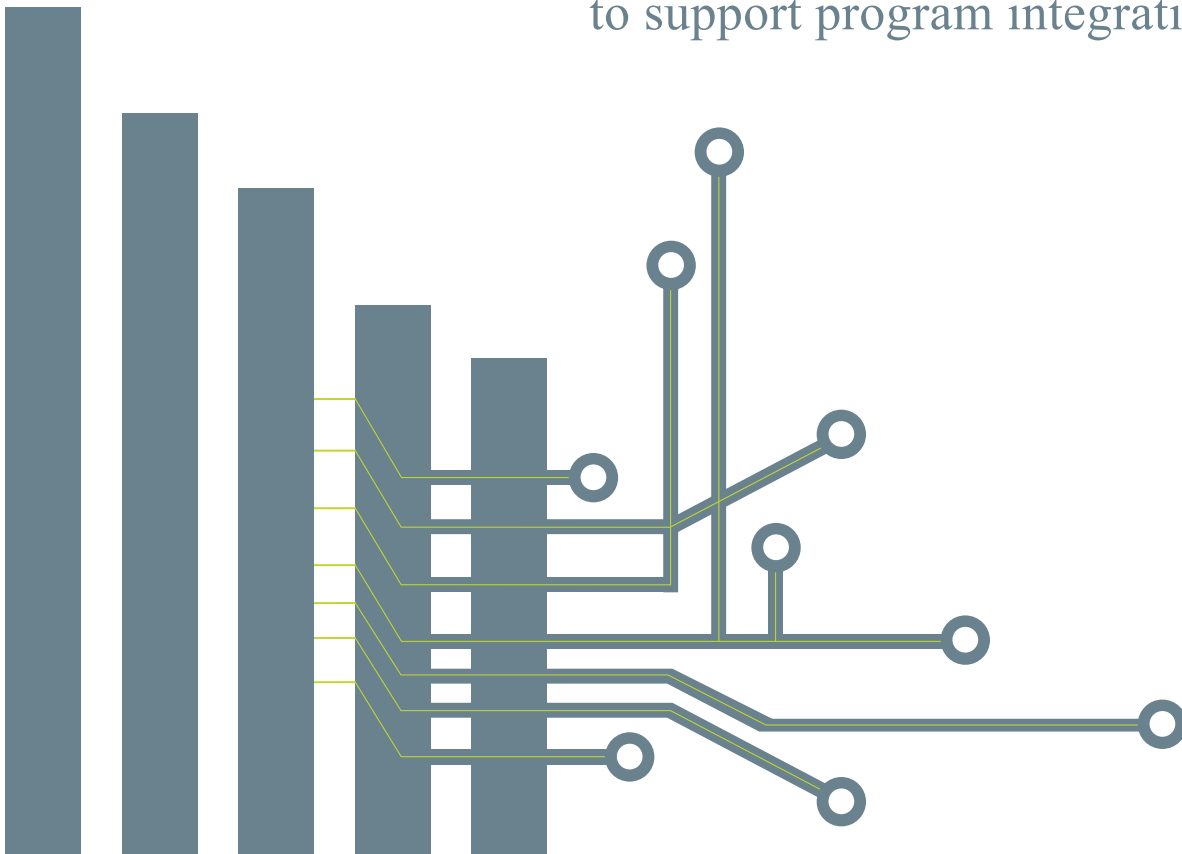


# CHALLENGE & CHANGE <sup>1997-2010</sup>

Transforming an *administrative infrastructure*  
to support program integration



## ALLEGHENY COUNTY DEPARTMENT OF HUMAN SERVICES

One Smithfield Street  
Pittsburgh, Pennsylvania 15222-2225  
412-350-5701  
[www.alleghenycounty.us/dhs](http://www.alleghenycounty.us/dhs)

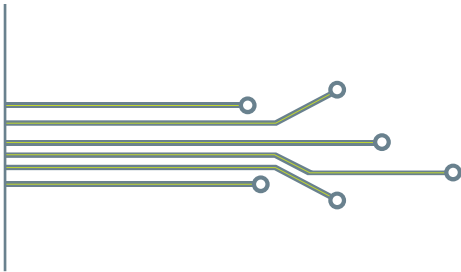
Marc Cherna, DHS Director  
Randolph W. Brockington, DHS Deputy Director  
Office of Administrative and Information Management Services

Written by Margaret C. Albert  
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# INTRODUCTION

## What We Did *and* How We Did It



**W**e have been very fortunate over the last decade to have received a number of plaudits in the national media and some prestigious awards, too, for the results we have achieved in redesigning human services in Allegheny County. While the emphasis has been chiefly on programmatic outcomes (reduced foster placements and greater permanency for children; innovative, effective alternatives and follow-up to incarceration; expanding opportunities for aging in place; community-based services in less restrictive settings for treating behavioral and developmental health issues), the root of all these changes lies in the restructuring of the administration and operation of the Department of Human Services (DHS). It is these changes that have allowed us to:

- **Simplify the structure of county government by combining four disparate areas of human services into a single “mega” department with shared support functions and a common database of client services and community needs;**
- **Triple the total funding for human services while reducing the percentage paid with county tax dollars;**
- **Integrate fiscal and budgetary functions to maximize and leverage resources in 194 funding streams in order to facilitate the use of unrestricted funds where they are most needed;**
- **Connect 350 service providers through automated two-way communication with one another, with DHS and with the central database;**
- **Consolidate programs and staff in four locations, reducing office space by 17,000 square feet and streamlining administrative procedures and processes to achieve a stronger, more centralized management system, thereby improving communication and collaboration among the various service areas;**
- **Cut the transaction time, through automation, for personnel paperwork from six weeks to five days and payment time for vendors from 20 days to five to seven days. Time to execute a contracting agreement is down to 55 days from 112 days prior to automation;**
- **Effect cost reductions of 10 to 30 percent by the reduction of processing time for hiring, payments, contracts, and audits. This transaction time savings enabled DHS to focus on data analysis, performance evaluation, and business process improvements;**
- **Reduce administrative staff from 101 filled positions to 80; and**
- **Improve the ability to complete and file timely expense reimbursement claims. Claims that were in excess of 12 months late are now accurately submitted within the required reporting timeline.**

The reaction from my peers in human services circles is always the same: *“How did you do it? How can we use your experience to improve the way we operate back home?”* These questions have no short or simple answers. That’s why we developed this report—to share what worked for us and, in doing so, take the opportunity to document our reforms.

## LEADERSHIP

This isn’t just a boost to my ego—or yours. Leadership at the helm of any reform movement is essential, as is the recognition that, as Harry Truman put it, “the buck stops here.” But in this context, *leadership* includes deputies, department heads, and supervisors throughout the organization. All must buy into a common vision, care deeply about achieving it, and commit to engaging themselves and the line staff they oversee to accomplish the intended outcomes. Key to developing this sense of ownership in subordinate leaders is, of course, involving them from the start and maintaining open communication throughout the process of change.

## COMMUNICATION

We hear a lot today about “transparency” in public administration. That’s really just a new term for communication—two-way communication (top down and bottom up, inside and outside the organization, with and from consumers and providers, with the community at large via the news media and public meetings). Communication is listening as well as talking, discussing rather than lecturing. Good communication skills are an important element of leadership. In terms of effective communication with the news media, consumers, and the general public, an experienced communications or public relations professional is invaluable.

