Streamlining Operations: Integrating Systems for Human Services Organizations

November 2024

Challenges to overcome:

- Multiple systems
- Complex reporting
- Severely delayed reporting leading to lack of timely decision data
- Many, many grant and project structures
- Demographics and data collection difficulties
- Lack a complete picture of operations

Poll 1: What is the biggest challenge your organization faces with system integration?

Insights provided by:

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incompass

HUMAN SERVICES

We Are Care Champions

Our dedicated team has been redefining what is possible for people with disabilities and their families in Greater Lowell and Greater Lawrence.

We like to think of ourselves as much more than a service provider. We’re innovators. We’re doers. We’re collaborators. That’s why we call members of the Incompass Human Services team, Care Champions.

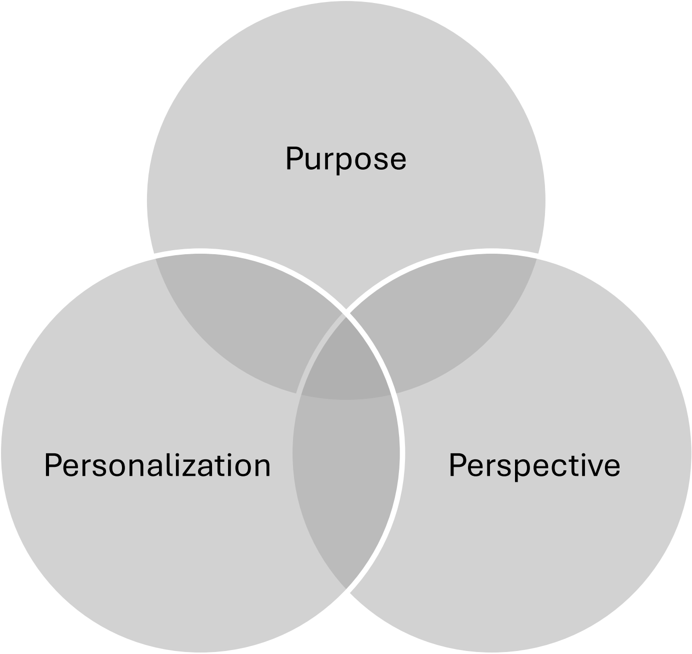
Flags and Triggers

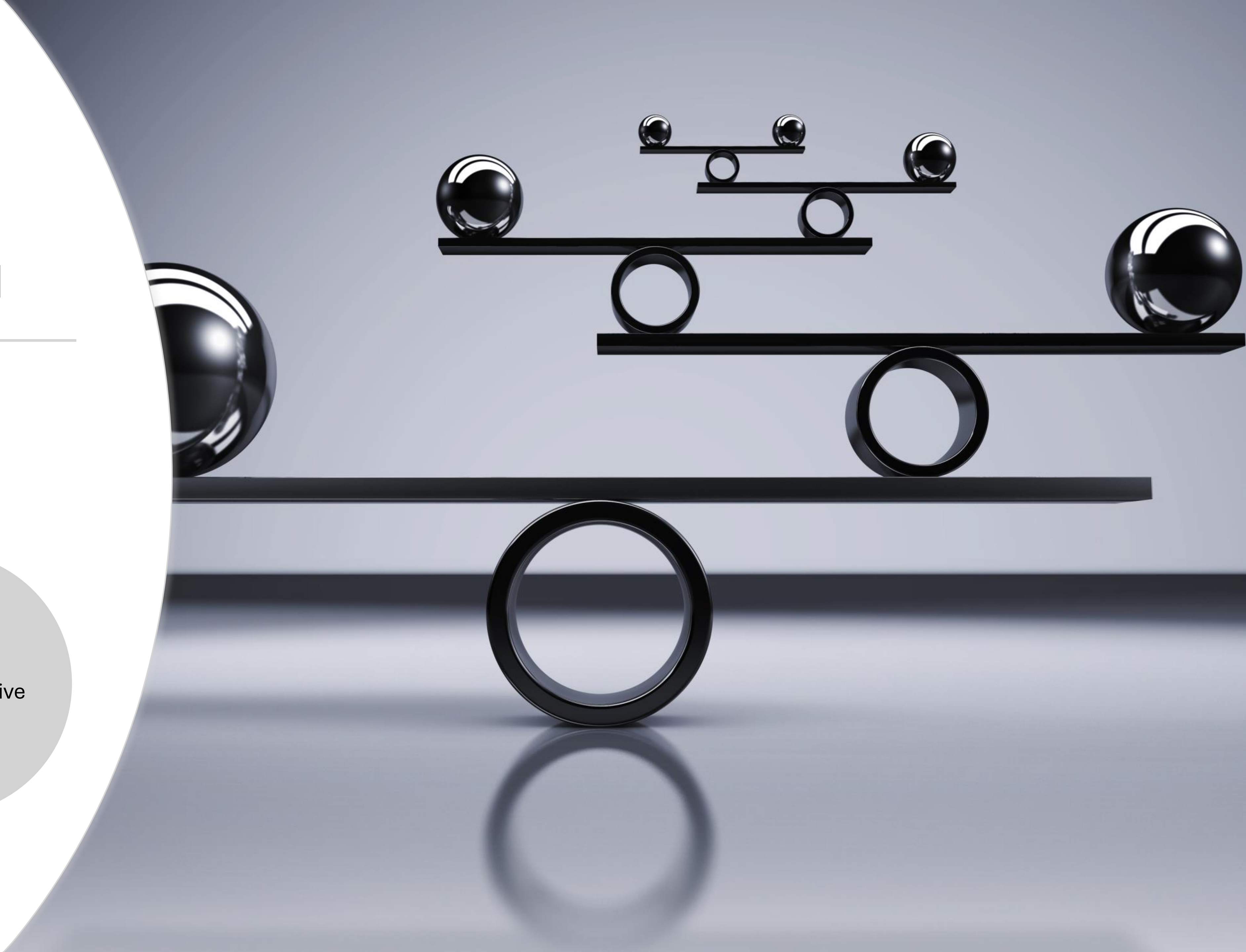
Overall business strategy sets short-term and long-term goals to direct business operations.

Systems provide frameworks for employees to work toward the strategy.

Efficient process to accomplish timely, accurate, and complete deliverables.

Project Background





Poll 2: How adaptable is your team to change?

Old Process

New Process

Internal Controls

- Disconnected activities and silos
- Legacy activities
- Limited control with manual actions

- Team united for implementation and discussed what was needed for them to best operate.
- Processes meaningful to current state.
- Used system to enforce controls as much as possible.
- Automated – do not need attention.

Benefits

- Team had buy-in and participation for their role.
