



ADMINISTRATIVE SERVICES

FISCAL YEAR
2018 - 2019



Introduction

I am pleased to share this report, which presents an overview of Administrative Services within the County of Orange Health Care Agency (HCA). This report provides a description of our mission, vision and values, as well as information about each Administrative Services division. It also includes a list of balanced scorecard measures and Administrative Services goals.

The primary function of Administrative Services is to provide assistance to HCA programs and staff. We offer a diverse array of administrative services through our Accounting Services, Contract Services, Financial Services, Human Resource Services, Information Technology, Management Services and Purchasing Services Divisions. These divisions are necessary for HCA to operate efficiently and effectively, and allow the programs to deliver the best possible services to our community. Our desire is to help you fulfill the mission and vision of the Agency.

I am proud of the Administrative Services staff and the exceptional service they provide to you our internal customer. We value being accountable, dedicated, ethical, innovative and respectful. If you have any questions or want to learn more, please contact me or any of the Administrative Managers.



Anna Peters

Director of Administrative Services

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ADMINISTRATIVE SERVICES

OUR MISSION

In collaboration with our partners, deliver excellent customer service through effective communication, leadership, fiscal responsibility and integrity.

OUR VISION

Provide Quality Administrative Support

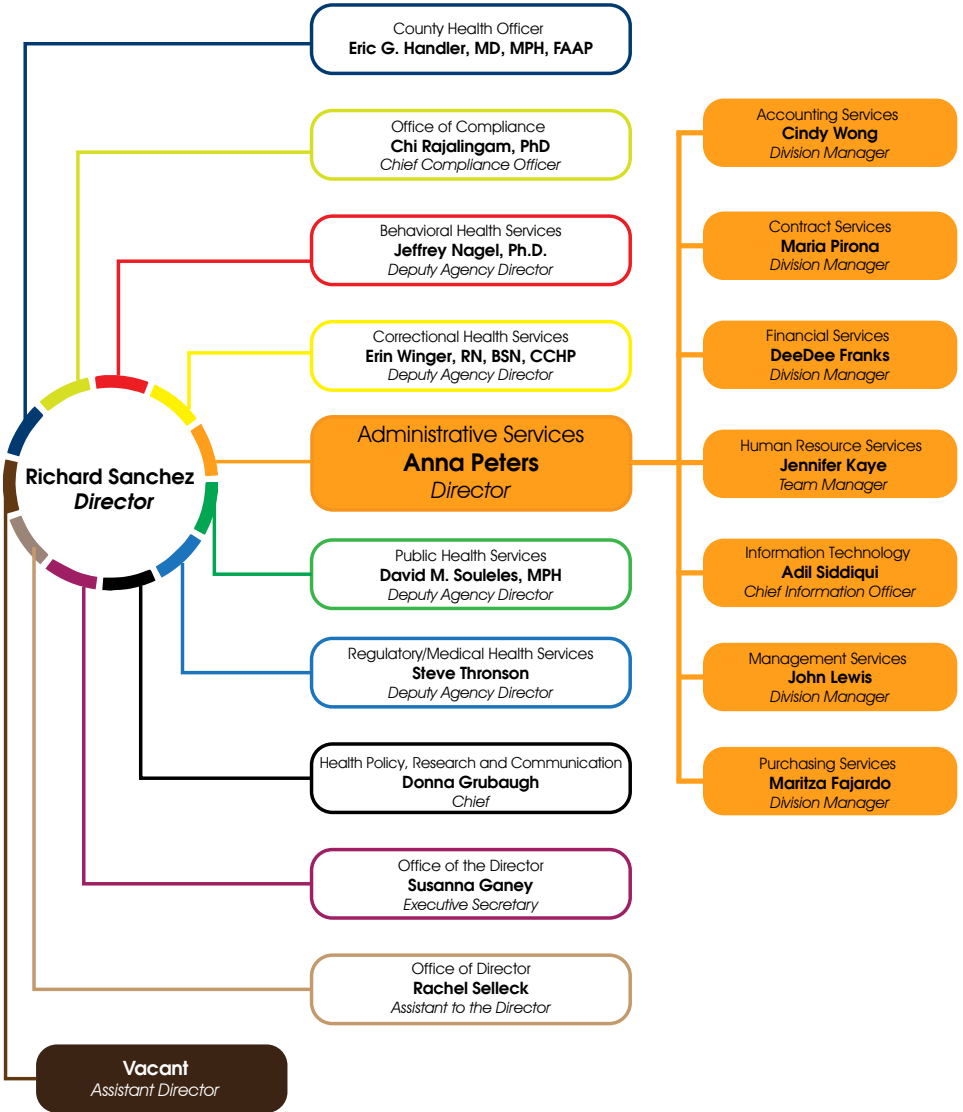
OUR VALUES

Accountable
Dedicated
Ethical
Innovative
Respectful

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Organization Chart



Division Description

Accounting Services

Accounting Services are provided by the Auditor-Controller (A-C) department and include professional accounting support and Medi-Cal billing services for Health Care Agency (HCA) programs. The Accounting Services division is organized into five distinct units: (1) Claims and Financial Reporting, (2) Disbursements, (3) Environmental Health, (4) Medical Billing Unit and (5) Public Guardian.

Claims & Financial Reporting

Services provided include preparing claims for reimbursement and various monthly, quarterly and annual financial reports in addition to processing year-end entries. The unit is also responsible for conducting internal monitoring to ensure all transactions are in accordance with Generally Accepted Accounting Principles (GAAP), and acts as the primary resource regarding the claiming and proper recording of revenue transactions. This unit is the primary contact for financial audits conducted by the State of California, the A-C's Internal Audit unit, as well as external auditors and is responsible for compiling HCA's Schedule of Expenditures of Federal Awards (SEFA).

Disbursements

Conducts all required activities necessary for processing timely vendor payments and payroll for all of HCA in addition to internal monitoring and auditing of these operations. The unit is also responsible for conducting cash handling audits and providing guidance as needed.

Environmental Health

Performs annual, quarterly and prorated billing and collection operations for the hazardous waste and health service fees on behalf of HCA's Environmental Health team within the Regulatory/Medical Health Services. Annually, this unit coordinates the State-mandated Certified Unified Program Agency (CUPA) billings and collects and distributes funds to all participating agencies and businesses, as applicable.

Medical Billing Unit

Assists in implementing accurate billing, coding and HIPAA and compliance practices in HCA as well as processes any necessary refunds as directed by the payor or HCA.

Public Guardian

Performs accounting support for the Public Guardian's operations as well as the fiduciary services to their clients. Conducts court accountings and provides guidance as needed.