## COMMUNITY ENGAGEMENT

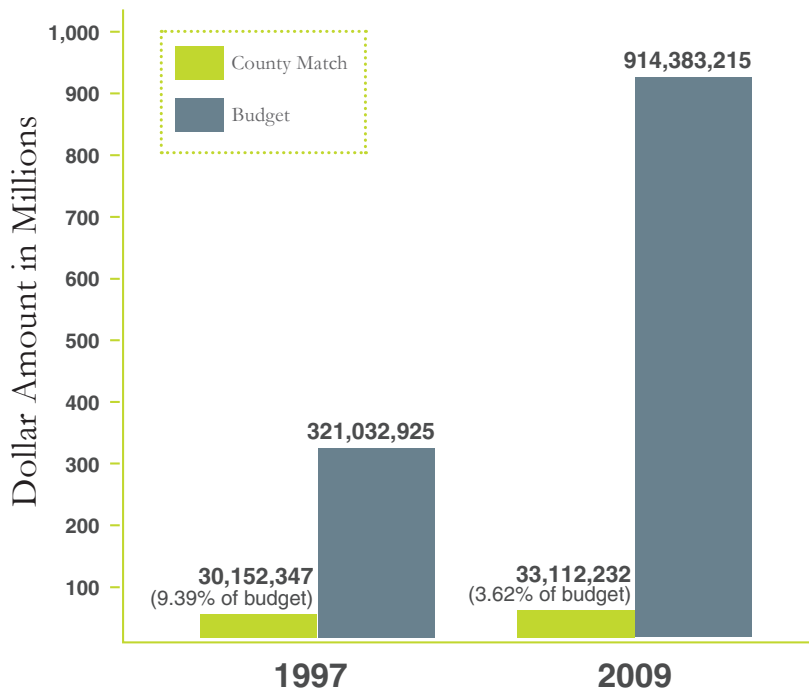
This is more than community involvement, which may simply be advisory committees or volunteer programs. Community engagement means enlisting the top leaders and other stakeholders in the region, including educators, foundations, social service providers, and constituents and their families, to help create and own the new vision and the changes it requires and to provide support (funding, pro bono services, expertise) toward accomplishing the vision. Fortunately, Allegheny County and the Pittsburgh region have a long history of productive community engagement, as we dealt with such issues as the smoke control problems, racial unrest and school desegregation, and the demise of the steel industry, but this is a skill that can be nurtured in any community.

## REAL OPERATIONAL CHANGES

In the end, the real change engine is the combination of operational changes that take place: the consolidation and rational organization of functions and services; the effective use of accessible electronic data systems that can document need, monitor performance, and facilitate communication; and the appropriate location of staff and offices to maximize collaboration and consumer access. These are largely administrative changes, but they are the foundation for programmatic changes. They provide the focus of this report, the behind-the-scenes story of “how we did it.”

As a final caution, I might add that all of this takes time. In our case, it has taken more than a decade, and we’re still evolving. The story begins in 1997 when the Allegheny County Board of Commissioners asked me to head a new mega-Department of Human Services that would integrate the formerly independent functions of child protective services, aging services, federal programs (largely employment), and programs in mental health, mental retardation, drug & alcohol treatment, and homelessness & hunger. Our charge was to provide services more effectively and more efficiently. In all, it meant managing a \$321 million budget.

## COUNTY MATCH vs. TOTAL DHS BUDGET



Today— some 13 years later—that budget has virtually tripled to \$914 million, with the number of employees remaining essentially the same. However, additional funding from state and federal government and private foundations has made us far less reliant on county tax dollars. As a result, Allegheny County residents are benefiting from an investment of funds that has nearly tripled over the last decade—but county taxpayers’ share of those costs has declined nearly three-fold: from 9.4 percent in 1997 to 3.6 percent today.

More importantly, as we have expanded our fiscal resources, we have also increased the number of people we are serving, in settings that are more accessible and in ways that foster independence and

permanency and address the totality of an individual’s or a family’s needs. Through technology we’ve established greater fiscal and qualitative accountability. And we’ve accomplished these efficiencies by consolidating administrative functions and data management as well as by the physical relocation of staff and services.

The crucial ingredient in this transformation has been the extraordinary collaboration among county government, businesses, universities, community-based organizations, service providers, and private and community foundations, with the guidance of an Oversight Committee, advisory committees in each discipline, and the active involvement of staff members at all levels. The creation of the new DHS was a major challenge and one that could not have been achieved without a community that was engaged.

This report addresses the consolidation and restructuring of the basic administration functions (human resources, financial management, budget and contract compliance, and facility management) and our initial steps toward incorporating information management into the mix. Our work continues as new needs arise and new ideas come to mind. More than ever, we rely on the community support we’ve had from the start.

I hope this report will be helpful to you as you engage *your* community in the challenging and exciting process of articulating and implementing its vision for human services in the 21st century. If you have questions or comments, we’ll be glad to hear from you at 412-350-5701.

Marc Cherna  
Director

Allegheny County Department of Human Services

# BACKGROUND

## Creating a “mega” department

**On the eve of the new millennium** in 1995, the Allegheny County Commissioners recognized that major changes were in order for county government. Not the least of the challenges was to streamline 30 separate departments, each reporting to the Commissioners. To guide in the overall restructuring of county government, the Commissioners appointed a blue ribbon Committee to Prepare Allegheny County for the 21st Century (ComPAC 21). Chaired by Dr. John Murray, President of Duquesne University, the Committee’s report noted that the current structures would hamper the County in “competing effectively with other regions that are experiencing vibrant growth.”

### Vision Statement

*To create an accessible, culturally competent, integrated, and comprehensive human services system that ensures individually tailored, seamless, and holistic services to Allegheny County residents, in particular its vulnerable populations.*

### DHS Guiding Principles

*All services will be:*

High quality, reflecting “best practices” in case management, counseling, and treatment.

Readily accessible, in natural, least-restrictive settings, often community-based.

Strengths-based, focusing on the capabilities of individuals and families, not their deficits.

Culturally competent, demonstrating respect for individuals, their goals and preferences.

Individually tailored and empowering, by building confidence and shared decision-making as routes to independence rather than dependency.

Holistic in approach to service delivery, serving the comprehensive needs of families as well as individuals through tangible aid and a full continuum of services:

*information exchange  
prevention  
early intervention  
crisis management  
treatment  
after care*

Among the recommended changes was to reorganize county government into fewer mega departments, including one encompassing human services. DHS would consolidate multiple functions previously housed in four separate departments with little interaction among them: child protective services; aging; employment and other safety net services; and mental health, mental retardation, drug & alcohol and homelessness services. In January 1997, Child Welfare Director Marc Cherna was asked to expand his duties to become the first director of the new umbrella human services department.

### Designing DHS and Redesigning the Human Services System.

Envisioning a new mega department that would ensure consumers receive the most effective services possible, in the most efficient manner, did not occur overnight.

A community-based visioning process sought input and assistance from a broad range of stakeholders: representatives from the general public, foundations, universities, corporations, government, faith-based organizations, and non-profit organizations. Philosophical, functional, and structural foundations for DHS were laid in the process.

As a result, the DHS vision statement and guiding principles (see box on the left), as well as its basic organization, reflect community input.

Members of the Greater Pittsburgh Chamber of Commerce, along with university experts and the DHS Oversight Committee, took the lead in developing theoretical solutions to the challenges.



Representing a cross section of the community, the Oversight Committee was chaired by ComPAC 21 Chair John Murray. Vice Chair was James Roddey, who would become the first county executive. Funding the required changes demanded a flexible, forward-thinking, out-of-the-box approach. The foundation community stepped in to provide assistance in addressing all of these issues and more.

### **Funding the Changes**

The commitment of local foundations was crucial to the success of the newly designed DHS. Created in 1997, the Human Services Integration Fund (HSIF), an expeditious partnering of local, socially focused foundations, was a particularly welcome means of advancing the goals of the restructuring plans.

An original group of eight local foundations came together to form HSIF; eventually the group grew to a total of 17 foundations. HSIF served as a flexible funding pool to support projects and activities that foster departmental integration/restructuring and are difficult or impossible to accomplish with public sector dollars. State monies are categorical and cannot be used creatively or without restriction. HSIF supported projects and activities that help DHS to:

- establish consistent service priorities
- consolidate administration and services
- maximize use of state and federal funds

DHS (and thereby the residents of Allegheny County) has received nearly \$8 million in HSIF and other foundation support since 1997. (See [www.alleghenycounty.us/dhs/g20foundations.aspx](http://www.alleghenycounty.us/dhs/g20foundations.aspx).)

