Tri-County Health Department
Division of Administration and Finance

2015 Annual Report
The Administration and Finance Division provide support in budgeting and financing, accounting and reporting, information technology, procurement, purchasing, and facilities for the entire Agency.

This division serves as a major pillar at TCHD and has involvement in a multitude of decision making and project planning. Also included in this section are Vital Records and The Office of Human Resources.

TCHD is governed by a nine-member Board of Health whose primary responsibilities include approving policy and procedure changes, budget amendments, and appointing the public health director.

The Administration and Finance Division and The Office of Human Resources consists of over 40 employees who are dedicated to providing top-notch service to our staff that serve and interact with the residents of Adams, Arapahoe, and Douglas Counties.
The Accounting and Finance Division provides services in accounts payable, accounts receivable, payroll, budget development and expenditure tracking, grant oversight, Medicaid billing, contract administration, fund investments, financial statement preparation, financial policies and procedures and audit support.

Advances were made in 2015 to streamline many processes within this Division. TCHD began using Procurement Cards (P-Cards) to pay for expenses that were usually paid in the form of a check. This accounted for over a 110% increase in spending on the P-Cards.

TCHD has grown from utilizing just a few P-Cards in the Purchasing Department to having 26 cardholders throughout the Agency at the end of 2015. The use of P-Cards enables employees to make business-related purchases more quickly and efficiently, while also eliminating the extra steps and costs that are required when cutting a check.

The number of Accounts Payable checks issued decreased from 4,060 in 2014 to 2,928 in 2015 partly due to the increased use of P-Cards.

Accounting also provided in-person training to TCHD staff on the updated Travel Policy and Procedures, use of FIS (our new credit card processor), EWS (our electronic time keeping system) and the new Uniform Grant Guidance.

In addition, TCHD redesigned commonly used forms in an effort to simplify the reimbursement process, found new ways to integrate systems such as Microix (electronic purchasing system) with existing software, and invested in government safe accounts. These investments are in fairly risk-less securities as required by law and rates of returns are relatively low.
Independent Audits

The Accounting section at TCHD always strives to be as transparent as possible while also assisting everyone to see the big picture.

Independent Auditors declared that TCHD’s Financial Statements were presented fairly in all material aspects and TCHD’s financial position is in conformity with GAAP (Generally Accepted Accounting Principles).

TCHD has continued to receive an unqualified audit opinion, where there were no material findings to report. This is owed to the strong internal controls and compliance that employees adhere to.

Below is a representation of 2015 Revenues and Expenses. TCHD has a total of 65 reoccurring reimbursement grants that account for more than $20 million annually. This funding comes from approximately only 20 different funding sources (city, county, state department, non-profit).

### 2015 Total Revenue $35,265,780

- State and federal appropriations and grant funds: $17,819,335
- In-kind contributions: $1,518,562
- Fees from service: $3,756,908
- Medicaid: $802,686
- Grants and contracts: $638,795
- County revenue: $10,729,494

### 2015 Total Expenses $35,530,053

- Salaries, wages and benefits: $24,203,993
- Operating costs: $8,365,673
- Capital improvements: $1,441,825
- In-kind contributions: $1,518,562
TCHD’s goal is to stay current with technology and help customers and staff understand, fully utilize, and maximize the benefits associated with these advances. TCHD assesses effectiveness of our informatics through regular surveys of staff who use our services.

During the spring of 2015, complaints and negative feedback from TCHD internal staff were significantly increasing. By the summer, key personnel changes were made, and the Administration and Finance Division Director empowered and challenged the IT staff to improve customer service and satisfaction.

Under this new structure and leadership, IT was able to get back on track, and realize many positive improvements. Not only did this department manage all of the computer equipment and systems for the Agency, it also began installing Aruba Wi-Fi and new Brocade network switches at all offices. These upgrades allowed for a more reliable connection and redundant operation.

Cybersecurity is an issue of increasing concern. Given this, improvements were also made to our Firewall system by using GEO Protection. Previously, TCHD was experiencing over 4,000 network attacks each week which has been reduced to around 50 a week!

Within the first month of making small improvements and becoming more customer service driven, the number of satisfied employees rose dramatically. The IT team now sees more tickets on a daily basis, but these tickets are also being addressed and closed in a smaller window of time.

Below is a graph depicting the number of IT tickets opened in 2015. Out of the 3,196 tickets opened, 3,184 were addressed and closed by the end of the year.
IT became more proactive by allowing problems to be uncovered and tackled before they spiraled out of control. Since the staff at TCHD are IT’s primary customers, IT made customer service its focus in action, every day moving forward.