Accounting Services Metrics

Type of Accounting Service	FY 2013-14		FY 2014-15		FY 2015-16	
	Number	Amount	Number	Amount	Number	Amount
Timecards audited, processed and uploaded in one year	62,307	\$165M	62,151	\$168M	65,708	\$174M
Invoices submitted for Environmental Health Services	39,879	\$21M	39,188	\$20M	40,954	\$22M
Claims, reports, and cost applies reported and claimed for HCA programs - estimates	1,011	\$685M	937	\$716M	975	\$805M
Regulatory/Medical Health Services billed for services provided by HCA and providers	454,843	\$75M	389,627	\$74M	329,709	\$70M
Invoices audited, processed and paid for goods or services received by HCA	13,045	\$333M	12,068	\$245M	13,499	\$240M
Court Accountings Completed for Public Guardian	-	-	-	-	-	-
Number of Public Guardian Clients with Investment Accounts	-	-	-	-	-	-

Accounting Services Metrics (...continued)

Type of Accounting Service	FY 2016-17		FY 2017-18	
	Number	Amount	Number	Amount
Timecards audited, processed and uploaded in one year	63,896	\$188M	63,510	\$192M
Invoices submitted for Environmental Health Services	38,963	\$22M	40,148	\$24M
Claims, reports, and cost applies reported and claimed for HCA programs - estimates	1,211	\$778M	1,008	\$755M
Regulatory/Medical Health Services billed for services provided by HCA and providers	389,317	\$93M	420,544	\$97M
Invoices audited, processed and paid for goods or services received by HCA	14,204	\$281M	13,673	\$320M
Court Accountings Completed for Public Guardian	324	-	287	-
Number of Public Guardian Clients with Investment Accounts	17	\$11M	17	\$11M

Accomplishments

- The Medical Billing Unit (MBU) successfully implemented Electronic Health Records (EHR) with the Public Health Epidemiology program. It also begun the implementation of the HCA's Behavioral Health Drug Medi-Cal Organized Delivery System (DMC-ODS).
- Disbursements audited and processed invoices related to the temporary housing for the homeless that were relocated from the Santa Ana River Flood Control Channel in February. Additionally, the unit successfully processed over 13,000 invoices totaling \$315 million dollars and processed over 2,400 timecards biweekly for HCA employees.
- Claims and Financial Reporting met the ongoing demands of the State for the required submission of the Mental Health Cost Report, Alcohol & Drug Abuse Services Cost Report, Targeted Case Management Cost Reports and Medi-Cal Administrative Activities Cost Reporting. The unit is continuing to collaborate with HCA's Behavioral Health staff to prepare for the Drug Medi-Cal – Organized Delivery System (DMC-ODS) for implementation in FY 18/19.
- Environmental Health Accounting completed another successful CUPA billing cycle and disbursement to all applicable participating agencies. In addition, Accounting collaborated with HCA Environmental Health and successfully transitioned to collecting prepayments for food and medical waste programs.
- Public Guardian Accounting successfully completed the HCA Public Guardian's Client Tax Filings for 2017. In addition, the unit has collaborate with HCA Public Guardian and IT in the development of the new ePages system.

Contract Services

The Contract Services Division is responsible for developing, soliciting, negotiating and administering human services contracts for HCA.

Contract Services currently administers more than 690 contracts and Memorandums of Understanding (MOUs), many of which address distinctly different programs and contain multiple sources of funding. These human services contracts include services for Agency programs in Behavioral Health Services, Correctional Health Services, Regulatory/Medical Health Services and Public Health Services. Contract providers include hospitals, clinics, physicians, educational institutions and community based organizations.

The Contract Services Division supports the fiscal and operational integrity of HCA by utilizing the competitive bidding process to obtain the most cost-effective services; providing efficacious development and administration of contracts; and managing oversight of contracted services to safeguard the County's financial resources.

As part of the Administrative Services team, Contract Services partners with HCA programs to ensure the availability of beneficial contracted services for Orange County residents.

Contract Services Metrics

Type of Contract Service	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Human Services invoices processed	3,200	3,400	2,524	3,021	2,642
MOUs administered	58	61	74	87	95
Personal Services Contracts administered	208	135	111	79	77
Letters of Agreement administered	258	14	45	145	82
Solicitations for Human Services developed and administered	28	34	34	56	34
Human Service Contracts developed and administered	503	506	503	*555	557

* Variance from last year due to inclusion of additional non-financial agreements; does not include amendments.

Solicitations Administered Metrics

Service Area	FY 2013-14		FY 2014-15		FY 2015-16	
	Number of Solicitations	Status	Number of Solicitations	Status	Number of Solicitations	Status
Administrative Services	N/A	N/A	N/A	N/A	*3	In Process (0) Completed (3) Cancelled (0)
Behavioral Health Services	15	In Process (1) Completed (12) Cancelled (2)	24	In Process (2) Completed (22) Cancelled (0)	17	In Process (0) Completed (16) Cancelled (1)
Correctional Health Services	3	In Process (0) Completed (3) Cancelled (0)	2	In Process (0) Completed (1) Cancelled (1)	3	In Process (0) Completed (3) Cancelled (0)
Regulatory/ Medical Health Services	2	In Process (1) Completed (0) Cancelled (1)	2	In Process (0) Completed (1) Cancelled (1)	2	In Process (0) Completed (2) Cancelled (0)
Public Health Services	8	In Process (0) Completed (7) Cancelled (1)	6	In Process (2) Completed (4) Cancelled (0)	9	In Process (0) Completed (9) Cancelled (0)
Total Number of Solicitations	28		34		34	

Solicitations Administered Metrics (...continued)

Service Area	FY 2016-17		FY 2017-18	
	Number of Solicitations	Status	Number of Solicitations	Status
Administrative Services	4	Completed (4)	1	Completed (1)
Behavioral Health Services	37	In Process (10) Completed (25) Cancelled (2)	27	Completed (26) Cancelled (1)
Correctional Health Services	3	In Process (1) Completed (1) Cancelled (1)	1	Completed (1)
Regulatory/ Medical Health Services	4	Completed (4)	2	Completed (2)
Public Health Services	8	Completed (7) Cancelled (1)	3	Completed (3)
Total Number of Solicitations	56	Completed (4)	34	

Contracts Administered Metrics

Service Area	FY 2013-14			FY 2014-15	
	Number	% of Volume	% of Total Funding	Number of Contracts	% of Volume
Administrative Services	73	14%	2%	73	14%
Behavioral Health Services	155	31%	53%	158	31%
Regulatory/Medical Health Services/Correctional Health	189	38%	41%	189	38%
Public Health Services	86	17%	4%	86	17%
Totals	503	100%	100%	506	100%

* Large variance in number, compared to prior fiscal year, due to reclassification of off-campus student agreements from Admin to MOUs.

