Department *of* Health & Human Services | Finance & Administration

# RBA Strategies, Objectives, and Tactics

## Strategy 1: Support a high quality and efficient department

### Objective 1: Enhance Departmental Efficiency and Public Trust through GRIT (Government Reform, Innovation & Transparency) Principle

#### *Tactic 1: DFA will support the Medicaid consensus GRIT multi-year review.

***This tactic is GRIT aligned.***

Utah's Medicaid Consensus process is undergoing a three-phase efficiency evaluation for improvement. The evaluation includes refining data tools and implementing independent models to improve reliability for budget decisions. The LFA and GOPB PIE team along with DHHS are working to achieve the improvement for this GRIT initiative.

- April 15th meeting update
    - Discussed cost estimate model
    - Discussed documentation
    - Contact were assigned
- Hours Survey – GOPB sent a survey request to measure staff hours for February consensus
- DHHS intends to use revised methodology developed by the Director of Data Science and Analytics with GOPB assistance for the October consensus update.

#### *Tactic 2: DFA will strive to meet closeout deadlines to provide time for adequate Medicaid consensus October 2025 reporting.

***This tactic is GRIT aligned.***

*No update see February 2026 Report*

### Objective 2: Adjust and improve processes.

#### *Tactic 1: DHHS will improve purchasing/agreement processes.

***This tactic is GRIT aligned.***

Pending SharePoint development to begin tracking timeliness. PCM is continuing to progress in this area.

The Program Manager and Office Director approval steps have been removed, the OU director step removal is pending.

**Tactic 1.1: By December 2025, DHHS will implement a more uniform purchasing process utilizing SharePoint for approvals.**

*No update see February 2026 Report*

**Tactic 1.2: By Feb 2026, DHHS will implement tracking for APR, scope of work, and contract approvals/execution.**

There has been internal testing. Scope of work testing will be starting soon. Limited reporting is now available, but it is not comprehensive. Implementation of tactic 1.1 can impact the date for implementing tactic 1.2.

**Tactic 1.3: Link information for initiation to end of contract (to be determined after completion of T1.2).**

*Tactic is pending 1.2.*

### Tactic 2: DFA will support in FY2026 the applicant satisfaction survey sent following contract signing – information from the ongoing surveys will be reported quarterly with target determined after the end of FY2026.

Data is tracked and sent to CQI on a quarterly basis. PCM sent a new survey prompt due to low response rates.

### Tactic 3: To either increase capacity or to improve efficiency, DFA will identify at least one activity or process they can eliminate or stop doing by June 30 2026.

**Tactic 3.1: The item for tactic 3 will be submitted to Ops section deputies by September 30, 2025.**

Completed

**Tactic 3.2: DFA will stop the selected item identified for tactic 3 by June 30, 2026.**

DFA will track incurred overtime by June 2026 and will monitor progress in FY27.

## Objective 3: Establish consistent finance practices across the department by centralizing financial operations.

### Tactic 1: Department will continue the consolidation initiative by determining DFA/OU position adjustment by November 1, 2025.

Initiated Phase 3 projects:

- Payables Optimization and Workflow Efficiency Redesign (POWER) lead by Lindsay Harris
- Vantage access lead by Sonam Sethi
- Revenue and Receivables lead by Ryan Roberts
- Purchasing lead by Kristen Cornia
- Vantage Documentation lead by Ryan Roberts
- Cell Phone Management/Purchasing lead by Lindsay Harris
- Admin costs analysis lead by Sonam Sethi

### Tactic 2: DFA will progress in the centralization innovation phase, transitioning towards function-based accounting such as purchasing adjustment recommendations – progress will be reported by June 2026.

**Tactic 2.1: By June 2026, consider further cost center accounting, making adjustments that result in more consistent accounting.**

See Tactic 1 for phase 3 projects determined to be initiated.

**Tactic 2.2: By December 15, 2025, DFA will have a plan for the initial review areas and target accomplishments supporting tactic 2.**
See Tactic 1 determined in April 2026.

### Tactic 3: Forecast consistency will be improved.

**Tactic 3.1: DFA will provide guidance for October forecast (Obtained in November).**

DFA will strive for forecast improvement for FY27.

**Tactic 3.2: DFA will adjust monitoring and indicator review for enhanced forecast reporting for FY2026.**
DFA will strive for forecast improvement for FY27.

## Strategy 2: Support positive outcomes with seamless processes.

### Objective 1: Improve Administrative processes by June 30, 2026.

#### Tactic 1: Process payables timely

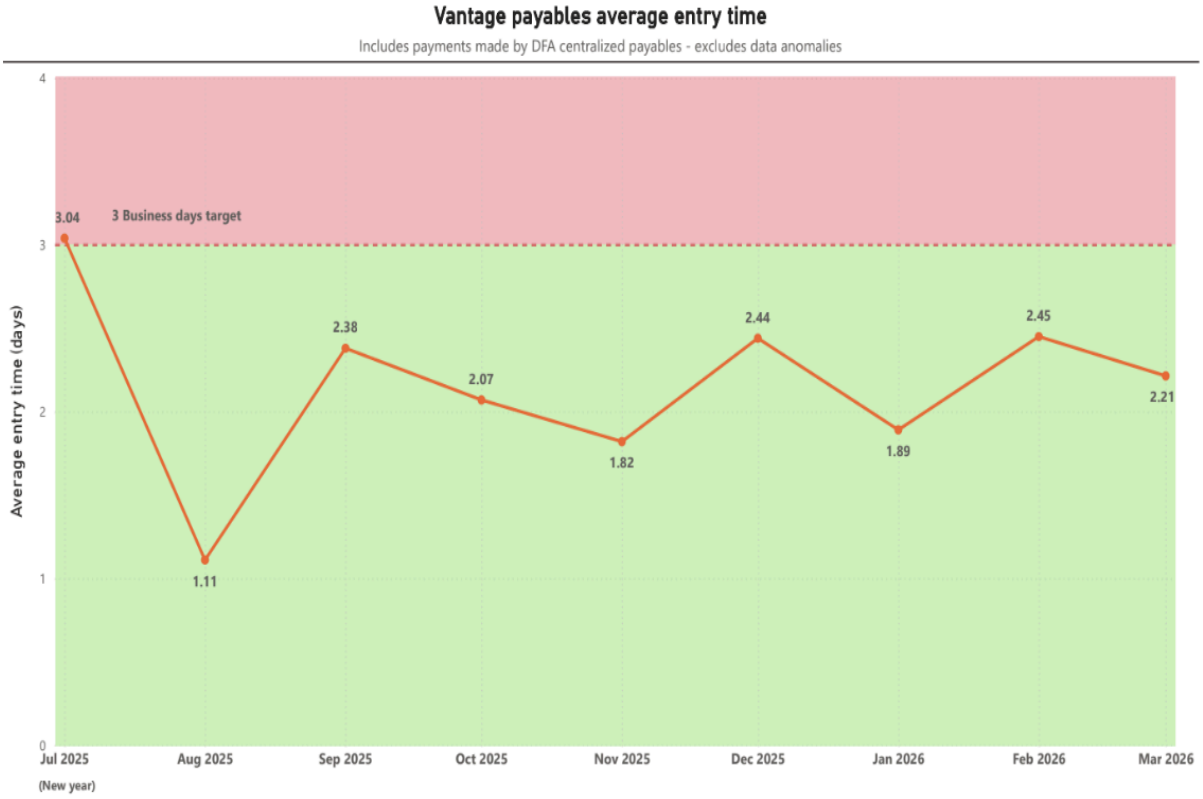
**Tactic 1.1: DFA will continue to report LHD quarterly payments implemented in FY2025 (target is below 20 days for "average days for payments completion").**

See secondary performance measure 2. Status is within the 20 day average target.

## Tactic 2: DFA will track payables timeliness processing measure with a 3 day average goal, start October 2025

Vantage payments to be processed by the payables group within three business days after obtaining properly submitted documents. This measure displays the average number of days for the payable group's entry of payments. Processing times are impacted by payment complexity, staff availability, and volume.

This measure reports processing time for the applicable fiscal year payments. July is unique in that payments are entered for both the prior fiscal year and the current fiscal year during this time. Prior year fiscal payments processed in July, identified as July Old on the graph, are prioritized for timely processing to assist with the close-out process. July current fiscal year payments, identified as July New on the graph, can take longer to process due to the lower processing priority. Although the payments are entered in the same month, identifying these payments separately enables differentiation for the different priorities. ****Data is subject to change with payment information adjustments.**



## Strategy 3: Enable DHHS staff with tools, support, and information to perform their work when and where needed.

### Objective 1: Achieve a fully modernized and optimized DHHS IT infrastructure by June 30, 2026, resulting in enhanced service delivery and improved operational efficiency.

#### Tactic 1: By September 29, 2025, DFA will support all contracts in SharePoint, FY2026 status updates will be reported in quarterly SharePoint Oversight Meetings.

DFA is continuing to support implementation of SharePoint Contracts.

### Objective 2: By June 30, 2026, ensure DHHS employees are adequately supported to effectively perform their job responsibilities.

#### Tactic 1: Cell phone ordering/management coordination and cell phone process adjustments will occur for more uniform and consistent processing in FY2026.

DFA anticipates implementing the consistent use of SharePoint for ordering all DHHS cell phones. This is anticipated to occur by July 2026.

#### *Tactic 2: Fleet utilization data will continue to be reviewed, obtaining annual OU confirmation (or adjustments) of vehicles to support appropriateness of this resource for employees.

***This tactic is GRIT aligned.***

OAS followed up with OUs for justification on vehicle underutilization and are awaiting one final response. A comprehensive review of severely underutilized vehicles is scheduled for July (six months from the previous review), with subsequent reviews conducted annually, supplementing George's monthly reports. Utilization analysis resulted in the internal transfer of four vehicles for improved usage and the identification of four vehicles for return. However, two of the four vehicles scheduled for return have active leases, incurring early return fees from Fleet. To mitigate this cost, OAS is identifying older DHHS vehicles on the replacement list to assume these leases early, thereby avoiding the expense of a new, higher-rate replacement. OAS intends to return all four vehicles to Fleet before June 30th, pending information from Fleet. Additionally, OAS is reviewing a request to swap one large truck for a smaller model.

#### Tactic 3: Data used by GOPB/LFA to fund adjustments (funding splits) are adjusted correct funding splits new appropriation units and other review action

This is complete. DFA will continue to coordinate for FY27.

#### Tactic 4: By July 2026, OAS will have a plan for completing building safety, risk, and functional reviews of DHHS facilities during 2026 fiscal year.

**Tactic 4.1:** OAS will make adjustments or provide recommendations as needed based on outcome of building saefty/risk reviews (in the 2025 Governor's employee survey, 83% of DHHS employees reported they feel physically safe at work.)

OAS will continue to complete the DFCM Facility Audit each spring that covers many of the safety items from the Safety and Security audit. Facility audits are due June 1 every year. OAS can also present the Employee Safety training at the request of OU's.

**Tactic 4.2:** By June 2026, ensure facility evacuation plans are adequately updated and communicated.

*No update see February 2026 Report*

**Tactic 4.3:** By June 2026, facility COOPs adequately exist and are coordinated with DPH

*No update see February 2026 Report*

### Tactic 5: DFA achieves target of at least 90% completed 1:1 for FY26.

FY26 Target still being met. March = 96% (April and May data still pending finalization)

As of December 2025, this data reflects consolidated staff. *See Secondary performance measures*

### Tactic 6: Support DHHS Voice Survey results by June 2026.

*No update see February 2026 Report*