### **The New Structure**

In the end, the four former County departments were reorganized into five DHS program offices, which better reflect programmatic requirements. The program offices are:

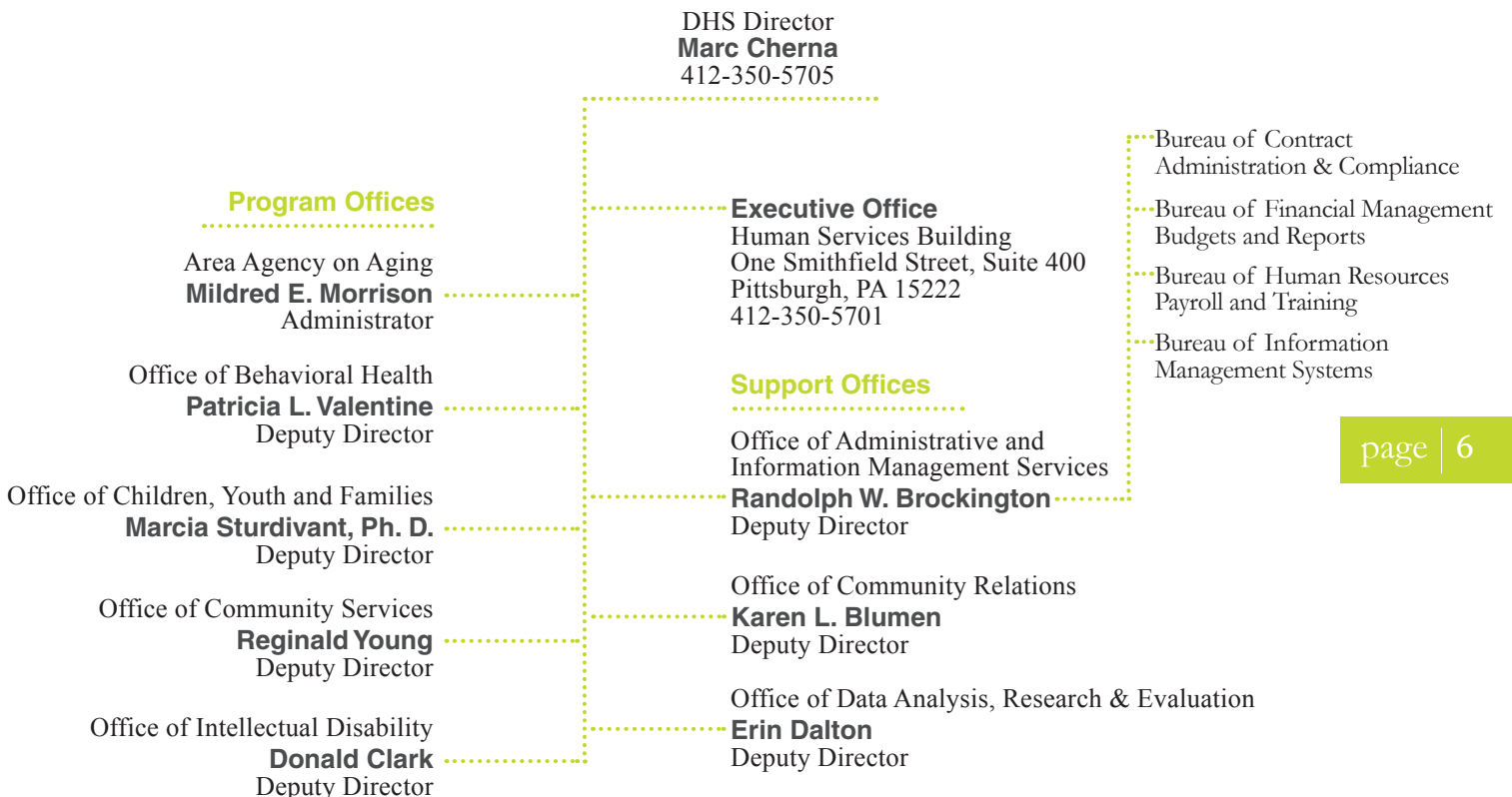
- **Area Agency on Aging (AAA)**, the former Department of Aging.
- **Office of Behavioral Health (OBH)**, a portion of the former Department of Mental Health/Mental Retardation/Drug & Alcohol/Hunger & Homeless (MH/MR/D&A/H&H).
- **Office of Children, Youth and Families (CYF)**, continuing the functions of the former Children and Youth Services with, as the new name suggests, a greater emphasis on engaging families.
- **Office of Community Services (OCS)**, incorporating the former Department of Federal Programs plus the Hunger and Homeless portions of the former Department of MH/MR/D&A/H&H and the child welfare prevention programs from CYS.
- **Office of Mental Retardation/Developmental Disabilities (MR/DD)**, a portion of the former MH/MR/D&A/H&H. In 2010, in acknowledgment of community preferences and current thinking, this office was renamed Office of Intellectual Disability (OID).

Functions that were previously non-existent or handled separately by each department, including any support staff providing fiscal, human resources, planning, information systems, research, evaluation, and community and media relations assistance to the program staff, were consolidated into three offices:

- **Office of Administration (OA)**, now called **Office of Administrative and Information Management Services (AIMS)**
- **Office of Policy, Information, Planning, Evaluation and Research (PIPER)**, later renamed **Office of Information Management (OIM)**. Information management functions have merged with the Office of Administration; evaluation and research functions are now part of a new **Office of Data Analysis, Research, and Evaluation (DARE)**.
- **Office of Community Relations (OCR)**

Details of the redesign are available in the vision document *Redesigning Human Services Delivery in Allegheny County* (1998), a subsequent *Progress Report* (1999), and the 2007 10-year report, *Realizing a Community Vision*, which summarizes the first decade of progress and includes comments from a variety of leaders in the public and private sectors. (All three reports may be accessed on the DHS website at [www.alleghenycounty.us/dhs/research.aspx](http://www.alleghenycounty.us/dhs/research.aspx).)

## ALLEGHENY COUNTY DEPARTMENT OF HUMAN SERVICES TABLE OF ORGANIZATION — AIMS FOCUS



## **Realizing the Vision**

Realizing the community vision of an integrated human services system capable of addressing the needs of individuals and families across program offices and categorical funding lines was an evolutionary process that continues today.

Years of categorical funding had isolated public money into diagnosis-specific silos, each with its own regulatory and eligibility criteria. The service system had grown out of that silo approach, with social workers specializing in specific presenting problems rather than—individually or as a team—looking comprehensively at the whole person or a whole family with multiple needs. DHS has come a long way since 1997 toward implementing an effective cross-systems approach supported by a state-of-the-art accounting system, a data warehouse, and an integrated information system.

DHS senior and administrative staff members are often invited to present at local, state and national conferences regarding the process utilized to make these changes occur. The strides DHS has made in becoming a model in human services has generated media interest on a national level. Coverage has appeared on national television networks CNN, PBS, and ABC, and in the *New York Times* and *USA Today*. (See DHS website, [www.alleghenycounty.us/dhs/hsmode.aspx](http://www.alleghenycounty.us/dhs/hsmode.aspx).)

Awards include three Innovation Awards from the distinguished Ash Institute for Democratic Governance and Harvard University's John F. Kennedy School of Government, as well as repeated recognition by the Annie E. Casey Foundation for services to children and families, the American Public Human Services Association, and the National Association of Public Child Welfare Administrators. DHS has also received national awards for technological excellence from InfoWorld, Computerworld, and the Urban and Regional Information Systems Association (URISA).

