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**Maricopa County  
Office of the Deputy County Manager  
Sandi Wilson**

*FY 2014 First Quarter*  
**Organization Report**



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November 2013

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# Executive Summary

We have completed the first quarter of the new fiscal year. This quarter we started off with some good news for employees. In July, employees began receiving their salary increases on their paychecks. It had been a long time coming and a well-earned increase. The increases represented the largest for merit in my time at Maricopa County. Our employees are our greatest assets and I am pleased that these adjustments were made for them. Our employees work hard and provide necessary services to our residents.

In August, Mr. Manos put a Budget Policy task force together. The group was put together to go over the budget policies and to come up with their recommendations for the budget process.

Also, 18 Maricopa County programs won Naco Achievement Awards and were recognized on August 22nd. Among the winners from the DCM Organization were Correctional Health Services and Public Health.

The first award was for the Maricopa County Jail's Electronic Health Screening System, implemented by Correctional Health Services and the Sheriff's Office IT Division. The MCSO jail system, the fifth largest in the County, books approximately 300 individuals daily. CHS and MCSO IT staff collaborated in a novel way to develop a comprehensive, electronic pre-booking intake screening process.

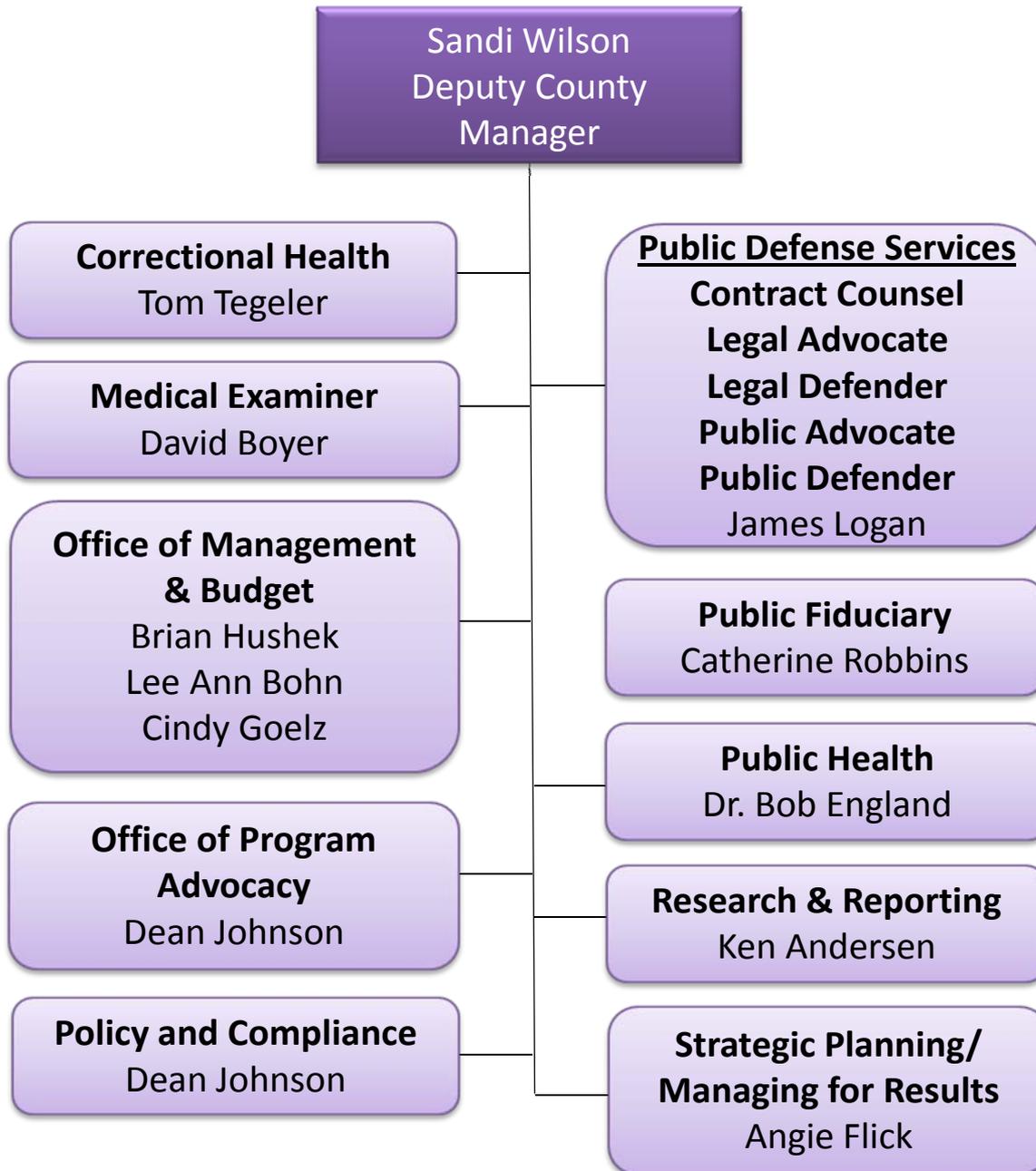
The second award went for Resource Map Helps Community. FindHelpPhx.org is a simple to use bilingual (English/Spanish) community asset map with over 1,000 resources that will enable residents of Phoenix and the West Region of Maricopa County to find free and low-cost health care and social services for themselves.



NACo Award for Maricopa County Jail's Electronic Health Screening System.  
Correctional Health



NACo Award for Resource Map Helps Community.  
Public Health



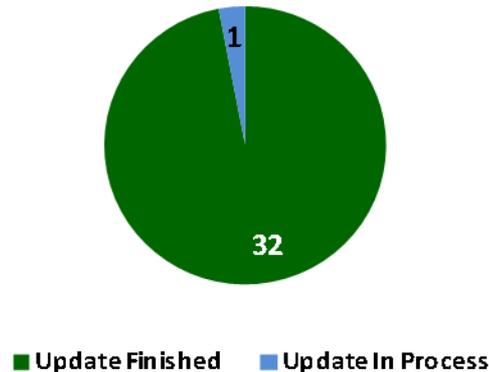
## Office of the Deputy County Manager

### Business Performance Management Purpose Statement:

- The purpose of the Business Performance Management Activity is to provide strategic planning and performance measurement services to County leaders and managers so they can meet strategic goals and priorities based on data-driven decisions and be accountable to the public.

## Business Performance Management

### Number of FY 2015 Strategic Business Plan Updates Completed



### FY 2015- 2018 County-wide Strategic Priorities & Plan

- Over the next 2-3 months, the County Board of Supervisors will consider the County-wide Strategic Priorities and Plan.
- The current plan is based on 10 Priorities with a total of 29 strategic goals.
  - Safe Communities
  - Access to Justice
  - Public Health
  - Individual Empowerment
  - Sustainable Environment
  - Effective Economy
  - Quality Transportation
  - Citizen Satisfaction
  - Fiscal Strength
  - Quality Workforce

### Background Information:

- County departments are actively engaged in providing services to the public either directly (through departments like the Courts or Transportation) or indirectly (through departments like Facilities Management or Finance). Performance Management, through the Managing for Results (MfR) tool, allows all departments to identify their customers, the services provided to the customer and the quality of those services.

### Plan – FY 2015 & FY 2016 Focus:

- Each year departments examine their Strategic Business Plan (SBP) to determine if their issues, goals, activities or performance measures need to be updated. The FY 2015 updates are officially complete and departments are encouraged to continue to review goals, issues and start work on major adjustments for plans getting ready for FY 2016.

### Deliver – Report – Analyze

- The FY 2013 Annual Accomplishments report is complete and has been posted to the County's webpage.

### Evaluate

- FY 2013 data is evaluated in comparison to FY 2012 Performance, FY 2013 Forecasted Performance and FY 2014 Planned/ Budgeted Performance.

### Indirect Activities – FY 2015

- The FY 2015 Chart of Accounts and SBPs will look a little different for the indirect or administrative activities. A focus group made recommendations to streamline and make the indirect activities more meaningful. The changes will be implemented for FY 2015 budget preparation. Additionally, the elements will be removed from departmental strategic plans as the activities will assume an official cost collection role only.

# Office of the Deputy County Manager

## Reporting Departments:

- Correctional Health
- Public Defense Services
  - Contract Counsel
  - Legal Advocate
  - Legal Defender
  - Public Advocate
  - Public Defender
- Medical Examiner
- Office of Management & Budget
- Office of the Deputy County Manager
  - Business Performance Management
  - Communications
  - Office of Program Advocacy
    - Policy & Compliance
- Public Fiduciary
- Public Health Services
- Research & Reporting

# Office of the Deputy County Manager Accomplishments

## Communications:

- Published an edition of Advantage Magazine that highlighted County programs, recognized employees for achievements, promoted benefits to employees, and help familiarize them with other departments and programs.
- Worked with Correctional Health Services on the implementation of the Electronic Health Record. Consulted on internal communication and training, with resulting successful implementation.
- Published monthly issues of internal newsletter to OMB employees and another to the organizational structure in order to increase internal communication about the budget, priorities, benefits and internal issues.
- Updated Deputy County Manager website and EBC with current information, presentations, videos, and organizational changes throughout the quarter. Published website information for Human Resources with website updates and postings.
- Published 58 marketing slides for digital informational monitors to keep employees informed on important changes, policies, classes, benefits, etc.
- Assisted the Office of Enterprise Technology to publish and revise several online training modules for departments. Wrote and ran reports for departments on course usage.

## Office of Program Advocacy:

- Completed Phase I of the Correctional Health Services Electronic Health Record (EHR).
- Finalized requirements, documentation, and planning for the ADP 6.3 Payroll Upgrade.

## Office of Program Advocacy (continued):

- Continued work on several initiatives: CHS' EHR implementation for Phase II, County-wide HIPAA compliance implementation, mobile home property issue, review project documentation for the Treasurer, Sheriff's Office and Education Service Agency efforts, and reviewed document management processes.
- Continued to define processes, develop templates, and communicate with project management teams about the purpose and use of Office of Program Advocacy.

