

PUBLIC HEALTH DEPARTMENT RESPONSE TO KPMG REVIEW AND IMPLEMENTATION TIMEFRAME

Health Care Centers

Public Health appreciates KPMG’s commendation of its broad implementation of EPIC software throughout the Health Care Centers and will undertake the following actions:

| # | Recommendation | Department Response | Fiscal Impact/Challenges/ Opportunities | Implementation Timeframe |
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| 1.1 | Enhance access and utilization of EPIC data to operationalize reporting and proactively schedule staff training to improve data quality and data management. | PHD agrees with KPMG’s recommendation. | Will utilize existing scheduled RN Supervisor meetings as the platform for report training for RN Supervisors. | Underway with completion in September 2023. |
| 1.2 | Optimize clinic scheduling and staff utilization by enhancing analysis of available data related to clinic wait times, patient cancellation, and no-show rates. | PHD agrees with the goal of optimizing clinic scheduling and staff utilization by enhancing analysis of available data to meet budgeted targets for visits. | Actions toward meeting this recommendation are underway including the development of role-specific utilization targets and staffing analysis at each location to determine appropriate staffing needs given the patient volume, Social Determinants of Health and clinical needs with focus on meeting “best practices”, quality mandates and regulatory compliance. | Underway with completion in November 2023. |
| 1.3 | Improve monitoring and reporting of referral coordinator utilization to increase effectiveness of the position and increase capacity of nurses currently making warm handoffs. | This goal is supported by PHD. The referral coordinator will be boosted so nurses are more effective in completing nursing assignments. This is a key initiative associated with the current initiative to implement Team-based Care in the Health Care Centers | This is being accomplished within current budget and programmatic processes. | Analysis is currently underway with implementation completed by December 2023. |

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| 1.4 | Increase communication and technology enablement across health and human services agencies to provide accurate and timely services for high-needs clients with differing needs. | PHD agrees with KPMG's recommendation. PHD will achieve this through collaboratively working with the CEO's Office and the other County Health Human Services Agencies to better identify vulnerable clients with high needs and help address the clinical and non-clinical concerns through a collaborative and interdisciplinary approach to providing comprehensive services to improve health and mitigate social determinants of health. | This is being accomplished within current budget and programmatic processes, including new CalAIM initiatives. | Ongoing through CalAIM implementation within the PHD as part of ECM and collaboratively with other Departments. |
| 1.5 | Develop a five-year implementation plan to ensure revenues are adequate to cover the costs of Health Clinic operations. | PHD agrees with the intent of this recommendation. Plans and collaboration between the Health Care Centers and Fiscal program are underway to develop strategic initiatives and goals to improve efficiencies and revenues to support optimal cost recovery. | Actual revenues are dependent upon staffing levels and the healthcare landscape factors that may be beyond our control. | November 2023 |

Environmental Health

Public Health appreciates KPMG’s recommendation to incorporate the enhancement of technology and innovation to the services provided by Environmental Health and will undertake the following actions:

| # | Recommendation | Department Response | Fiscal Impact/Challenges/ Opportunities | Implementation Timeframe |
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| 2.1 | Develop an implementation plan and evaluate reporting capabilities for the adoption of Accela to help ensure implementation is executed in a timely manner. | <p>PHD agrees with KPMG’s recommendation. Environmental Health Services has completed its data migration to the Accela software solution and has initiated its operational use as of May 2023.</p> <p>An implementation plan is also currently being prepared to ensure timely execution and full availability of Accela’s customer service enhancements that are available through the Accela Citizen Access portal, including the ability for customers to pay for services online, submit applications and receive permits electronically, file electronic plan reviews, obtain records or documents online, and quickly obtain a status update on their project reviews.</p> <p>We will continue to look to leverage the key technological functionalities of Accela to ensure processes are designed with customers in mind and that data reporting capabilities of Accela are used to drive additional operational efficiencies.</p> | <p>This is being accomplished within current budget and programmatic processes.</p> <p>Software support service and maintenance contracts with third-party vendors will be renewed in FY 23/24 to support ongoing enhancements of the customer user interface and online permitting experience.</p> | <p>Ongoing, with the full implementation for customers through the Accela Citizen Access portal completed by January 2024.</p> <p>Additional Accela reporting and automation tools will also be evaluated for implementation in FY 23/24.</p> |

