

# Report on Boards & Commissions

**Department:** HEALTH

**Secretary:** Nathaniel Smith, MD, MPH

The purpose of this report is 1) prompt an analysis of the Boards & Commissions in your Department and to identify efficiency (cost savings) and effectiveness (better results) opportunities and 2) to propose and develop to deliver efficiency and effectiveness improvements.

## Boards & Commissions Project Proposal

- 1.1. List all boards, commissions, etc. within your department.

See attached lists. Through the Transformation Act of 2019, the Arkansas Department of Health now has oversight of an additional 23 Boards and Commissions. The Boards license and regulate various health-related professions. The Commissions provide health-based programs and research funding, health education, services, and grants. Each Board and Commission retains its authority to license, regulate, and provide services; but its operations, personnel, finances, and other administrative operations are supported by the ADH.

The ADH has oversight of 23 other committees, task forces, councils, and boards that perform advisory roles only. These entities primarily advise programs within the ADH and in some cases the Secretary of Health. If there is a licensing program associated with these entities, regulatory issues are overseen by the ADH and referred to the Arkansas Board of Health for action when required. The administrative support for these entities is already provided through the ADH Shared Services Model.

- 1.2. What state resources support each board, commission, etc.? What is the total cost associated with each board, commission, etc. broken down by general revenue and by all other sources?

See attached spreadsheets for each Board and Commission.

- 1.3. What are the key results, outcomes, performance indicators and/or success measures for each board, commission, etc.?

The Department has identified eight efficiency and effectiveness result areas for the 23 Boards and Commissions:

- Operating a Shared Services Model provided by the ADH to the Boards and Commissions.
- Identifying and implementing efficiencies related to processing applications for licensure.
- Increasing licensees' satisfaction with processing of licenses.
- Providing improved and faster services to customers and licensees.
- Reducing operational expenses for each Board and Commission when possible.
- Reducing license and application fees to lessen the burden on current and potential licensees.
- Implementing measures to address audit findings and eliminate repeated findings.
- Optimizing the environment and culture of each Board and Commission so staff are empowered to accomplish their Board's or Commission's specific mission.

- 1.4. After a thorough analysis of boards, commissions, etc. within your department, identify key opportunities you would propose for more effective operations, improved services, and/or efficiencies.

- A. Provide oversight and supplement infrastructure for Board and Commission administrative operations, including finance, human resources, information technology, and communications.

Through the Shared Services Model, the ADH has the capability to offer assistance and support for the financial processes of the Boards and Commissions. To date, the management of the ADH Office of Finance has on-boarded 17 of the previously independent entities into the procedures and oversight of the Department's Office of Finance. The ADH now performs processes and duties previously provided by the DFA's Offices of Budget, Accounting, and Procurement. The Department plans to on-board the remaining

six by February 2020. The staff has worked individually with each Board and Commission on specific needs and processes. The financial management staff are now familiar with immediate needs and aware of opportunities to assist in various ways. This allows Department staff to provide guidance on:

- New procedures designed to eliminate recurring audit findings.
- Reductions in duplication of efforts and tasks.
- Budgeting and efficient use of funding in keeping with Annual Operations Plans.
- Management of contracts.
- Procurement methods and purchase card usage.
- Management of payroll, and time and leave processes in coordination with the Offices of Human Resources and Finance.

Most Boards and Commissions were assisted by the Service Bureau Model through the DFA. The ADH has now taken on this role and performs these duties for the appropriate Boards and Commissions.

The ADH Office of Human Resources is currently supporting all Boards and Commissions through processing position changes, providing orientation and training, and providing guidance related to employee complaints and grievances.

The ADH Office of Human Resources has implemented the following:

- Analysis of all vacant positions to determine if they are essential or if tasks can be completed by existing staff. This includes, but is not limited to, filling Board/Commission director positions.
- Assistance to Boards and Commissions in updating their current personnel policies and procedures.
- Provision of employee orientation for Board and Commission staff, as needed, as an introduction to the ADH.
- Mandated supervisory training provided for directors, senior managers, and supervisors.
- Management of processing personnel actions, position changes, reasonable accommodations requests, and other employee relations functions.

