

External Audit Review Oversight Committee Minutes
September 18, 2018 – 6:00 P.M.

Call to Order:

The meeting was called to order at 6:00 p.m. by Supervisor David Frohling in Room 4C – Fourth Floor of the Administration Building.

Roll Call:

Members present: David Frohling, Russell Kottke, Mary Bobholz, Stephanie Justmann, and Joe Marsik.

Absent: None

Also present were: Monica Hooper Fiscal and Support Services Division Manager, Finance Director Julie Kolp, and Human Services and Health Board Director Becky Bell.

There were no non-committee member County Board Supervisors in attendance.

Public Comment:

There were no public comments.

Approval of Minutes:

A motion was made by Marsik and seconded by Bobholz to approve the minutes of the June 19, 2018 meeting as presented. The motion carried.

Update on Netsmart:

At this time, Ms. M. Hooper provided an update on NetSmart. The billings for July are complete. The Joxel group worked with Human Services staff on September 17th and 18th and the work continues on open items. August billings are done except for CCS which should be complete in the next week. Procedures and processes are being worked on and staff update processes as work on the system continues.

Appreciation was given to the Joxel Group.

Baker Tilly Recommendations:

Ms. M. Hooper distributed a new Baker Tilly Operational Review chart dated September 18, 2018 and reviewed the open items. She reported county billings are up to date and the goal is to get the billings out by the 20th of every month. Policies are in place and staff are working with the Joxel Group on how to document items and processes. Ms. M. Hooper reported rates will be looked at yearly starting in May of 2019. Ms. M. Hooper further reported collections are staying up to date and there have been no extra hours for staff for the last couple of months. Ms. M. Hooper reports the department continues to work on documenting procedures and this is an ongoing process. Notes and comments are added to spreadsheets so staff know the correct procedures.

Ms. M. Hooper reported they are down to using two receivable accounts.

Johnson & Block (J&B) Findings:

Ms. M. Hooper reviewed the open items on the J&B Report. She reported Human Services has implemented the policy recommendations of J&B and nothing new has been reported by J&B. Julie Kolp reported the audit report from J&B did not have any new findings and no management letter has come from J&B with any concerns or recommendations for improvements. This is a positive for the County.

There was a short discussion as to whether or not the committee could be abolished. A decision was made to have a meeting in December and to place abolishing the committee on the agenda. The Resolution creating the committee would be reviewed at that time.

Set Next Meeting Date & Time:

Next meeting is scheduled for Tuesday, December 18, 2018, at 6:00 p.m. in meeting room 4C, fourth floor of the Dodge County Administration Building.

Adjourn:

With no further business on the agenda, Chair Frohling declared the meeting adjourned at 6:17 p.m.

