

**CIMH**  
**FINANCIAL MANAGERS' FISCAL**  
**LEADERSHIP INSTITUTE**  
**MAY 2013**

ALAMEDA COUNTY BEHAVIORAL HEALTH  
SERVICES

BREAKING DOWN THE SILOS  
LEDA FREDIANI, DIRECTOR OF FINANCE

**WHERE WE WERE**

- **"We are just talking about program issues, finance doesn't need to be included"**
- **"Finance is too busy – they probably won't come if we invite them "**
- **"We will invite finance when we have all of the program pieces worked out"**
- **"Why should we bother to tell the program folks about the problems with this medi-cal provider, nothing every happens"**

• **THE RESULTS:**

- "Rush" jobs of all types – state certification, board letters, procedure code development, training of providers
- Certification and board letter delays, resulting in program implementation delay
- Program "retooling" as a result of inadequate or erroneous information within the established workgroup, which did not include all of the right members

## WHAT WE HAVE DONE

- Communication plan is in development process
- Network Office development plan has contributed to improved communication
  - Have regular meetings with operations director, finance director, fiscal services, and each System of Care Director
- Hired a communications officer
- Leadership and Executive Admin teams have focused on improving workgroup composition and communicating with each other and frequently advise a program development lead on the composition of their workgroup.
- Require that all communications to providers be approved at Leadership or Executive Admin Meetings
- “Marketing Finance”
  - Provider Relations training materials posted to BHCS Provider Website
  - Fiscal Unit website developed to provide general purchasing/procurement
- Board Letter review process
- Budget modification process

**Health Care Services Agency**

HCSA Home | Human Resources | HCSA Admin | Public Health | **Behavioral Health** | Environmental Health

Mission | Directories | **Finance** | Policies | Publication | Training | Forms | News Archives

Behavioral Health > Finance

**Finance**

FAQ  
County Guidelines on Procurement  
Form/Document Center  
Fiscal Services  
Fiscal Services Contacts/Org Assignments  
Finance News Archive  
Finance Contacts  
TAP/Request-to-Bid

**Welcome**

Welcome to Behavioral Health Care Finance web site. Finance Division has four units which may be able to assist your needs to accomplish your goals. We welcome your suggestions as we continue to update what we hope will become a resource for your needs.

Director, Finance  
Leda Frediani  
(510) 383-1516

Organization Chart - under construction

**New & Noteworthy**

[News Archive](#)

**New Procedure For Ordering Toner/Cartridge**  
The procedure for ordering toner/cartridge has been changed effective immediately. Please Do Not include toner/cartridge in your regular Blaisdell's purchase orders. Instead:

1. Submit a separate yellow supply request form for your toner/cartridge orders.
2. Fill in the description, item number and quantity of orders.
3. Have it signed by the Supervisor/Department's Head.
4. Submit the order to your accounts payable liaison at QIC 22702.
5. Please ensure that you allow enough lead time (we don't know as of now as this is a new process) to receive the products.

**REMINDER - DUE DATE TO SUBMIT PAYMENT REQUESTS - JUNE 14**  
Last day to submit requests for payments to Finance is June 14, to assure a complete voucher entry process in Alcolink, before it becomes unavailable due to yearend closing.

Please note that incomplete and incorrect documents will be returned to requestors. Requests will be processed on a first-come first-served basis.

**Dates to remember 2013 year-end closing:**  
**May 13, 2013** is the last day for purchase requisitions to be encumbered against 2013 budget year funds. Please submit yellow supply requests with correct and complete documents before the cut-off date to give Finance enough time to review, enter, and check that the requisitions are processed.

The screenshot displays the intranet for the Health Care Services Agency. The page title is "County Guidelines on Procurement". The main content area includes a navigation menu with options like "Mission", "Directories", "Finance", "Policies", "Publication", "Training", "Forms", and "News Archives". The "Behavioral Health" tab is selected. The main content area contains the following text:

**County Guidelines on Procurement**

The General Services Agency (GSA) has established policies and procedures for contracting of goods and services. The guidelines below include procedures for obtaining the following:

- Goods and Services up to \$3,000
- Goods and Services of \$3,001 to \$100,000
- Goods and Services Purchases over \$100,000

As part of the County's Small Local Emerging Business (SLEB) program, transactions \$25,000 and under should be conducted with small and emerging local businesses located within Alameda County. Please ensure that the Procurement Guidelines are complied with and steps are completed towards selecting the vendor/s to provide the goods and services required by the department.

• [Procurement Guidelines](#)

At the bottom of the page, there is a "Site Map" section with the following text:

**Our Mission**  
To maximize the recovery, resilience and wellness of all eligible Alameda County residents who are developing or experiencing serious mental health, alcohol, or drug concerns.

## BUDGET MODIFICATION PROCESS

- **Originated by operations staff, System of Care Director of Program staff**
- **If CBO related, goes to Network Office for review and final completion**
- **To Finance Director for review and follow up**
- **To Executive Admin Meeting for presentation and discussion – review, modification of denial**

## WHERE WE ARE GOING

- **Project Grid**
  - To identify all projects staff are currently working on. This includes intradepartmental as well as cross department and cross agency
  - Distributed to staff, pending completion and return
  - Review and consolidate, making suggestions about workgroup additions/changes
- **Operational Program Summary Template process**
  - Project “originator” to complete and submit to manager.
  - Taken to Executive Admin or Leadership meeting for review and approval/denial.
  - The review will also offer the opportunity to provide direction on workgroup membership and needs.

## PROJECT GRID AND OPERATIONS SUMMARY