Contracts Administered Metrics

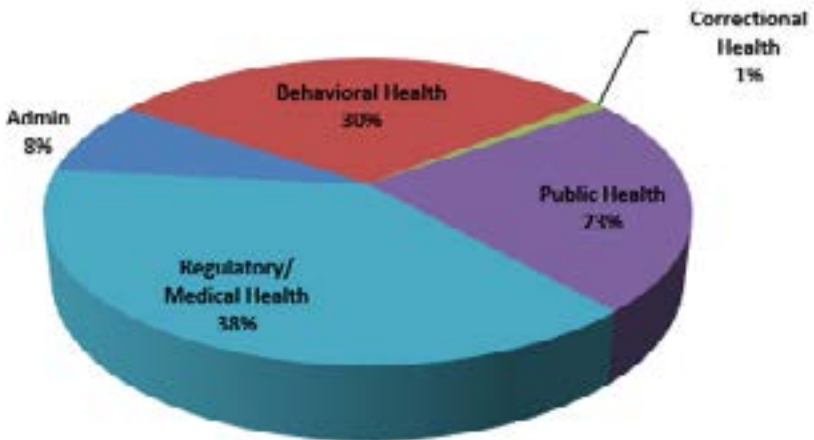
Service Area	FY 2016-17			FY 2017-18	
	Number of Contracts	% of Volume	% of Total Funding	Number of Contracts	% of Volume
Administrative Services	44	8%	1%	45	8%
Behavioral Health Services	172	31%	75%	168	30%
Correctional Health	7	1%	9%	8	1%
Public Health Services	124	22%	7%	126	23%
Regulatory/Medical Health Services	208	37%	8%	210	38%
Totals	555	100%	100%	557	100%

* Variance in total number of contracts, and distribution between service areas, due to inclusion of additional non-financial agreements.

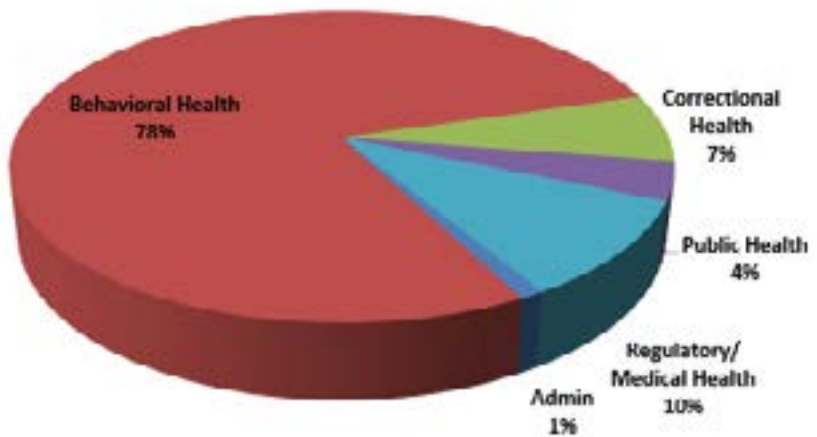
% of Total Funding	FY 2015-16			Funding Sources
	Number of Contracts	% of Volume	% of Total Funding	
2%	*12	2%	2%	NCC
53%	167	33%	69%	MHSA, Medi-Cal (FFP, 2011 Realignment, 1991 Realignment, MOE), PATH, SAPT, SAMHSA, NCC, Drug Medi-Cal, FOTP, AB109, Ryan White, HOPWA, Discretionary/NCC Funds, TSR, Parolee Services Network, CalWORKs, BJA, and General Funds
41%	229	46%	19%	NCC, TSR, AB109, Federal, CI / LIHP, SB1773, Maddy, ICE, EMSF
4%	95	19%	10%	Ryan White, HOPWA, SAPT, TSR, NCC, Federal, State, Kaiser Grant
100%	503	100%	100%	25

% of Total Funding	Funding Sources
	1%
78%	MHSA, Medi-Cal (FFP, 2011 Realignment, 1991 Realignment, MOE), PATH, SAPT, SAMHSA, NCC, Drug Medi-Cal, FOTP, AB109, Ryan White, HOPWA, Discretionary/NCC Funds, TSR, Parolee Services Network, CalWORKs, BJA, and General Funds
7%	NCC, TSR, Federal, ICE
4%	Ryan White, HOPWA, SAPT, TSR, NCC, Federal, State, Kaiser Grant
10%	NCC, TSR, AB109, Federal, CI / LIHP, SB1773, Maddy, ICE, EMSF
100%	25

**Percentage of Contracts by Service Area
FY 2017-18**



**Percentage of Contract Funding by Service Area
FY 2017-18**



Financial Services

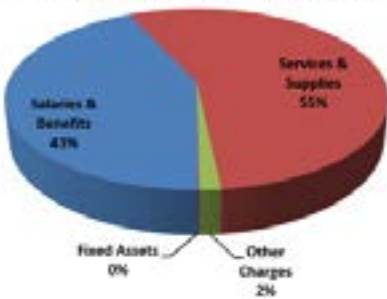
Financial Services provides budget, administrative and programmatic support to HCA in accordance with Financial Services roles/responsibilities and requirements established by the County Executive Office’s Budget team and the A-C. . This division is responsible for.

- Annual preparation of HCA’s Strategic Financial Plan
- Fiscal budget development, monitoring and forecasting for 40 general fund budget units within HCA:

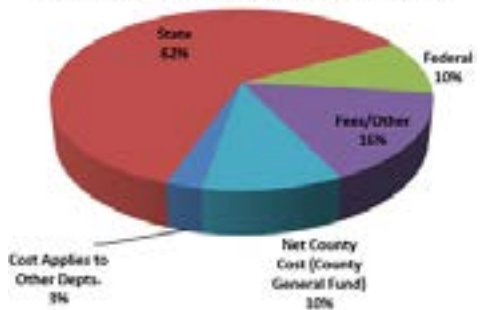
Financial Services Metrics	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Gross adopted annual budgeted expenditures	\$625M	\$608M	\$652M	\$693M	\$737M
Budgeted funding sources	>170	>170	>170	>170	>170
Budgeted positions	2,588	2,579	2,655	2,667	2,751

- Fiscal budget development, monitoring and forecasting for six non-general fund revenues – these funds are restricted for specific purposes and required to be kept and accounted for separately from the general fund
- Coordination of fee and rate schedules to ensure HCA recovers appropriate revenue for associated costs
- Management of financial projects for the Director’s Office
- Agency coordination of the annual fiscal year-end process

FY 2018-19 Adopted Gross Expenditures



FY 2018-19 Adopted Budget by Funding Source

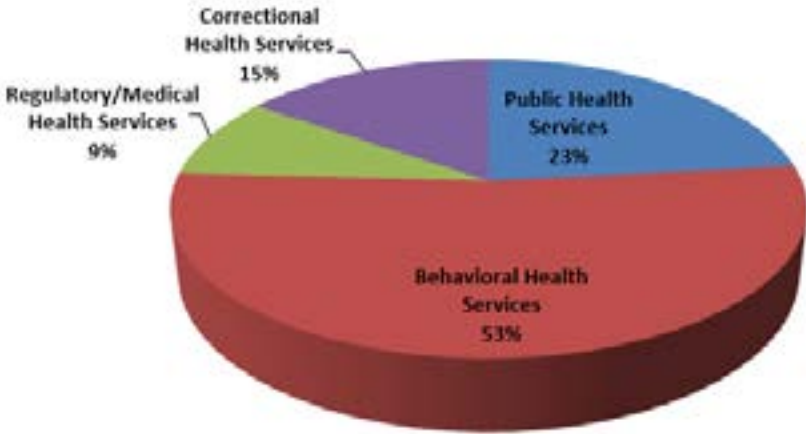


Staff within this division facilitate and coordinate Agency-wide projects and processes, including:

- Preparing Agency-wide consolidation of requested budgets, monthly projections, financial plans, and history reports with executive summaries and analytical reporting
- Interfacing with CEO-Budget Office and Auditor-Controller staff on technical aspects of the budget
- Managing budgeted position control
- Managing expense and revenue coding setup, updates and corrections
- Processing Educational and Professional Reimbursement Program applications and claims
- Coordinating the Agency's Volunteer Services program
- Coordinating the update of fee and rate studies for HCA, in partnership with the Auditor-Controller
- Supporting the Children and Families Commission of Orange County (CFCOC, also known as Prop. 10 Commission) by working with the Commission and community grantee agencies to enable leveraging of Prop 10 funds to earn Federal reimbursement revenues for providing Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM)
- Distributing Agency Administration and Service Area Administration costs to HCA divisions:

Financial Support Metrics	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
Budgeted Agency Administration gross expenditures before Administrative distribution	\$45.3M	\$43.5M	\$44.8M	\$47.9M	\$49.4M
Budgeted Agency Administration distribution to service areas	\$34.2M	\$35.5M	\$36.9M	\$39.2M	\$39.3M

FY 2018-19 Adopted Agency Administrative Distribution



Staff responsibilities include, but are not limited to:

- Preparing and developing budgets
- Monitoring, projecting and reporting expenditures and revenues
- Reviewing grant allocation budgets, claims, fee studies and/or cost reports
- Analyzing various financial reports, projects and/or special assignments and making recommendations
- Working with program staff to maximize revenues and ensure expenditures are appropriate and within budget
- Reviewing, analyzing and approving or rejecting purchasing requisitions and other expenditure requests based on budgeted appropriations
- Reviewing, approving, and submitting documentation related to position actions based on budgeted positions
- Reviewing and providing financial data and language for Agenda Staff Reports
- Managing special projects which involve financial analysis

Human Resources Services

Human Resource Services (HRS) within the County of Orange provides services to each agency/department through a centralized model. The Health Care Agency (HCA) is assigned a satellite HRS team to provide day-to-day Human Resource (HR) support in the areas of personnel transaction processing, performance management, return to work, recruiting, classification, new employee training, personnel investigations and discipline, Leave of Absence (LOA) coordination, labor relations, licensure monitoring, policy and procedure review and training. These services are coordinated with the centralized HRS team who also provides countywide training and organizational development, labor contract negotiations, classification review, labor relations and Equal Employment Opportunity (EEO) services throughout the County.

The HCA HR Team collaborates with HCA management and staff to provide effective and efficient services while adhering to established policies, procedures and applicable laws. This includes a strong focus on conducting efficient and effective recruiting processes and ensuring that classification issues are addressed in a timely manner. The results of these efforts are reported on a regular basis through the HCA Balanced Scorecard.

The following is a summary of each of the functions within the HCA HR team:

Classification

The HCA HR team coordinates with the central HRS Classification team to ensure that the duties being performed by HCA employees are properly classified within the County's classification structure. This also includes reallocating vacant positions to another classification where the duties are more aligned with the duties the unit needs the position to perform. Once HCA HR conducts its review of reallocation requests they are submitted to the central HR classification team for further review and analysis. The reallocation process is included as a Balanced Scorecard Measure with a goal of Average Time to Complete Reallocation Requests within 60 days.

Classification Metric	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Classification issues and requests which have been resolved by HCA HR	>100	~70	56	70	62

Employee Relations

The Employee Relations (ER) team consists of five ER Analysts who partner with all levels of the organization regarding performance management issues, policy review and revision, personnel investigations, disciplinary actions and employee relations issues. They

also provide day-to-day support to all HCA staff requesting HR related information and work with the various labor organizations to resolve work related issues.

Employee Relations Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Personnel investigations	100	114	105	175	200
Performance related issues addressed	200	97	137	192	272
Grievance matters handled	25	7	9	11	17

Records

The Records unit consists of four team members who are responsible for processing all personnel transactions in the Countywide Accounting and Personnel Systems (CAPS) personnel system, coordinating new hire sign-up and training, performance evaluation and licensure monitoring, administering the Catastrophic Leave donation program, processing Leaves of Absence and processing job offer paperwork.

Records Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Personnel transactions processed	8,500	4,300	5,629	8,480	6,429
Job offers	425	435	442	313	381
Catastrophic Leave donation requests	50	57	65	71	83

Recruiting

There are currently nine staff members assigned to the HCA HR Recruiting team. This team is responsible for partnering with HCA hiring managers to conduct recruitments for open positions within the County's Merit and Selection Rules. The team also conducts outreach by visiting various schools and by attending job fairs to market HCA as an employer of choice in order to obtain the best candidates for HCA's open positions. Over the last year, this team opened approximately 138 recruitments where over 314 candidates were hired or promoted into HCA positions.

Recruiting Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Recruitments	100	76	80	116	138
Candidates hired or promoted into HCA positions	425	410	442	313	314

Given the critical nature of this function, the HCA HR team has included Average Time to Hire as a Balanced Scorecard Measure with a goal of 90 days or less. One effort to move closer to that goal includes the implementation of an online testing component for large recruitments which identifies more qualified candidates within a shorter period of time than traditional assessment methods.

Return to Work

The HCA Return-to-Work Manager is the main point of contact for all HCA employees who have suffered a work-related or non-work related injury and meets with the employee in an attempt to return them to work as early as possible. This position also tracks all Leaves of Absence (LOA) and coordinates disability retirement applications with the Orange County Employees Retirement System (OCERS).

Return to Work Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Leaves of Absence processed and monitored	200	265	317	368	473
Partnered with employees with medical restrictions in an attempt to return them to work	150	135	166	293	305
Worker's compensation and disability retirement cases coordinated	76	105	129	125	106

Training and Organizational Development

The central HRS Learning and Organizational Development (LOD) team is currently providing countywide leadership development training through the Professional Development Experience (PDX) program. This program offers three levels of training to supervisors and managers within a cohort setting. This training includes first level nuts and bolts training for new supervisors as well as more advanced training to higher level managers and executive staff. This year, LOD launched the OC Quality Experience and a redesigned 1-day New Employee Orientation.

Information Technology

HCA Information Technology (IT) provides the vision, leadership, direction and strategic and tactical planning for all agency information technology initiatives.

The primary mission of the Division is to enable and support all functional service and administrative areas within the agency to meet their respective goals and objectives. This is accomplished via collaboration and partnership with the program areas, by factoring in customer needs in all decisions with a customer-centric focus and ensuring that the individual technology-based objectives of the program areas are aligned with the overall technology roadmap and goals of the Agency.