- Developed and enforced points of control to minimize risk.
- Created efficiencies in workflows.
- Once set up, don't have to think about again.

Old Process

New Process

Chart of Accounts

- Three-part string to reflect natural account, program + sub-program
- XXXXX-YYY-ZZZ

- Just natural account number with use of segments for other attributes
- XXXXX |YYYY |Z

Benefits

- Greatly simplified reporting abilities and can now report on any segment with the ease of a filter.
- Shortened account listings to focus on high-level natural account.
- Decreased risk of input error through use of account restrictions.

Old Process

New Process

Documentation

- Documents supporting A/P stored as PDF files within electronic vendor files on a shared drive.
- No supporting documentation for A/R invoices in the system.
- Transactions entered into GL did not have back up in system. Had to look in corresponding folder outside system (if it existed at all).

- Attach document scan to each record
  - Vendor invoices
  - Details of amounts billed to customers
  - Journal entry support
  - Bank statements
  - W-9s
  - ACH info for vendors stored as part of vendor record

Benefits

- Related information directly at fingertips
- Secure and backed-up centralized storage along with transactions

Old Process

New Process

Departmental Tracking

- Departmental results were hard to report on, and non-standard reports required customization.
- Financial reports had to be run by Finance team and emailed to Program/Admin staff.

- Dimension structure makes reporting easy to execute and customize.
- Reports can be run by any user with the appropriate access.
- Report groups allow for series of reports to be run at once.

