

Division of Behavioral Health, Medical Examiner and Public Fiduciary Strategic Business Plan

Vision

Pinal County Government provides progressive and proactive leadership in the areas of economic development, state-of-the-art technologies, growth management, and public services to promote healthy and safe communities.

COUNTY MISSION

Pinal County Government protects and enhances its citizens' quality of life by providing public services in an ethical, efficient, and responsible manner delivered by a motivated, skilled, and courteous workforce.

DEPARTMENT MISSION

The mission of the Division of Behavioral Health, Medical Examiner and Public Fiduciary is to provide investigation, advocacy, and protection services to Pinal County residents so they can retain their dignity and self respect in life and in death.

ISSUE STATEMENTS

Issue 1 – Increasing Population and Changing Demographics

The growing population and changing demographics within Pinal County is leading to an increased demand for services which, if not addressed, will result in:

- Reduction in timely services
- Shift to reactive management as opposed to proactive management
- Decreased safety of clients (vulnerable adults and severely mentally ill) and the public*
- Increased liability to the County
- Lack of ability to maintain cooperation and coordination with outside agencies

* If clients do not receive proper treatment and/or are not in the appropriate setting to have their needs addressed, they can potentially cause harm to themselves and/or the others around them.

Issue 2 – Succession Planning and Training

The diversified division responsibilities and the lack of cross training, coupled with the potential loss of personnel and the increased difficulty for certification will*, if not addressed, result in:

- Loss of institutional knowledge/expertise
- Longer trainee periods
- Decrease in timely service delivery
- Lack of knowledgeable coverage during staff shortages

* Certification standards for Public Fiduciaries have increased while the number of certified Fiduciaries has decreased in Arizona.

Issue 3 – Insufficient County Resources

The increasing lack of community/County resources, such as medical examiner and resident placement services, coupled with the continued reliance on out-of-county providers creates difficulty in meeting customer needs and will, if not addressed, result in:

- Resident tax dollars leaving the County*
- Increased burden on care providers and families
- Increase in demands on County staff to fill previously covered gaps Increase in dollars spent on transportation to out-of-county providers**

** Currently all autopsies are conducted in Pima County. In addition to the cost per autopsy, there is a cost to transport the deceased to Pima County. The minimal fee for this is \$1.75 per mile, leading to a total transportation cost of \$200-\$300 on average.

STRATEGIC GOALS

Strategic Goal 1 – Client Safety and Welfare through Comprehensive Services (Issues 1, 2)

All clients will receive the appropriate services delivered by competent staff as evidenced by:

- By 2012, 90% of audited client files will show appropriate services have been identified and provided*
- By 2012, 85% of all customers will experience continuity of service regardless of staff schedule/vacancies (vacation, illness, retirement, etc.)

* The department has a specific list of criteria in place that is used to verify that all services are appropriate for clients and are actually being received.

Strategic Goal 2 – Timely and Accurate Information (Issues 1, 2)

All recipients of Division services will receive timely, accurate, culturally sensitive, and accountable information and services as evidenced by:

- By 2012, 95% of all referrals* will come to a disposition (decision) within an average of one month from receipt of referral
- By 2012, 80*% of all decedents in the care of the Medical Examiner's office will be released to the appropriate facility within three days

* Referrals refer to agent to client service assignments within the Division

Strategic Goal 3 – County Resource Development (Issues 1, 3)

The Division will develop more resources within Pinal County as evidenced by:

- 90*% of autopsies performed in Pinal County*

* In-County autopsies is a new service that will hopefully be offered by the end of 2008

CROSS-CUTTING ISSUES

Issue Statement: #2 – Succession Planning and Training

Strategic Goal: N/A

Department(s): Human Resources

Need(s): Development of a career ladder; more training opportunities within Pinal County

Issue Statement: #1 – Increasing Population and Changing Demographics;

#3 – Insufficient County Resources

Strategic Goal: #3 – County Resource Development

Department(s): Long Term Care, Housing, Health and Human Services Administration

Need(s): Development of additional in-County placement opportunities, easier access to low-income housing, staffed and functional Medical Examiner building, increased contracts within the County, development of new services/providers within the County