The overall operational goal is to ensure high availability of the network, desktop and portable computing devices, servers, email, internet and intranet access, and to provide support for the development and support of all enterprise applications and databases, compliance with various laws and regulations, as well as set technology standards.

Primary services provided include:

Applications and Analytics

HCA IT develops and maintains a variety of applications and reports. Some are developed internally as custom applications using mainstream technology and tools while some others are cloud-hosted solutions and are served on desktop and/or mobile platforms. Applications, reports and healthcare analytics solutions are based on current and anticipated future needs that impact operational efficiencies and quality of care and outcomes as well as support compliance.

Applications and Analytics Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Applications	≥80	≥80	≥90	≥97	≥101
Databases	180	200	249	262	308

Electronic Health Records

There are currently two electronic health records within the Agency. Cerner for Behavioral Health Services and TechCare for Correctional Health Services. Cerner is also used at Public Health Services for lab services and for patient registration and scheduling. Public Health Services is currently pursuing an implementation of a full electronic health record system as well. These applications require ongoing support for increased functionality to support internal needs as well as for regulatory compliance.

Electronic Health Records Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Medi-Cal claims processed per year	≥\$60M	≥\$60M	≥\$60M	≥\$60M	≥\$60M
Number of patients and clients within system served since implementation	≥3M	≥3M	≥3M	≥3M	≥3M
Application availability uptime	98%	98%	99.6%	99.2%	99%
Average number of system* users per day	600	600	700	800	1,100

* Benefits of such systems include:

- Conversion of clinical charts from paper-based to electronic system
- Better coordination of services amongst clinical staff
- Better treatment outcomes for clients/patients
- Increased client/patient engagement
- Compliance with federal mandates including HIPAA, Meaningful Use, Privacy and Security
- Internal efficiencies and error reduction
- Use of standardized models of service delivery across the programs
- More effective partnerships with other provider organizations

Field and Service Desk

The HCA Service Desk is the central point of contact for reporting, tracking and escalating all computer related incidents impacting HCA's internal and external customers. This unit is available from 7 a.m. – 5 p.m., Monday – Friday. After hours support is also available from 5 p.m. – 7 a.m., including Saturdays and Sundays.

The Field Support group provides hardware and software support for all HCA employees and contractors, as well as maintenance and repair of printers, scanners, iPads, iPhones and other computer peripherals. On-site services are provided at all Agency and certain non-Agency locations.

Field and Service Desk Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Ratio of field technicians to County employees	419:1	442:1	437:1	471:1	500:1
Number of supported office locations	62	74	68	64	56
Number of personal computers supported	2,503	2,663	2,622	2,653	2,603
Number of mobile devices supported	874	902	988	1,037	1,349
Number of printers supported	562	358	556	570	600
Average number of customers supported per month	2,515	2,656	2,798	2,830	3,000
Average number of service desk call received per month	2,776	2,589	3,001	2,885	2,969
Average service desk calls resolved on the first call per month	70%	67%	68%	69%	98%

Network Management

The Network Services team coordinates the management of the internal HCA network and related components with Orange County Information Technology (OCIT) and an external managed-services vendor. These services, over which oversight is provided, include network life cycle management, network problem management, network traffic monitoring, internet access, application availability, remote access and management of the network backbone providing digital connectivity for voice, data and video transmission.

Network Management Metric	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Network infrastructure uptime* average	98%	98%	98%	98%	98%

* A measure of network service operational time

Network Security

The HCA IT Security Services team is committed to providing a secure environment to meet the needs of the Agency. The team develops, recommends, and enforces the security strategic direction, policy, procedures, standards and solutions to protect HCA information systems from damage resulting from failures of confidentiality, integrity or availability. It applies solutions and resources to deter, monitor, report, audit, and prevent failures resulting from known and unknown threats and vulnerabilities.

Network Security Metric	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Average number of electronic threats blocked per month	2,355	3,740	4,490	7,024	*2,995

* Average number of electronic threats per month has decreased due to an additional layer of security process put in place by OCIT.

Network and Server Management

An extensive number of servers are necessary to support the applications and databases. These are used to support systems in use as well as development and testing activities. There is a core set of individuals charged with building and managing servers. In addition, HCA IT also manages the mobile telecommunication devices and service plans.

Network Server Metric	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Number of servers managed	>300	>300	>300	>328	>339
Total data storage space utilized (Terabytes)	>150	>200	>200	<290	>320

Project Management Office

The HCA Project Management service provides customers with experienced IT project managers and business analysts to assist in and/or lead HCA IT projects. Creative and industry standard project management methodologies based on proven best practices are used, depending on the type of project and desired outcomes. The project managers tailor the methods used to fit the needs of each HCA IT project. The goal is to pragmatically meet the needs of each type of project without sacrificing HCA's commitment to consistency and quality.

Project Management Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Number of approved enterprise projects on average per year	6	9	10	10	9
Number of additional ad hoc projects that occur in an average year	10	10	5	9	5

Significant projects and service functions that support the overall vision:

- Collaborate closely with the business units and promote selection and adoption of appropriate technology solutions and innovations to achieve all necessary goals and objectives
- Electronic Health Records system implementation and support across all program areas
- Assistance and leadership in the selection and implementation of all future applications
- Continuous monitoring of the network and applications for compliance with federal mandates and risk management
- Provide daily proactive internet-based threat monitoring and Agency network protection services
- Provide timely support for all hardware and software issues for Agency staff
- Provide training support and technology consulting services

Management Services

Management Services provides a variety of administrative support and services to all HCA staff and program locations throughout Orange County. Management Services is comprised of five programs: Facilities Services, Health Clinic Business Office, Custodian of Records Office, Policies and Procedures, and Safety Program.

HCA Facilities Services

HCA Facilities Services is responsible for the building management and operations oversight of approximately 150 HCA facilities throughout Orange County in coordination with Building Managers, Orange County Public Works (OCPW), and numerous outside vendors. Facilities management responsibilities include coordinating renovations, site improvements, program relocations, building access management, leased facility maintenance, and overall building management of the Agency's program sites throughout the County. Facilities Services support staff is responsible for monitoring assigned master agreements and providing payment approval for related invoices; managing and overseeing all Agency lease agreements, donated space agreements, and rent-free agreements in coordination with CEO Real Estate; and processing all lease commencements, payments and renewals. The Facilities Services Help Desk staff resolves building and facilities-related issues through Help Desk phone calls, e-mails, and walk-in customers; supports staff approves and coordinates services for all County Work Orders submitted by the Agency; and processes all new or updated ID card badge requests. Facilities Services is driven primarily by program and Service Area needs, therefore operational metrics fluctuate based on these demands for service. This fiscal year, Facilities Services saw an increase in program relocations, site improvements and remodeling, which accounts for an increase in the corresponding metrics.