## Policy and Compliance:

- The following policies were taken to the Board/County Manager this quarter:
  - Internal Records Requests (A2007);
  - Tuition Reimbursement (HR2430).
- The following policies were ready for the Board agenda this quarter:
  - Employee Concerns Resolution Program (HR2405);
  - Workplace Professionalism: Avoiding Harassment & Discrimination (HR2406);
  - Public Safety Supplemental Benefits Plan Injury Standards and Exclusions (HR2643).
- The following policies were developed and or worked on this quarter:
  - Injury and Illness Prevention Plan Policies (A2234a – A2234z);
  - Uncollectable Accounts (A2501);
  - Teleworking (A1407);
  - Guaranteed Emergency Ride Home Program (HR2424);
  - Vanpool Subsidy Program (HR2425);
  - HIPAA Compliance Policies;
  - Policy on Policy.

## Office of the Deputy County Manager

### Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- Sheriff's Office Resolution
- Policy Review
- Employee Programs and Communication

## Office of the Deputy County Manager

### Accomplishments:

- Correctional Health Service working with the Office of Enterprise Technology representatives, Office of Program Advocacy, and vendor to develop interfaces and workflow designs as it relates to Phase II of e-HR contract, through implementation and go-live. Go live phase in has occurred.
- Office of Medical Examiner hired a Board Certified Forensic Pathologist reducing our vacancy in this title from three to two.
- Working with the Office of Enterprise Technology representatives and vendor to develop interfaces and workflow designs as it relates to Phase II of e-HR contract.
- On August 21, 2013, the Board of Supervisors approved the FY 2014 Primary and Secondary property tax rates and levies. The FY 2014 levies are a \$32.9 million reduction to the combined Maricopa County controlled levies.
- The FY 2014 Annual Business Strategies was compiled and published on the Office of Management and Budget website.
- Public Defense Services received funding provided for an attorney market adjustment was distributed effective July 8. It is expected that this will have a significant impact on attorney turnover and will mitigate or eliminate the first two "challenges" listed at right.
- Public Defender co-chaired the 2013 Arizona *Problem Solving Courts Conference: Spotlight on Success*, which was held on May 14-15, 2013. There were four tracks: Specialty Court Essentials, Evidence-Based practices, Juvenile Justice, and Mental Health, Wellness and Substance Abuse.
- The New Maricopa County Public Fiduciary Zones were implemented on July 1, 2013 and active caseload transitioning was performed.
- The Public Fiduciary Director and Management Team met with the Presiding Probate Judge on Fiduciary Case Transfer Protocols.
- Public Health received a 1<sup>st</sup> place HEMMY Award from the Arizona Public Health Association (AzPHA) for it's Multi-Unit Housing Outreach Initiative for causing several apartment complexes to become smoke free and recruiting nearly 400 more to seriously consider it.
- In Public Health the Office of Performance Improvement (OPI) has created a searchable database of evidence-based practices that includes strength of evidence, applicability and scope, greatly simplifying for MCDPH and partners the process of choosing approaches to a wide range of problems.
- Research & Reporting has made major changes to Employee Satisfaction Survey to include the cover sheet with messages from both the County Manager and each Department Director, a new section on Employee Wellness, as well as a new and improved Employee Comment Section.

## Office of the Deputy County Manager

### Significant Projects:

- Court Tower Financial Support
- ADP Implementation
- Budget Development
- Ethics Committee
- Sheriff's Office Resolution
- Policy Review
- Employee Programs and Communication

## Office of the Deputy County Manager

### Challenges:

- Correctional Health Services must maintain ongoing compliance with National Commission on Correctional Health Care and Graves v. Arpaio while dealing with manual processes and a rough IT transition and ongoing turnover in the Office of Enterprise Technology.
- During this quarter, the Office of Medical Examiner has and continues to experience a surge in caseload. To address incoming cases, the department continues to conduct examinations six out of seven days a week to develop interfaces and workflow designs as it relates to Phase II of e-HR contract, through implementation and go-live. Go live phase in has occurred.
- The lack of operating contingency may result in structural imbalance when unanticipated operating issues arise and need to be funded..
- To date, OMB has identified over \$12 million in General Fund operating costs and over \$6 million in Detention Fund operating costs that need to be built into the budget for FY 2015. These costs do not include the mandatory payment increases for the Arizona Health Care Cost Containment System, Arizona Long Term Care System, Arnold v. Sarn, Sexually Violent Persons and the Jail Tax Maintenance of Effort.
- Increases in demand and reductions in resolutions, most dramatically in felony and dependency, challenge Public Defense Services to assign the new demand without increasing the reliance on the more-costly contract attorneys.
- The dwindling number of experienced professionals in the Public Fiduciary Office is challenged to provide sufficient oversight and training for the less experienced professional staff who-comprise the majority of the workforce.
- Public Health funding levels are far below the national norm, both in policy and systems change work and in our proven direct service interventions, continue to cost our community. We are developing enhanced capacity to calculate Return on Investment (ROI) to assist decision makers in making difficult funding and other choices.
- Research & Reporting has added phone number banks and has created improved and troublesome results. We are getting a better stratification of citizens in the County, but we need to complete many more interviews than in previous years.

# Correctional Health Services

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The mission of the **Correctional Health Services** Department is to provide cost effective, medically necessary, integrated health care services to patients in the County jails so they can proceed through the judicial process

*Thomas J. Tegeler, RN, MPH, CCHP, NEA-BC,  
Director*

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## Correctional Health

### Strategic Goals:

- By 2015, 90% of Correctional Health Services patients will have their medications within 72 hours of booking, as a result of electronic patient health records.
- By 2016, 80% of Correctional Health Services patients will receive specialty or hospital care within the provider requested timeframe.
- By 2016, the turnover rate for direct patient care will be no greater than 12%, which will benefit pt care.

### Programs:

- Inpatient
- Outpatient
- Support Services
- Return To Competency and Evaluation Program

## Inpatient and Outpatient Programs

### FY 2014, 1st Quarter Results Annum:

•Percentage of assessments completed w/in 14 days:	92
•Percentage of patients triaged within 24 hours:	96
•Percentage of booked inmates screened:	100
•Percentage of scheduled appointments kept:	84
•Percentage of screened inmates booked:	99



- e-HR implementation is under way!

### Background Information:

- The first four program results for the outpatient program are directly linked to NCHC accreditation and Graves v. Arpaio compliance.

### Analysis:

- In partnership with the Sheriff's Office, Office of Enterprise Technology, and our Electronic Health Care Vendor, CHS has successfully implemented more than 90% of our electronic records.

### Action Steps:

- Continue to monitor and track compliance measures closely.
- Manage provider productivity for the Outpatient visits by provider and hold medical and mental health providers accountable.
- Continue with due diligence in achieving e-HR ongoing milestones.

### Current Initiatives:

- Successfully implement e-HR.
- Maintain low vacancy and turnover rates in the clinical areas.
- Maintain accreditation.
- Restructure IT support services received.
- Secure e-HR incentive funding.
- Add new educational partnerships.
- File Motion to Terminate CHS/Graves v. Arpaio lawsuit.

## Correctional Health

### Key Result Measures:

- Percent of initial health assessments completed with 14 calendar days.
- Percent of patients triaged within 24 hours.
- Percent of prescriptions written that are given within three days.
- Percent of scheduled appointments kept.
- Percent of screened inmates booked.
- Percent of infirmary patients discharged within 16 days.
- Percent of mental health unit patients discharged within 25 days.
- Percent of complete medical records provided to external requestors within 7 days.
- Percent of Rule 11 evaluations performed within 21 days.
- Percent of competency determinations performed within 78 days.
- Percent of inmates found not restorable within 15 months of determination of incompetence.

## Correctional Health Services

### Accomplishments:

- Working with the Office of Enterprise Technology representatives, Office of Program Advocacy, and vendor to develop interfaces and workflow designs as it relates to Phase II of e-HR contract, through implementation and go-live. Go live phase in has occurred.
- Motion to Terminate Graves v Arpaio filed.
- FY 2014 1<sup>st</sup> Quarter within budget targets.
- Continued to nurture partnership with Sheriff's Office, Public Health Services, and Office of Enterprise Technology.
- NACO Award received for enhanced receiving screening at the intake process.
- Entered into a new university wide affiliation agreement with ASU.
- Worked with the facilities department for input related to the Jail Master Plan.
- Worked with the Compensation Department and Office of Management and Budget to develop and fund Manager Professional Assignments for our clinical staff.
- Ongoing collaboration with various County departments related to potential federally funded revenue enhancement options.

### Challenges:

- Successfully work with our new IT support department and ensure a smooth transition and ongoing relationships between Sheriff's Office IT, Office of Enterprise Technology and the e-HR vendor.
- Monitor closely the legal opinion to be reached in regards to the work furlough and work release population.
- Developing ongoing partnership with outside health care providers.
- Inability to maintain community salary competitiveness in order to attract and retain skilled clinical and administrative personnel .
- Manage a structurally sound and fiscally responsible budget while continuing to meet the demands of inmate movements and increased population.
- Manage an ever increasing pharmaceutical demand and cost.
- Maintain ongoing compliance with NCCHC and Graves v. Arpaio while dealing with manual processes and a rough IT transition and ongoing turnover in the Office of Enterprise Technology.

# Medical Examiner

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The mission of the **Medical Examiner** is to provide professional death investigations, examinations, tests and reports to determine the cause and manner of death to decedents' families, the judicial system and public health communities so they can protect public health and ensure justice.

David Boyer  
Director

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## Medical Examiner

### Strategic Goals:

- By July, 2015, 25% (from 16.0% as of September 30, 2013) of jurisdictional cases will be released directly to the family's funeral home of choice.
- The Office of the Medical Examiner will improve service to families by completing cases within established timeframes of 80% (29.8% as of June 30, 2013) of cases closed within 45 days and 95% (63.8% as of September 30, 2013) of cases closed within 90 days.

### Key Result Measures:

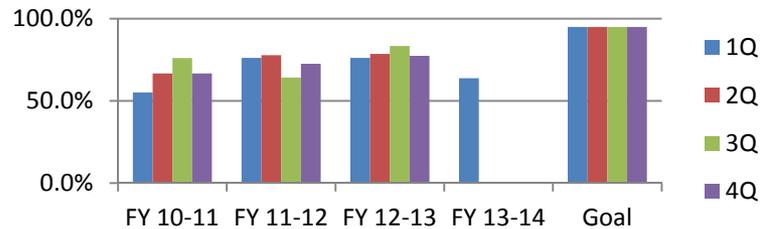
- Percent of cases completed (available for public release) within 90 days.
- Percent of cases not admitted (CNA's).