Issue Statement(s): #1 – Increasing Population and Changing Demographics;

#2 – Succession Planning and Training;

Strategic Goal: # 1 – Client Safety and Welfare through Comprehensive Services

Department(s): Health and Human Services Administration; Pinal County Attorney's Office, Public Defender's Office, Sheriff's Office, Pinal County Courts, Long Term Care, Correctional Health, Clerk of the Court

Need(s): Better recognition of individuals' mental health, incapacity, and incompetence issues; increased communications between the departments

DEPARTMENT ORGANIZATION

1. Administrative Program

- 1.1. Human Resources Activity, page 8
- 1.2. Reserved, page 8
- 1.3. Training Activity, page 9
- 1.4. Records Management Activity, page 10
- 1.5. Vehicle Management Activity, page 11
- 1.6. Financial Services Activity, page 12
- 1.7. Department Director Activity, page 13

2. Behavioral Health Program

- 2.1. Behavioral Health Activity, page 14

3. Medical Examiner Services Program

- 3.1. Medical Examiner Services Activity, page 15

4. Fiduciary Program

- 4.1. Fiduciary Activity, page 16
- 4.2. Client Financial Services Activity, page 17

PROGRAMS

Program One: Administrative

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Key Results

- 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
- 75% of tested trained employees who demonstrate improved skill knowledge through pre/post training testing or supervisor/manager evaluation
- 100% of records managed in compliance with legal and policy requirements
- 95% of department vehicles with preventative maintenance performed as scheduled
- 95% of department vehicles operated more than 10,000 miles per year
- 90% of non-construction payment authorizations entered into the system within three business days of receipt of goods.
- 100% of Key Results achieved
- 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Division of Behavioral Health, Medical Examiner, and Public Fiduciary.

Program Two: Behavioral Health

Purpose Statement The purpose of the Behavioral Health Program is to provide facilitation, coordination, and inpatient placement approval services to mentally ill individuals so they can receive the appropriate care in a timely and efficient manner.

Key Results

- 85% of customers will experience continuity of service regardless of staff schedules/vacancies

Program Three: Medical Examiner Services

Purpose Statement The purpose of the Medical Examiner Services Program is to provide death investigation, evidence preservation, decedent transportation, and autopsy services to victims of unexplained* deaths within Pinal County and to victims' families so they can have a timely determination of cause and manner of death.

Key Results

- 90*% of autopsies performed in Pinal County

Program Four: Fiduciary

Purpose Statement The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

Key Results

- 90% of audited client files will show appropriate services have been identified and provided
- 98% of financial file audits that show all eligible benefits have been identified/applied for

ACTIVITIES

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.1: Human Resources Activity

Activity Purpose Statement The purpose of the Human Resource Activity is to provide employee selection, evaluation and support services to department management so they can manage, evaluate, and retain a qualified and diverse workforce.

Activity Services	<ul style="list-style-type: none"> • Candidate Selection Recommendations • Job Postings • Policy Interpretations • Employee Relations Management • Employee Interviews • Grievance hearings • Employee Inquiry Responses 	<ul style="list-style-type: none"> • Performance Appraisals/ Evaluations • Employee Assistance Referrals • Employee Orientation Sessions • Exit Interviews • Personnel Reports • Police and Procedure Updates • Employee Awards • “Silent Whistle” Investigations
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Family of Measures

Results
 1. 98% of all employee appraisals will be submitted to Human Resources by the end of January due date
 (# of employee appraisals submitted by due date/total of appraisals)

Outputs
 1. 13 employee appraisals submitted on/by due date

Demands
 1. 13 employee appraisals anticipated to be submitted

Efficiencies
 N/A

Activity Manager(s)

- Joan Sacramento
- Shellie Hills
- Pat Carter
- Dianna Kalandros

Activity Budget \$x,xxx,xxx

Section 1.2: Reserved

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.3: Training Activity

Activity Purpose Statement The purpose of the Training Activity is to provide department specific skill development and safety training services to the department's employees so they can benefit from a variety of programs/sessions that continually allows them to improve on their job related skill set.