HCA Facilities Services Metrics

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Agency Service Orders	600	750	1,290 ^a	1,379	1,007
ID badge work orders	920	1,381	1,161	1,057	203
ID badge requests (in-house)*	N/A	N/A	N/A	N/A	1,176
Total Help Desk calls	N/A	N/A	6,429	5,436	5,316
Requisitions processed	123	108	101	124	126
USPS mail processed	45,000 ^b	24,076	10,929 ^c	15,453	13,591
Capital projects	N/A ^d	\$738,750	\$717,969	\$1,378,717 ^e	\$1,650,000

(...Continued on page 24)

HCA Facilities Services Metrics (...continued)

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Number of Invoices Approved	N/A	584	526	720	620
Amount of Invoices Approved	N/A	\$403,323	\$522,103	\$1,245,823	\$1,391,037
Number of Contracts Monitored	N/A	15	15	16	16
Amount of Contracts Monitored	N/A	\$1,233,692	\$1,682,611	\$2,751,721	\$4,679,847
Number of Leases Managed	N/A	41	40	39	39
Amount of Lease Payments	N/A	\$9,713,427	\$7,772,526	\$8,367,014	\$9,045,567

- (a) Type of request changed from "405 W. 5th Street" Service Orders to "Agency" Service Orders in FY 2015-16. This change includes all of the Agency work requests, which is more reflective of the Help Desk work load.
- (b) A large mailing of 16,000 items was processed in FY 2013-14.
- (c) Some programs contracted out mailing services in FY 2015-16.
- (d) Historical data not available for FY 2013-14.
- (e) Payments filtered by Object codes: 1000, 1400, 1402, and 1900 for service contracts and vendors to reflect household, maintenance, minor alterations and improvements, and professional services.
- (f) Reflective of refurbishment project for 17th St Public Health Complex.
- * New metrics for FY 2017-18. Reflective of moving all card access requests, except for new employees, in-house.

Health Clinic Business Office

The Health Clinic Business Office manages the cash handling responsibilities and provides building management related support for the 17th Street Public Health Complex, the Agency's largest clinic.

HCA Facilities Services Metrics

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Health Clinic facilities service orders	N/A	267	400	396	359
USPS mail processed	N/A	28,414	30,965	30,681	26,228
Cash receipts processed	N/A	\$422,299	*\$352,665	\$395,301	**\$332,344

* This decline is partially attributed to availability of services within the community, private medical and dental settings, and local pharmacies. Additionally, staffing vacancies and leaves of absences resulted in service capacity limitations.

** The Cash Receipts Processed data, per Public Health, is trending downward. Decline is partially attributed to availability of services within the community, private medical and dental settings, and local pharmacies. Additionally, operational and staffing issues contributed this year, as well.

The Custodian of Records (COR) Office

The Custodian of Records (COR) Office acts as HCA's clearinghouse for the production and distribution of records, including medical records, subpoenas, media requests, contract and procurement information, etc. This unit includes specially trained staff who are responsible for evaluating, screening, processing, and providing technical expertise relating to all requests for these records. Program staff ensures that each release meets the legal guidelines of HIPAA, other State and Federal confidentiality laws, and the California Public Records Act. The COR program is responsible for receiving and processing all subpoenas for witness appearances of all HCA staff and others who liaison between attorneys and HCA staff.

HCA Custodian of Records Work Load Metrics

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Record of subpoena	319	289	233	272	275
Customer Service Calls Processed	N/A	N/A	N/A	N/A	10,001 ^a
Witness subpoena	220	222	127	144	214
Witness & record subpoena	N/A	N/A	6 ^b	11	9
Court order/Motion	10	8	13	12	18
Patient records/Request	3,215	3,253	3,240	3,204	3013
Public Records Act	61	26	161	98	93
Legal Holds	N/A	N/A	N/A	11 ^c	19

(a) New metric for FY 2017-18

(b) New metric for FY 2015-16

(c) New metric for FY 2016-17

Policies and Procedures (P&Ps)

The Policies and Procedures Program has the responsibility for development, revision, and maintenance of all Administrative HCA Policies and Procedures. This program provides administrative and special projects support for the Division.

Policies and Procedures Metrics	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Completed during FY	15	13	13	22	31
Reviewed and deleted during FY	11	3	5	1	7
Reviewed and still in process	42	27	39	55	136 ^a

(a) All Administrative Policies and Procedures under review pending the assessment of an automated policy/document management solution.

HCA Safety Program

The HCA Safety Program administers the Agency's Injury and Illness Prevention Program, led by a CEO-Risk Management Safety and Training Officer (STO), out stationed at HCA. The HCA Safety Program coordinates with over 155 Primary and Alternate Departmental Safety Representatives (DSRs) at nearly 200 HCA program sites. The program has the responsibility for the well-being and training of more than 2,600 employees and ensures the Agency remains compliant with all applicable Cal/OSHA rules and regulations. Data associated with site and program locations show decreases this Fiscal Year, related to the consolidation of some program locations and activities. The increase in ergonomic evaluations and consultations this FY is a result of a more proactive, educational approach and staff awareness of ergonomics and assessment availability.

HCA Safety Program Evaluation & Inspection Metrics

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Facility Safety Inspections (annual and quarterly)	284	296	276	251	270
Special Incident Reports Processed	454	494	580	549	673
Hazard Assessments	143	162	147	124	125
Review of Cal/OSHA Logs	141	162	151	124	125
Review of Hazardous Chemical Logs	141	162	136	131	125
Ergonomic Evaluations and Consultations	60	58	63	200	223
Complaint Investigations	4	22	3	15	8

HCA Safety Program Training Metrics

Type of Request	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
CPR/AED Training Classes	N/A	N/A	7 ^a	0	0
Defensive Driving Refresher Training	10	10	11	11	14
Supervisor Refresher Workshop Training	6	4	2	4	2
Departmental Safety Representative (DSR) Quarterly Meeting and Training	4	4	3	4	4
Cal/OSHA 300 Log Training	3	4	0 ^b	2	1
Root Cause Analysis Training	1	N/A ^c	Ongoing	Ongoing	Ongoing
Annual General Safety Training	1	1	1	1	1
Ergonomics Training	N/A	N/A	N/A	4	7
Emergency Personnel Meeting	N/A	N/A	N/A	2	1
Fire Extinguisher Training	N/A	N/A	N/A	2	1
Annual Blood Borne Pathogens (BBP) for Trainers	1	1	1	2	2
Annual Blood Borne Pathogens (BBP) for Identified Staff	1	1	1	1	1
Annual Sharps Committee Meeting	1	1	1	1	1

(a) New metric for FY 2015-16, recurring every two years.

(b) Program was without a Safety and Training Officer for approximately six months at end of Calendar year 2015.

(c) Root Cause Analysis Training was provided on a one-time basis. This training is now provided to all new supervisors upon reassignment or hire.