Russell Kottke

Russell Kottke, Secretary

Completed Items

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STAFF IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STAFF, COUNTY, OTHER RESOURCES NEEDED	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	UPDATE ON STEPS TAKEN as of	NEXT STEPS IN PROCESS IMPROVEMENT
2. Clinical Services Billing: The Department's revenue is derived from billing and receivables. The current year general ledger activity to date contains revenues related to 2017. Additionally, at the time of the site visit, the current year billing was only completed through February 2018. (P2, P2.4)	We recommend the Department commit the resources to catch up on billing so that the current year general ledger activity is accurate. We recommend the Department identify and collect private payments timely, ensuring the Department is maintaining its revenues for services provided.	HIGH	Monica Hooper, Division Manager, Support Supervisor, Account Clerk Billing Staff		1. Review job tasks and duties of current Account Clerk staff to ensure they are necessary to allow for priority on billing. 2. Develop ongoing process to oversee billing implementation policy and process improvement to meet recommendation. 3. Develop ongoing evaluation, revision and improvement process.	The agency is waiting for the Private Pay customization to be validated in order to begin the month and process for March. Once this is done, the remaining months to follow.	The agency has been provided with the self-pay customization that we were waiting on from the vendor. We will begin the month and process with next week. Once this has been completed, we will move forward with closing months in November.	The months of March through July have been closed in Metastar.	All months up to December have been closed. I am participating on closing December by the end of the week.	The department is closed up through February 2018. Currently the March billing run are being produced and will be sent out.	The department is closed up through April 2018. Currently the May billing runs are being produced and will be sent out.	As stated in the Single Audit report from JIC, the County has implemented the financial policies in the Human Services similar findings were noted in the 2017 audit.	The risks will be reviewed in the next year and after that will be reviewed on a yearly basis.	
3. Rates for services are entered into the Clinical Services Billing software by the Division Manager and are reviewed by the Account Clerk III. However, this review has not been consistently documented. We understand that the current year rates are entered into the system and that the rates set by the County have not changed for several years. (P3, P3.1)	We recommend the Account Clerk III document the review of rates entered to authorized rates (either from the state or the County) to reduce the risk that incorrect rates are entered into the Clinical Services Billing system. We also recommend the Department ensure that the rates are reviewed regularly for appropriateness which will ensure that the Department is maintaining its revenue potential.	MED	Betsy Bell, Director, Alyssa Schulte, Division Manager, Monica, Division Manager, Anne Cameron, fiscal Support Supervisor		1. Review process needed for review and revision of service rates on an ongoing basis. 2. Complete revision of rates following review and data collection. 3. Draft and implement policy and procedure needed to ensure process improvement to meet recommendation. 4. Develop ongoing evaluation and revision with policy/procedures to ensure compliance with recommendation.	No further action has been taken since the last meeting. This will be looked at around mid-October.	No further action has been taken since the last meeting.	The JIC custom output has been taken since the last meeting.	Steps for MAT & SA for Medicaid reimbursement rates through Medicaid.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	
5. A frequently mentioned the Clinical Services Billing's currently completed by the Account Clerk III. The system called TCM, a Journal Entry is prepared monthly to record the billing activity from TCM into the County's general ledger system, which is used for external and internal financial reporting. The Department's billing procedure and controls currently lack documentation and the general ledger (receivable, or revenue). This is due in large part to ongoing issues associated with the Billing system previously discussed. (P5, P5.5)	We recommend the another employee without financial reporting experience be assigned to the general ledger to ensure accuracy.	HIGH	Monica Hooper, Division Manager, Support Supervisor, Account Clerk Billing Staff		A manual journal entry will need to be done until Metastar has the custom report produced. We are seeking an estimate of completion to the end of November/early December of this year.	Metastar has put the JIC custom output in our Dev environment. We are seeking to complete the custom output by week Tuesday or Wednesday. After the discussion, testing will begin. Until testing is complete, a manual journal entry will be done in JIC.	The JIC custom output has been taken in Dev and then was put into production. We have taken the custom output after closing March 31st and imported the numbers from Metastar into JIC.	The JIC custom output has been used when closing the month in Metastar through November. The JIC custom output needs to be added going forward.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	
6. Clients visit the Clinical Services are assessed for their ability to pay. However, no ability to pay and therefore the full charges for services are written off. However, in a group session, all clients regardless of their ability to pay are required to pay a specified amount for each session. Due to system limitations, the amount required to pay is not tracked. This amount is not tracked for those clients with no ability to pay. (P6, P6.6)	The future billing software should be able to determine to have no ability to pay and therefore the full charges for services are written off. However, in a group session, all clients regardless of their ability to pay are required to pay a specified amount for each session. Due to system limitations, the amount required to pay is not tracked. This amount is not tracked for those clients with no ability to pay. (P6, P6.6)	MED	Monica Hooper, Division Manager, Support Supervisor		The agency is willing for the Private Pay customization to be validated & tested in Metastar. The system is being set up to accommodate to the Uniform Fee Schedule provided by the State of WI.	The agency has been provided with the self-pay customization that we were waiting on from the vendor. We will begin the month and process with next week. Once this has been completed, we will move forward with closing months in November.	I am still waiting further training from Metastar. Once I know how to write off charges this will be done on a monthly basis.	The Joint Group gave us instructions on how to do this for 2017 and believe to have statements produced at the full rate. This will be reviewed again with the Joint Group upon engagement with them.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	No further action has been taken since the last meeting.	The Joint Group has informed and trained us on what needs to be accomplished in Metastar. The process is being documented and will become part of the Standard Workflows.	Finalize documents and incorporate in local workflow.

