

ODADAS/ODMH Department Consolidation Fiscal Operations Consolidation Workgroup Summary and Recommendations

The Fiscal Consolidation Team (FCT) examined issues related to high priority areas assuring the ability to carry out the objectives of the combined departments. The highest priority facing the FCT was the SFY14/15 Biennium Budget submission, which was due October 1, 2012, and combined an historical ODADAS and ODMH chart of accounts structure with an appropriation budget developed to encompass the combined agency vision ensuring maximized program services. Staff, board representatives, providers, and stakeholder agencies have been instrumental in achieving this structure. In addition, management from both ODADAS and ODMH diligently developed the Fiscal Office's Table of Organization, which focused on ensuring that staff met the Fiscal Office business product lines. Other areas of priority consist of the review and development of best practices as they relate to the business product lines within the Fiscal Office.

The FCT followed an aggressive time line that included several formal meetings with State Agency Stakeholders (OBM, DAS, etc.) and several sub-team meetings with Fiscal supervisory staff and Subject Matter Experts (SME). There was a significant amount of individual research and analysis dedicated to this effort. The approach included documenting each agency's current practices and processes, identifying critical issues and challenges, presenting recommendations to address the issues and establishing a "best practice" process that is within State and Federal fiscal mandates and regulations.

Essential to the success of Fiscal's consolidation is the functionality of Information Technology (IT) systems. The below IT systems are currently under review:

- Grants Integration Network Application – GINA
- Community Funding Database – CFD
- Electronic Contracting System
- Progressing toward one payroll system (ODADAS using OAKS vs. ODMH using KRONOS)

The FCT recognizes that a strong financial reporting structure and system functionality are essential elements to provide management with reliable financial data and overall quality services to federal, state and local stakeholders.

High Priority Areas Inventory – Status & Recommendations

- The Biennium Budget request for OBM was successfully submitted by the Fiscal Division on October 1st, 2012, and it contained the program structure of the new department.
- The two departments are progressing toward one payroll system. Payroll reporting will move to the KRONOS environment for all agency staff. Time and attendance training in the KRONOS environment for ODADAS employees will occur in the weeks before it is implemented.
 - **Recommendation: Payroll, HR and Fiscal staff members are working with the Department of Administrative Services (DAS) to ensure a smooth transition for the implementation date of June 16, 2013.**
- The two departments can functionally post a combined Purchase Order, but OBM cannot approve it without statutory approval that allows one department to sign off on spending funds from the other department.
 - **Recommendation: The ISTV process will remain in place until the agency has authority to begin OAKS transactions under the new agency structure and coding. This will be resolved upon statutory authority creation of OhioMHAS.**
- A Procurement “Best Practice” approach was developed and presented to Fiscal management for review. The Procurement of Goods and Services will drive many other Fiscal operation product lines including: Contracting, MBE/EDGE compliance, Fixed Assets and Controlling Board roles.
 - **Recommendation: Adopt a procurement process and provide staff training within the third quarter of SFY13 to ensure contract renewals for the SFY14/15 Biennium follow the agency’s rules and regulations. Meetings are currently scheduled with external members and adoption of the “Best Practice” approach will occur no later than mid-April of 2013.**
- With the announcement of the new agency name, the Fiscal Division will begin reviewing impacts of the existing DUNS and EIN numbers referenced within the federal funding systems. This also affects the CMS reimbursement revenue since it requires changing all of the forms. The new name will prompt an array of notifications to our federal partners including, but not limited to, DHHS, DOJ, CCR, D&B, Grants.gov, and others. This task cannot begin until statutory authority is established to create the new Department of Mental Health and Addiction Services.
- The Grants Integration Network Application (GINA), a grants system developed by ODADAS IT for DMH, is ready to test, but the question remains whether DMH should move forward in its implementation if it is specific to DMH grants, or whether there should be a process to create or restructure the application system to serve both departments’ needs in the new department structure. A workgroup has been developed to review all software solutions for OhioMHAS grants and processes. Recommendations will be submitted in the Spring of 2013.

- There is work being done on the Community Funding Database (CFD) to determine if CFD will meet Fiscal staff needs, recognizing that Fiscal staff needs ownership and report writing rights of system. Current status: In initial stages; work flow in process.
 - **Recommendation: GINA, along with all other IT applications (CFD, OLGA, etc.) that impact Fiscal, are currently being addressed internally with Fiscal and IT staff. A process workflow for both departments is being developed with the assistance of IT-ODMH. IT has provided diagrams of the system workflow. A workgroup has been developed to review all software solutions for OhioMHAS grants and processes. Recommendations will be submitted in the Spring of 2013.**

- The Electronic Contracting System was examined to determine each role (initiator, reviewer, legal, etc.) and develop a work flow. Adjustments may need to be made to suit the various needs and/or role of the staffer. This is a high priority goal for implementation by the end of SFY 13 due to DAS requirements. Current status: Preliminary meetings have taken place.
 - **Recommendation: Merrilie Munsey and Duane Casto will work together to create the workflow and IT will provide additional assistance and input. The system workflow process was vetted with external members in March of 2013 and will be fully implemented by June of 2013.**

- Ohio Shared Services is working toward having one combined customer relations meeting per month for both departments, rather than the current two separate meetings. (DMH will begin sending all vouchers to OSS per the mandate). This is ongoing work, but blended department meetings are occurring with much success. Both departments have worked toward a higher voucher submission to OSS- DMH statistics are nearly on target for 100% submission, and ODADAS will improve after the voucher interface INFO2 file begins for the Access to Recovery vouchers. Full compliance of this mandate will be realized prior to July 1, 2013.
 - **Recommendation: Ohio Shared Services is assisting the agency's needs to address all related customer services issues as a combined department.**
 - **Tiered pricing became effective as of October 1, 2012, and analysis of voucher volume and identification of the utilization of a voucher interface file for pass-through vouchers is underway in order to reduce costs for these services.**

- Supervisors assisted in the identification of the business product lines and functions within the Fiscal Division in order to inform the new department's Fiscal Table of Organization.
 - **Recommendation: As "Best Practices" recommendations are adopted, personnel requirements within the product lines will be aligned accordingly in the Fiscal Table of Organization.**

- More work is being discussed in OIS to improve file-sharing generally. A temporary solution was provided by moving Fiscal files into a shared directory. This solution, however, does not address the interactive files in the public and project folders on the ODADAS server. The solution will be finalized when these folders are moved into one location.
 - **Recommendation: File sharing will be elevated to emphasize importance. All IT items that impact fiscal consolidation will be added to the agenda of weekly IT meetings.**

Additional recommendations and/or policy changes:

- Sub-recipient Monitoring and Auditing – combine MH/ADA site visits
- Review of all internal data systems
- Integrate Central Services (Fleet management, copiers, phones, mail) and work toward one policy for travel (this review process will include legal staff)
- Integrate Fixed Assets