## Medical Examiner Program

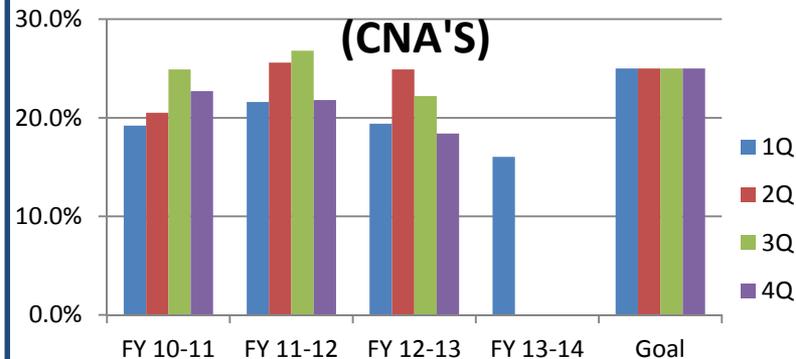
### FY 2014, 1st Quarter Program Outputs:

•Number of Medical Examiner cases admitted:	1027
•Number of cases not admitted (CNA's):	196
•Number of Medical Examiner cases closed:	1031

### % of Cases Closed in 90 Days



### % of Cases Not Admitted (CNA'S)



### Background Information:

- Medical Examiner Program examines/ investigates all jurisdictional cases to determine cause and manner of death.
- Cases Not Admitted (CNA's) are jurisdictional cases that are non-suspicious, with no trauma and have an extensive and documented medical history. The decedent is released directly to the Next of Kin's selected funeral home; bypassing transportation to the Medical Examiner for an examination.

### Analysis:

- During FY 2014 Q1, caseload increased 6.1% from FY 2013 Q4.
- The CNA percentage decreased 2.4% from FY 2013 Q4.

### Action Steps:

- Continue the recruitment process for the two remaining vacant Medical Examiner positions. One Medical Examiner has been hired and will begin service to the County on April 1, 2014.
- Continue the in-house training for all Medicolegal Death Investigators.

## Medical Examiner

### Current Initiatives:

- The Hydrogen gas conversion for the lab continues in the installation stage.
- NAME (National Association of Medical Examiner) accreditation will continue but will be hampered due to standards set for caseload.
- Mass Fatality Plan continues to move forward in partnership with state and County Emergency Management.
- The department is currently preparing specifications for a Digital X-Ray system in preparation for Request for Proposal.
- The department has added two trailers to its fleet to be utilized as needed during mass disaster/fatality incidents. The trailers are currently being retrofitted to serve this purpose.

## Medical Examiner

### Accomplishments:

- The department hired a Board Certified Forensic Pathologist reducing our vacancy in this title from three to two.

### Challenges:

- During the last year, a total of six Forensic Pathologist positions became vacant. We have been successful in recruiting and staffing four of these positions with Board Certified Forensic Pathologists, but two of these positions remain vacant. Nationally, there are only 500 Board Certified Forensic Pathologists at any given time and as a result, a heavy demand for their services. The department will continue its effort to attract applicants in a challenging economic environment with competition from other Medical Examiner/ Coroner system vying for these limited resources. Recently, we have observed an increase in interested, qualified applicants for these positions.
- During this quarter, the department has and continues to experience a surge in caseload. To address incoming cases, the department continues to conduct examinations six out of seven days a week. This places a strain on the nine available pathologists and related support staff conducting examinations. As a result of increased exam frequency, there is a decrease in available paper days to complete pending cases. The desired goal of 90% of cases completed in 90 days is based on a caseload of 250 cases a year per doctor. The department is currently projecting a yearly caseload per doctor of 360. As a result of this increased caseload, the projected timeline for case completion increases from 90% in 90 days to 90% in 120 days. The remaining 10% of cases which will be the complex homicide, infant, etc. can enter the 240+ day timeline.

# Office of Management & Budget

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The mission of the **Office of Management & Budget** (OMB) is to provide a sustainable, structurally balanced budget to the Board of Supervisors and County Manager so they can achieve the County's mission within available resources.

*Sandi Wilson*  
*Deputy County Manager*

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# Management & Budget

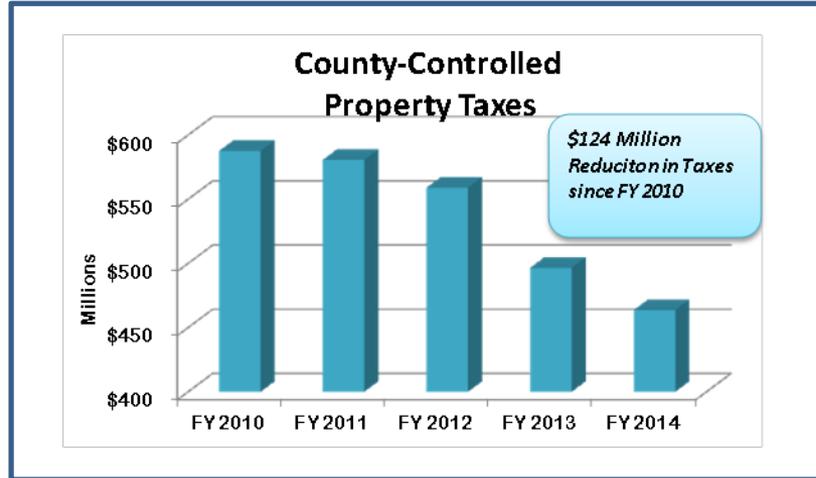
## Strategic Goals:

- By 2015, the budgeted mandated fixed contributions to the State of Arizona will be less than 20% of total General Fund budgeted operating revenues, a reduction of 11.9% from the FY 2010 level.
- By 2015, 88% of County Department and District budgeted expenditures will directly support department specific programs and activities, from 85.8% in FY 2013.
- By 2015, 28% of the net operating revenue for all County Departments and Districts will be from sources other than taxes, down from 26.5% in FY 2013.
- By 2015, the County's burden on taxpayers, as measured by total County tax revenues as a percentage of personal income, will be less than 0.8%, a reduction of 2.4% from the FY 2010 level.

# Planning & Budgeting Program

## Key Result Measures:

- Percent of activities with actual expenditures at the end of the fiscal year within 5% of the mid-year forecast: 48.3%
- Percent of appropriated budgets with expenditures within budget at the end of the fiscal year: 99.4%



## Background Information:

- State-shared sales tax, state-shared vehicle license tax, and jail tax collections exceeded the FY 2013 budgeted levels and were within 1% of the updated *Most Likely* forecasted ending amounts for FY 2013. The FY 2014 budget assumed a base level for FY 2013 at the *Most Likely* level.
- The FY 2013 ending fund balance was \$28 million greater than anticipated at the time of FY 2014 budget development.

## Analysis:

- The FY 2013 pick-up of \$28 million was largely due to the revenues exceeding budget; about 1/3<sup>rd</sup> of the additional fund balance is due to expenditure variances from forecast.
- YTD General and Detention Fund revenue performance continues to be strong with year-over-year growth rates between 2%-3% for state-shared sales and jail excise taxes and more than 10% for state-shared vehicle license tax (VLT). The growth in VLT can be attributed to pent up/cyclical demand as well as a timing issue from July 2012, where receipts were lower than normal.
- Department budgets will be tight in FY 2014, and operating contingencies have been eliminated. As of the September close, 6 General Fund operating appropriations are exceeding budget, one by more than 10%.

## Action Steps:

- OMB will need to be vigilant in monitoring revenue and expenditures throughout FY 2014, alerting the Board and recommending corrections as issues arise.

## Management & Budget

### Current Initiatives:

- Developing a Citizen's Budget Brief which summarizes the County's annual fiscal planning efforts.
- Researching information and making recommendations when requested on changes to budget policies and processes.
- Implementation of a Position Management Application System.

## Management & Budget

### Accomplishments:

- On August 21, 2013, the Board of Supervisors approved the FY 2014 Primary and Secondary property tax rates and levies. The FY 2014 levies are a \$32.9 million reduction to the combined Maricopa County controlled levies. Since FY 2010, the County has reduced its property tax levy by \$124 million. County-controlled property taxes make up less than 12% of the property taxes levied in Maricopa County.
- Throughout the quarter, OMB participated in departmental budget review sessions with members of the Board of Supervisors and their chiefs of staff.
- The FY 2014 Annual Business Strategies was compiled and published on the OMB website. It was also submitted to Government Financial Officers Association for their review and award.
- OMB provided a variety of 5-year forecast scenarios to County management for their consideration, as they update policies and set direction for the future.

### Challenges:

- Utilizing the *Most Likely* scenario for revenue could result in structural imbalance if revenues do not trend at the forecast level.
- The lack of operating contingency may result in structural imbalance when unanticipated operating issues arise and need to be funded.

### Challenges (continued):

- Aggressive revenue estimates, lack of contingency and expenditure budget reductions will likely result in minimal additions to fund balance which directly impacts the funding available for capital and technology projects on a pay-as-you go basis.
- Without implementation of a new revenue source, the County will be extremely limited in its ability to absorb new or expanding costs. New or expanded programming, new unfunded mandates, and keeping pace with the compensation market will likely not be possible.
- Revisions to the County's strategic plan, as well as budget policies, will need to be determined in the near future to guide FY 2015 budget development.
- To date, OMB has identified over \$12 million in General Fund operating costs and over \$6 million in Detention Fund operating costs that need to be built into the budget for FY 2015. These costs do not include the mandatory payment increases for Arizona Health Care Cost Containment System, Arizona Long Term Care System, Arnold v. Sarn, Sexually Violent Persons and the Jail Tax Maintenance of Effort.
- The Detention Fund and many smaller special revenue funds are out of structural balance, due primarily to pay increases.
- While tax revenues are meeting or above budgeted levels, General Fund programmatic revenue is under budget.

# Public Defense Services

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The mission of **Public Defense Services** is to furnish quality legal representation to indigent individuals assigned to us by the court so they will be provided the benefit of the protection of their fundamental legal rights, as guaranteed to everyone.