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| 2.2 | <p>Enable mobile access to internal systems via tablets/applications to allow inspectors to reduce duplication of efforts and enhance inspection quality.</p> | <p>PHD agrees with the intent of KPMG’s recommendation with respect to enabling mobile access to internal systems and evaluating potential opportunities for operational efficiencies and inspection quality enhancements.</p> <p>Environmental Health Services continues to evaluate program service areas where electronic inspection processes may reduce data duplication efforts, enhance inspection standardization, and improve customer access to timely compliance information.</p> <p>As of May 2023, Environmental Health Services implemented a cloud-based Accela database management solution that allows inspectors to review relevant internal facility information through the web-based platform utilizing existing MS Surface Pro tablet equipment and wireless cellular devices in the field.</p> <p>We will also continue to review program-level inspection processes and evaluate feedback from businesses on whether electronic checklist inspections developed in Accela for food facilities adequately meet the needs of our customers.</p> | <p>This is being accomplished within current budget and programmatic processes.</p> <p>Inspectors are equipped with wireless cellular and mobile tablet devices that can be docked at the office or carried into the field during inspections to eliminate the duplication of costs for computing equipment where feasible.</p> | <p>As of May 2023, all inspectors will have web-based mobile access to the new internal database system (Accela).</p> <p>Training Environmental Health inspectors on completing food facility inspections electronically will be completed by December 2023.</p> |

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| 2.3 | <p>Implement workshops and virtual trainings and provide key documentation in multiple languages to proactively enhance education and increase access to service for bilingual residents.</p> | <p>PHD agrees with KPMG’s recommendation. Environmental Health Services will continue to prioritize the translation of relevant applications, forms, and key information into Spanish to increase access to services for customers and operators with limited English language capacity.</p> <p>Environmental Health Services has prioritized bilingual staffing and guidance documents in areas where there are a high-level of bilingual operators, and has expanded availability of relevant information in Spanish for mobile food facilities, food cart operations, self-inspection checklist for food facilities, and microenterprise home kitchen operation guidance. Bilingual environmental health technicians have also been hired to assist the public directly at both Santa Barbara and Santa Maria office locations.</p> <p>All critical environmental health notices, press releases, and mass email notices of regulatory updates are being issued in both English and Spanish.</p> <p>We will also continue to evaluate where additional virtual training and workshop content may be beneficial to broadly promote environmental health education.</p> | <p>This is being accomplished within current budget and programmatic processes.</p> <p>8 of 43 (18%) of Environmental Health Services staff are currently eligible for Spanish bilingual compensation, and additional language capabilities for compliance education exists within Environmental Health Services inspection staff for Portuguese, Japanese, Filipino, Chinese, and Korean languages.</p> | <p>Ongoing assessments will be conducted of documentation (forms, applications, information) to be provided in Spanish and English, as well as opportunities for virtual trainings.</p> |

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| 2.4 | Establish customer-service-related performance metrics to allow for better data-driven decision-making related to service access and customer satisfaction. | <p>PHD agrees with KPMG’s recommendation and suggested actions steps. Environmental Health Services implemented a customer satisfaction survey in February 2023 for publication on the division’s website designed to inform customer service improvements the division could implement, and has initiated a follow-up process requesting direct feedback from our customers following a business interaction or service.</p> <p>Additionally, Accela reporting tools will be utilized to track customer/operator complaints to inform FAQ resources and educational outreach opportunities to improve customer satisfaction and environmental health compliance.</p> | This is being accomplished with current budget and programmatic processes. | Ongoing quarterly reviews of customer satisfaction survey results and complaint data from Accela will be conducted beginning in July 2023. |

Disease Prevention and Health Promotion

Public Health appreciates KPMG’s recommendation to incorporate social determinants of health into performance measures and will undertake the following actions:

