



Trumbull Health Department Comprehensive Review

TOWN OF TRUMBULL, CT

June 5, 2019
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Mrs. Elaine Hammers, Chairperson
Town of Trumbull Board of Finance
5866 Main Street
Trumbull, CT. 06611

Dear Mrs. Hammers,

I respectfully submit the enclosed report entitled Trumbull Health Department – Comprehensive Review.

The objectives of this audit were to ensure:

- a review at this time ensures the Health Department's Policies & Procedures are maintained during a period of transition and appropriately documented to assist personnel going forward,
- that prior audit recommendations have been implemented or that there is appropriate reason why they have not been,
- the Department's processes are documented and accurately and efficiently administered, and that appropriate internal controls exist and are monitored.

I would like to thank Rhonda Capuano, Health Director, and Joanna DiPalma, Department Administrative Assistant, for their assistance in the completion of this report.

Respectfully submitted,

Therese Keegan
Financial/Accounting Controls Analyst

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Overview

This month's review is entitled Trumbull Health Department Operational Review. The Department serves as the official local public health entity for the Town of Trumbull. The Health Department is committed to improving the quality of life for all it serves through promotion of health, prevention of disease, and by assuring a safe and clean environment for Trumbull's residents. A review at this time ensures:

- the Department's Policies & Procedures are maintained during any period of transition,
- Roles & Responsibilities are appropriately documented to assist personnel going forward,
- appropriate internal controls exist and that they are monitored,
- the status of implementation progress of prior audits findings has been updated.

Scope & Methodology

Information was gathered via observation, interviews, and review of available documentation.

The scope of the review included the following:

- Follow-up on prior audit recommendations
- Management structure & Staffing
- Contractual agreements
- Operations
- Budget/Actual history
- Key accounting processes

Prior Internal Audit results – none located

History

In 2007 it was decided that Trumbull should join with Monroe, thinking together the Health Departments could pool resources, save money, and at the same time better service the Towns.

On December 11, 2014, per TC25-140, the Trumbull Town Council voted to withdraw from the Health District, effective July 1, 2015.

At 6/30/15 Trumbull reserved \$76,000 as an estimate of forthcoming invoices. On 12/15/15 a check in the amount of \$55,458.98 was forwarded to the Trumbull Monroe Health District for Trumbull's 65% contribution of \$85,321.51 in expenses known as of that date. That leaves the current balance in the account at \$20,541.02.

In a billing statement dated 3/5/18, the Connecticut Department of Labor claimed \$25,134.83 was due from the Trumbull Monroe Health District for unemployment paid at the time of dissolution. Trumbull's prior legal counsel stated this billing was erroneous and that they would attempt to have it eliminated. Finance has attempted to contact the DOL on multiple occasions. They have not returned calls nor have they sent subsequent billings for any amount due.

On June 22, 2015 the Trumbull Health Department's new Director began employment. Doors opened on 7/1/15. In October 2015 the Department moved into a refurbished Town Park Ranger building located at 335 White Plains Road. Per the fixed asset schedule, building costs totaled \$300,421 in renovations and

\$50,538 for a new roof. The Department remains in possession of a 2012 Chevy Malibu it received at the time of the District dissolution.

Excluding capital expenditures, net income/contributions by year have been as follows:

Year	Cost
2019 to date	199,137
2018	228,296
2017	224,104
2016	217,752
2015	* 315,262
2014	* 295,737
2013	* 257,950
2012	* 241,633
2011	* 235,532
2010	* 199,835

* District contributions

The Department gradually attained its current staffing level of 3 full-time employees and 5 part-time employees, compared to District staffing as follows:

District Resources (10)	Trumbull - currently (4.5 FTE)
Director of Health	Director of Health
Full-time nurse	2 PT nurses (19.5 hrs total)
3 Full-time sanitarians	1 FT/2PT sanitarians
Full-time contractual Environmental work Farmer's Markets Restaurants	
F-T Health Educator/Emer Prep	PT Health Educator/Emer Prep/ Acting Director
Full-time Bookkeeper	
2 Full-time Office Staff	FT Bookkeeper/Office Administrator

Management Structure & Staffing

All employees are appropriately accredited and certified per position requirements.

Volunteers may be utilized during flu immunization clinics, as couriers for water testing samples and for support staff activities.

Department also regularly relies on the assistance of unpaid interns.

Finally, per the Town’s 2011 Charter the Town’s Board of Health consists of 5 members appointed by the First Selectman for a term of 5 years. The term of one member expires each year. The Board of Health shall have all the powers and duties conferred or imposed by law on boards of health.