## **Focus on Administration and Information Management Services**

This document was inspired by the many inquiries from other state and county administrators and reformers who became aware of our process and successes through the programs that have been showcased in the media. What we have learned is that programmatic accomplishments work hand in hand with administrative reorganization and restructuring.

For this reason, we are answering the question “How did you do it?” by focusing this report on OA, now called AIMS, and detailing the strategies used to consolidate and streamline four cross-cutting areas: **Human Resources, Financial Management and Budgets, Contract Administration and Compliance, and Facility Management.** It also describes the initial steps in the recent merger of OA and OIM to incorporate **Information Management.**

# THE TRANSFORMATION

## Human Resources

**Employees are critical** to any institutional reorganization, and the function that affects them most directly is Human Resources. Changes in job categories, salary scales, credentialing and promotion criteria, training, hiring, and evaluation can be threatening to even the most competent and flexible workers.

On the other hand, reconciling the differences and achieving consistency across the four previously independent agencies that formed the core of the new DHS was essential to the department's effective functioning and to its mission of addressing holistically the needs of the County's most vulnerable residents.

### THE CHALLENGES

The challenges we faced were:

- **Widely varying job categorizations, job titles and descriptions, and performance review procedures;**
- **Lack of a consistent, equitable compensation structure among similar functions in various program areas;**
- **Different procedures for time-keeping and administration of employee benefits;**
- **Inconsistent, cumbersome, and time-consuming practices for hiring new employees and maintaining personnel records;**
- **Separate training functions focused on program delivery (e.g., casework) rather than broader workplace skill development;**
- **Inconsistency in application of Civil Service classification to covered employees and the lack of participation in the State Civil Service System by the staff in one area; and**
- **An impasse in negotiations with two unions, the American Federation of State, County, and Municipal Employees (AFSCME) and the Service Employees International Union (SEIU), resulting in caseworkers working for three years without a contract.**

### WHAT WE DID

After identifying the disparities in the separate Human Resources units through an as-is assessment and review of existing materials, we planned a series of visioning workshops to identify the requirements of a new, integrated system. A short list of vendors was invited to demonstrate systems that could facilitate central monitoring and record-keeping, and in February 1999, a local consulting group led workshops of cross-functional teams on handling the change management issues associated with the consolidation of Human Resources.

## **Personnel Audit**

To assist DHS in standardizing position descriptions and job titles, wage and salary scales, classifications, performance reviews, and personnel processes, the Chamber of Commerce offered technical assistance through its loaned executive program to define the scope of the personnel audit. Proposals to conduct the audit were reviewed by a committee made up of DHS staff members, the Director's office, and major program and support areas.

In January 2001, The Pittsburgh Foundation, utilizing funding from HSIF, engaged the services of Deloitte & Touche Human Capital to conduct the personnel audit to include:

- **Defining DHS' compensation philosophy, focusing on DHS values and based on findings from strategy sessions, interviews, and focus groups;**
- **Completing and administering a job evaluation plan review and study; and**
- **Completing a formal salary survey and performance management approach.**

Completed in 2002, the process involved a great many DHS employees as subject matter experts. Deloitte & Touche also benchmarked salaries of comparable county human service organizations throughout the nation to determine whether Allegheny County DHS salaries were competitive. Major deliverables from the personnel audit were:

- **A uniform classification and compensation system and the ongoing updating of more than 900 job descriptions for DHS employees;**
- **A more competitive salary structure based on the benchmarking;**
- **A DHS Performance Management System, linking job descriptions to performance expectations and appraisals and involving each employee in a three-stage process: planning, monitoring, and appraising (self and supervisory appraisals); and**
- **An estimate of the number and type of positions, with projected compensation levels, required to support the Department in its mission and charges.**

## **Electronic Information System**

In September 2002, DHS began utilizing JD Edwards (JDE) software as its administrative information system, handling the Department's finance, accounting, and human resources functions. The Bureau of Human Resources uses JDE software to process payroll time entry and benefit usage tracking, employee master information, applicant tracking, and performance management notifications. JDE software has enabled DHS to:

- **Standardize procedures and act as one cohesive human resources unit that can respond to customer and employee needs in a more effective manner;**
- **Eliminate major staff redundancies and eventually reduce the number of HR staff from 21 in 2000 to just 11 in 2009, largely through attrition or reassignment and retooling. There were no layoffs;**

- **Reduce the resources required to process payroll functions for 900 employees from 5.5 full-time equivalent (FTE) employees in 2000 to 2.5 FTE in 2009;**
- **Reduce the time to process new hire transactions from six weeks or more to five business days, on average, thereby reducing costs by more than 25 percent; and**
- **Save, over the last decade, in excess of \$500,000 in personnel costs alone.**

### **Training**

To broaden the scope of employee training from a service delivery focus, the department created a new Training Analyst position in the Bureau of Human Resources. In addition to job-specific training, the Training Analyst provides training on organizational management topics such as time management, customer service (internal and external), communication, organization, diversity, supervisory skills, and performance management.

### **Civil Service Classification**

To extend Civil Service classification to all areas, DHS worked with the State Department of Public Welfare (DPW) to qualify more than 30 employees for State Civil Service status. DHS also worked with DPW to develop classification specifications for upper management positions (Deputies and Administrators) to be exempted from the Civil Service System. Both changes benefited the Department and its employees in the following ways:

- **Civil Service classification allowed employees to move from one office to another and even to compete across Departmental lines for job opportunities and promotion; it also facilitated recruitment of new hires from other county and outside sources, and**
- **Exemptions allowed for more flexibility in recruiting and identifying senior management personnel for the Department.**

### **Collective Bargaining Negotiations**

Negotiations with the two unions representing employees in the four agencies that were merged in the new DHS—AFSCME and SEIU—were at a standstill. Caseworkers had been working without a contract for three years, and compromise was not imminent. Extensive discussions regarding the variations in job complexity, seniority, and other factors led to a competitive package that acknowledged these differences and provided a higher level of support from the County.

A key outcome was the creation of a career ladder within DHS, with opportunities for advancement in responsibility and salary within each program office and within the Department as a whole. This also enhanced staff morale and reduced turnover.

## IN SUMMARY

This consolidated Bureau of Human Resources has established consistency in hiring, compensation, and promotion policies and ensured that staff members are supported and trained in order to stay informed of the best practices of their own and related disciplines. It has also reduced the function's operating costs, reduced timecard error rates in processing payroll and personnel records, and established accessible, secure electronic records.

# Financial Management

## THE CHALLENGES

A **wide array** of financial management systems was in use by the various programs when they were consolidated into the new DHS. They ranged from very basic manual systems to customized software systems specific to a grant funding source. In all, at least three automated systems required monthly reconciling to the county's system, and multiple reporting systems were required for each funding stream to federal, state, and county offices. The complexity and inefficiency of the operation made it necessary to define the role of a financial operations consultant before issuing an RFP for restructuring.

In 1998, with \$100,000 from HSIF and advice from four firms, DHS determined that the project required:

- review of the current systems for all current fiscal operations;
- determination of the applicability and cost of a single Windows-based software that would serve as the standard accounting package for DHS and could be readily reconciled with the County Controller's system and the behavioral health Medicaid program (HealthChoices) information system;
- assurance of the new system's compatibility with the information management system platform; and
- recommendation of a master plan to merge the fiscal staff into compatible work groups.

## WHAT WE DID

From a request for proposals developed by the Chamber of Commerce, Deloitte Consulting was awarded the contract to coordinate the fiscal integration project. Deloitte interviewed payroll and human resources staff from the merged programs, created a new vision for financial infrastructure, gathered system specifications, made recommendations for areas of consolidation, and compiled a short list of system vendors. The JDE system, which met the established criteria, was selected by DHS and approved by the County Manager's office in 2000. Indeed, the Controller's Office conducted a county-wide assessment to determine the feasibility of implementing the system across the entire county government; eventually this implementation occurred in 2002.

