



**INTEROFFICE MEMORANDUM**

**TO:** Commissioner Emma I. Darnell, District 6,  
Fulton County Board of Commissioners

**FROM:** *Anthony Nicks*  
Anthony Nicks, County Auditor

**DATE:** April 13, 2015

**RE:** KPMG/Common Ground Status Update

Per your request, we are providing you with an update on the status of the KPMG Common Ground Audit. The Operational Review and Assessment of the Health and Human Services Department's scope included four primary work streams:

- Organizational Structure and Staff – review of the agency's organizational structure to assess specific operations internally within the agency and Fulton County Government and externally to other organizations and individuals.
- Programmatic Assessment – review of programmatic service delivery focusing on integration of client services and other Common Ground goals.
- ~~Operations Improvement and Efficiency Review – review of specific agency support functions focusing on processes, inputs/outputs, policies and procedures.~~
- Information Technology (IT) Business Environment Review – review of the agency's current use of technology to understand how technology supports programmatic and business results.

The KPMG audit report identified sixteen areas of concentration in an effort to continue implementation of HHS' vision of integrated care service delivery. The most recent update our office received pertaining to the status of the specific recommendations outlined in the report for Organizational Structure and Staff is listed below:

**Organizational Structure and Staff**

	<b>Recommendations</b>	<b>Potential Outcome</b>	<b>Current Status</b>	<b>Timeline</b>
<b>Organization</b>	Implement a Common Ground governance model	Daily focus on driving Common Ground initiatives to implementation	Not Complete	Ongoing
	Create and execute a change management strategy	Coordinated and holistic method for driving Common Ground operational changes consistently throughout all HHS programs	Not Complete	To be determined
	Review and develop public policies that impact social determinants of health	Improved social determinants of health through alignment of public policy and Common Ground initiatives	Not Complete	Not established

The most recent update our office received pertaining to the status of the specific recommendations outlined in the report for Programmatic Assessment is listed below:

**Programmatic Assessment**

	<b>Recommendations</b>	<b>Potential Outcome</b>	<b>Current Status</b>	<b>Timeline</b>
<b>Programmatic Assessment</b>	Identify and implement models for integrated case management for target populations	Decreased burden on the client to identify service needs and eligibility	Not Complete	Not established
	Develop common practices for service delivery that are consistent with Common Ground's philosophy	Increased awareness and delivery of Common Ground goals	The Library provides literacy/learning activities at the North Fulton Service Center and the Adamsville Regional Health Center	Not established
	Develop a common intake and screening process at each common ground service center	Enablement of the County to more accurately match services offered to client needs	According to management this recommendation is complete, no additional information was provided	Ongoing
	Develop a standardized referral process with required follow-up actions	Increased positive client outcomes by guiding clients through standard referral process	Health Services has implemented the standardized referral process in Adamsville Regional Health Center, Neighborhood Union Health Center and Sandy Springs Health Center	To be determined
	Develop a process and supporting infrastructure for sharing client data across programs	Established technology foundation necessary for integrated service delivery	Not Complete	Not established
	Create and execute a community engagement strategy	Amplified ability to impact community health factors	Not Complete	Not established
	Clarify outcomes for each service	Readily available relevant data to make service delivery decisions	Not Complete	To be determined
	Implement ongoing and comprehensive program evaluation	Readily available relevant data to make management decisions regarding health and human service provision in the County	Not Complete	Not established

The most recent update our office received pertaining to the status of the specific recommendations outlined in the report for Operations Improvement and Efficiency Review is listed below:

**Operations Improvement and Efficiency Review**

	Recommendations	Potential Outcome	Current Status	Timeline
<b>Operations</b>	Enhance the Hiring Process	More accurately meet hiring needs in a timely manner	Not Complete	Not established
	Streamline HHS Internal Purchasing Process	Reduced administrative burden and costs, allowing employees to focus more on client service delivery	I.T. staff is working with Health Services on implementing software to streamline and make the purchasing process more efficient	Not established
	Create and define agency-wide policies and procedures for grants management	Reduced risk around grant non-compliance	Not Complete	Not established

The most recent update our office received pertaining to the status of the specific recommendations outlined in the report for IT is listed below:

**I.T. Business Environment Review**

	Recommendations	Potential Outcome	Current Status	Timeline
<b>Technology</b>	Redesign HHS I.T. support to better align to established countywide I.T. policies and procedures	Improved service delivery and more consistent I.T. support processes	Not Complete	Not established
	Integrate client service information management applications and supporting business processes	Established technology foundation necessary for integrated service delivery	Not Complete	Not established

According to Dr. Patrice Harris, there were three key foundational recommendations, which included:

- Implementation of a Common Ground governance model;
- Creation and execution of a change management strategy; and
- A redesign of the HHS IT support and acquisition of an integrated electronic client service management system.

Dr. Harris has indicated that due to the changes in leadership over the last several years, none of the aforementioned recommendations have been accomplished. However, Health Services has continued efforts in three other areas that include:

- Physical infrastructure/capital improvements;
- Integrated center management and client referrals/case management; and
- Primary care partnerships using current staffing resources.

The Behavioral Health team is currently in the implementation phase of an electronic health records system-CareLogic using current resources although the current version does not include a case management module. Health and Wellness will be transitioning to an upgrade of the currently used Mitchell and McCormick system, which will include an electronic health record. The focus has been on acquiring a basic electronic health records system as these are required for billing in the new health care delivery system. For the Common Ground initiative to be fully realized, additional resources are needed acquisition/redesign of a complete HHS IT infrastructure.

Based on the information submitted to our office, it appears of the sixteen recommendations listed in the report, four recommendations have been addressed and show signs of progress. However, it appears there has been minimal progress made towards the implementation of the other recommendations.

I trust this report has been helpful and provided you with the information you need. If you have any questions or need additional information, please contact me at extension 21019. Thank you.

Cc: Richard Anderson, County Manager  
Dr. Patrice Harris, Director, Health and Wellness

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