| # | Recommendation | Department Response | Fiscal Impact/Challenges/ Opportunities | Implementation Timeframe |
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| 3.1 | Enhance reporting and analysis of available data to better understand staff workload and productivity, caseload allocation, and overall divisional performance. | PHD agrees with the intent of KMPG’s recommendation. Disease Control currently collects social determinants of health data and pregnancy data as routinely required for a subset of diseases being investigated (e.g. Tuberculosis and HIV). The Disease Control program will expand the collection of this data for an additional subset of diseases most commonly reported and investigated (e.g. pregnancy status in gonorrhea, syphilis, enteric and vaccine preventable diseases). | This is being accomplished within current budget and programmatic processes. | February 2023: Acuity model review and updated to address social determinants of health data. May - July 2023: PowerBI reports and Dashboard creation. Ongoing monitoring of case distribution and supervisor review. |
| 3.2 | Develop dashboards to better analyze grant spend, timelines, and outcomes to enhance reporting efficiency and effectiveness. | PHD agrees that we will benefit from a more robust grant tracking system to better analyze grant expenditures, timelines, outcomes. We will be moving to a grant management system as part of the County’s overall Workday implementation. We are currently using FIN tools to track funding, performance, and outcomes. | We look forward to fully utilizing the more robust Workday tracking and reporting capabilities. In preparation for Workday implementation, the PHD has been and continues to work with the Workday Implementation Team to create grant tracking and reporting tools that will enhance our reporting capabilities. | The Workday Financial module is expected to go live on August 2023. |

Animal Services

Public Health appreciates KPMG’s recommendations to advance the efficiency within the operations of Animal Services and have plans to undertake the following actions:

| # | Recommendation | Department Response | Fiscal Impact/Challenges/ Opportunities | Implementation Timeframe |
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| 4.1 | Develop a comprehensive strategic plan with input from internal and external stakeholders to better align division operations, governance, and service delivery. | <p>PHD agrees with this recommendation and a strategic plan draft was begun in P7 FY23 but has been a challenge to complete given the large volume of vacancies across the department in both leadership and other roles. The Director has had to prioritize day to day management as opposed to higher level initiatives.</p> <p>AS agrees that the wide variety of community opinions related to what operations should look like, what should be governed, and which services should be delivered and how can be better resolved with clarity around the vision and goals of the agency.</p> | Fiscal Impact: Targeted focus on revenue generation and cost reduction will lead to increased efficiencies. | <p>FY23 Q3 Draft begun</p> <p>Stakeholder review P10-12, FY23</p> <p>Presentation to PHD Leadership P1, FY24</p> <p>Presentation to BOS P2, FY24</p> |

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| <p>4.2</p> | <p>Identify a core set of outcomes and performance measures, enhance processes in place to track revenue and costs by shelter, and increase the frequency of fee analysis to better understand operations and measure performance across the division.</p> | <p>PHD agrees with this recommendation.</p> <p>Operational performance measures will be developed to evaluate goals and objectives outlined in the Animal Services strategic plan. Animal Services has no shortage of data points to track and on which to report to gauge progress toward program and financial objectives. AS has already implemented a monthly data report and narrative that is issued monthly to stakeholders, as well as posted on the website.</p> <p>PHD will be very engaged with the Implementation of the new ERP system, Workday, to determine if new tools and utilities that the system contains can assist in a transition towards more specific tracking of operational performance at the shelter level. Currently, multiple computer systems are used that make the ongoing tracking of shelter-specific revenues and costs difficult and resource-heavy to determine without additional resources.</p> <p>As mentioned earlier, various performance measures are currently being provided to stakeholders and our strategic planning efforts will include enhanced KPI reporting and the use of a standardized reporting structure such as Power BI or new dashboards from Smartsheet.</p> <p>Prior to the public health emergency, fees were reviewed/updated every three years. In accordance with Board of Supervisors policy, full costs will always be calculated and analyzed, but allowances and discounts are made in setting these fees that will encourage the behaviors that we wish for licensing and other services and not discourage them. Peer studies are performed to ensure that our fees are reasonable compared to other similar jurisdictions.</p> | <p>Fiscal Impact: Targeted focus on licensing compliance and cost reduction will lead to increased efficiencies and a more responsible use of funds. Vacancies and recruiting difficulties could continue to slow progress toward operational goals.</p> <p>The new ERP system should provide new opportunities to transition toward tracking operational performance at the shelter level.</p> <p>AS will continue to pursue outside funding through grants and additional partnerships in order to keep fees reasonable and comparable to other jurisdictions and encourage licensing, adoptions, and other services.</p> | <p>Q4, FY23: generation of data and KPI enhancement</p> <p>Q4, FY23: prioritization of data points, creation of summary points as needed to properly summarize the items that best support – simultaneous to strategic plan finalization.</p> <p>Q1, FY24: begin reporting on leading indicators to support hitting the targets of lagging indicators.</p> <p>Q2, FY24: Consumer fee update (Fiscal vacancies and retirements may impact)</p> |
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