Maricopa County, AZ
More Than a Decade of Managing for Results

"The Managing for Results system did more than straight-line the status quo, it challenged us to seek even higher goals and perhaps do things we wouldn't have thought possible in the past."

—David Smith, Former County Manager, Maricopa County, AZ

Results as written by Maricopa County

The purpose of the Finance Department's Payment Processing program is, in part, to provide the City's vendors with timely and accurate payments for the goods and services they provide. The program had historically experienced difficulty in achieving the established goal of completing 80% of vendor payments in 30 days. The program manager began to focus on individual tasks in the process to influence improvement for their program's key performance measure.

Correctional Health Services Centralized Medical Supply System

The process for ordering and receiving clinical and office supplies and medications in Correctional Health Services' 13 individual and highly diverse service areas was broken. The problem extended to medical supply ordering, receiving, storage, rotation, and financial tracking. The medical supply areas were decentralized and unorganized. Also, there were too many different kinds of supplies, and those supplies were kept in a non-sterile environment. Inventory lists were not utilized to track the amount of items within each service area. Rotations and inspections of medical supplies were not occurring,

resulting in supplies being kept past their expiration dates and wasted. This contributed to excessive cost and poor utilization of storage space.

CHS decided to develop a centralized medical supply system when the number of products and costs began skyrocketing. The need to contain costs and provide adequate medical supplies in the service areas created a strong motivation for CHS to analyze and restructure its method of ordering, storing, standardizing, and distributing medical supplies. The entire supply and inventory process had to be redesigned to meet the needs of the service area staff, allowing them to work cost-effectively and efficiently to provide services to the patients and to maintain a fiscally sound environment. A centralized medical supply system was created to establish consolidated, consistent procedures for procurement, receiving, distribution, and payment of supplies.

The new centralized process resulted in improved customer satisfaction with the availability of supplies and medications as well as improvements in other key areas:

- Standardized medical inventories reduced the number of products from 1476 to 277 (an 81.2% reduction) to improve purchasing power and resource sharing.

- Although the cost per inmate jumped approximately 14% in FY10 due to increasing vendor costs in response to the recession, the total cost of inventory per inmate actually decreased from $29.34 in 2007 to $16.57 in 2010 (a reduction of 43.5%), saving taxpayers' money.

- Increasing inventory turns to 3.35/month, significantly higher than benchmark hospitals, helps prevent supplies from exceeding their expiration dates and improves utilization of storage space.

OME Medical Examinations

An interpretation of the previous medical examiner statutes required almost all decedents to be physically brought to the Forensic Science Center for examination by a forensic pathologist. However, scientific and procedural advancements now allow, in many cases, the cause and manner of death to be determined without an examination by a doctor in an autopsy suite or operatory.

To improve the process, quality actionable information was needed to determine whether a decedent needed to be brought in to the FSC for examination. Statute changes were requested and made in the spring of 2007. These changes allowed a newly created on-scene investigator position to determine whether the decedent needed to be transported to the FSC for further examination.

The on-scene investigator has two methods for bypassing the FSC when appropriate:

- The on-scene investigator can decide not to admit some cases, or

- The on-scene investigator can provide information to the Medical Examiner, and the Medical Examiner can decline the case.

When cases are not admitted, it reduces the time required for admitted cases to be examined. The total number of cases admitted to the FSC has continued to decline as the investigative process at the scene has matured. As shown in the data on the attached spreadsheet, the new business process has decreased the total number of cases from 5130 in FY06 to 3575 in FY10.

The key result measures are the 'percent of cases not admitted' and 'the percent of cases declined by the Medical Examiner.' The result data shows:

- The 'percentage of cases not admitted' has increased from 0.5% in FY06 to 21.72% in FY10.

- The 'percentage of cases declined' has increased from 29.51% in FY06 to 40.81% in FY10.

The new process has reduced the time required to examine admitted cases. In FY06, 50% of cases were released within one day, but in FY10, this number was 60%.

A collateral benefit is that more autopsies, which are more thorough than examinations, can now be conducted. The percent of admitted cases autopsied has increased from 49% in FY06 to 62% in FY10.

Animal Care and Control

In August of 1998 the Maricopa County Animal Care and Control (MCACC) Licensing Section was in dire straits. The average turnaround time from receipt of an application or renewal to mailing the license and tag to the dog owner was six months. The process was completely manual and there was a continual average excess of $300,000 in live checks laying about the work area. While this was determined to be unacceptable, at the time there were no measures in place to track or manage for results.

A complete review and overhaul of current processes had to be completed simultaneously to triage a critically undocumented, inconsistent practice. There were sixteen line staff opening mail, stamping checks, stamping pre-printed, three-ply licenses, sorting, filing, and then inputting data. These staff members were also tasked

with mailing renewals, licenses and tags to customers as well as handling all inbound, license related calls. To say the least, they were completely overwhelmed.