The investment by HSIF, eventually totaling \$212,000, generated a decision by the County to commit \$12 million over five years to implement the project. A second firm, Cap Gemini/Ernst and Young, was engaged by the County as an implementation partner for the JDE system, and implementation began in early 2002 under the direction of the County Division of Computer Services in partnership with the County Controller and DHS.

The fiscal integration project has resulted in numerous improvements and efficiencies:

- **Automated processing of vouchers.** The manual voucher payment system for vendors and employee payroll was replaced by an automated entry process. Now, more than 12,000 monthly payments to employees, consumers, foster parents, vendors, and agencies are processed with little or no manual intervention;
- **Automated voucher and batch control forms.** Staff members now can generate an Allegheny County “Standard Voucher for Services Form” automatically from JDE. The form is ready for signature and submission to the Controller’s Office and includes barcoding functionality for use by the Controller’s voucher imaging system;
- **Client-level expenditures and reporting.** Client-specific expenditure data entered into JDE is available for online review or for reporting of services received across all bureaus of DHS;
- **Elimination of off-line and silo systems.** The ability of staff to review and report online on the disposition of their own data has reduced the need to keep manual records of documents submitted to the Controller’s Office;
- **Financial/funder reporting.** Staff now has access to real-time financial data, enabling them to produce reports monthly, quarterly, or annually, depending on the requirements of the funding sources;
- **Real-time tracking and search capabilities.** Real-time online inquiry capability allows staff to search for payment or contract status information previously available only from monthly reports provided from external sources. It has also given management the tools to monitor the status of payments and reduce the time necessary to process these payments;
- **Electronic purchasing.** Online purchase requisitions have replaced typed forms that had been hand-delivered to various offices;
- **Electronic workflow processes.** Email workflow business processes for procurement, accounts payable and human resource functions were established and standardized; and
- **Consolidated Purchasing.** JDE has replaced manually processed and typed bills and purchase orders for submission to the County Controller’s office with an entirely new process. Now, DHS enters purchase requests into the system for electronic approval and processing. The progress of the purchase can be tracked at each point—from entry to payment—by any authorized individual or party. In 2003, the County instituted purchasing cards to allow authorized staff to purchase office supplies via credit card, further expediting the process.



## Random Moment Sampling

To implement more accurate cost allocation methods in compliance with federal reporting requirements, DHS—with funding from HSIF—installed, trained, and tested a Random Moment Time Study (RMTS), a recognized alternative to burdensome 100 percent time reporting. In RMTS sampling, the details of staff activity are requested at random times during the sample period and extrapolated (with a 95 percent degree of accuracy) to determine total time spent on each reimbursable activity. With the help of a consultant (DMG Maximus), and CPA validation from Arthur Anderson, DHS determined which staff to include in the sampling pools, developed a sample observation form for data collection, and developed and implemented the WinRMS'95 application that was later expanded to track the task distributions of all DHS employees. For a cost of \$21,700, the RMTS system saved:

- **An estimated 320 hours of professional staff time;**
- **\$120,000/year in accountant costs; and**
- **190 days/year through paperwork reduction.**

Furthermore, revenue increased in all funded projects as a result of more accurate and timely claims submissions.

### IN SUMMARY

Integrated fiscal and budgetary functions have enhanced the ability of DHS to maximize available funding sources and to ensure that categorical funds are allocated to the intended programs and undesignated funds are used where they are most needed. It has reduced payment transaction time from 20 days to five to seven days and associated costs by as much as 20 percent, improved e-signatures and document management processes, and allowed more time for analysis.

# Budget/Contract Compliance

## THE CHALLENGES

**No area in the consolidation** was more fragmented than that dealing with contracts and compliance. Indeed, the first step was to consolidate the overlapping functions of budgeting, audit, and compliance into a single bureau responsible for contracts, service provider oversight, financial compliance reviews, budget analysis, audit reviews, and contract administration. More complex was the subsequent task of bringing consistency and efficiency to these functions as they existed in the merged program areas and to train and deploy staff in the new protocols.

To identify the inefficiencies and other problems in current contract monitoring, DHS partnered with the University of Pittsburgh Joseph M. Katz Graduate School of Business in a Management Learning Organization Project. Three cross-functional teams, composed of students and DHS administrative and program staff, were charged with examining the scope, role, and definition of the elements of contract monitoring. Among the key problems they identified were:

- **All Requests for Executive Action (the County’s authority to enter into an agreement and/or expend funds) were handled through paper transfers circulated to the appropriate Deputy Director and the DHS Director for signature via interoffice mail, and then sent to the County Manager’s Office for signature.** This process was highly inefficient because of lag-time at each transfer point and the potential backlog of paperwork at any point;
- **DHS administered approximately 650 contracts with an estimated 400 providers.** The average length of time to execute a contract was 112 calendar days and each contract averaged 60 to 80 pages;
- **Each programmatic funding stream had its own contract with each provider, generating voluminous paperwork and files.** For example, one provider had six separate agreements with DHS. Since an original and three copies of each contract were required, those six contracts were not only inefficient in terms of staff time and resources, but the overall environmental impact was significant;
- **Contracts were amended routinely to accommodate anticipated and actual changes in funding levels, thus generating additional paperwork and requiring excessive staff time.** Many providers had their contracts amended 10 or more times per year, regardless of the contract amount;
- **Yearly on-site audits were performed for most subcontractors, including all Workforce Investment Act (WIA) and Drug & Alcohol (D&A) providers.** Performing these audits was a resource-intensive process for DHS staff;
- **Potential providers were not pre-certified with regard to fiscal stability or other measures of organizational health.** Partnerships with financially unsophisticated or organizationally inexperienced providers put DHS at risk fiscally and could negatively impact the consumers being served by the provider; and
- **No technical assistance was provided to agencies at risk for failure to adhere to administrative protocols.**

## WHAT WE DID

**The Katz/DHS teams** successfully designed a new contract monitoring model by November 2000. In order to present the model to staff and begin implementation, several informational “Change Management Training” sessions were held. A one-day retreat on the progress of the DHS reorganization was attended by nearly 60 employees. Senior staff convened for one half-day meeting and a separate two-day retreat to discuss present and future DHS priorities, the integration of DHS, and the future information systems. The following initiatives were undertaken to create a consistent, flexible, and efficient contracting and audit system for the department.

## **Contract Tracking System**

An application designed to streamline and automate the contracts and grants approval process was developed and implemented. With the Action Tracker application, Executive Actions were circulated for authorization and submitted to the County Manager electronically, thus significantly reducing the amount of paperwork and the length of time needed to process an action. Action Tracker was subsequently updated to capture information on the progress of contracts through the execution process. These data, previously maintained manually on spreadsheets, could then be captured daily for analytical reports that provided insight into the average length of time for execution or for each stage of the execution process. In addition, the software validated the overlapping nature of multiple contracts per provider and enabled real-time accountability and expedited status review.

## **Modification Cycle**

To further cut down on excessive paperwork, DHS worked with the program offices to establish an adjustment cycle, whereby the contracts were amended each quarter, if necessary. Exceptions to the quarterly modification process are evaluated on a case-by-case basis and processed to ensure sufficient cash flow for providers to meet consumer needs. DHS subsequently worked with the County Law Department, the County Manager's Office, and the County Controller's Office to develop and plan a pilot system that assigned a single contract to each provider, and encompassed all of the individual funding streams associated with that provider.

## **Contract Template/Electronic Processing**

A standardized boilerplate contract was developed and the unique aspects of each program or funding stream were written into Contract Specifications Manuals. Agreements incorporated the manuals' content through references, but the full manuals did not need to be circulated with the boilerplate for signature. A work-statement format was standardized through a work group composed of administrative, executive, and program staff.

## **Technology**

During FY 2008-2009, three technology advances contributed to improvements in the contracting process:

### **1. Internal document management**

The County Controller's Office implemented OnBase, an internal document management system. This system allows the Controller to email an executed contract to the Department, reducing interoffice mail time and paperwork. As a result, the contracts unit now emails the executed document to the provider, saving time and postage. Currently, the Controller's Office uses OnBase to scan documents but eventually that system will also be used to process vouchers for payment.

### **2. Electronic signature**

DHS collaborated with the County Manager to implement an electronic signature for Executive Actions and to expand the Action Tracker system to 15 more County departments. Although Action Tracker already allowed for internal DHS electronic authorization, the County Manager still printed and signed each action, which was then returned via interoffice mail. The electronic signatures enhancement to Action Tracker means that county departments are now notified immediately upon approval and no paper documents are distributed, saving time and money.

### **3. DHS website**

The Department's website ([www.alleghenycounty.us/dhs](http://www.alleghenycounty.us/dhs)), located on the County's web server, provides an extensive resource for consumers, referring agencies, the press, and DHS staff. The DHS web site also ensures transparency to contracting providers, facilitates governmental oversight and enhances the County's "greening" initiatives by significantly reducing paperwork. A specific section for DHS contracted providers offers immediate access to the latest Requests for Proposals and current documents; it also enhances the Department's ability to communicate necessary policy and practice changes.

#### **Audit Risk Assessment**

To reduce the strain posed by the annual program audits, DHS introduced an audit risk assessment for all providers, requiring only "at risk" providers to participate in an annual on-site audit. For example, WIA providers are now audited only when they are deemed to be "at risk" or every three years; as a result, each contract monitor audits an average of only six providers yearly.

To better assess potential contractors' fiscal and organizational health, DHS has standardized the application criteria (e.g., financial stability, past performance) to include organizational and financial information, audit report analyses, and financial statements. DHS staff members also visit prospective providers to review accounting records, systems, and agency internal controls. Further, in conjunction with the Allegheny County Controller's Office Audit Division, DHS implemented joint on-site reviews of service providers. DHS also implemented an on-site technical assistance program for interested service providers.

#### **Financial Compliance Reviews**

DHS created procedures to standardize the process of selecting, conducting, and reporting on on-site provider financial compliance reviews. These included internal accounting controls, fee-for-service program controls, program-funded expenditures, fee-for-service billings, compliance with contract terms, and compliance with state and federal funding regulations and the county's personnel action plan. Department-wide procedures were established for reporting review findings to a provider, including recommendations for improvement, a final determination upon review of the corrective action plan submitted by the provider, and payback plans for disallowed costs.

#### **Audit Guidelines**

DHS also standardized procedures for the submission, follow-up, and review of provider-certified audit reports. An electronic version of the DHS Provider Audit Guidelines is now available on the DHS website; DHS service providers are now able to go online to access the audit reporting requirements and due dates for submitting a certified audit. A computerized audit log database tracks the certified audit reports to be submitted to DHS' Contract Compliance Section. On average, the compliance unit reviews and acts upon 175 certified audits annually.

Procedures for reviewing these audit reports now include a preliminary review and a streamlined certified audit desk review process to ensure that providers are in compliance with federal and state audit requirements. This process has helped DHS to identify questioned costs and reconcile expenditures with department accounting records. These efficiencies have enabled DHS to cut the time required to perform an audit from five or six days to just one day and to reduce costs by 25 percent.

## State Monitoring

New protocols and increased use of electronic technology has facilitated reporting and compliance with state monitoring procedures. For example, the Home and Community Services Information System (HCSIS) is used by a growing number of DHS offices. HCSIS is a state-administered, web-based service that allows service providers, DHS, and the state to monitor operations and to file clinical information and reports on incidents, medication occurrences, restraints, and investigations. DHS developed a process for reviewing HCSIS Misuse of Funds incident reports and issuing recommendations for corrective action to residential providers.

### IN SUMMARY

By moving budget analysis functions into Financial Management, standardizing contracting and audit procedures across all program areas, and making full use of electronic communication and data management, we have made this function more efficient and timely, less burdened by paper, more transparent, and environmentally sustainable. Contract processing time to execute an agreement has dropped from 112 days before automation to 55 days currently, resulting in a 10 percent cost savings. The savings in paper, time, staff, and collection procedures have benefited DHS, the County, and the providers.

# Facility Management

## THE CHALLENGES

**Symbolic of the “silo-based” system** of human service delivery, the physical distribution of the four original programs stretched across the downtown area, thus discouraging communication among staff members as well as coordination of services for consumers with multiple needs or diagnoses. Among the problems posed by the dispersion of program offices were:

- **The four programs continued to operate as more or less discreet entities rather than integral parts of a single department;**
- **Many employee tasks were needlessly duplicated, particularly in shared support areas such as payroll, facility management, contracting and compliance, human resources, and information technology;**
- **Consistency in procedures and job responsibility was difficult to implement;**
- **Communication among the programs and among the staff was limited, leading to misunderstandings and errors and limiting the capacity to provide multi-disciplinary services to consumers with multiple needs; and**
- **Consumers, faced with the multiple points of entry into the service system, often failed to follow through on referrals when they involved traveling to additional sites.**

## WHAT WE DID

Faced with the challenges of creating a “holistic, culturally competent, and strengths-based partnership across all direct service areas” that would create a single door for consumers and caseworkers, DHS assigned a high priority to centralization and the re-grouping of staff members with similar or shared responsibilities.

### Developing a Relocation Plan

The first step was to develop a strategic relocation plan that would also co-locate staff with similar functions. With funding once again from the local foundation collaborative (HSIF) and the assistance of the Pittsburgh Chamber of Commerce’s Physical Relocation Project Team, DHS assessed available space, inventoried furnishings and equipment, and prepared Computer-Aided Drafting floor plans.

Staff worked with an architectural design and engineering consultant (Michael Baker, Baker and Associates) and a moving and storage company (Waleski Moving and Storage) to stage the move and physically accomplish it. To minimize the impact on the programs’ daily operations, the Project Team:

- **surveyed existing conditions, including room layouts, dimensions, furnishings, and electrical, phone, and data locations;**
- **developed new floor plans for the new buildings, taking into consideration necessary structural changes, architectural code reviews, and proposed employee and department units;**
- **solicited bids from moving companies, and prepared a master move schedule;**
- **created an information management system plan to electronically identify data hubs and locate electrical needs; and**
- **reviewed proposals for phone and data wiring, panel installation, and general moving.**

Throughout the review and planning process, all relevant stakeholders were involved: employees, vendors, installers, movers, and contractors. Meetings to instruct employees on packing and labeling, to respond to questions and concerns, and to review and coordinate the effort preceded the move.

### The Move

Because of the thorough advance planning, the relocation of administrative staff to a single central location was accomplished in one weekend, with no disruption of services. This included 130 staff from human resources, financial, budget and compliance, audit, and facilities management.

Four months later, in a second weekend marathon, three more relocations occurred: more than 100 additional staff from the executive office, community relations, and the administrative office of CYF moved to one facility; program staff from OBH, OCS, and OID moved to another; and AAA moved to a third building nearby.

These were giant steps that achieved significant efficiencies in time, money, and equipment and resulted in greatly improved communication and collaboration. But the job was not yet completed. Administration was now centralized, but the service delivery system was still spread out among three downtown locations and, in several cases, in field offices scattered around the county.

A further consolidation came about five years later when the Allegheny County Industrial Development Authority purchased the large building where several offices were already located, renamed it the Human Services Building, and facilitated the relocation of some 300 DHS executive, administrative, and program staff to this building. Again a consultant was engaged to develop the cost estimates and phased moving plans.

This move achieved further efficiencies and more effective space utilization, and it reduced rental space by approximately 15,000 square feet and cut annual rental costs by \$256,000. A significant reduction in facility maintenance staff was also achieved. Only AAA remained in a separate location, merely four blocks away.