Activity Services

- Training Sessions
- Safety Training Sessions
- Employee Handbooks
- Training Assessments
- Training Records
- Training Schedules/Arrangements

Family of Measures

Results

1. 75% of tested trained employees will demonstrate improved skill knowledge through pre/post training testing or supervisor/ manager evaluation (# of trained employees that demonstrate improved skill knowledge/# total number of employees trained)

Outputs

1. 82 of training sessions attended

Demands

1. 85* of training sessions anticipated to be attended

Efficiencies

1. \$ Training Activity expenditures per training session attended

Activity Manager(s)

- Joan Sacramento
- Shellie Hills
- Dianna Kalandros
- Pat Carter

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.4: Records Management Activity

Activity Purpose Statement The purpose of the Records Management Activity is to provide record retention, disposal and retrieval services to departments so they can access, provide, retain and dispose of records in a timely manner and as legally required.

Activity Services

- Record Archives
- Record Disposals
- Record Disposition Authorizations
- Records Destruction List
- Records Inventory
- Records Requests Responses
- Medical Examiner Statistical Data Reports

Family of Measures

Results

1. 100% of records managed in compliance with legal and policy requirements
(# of records managed in compliance with legal and policy requirements/ total # of records managed)

Outputs

1. 3987 of records in compliance with legal and policy requirements

Demands

1. 3987 of records anticipated to be in compliance

Efficiencies

1. \$ Records Management Activity expenditure per record in compliance

Activity Manager(s)

- Joan Sacramento
- Pat Carter
- Shellie Hills
- Dianna Kalandros

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.5: Vehicle Management Activity

Activity Purpose Statement The purpose of the Vehicle Management Activity is to provide maintenance scheduling, reporting and vehicle requirement definition services to the department so they can have cost effective and safe vehicles.

Activity Services

- Vehicle Maintenance and Repair Service Schedules
- Vehicle Utilization Reports
- Maintenance Records
- Fleet Credit Card Usage Reports
- Vehicle Usage Assessment

Family of Measures

Results

1. 95% of department vehicles with preventative maintenance performed as scheduled
(# of department vehicles with preventative maintenance performed as scheduled/ #total department vehicles)
 2. 95% of department vehicles operated more than 10,000 miles per year
(# of department vehicles operated more than 10,000 miles per year/ total department vehicles)
-

Outputs

1. 4 of department vehicles operated
-

Demands

1. 4 of department vehicles anticipated to be operated
 2. 4 of department vehicles operated more than 10000 miles a year
-

Efficiencies

1. \$ Vehicle Management Activity expenditure per vehicle operated
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Activity Manager(s) • **Pat Carter**

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.6: Financial Services Activity

Activity Purpose Statement The purpose of the Financial Services Activity is to provide financial, budget information and purchasing services to department managers so they can ensure efficient use of County resources.

Activity Services	<ul style="list-style-type: none">• Grant Reports• Grant Applications• Grant Programmatic Progress Reports• Payment Authorizations• Employee Reimbursement Authorizations	<ul style="list-style-type: none">• Year-end Accounting Records• Cash Receipts• Budget Proposal• Spending Requests• Appropriation Adjustments• Expenditure Projections• Performance Reports
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Family of Measures

Results

1. 90% of non-construction payment authorizations (purchase orders) entered into the system within three business days of receipt of goods.
(# of payment authorizations entered on the date of receipt of goods/ # total payment authorizations)

Outputs

1. 20 of payment authorizations received within three business days of physical receipt of item(s)

Demands

1. 25 of payment authorizations anticipated to be entered into the system

Efficiencies

1. \$ Financial Services Activity per payment authorization entered within three business days

Activity Manager(s)

- Joan Sacramento
- Pat Carter

Activity Budget \$x,xxx,xxx

1. Administrative Program

Purpose Statement The purpose of the Administrative Program is to provide human resource, finance, budget, purchasing, records management, vehicle management and purchasing services to Pinal County departments so they can cost effectively manage their resources to achieve the planned results.

