



**OFFICE OF FINANCIAL AND PROGRAM AUDIT  
SEPTEMBER 2021 QUARTERLY REPORT**

**BOARD OF SUPERVISORS  
AUDITOR OF THE BOARD**

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Fairfax County  
Office of Financial and Program Audit



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**Fairfax County  
Office of Financial and Program Audit**

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**Fairfax County  
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**REPORT ABSTRACT**

Working under the guidance and direction of the Audit Committee (AC), the Auditor of the Board provides an independent means for assessing management's compliance with policies, programs and resources authorized by the Board of Supervisors (BOS). Further to this process, efforts are made to gain reasonable assurance that management complies with all appropriate statutes, ordinances and directives.

This agency plans, designs, and conducts studies, surveys, evaluations and investigations of County agencies as assigned by the BOS or the AC. For each study conducted, the agency focuses primarily on the County's Corporate Stewardship vision elements. The agency does this by developing, whenever possible, information during the studies performed which are used to maximize County revenues or reduce County expenditures.

To assist the Office of Financial and Program Audit (OFPA) with executing the responsibilities under our charge, members of the Fairfax County BOS submit study recommendations of which the findings and management responses are included in published studies. This process is utilized to provide the constituents, BOS and management reasonable assurance that fiscal and physical controls exist within the County.

Additionally, this agency conducts follow-up work on prior period studies. As part of the post study work conducted, we review the agreed upon managements' action plans. To facilitate the process, we collaborate with management prior to completion of studies. Through this collaboration, timelines for the implementation of corrective action and status updates are documented for presentation at the upcoming AC Meetings.

The results of studies may not highlight all the risks/exposures, process gaps, revenue enhancements and/or expense reductions which could exist. Items reported are those which could be assessed within the scheduled timeframe, and overall organization's data-mining results. The execution of the OFPA's studies are facilitated through various processes such as; sample selections whereby documents are selected and support documentation is requested for compliance and other testing attributes. Our audit approach includes interviewing appropriate staff and substantive transaction testing. OFPA staff employs a holistic approach to assess agencies/departments whereby the review is performed utilizing a flow from origination to closeout for the areas under review.

There are several types of studies performed by OFPA, e.g.; operational, financial, compliance, internal controls, etc. To that end, it is important to note; OFPA staff reserves the option to perform a holistic financial and analytical data-mining process on all data for the organization being reviewed where appropriate. This practice is most often employed to perform reviews for highly transactional studies.

**FAIRFAX COUNTY DEPARTMENT OF TRANSPORTATION**  
***CASH PROFFER STUDY***

**Work Plan Review Areas:**

- **Proffer Posting Accuracy & Tracking**
- **Age/Use of Unused Proffer Balances**
- **Proffer Drawdowns & Closeouts**

**Additional Review Areas Covered:**

- **Proffer Developer Operating Status**
- **Proffer Statement Assessment**
- **Escrows Labeled as Proffers**

**Fairfax County  
Office of Financial and Program Audit**

**FCDOT CASH PROFFERS STUDY**

**OVERVIEW AND UPDATES**

The results of this study may not highlight all the risks/exposures, process gaps, revenue enhancements and/or expense reductions which could exist. Items reported are those which could be assessed within the scheduled timeframe, and overall organization's data-mining results. **Office of Financial and Program Audit (OFPA's) studies** are facilitated through several processes such as: sample selections, compliance support documentation and various testing approaches. There are several types of studies performed by OFPA, e.g.: performance, operational, financial, compliance, etc. To that end, it is important to note OFPA staff reserves the option to perform a holistic financial and analytical data-mining process on all data for the organization being reviewed where appropriate. This practice is most often employed to perform reviews for highly transactional studies.

Cash Proffers are part of the rezoning process in Fairfax County. As part of this process, private developers, and individual property owners proffer funds with conditions on the use of these funds. At the time of this study, Fairfax County Department of Transportation (FCDOT) cash proffer balances were ~\$62.2M aged between calendar years 1973-2021 based on original receipt dates. The FCDOT cash proffer study included assessing: aged balances, earmarked vs general fund use, proffer tracking, reconciliation of drawdowns, developers' operating status, project activity/status, close-out, and revenue recognition.

A similar FCDOT proffer and escrow study was performed by OFPA in September 2017. Several recommendations were made, the final reported implementation dates for these recommendations was June 30, 2019. The results of this report revealed the following areas for improvement: oversight and tracking aged proffer balances, and proffer closeout procedures.