Benefits

- Use of dimensions to track department activity
- Easy P&Ls
- Give department managers more access to and insight into performance

Old Process

New Process

Dashboards

- None

- Spend management monitoring
- Immediately see what needs attention
- Easy access reports
- What needs approval and links to do so
- Customizable to what is beneficial to team member
- Assignments
- Month-end close tasks

Benefits

- Customized activities at fingertips to direct attention
- Save time looking for reports, etc.
- Alerts for actions needed

Old Process

New Process

Accounts Payable

- Manual approval routing using third-party e-signature
- Multiple levels of approval and various approval routings that were manually enforced
- All bills filed in SharePoint

- Approval routings through differing pre-established transaction types
- Transaction types very flexible and customizable
- Delegation rules for staff absences
- Approvals stored in system
- Allows for rejection and comments for team coordination

Benefits

- Less staff time
- Automatic enforcement of internal controls
- Audit trail
- Paperless

Old Process

New Process

Spend Management

- Multiple programs provide an annual "allowance".
- Tracked by program managers in Excel.
- Manually tracked expenses and updated spreadsheet.

- Use project module to represent each individual and set their "allowance".
- All expenses towards that allowance get added into the GL system.
- Spend Management feature monitors how much of the allowance is left and either prohibits the transaction or raises alert if spending will go over budgeted amount depending on how the system is set up.

Benefits

- No outside sources of information
- Records within the GL system
- Relief for program managers
- Spend management alerts to balance prior to overdraw
- Detailed audit trail

Poll 3: Which general ledger system does your organization use?

Old Process

New Process

Bank Transactions

- Manually entered all bank transactions
- Manually reconciled statements at month-end

- Import bank transactions
- NACHA file produced
- Reconciliation rules to automate
- Imports throughout month to help with information

Benefits

- Less manual work to reduce risk of mistakes
- Automated rules to help with reconciliation and save time

Old Process

New Process

Allocations

- Allocations done in system.
- Complicated to change allocations.
- Once allocation changed in system, can't see history.
- Once processed, an allocation couldn't be undone.

- Allocations using statistical accounts as a basis are easy to update when the allocation basis changes.
- Easy to access history.
- Processed allocations can be easily deleted as needed.

Benefits

- No manual calculations = less risk
- Using all internal information to complete calculations
- Audit trail
- Huge time savings

Old Process

New Process

Budget

- Budget entry was very time-consuming.
- Each monthly amount for each account was a separate line in the import file (1000s of lines long).
  - Importing the file took more than an hour.
- System only accommodated a single budget version per year.

- Import is quick and easy using a standard Excel spreadsheet.
- FY25 Budget import was ~ 375 lines long.
- Full import took about a minute.
- Can accommodate as many versions of the budget as desired.

Benefits

- Time savings
- Multiple versions for what-ifs and updated forecasting

Poll 4: Do you need CPE?

Additional Features

- Use automated features to recognize prepaids and deferred revenue.
- Revenue recognition to release revenue against a schedule that may be different than invoiced amounts.
- Bank feeds, credit card feeds
- Reporting schedule, auto email
- Chatter
- Tiered and dynamic allocations
- Invoicing
  - Milestones/triggers for invoicing
  - Reimbursable expenses tracked for invoicing
  - Rates hard coded to items in system
- Integrations with other platforms like ADP and even EMR/EHR solutions
- Payment portals
- Auditor access

Questions?

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Book time with Robyn M. Leet: RML's Office hours

AAFCPAs Business Process & IT Advisory

Business Intelligence & Productivity

Data Analytics

Dashboards, KPIs, and Metric Design

Business Process Assessments & Automation

Software Selection/Implementation

Internal Controls Development & Assessment

Collaborative Budgeting

Robotic Process Automation (RPA)

Information Risk Management & Cybersecurity

IT General Controls, Governance
Network/System Security

IT Risk Assessments

Business Continuity & Disaster Recovery

Personnel & Physical Security

Vulnerability Management as a Service (VMaaS)

Vendor Management

Cyber Insurance Assessments

Migration to Cloud Computing Platforms

Attestations, Compliance and Certifications

SOC (1, 2, or 3)

SOC for Cybersecurity

SOC for Supply Chain

Special Compliance & Certifications (HIPAA, ISO, HiTrust, NIST)

Special Attestations on Standards & Statutes

Death Master File Attestation

Gratitude!

Thank you for spending this hour with us.