Purchasing Services

HCA Purchasing Services is a high volume procurement division that provides quality administrative support to approximately 2,600 agency employees. The division is responsible for managing all non-human service related purchasing and procurement requests, and is responsible for the oversight and monitoring of capital and controlled assets, surplus system, warehouse management, Cal-Card and Petty Cash system for the Agency. The division purchases materials, supplies, furnishings, equipment, hardware/software and services needed for the agency to perform its business functions, and it oversees the multi-tiered master agreement monitoring system with 267 contracts, in addition to the external and single contract audit function, and self-audit functions specific to the activities of procurement and administration.

This 18-member unit of procurement professionals is one of the largest in the County. Last year, this unit processed 5,450 Requisitions (OC Expediter), 173 Purchase Orders/Contracts and 267 Master Agreements, which totaled over \$59 million dollars in expenses, and encumbered over \$33 million dollars in Delivery Orders (DO's).

HCA Purchasing of Procurement Services Metrics

Type of Request (Including Dos)	FY 2013-14		FY 2014-15		FY 2015-16	
	Total No.	Total Amount	Total No.	Total Amount	Total No.	Total Amount
Master Agreements (MA's)	243	\$26,533,431	231	\$27,225,410	314	\$33,504,733
Contracts (CT's)	50	\$554,460	51	\$276,895	79	\$818,102
Purchase Orders (PO's)	265	\$2,628,291	240	\$2,542,225	194	\$2,248,730
P Cal Card – transactions	N/A	N/A	1,901	\$688,471	1,959	\$764,123
Travel Cal Card – transactions	*1,525	\$412,687.02	1,781	\$392,212	1,545	\$443,146
Petty Cash – transactions	388	\$105,482	347	\$100,404	271	\$77,935
Requisitions (OC Expediter)	5,757	\$39,739,316	6,112	\$46,561,475	6,492	\$52,583,919
Delivery Orders (DO's)	558	\$19,226,230	438	\$17,795,226	596	\$23,779,485

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Type of Request (Including Dos)	FY 2016-17		FY 2017-18	
	Total No.	Total Amount	Total No.	Total Amount
Master Agreements (MA's)	348	\$40,930,187	267	\$55,834,390
Contracts (CT's)	66	\$927,531	89	\$2,242,438
Purchase Orders (PO's)	244	\$2,494,157	84	\$978,627
P Cal Card – transactions	1,415	\$649,150	***2,106	\$1,088,089
Travel Cal Card – transactions	531	\$396,496	***2,239	\$1,224,774
Petty Cash – transactions	225	\$78,675	214	\$52,484
Requisitions (OC Expediter)	**4,231	\$48,237,853	5,450	\$53,718,437
Delivery Orders (DO's)	603	\$31,204,939	666	\$33,483,699

*Includes travel and other purchases allowed under the program.

**Duplicate RQL/Expediter numbers excluded

***Includes purchases related to Santa Ana Flood Control Channel homeless population

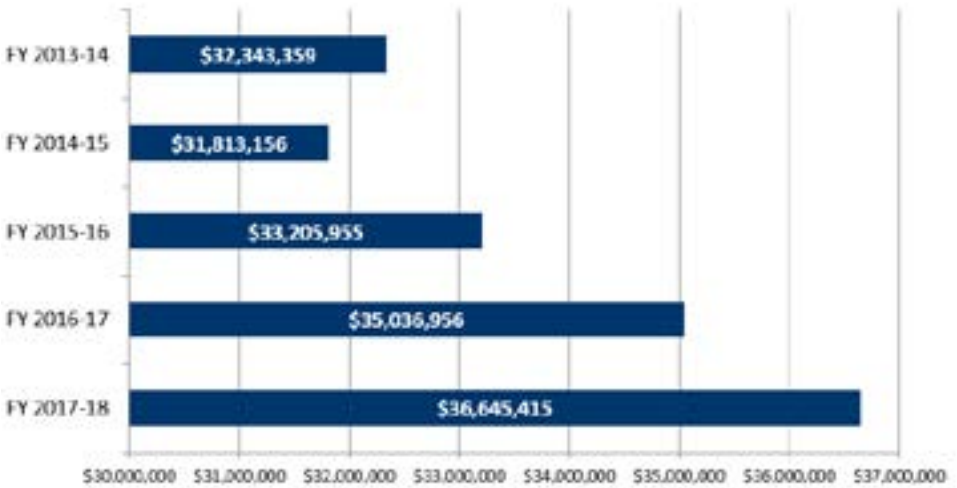
ADMINISTRATIVE SERVICES

Budget

Administrative costs are distributed to the budget unit level within HCA each month. This allows the Agency to more accurately identify the full/actual cost of administering programs, recover some administrative costs through specific grants or allocations, and recover some administrative costs through fee or rate calculations.

Administrative Services is continuing prudent fiscal management to maximize cost savings without compromising service delivery for HCA programs. Expenditures allocated out to HCA programs related to Agency Administration* for the past five completed fiscal years were:

FY 2013-14 through FY 2017-18 Expenditures



*These expenditures include:

- Compliance Offices
- Contract Services
- Director's Office (includes Auditor-Controller and Human Resource Services)
- Financial Services
- Health Policy
- Information Technology
- Management Services
- Purchasing Services

Balanced Scorecard Summary

Implementing Balanced Scorecard performance measures allows Administrative Services to monitor our activities, increase transparency, accountability and evaluate our service delivery. We will continue to evaluate new business practices and strategies with the aim to exceed all our performance objectives and provide high-quality services.

Balanced Scorecard Categories:

● = meets or exceeds target ▲ = near target ◆ = below target

Contract Services

Desired Result: To develop, manage and monitor contracts for HCA to ensure standards for quality and timeliness

Strategy: Timeliness of Human Services Contract Solicitations from request to recommendation

Metric Owner(s)	Performance Measures(s)	Target (Goal)	Range Criteria	Baseline (Starting Point) "As of" Date
Brandi Solarte	Average Length of Time (in weeks) for all Human Services Contract Solicitations from Request to Recommendation	30 weeks	<ul style="list-style-type: none"> ● ≤ 30 weeks ▲ 31-35 weeks ◆ ≥ 36 weeks 	▲ 33 weeks

How are we doing? This measure has consistently met the target.

Maritza Fajardo	Average Length of Time (in weeks) for all Price Agreement Solicitations from Request to Recommendation	16 weeks	<ul style="list-style-type: none"> ● ≤ 16 weeks ▲ 17-22 weeks ◆ ≥ 23 weeks 	▲ 19 weeks
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How are we doing? Invitation for Bids (IFBs) is Purchasing's most common type of solicitation and is tracked from receipt of the Req. through contract execution. IFBs typically take 14-16 weeks to complete and our year-end average is below target of 16 weeks. Contract Services tracks solicitations from the date assigned to Notice of Intent to Award.