Based on substantive testing, analytical procedures, transactional support provided and discussions with FCDOT staff, we identified several areas whereby enhancements could be made. Our fieldwork revealed opportunities to review: aged balances, projects without financial activity, tracking of proffers vs escrows, proffer statements not on file, and inactive developers. The results are documented in the observations. Also included in these observations are: the testing performed, transactional support provided by staff, and the list of analytics used to develop our results.

Additionally, the Audit Committee requested reviews of MOUs, MOAs, and Other Agreements on each engagement going forward. FCDOT Coordinating & Funding Division advised, no such agreements exist.

**OBSERVATIONS AND ACTION PLANS**

The following tables detail the observations and recommendations for this study along with management's responses.

**Fairfax County  
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**AGED PROFFER ANALYTICS**

**Observation**

To perform this section of the study, we extracted all the open proffers **2015** and **older**. This information was stratified and reviewed to assess the last financial activity for the proffers. Below are the results of this analysis:

- **825** out of **1,068 (77%)** Proffers 2015 & Older: **~\$34.5M**
  - Proffers: Aged 5 – 48 Years
    - **349 of 825 (42%)** Proffers **~\$14.6M** (were in prior study)
- **30 of 825: Last Financial Activity 13.99 – 35.58 years** as of 7/23/21
  - 21 of 30 (70%) Proffers (not in prior study): No Financial Activity
  - 7 of 30 (23%) Proffers (included in prior study): No Financial Activity
  - 2 of 30 (7%) Proffers (included in prior study): Financial Activity Not Available
- **Percentage Extrapolated as Context:**
  - No Financial Activity for **28 of 30 Proffers (93%)** at the Time of Study
  - **93%** of **1,068** Proffers Represent **~993** Proffers w/o Financial Activity

**Recommendation**

Perform an analysis to assess the status of these aged proffer balances (5 – 48 years) and lack of financial activity (13.99 – 35.58 years) to determine if they remain a going concern. If these items cannot be considered a continued going concern, other use of funds should be considered (e.g., repurposed, escheated, or returned to developer).

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Tom Biesiadny (Director, FCDOT)	6/30/2023	<a href="mailto:Tom.Biesiadny@fairfaxcounty.gov">Tom.Biesiadny@fairfaxcounty.gov</a>
Todd Wigglesworth (Div. Chief, FCDOT CFD)		<a href="mailto:Todd.Wigglesworth@fairfaxcounty.gov">Todd.Wigglesworth@fairfaxcounty.gov</a>



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**MANAGEMENT RESPONSE:**

FCDOT concurs with OFPA recommendation. Staff will continue a review of Aged Proffer balances in consultation with the County Attorney's Office (OCA). Many of the older proffer deposits are in amounts insufficient to fully fund the smallest of projects. Searchable electronic databases did not exist when older proffers were received. Small deposits from years ago have been held until additional funding becomes available to fully cover project costs. FCDOT has been verifying these aged proffers and continues to match and aggregate aged proffers to appropriate improvements in accordance with state law.

FCDOT, in consultation with OCA, has established a process which focuses on the repurpose/escheatment of aged proffers oldest to newest. All Aged Proffers over \$100,000 have been reviewed which resulted in ~\$4.5M in contributions subject to escheatment (which require a public hearing). Staff anticipates scheduling late 2021/early 2022. ~\$3M in contributions are subject to repurposing, Staff is working to appropriate funding into Fund 30040 as part of FY 2022 Mid-Year 3rd quarter reviews.

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**DEVELOPER OPERATING STATUS**

**Observation**

To perform this section of the study, we extracted all the open proffers **2015** and **older**. From this extracted data we selected all open proffers dated **2010** and **older** with proffer balances greater than **\$50K**. The data extraction yielded a population of **140** of **1,068 (13%)** proffers. These proffers were the source of the developer operating status analysis. Below are the results of this analysis:

- **86** out of **140 (61%)** Developers Not Located
- **25** out of **140 (18%)** Developers Inactive
- **29** out of **140 (21%)** Developers Active

Sources Utilized for Review:

- State Corporate Commission Website (LDS Developer Default Program)
- Virginia Company Directory Website

Disclaimer: Developers' status assessments may require additional work as the analysis was based on the two websites mentioned above using name searches for a large portion of the testing. Companies may: merge, be acquired, or go through name changes. For proffers and escrows with inactive developers, we recommend the agency liaise with the County Attorney on how to address the stewardship of these funds.