The five members of the current Board represent the following areas of expertise:

1. Nursing/Nursing Administration/Nursing Operations
2. Public Health/Respiratory
3. Obesity/Diabetes Medical Specialist
4. Health Education/Nutrition
5. Public Health Registered Sanitarian

The Board of Health shall appoint a Director of Health who shall have a degree of Doctor of Medicine... or a graduate degree in public health... If the appointee is other than a licensed physician, the department of health must employ a licensed physician to perform those duties requiring a Medical Doctor license. The Director of Health shall have the powers and duties conferred or imposed upon directors of health by the General Statutes, the state sanitary code and otherwise imposed by law. He/she shall be head of the Health Department, shall be charged with enforcement of all laws, ordinances, rules and regulations with respect to the public health and shall have such other duties as may be prescribed by the Council or the Board of Health. The Director of Health, with the approval of the Board, shall appoint and prescribe the duties of such personnel as may be necessary for the promotion of the public health. The Board of Health shall advise the Director of Health on public health and related problems and shall coordinate all activities in the Town relating to the public health.

Contractual Agreements

Per Charter, the Department has an agreement with Dr. Joel Kunkel, Medical Director who reviews and approves protocol, provides oversight, advice, and direction, and enables the Department to participate in areas for which a Medical Doctor’s knowledge and ongoing involvement is a requirement, such consultations, signing Standing Orders for the nursing staff, operating the new clinic.

Additionally, the Department has agreements with each of the following insurance companies, which allows them to bill directly for influenza and pneumonia vaccinations:

- Aetna
- Anthem
- Cigna
- Connecticare
- Medicare part B
- United Healthcare Oxford

Detail of all other Health Department contracts currently in force are detailed as follows:

Company	Term	Services	Cost
TransactRx	11/25/2015 Annual auto-renewals	Revenue cycle insurance claims processing	One time: \$395 setup; Medicare \$200 Annually: \$300; \$1.50/claim; \$100 ea added Payer
Pathacura	11/11/2015 Annual auto-renewals	Medical waste pickup	\$61.25/pickup ~ semi-annually
Voiance	5/31/17 -5/30/20 Annual auto-renewals	Telephone interpreter services	\$.83/minute

Operations

Responsibilities include:

- Environmental health inspections of restaurants and food service establishments, residential housing, septic systems, public pools, salons, daycare and nursery school facilities.
- Investigations of food-borne illnesses and complaints
- Investigations and monitoring of fresh bathing water
- Investigation, monitoring, tracking and implementation of control measures to address communicable diseases in order to reduce their spread in the community.

- Providing prevention programs/screenings for early prevention, detection and control of chronic diseases.
- Providing health education and wellness promotion through outreach to residents, schools, businesses, public and private entities.

The Health Department collaborates with various Town Departments enabling coordination of services for town residents.

Financial

A. Summarized revenue/expense history provided from MUNIS is as follows. It should be noted that employee benefits are not included in numbers by department; they are estimated at \$20k/employee for medical insurance, 7.65% of wages for social security, 7% of wages for retirement contributions and 5% of wages for workman's comp insurance.

DESCRIPTION	2019 Actual - to date	2018 Actual	2017 ACTUAL	2016 ACTUAL	2015 ACTUAL	2014 ACTUAL	2013 ACTUAL	2012 ACTUAL	2011 ACTUAL	2010 ACTUAL
FEE REVENUE	(95,100)	(101,385)	(100,736)	(66,215)	-	-	-	-	-	(14,500)
SALARIES	251,726	281,978	277,791	239,986	2,450	-	-	-	-	-
UNIFORM ALLOWANCE	-	458	297	-	-	-	-	-	-	-
SERVICES & FEES	6,115	4,998	4,196	540	-	-	-	-	-	-
PROGRAM EXPENSES	-	-	-	9,701	312,535	295,737	257,950	241,633	235,532	214,335
MATERIALS & SUPPLIES-OFFICE	2,467	3,744	4,205	5,588	-	-	-	-	-	-
PROGRAM SUPPLIES	3,903	3,767	5,490	-	-	-	-	-	-	-
PUBLIC IMMUNIZATION	19,612	21,133	16,861	16,732	-	-	-	-	-	-
COMMUNICATIONS-POSTAGE	61	77	42	65	-	-	-	-	-	-
PROFESSIONAL DEVELOPMENT	1,823	1,565	2,256	1,203	-	-	-	-	-	-
TRANSPORTATION	812	1,405	1,422	1,394	-	-	-	-	-	-
MNTNCE/REP-EQUIP/BLDG	2,520	2,582	2,520	2,114	-	-	-	-	-	-
UTILITIES/TELEPHONE	5,198	7,972	9,760	6,644	277	-	-	-	-	-
	199,137	228,296	224,104	217,752	315,262	295,737	257,950	241,633	235,532	199,835
Estimated Benefits	105,366	110,720	109,469	101,482	392	-	-	-	-	-
Net (Income)/Expense	304,503	339,016	333,573	319,233	315,654	295,737	257,950	241,633	235,532	199,835