*James L. Logan*  
*Director*

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## Public Defense Services

### Strategic Goals:

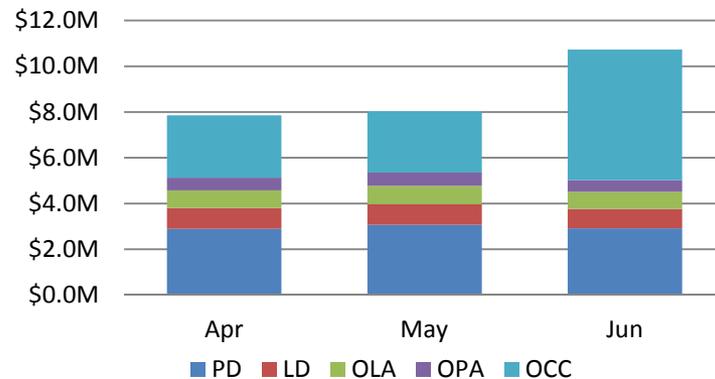
- By July 2019, 100% of capital trial and capital post-conviction relief cases that do not have representation conflicts will be assigned to staffed offices, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 100% of the Cradles to Crayons courts will be staffed with attorneys employed by the in-house offices of Public Defense Services to handle all cases without a conflict of interest, thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.
- By July 2019, 75% or more of all clients in non-capital cases without a conflict of interest, will be represented by attorneys in the staffed offices (in the areas in which the various offices practice), thereby capitalizing on the management controls inherent in those offices and ultimately resulting in improved quality control for clients and improved cost control for citizens.

## Public Defense Constellation Totals

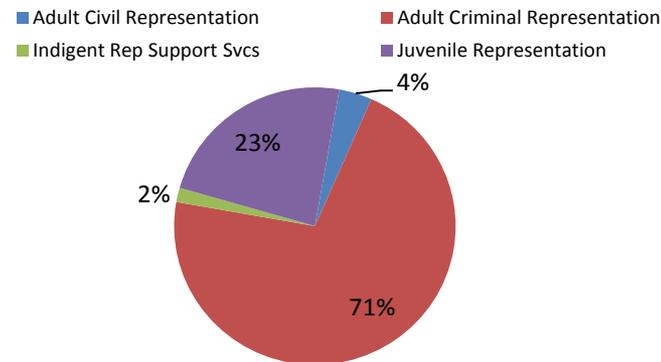
### FY 2013, 4th Quarter Constellation Highlights:

•Number of Departmental Activities:	19
•General Fund Expenditures:	\$26,154,211
•Other Fund Expenditures:	\$471,403
•Total Demand (Case Net Assignments):	19,971
•Total Output (Case Resolutions):	18,602

### Public Defense Expenditures by Month



### FY13, 4th Quarter Expenditures by Program



### Background Information:

- Beginning in May 2007, Public Defense Services Administration was consolidated to facilitate the coordination of business and financial planning.
- Public Defense Services' data reporting will run a quarter behind. Due to delays in receipt of information from external sources and the time required to enter and process data, accurate information is not available sooner.

### Analysis:

- Spending in the fourth quarter of FY 2013 is 5.1% higher than same period in the prior fiscal year. The FY 2013 total is 4.6% higher than FY 2012 at year end. Significant demand increases seen over the last year, combined with ongoing expenses for long-term cases, continue to drive costs.

### Action Steps:

- PDS will continue to work with the Court, other justice system agencies, and the Office of Management and Budget to document issues and identify solutions where possible.

### Reporting Departments:

- Public Defender (PD)
- Legal Defender (LD)
- Legal Advocate (OLA)
- Public Advocate (OPA)
- Contract Counsel (OCC)

## Public Defense Services

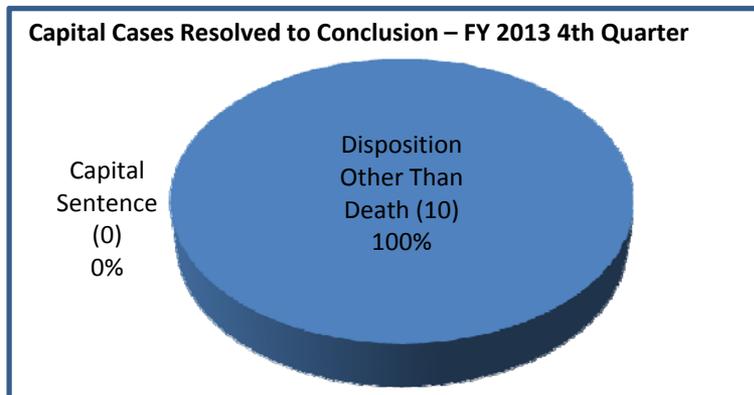
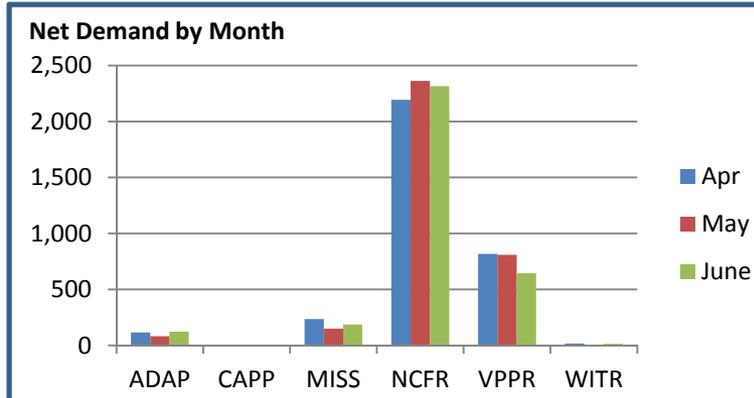
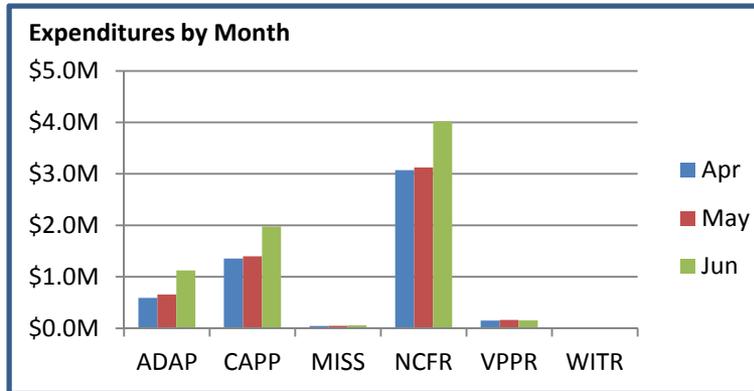
### Activities & Descriptions:

- **Appeal and Post-Conviction Relief (ADAP)** is representation of adults in appeal and post-conviction relief matters.
- **Capital (CAPP)** is representation of adults charged with capital offenses.
- **Misdemeanor (MISS)** is representation of adults charged with misdemeanors.
- **Non-Capital Felony (NCFR)** is representation of adults charged with non-capital felonies.
- **Probation (PROB)** is representation of adults in Probation Violation Courts.
- **Witness (WITR)** is representation of witnesses who may testify in criminal matters and who may expose themselves to criminal liability.

### Key Result Measures:

- Percent of Appeal and Trial/Post-Conviction Relief Cases in Which the Outcome is Other Than Affirmed .
- Percent Of Capital Cases with Disposition Less than Capital.
- Percent Of Non-Capital Felony Cases with Disposition to Lesser Charges or Fewer Counts.

## Adult Criminal Representation Program



### Background Information:

- The majority of the representation for this program is provided by attorneys in one of three staffed offices (PD, LD, and OLA). Conflict and excess capacity cases are assigned to private attorneys by the Office of Contract Counsel.

### Analysis:

- Demand increased 2% in Non-Capital Felony in the last half of FY 2012. The first quarter of FY 2013 saw a 5.1% increase over the prior year's increase. However, the more recent quarters leveled off such that the FY 2013 year end actual demand was down 1.8% as compared to FY 2012. Unfortunately, resolutions for FY 2013 were actually down 2.5% over FY 2012. Spending remains elevated because resolutions have slowed significantly and the cases from the earlier volume increases are still resolving. With staffed offices functioning at caseload maximums, new demand is increasingly being assigned to contract attorneys for additional cost.
- An increase in attorney resignations and difficulties in hiring in the staffed offices, contributed to increased reliance on contract attorneys for non-capital felony representation in FY 2013. This reduced efficiency and resulted in increased cost. This subject is discussed at greater length in the "Challenges and Accomplishments" sections to follow.

### Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and implement any other possible means of mitigating financial impacts from demand increases and/or output reductions.

# Public Defense Services

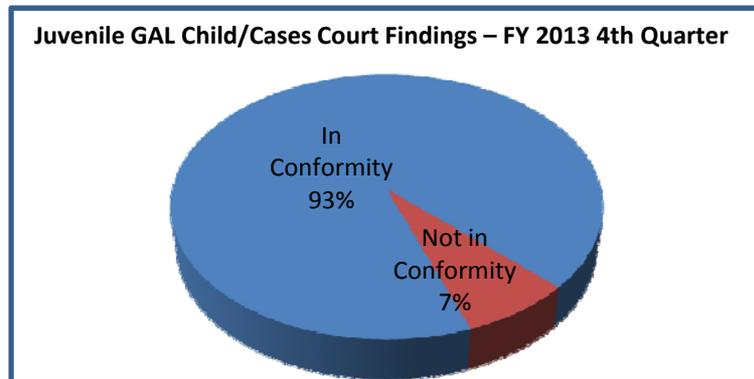
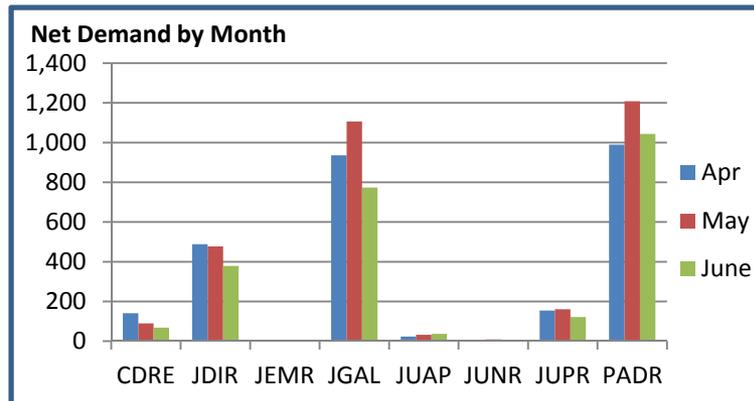
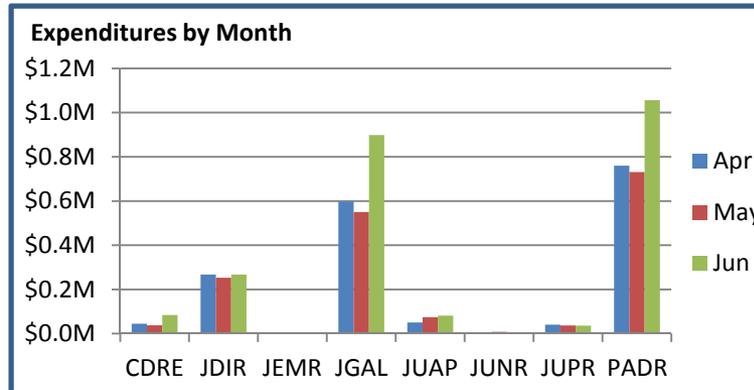
## Activities & Descriptions:

- **Child Dependency (CDRE)** is representation of children in dependency/severance matters.
- **Juvenile Delinquency and Incurribility (JDIR)** is representation of juveniles charged with incurribile or delinquent acts.
- **Juvenile Emancipation (JEMR)** is representation of juveniles pursuing legal emancipation.
- **Juvenile Guardian ad Litem (JGAL)** is representation of the best interests of individuals assigned by the Juvenile Court.
- **Juvenile Appeal (JUAP)** is representation of persons appealing Juvenile Court matters.
- **Juvenile Notification (JUNR)** is representation of juveniles with abortion rights issues.
- **Juvenile Probation (JUPR)** is representation of juveniles in probation matters.
- **Parental (PADR)** is representation of parents in dependency/severance matters.

## Key Result Measures:

- Percent Of Juvenile Guardian Ad Litem (at law) Child/Cases in which the Court Finds in Conformity with Position Advocated.
- Percent Of Juvenile Delinquency and Incurribility Cases with Disposition to Lesser Charges or Fewer Counts.
- Percent Of Parent/Child/Case Dependency Petitions not Granted.

# Juvenile Representation Program



## Background Information:

- Representation for this program is provided by a mixture of staffed office attorneys (LD, OLA, and OPA) and private attorneys contracted by the Office of Contract Counsel.

## Analysis:

- Dependency demand (CDRE, JGAL, and PADR) has been increasing dramatically over the last five to ten years. Demand increased more than 52% in the years from FY 2010 to FY 2013. Due to the lengthy duration of the bulk of these cases, the existing caseloads continue to be heavily impacted by the earlier increases.
- Pay structure for the contracts and staffing changes in the in-house offices over the last five years have largely mitigated the financial impact of the prior demand increases. As of the end of FY 2012, all opportunities for savings have been fully maximized.
- The FY13 dependency demand was more than 19.3% over the prior year, while output was only up 14.5%. With staffed offices functioning at caseload maximums, new demand is increasingly being assigned to contract attorneys for additional cost.
- Implementation and expansion of dependency “Cradles to Crayons” (C2C) courts required staffing reallocations in two departments in FY 2012 to attempt to meet the requirement for dedicated staff. Even so, there is need for additional positions in the Office of the Public Advocate, dedicated to C2C cases.

## Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify other possible means of mitigating demand/financial impacts.

## Public Defense Services

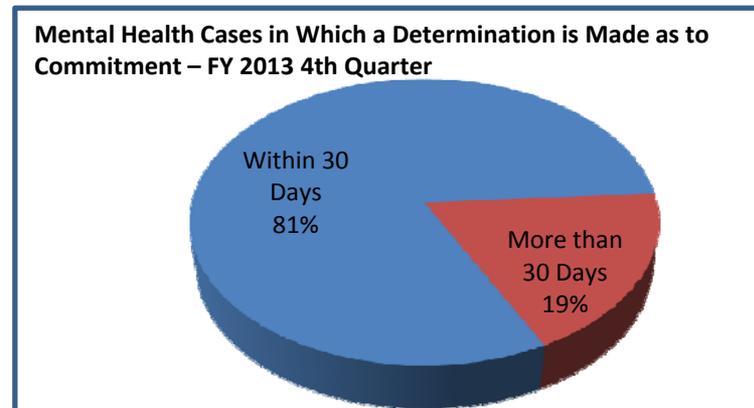
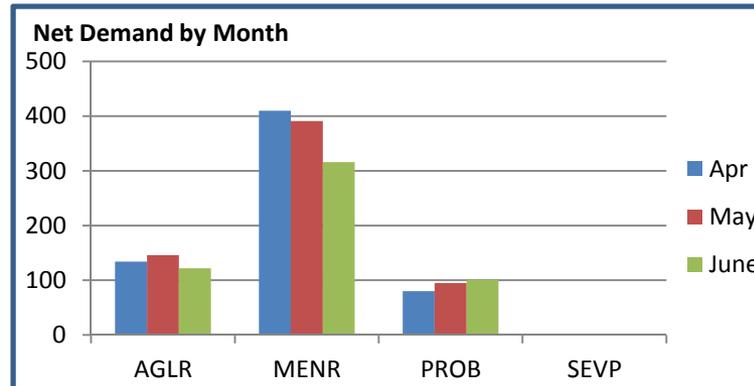
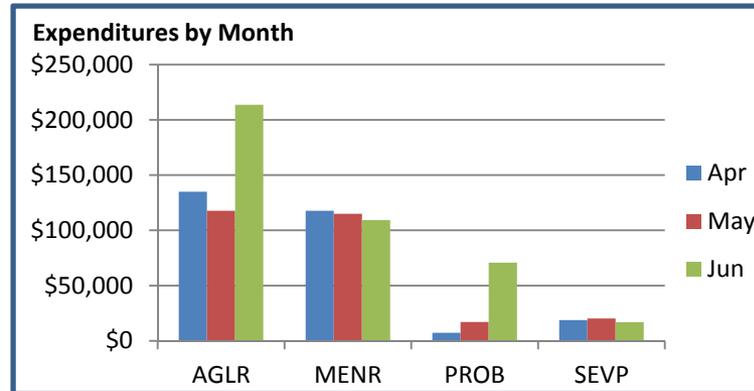
### Activities & Descriptions:

- **Adult Guardian ad Litem (AGLR)** is representation of the best interests of various individuals assigned to us by the Adult Court.
- **Mental Health (MENR)** is representation of persons at risk of loss of liberty in civil mental health matters.
- **Probate (PROB)** is representation of persons with matters pending in probate court.
- **Sexually Violent Persons (SEVP)** is representation of persons who are at risk of loss of liberty in sexually violent person matters .

### Key Result Measures:

- Percent of Adult Guardian ad Litem (at law) Cases in Which Court Rules in Conformity with Position Advocated.
- Percent of Mental Health Cases in which a Determination is Made as to Commitment within 30 Days.
- Percent Of Probate Cases in which a Determination is made as to Guardianship.

## Adult Civil Representation Program



### Background Information:

- Adult Guardian ad Litem and Probate representation are provided by private attorneys contracted for these services through the Office of Contract Counsel.
- Mental Health Representation is provided primarily by a unit of attorneys and staff in the Office of the Public Advocate.
- Sexually Violent Persons Representation is provided primarily by attorneys and staff in the Office of the Legal Advocate.

### Analysis:

- Significant demand increases in Adult Guardian ad Litem (45.3%) and Probate representation (23.4%) from FY 2011 to FY 2012, were followed by additional increases in FY 2013. As a result, the year end actuals were 79.8% (AGLR) and 4.4% (PROB) over the budgeted amounts.
- Mental Health demand increased 23.4% from FY 2011 to FY 2012, and increased another 11.6% for FY 2013 as compared to FY 2012.
- While new Sexually Violent Person assignments were down in number for FY 2013, the incarceration rate has lengthened, resulting in a greater number of open cases.
- Cases in some areas of this program remain open for many years, and they generate expenses for the duration.

### Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify possible means of mitigating the demand impacts.

## Public Defense Services

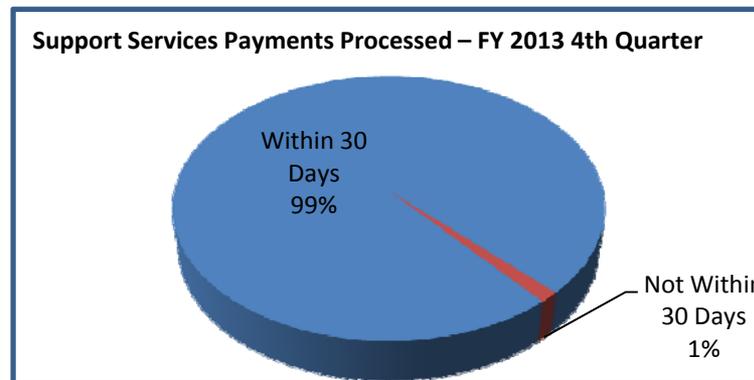
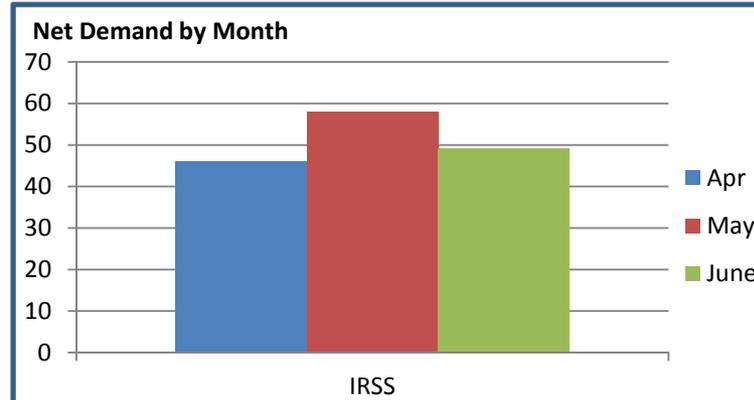
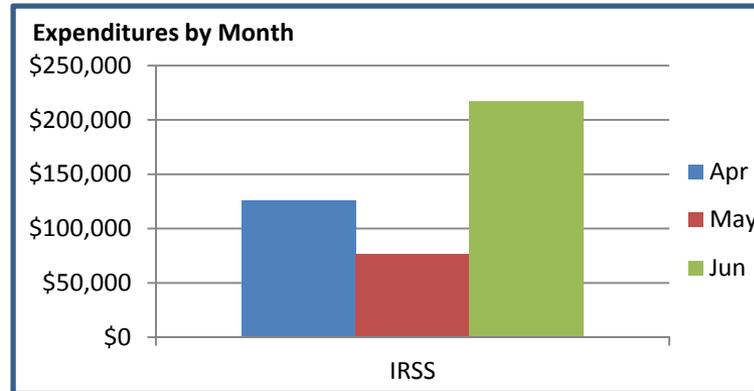
### Activities & Descriptions:

- **Support Services (IRSS)** provides legally required financial support for indigent persons who represent themselves (Pro Per) or who are represented by private counsel.

### Key Result Measures:

- Percent of Payments Processed Within 30 Days of Receipt.

## Support Services Program



### Background Information:

- This program provides funds, through the Office of Contract Counsel, for legally required expenses for indigent individuals who are NOT represented by an attorney funded by Public Defense for their pending court matter. That includes cases in which the defendant is proceeding in Propria Persona (Pro Per) to represent him/herself. This also includes cases in which retained attorneys represent defendants, who have been determined to be indigent by the Court.

### Analysis:

- Expenses in this activity are extremely unpredictable in both volume and in cost. FY 2012 saw a 16% increase in expenses from the prior fiscal year. FY 2013 expenses are slightly higher than FY 2012 (0.2%), even though demand actually declined 4%. This may be attributed to increasing rates and fees for experts in many areas.
- Public Defense has extremely limited control over this area, as the services are provided pursuant to court order.

### Action Steps:

- PDS will continue to work with the Court and the Office of Management & Budget to research and identify other possible means of mitigating demand/financial impacts.

## Public Defense Services

### Current Initiatives:

- Justware Case Management System is being developed with assistance from Office of Enterprise Technology.
- Evaluation is ongoing regarding the needs and anticipated expense related to the impending receipt of electronic discovery from the County Attorney.
- Dependency case volume and composition is being evaluated along with staffed office capacity and benefits, to determine where to place additional growth funds budgeted in FY 2014.

## Public Defense Services

### Accomplishments:

- Funding provided for an attorney market adjustment was distributed effective July 8. It is expected that this will have a significant impact on attorney turnover and will mitigate or eliminate the first two “challenges” listed at right.
- PDS staff have been working with the Maricopa County Reentry Council to promote projects focused on reducing jail days and recidivism. PDS staff co-chaired the Diversion Subcommittee and consulted on the related presentation to the BOS in June 2013.
- Public Defender hosted a total of fifty-two different training events in the fourth quarter of FY 2013, twenty of which were legal skills trainings. The staffed offices all assisted or formally co-hosted the APDA conference in June. That conference is a large, multiple-day seminar heavily attended by defense attorneys from throughout the state.
- Public Defender co-chaired the 2013 Arizona *Problem Solving Courts Conference: Spotlight on Success*, which was held on May 14-15, 2013. There were four tracks: Specialty Court Essentials, Evidence-Based practices, Juvenile Justice, and Mental Health, Wellness and Substance Abuse.
- The Office of the Public Advocate is collaborating with other agencies as part of the Juvenile Detention Alternatives Initiative (JDAI) and Cross-Over Youth Initiative. The purpose of JDAI is to ensure that only the right children are detained at the right time. The Cross-over Youth initiative is looking at the needs of children involved in the delinquency and dependency system and how to prevent them from entering one system if they are already involved in another.

### Accomplishments (continued):

- In cooperation with the Court and Facilities Management, Legal Defender expanded workstations available at Durango from 3 to 10, using recycled modular furniture and used computers donated by the Clerk of the Court. The entire effort required less than \$4,000.

### Challenges:

- Severe salary compression issues in FY 2013 greatly affected the attorney ranks. Five year attorneys, handling very serious cases, were earning the same amount as hires with no experience. The resultant increase in turnover challenged the departments to maintain an effective workforce through the end of the year.
- Maintaining salary equity with existing staff negatively impacted the successful recruitment of experienced external candidates through the end of FY 2013. Coupled with the increasing turnover for existing staff, the offices were challenged to find, hire, and retain staff with the required knowledge and abilities.
- Increases in demand and reductions in resolutions, most dramatically in felony and dependency, challenge PDS to assign the new demand without increasing the reliance on the more-costly contract attorneys.
- An impending change in the County Attorney’s procedure for providing discovery electronically, challenge the departments to find efficient and cost-effective means of providing the documentation to the clients.

# Public Fiduciary

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The mission of the **Maricopa County Public Fiduciary** is to provide guardianship, conservatorship, decedent services and court-ordered investigations for vulnerable persons so their estates and well-being are protected.

*Catherine R. Robbins*  
*Director*

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# Public Fiduciary

## Strategic Goals:

- By July 2014, 80% of appointed estate administration and guardianship administration cases will be stabilized within 18 months to ensure vulnerable persons' estates and well-beings are protected.
- By July 2014, 90% of guardianship intake referral investigations will be completed within 90 days of written referral to ensure vulnerable persons' estates and well-beings are protected.

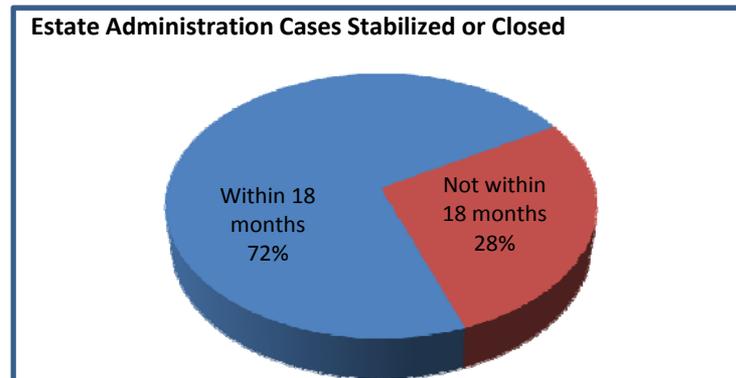
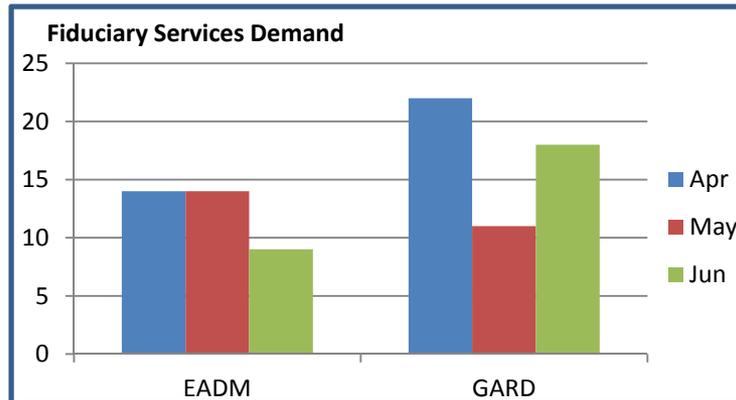
## Key Result Measures:

- Percentage of Estate Administration Cases Stabilized or Closed Within 18 Months of Referral .
- Percentage of Financial Exploitation Investigations Completed Within 180 Days of Referral.
- Percentage of Wards Whose Cases are Stabilized or Closed Within 18 Months of Referral.
- Percentage of Referrals and Investigations Completed Within 90 Days of Referral.

# Fiduciary Services Program

## FY 2013, 4th Quarter Program Outputs:

•Number of Conservatorship and Probate referrals/ cases completed, stabilized or closed:	79
•Number of Guardianship cases stabilized or closed:	67
•Number of Guardianship referrals and investigations completed:	57



## Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Guardianship Administration Activity (GARD)** is to provide oversight and coordination of financial, medical, and legal services for persons under the care of the Public Fiduciary.
- The purpose of the **Estate Administration Activity (EADM)** is to provide effective conservatorship and probate services to protected persons and decedents' estates so they can have their financial resources and property preserved and protected in a timely manner.

## Analysis:

- The FY 2013 number of guardianship referrals and investigations completed is up 2.5% over FY 2012. With a high proportion resulting in alternatives to Public Fiduciary Guardianship, the number of new wards actually assigned for guardianship administration is actually down by 7.5% over the prior year. As a result, caseloads, while still high, are being reduced.
- The FY 2013 number of conservatorship and probate referrals/cases completed, stabilized, or closed is up 11.2% over the FY 2012. Caseloads are being reduced, though they do remain high.

## Public Fiduciary

### Strategic Goals:

- By July 2014, the fiscal year average cost per burial will decrease by 10% from FY09 actuals in order to meet demand without increasing budget.

### Key Result Measures:

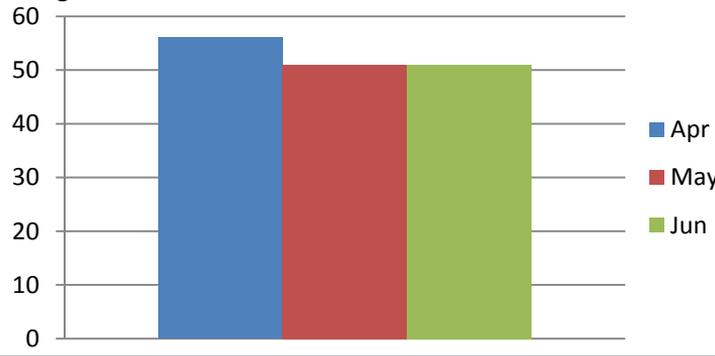
- Percentage of Determinations for Indigent Burial Service Eligibility Completed Within Five Business Days of the Referral.

## Indigent Burial Services Program

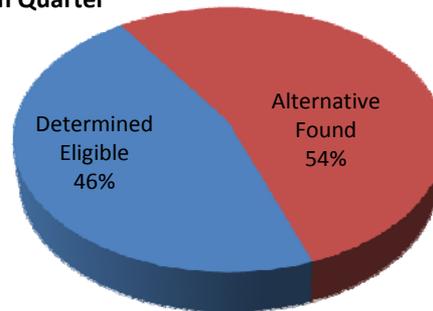
### FY 2013, 4th Quarter Program Outputs:

•Number of referral determinations completed:	226
•Number of referral determinations completed within 5 business days:	209
•Number of referrals determined to be eligible for County funded burial services:	104

### Indigent Burial Referrals Received



### Indigent Burial Determinations of County Responsibility FY 2013 4th Quarter



### Background Information:

- Public Fiduciary data reporting will run a quarter behind. Due to delays in receipt of information and the time required to enter and process data, information is not available sooner.
- The purpose of the **Indigent Burial Activity (BURY)** is to provide cost-effective burials for qualified indigent decedents so they can receive a proper interment in a timely manner.

### Analysis:

- The number of burial referral determinations completed within 5 business days was 98.3% for FY 2013.
- Demand for burial services for FY 2013 was 10.4% lower than the prior fiscal year.
- The percentage of burials completed at County expense has increased slightly from FY 2012 (44.6%) to FY 2013 YTD (45.9%).

### Action Steps:

- A procurement process is actively underway to select and contract with funeral home vendors.

## Public Fiduciary

### Current Initiatives:

- Research, in cooperation with the Office of Enterprise Technology, is ongoing to procure and implement a replacement accounting and case management system for the office.
- New Job Descriptions are in process to support the fiduciaries responsibilities by Law and Rule for both Trainees and Licensed staff.
- A procurement process is actively underway to select and contract with funeral home vendors.

## Public Fiduciary

### Accomplishments:

- Complexities contributing to staff vacancies were fully explored and vetted with Compensation resulting in a partial Market Salary Adjustment for fiduciaries and fiduciary trainees effective in early October.
- A second and third BidSync procurements for a new Banking Operations and Case Management System replacement were coordinated with Procurement, and final evaluation and decision are pending.
- The New Maricopa County Public Fiduciary Zones were implemented on July 1, 2013 and active caseload transitioning was performed.
- The new Management Team and the Director began the development of new fiduciary employee orientation and to promote uniformity and consistency with NEO training.
- The Director and Management Team met with the Presiding Probate Judge on Fiduciary Case Transfer Protocols.
- Internal Training for all staff was made available at no cost to the County, including: County Attorney's Office presentation on preparing to give testimony; Attorney Mike Dyer's presentation on Rules Compliance; and Magellan Behavioral Health presentation on Housing Options for the Seriously Mentally Ill adult.

### Challenges:

- The dwindling number of experienced professionals in the Office is challenged to provide sufficient oversight and training for the less experienced professional staff who comprise the majority of the workforce.
- The aging population and the economic recession are driving demand increases for Office resources and for the limited pool of external social services.
- Strained and limited social services programs, challenge the department to establish timely and appropriate services for the wards.
- The new Probate Rules challenge the office to modify or realign the existing Public Fiduciary policies and protocols.
- New court appointments are increasing, especially in the 18-22 year-old range. The assignment of this new client base to public guardianship, challenges the department to adjust accordingly.
- The outdated and unreliable case management system used by the Office requires a considerable amount of manual effort to find and fix problems.

# Public Health

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The mission of the **Public Health** Department is to protect and promote the health and well-being of Maricopa County residents and visitors.

*Bob England, MD, MPH  
Director*

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## Public Health

### Strategic Goals:

- By June, 2018, establish a public health district or other funding mechanism to provide necessary resources for an adequate public health infrastructure.
- By 2015, at least 80% of two-year-old children in Maricopa County will be up-to-date with all vaccines.

## Billing for Public Health Services

### FY 2014, 1st Quarter Program Outputs:

- The Office of Immunizations has increased reimbursement for vaccines from \$0 a few years ago to a projected total of > \$1.1M this fiscal year. Last year's reimbursement exceeded vaccine costs by ~\$65,000.
- Our Electronic Health Records (EHR) system is being prepared for potential billing, including a successful link with our electronic laboratory records system and identification of billing codes by each program.
- Several planning meetings with other counties, AHCCCS, TAPI, and insurers are developing billing options, although obstacles remain.

### FY 2013 Vaccine Insurance Billing

Doses given (of 22 different vaccines)	Cost to us of vaccines	Doses of vaccines reimbursed	Amount reimbursed	Percent of individual vaccines reimbursed	Percent of total cost reimbursed
6,484	\$ 301,682	5,734	\$366,688	88%	122%



### Background Information:

- As the Affordable Care Act is implemented, perceptions abound that the need for Public Health safety-net services will decrease, despite examples to the contrary. Previous descriptions of cuts to Federal immunization funds and increasing difficulty for private providers to stay in the immunization business are examples.

### Analysis:

- For Public Health to plug continuing gaps in services while experiencing decreasing Federal funding requires taking advantage of opportunities in the Affordable Care Act to bill for some existing services, and to expand services as appropriate.

### Action Steps:

- Work toward increasing billing is proceeding on two principle fronts: 1) We are working with our community partner, The Arizona Partnership for Immunization (TAPI), to expand existing billing for vaccines to other services. TAPI is currently negotiating with many insurers on our behalf. 2) We are also pursuing expansion of the use of our Electronic Health Records (EHR) system, with the assistance of another County, to prepare to bill for a wide variety of services. We are exploring the expanded allowance by CMS for billing for Community Health Workers ' services, as well as working with BUILD Arizona, other counties, and other partners to identify billable services.

## Public Health

### Strategic Goal:

- By June, 2018, develop and implement a community health improvement plan that includes affecting policies across a broad range of sectors to impact five (5) public health priority issues as defined by the community (access to care being one of the 5 identified priorities).

## Division of Community Health Action, Office of Oral Health

### FY 2013, 4th Quarter Program Outputs:

- Hand delivered 23,000 consent forms to more than 200 eligible schools, increasing our consent rate to more than 20%.
- Provided oral health screenings to 454 children, with 300 receiving sealants during September alone, the first month of the program this year.
- Screened 2,983 younger children, mostly in our WIC sites, with 2,704 receiving varnish during the first two months of the Quarter.
- Provided oral health education to 714 pregnant women at WIC sites.



Before sealant: food and bacteria become trapped in grooves and pits



After sealant: grooves and pits are sealed and protected



### Background Information:

- Preventable dental disease costs us all. From 2009-2011, emergency room visits for dental emergencies cost the state more than \$20 Million. Sealants and varnish are an inexpensive intervention that provides excellent return on investment.
- The MCDPH Dental Sealant Program and First Teeth First fluoride varnish program are the largest of their kinds in the nation.
- During the last two Quarters of FY 2013, we provided oral health screenings to 2,569 children at 82 schools, with 1,629 receiving sealants, still only a small fraction of those eligible.

### Analysis:

- While reaching many children already, the extent of need is vast. Most families do not consent, while many eligible schools have declined participation.
- Misidentification of our program with private, for-profit, mobile restorative dental companies and other issues deter schools or parents from participating.

### Action Steps:

- Individual contact with administrators for 18 school districts has resulted in at least two, Chandler and Peoria, newly agreeing to participate in the program.
- Hand delivery of 23,000 consent forms and working with school officials have improved consent rates to >20%.
- Modestly increased funding to expand has been successfully arranged, and referrals for restorative care strengthened.

## Public Health

### Current Initiatives:

- Leverage community resources by improving public health through policy and system change.

### Accomplishments:

#### Awards/Recognition/Presentations:

- The Office of Tobacco & Chronic Disease Prevention (OTCDP) received a 1<sup>st</sup> place HEMMY Award from the Arizona Public Health Association (AzPHA) for its Multi-Unit Housing Outreach Initiative for causing several apartment complexes to become smoke free and recruiting nearly 400 more to seriously consider it.
- The Office of Nutrition & Physical Activity (ONPA) received a HEMMY Award for the Nutrition & Physical Activity Toolkits that align with the Common Core Standards for schools.
- Joshua Beck of ONPA was elected Director-at-Large for AzPHA, representing all Sections on the Board of Directors.
- Carolyn Holman of the Office of Oral Health (OOH) was featured in the Arizona Dental Hygienist Association journal for her work with MCDPH and MOLAR (the Maricopa County Oral Health Coalition).
- OOH has been accredited by the American Dental Assoc for its tobacco education programs, allowing dentists to earn Continuing Education Units for our online course.
- MCDPH delivered one oral and 7 poster presentations, more than any other health department, at the annual meeting of NACCHO, including on our work related to the Affordable Care Act, our Dietetic Training Program through WIC, our success in creating tobacco free college campuses, our Healthy Worksite program, our success with Express STD Testing, our STD media campaign, our Parent Ambassador program, and our Community Health Improvement Plan.

#### Infrastructure Development:

- The Office of Performance Improvement (OPI) has created a searchable database of evidence-based practices that includes strength of evidence, applicability and scope, greatly simplifying for MCDPH and partners the process of choosing approaches to a wide range of problems.
- The Office of Epidemiology (Epi) & Data Services has completed transition to a new database system in a manner that actually improved single case investigation efficiency.

## Public Health

### Accomplishments (continued):

- MCDPH received designation as a Certified Application Counselor (CAC) Organization, the first step in preparation for health insurance enrollment activities.
  - Preparation for health insurance enrollment has included creating databases and systems for monitoring CACs, working with partner organizations to provide staff and/or referrals, and working with other County departments.
  - The Division of Clinical Services completely rewrote all policies and procedures to comply with new State rules for Outpatient Treatment Center licensure.
  - Clinical Services also implemented new electronic laboratory reporting that interfaces with our Electronic Health Record system.
  - Our FindHelpPhx website now has a category for insurance enrollment, allowing residents to easily find resources to assist in AHCCCS or the Insurance Marketplace.
  - The ~\$3 Million Supplemental Nutrition Assistance Program Education (SNAP-Ed) funding now allows for “comprehensive obesity prevention strategies” rather than being limited to individual education, allowing us to work through a more effective policy and systems approach.
  - ONPA secured a new grant through ADHS to enhance WIC and SNAP usage of farmers’ markets via Electronic Benefit Card systems.
  - Training in appropriate Advocacy vs. Lobbying has been provided to Community Transformation Division staff.
- Partnerships:
- Epi & Data Services completed WIC program analysis to assist in enrollment and efficiency efforts.
  - Epi & Data Services is enrolling Banner Health into the Biosense 2.0 surveillance system.
  - The Office of Preparedness & Response (OPR) partners with major employers to prepare them to directly provide medications to their own staffs, decreasing the burden on MCDPH in the event of a major emergency. Recent additions include the Arizona Dept of Corrections, Phoenix Children’s Hospital, and multiple Banner hospitals.

## Public Health

### Current Initiatives:

- Leverage community resources by improving public health through policy and system change

### Accomplishments:

#### Partnerships (continued):

- OPR continues to recruit volunteers through trainings and community events, recently adding another 200.
- The Healthy Arizona Worksites Program trained 122 representatives of 17 employers, including the County.
- Michele Castaneda-Martinez, Office of Vital Records (OVR) Program Manager, is assisting ADHS in choosing the best electronic vital records system for the State.
- The Parent Ambassador Program continues to grow, adding funding from the Tohono O'odham Nation, training new trainers in 7 community groups with the assistance of the Greater Valley Area Health Education Center (GVAHEC) and Native Health, presenting at AzPHA, adding trainings in Spanish, and recruiting participation in additional school districts.
- ONPA developed and launched an innovative website for SNAP-Ed schools, MaricopaSchoolWellnes.org.
- ONPA and the Office of Public Health Policy (OPHP) are assisting the City of Phoenix on multiple projects, including a zoning ordinance for farmers' markets, a Complete Streets policy for the city's General Plan, a healthy vending policy, joint/shared use policies for schools within the city, and aspects of Fit Phoenix.
- Epi & Data Services helped the City of Phoenix apply for a physical activity grant for libraries and parks.
- OPHP also assists other cities with their General Plans.
- MCDPH is conducting the South Central Neighborhoods Transit Health Impact Assessment (SCNTHIA) related to potential extension of the Metro Light Rail.

#### Other notable achievements:

- Nurse Family Partnership graduated 39 families, which should save our community future costs of ~\$900,000, based upon a report from the Washington State Institute for Public Policy.
- MCDPH successfully managed an *E. coli* O157:H7 outbreak that involved at least 94 cases, two life-threatening complications, and major media attention.

## Public Health

### Challenges:

- Funding levels far below the national norm, both in policy and systems change work and in our proven direct service interventions, continue to cost our community. We are developing enhanced capacity to calculate Return on Investment (ROI) to assist decision makers in making difficult funding and other choices.
- While efficiency has improved within the Office of Epi & Data Services despite difficult transitions of program direction and data systems, determining priorities remains a challenge. Our MFRs for single case investigations have improved, but only from 13% to 15%, meaning that we still must ignore nearly 60,000 case reports in order to focus on those most important.
- Increased flexibility in funding to pursue policy initiatives, while improving likelihood of successful interventions, also adds to competing priorities and time constraints for existing programs, such as will be the case for SNAP-Ed in coming years.
- Clarification on future direction and training plans for the Preventive Health Collaborative program is pending from the funder of this partnership-focused program.
- Despite completion of the Community Assessment of Children and Youth with Special Health Care Needs (CYSHCN), scheduling the required 10 "community listening sessions" is proving difficult for our partners.
- Safe Kids Maricopa County was forced to intervene on behalf of the Phoenix Fire Department to retain a monitored continuation of the certification for their only car seat instructor.
- Plans to relocate WIC services in the wake of closing our Maryvale site have been hampered by environmental concerns at one location and delayed negotiations with Maryvale Hospital. While talks continue with the hospital, clients are being redirected to other WIC sites.
- A national shortage of the tuberculosis skin test reagent, Tubersol, persists. Our TB Control program foresaw the issue and successfully took steps to minimize the impact.

# Research & Reporting

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The mission of **Research & Reporting** is to provide survey data services to County managers so they can more effectively manage for results using statistically reliable data.

*Ken Andersen*  
*Director*

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# Research & Reporting

## Strategic Goals:

- By 2016, 90% of respondents will report satisfaction with the Customer Satisfaction survey.
- By 2016, 90% of respondents will report satisfaction with the Employee Satisfaction Survey.
- By 2016, 90% of respondents will report satisfaction with the Exit Interview survey.

## Key Result Measures:

- Percent of eligible respondents who are interviewed for a County-department-contracted survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for a County-sponsored survey project (Rate of Response or Participation Rate) .
- Percent of eligible respondents who are interviewed for outside agency survey projects (Rate of Response or Participation Rate).

# Research & Reporting Program

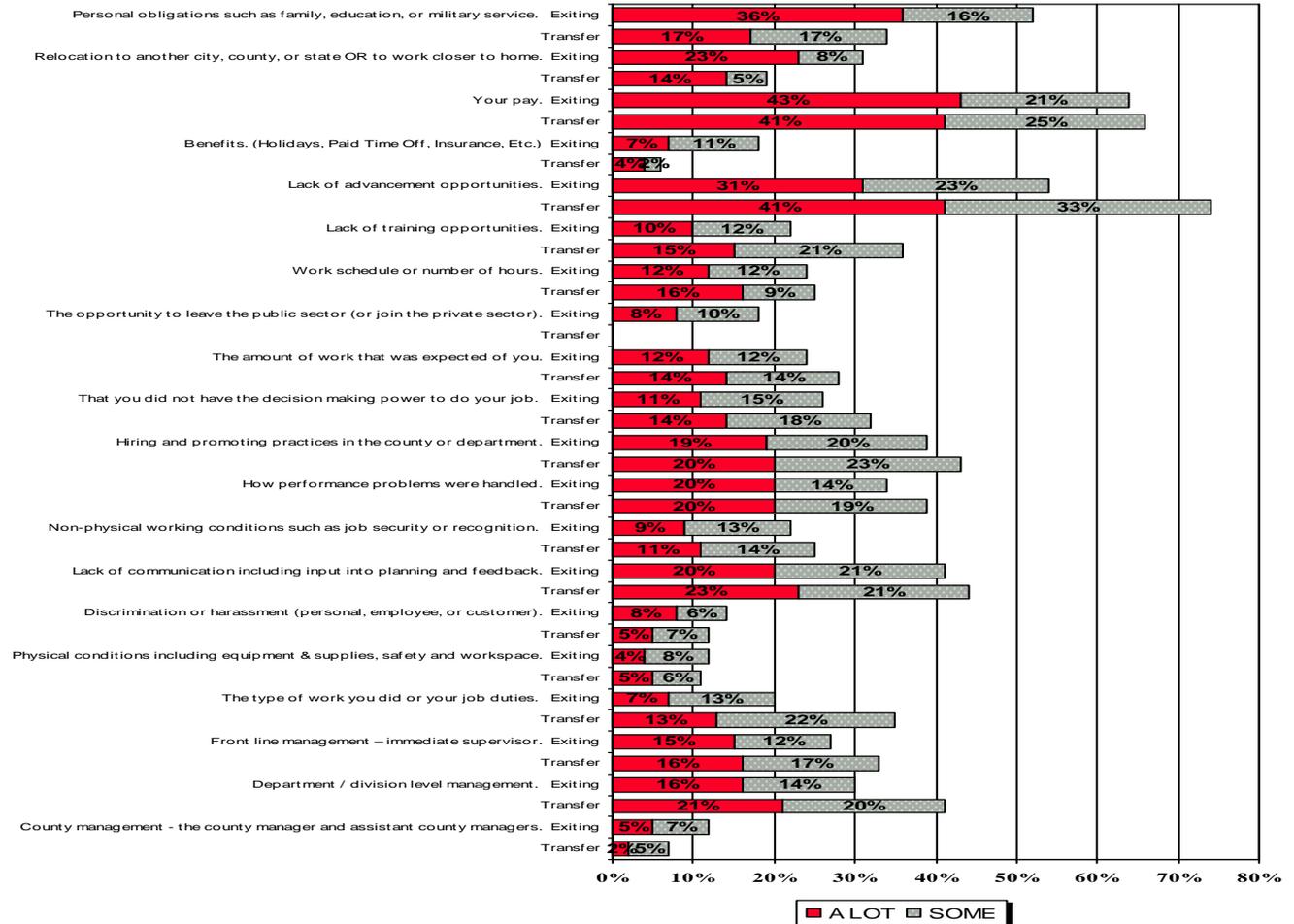
## FY 2013, 4th Quarter Program Outputs:

- Number of County-department-contracted survey projects completed: 0
- Number of County-sponsored survey projects completed: 2
- Number of outside-agency survey projects completed: 0

## Action Steps:

- Research & Reporting has completed the Maricopa County Employee Exit Survey for Fiscal Year 2013 with an 89% response rate.

## Transfers & Exiting Employees FY2012-2013 How much each factor contributed to decision to leave



## Research & Reporting

### Current Initiatives:

- As always, Research & Reporting is working to make sure the Employee Satisfaction Survey results are being made available to employees and that employees are being involved in identifying issues and developing action plans.
- Research and Reporting still continues to work on refining all processes to be more efficient. In doing this, we are documenting procedures and ensuring that all staff are cross-trained in all facets of the departmental procedures.
- Research & Reporting is currently preparing to kick off the Maricopa Employee Satisfaction Survey for Fiscal Year 2014. We are in the final stages of revising the coversheet and questionnaire and look forward to another successful year.

## Research & Reporting Program

### Accomplishments:

- Research & Reporting has completed the Maricopa County Employee Exit Survey for Quarter 4 as well as the Fiscal Year End Report.
- Research & Reporting has been conducting a major overhaul on how we report the Quarterly and Year End Exit Reports. Reports are not only based on Department, but now also on County Organization.
- Research & Reporting has finalized the Fiscal Year 2013 Employee Satisfaction Survey with a 98% response rate.
- Research & Reporting has taken great strides to improve the Employee Satisfaction Survey. Major changes will include the cover sheet with messages from both the County Manager and each Department Director, a new section on Employee Wellness, as well as a new and improved Employee Comment Section.
- Quarter One also brought the start of the Maricopa County Customer Satisfaction Survey. This year we have shortened the length of the survey to only contain the most pertinent information for all participating departments. Also, in previous years, cell phones were excluded. This year to ensure all citizens' voices are heard, we have included cell phones in the study.

### Challenges:

- A challenge that Research & Reporting is facing with the Maricopa County Customer Satisfaction Survey is the use of cell phones. The decision to include cell phones in the study has proved daunting. After many hours of research R and R had to include practically all telephone prefixes within the County.
- This addition of phone number banks has proved helpful and troublesome, as we are getting a better stratification of citizens in the County, but we need to complete many more interviews than in previous years.
- The use of cell phones has been an incredible challenge for Research and Reporting. As we began the Customer Satisfaction Study, news broke of Edward Snowden and the NSA leaks. We are experiencing some difficulty in completing interviews with skeptic and hesitant citizens.
- The Employee Satisfaction Survey continues to present Research and Reporting, the County, and departments with challenges related to maintaining an effective and efficient workforce in spite of the economic downturn.

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**Maricopa County  
Office of the Deputy County Manager  
Sandi Wilson**

*FY 2014 First Quarter*

# **Organization Report**



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November 2013