The ADH Office of Information Technology assists the Boards and Commissions with their requests in conjunction with the Department of Transformation and Shared Services – Division of Information Systems. There are various needs related to websites, networks, databases, and online applications and licenses. The Department's IT staff is meeting with the Board and Commission staff to determine the best methods for meeting their needs. The ADH IT staff have engaged in the following:

- Analysis of general IT needs related to hardware, software, and programming.
- Assistance to the Boards and Commissions with migrating computer resources into the ADH IT system.
- Assistance with transitioning and accessing data.
- Assistance with Internet and network connectivity.
- Evaluation of upgrade needs for databases and/or licensure systems.

The Office of Health Communications has the necessary capabilities to assist all 23 Boards and Commissions. This allows the Department to have a unified approach in its messaging. Several Boards and Commissions have staff that manage this internally, but the ADH is assisting these and the direct needs of various other boards. The ADH Office of Health Communications has the resources and expertise to manage this and is assisting in several ways:

- Guiding Board and Commission staff in the release of information (non FOIA) and managing media requests.
- Providing assistance with the merging of websites into the ADH site, and hosting information as needed.
- Implementing the new ADH Logo across websites and printed materials.
- Training Board and Commission directors and communication staff on best practices and the procedures of the ADH Communication Policy.

**B. Reducing leased space by relocating Boards and Commissions into Department of Health owned space.**

As stated in the Leases Report, the ADH is actively pursuing opportunities to relocate Boards and Commissions in current Department-owned space. As private leases are up for renewal, each situation is evaluated to determine the feasibility of locating the Board or Commission within current building spaces. The ADH continues to assess existing leases and space needs of the Boards and Commissions new to the ADH to determine potential opportunities for Boards and Commissions to use currently owned space by the ADH and space available in Local Health Units. Two Commissions have already moved their operations into owned ADH space and reduced leased space. The ADH plans to continue relocations of Boards and Commissions as leases end. Currently available space owned by the ADH at Freeway Medical Building will be used first.

1.5. Identify any obstacles to the implementation of these proposals.

No obstacles are identified at this time.

1.6. What would be key action steps for these proposals?

The ADH has made significant progress in understanding the operations and needs of the various Boards and Commissions that are now part of the ADH. The ADH plans the following action steps to take advantage of the key opportunities listed in 1.4:

- The ADH plans to continue to relocate Boards and Commissions with expiring private leases into available space in Department-owned buildings. There is potential to move several in the next six months.
- The Office of Finance will continue to on-board remaining Boards' and Commissions' financial operations into the ADH. This allows for proper oversight of financial management processes and the elimination of recurring audit findings. The ADH will also lead budget management efforts and the monitoring of expenses in accordance with Arkansas legislative appropriation acts.
- The Office of Human Resources staff will continue to address human resources needs and provide training to Boards and Commissions as needed. All personnel actions will be analyzed and processed by ADH human resources staff, with the assistance of the Department of Transformation and Shared Services – Office of Personnel Management. The ADH Executive Staff will continue to evaluate job vacancy requests for positions, with the plan to reduce positions through attrition and only fill positions after a thorough analysis to determine if the position is essential, and if tasks cannot be completed by existing staff.
- The ADH will continue to assess IT needs and to assist and provide oversight of projects making sure that the projects fit with the Board's or Commission's needs. The ADH IT staff will continue to meet regularly with Board's and Commission's directors to ascertain needs and identify solutions. The ADH IT staff will analyze what is needed and help the Board or Commission determine what can be accomplished to best serve the customer and expedite operational processes.
- Communications for the Boards and Commission will continue to be managed by the ADH Office of Health Communications. The Health Communications staff assists with daily media requests and provides guidance. Media and advertisement needs will be coordinated through this office to provide continuity and a unified message. Continued training and assistance will be offered as needed. The ADH Office of Health Communications will coordinate with Board and Commission staff to incorporate department-wide messaging and further incorporation of independent websites into the ADH website.

**Additional thoughts/comments:**