The issue of space utilization and location nevertheless remains a moving target because of two concerns that were not resolved by centralization, both of them related to consumer accessibility. They are:

- **Public Access**

In locating program offices in the Human Services Building, special consideration was given to those offices providing direct services to walk-in consumers. These included information, referral and emergency services; troubleshooting complaints and concerns through the Director's Action Line; the Medical Assistance transportation program; and the low-income energy assistance program. All were located on the building's first floor, with easy access to the building's entrance.

- **Regional Office Expansion**

As we moved toward greater centralization, we realized that, in terms of direct services, regional outreach was invaluable (for example, the location of five CYF offices within high-utilization neighborhoods), particularly in a county as large as ours: 1.2 million residents in 730 square miles. To accommodate new and expanding programs, DHS negotiated with program landlords to increase the CYF space by approximately 3,000 square feet per office. In addition:

- Two community-based "hoteling" offices were established to provide shared workspace for AAA case workers and case managers;
- CareerLinks centers for job counseling, assessment, and referral were located in three neighborhoods across the county; and
- In response to expanded service demands, regional offices for OID programming were opened in neighborhoods to the east and west of downtown Pittsburgh.

# LESSONS LEARNED

**When we began the redesign** of DHS more than a decade ago, we turned to other communities to find out what does and doesn't work in institutional restructuring. Technical assistance by the Chamber of Commerce, as well as by professors from Carnegie Mellon University and the University of Pittsburgh, yielded a wealth of comparative information in the area of service integration, management information systems, and human resources. This information, which has guided our own planning, was gathered through site visits to and teleconferences with eight counties across the nation that have been engaged in similar restructuring activities.

## **Key Learning Points**

From the research, we developed six key learning points that are incorporated into and reinforced by our change efforts locally:

### **A clear leadership vision and champions of this vision are essential.**

From our benchmarking research and our aggregate decades in human services delivery and administration, we developed a vision for the new department as well as guiding principles and strategies to achieve an accessible, culturally competent, integrated, and comprehensive human services system that ensures individually tailored, seamless, and holistic services to county residents, in particular its vulnerable populations. This foundation for all the planning that followed was not sketched out by a few individuals in a back room; rather, it was the product of lengthy discussions with public and private sector community leaders, funders, subcontractors, consumers, and directors and line staff from the merging departments and programs. Numerous revisions and rewrites were needed to reach consensus among all stakeholders. In the end, however, this document served both as a roadmap and as a measuring stick to assess our progress and the merit of current and proposed planning initiatives.

What's more, the collaborative effort in producing a vision, along with the eventual consensus, served to invest stakeholders from all sectors with a sense of ownership in the transformation process and a unified determination to make it work. This investment led to invaluable pro bono assistance from the business community and the collaborative support of 17 local foundations (through HSIF) that made possible a number of initiatives that could not have been funded through ordinary channels.

### **Change does not occur overnight but rather through repeated messages and incremental changes in structure, practice, and incentives.**

Hundreds of hours have been devoted to addressing the change issues with staff members at all levels as well as with consumer advisory committees in the various program areas, county officials and divisions that interact directly with DHS systems (e.g., information systems, human resources, and fiscal oversight), and with community stakeholders. Maintaining transparency throughout the process has promoted the acceptance of change. The process was shared through face-to-face meetings and all available media. (See Communication bullet, below.) A deliberative approach to change avoids many of the pitfalls that come from rushing the process; it also facilitates acceptance by those who must implement the change.



**Training can overcome resistance to change by helping employees develop the knowledge and skills to perform new tasks.**

Employee attitude toward change is key, but equally important is ensuring that individuals who may have new or different responsibilities are equipped for their new roles. Chamber of Commerce members facilitated sessions on organizational change issues with 25 key management staff. These managers, in turn, have shared what they learned with line staff and are incorporating the principles into their day-to-day management. In addition, staff members of CYF and the children's mental health unit of OBH completed the Community Partnerships "Best Practices" training, which was designed to improve service to client families by revitalizing case management practices. The CYF training project was funded by a grant from the R. K. Mellon Foundation.

**Incentives must be aligned with new performance goals and expected behaviors.**

Consolidating and centralizing the support functions previously handled by each department (e.g., fiscal, human resources, planning, information systems, research, evaluation, and community and media relations) initially generated a high degree of anxiety among the affected employees, who were concerned about job loss and/or their ability to adjust to new systems and responsibilities. Fortunately, we were able to reduce the ranks through attrition and increase salary levels for many who remained.

Eventually the effectiveness of this consolidation became apparent to both support personnel and those who remained in the program offices to serve consumers. In both instances, employees were able to concentrate on their areas of expertise, and the quality of direct service and support improved. Managers, relieved of the need to oversee budgets, concentrated on identifying consumer needs and developing initiatives to meet them while the administration pursued the means to fund them.

**Communication with various audiences is a tool for overcoming resistance to change.**

Fundamental to the Department's strategy is the commitment to making communication a two-way street. Consumer input is invited through readily accessible telephone lines and public meetings, and staff and providers are encouraged to share information and ideas through the newsletter and during staff meetings. Stakeholders and the general public are informed via the DHS website, newsletter, annual reports, and other publications, as well as through the local news media. OCR is responsible for these and other strategic communications efforts.

Many applications piloted by DHS were later adopted for countywide use. This was particularly fruitful because of the buy-in and support engendered in other county departments and county government. In addition, the community stakeholders who were supporting the DHS redesign were pleased to know that these changes were also benefiting Allegheny County government.

**Change involves merging disparate cultures; this can be managed by valuing flexibility and change and by celebrating both old and new organizational achievements.**

A lesson learned more than once was that great ideas do not always evolve into great policies or procedures and, in some cases, taking a successful change to the next logical step is not productive. For example, the newly designed Single Contract was piloted in FY 2005-06 with a group of 16 providers. To reduce the length of time and costs associated with contract execution, initial contract documents were sent out via email.

Providers were required to return only one complete contract package and three original signature pages. The pilot successfully reduced the average length of time for execution from 107 days to 55 days and significantly reduced the paperwork. The following year, 100 providers were added to the Single Contract pilot.

At the same time, DHS—seeking to further streamline the process—implemented a software system, IMSCAN, which would hold the scanned contract documents. IMSCAN successfully reduced the paperwork but created other problems such as an inability to allow revisions or versioning that forced us to discontinue its use. The Department continued to email initial documents to and from providers, maintaining the time savings realized during the pilot programs.

**IN SUMMARY**

Consolidation of program locations and staff served to streamline administrative procedures and processes and achieve a stronger, more centralized management system. This resulted in enhanced operational efficiency, reduced rental costs, less duplication of employee tasks, clarified job roles and responsibilities, enhanced communication, and minimized errors. It also optimized interaction across program areas, an important step toward eliminating the “silo” approach to human service delivery, and improved consumer access to all DHS services.

# CONCLUSION

## Next Steps

### An Ongoing Journey

**Perhaps the most important lesson learned** was that institutional change is a never-ending journey. There are milestones along the way, as well as the occasional roadblock and even a dead end or two. But ultimately a need arises, a discovery is made, or an idea is born, and the route takes a new turn. Although our latest major change—integrating OIM with OA—is currently underway, it is presented as the first of the “Next Steps” in the following section of this report.

### Information Management

From the start, we recognized that integration would pose very significant challenges for the new department’s Information Technology systems, since the formerly independent departments stored information on clients, providers, and services in more than 80 disparate databases and systems. A synthesis project conducted by Carnegie Mellon University recommended developing two separate information systems, one to accommodate the programmatic data of the department and the other to track the fiscal or financial processes of DHS. A Chamber of Commerce Information Systems Task Force recommended creating a Data Warehouse application to allow shared client information throughout the Department.