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STATE IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STATE COUNTY OTHER RESOURCES NEEDED	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of October 11, 2017	UPDATE ON STEPS TAKEN as of November 16, 2017	UPDATE ON STEPS TAKEN as of December 19, 2017	UPDATE ON STEPS TAKEN as of February 20, 2018	UPDATE ON STEPS TAKEN as of April 11, 2018	UPDATE ON STEPS TAKEN as of June 12, 2018	UPDATE ON STEPS TAKEN as of August 13, 2018	NEXT STEPS IN PROCESS IMPROVEMENT
8. Currently the write-offs for Clinical Services third party billing are an estimate recorded in the general ledger. Write-offs, including insurance coverage, are being tracked in a separate system. This also contributes to the difficulty in reconciling the Clinical Services billing system to the general ledger. The Department is not able to be run from the general ledger. The Department is currently unable to run the Clinical Services Billing system. While the Department's billing procedures are currently under review, the Department is currently unable to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 7)	We recommend that the Department formulate a process for the approval of write-offs for insurance coverage. The Department's current write-offs are recorded in a separate system. The Department should be able to run the general ledger. The reason for the write-off should be identified, documented and approved by someone other than the employee responsible for the write-off. Write-offs should also be included as part of the reconciliation between the general ledger and the billing software.	HIGH	Becky Bell, Director; Monica Hooper, Division Manager; Fiscal Support Supervisor; Account Clerk Billing Staff	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	Write offs in CTR are caught up as of March 1, 2016 to the limits of state awareness. Write offs in the general ledger are all known write offs for 2015 will be recorded in the general ledger before year end close. This issue will also be addressed with implementation of next year.	Updated as created policy 1/17/17 (Client Billing Month and Collection Process). As soon as a month has been able to be closed in treatment, FICA will be recorded in the general ledger. This issue will be addressed with implementation of next year.	Estimated completion date of November/early December 2017. Billing for 2015 will be recorded in the general ledger before year end close.	Measurement has given us an estimated completion date of November/early December 2017. Billing for 2015 will be recorded in the general ledger before year end close.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.
9. The current process to record the monthly billing is a manual process. The Fiscal and Support Services Supervisor reviews each entry in the billing system to determine the account and amounts and records them in the general ledger. This information is summarized in a spreadsheet which is then entered into the general ledger through journal entry. (Rd. Pg. 7)	The Department should work with the County IT Department and the new software company to determine if the current manual process can be automated. The new software should be able to generate a report that provides a summary of the monthly charges and deductions by account number.	HIGH	Monica Hooper, Division Manager; Julie Kolp, Finance Director; Support Supervisor	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	The monthly recording of billing currently behind but it is being worked on. Billing for 2015 will be recorded in the general ledger before year end close.	Measurement has given us an estimated completion date of November/early December 2017. Billing for 2015 will be recorded in the general ledger before year end close.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.	Measurement has put the DE custom output on our Dev environment. We are looking for Tuesday or Wednesday next week. Tuesday or Wednesday after the discussion, testing will follow and manual journal entry will be done in DE.
10. The Department has one primary fiscal staff (Account Clerk III) completing the billing with the assistance of a second Account Clerk III. Due to the current staffing issues, the two Account Clerks are currently unable to complete the billing tasks. As of June 30, 2013, the Department has an additional 210 hours in comp time, which will likely get paid out if not used since only 24 comp time hours can be carried over the subsequent year. (Rd. Pg. 8)	The new software system should increase the efficiency of the monthly billing process. Therefore, additional billing clerks may not be needed full-time. However, we recommend that the Department consider the possibility of having additional full-time billing clerks as well as current billing clerks have back-up support and training in case of a staffing shortage. This will reduce overtime costs to the Department.	LOW	Becky Bell, Director; Monica Hooper, Division Manager; Julie Kolp, Finance Director; Support Supervisor	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	1. Define work flow currently in use. 2. Determine necessary segregation of duties and ownership of the billing process. 3. Review work flow in the current system. 4. Develop and implement policy and process improvements to meet recommendations. 5. Develop and implement policy and process improvements to meet recommendations. 6. Develop and implement policy and process improvements to meet recommendations.	The Department is currently in the process of billing a additional Account Clerk III.	We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	The department is working on the new software system as well as documenting instructions. Cross training will continue to take place so that we are not dependent on any one person.	The department currently has an additional Account Clerk III in the interim, the other billing clerks are assisting in getting the work completed.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee.	After the software project is completed there will be no need for additional billing clerks.	
11. Director Services Billing - We noted internal control segregation of duties concern in the third party billing process. The Department is currently unable to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	We recommend that the Department seek outside or add current staff controls to ensure accuracy and efficiency of the billing process. The Department should be able to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	HIGH	Becky Bell, Director; Monica Hooper, Division Manager; Julie Kolp, Finance Director; Support Supervisor	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	1. Define work flow currently in use. 2. Determine necessary segregation of duties and ownership of the billing process. 3. Review work flow in the current system. 4. Develop and implement policy and process improvements to meet recommendations. 5. Develop and implement policy and process improvements to meet recommendations. 6. Develop and implement policy and process improvements to meet recommendations.	The Department is currently in the process of billing a additional Account Clerk III.	We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	The department is working on the new software system as well as documenting instructions. Cross training will continue to take place so that we are not dependent on any one person.	The department currently has an additional Account Clerk III in the interim, the other billing clerks are assisting in getting the work completed.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee.	After the software project is completed there will be no need for additional billing clerks.	
12. The Department is unable to look up real-time outstanding balance of a patient in the Clinical Services Billing system. The Department is currently unable to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	We recommend that the new Clinical Services Billing system be able to provide current balances upon request, which includes a record of all payments made on the patient's bill. Payments should be recorded on the patient's bill. The Department should be able to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	HIGH	Monica Hooper, Division Manager; Julie Kolp, Finance Director; Support Supervisor	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	1. Define work flow currently in use. 2. Determine necessary segregation of duties and ownership of the billing process. 3. Review work flow in the current system. 4. Develop and implement policy and process improvements to meet recommendations. 5. Develop and implement policy and process improvements to meet recommendations. 6. Develop and implement policy and process improvements to meet recommendations.	The Department is currently in the process of billing a additional Account Clerk III.	We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	The department is working on the new software system as well as documenting instructions. Cross training will continue to take place so that we are not dependent on any one person.	The department currently has an additional Account Clerk III in the interim, the other billing clerks are assisting in getting the work completed.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee.	After the software project is completed there will be no need for additional billing clerks.	
13. Medical Malpractice and private insurance bills are submitted electronically online. The current CTR system does not produce a check that can be electronically applied to the account. The Department is currently unable to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	We recommend the Department investigate whether the future Clinical Services Billing system can support a check that can be electronically applied to the account. The Department should be able to run the system in relation to procedures on how or when the approval for amounts written off. (Rd. Pg. 8)	MID	Monica Hooper, Division Manager; Julie Kolp, Finance Director; Support Supervisor	Julie Kolp, Finance Director - Consultation needed to support any process improvement. They meet FICA and other applicable accounting standards.	1. Define work flow currently in use. 2. Determine necessary segregation of duties and ownership of the billing process. 3. Review work flow in the current system. 4. Develop and implement policy and process improvements to meet recommendations. 5. Develop and implement policy and process improvements to meet recommendations. 6. Develop and implement policy and process improvements to meet recommendations.	The Department is currently in the process of billing a additional Account Clerk III.	We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee. Once trained we want to reduce and/or eliminate the need for overtime and comp time.	The department is working on the new software system as well as documenting instructions. Cross training will continue to take place so that we are not dependent on any one person.	The department currently has an additional Account Clerk III in the interim, the other billing clerks are assisting in getting the work completed.	An additional Account Clerk III was hired on November 6th. We are in the process of training the new employee.	After the software project is completed there will be no need for additional billing clerks.	