**Recommendation**

Assess the inactive or not located project developers and related proffer funds to determine if the related proffer funds and projects are continued going concerns. If these items cannot be considered a going concern, other use of funds should be considered (e.g., repurposed, escheated, or returned to developer).

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Tom Biesiadny (Director, FCDOT)	6/30/2022	<a href="mailto:Tom.Biesiadny@fairfaxcounty.gov">Tom.Biesiadny@fairfaxcounty.gov</a>
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**MANAGEMENT RESPONSE:**

FCDOT concurs with OFPA recommendation. If it is determined that contacting developers is required as a result of FCDOT's current Aged Proffer repurposing process, then steps would be taken to identify and contact the developer. This recommendation is addressed in the current process for addressing Aged Proffers. FCDOT will investigate entries where developer information is missing. If it is determined that contacting developers is required as a result of FCDOT's current Aged Proffer repurposing process, then steps would be taken to identify and contact the developer. FCDOT will enter developer information into the tracking spreadsheet for all new contributions received.

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**ESCROWS LABELED AS PROFFERS**

**Observation**

To perform this section of the study, we compared data provided by LDS (*the gatekeeper for proffers and escrows coming into the County*) to the proffer/escrow file provided by FCDOT. Based on LDS' source data (as of 15<sup>th</sup> April 2021) we identified **170** out of **1,872 (9%)** open escrows labeled as proffers in the FCDOT internal tracking document. We reviewed **30** out of **170 (18%)** open escrows labeled as proffers. Below are the results of this analysis:

- **30 of 30 (100%)** of these escrows were *labeled as proffers (results were confirmed by FCDOT)*

*FCDOT Internal Tracker Does Not Differentiate Proffers & Escrows*

**Recommendation**

FCDOT internal tracker enhancement to delineate proffers from escrows potentially through codes or another unique identifier. Proffered funds are used for enhancements to the project and are fully spent. Escrow funds are contingencies which in some cases are returned to developers at the completion of the project. Properly tracking these financial instruments would lessen the potential to misallocate funds.

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Tom Biesiadny (Director, FCDOT)	6/30/2022	<a href="mailto:Tom.Biesiadny@fairfaxcounty.gov">Tom.Biesiadny@fairfaxcounty.gov</a>
Todd Wigglesworth (Div. Chief, FCDOT CFD)		<a href="mailto:Todd.Wigglesworth@fairfaxcounty.gov">Todd.Wigglesworth@fairfaxcounty.gov</a>

**MANAGEMENT RESPONSE:**

FCDOT concurs with OFPA recommendation. FCDOT concurs with OFPA's recommendation to delineate between proffers and escrows and will update the status of all developer contributions to include this information. FCDOT continues to improve internal processes for tracking proffers, however, further refinements can be made. FCDOT will enter this information into the tracking spreadsheet for all new contributions received.

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**PROFFER STATEMENTS NOT AVAILABLE**

**Observation**

To perform this section of the study, we selected **64** out of **1,068 (6%)** of open proffers to assess if proffer statements were on file with FCDOT. These **64** open proffers were selected from other substantive testing performed: proffers labeled as escrows (**30**), earmarked proffer financial activity (**30**), and continuity of proffer information testing between **2017** and **2021** reporting (**4**). Below are the results of this analysis:

- **7 of 64 (11%)** *Not Submitted by FCDOT & Requires Further Research*
- **1 out of 64 (1%)** *FCDOT Staff was Unable to Locate*
- **56 out of 64 (88%)** *Were Provided to Our Office by FCDOT*

**Recommendation**

Perform research to locate the proffer statements not available during this study. If not located FCDOT should liaise with the County Attorney’s Office to identify risk and next steps. Proffer statements provide the following critical information; proffer amount, project name/description, developer conditions, development plan, developer name, rezoning numbers, and other pertinent information.

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Tom Biesiadny (Director, FCDOT)	6/30/2022	<a href="mailto:Tom.Biesiadny@fairfaxcounty.gov">Tom.Biesiadny@fairfaxcounty.gov</a>
Todd Wigglesworth (Div. Chief, FCDOT CFD)		<a href="mailto:Todd.Wigglesworth@fairfaxcounty.gov">Todd.Wigglesworth@fairfaxcounty.gov</a>

**MANAGEMENT RESPONSE:**

FCDOT concurs with OFPA recommendation. FCDOT concurs that proffer statements be included into the internal tracking process. Most proffer statements have been located through online resources provided by LDS or visiting LDS office and securing hardcopies. FCDOT will continue to attempt to locate missing proffer statements, but this is dependent upon LDS either having this information online, or physically stored at LDS, or Department of Planning and Development (DPD) offices.

**FAIRFAX & FALLS CHURCH COMMUNITY SERVICES BOARD**  
***REVENUE ANALYSIS STUDY***

**Work Plan Review Areas:**

- **Medicaid Reimbursement Processes**
- **Billing and Collection Efforts**
- **Reconciliation of Billable Services**

**Additional Review Areas Covered:**

- **Disallowed Amounts to Insurances**
- **Time to Bill for Services**
- **Time to Collect**

**Fairfax County  
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**CSB REVENUE ANALYSIS STUDY**

**OVERVIEW AND UPDATES**

The results of this study may not highlight all the risks/exposures, process gaps, revenue enhancements and/or expense reductions which could exist. Items reported are those which could be assessed within the scheduled **timeframe, and overall organization's data-mining results**. **Office of Financial and Program Audit (OFPA's) studies** are facilitated through several processes such as: sample selections, compliance support documentation and various testing approaches. There are several types of studies performed by OFPA, e.g.: performance, operational, financial, compliance, etc. To that end, it is important to note OFPA staff reserves the option to perform a holistic financial and analytical data-mining process on all data for the organization being reviewed where appropriate. This practice is most often employed to perform reviews for highly transactional studies.

We performed a review of health related billings and collections to/from insurance companies and patients managed by the Fairfax Falls Church Community Services Board (CSB). CSB provides support for individuals and families of the County, Cities of Falls Church and Fairfax. Services extended to the Counties' constituents, include but not limited to, treatment for; developmental disabilities, emotional disturbance, mental illness, and/or substance use disorders.

This study included several focus areas, they were: billing and collection efforts, reconciliation of billable services to contracts, disallowances of billings, time to bill for services provided, and time to collect for services provided.

Additionally, the Audit Committee requested reviews of MOUs, MOAs, and Other Agreements on each engagement going forward. We requested Service & Revenue Generating Agreements from CSB. No Direct Costs are Associated with the Agreements provided. The Cities of Falls Church and Fairfax CSB agreements and billing methodology has not been documented; based on interviews with the Financial Management and Procurement Division.

**OBSERVATIONS AND ACTION PLANS**

The following tables detail the observations and recommendations for this study along with management's responses.



**Fairfax County  
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**TIME TO BILL ANALYTICS W/O DISALLOWANCES**

**Observation**

To perform this section of the study, we data mined the full population of **FY20 & FY21** billing data (as of 20<sup>th</sup> July 2021) provided by CSB. Also, we sampled 30 bills to identify related delays. We used these data to compare the patient's (**date of service**) to the CSB internal (**posting date**). Below are the results of this analysis:

- **135,094 & 148,171 Bills Processed in FY20 & 21: ~\$26.93M & ~\$32.39M**
  - **FY20 Time to Bill Ranged up to 2,224 days**
    - **32,001 of 135,094 (23.7%) Processed 60 – 2,224 Days After Service ~\$4.95M**
  - **FY21 Time to Bill Ranged up to 644 days**
    - **22,758 of 148,171 (15.4%) Processed in 60 - 644 Days After Service ~\$5.01M**
- **30 Billing Delays Reviewed Reveal the Following Reasons (this list is not exhaustive):**
  - *Resubmission of Claims*
  - *Batched Late, Re-Batched, or Batched Billing Errors*
  - *Incomplete Insurance Information*

**Recommendation**

We recommend that staff identify areas to improve the revenue cycle, such as; reassess (patient facing) & (claims & medical billing) functions. This information should be used to track and benchmark the revenue cycle performance. This information would provide a pathway for improvements. We also recommend that staff be consistent with collecting patient insurance information upfront.

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Daryl Washington (Director, CSB)	9/10/2022	<a href="mailto:Daryl.Washington@fairfaxcounty.gov">Daryl.Washington@fairfaxcounty.gov</a>
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Jessica Burris (CFO, CSB)		<a href="mailto:Jessica.Burris@fairfaxcounty.gov">Jessica.Burris@fairfaxcounty.gov</a>

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**MANAGEMENT RESPONSE:**

We have worked tirelessly to improve and maximize revenue. This has been evident in the work we've done not only with our billing team, but also the entire revenue cycle partners. In the past two years, some of our accomplishments have been:

- Developed billing dashboard for billing management (key to monitoring industry standard metrics)
- Created a Utilization Management team to assist with the MCO requirements around pre/authorizations
- Instituted meetings to provide feedback to all vested partners in the billing cycle (front door, clinical, utilization management, billing, informatics)

We have and will continue to use these tools to continually improve our Time-to-Bill so that the average remains less than 30 days.

Fairfax County  
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**TIME TO COLLECT (IN FULL) ANALYTICS**

**Observation**

To perform this section of the study, we data mined the full population of **FY20 & FY21** collection data (as of 20<sup>th</sup> July 2021) provided by CSB. We used these data to compare the CSB internal (**bill batch date**) to the check issuance from vendors/patients for **bills paid in full**. Below are the results of this analysis:

- **105,467** Payments for CSB Services: Processed in **FY20** Totaling **~\$17.81M**
  - **FY20** Time to Collect Ranged up to **2,358** days
    - **< 30 Days: Count (95,050) / (\$16.76M)**
    - 30 – 60 Days: Count (4,234) / (\$659k)
    - 60 – 90 Days: Count (792) / (\$107k)
    - 90-180 Days: Count (949) / (\$143k)
    - > 180 Days: Count (4,442) / (\$136k)
      - **Cumulative > 30 days: Count (10,417) / (\$1.05M)**
- **106,457** Payments for CSB Services: Processed in **FY21** totaling **~\$18.93M**
  - **FY21** Time to Collect Ranged up to **1,826** days
    - **< 30 Days: Count (96,206) / (\$17.35M)**
    - 30 – 60 Days: Count (2,016) / (\$419k)
    - 60 – 90 Days: Count (2,368) / (\$376k)
    - 90-180 Days: Count (3,676) / (\$503k)
    - > 180 Days: Count (2,191) / (\$286k)
      - **Cumulative > 30 days: Count (10,251) / (\$1.58M)**

**Recommendation**

Collection for CSB under 60 days were 98% & 94% in FY20 & 21. The extended time for some receivables could be improved. Given the high rate of collections, (**exclusive to the time to bill analysis**), OFPA passes further audit work on this section of the study. (**No recommended corrective actions**)

**Fairfax County  
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**SHARED SERVICES BILLINGS**

**Observation**

To perform this section of the study, we worked with staff to identify agreements between the County and the Cities of Fairfax and Falls Church. We also worked to identify the billing methodology used by the County for service provided to these cities.

Based on interviews with staff regarding healthcare related services to the Cities of Fairfax & Falls Church by the County, it was determined that CSB has an established *Annual Local Share Cost* which is billed to the Cities quarterly. As purported by staff, the basis for these billings is:

- The cities population and an escalation factor.
- City of Falls Church Annual Local Share for **FY20 & FY21** are **~\$887k & ~\$1.01M**.
- City of Fairfax Annual Local Share for **FY20 & FY21** are **~\$1.96M & ~\$2.22M**.

Also, purported by CSB, Services Agreements & Billing Methodologies not documented.

County's Operational Costs to provide these services had not been tracked at the time of this study.

**Recommendation**

We recommend that, CSB liaise with County Counsel and other related parties to either locate or create and execute the Cities of Falls Church and Fairfax Shared Service Agreements. These agreements should include billing methodologies for shared services and other pertinent contractual areas for services provided to the Cities of Falls Church and Fairfax.

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Daryl Washington (Director, CSB)	09/10/2022	<a href="mailto:Daryl.Washington@fairfaxcounty.gov">Daryl.Washington@fairfaxcounty.gov</a>
Daniel Herr (Dep. Dir., CSB)		<a href="mailto:Daniel.Herr@fairfaxcounty.gov">Daniel.Herr@fairfaxcounty.gov</a>
Jessica Burris (CFO, CSB)		<a href="mailto:Jessica.Burris@fairfaxcounty.gov">Jessica.Burris@fairfaxcounty.gov</a>

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**MANAGEMENT RESPONSE:**

The CSB does have a methodology for shared services revenue. It first takes the percent of the population owned by each jurisdiction (taken from the Weldon Cooper Center for Public Service Demographics) and applies this percent to the previous fiscal year's total adopted budget to arrive at the next fiscal year's proposed shared revenues. This calculation has shown that historically both Fairfax and Falls Church cities have not contributed a commensurate proportion of their revenue with their

respective population statistics. Because the increase could prove burdensome to the local jurisdictions (greater than 50%), we opted for a total of 8.8% increase year over year (which includes a 5% escalation). This would also close the gap between what they contribute and what they should be contributing based on their population.