Section 1.7: Department Director Activity

Activity Purpose Statement The purpose of the Department Director Activity is to provide results oriented leadership and management services to Pinal County residents and businesses so they can benefit from effective and efficient County services.

Activity Services	<ul style="list-style-type: none">• Reports• Direction• Employee Supervision Meeting• Inquiry Responses• Strategic Business Plans• Issue Resolutions• Special Projects	<ul style="list-style-type: none">• Budgets• Department Structures• Policies/Procedures• Employee Evaluations• Program Evaluations• Recommendations• Leadership
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Family of Measures

Results

1. 100% of Key Results achieved
(# of key results achieved/total # of key results)
2. 75% of surveyed customers who say they are satisfied or very satisfied with the services provided by the Division of Behavioral Health, Medical Examiner, and Public Fiduciary.
(# of respondents who state they are satisfied or very satisfied with the departments services/total # of respondents)

Outputs

1. 150 of customers responding to the department survey

Demands

1. 40 of customers expected to respond to the survey

Efficiencies

1. \$ Department expenditures per customer served

Activity Manager(s)	<ul style="list-style-type: none">• Joan Sacramento• Shellie Hills• Dianna Kalandros• Pat Carter
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Activity Budget \$x,xxx,xxx

2. Behavioral Health Program

Purpose Statement The purpose of the Behavioral Health Program is to provide facilitation, coordination, and inpatient placement approval services to mentally ill individuals so they can receive the appropriate care in a timely and efficient manner.

Section 2.1: Behavioral Health Activity

Activity Purpose Statement The purpose of the Behavioral Health Activity is to provide facilitation, coordination, and inpatient placement approval services to mentally ill individuals so they can receive the appropriate care in a timely and efficient manner.

Activity Services

- Mental Health Court Policy and Procedure Statements
- Competency Evaluation Distributions/Coordinations
- Hospital Reimbursements
- Seriously Mentally Ill Determination Facilitations
- Inpatient Placement Approvals
- Mental Health Treatment Facilitations
- Networking/Education Sessions
- Competency Evaluation Appointments
- Intake Responses
- Client Consultations
- 24/7 On-Call Responses
- Telephone Inquiry Responses
- Competency Evaluator Reimbursements
- Community Mental Health Provider Communications
- Criminal Justice Diversion Facilitations
- Jail Discharges
- Court Hearing Attendance Sessions
- Court Procedure Inquiry Responses
- Client Visits
- Family Support Consultations
- Client Transportation Coordinations
- Mental Health Assessments
- Court Hearing Sessions

Family of Measures

Results

1. 90% of competency evaluations distributed to appropriate attorneys within the next business day following receipt
(# of competency evaluations distributed within the next business day/total # of evaluations distributed)
2. 85% of customers will experience continuity of service regardless of staff schedules/vacancies
(# of customers receiving continuity of service/ total #of customers requesting service)

Outputs

1. 330 of competency evaluations distributed
2. 245 of customers served

Demands

1. 300 of competency evaluations expected to be distributed
2. 245 of customers expected to be served

Efficiencies

1. Total \$ Behavioral Health Activity per competency evaluations distributed

Activity Manager(s) • **Dianna Kalandros**

Activity Budget \$x,xxx,xxx

3. Medical Examiner Services Program

Purpose Statement The purpose of the Medical Examiner Services Program is to provide death investigation, evidence preservation, decedent transportation, and autopsy services to victims of unexplained* deaths within Pinal County and to victims' families so they can have a timely determination of cause and manner of death.

Section 3.1: Medical Examiner Services Activity

Activity Purpose Statement The purpose of the Medical Examiner Services Activity is to provide death investigation, evidence preservation, decedent transportation, and autopsy services to victims of unexplained* deaths within Pinal County and to victims' families so they can have a timely determination of cause and manner of death.