BILLING

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STAFF IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STAFF/ COUNTY OTHER RESOURCES NEEDED	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of October 11, 2017	UPDATE ON STEPS TAKEN as of November 10, 2017	UPDATE ON STEPS TAKEN as of December 15, 2017	UPDATE ON STEPS TAKEN as of February 20, 2018	UPDATE ON STEPS TAKEN as of April 11, 2018	UPDATE ON STEPS TAKEN as of June 12, 2018	UPDATE ON STEPS TAKEN as of August 15, 2018	NEXT STEPS IN PROCESS IMPROVEMENT
<p>1. The 2017 Budget was developed without significant input from key staff regarding Human Services and Health Department. (Pg. 9-10)</p> <p>3. Some governments will use a contingency account to allow for the possibility of unanticipated costs that arise during the year. The Department does not currently have a contingency budget. The County, however, does have a general contingency fund available for all departments. (Pg. 78-11)</p>	<p>We recommend that the Director Managers and Supervisors be included in the budget creation process. Additionally, the budget will be more collaborative, which will allow both program and fiscal staff to make informed decisions about the program and services offered.</p>	MID	<p>Becky Bell, Director Alyse Schultz, Sheila O'Brien and Monica Rios Managers</p>	<p>James Mallick, County Administrator</p>									<p>The process of requiring Education Manager and Supervisors to be included in the budget process will be expanded in the 2017 Budget Formation. Beginning with the 2017 Budget Formation, the County Administrator, a specific process will be implemented and working closely with program and fiscal staff to ensure the process is effective.</p>
<p>4. Currently, the Human Services and Health Department and the Health Department are managed by the County Administrator (CA). (Pg. 9-10)</p> <p>6. Each month, the Fiscal and Support Services Division Manager reports to the Director of Finance and Administration. Currently, Division Managers and Supervisors do not have necessary access to the Director of Finance and Administration to discuss reports. (Pg. 8-12)</p>	<p>We recommend that the Director Managers and Supervisors be included in the budget creation process. Additionally, the budget will be more collaborative, which will allow both program and fiscal staff to make informed decisions about the program and services offered.</p>	LOW	<p>Becky Bell, Director Alyse Schultz, Sheila O'Brien and Monica Rios Managers</p>	<p>James Mallick, County Administrator</p>									<p>Steps have been taken to require the monthly actual to budget reports according to the Director Managers and Supervisors. Further modifications will be made if necessary.</p>
<p>7. Budget amendments are approved by the Human Services and Health Department Board of Directors. Currently, Division Managers and Supervisors do not have necessary access to the Board of Directors to discuss reports. (Pg. 8-12)</p>	<p>We recommend that the Director Managers and Supervisors be included in the budget creation process. Additionally, the budget will be more collaborative, which will allow both program and fiscal staff to make informed decisions about the program and services offered.</p>	MEDIUM	<p>James Mallick, County Administrator Becky Bell, Sheila O'Brien and Monica Rios Managers</p>	<p>James Mallick, County Administrator</p>									<p>Boarding reports to the Director and as well as would be difficult in DP. It appears to have much greater potential in a new fiscal year. We have already taken steps to make it more appropriate for program supervisors.</p>
<p>8. The 2017 Budget was developed without significant input from key staff regarding Human Services and Health Department. (Pg. 9-10)</p>	<p>We recommend that the Director Managers and Supervisors be included in the budget creation process. Additionally, the budget will be more collaborative, which will allow both program and fiscal staff to make informed decisions about the program and services offered.</p>	LOW	<p>Becky Bell, Director Alyse Schultz, Sheila O'Brien and Monica Rios Managers</p>	<p>James Mallick, County Administrator</p>									<p>It will be required with the 2017 Budget.</p>