With no expenditure authority, automation of the process was not an option so a slow, tedious process of culture change, restructuring, outsourcing, data gathering and tracking took place. While customer service and turnaround time became the focus, there were still no clear-cut measures to define successes or opportunities within the process. This, in large part, was due to a stagnant, change-resistant culture that was systemically ingrained in the department. Coupled with this was a knee-jerk reaction approach to institute changes based upon the most vocal complaints.

Fast forward to FY03-04 and the Licensing Section was beginning its ascent toward managing for results (MFR) by gathering data related to demands, outputs, results and efficiencies. One of the key measures loosely defined in earlier years was the turnaround time. Over the course of tracking the data, MCACC realized that there was a correlation to check cashing, mailing of the licenses, and incoming phone calls.

Through MFR the department realized that the threshold of their customers for an acceptable turnaround time was two weeks from the postmark date. At this time, the key result became '% of tags mailed out in less than or equal to two weeks'. By the end of FY03-04 the percentage of tags mailed out in two weeks or less was 27.03%. In FY06-07 Maricopa County switched banks so there was a decrease in the percent mailed out in two weeks or less with an average turnaround time of 18 days for the year for manually processed applications and renewals. In FY07-08 the average turnaround time was 16 days. All automated processes were less than the two-week target. In FY07-08 MCACC began improving the automation process for renewals and started the online licensing program in January, 2008.

Since August of 2009 the average turnaround time for any given process is under 10 days. In turn, the customer expectation or demand for 10 days or less became the key measure. This was noted by an increase in tag status requests through email and phone calls to the department. The result for FY09-10 was 99.95% of all tags were mailed out in 10 days or less and YTD for FY10-11 MCACC has mailed out 100% of all the tags in less than 10 days, with an average of 5 days or less. It is likely that this will now become the standard as MCACC moves forward.

While MCACC has no direct competition, indirectly, entities such as Amazon, L.L. Bean and other large corporations mail out "stock items" within two days. Ultimately, this is the goal of MCACC; however, this may become a customer expectation, driving the demand to lower levels before MCACC can achieve the desired results.

Project Description
Written by Managing Results, LLC (formerly Weidner, Inc.)

Maricopa County is a large local government surrounding Phoenix, Arizona with a $2.5 billion annual budget and 13,000+ employees. Maricopa County's desire to Manage for Results led them to contract with MR to design and facilitate a comprehensive, enterprise-wide performance management system. MR and Maricopa County achieved significant results.

In order for Maricopa County to build its own capacity to carry Managing for Results forward, MR trained over 60 Strategic Coordinators to facilitate plans and evaluate metrics. These trainers continue to guide Maricopa County today using MR's published Resource Guide for Strategic Business Planning©.

MR consultants were on site facilitating Strategic Business Plans for all 54 County departments, which began development in 2000 and were completed in 2001.

In 2002, MR facilitated the County Commissioners to develop a County-Wide Strategic Plan. This enabled the Commissioners to set their priorities for the County and give the agencies clear direction for the future. MR ensured that all services, activities, and programs were aligned to these high-level strategic priorities.

In order to achieve the ultimate goal of a performance based budget, the accounting system first had to be assessed and redesigned so that the Performance Budgets could be built based upon the agency's Strategic Business Plans.

MR successfully completed this assessment and redesign. Since 2001, the County's $2.5 Billion budget is integrated with planning, accounting, budgeting, and employee performance management, resulting in one decision-making process. As a result of Maricopa's unwavering commitment to manage to performance they were given a grade A from Governing Magazine's Government Performance Project and David Smith was selected as Public Official of the Year in 2002.

In 2007, Maricopa reengaged MR to help improve the overall focus on results and increase the use of performance information for managing service delivery. Facilitators and department executives were trained using MR's MFR Training for Managers.

During the budget crisis in 2009, Maricopa brought Marv Weidner in to make several presentations on how to manage through a crisis.

Following the first update in 2005, in 2010, Maricopa completed its second update of the County-wide Strategic Plan.

Managing Results

managing-results.com

This is an excellent example of a mature, results-oriented Strategic Plan for a large jurisdiction. Please check out their Strategic Plan at: www.maricopa.gov/startegicplan/

For over a decade Maricopa has continued to use and innovate MFR as a way of setting direction, improving customer service and budgeting for results at the department and County levels. Maricopa continues to engage MR to speak at events and provide specialized training when needed.

In 2015, Maricopa will be partnering with MR to co-host the 2nd annual *MFR Connect* users conference in Tempe, AZ.