Financial Services

Desired Result: Maximize available financial resources to provide Health Care services to the citizens of Orange County

Metric Owner(s)	Performance Measures(s)	Target (Goal)	Range Criteria	Baseline (Starting Point) "As of" Date
Dee Dee Franks	Change in Revenue, in aggregate, to prior fiscal year.	+2% or greater	<ul style="list-style-type: none"> ● +2% or greater ▲ +1.9% to -1.9% ◆ -2% or less 	0%

How are we doing? Timing for receipt of State and Federal revenues varies from year to year. This variance is primarily related to increased draw down of approximately \$40M from MHSA, as well as \$1.5M in excess environmental health fees which were set aside

Strategy: Timeliness of Price Agreement Solicitations from request to recommendation

FY 2010-11 Results	FY 2011-12 Results	FY 2012-13 Results	FY 2013-14 Results	FY 2014-15 Results	FY 2015-16 Results	FY 2016-17 Results	FY 2017-18 Results
▲ 32 weeks	▲ 32 weeks	● 30 weeks	● 27 weeks	● 20 weeks	● 21 weeks	● 22 weeks	● 26 weeks

▲ 18 weeks	● 15 weeks	● 16 weeks	● 15 weeks	● 15 weeks	● 13 weeks	● 13 weeks	● 13 weeks
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Solicitations are assigned once Program and Program Support have determined needs and funding. Notice of Intent to Award letters are issued once successful negotiations are reached. Contract Services continues to meet its target goal of completing solicitations within 30 weeks.

Strategy: Change in revenue, in aggregate, to prior fiscal year

FY 2010-11 Results	FY 2011-12 Results	FY 2012-13 Results	FY 2013-14 Results	FY 2014-15 Results	FY 2015-16 Results	FY 2016-17 Results	FY 2017-18 Results
● 5% (For FY 2010-11 variance from \$457,753,312)	● 2% (For FY 2011-12, variance from \$481,204,781)	● 13% (For FY 2012-13, variance from \$491,268,101)	▲ -1% (For FY 2013-14, variance from \$556,197,949)	◆ 14% (For FY 2014-15, variance from \$548,482,46)	▲ 1% (For FY 2015-16 year-end, variance from \$473,768,862)	● 12% (For FY 2016-17 year-end, variance from \$478,011,268)	● 10% (For 2017-18 4th quarter, variance from \$533,186,142)

in Fund 13T, \$3M in CalOptima Intergovernmental Transfer revenue for FY's 2015/16 and 2016/17, and \$10M in prior years Federal Medi-Cal Dual Diagnosis revenue.

Human Resources Services

Desired Result: To recruit, hire and retain a high-performing workforce for HCA that is properly classified

Metric Owner(s)	Performance Measures(s)	Target (Goal)	Range Criteria	Baseline (Starting Point) "As of" Date
Jennifer Kaye	Average Time to Hire (Based on timeframe from the date of requisition to date of hire. For positions requiring a Sheriff's Dept. background screening, the screening process timeframe will be deducted from the Time to Hire timeframe)	90 days	<ul style="list-style-type: none"> ● ≤ 90 days ▲ 91-120 days ◆ > 120 days 	▲ 91 days
	Average Time to Complete Reallocation Requests (Based on timeframe from the date the reallocation request is received in HCA HRS to the date a final decision has been rendered.)	60 days	<ul style="list-style-type: none"> ● ≤ 60 days ▲ 61-90 weeks ◆ > 90 days 	New Measure Added FY 2013

How are we doing? HRS also expanded their social media presence on Facebook, LinkedIn, Twitter and Instagram and launched a new County branding strategy.

Information Technology

Desired Result: To design, implement, manage and support Information Technologies that maximize service efficiencies and ensure service continuity.

Metric Owner(s)	Performance Measures(s)	Target (Goal)	Range Criteria	Baseline (Starting Point) "As of" Date
Adil Siddiqui	Total Percent of Services Requests Resolved:			
	1) On the first call (i.e., First Call Resolution)	70%	<ul style="list-style-type: none"> ● 70-100% ▲ 50-69% ◆ <50% 	▲ 63%
	2) One Business Day	70%	<ul style="list-style-type: none"> ● 70-100% ▲ 50-69% ◆ <50% 	▲ 60%
	3) Two Business Days	78%	<ul style="list-style-type: none"> ● 78-100% ▲ 58-77% ◆ <58% 	▲ 68%
	4) One Business Week	97%	<ul style="list-style-type: none"> ● 97-100% ▲ 91-96% ◆ <91% 	▲ 94%

How are we doing? Three of the four outcomes of the performance measures have met the target during this period.

Strategy: Average Time to Hire

Strategy: Average Time to Complete Reallocation Requests

FY 2010-11 Results	FY 2011-12 Results	FY 2012-13 Results	FY 2013-14 Results	FY 2014-15 Results	FY 2015-16 Results	FY 2016-17 Results	FY 2017-18 Results
New Measure Added FY 2013	New Measure Added FY 2013	New Measure Added FY 2013	▲ 102 days	◆ 189 days	◆ 140 days	◆ 144 days	◆ 198 days
New Measure Added FY 2013	New Measure Added FY 2013	New Measure Added FY 2013	● 54 days	▲ 65 days	● 56 days	● 44 days	● 49 days
HRS also participated in over 50 job fairs, which included colleges and university outreach.							

Strategy: Percent of the time HCA network is online

FY 2010-11 Results	FY 2011-12 Results	FY 2012-13 Results	FY 2013-14 Results	FY 2014-15 Results	FY 2015-16 Results	FY 2016-17 Results	FY 2017-18 Results
▲ 63%	▲ 67%	▲ 67%	● 71%	▲ 67%	▲ 68%	▲ 69%	● 70%
● 80%	● 85%	● 84%	● 82%	● 80%	● 78%	● 76%	● 78%
● 87%	● 92%	● 91%	● 89%	● 87%	● 85%	● 82%	● 83%
▲ 95%	● 97%	● 97%	▲ 95%	▲ 94%	▲ 93%	▲ 91%	▲ 92%
The remaining measure will continue to be focused on for improvement during the next period.							

ADMINISTRATIVE SERVICES

Goals for FY 2018-19

Upgrade of the server equipment and software for the Cerner Electronic Health Record System.

- Upgrade of the servers and software for the Email system.
- Upgrade and update the design of HCA Intranet website.
- Review for possible upgrade and/or replacement of the current Petty Cash tracking system.
- Training and awareness building on usage of HCA Job Numbers.
- Evaluation of Contract Services Management System [human services and purchasing]
- Conversion of paper forms to electronic forms.
- Implementation of OC Safety system.
- Evaluate HCA Policies and Procedures process and research potential electronic management solutions.
- Planning and implementation of Business Continuity Program Phase II.

FY 2017-18 Goals and Completion Status:

Goal	Status
Teambuilding for Administrative Services	Ongoing
Succession planning for Administrative Services management positions	Ongoing
Creation of a Business Continuity Plan and Governance Structure, in partnership with Regulatory/ Medical Health Services	Completed
Expansion of the use of Electronic Health Records to Public Health Services	Completed
Network compromise assessment to identify and remove any risks and vulnerabilities within our network	Completed
Identification of training opportunities to implement outreach and training that will help improve Custodian of Records requests	Completed
Automate special incident report	Ongoing

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