* As defined by state statute; may also include unnatural and unattended deaths

Activity Services

- Burial Monitoring
- Decedent Removal Transportations
- Autopsy Inquiry Responses
- Next of Kin Determinations
- Body Remains Identifications
- Cremation Authorizations
- Telephone Inquiry Responses
- Personal Belonging Preservations
- Autopsy Finding Reports
- Death Investigations
- DNA/Tissue Sample Archives
- Bone Collections
- Evidence Preservations
- 24/7 On-Call Responses

Family of Measures

Results

1. 90*% of autopsies performed in Pinal County*
* of autopsies performed within the County/total *of autopsies performed)
2. 80% of all decedents in the care of the Medical Examiner's office will be released to the appropriate facility within three days
(* of decedents released within 3 days/total * of decedents)

* In-County autopsies is a new service that will hopefully be offered by the end of 2008

Outputs

1. 370 of autopsies performed (both in and out of County)

Demands

1. 370 of autopsies expected to be conducted

Efficiencies

1. Total \$ Medical Examiner activity expenditure per autopsy performed

Activity Manager(s)

- Joan Sacramento

Activity Budget

\$x,xxx,xxx

4. Fiduciary Program

Purpose Statement The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

Section 4.1: Fiduciary Activity

Activity Purpose Statement The purpose of the Fiduciary Activity is to provide case management services to incapacitated* and vulnerable individuals so they can have their safety and welfare needs met in a timely and comprehensive manner.

* Incapacitated as defined by Arizona State Statute

Activity Services	<ul style="list-style-type: none">• Client Transportations• Client Budget Preparations• Asset Removal Sessions• Legal Representations• Client Evaluations• Legal Pleadings and Documentation Preparations• Decedent Estate Administrations• Client Decisions• Guardianship Investigations• Telephone Inquiry Responses• Service Needs Assessments• Family Support Consultations	<ul style="list-style-type: none">• Client Daily Living Activity Decisions• Medical Treatment Approvals• Asset Disposal Sales• Client Service Plans• Conservatorship Investigation• Client Asset Inventories• Service Plan Reviews• Estate Investigations• Client Support Case Notes• Client Consultations• 24/7 On-Call Responses• Indigent Burials• Client Visits
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Family of Measures

Results

1. 90% of audited client files will show appropriate services have been identified and provided*
(# of audited files with appropriate services identified/Total of audited files)
* The department has a specific list of criteria in place that is used to verify that all services are appropriate for clients and are actually being received)
2. 95% of all referrals* will come to a disposition (decision) within one month of receipt of referral
(# of referrals coming to a disposition within one month of receipt/total of referrals)

Outputs

1. 195 of client files audited

Demands

1. 195 of client files expected to be audited

Efficiencies

1. Total \$ Fiduciary Activity expenditure per client file audited

Activity Manager(s)	<ul style="list-style-type: none">• Joan Sacramento• Shellie Hills
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Activity Budget	\$x,xxx,xxx
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4. Fiduciary Program

Purpose Statement The purpose of the Fiduciary Program is to provide case and asset management services to incapacitated and vulnerable individuals so they can live safely and as independently as possible with comprehensive asset protection.

Section 4.2: Client Financial Services Activity

Activity Purpose Statement The purpose of the Client Financial Services Activity is to provide asset and eligible benefit management services to Public Fiduciary clients so they can receive timely and accurate asset protection while living as independently as possible.

Activity Services

- Client Bill Payments
- Client Checks
- Client Tax Returns
- Client Account Reconciliations
- Client Benefit Reports
- Client Asset Protections
- Client Benefit Management Oversight
- Government Benefit Applications

Family of Measures

Results

1. 98% of financial file audits that show all eligible benefits have been identified/applied for
(# of file audits that show all eligible benefits have been pursued/total of chart audits)

Outputs

1. 195 of financial files audited

Demands

1. 195 of financial files expected to be audited

Efficiencies

1. Total \$ Client Financial Services Activity expenditure per financial file audited

Activity Manager(s)

- Joan Sacramento
- Pat Carter

Activity Budget \$x,xxx,xxx