With the backing of HSIF, DHS followed the Chamber of Commerce’s recommendations to develop a computing architecture to support the business process of an integrated DHS that would include a common-client-identifier operating application and the Data Warehouse to integrate information from the separate program offices. Building the basic structure of the DHS Data Warehouse began in 1999. Today, it contains more than 25 million client records, receives data from 29 human service program areas, works in conjunction with the US Census Bureau and is capable of reporting data in real time—meaning, if required, the system can be refreshed at short intervals. The Data Warehouse has evolved into a central repository of social services data, which allows DHS to track and report client demographic and service data across its program offices and beyond. By enabling data-driven decision making among DHS staff, it also makes possible better outcomes for the individuals served by the Department, and by making the data readily available to providers throughout the region, it has become a significant community asset.

DHS has received the following three major awards for its innovative use of technology:

- **InfoWorld 100 Awards:** InfoWorld’s editorial staff named the Allegheny County Department of Human Services one of 100 companies that have made the best use of technology to enhance their business, specifically noting the DHS Data Warehouse.
- **Computerworld Laureate:** The DHS OIM was honored by Computerworld for the design and implementation of the DHS Data Warehouse. This Honors Program bestows the title of Laureate on “individuals, organizations and institutions around the world, whose visionary applications of information technology promote positive social, economic and educational change.”

- **URISA Distinguished Systems Award:** The Urban and Regional Information Systems Association (URISA) selected HumanServices.net for the 2006 Distinguished Systems Award in the Single Process category.

The integration of two DHS support offices—OA and OIM—into the new DHS Office of Administrative and Information Management Services (AIMS) followed months of thoughtful deliberation and strategizing about all essential functions within these two offices by a DHS transition team. The planning continues with an expanded transition team representing both administrative and information management staff, which will finalize the roles and responsibilities within the new office.

The recommendations made by the transition team align with emerging practices in both the private and public sectors to consolidate these two areas of operation. Not only are shrinking resources maximized but data can be better utilized to make sound business decisions.

Working in tandem with AIMS and the Data Warehouse is DARE, which supports and conducts research to evaluate, advise, and improve policy-making and practice at DHS and to shape and implement DHS quality assurance efforts. Functioning as a pathway to the resources of the Data Warehouse for program staff and external audiences, it also facilitates the collection and analysis of data to demonstrate need and demographic distribution for funding proposals and program outcomes for monitoring and evaluation purposes.

No area is more sensitive than information management to the necessity for evolving continually in response to the rapid changes occurring in technology and in the needs of DHS clients, service providers, and the workforce. We are confident that the foundation created to date will ensure the flexibility and technical capacity for such a response.

## Other Next Steps

### **Sustainability**

In coordination with the county's Allegheny Green initiative to promote sustainable practices within county government, DHS initiated a Sustainability Committee to promote, generate and implement employee ideas for enhancing ecological awareness and developing sustainable policies and incentives within our buildings and everyday lives. The Committee has been renamed the Eco Council and includes two county departmental Green Action Teams: Sustainability and Employee Culture. Accomplishments to date include:

- Reduction in paper created for contracting with Human Services providers (prior practice of requiring a full contract with seven copies for each service has been replaced by email contracts);
- Availability of manuals and instructions on the website;
- Paper recycling and shredding containers have been placed in downtown and regional offices;

- DHS hosted “A Greener DHS” case competition involving local graduate schools. This competition provided short, medium and long term goals, strategies and implementation plans;
- DHS News newsletters are sent by email and available on the website;
- DHS has a Waste Reduction Policy that mandates the conscientious use of resources and onsite recycling of paper, glass, plastic and metal;
- A DHS Content Management and Workflow System is being developed department-wide to reduce paper in contracts and invoices and to speed the flow of such documents;
- DHS continues to work with other county departments on the issue of paperless voucher and contract processing and electronic signatures;
- Expanded use of the DHS Intranet and website by employees and providers; and
- Attendance at conferences to attain additional knowledge on green and sustainability strategies.

### **Performance-Based Contracting**

In an effort to improve the standard of service delivery throughout the County, DHS is beginning to implement performance-based contracting (PBC) for providers. Contracts are being rewritten to define clear objectives by which a provider’s success will be measured, and both financial and non-financial incentives and penalties will be employed to encourage high levels of service delivery and consumer outcomes. DHS has conducted extensive research on PBC and held interviews with providers to collect their feedback.

### **Electronic Business Processes**

AIMS will implement electronic business process improvements to move contract workflow and voucher payment processing toward a paperless system. For both functions, AIMS has mapped workflow processes as they currently exist and conducted vision mapping to identify the new system to be implemented.

### **Real-time Claims Processing**

Currently, AIMS operates its accounts payable system as a standard 30-day cost-reimbursement system, processing 140,000 payments annually. Under this model, providers and contractors submit monthly invoices to DHS, which then processes those invoices (typically within 15 days) and issues a check. This model is both cumbersome and slow, taking substantial staff resources and forcing providers to wait for up to 45 days to be reimbursed for their expenses.

DHS will adopt a real-time claims processing model for accounts payable. This model is currently common in the medical insurance field and will enable providers to enter their claims into an online system as they accrue expenses rather than waiting for up to one month to issue an invoice. As claims are entered, DHS will review and validate claims during the billing cycle, sending authorized claims electronically to the County Controller’s Office for payment. This new system will afford far timelier processing of provider expenses and will allow AIMS staff time to be spent more efficiently.

### **Electronic Assets Management**

In order to make DHS' management of its fixed assets more efficient and transparent, DHS will implement an electronic assets management system across the Department. Some electronic document management already occurs, and DHS intends to move closer to a paperless system for invoicing and contracts processing.

DHS will also use an electronic assets management system for the requisition, purchase, deployment and tracking of assets like office furniture, computers, and printers. Under this new system, an employee will be able to track online the progress of a request for an asset (e.g., a new computer or desk chair) from order to delivery, creating greater accountability for AIMS.

### **Project Management**

In 2008 DHS began the development of a Project Management Unit which is housed within the Office of Administration and Information Management Services. This Unit will lead cross-office and cross-functional projects throughout the department.

Representatives from each program and support office received introductory or intensive project management training that they will be able to impart to their colleagues and apply on various DHS project assignments. The objective is to ensure greater project completion success through planned resource allocation and alignment with DHS priorities.

# GLOSSARY

## Listing of Acronyms

**AAA:** Area Agency on Aging

**AFSCME:** American Federation of State, County, and Municipal Employees

**AIMS:** Office of Administrative and Information Management Services

**ComPAC21:** Committee to Prepare Allegheny County for the 21st Century

**CYF:** Office of Children, Youth and Families

**D&A:** Drug and Alcohol

**DARE:** Office of Data Analysis, Research and Evaluation

**DHS:** Department of Human Services (county)

**DPW:** Department of Public Welfare (state)

**FTE:** Full-time equivalent (employee)

**HCSIS:** Home and Community Services Information System

**HSIF:** Human Services Integration Fund

**JDE:** JD Edwards software system

**MR/DD:** Office of Mental Retardation/Development Disabilities

**OA:** Office of Administration

**OBH:** Office of Behavioral Health

**OCR:** Office of Community Relations

**OCS:** Office of Community Services

**OID:** Office of Intellectual Disability

**OIM:** Office of Information Management

**PBC:** Performance-based contracting

**PIPER:** Office of Policy, Information, Planning, Evaluation and Research

**RMTS:** Random Moment Time Study

**SEIU:** Service Employees International Union

**URISA:** Urban and Regional Information Systems Association

**WIA:** Workforce Investment Act

**Dan Onorato**, Allegheny County Executive  
**James M. Flynn Jr.**, Allegheny County Manager  
**Marc Cherna**, Director, Allegheny County Department of Human Services  
**Randolph W. Brockington**, DHS Deputy Director  
Office of Administrative and Information Management Services