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STAFF IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STAFF, COUNTY OTHER RESOURCES NEEDED	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of October 11, 2017	UPDATE ON STEPS TAKEN as of November 10, 2017	UPDATE ON STEPS TAKEN as of December 19, 2017	UPDATE ON STEPS TAKEN as of February 20, 2018	UPDATE ON STEPS TAKEN as of April 11, 2018	UPDATE ON STEPS TAKEN as of June 12, 2018	UPDATE ON STEPS TAKEN as of August 13, 2018	NEXT STEPS IN PROCESS IMPROVEMENT
2. There appears to be a general lack of cross-training and formal documentation of job responsibilities for a high percentage of employees, especially after the reorganization that the Department recently experienced. Many fiscal employees in the Department have been assigned to various tasks of other positions. These tasks are completed using a variety of different tools and systems such as Word, Excel, JD Edwards, CRM and paper documentation. Most of these tasks need to be completed accurately and timely to comply with various grant requirements as well as to sustain operational activities. (M, P, R, S)	We recommend a workflow approach to help mitigate the possible impact of an employee's absence. First, all employees should formally document their critical day to day activities in enough detail that someone unrelated to their duties would be able to perform them without their assistance. Second, employees who are absent should have a "back up" employee who is cross-trained to complete the tasks related to that specific position. It should also be noted that this should be a perpetual recommendation for whenever there is either a new procedure that is introduced or an employee is absent.	MED	Harold Hooper, Division Manager; Anne Carnes, Fiscal Support Supervisor; identified fiscal staff	Little job, finance position needed to support any process improvement policies and procedures to ensure the meet OIAO and accounting standards.		No change in action since the department continues to work on documenting instructions and having them saved for all to use. This is and will be an ongoing process for the agency.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	Having an assigned to Budget Manager and supervisor in the past 6 months and additional training will be provided on the monthly email to budget reports.
3. The relationship between the Human Services and Health Department's fiscal division and the program staff is an integral component to the operational efficiency of the Department. Communication between the two staff groups, through discussion with both program staff and fiscal staff, we could have a better understanding of what would benefit from a shared or common system. Specific examples will include shared in our records. (M, P, R, S)	We recommend education for both program staff and fiscal staff on the basis of what is important information to the other group. This will help foster communication between the two groups. The Department should be aware of the cost of a service is balanced with the care of a program participant, and this can be accomplished through communication between fiscal and program staff. Specific examples will include shared in our records. (M, P, R, S)	HIGH	Rocky Bell, Director; Alyssa Schultz, Sheila O'Neil, Monica Hooper, Division Manager; Anne Carnes, Fiscal Support Supervisor	Little job, finance position needed to support any process improvement policies and procedures to ensure the meet OIAO and accounting standards.		No change in action since the department continues to work on documenting instructions and having them saved for all to use. This is and will be an ongoing process for the agency.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	We have a good system in place regarding jointing and approving journal entries will be modified to comply with County funds with supporting documentation will be entered into the director.
4. The Department holds funds for various individuals in banks and general ledger accounts called "paper" accounts. The Department is not able to track the activity of these funds and is unable to manage their financials such as daily income and living expenses. The County directly receives the income of these individuals and places them into these general ledger accounts. The County is expected to start the individual with financials. These bank accounts are expected to be used for the County's general ledger. We noticed that there are some paper accounts that are not being recorded on the County's general ledger or audited in the Department. (M, P, R, S)	We suggest that the Department record the no paper activity in the general ledger in an agency fund since the accounts are under the County's ERN and are under the Department's control.	LOW	Division Manager; Monica Hooper, Anne Carnes, Fiscal Support Supervisor; identified fiscal staff	Little job, finance position needed to support any process improvement policies and procedures to ensure the meet OIAO and accounting standards.		No change in action since the department continues to work on documenting instructions and having them saved for all to use. This is and will be an ongoing process for the agency.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The process for creating, reviewing, jointing and approving journal entries will be modified to comply with County funds with supporting documentation will be entered into the director.
5. There are currently several (7) Division contracts being used to report transactions and can also be used to subject to original postings when an error is identified. There are at least four (4) Department employees who have the access to these contracts. These contracts are expected to be used for the Department's general ledger. We noticed that there are some paper accounts that are not being recorded on the County's general ledger or audited in the Department. (M, P, R, S)	In order to obtain accurate transactions of data, journal entries need to be reviewed and approved by someone other than the person preparing the entry. The Department should have a review of the supporting documentation for each journal entry. This review should be documented. We recommend that the fiscal and support services Division Manager review all journal entries prepared by other employees, support services Division Manager be reviewed by the Division Manager.	HIGH	Harold Hooper, Division Manager; Anne Carnes, Fiscal Support Supervisor; identified fiscal staff	Little job, finance position needed to support any process improvement policies and procedures to ensure the meet OIAO and accounting standards.		No change in action since the department continues to work on documenting instructions and having them saved for all to use. This is and will be an ongoing process for the agency.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The process for creating, reviewing, jointing and approving journal entries will be modified to comply with County funds with supporting documentation will be entered into the director.
6. There are currently several (7) Division contracts being used to report transactions and can also be used to subject to original postings when an error is identified. There are at least four (4) Department employees who have the access to these contracts. These contracts are expected to be used for the Department's general ledger. We noticed that there are some paper accounts that are not being recorded on the County's general ledger or audited in the Department. (M, P, R, S)	In order to obtain accurate transactions of data, journal entries need to be reviewed and approved by someone other than the person preparing the entry. The Department should have a review of the supporting documentation for each journal entry. This review should be documented. We recommend that the fiscal and support services Division Manager review all journal entries prepared by other employees, support services Division Manager be reviewed by the Division Manager.	MED	Rocky Bell, Director; Anne Carnes, Fiscal Support Supervisor; identified fiscal staff	Little job, finance position needed to support any process improvement policies and procedures to ensure the meet OIAO and accounting standards.		No change in action since the department continues to work on documenting instructions and having them saved for all to use. This is and will be an ongoing process for the agency.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The department continues to work on documenting going process.	The process for creating, reviewing, jointing and approving journal entries will be modified to comply with County funds with supporting documentation will be entered into the director.