They created an IT schedule for particular sites, reintroduced checkout laptops back into the field, while continuing to emphasize customer service and conduct IT business with respect and courtesy to all staff members. IT has begun cross-training their employees so that others can assume responsibility of an issue if needed.

The first IT-led training class that focused on Microsoft Outlook tools and tricks was offered to all employees in late 2015 and a new procedure for emails containing protected health information was rolled out around this time as well. These Outlook improvements have allowed for easier communication between staff as well as with our external partners.

Customer satisfaction remains the top priority of TCHD’s IT department and its members are committed to providing the best service in order to continually meet the needs of our clients.

Below are the results of an IT Customer Service Survey completed by employees in May 2015 and again one year later in May 2016. Just by making a simple change, IT was able to improve overall satisfaction and performance.

<table>
<thead>
<tr>
<th>IT Survey Ratings</th>
<th>5/1/2015</th>
<th>5/31/2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>58%</td>
<td>90%</td>
</tr>
<tr>
<td>Above Average</td>
<td>22%</td>
<td>8%</td>
</tr>
<tr>
<td>Satisfactory</td>
<td>17%</td>
<td>2%</td>
</tr>
<tr>
<td>Needs Improvement</td>
<td>3%</td>
<td>0%</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
</tr>
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</table>
Purchasing and facilities operations provide efficient and timely support to TCHD staff in the areas of purchasing, contract support, vaccine storage, warehouse operations, and delivery service. They also provide repair and maintenance service throughout all of the buildings and maintain the Agency’s fleet.

TCHD has 11 offices spread out over Adams, Arapahoe, and Douglas counties. Recently, with help from Arapahoe County, the Aurora office was remodeled. This office was constructed in the early 70’s and was in dire need of many changes and improvements. Staff and clients alike were very pleased with the final outcome as it is now much more functional and welcoming.

The decision was made to move the Northglenn office to a new location in 2015. TCHD entered into a contract and began renovation at the end of 2015 on the new Westminster office located at 1401 W. 122nd Ave. This move improved the working environment and provided TCHD with room to expand.

Other various improvements that were made to buildings throughout the Agency include security system re-design, improved panic button functionality, card reader and fire alarm systems, sound masking in WIC clinics, cubicle reconfiguration, and ADA modifications in entry ways.

One of Accounting and Purchasing’s 2015 goals was to replace the manual Special Order Purchase Requisition form that had become quite antiquated with the new eReq system. This system, called Microix, allows employees to order warehouse or special order items electronically and have their requests approved and filled by the next day in many cases.

Software training was provided through a joint effort with Accounting at all TCHD locations and the program was fully implemented by December 2015. Now all Purchase Requests are completed electronically making the process much more efficient. Purchasing fulfilled almost 1,300 requests in 2015 using the new electronic system.
Vital Records

TCHD is authorized by the State of Colorado to issue birth and death certificates through its Vital Records offices. With the addition of an office located in Commerce City in 2014, TCHD now has two offices to do so.

Having this additional location further north increased customer access and satisfaction, supported by the number of birth and death certificates issued.

Total revenue for 2015 was up almost $50,000 from the previous year as outlined in the graph below. The excess revenue from the Vital Records program is used for programs and services that are not fully funded.

*Includes CDPHE fee increase, which was then passed on
Our Workforce

Tri-County Health Department’s mission is to promote, protect and improve the lifelong health of individuals and communities in Adams, Arapahoe, and Douglas Counties.

Through our highly-qualified and motivated workforce of almost 400 full and part time employees, spread among the divisions featured below, we accomplish these goals.

Human Resources

TCHD has nearly 400 employees that the Office of Human Resources (OHR) manages and serves. They assist with employment, performance management, compensation and benefit packages, employee relations, and much more.

The OHR holds New Hire Training for new employees as well as Supervisor Training for those in respective positions.

More than half of TCHD’s expenses originate from salaries. This trend continues to grow as we add staff largely supported by grants and contracts to respond to emerging public health needs.

Tuition and Retirement

In 2015, TCHD contributed $2,437,137 to PERA (Public Employees Retirement Association), and $18,141 was awarded for tuition reimbursement to employees.

In 2015, employees were given the option of contributing to a Roth 401K, and Roth 457 plans in addition to the 401K plan that was offered in prior years. Employee contributions for the year are as follows: