

County Performance Auditor

Presentation to the Budget Committee

Shanda Miller, County Performance Auditor

May 9, 2017



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What is Performance Auditing

Performance audits assess the efficiency and effectiveness of public programs and service delivery.



Lane County Performance Auditor's Office

2014- 2017 Strategic Plan



MISSION

To improve the performance, accountability, and transparency of Lane County government.

PERFORMANCE AUDITOR VISION & VALUES

Provide relevant timely analysis and information so the county can continuously improve its services and build public trust.

Independence ♦ Objectivity ♦ Credibility

STRATEGIC AREAS OF FOCUS

Improve Service & Performance

Responsible Management

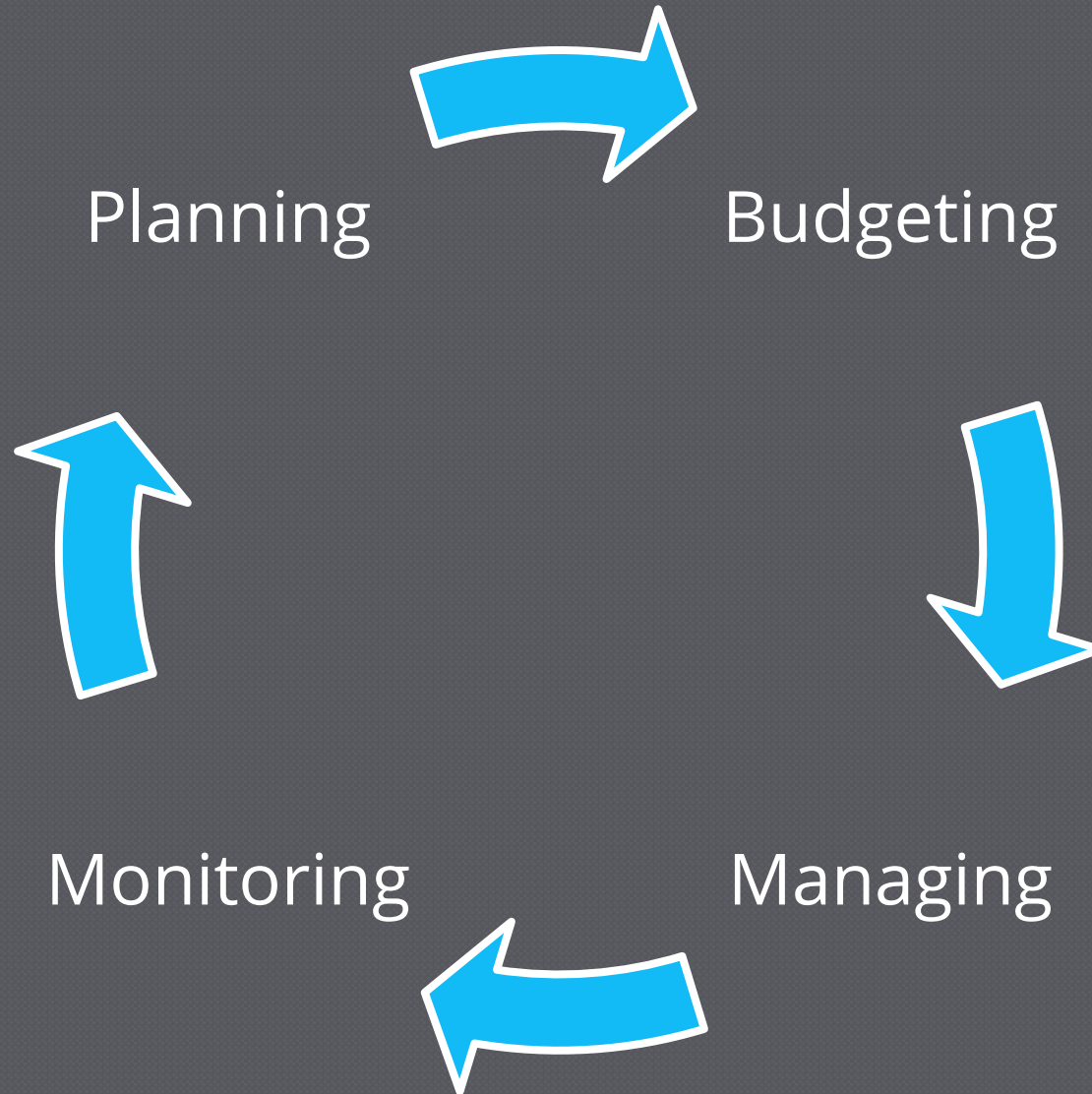
Public Agent

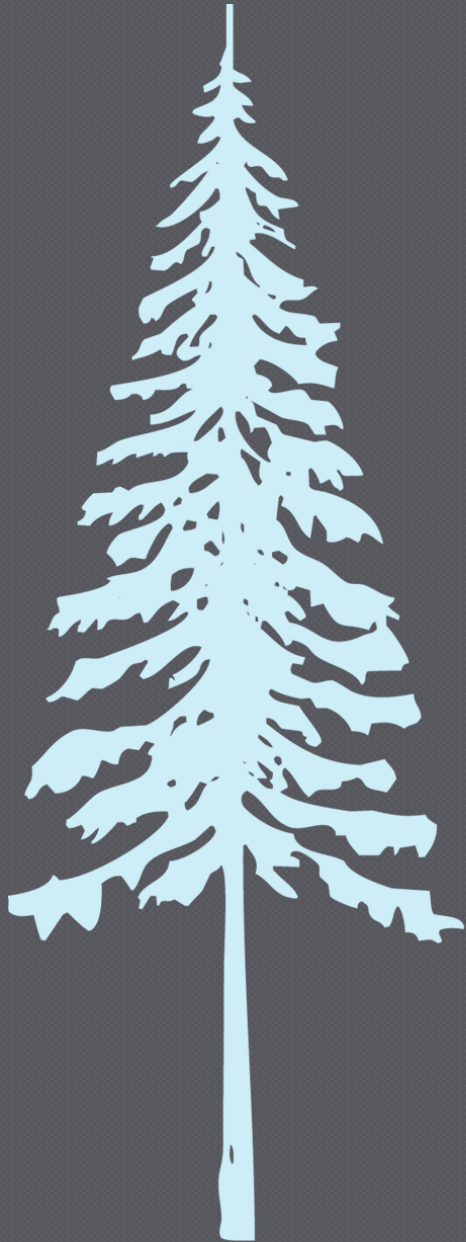
Auditor roles & philosophies

- The public is our ultimate client
- Auditors have a role in citizen engagement by informing them
- Citizens and county leaders can rely on the auditor for the truth
- Ultimate question - Are appropriate and effective controls in place to help a program meet its goals?
- “Every audit finding is rooted in the violation of some principle of good management” – Lawrence B. Sawyer



Performance Management Framework





Lane County Financial Indicators

March 2016

Sound financial and debt management practices; though declining revenues and aging assets challenge long-term financial health

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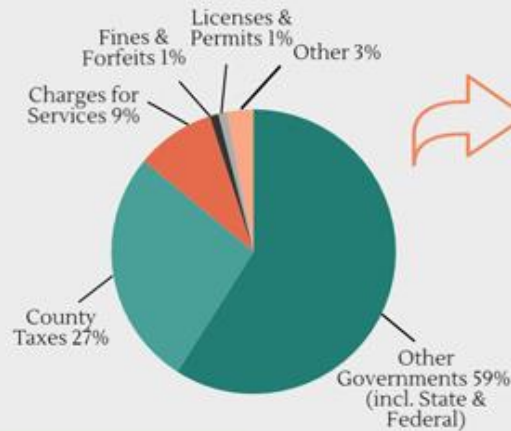
Overall Conclusion

- Lane County's current financial health is stable.
- Lane County has sound financial and debt management practices and strategic financial planning.
- Declining revenues, growing expenses, and aging assets challenge the County's long-term financial health.

Lane County

Financial Indicators 2015

Where Does the Money Come From?



WHERE DOES THE MONEY GO?

Spending per Person

Public Health & Welfare	\$ 220
Public Safety	182
Roads & Bridges	76
General Government	47
Debt	20
Capital Projects	15
Community Development	12
Parks	8
TOTAL Per Person	\$ 580

Low Debt Spending

The County has a healthy amount of debt and in 2015, only 3.2% of the County's total expenditures were used for debt payments, well below the 10% standard.

Permanent Property Tax Rate



Lane County



Oregon Average

Lane County's permanent property tax rate per \$1,000 of assessed value is less than the average of all Oregon counties

How Property Taxes are Divided



County (12%) Cities (32%) Schools (46%)
Other Tax Districts (10%)

Lane County Community Mental Health Program

December 2016

Greater capacity for effective
community-based mental health
services needed to help more
patients move toward recovery and
prevent hospitalization or
incarceration

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Audit Objective

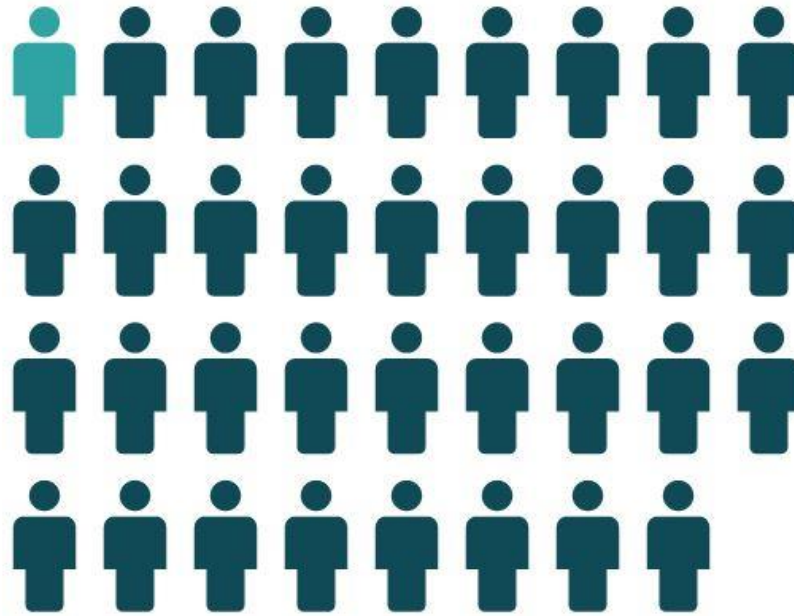
To evaluate the effectiveness of Lane County's Community Mental Health Program in providing community-based mental health services and preventing the hospitalization and incarceration of individuals due to their mental illness

Overall conclusion

Greater capacity for effective community-based mental health services, that includes intensive case management, is needed to help individuals with severe and persistent mental illness (SPMI) move toward recovery and prevent hospitalization or incarceration

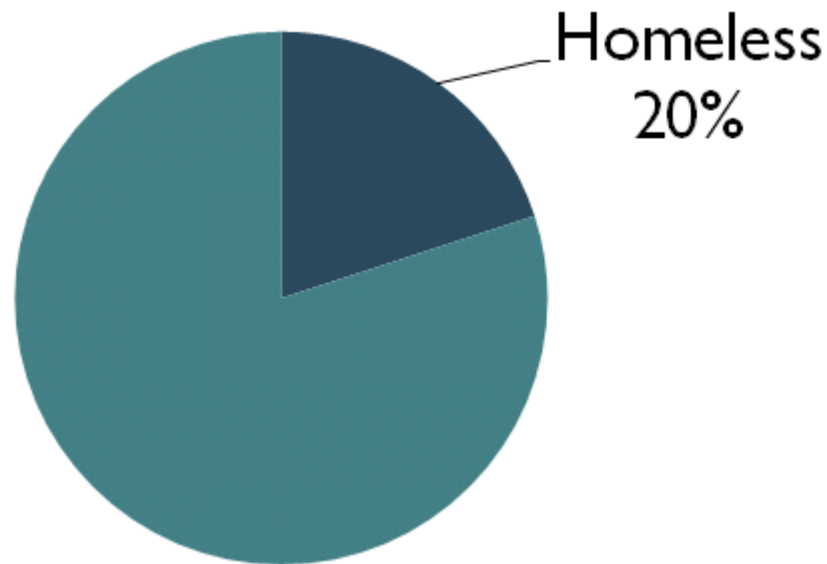
Background

One out of 35 Lane County adults has a severe and persistent mental illness



Background

At Lane County Behavioral Health, 20% of new clients during a six month period in 2016 were homeless or had been homeless in the past 12 months.



Background

60% of Lane County Jail inmates experience mental illness at any given time



Audit Results

Most Effective treatment for individuals with SPMI:

Care Focused on Recovery and that includes Intensive Case Management



Audit Results

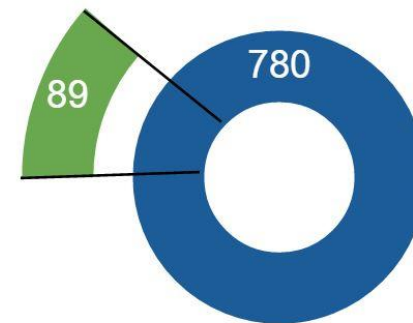
Demand is greater than current capacity for effective community-based mental health services

- Limited capacity for Intensive Case Management
- Limited capacity at Lane County Behavioral Health's clinic
- Limited capacity in Rural areas of Lane County

Audit Results

Without adequate treatment, individuals with severe and persistent mental illness are at risk of cycling in and out of psychiatric hospitalization or jail

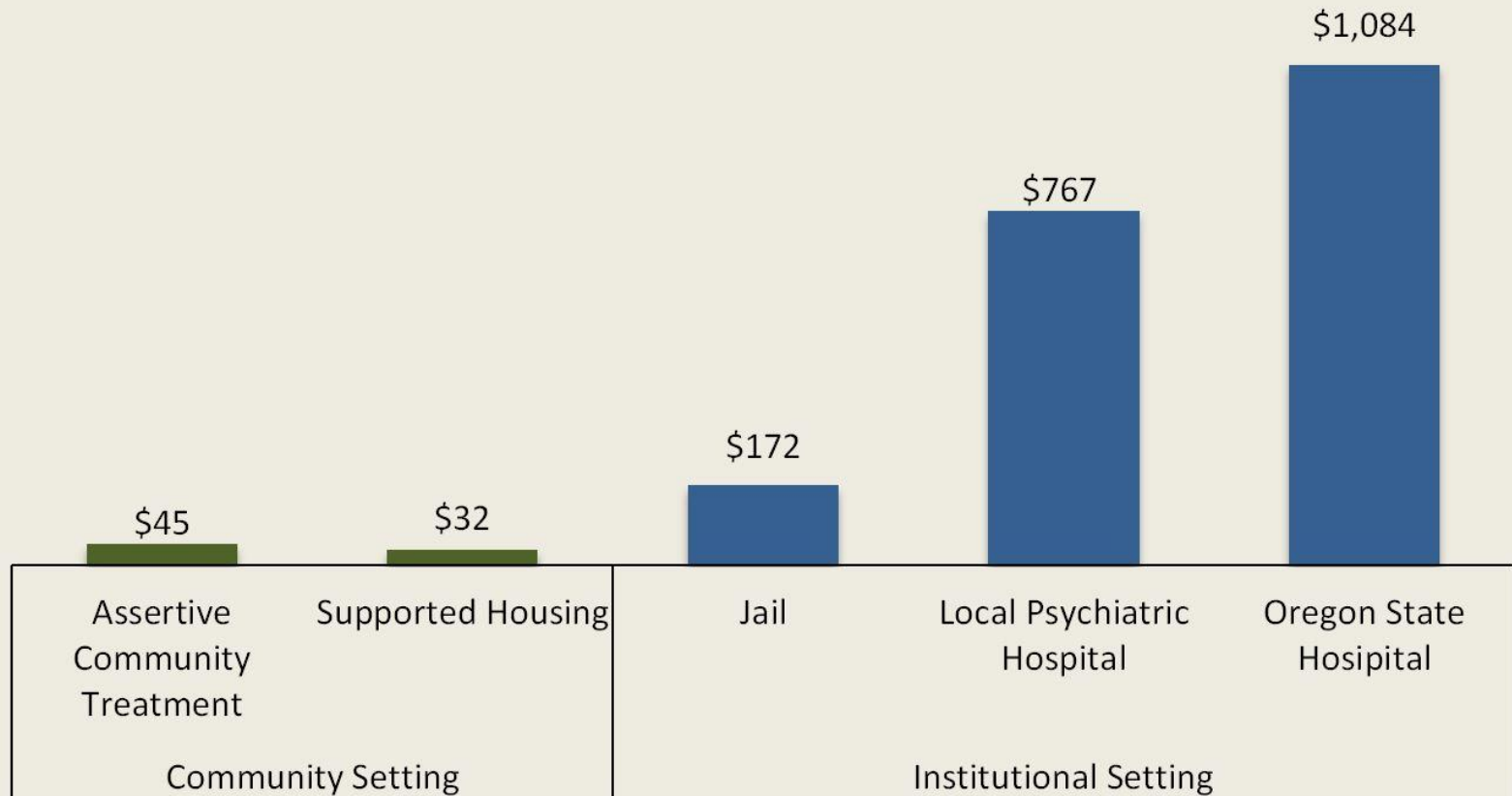
Peace Health's Psychiatric Hospital Admittance (Fiscal Year 2016)



■ Re-admitted within 30 days ■ Admitted

Audit Results

Estimated Daily Per Person Institutional Costs Compared to Community Setting Costs



Audit Results

LCBH Recruitment and Retention Challenges

Lengthy recruitment and hiring process

Limited hiring incentives

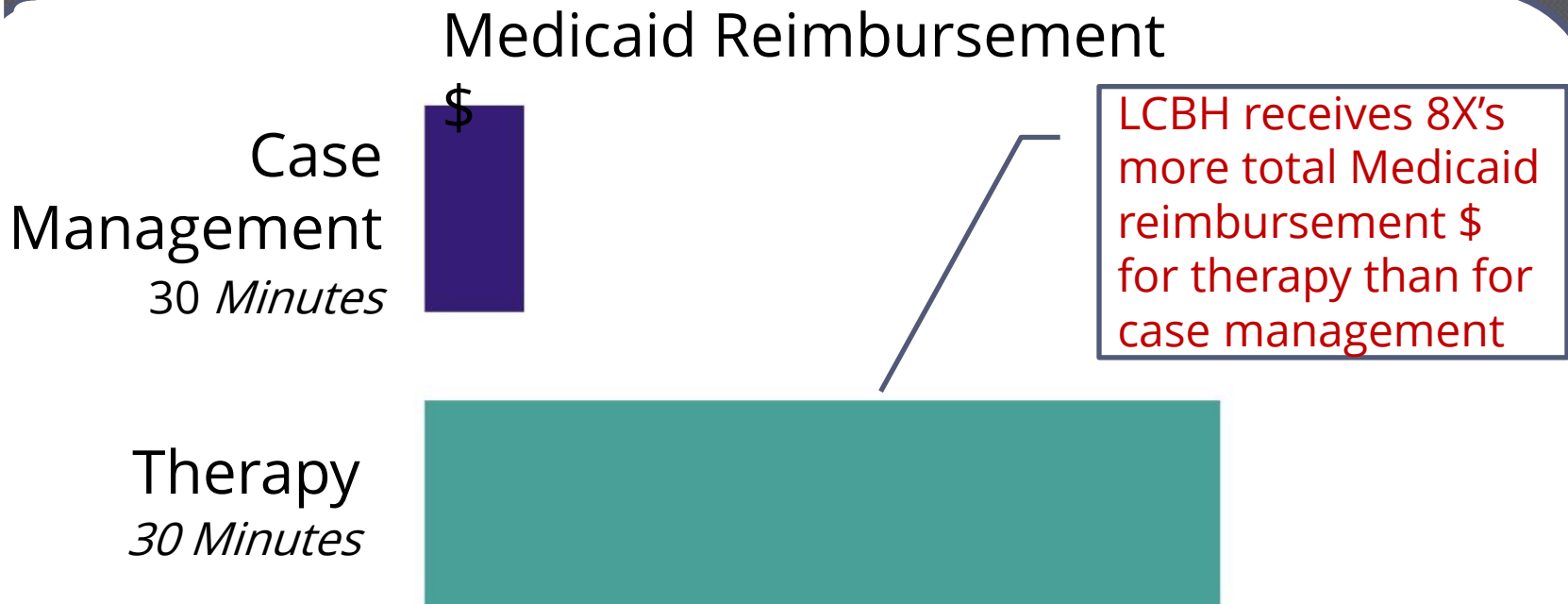
Limited ability to offer part-time positions

Limited reimbursements for continuing education

Limited incentives for recent graduates

Audit Results

As a Federally Qualified Health Center, LCBH receives an enhanced reimbursement payment for therapy, but not for case management.



Audit Results

LCBH has made recent improvements in coordination among providers, but coordination could be enhanced in the areas of:

- Team care
- Shared comprehensive care planning
- Face-to-face referrals
- Information sharing
- Communication

Audit Results

Monitoring of client outcomes is lacking for Lane County Behavioral Health's general SPMI client population

- Outcome data could help LCBH determine what efforts are working and what needs to be improved
- Outcome data could demonstrate estimated cost savings

Recommendations

Streamline hiring process

Explore recruitment and retention policies

Explore alternative payment structures with Trillium

Continue and enhance coordination among providers

Develop a central tracking system to coordinate care

Develop a strategy and plan for creating a client outcome measurement system

Road & Bridge Maintenance Audit Expected June 2017



Audit Objective

Assess the current condition of Lane County's road pavement and bridges, and evaluate management strategies and funding needs for protecting the county's road and bridge capital assets

Lane County Parks Cash Control Audit Expected July 2017



Audit Objective

Review Lane County Park's cash handling practices and determine if adequate cash controls are in place to safeguard cash receipts

Questions?

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