Intelligence (AI) opportunities at DCT through an AI leadership workgroup, 30+ background interviews, and collaboration with Operational Supports and SMEC to identify risks, opportunities, and guidance for clinical and operational use. The AI Deployment Planning Team presented a 98-page AI Deployment Plan to DCT leadership on 12/9/25, outlining activities, findings, and recommendations. A summary report was presented to the Executive Team on 12/16/25 for approval of the AI vision, next steps, and governance framework.

2. Communications Perspective –

- Communications is planning to deploy the Priority Admission dashboard, which is being done according to statute and will be posted quarterly on the public website.
- Chris Sprung let me know that the GovDelivery email newsletter, which will provide important DCT news and updates to all members of the Legislature and their key staff members, is planned in January. We will include Board members.

- The Baldrige report is currently being prepared for submission, with many leaders participating in its review and editing process. This is a top priority to get this document in the mail by end of December.
- It is our goal to educate people on DCT now that we are a separate agency. The communications team is working on a nicely designed, magazine-type printed piece that will be distributed to all state lawmakers, staff and stakeholders by the end of February 2026. DCT Legislative staff - Carrie Briones and Mitch Arvidson – will make it available to lawmakers. A digital version will be available for download on the public website.
- Over the next few months, communications will be conducting surveys, focus groups, and meetings with leaders to get assess internal communications with staff in an effort to understand the best ways to move news and important information to employees who do not have dedicated computers and who spend the bulk of their days with patients and clients, not in front of a computer screen.

3. Advisory Committee Update: (Reminder only – Updates will be routinely provided by Dan Storkamp)

- a) Key Timelines:
 - Expires on December 31, 2027
- b) Membership -
 - Legislators
 - Sen. John Hoffman/Erin May Quade in Sen Hoffmans absence
 - Sen. Paul Utke
 - Rep. Bianca Virnig
 - Rep. Dave Baker
 - NAMI - Marcus Schmit
 - Marcus Schmit, the new NAMI Executive Director
 - Union Rep –
 - Jessica Langhorst
 - Association of MN Counties
 - Tara Jebens-Singh
- c) **New members appointed - Individuals with lived experience x 2 –**
 - a. James Carlson
 - b. Jim Postier

4. Executive Board Work Group

- Finance workgroup – John Dinsmore will provide any new updates.
- Quality and Compliance workgroup – Mary Maertens will provide any new updates.

5. Government to Government Relations & Consultation Update:

- DCT has been further developing our government-to-government relations (tribal consults with each Nation and statewide meetings with the MN Indian Affairs Council (MIAC).
- Dan Storkamp, Crystal Weckert, DCT's Tribal Liaison, and Marshall have attended all of the tribal consult meetings across the state, meeting with all 11 tribal nations.
- DCT also had presence at the recent MIAC meeting held on December 8, 2025, in Morton, MN. An overview of DCT was provided. Emphasis on working with DHS will continue with DCT and community providers since DHS is the agency that facilitates policy, funding, and regulatory agency. Consistent themes heard are around dental, psych practioner, & SUD supports.

6. Infection Control Update r/t Chicken Pox:

- The chickenpox outbreak is under control and our infection prevention and control measures are proving effective across DCT. Efforts are ongoing to develop comprehensive after-action reports and corresponding action plans addressing the recent outbreak, as well as other incidental findings. These reviews involve staff from every service line and will serve as a strong framework for ongoing discussions and enhancements of our occupational health systems, ensuring the safety and well-being of all team members.