B. Special Revenue Accounts - None

Key Accounting Functions

A. **Revenues:** The Health Department receives funds from the Town; also from:

- Grants:

ACCT DESCRIPTION	2019 to date Actual	2018 Actual	2017 ACTUAL	2016 ACTUAL
Emergency Preparedness				
GRANTS REVENUE-FEDERAL	(6,252)	(25,305)	(24,913)	(26,596)
SALARIES-PT/PERMANENT	8,663	9,623	8,090	4,380
FRINGE BENEFITS-FICA	842	962	751	329
SERVICES & FEES-CONTRACTUAL	-	-	6,875	10,500
PROGRAM EXPENSES	871	4,143	3,930	2,683
PROGRAM SUPPLIES	3,042	4,654	3,518	4,416
TRANSPORTATION-TRAVEL REIMB	223	632	433	557
UTILITIES-TELEPHONE	2,774	2,939	2,998	2,047
	10,162	(2,351)	1,683	(1,683)
Blood Pressure/Self Care				
GRANTS REVENUE-FEDERAL	(4,011)	(8,142)	(16,701)	-
SALARIES-PT/PERMANENT	5,931	5,279	5,512	3,621
FRINGE BENEFITS-FICA	593	507	558	334
SERVICES & FEES-CONTRACTUAL	300	300	150	160
PROGRAM SUPPLIES	1,003	1,502	1,984	1,147
TRANSPORTATION-TRAVEL REIMB	198	164	63	-
	4,014	(391)	(8,433)	5,262
Total Active Grants	14,176	(2,742)	(6,750)	3,579

- Certain services for which the Department is able to charge:

Source of Revenue	2019 to date	2018	2017	2016	2015
Plan reviews	2,220	975	2,840	2,215	4,445
Beauty Salon licenses	7,808	6,960	7,433	7,499	5,103
Food licenses	43,076	39,845	46,594	44,788	29,505
Septic plans/tests/permits	5,918	3,375	6,227	10,489	5,444
Daycare inspections	600	400	1,300	500	1,400
Pool inspections/licenses	1,860	1,780	2,270	2,270	1,250
Tick testing	270	300	595	636	462
Vaccinations	33,431	23,785	34,307	32,084	19,310
PPD tests	361	300	320	440	1,081
Cholesterol (discontinued)	-	125	125	200	50
	95,544	77,845	102,011	101,120	68,050

- **Collections**

Clients are advised of charges at time of visit. The client is responsible for paying charges that are not covered by insurance, but no client will be denied billable services or be subjected to any variation in quality of services based upon their inability to pay. The Department does not use a collection agency nor do they charge interest or late fees on unpaid balances. Insurance plans are billed at the current Medicare rate; the Department will accept approved charges from commercial plans. If insurance is denied, the client is billed twice, at 30 day intervals. After two attempts, the balance is written off.

- **Expenditures**

Expenditure requests are processed per budgetary and purchasing policy guidelines.

Findings & Recommendations

Finding #1: Health Department personnel have routinely deposited funds mid-month and again at month end, regardless of amounts collected.

Deposit Date	Amount
1/15/19	1,835.48
1/31/19	675.50
2/15/19	691.49
2/28/19	3,682.00
3/12/19	8,236.00
3/31/19	10,309.50
4/15/19	6,834.50
4/30/19	4,250.00
5/15/19	1,191.00
	<u>37,705.47</u>

Recommendation: The Cash Receipt Policy has been provided to the Department. They should deposit funds per Policy, as follows:

- Within one business day of receipt when the receipts total more than \$500.
- Receipts of lesser amounts may be held until they equal \$500 but not for more than 7 calendar days.

Management Response: Were unaware; will implement Policy requirements.

Finding #2: Since the closing of the Health District the town maintains a \$20,541.02 in a reserve account for future debts of the Health District. The town received an invoice from the CT DOL in the amount of \$25,135. The Director of Finance has attempted to contact the DOL on multiples occasions with no response. The Connecticut Department of Labor has not communicated with the Health District or the town for over a year. No other potential creditors have requested payment in almost 4 years.

Recommendation: It is recommended that the reserve balance of \$20,541.02 be returned to the General Fund.

Finance Response: The only invoice received after the closing of the Health District was from the DOL. Agree with the finding and will return funds to the General Fund.