REVENUES AND ACCOUNTS RECEIVABLE - GRANTS

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STAFF IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STAFF, COUNTY, OTHER RESOURCES/MEETINGS	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of October 11, 2017	UPDATE ON STEPS TAKEN as of November 10, 2017	UPDATE ON STEPS TAKEN as of December 09, 2017	UPDATE ON STEPS TAKEN as of February 20, 2018	UPDATE ON STEPS TAKEN as of April 11, 2018	UPDATE ON STEPS TAKEN as of June 12, 2018	UPDATE ON STEPS TAKEN as of August 13, 2018	NEXT STEPS IN PROCESS IMPROVEMENT
1. The fiscal and support services Division Supervisor needs to prepare various calculations used in grant reports related to the Aging and Disability Resource grants. The calculations in the spreadsheets include many manual inputs and are not generated or integrated with the general ledger. The manual inputs are also not shared with each other, resulting in errors. There is also no review of these calculations by someone independent of the person preparing the calculations. (A1, Pg 19)	We recommend that the Fiscal and Support Services Supervisor limit the manual input of calculations and cost allocations related to the Aging and Disability Resource grants. We also recommend that the spreadsheets be updated if the current system, or generate or integrated with the general ledger. The future systems may allow reports to be written in a format that is more consistent with the current system. We also recommend that the calculations be reviewed by someone independent of the person preparing the calculations. (A1, Pg 19)	MID	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	We are continuing to improve the efficiency of the AMPO calculation. Use of the AMPO system in all Edwards is being applied to improve fiscal reporting on grants.
2. The Department is inconsistent with recording grant 1406 grants are not accrued as receivable on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (A2, Pg 19)	For monthly reporting, we recommend that the Department be required to record consistently among all Department grants the use of the ID Edwards accounts receivable module. This may increase efficiency in recording accounts on a monthly or annual basis and could reduce the risk of errors due to inconsistent practices.	LOW	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No further action has been taken since the last meeting.
3. The Department used approximately 25-30% receivable accounts in the County. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (A3, Pg 20)	We recommend that the Department consider accounts being billed.	LOW	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	No change in action since the last meeting.	Final staff and studies identified and studies challenging. We will seek to review and approve grant reimbursement request controls.
4. The Fiscal and Support Services Division Manager and Supervisor need to review the Department's financial reports and ensure that the information is accurate. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 20)	We recommend that someone other than the preparer review fiscal reports and ensure that the information is accurate. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 20)	HIGH	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.	The Fiscal Support Supervisor is presenting the financial reports and reviewing report for a better understanding of the program.								
5. Which is designed at the state level to bring additional federal funding to the State of Wisconsin. The State of Wisconsin Department of Health Services, (DHS) will make additional payment adjustments to counties based on the information for which program reporting is a manual process. The financial portion is not complete as it comes from the Department's financial reporting system. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 21)	We recommend that the Department investigate if demographic data can be generally obtained from the County's existing billing system or other sources. If the County updates the current billing system, the new information is an excellent resource for reporting with capabilities to report demographic information and support services. Division Manager will not have to manually enter data into the system. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 21)	LOW	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.									
6. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 22)	We recommend that the Department use the audit function to review the Department's financial reports and ensure that the information is accurate. The Department is inconsistent with recording grants on a monthly basis, however, other Department grants such as Family Abuse, Alcohol Treatment, Family Assistance and Aging are accrued monthly. All grants are accrued at year end. The Department is inconsistent with recording grants on a monthly basis. All grants are accrued at year end. (Pg 22)	MID	Division Manager Monica Hooper, Anne Cornes, Fiscal Support Supervisor	Julie Kolb, Finance Director - Consultation needed to support any policies and procedures to ensure they meet GFAD and other applicable accounting standards.									

DISCREPANCIES

No change in action since the last meeting.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

We will review the process used for manual work. We currently have multiple levels of approval and it is not clear who is doing the work.

BAKER TILLY
OPERATIONAL REVIEW

NUMBER/OBSERVATION	RECOMMENDATION	PRIORITY	STAFF IDENTIFIED FOR PROCESS IMPROVEMENT	ADDITIONAL STAFF, COUNTY, OTHER RESOURCES NEEDED	INITIAL STEPS IDENTIFIED FOR PROCESS IMPROVEMENT	UPDATE ON STEPS TAKEN as of October 11, 2017	UPDATE ON STEPS TAKEN as of November 16, 2017	UPDATE ON STEPS TAKEN as of December 18, 2017	UPDATE ON STEPS TAKEN as of February 20, 2018	UPDATE ON STEPS TAKEN as of April 11, 2018	UPDATE ON STEPS TAKEN as of June 12, 2018	UPDATE ON STEPS TAKEN as of August 13, 2018	UPDATE ON STEPS TAKEN as of	NEXT STEPS IN PROCESS IMPROVEMENT
<p>2. Throughout our observations at the Department and other locations, we noted that the Department has not designated time for the review and audit of business hours when they are "on call." These employees are on-call to respond to potential emergencies that may arise within their work hours. When an individual works during the on-call period, they are not compensated for the time spent on-call. The Department's on-call system is not working as intended. For our discussion with fiscal staff, the on-call pay in the Kronos system is included and the on-call pay is not being tracked. The Department does not know how much on-call pay is being paid. We noted that it is difficult to budget for and to evaluate fiscal impact. (M, P, 25)</p>	<p>We discussed with the Director, it is possible to pay the on-call pay for the Department for any amount of time during the on-call period. We recommended that the Department work with the IT Department to determine the most effective way to track on-call pay. For our discussion with fiscal staff, the on-call pay in the Kronos system is included and the on-call pay is not being tracked. The Department does not know how much on-call pay is being paid. We noted that it is difficult to budget for and to evaluate fiscal impact. (M, P, 25)</p>	LOW	<p>Myra Schultz and Myra Cooper, Human Services Supervisor identified</p>	<p>Paul Otto, IT Director</p>	<p>Director Manager Kemp, has been able to run the Kronos as if recommended, and provided a summary of this to Division Manager Schultz in early 2015. The Director Manager can run this report at any time if it needed and break down and report time per staff for any period of time specified.</p>	<p>The Department will be continuing to use Kronos for 2018 as well to determine the on-call hours.</p>								<p>for our discussion with the Director, it is possible to pay the on-call pay for the Department for any amount of time during the on-call period. We recommended that the Department work with the IT Department to determine the most effective way to track on-call pay. For our discussion with fiscal staff, the on-call pay in the Kronos system is included and the on-call pay is not being tracked. The Department does not know how much on-call pay is being paid. We noted that it is difficult to budget for and to evaluate fiscal impact. (M, P, 25)</p>
<p>3. Throughout our observations at the Department and other locations, we noted that the Department has not designated time for the review and audit of business hours when they are "on call." These employees are on-call to respond to potential emergencies that may arise within their work hours. When an individual works during the on-call period, they are not compensated for the time spent on-call. The Department's on-call system is not working as intended. For our discussion with fiscal staff, the on-call pay in the Kronos system is included and the on-call pay is not being tracked. The Department does not know how much on-call pay is being paid. We noted that it is difficult to budget for and to evaluate fiscal impact. (M, P, 25)</p>	<p>We recommended that the Department either appoint a staff member to be responsible for the review and audit of business hours when they are "on call." We also recommended that the Department continue to approve Departmental purchases through sample, but is not responsible for ensuring the appropriateness of the purchases made by the Department. We also recommended that the Department ensure that receipts exist for all credit card purchases through sample, and that the purchases are not being coded to the correct expense accounts. Also, the Director is responsible for approving the credit card expenses. The Department should ensure that receipts exist for all credit card purchases through sample, but is not responsible for ensuring the appropriateness of the purchases made by the Department. We also recommended that the Department ensure that receipts exist for all credit card purchases through sample, and that the purchases are not being coded to the correct expense accounts. Also, the Director is responsible for approving the credit card expenses. (M, P, 25)</p>	LOW	<p>Betty Bell, Director, Myra Cooper, Division Manager, Anne Coenen, Fiscal Support Supervisor</p>											<p>We recommended that the Department either appoint a staff member to be responsible for the review and audit of business hours when they are "on call." We also recommended that the Department continue to approve Departmental purchases through sample, but is not responsible for ensuring the appropriateness of the purchases made by the Department. We also recommended that the Department ensure that receipts exist for all credit card purchases through sample, and that the purchases are not being coded to the correct expense accounts. Also, the Director is responsible for approving the credit card expenses. The Department should ensure that receipts exist for all credit card purchases through sample, and that the purchases are not being coded to the correct expense accounts. Also, the Director is responsible for approving the credit card expenses. (M, P, 25)</p>
<p>4. When mileage reimbursement forms are submitted for approval, there are inconsistent descriptions on the purpose of the mileage. Individuals reviewing mileage reimbursement requests are not sure of the business purpose of certain reimbursement requests. The Department's reimbursement form does not have a section to describe the business purpose of the reimbursement. The Department's reimbursement form does not have a section to describe the business purpose of the reimbursement. The Department's reimbursement form does not have a section to describe the business purpose of the reimbursement. (M, P, 24)</p>	<p>We recommended that the Department update its reimbursement policy on the types of descriptions that need to be included in the mileage reimbursement documentation. The Department should be included for reimbursement, and the most common types of reimbursement requests should be included. The Department should include requirements such as the business purpose of the reimbursement, and that the reimbursement is for a specific purpose. This policy should be distributed to all employees. The policy should include requirements such as the business purpose of the reimbursement, and that the reimbursement is for a specific purpose. (M, P, 24)</p>	LOW	<p>Debi Bell, Director, Myra Cooper, Division Manager, Anne Coenen, Fiscal Support Supervisor</p>											<p>We recommended that the Department update its reimbursement policy on the types of descriptions that need to be included in the mileage reimbursement documentation. The Department should be included for reimbursement, and the most common types of reimbursement requests should be included. The Department should include requirements such as the business purpose of the reimbursement, and that the reimbursement is for a specific purpose. This policy should be distributed to all employees. The policy should include requirements such as the business purpose of the reimbursement, and that the reimbursement is for a specific purpose. (M, P, 24)</p>
<p>5. Deposits, including those related to Public Health and other services, are generally recorded on a bimonthly basis. The Department's financial records do not show a consistent pattern of deposits being deposited with the Treasurer. (M, P, 20)</p>	<p>We recommended that deposits be made at least on a weekly basis and even more frequently if there are large amounts of money received such as grant money or other funds for large service orders.</p>	MED	<p>Myra Cooper, Division Manager, Anne Coenen, Fiscal Support Supervisor, Fiscal Staff</p>											<p>Deposits are now being made on a weekly basis.</p>
<p>6. When cash and checks are received, including those related to Public Health and other services, they are not recorded in the Department's financial records. The Department's financial records do not show a consistent pattern of cash and checks being recorded. The Department's financial records do not show a consistent pattern of cash and checks being recorded. (M, P, 21)</p>	<p>We recommended that the Department consider the use of a cash and checks register. The register should be used to record all cash and checks received, including those related to Public Health and other services. The register should be used to record all cash and checks received, including those related to Public Health and other services. (M, P, 21)</p>	LOW	<p>Myra Cooper, Division Manager, Anne Coenen, Fiscal Support Supervisor, Fiscal Staff</p>											<p>There is now a cash and checks register being used to record all cash and checks received, including those related to Public Health and other services. The register should be used to record all cash and checks received, including those related to Public Health and other services. (M, P, 21)</p>

BAKER TILLY