We do not have MOUs on file. CSB will work collaboratively with OCA, DMB, DPMM and the Cities of Falls Church and Fairfax to document and execute an agreement that will align as close and possible and with the constraints of any related covenants to maximize cost recovery.

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**DISALLOWED INSURANCE CLAIMS**

**Observation**

To perform this section of the study, we data mined the **FY20 & FY21** collection files (full population) to compare the amounts billed by CSB to vendors and patients to the receipts from the vendors, patients, and the Cities of Fairfax and Falls Church. We also worked to identify the billing methodology used by the County for services provided to these cities. Below are the results of this analysis:

- **66,866** of **129,537 (52%)** bills in **FY20** were **disallowed** (*not paid by Insurances*) totaling **~\$2.83M**.
- **63,125** of **122,099 (52%)** bills in **FY21** were **disallowed** (*not paid by Insurances*) totaling **~\$3.13M**.

These bills were generated because services were provided. Purported through interviews with CSB staff, disallowed amounts are due to contractual agreements with insurance companies. The billed amount used in the records is based on self pay clients without insurance rates. The rates contracted with insurance companies are lower resulting in disallowances. The County's Operational Costs have not been established for these services and were not being tracked at the time of this study.

**Recommendation**

We recommend that staff perform analysis to identify, record and track County's Operational Costs for shared services provided to the Cities of Falls Church & Fairfax. The information should be used to establish contract rates for the Insurance Companies to which the County contracts services to support CSB programs. This review should better align the insurance companies' rates with the County's operational costs and drastically reduce disallowed claims.

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
Daryl Washington (Director, CSB)	09/10/2023	<a href="mailto:Daryl.Washington@fairfaxcounty.gov">Daryl.Washington@fairfaxcounty.gov</a>
Daniel Herr (Dep. Dir., CSB)		<a href="mailto:Daniel.Herr@fairfaxcounty.gov">Daniel.Herr@fairfaxcounty.gov</a>
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**MANAGEMENT RESPONSE:**

A disallowed amount is either (1) the difference between what has been billed by the health care provider and what the insurance company has paid, or (2) the cost for services for uninsured clients that do not have the financial means to pay for their services. These amounts are not billed to patient but written off by the CSB.

Our fees for services are aligned with Medicaid. While we have done analysis for some services to determine the true cost of providing those services, we have not done a comprehensive analysis for all services provided by the CSB.

Staff will perform analysis to identify, record and track County's Operational Costs for these services provided with the intent of better understanding our true cost to provide services. This information will be documented and periodically updated to potentially be used in future rate setting and contract negotiations.

**Fairfax County  
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**BILLING ADJUSTMENTS**

**Observation**

To perform this section of the study, we data mined the **FY20 & FY21** billing files (full population) to identify the billing adjustments. We liaised with CSB to understand the causes for these adjustments. Based on interviews with CSB staff these adjustments are entries made by the billing staff. Staff makes these adjustments to correct: charges that exceed fee schedule, system errors, claims adjusted based on patient eligibililty. This list in not exhaustive, its based on a sample **30** out of **48,299**. Below are the results of this analysis:

- **39,042 Adjustments/Write-offs were Processed in FY20 Totaling ~\$5.86M**
- **9,257 Adjustments/Write-offs were Processed in FY21 Totaling ~\$1.67M**

**Recommendation**

We recommend that staff review, stratify and categorize the adjustments/write-offs using a representative population, e.g.; month, fiscal year or measurement that could be performed with existing staff. This information should be used to identify root causes of these adjustments/write-offs to reduce re-occurrences where appropriate. Additionally staff should use this to develop a review process which could be used at the (frequency deemed appropriate by management).

**Action Plan**

Point of Contact	Target Implementation Date	Email Address
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**MANAGEMENT RESPONSE:**

Our adjustments/write-offs include the following:

- Disallowed amounts based on contractual obligations
- Disallowed amounts based on client’s liability and ability to pay
- Items that have exceeded the debt collection timeline

Staff will continue to use existing tools to review the adjustments/write-offs to understand root causes of them. We will use this data to provide feedback to all invested partners in the billing cycle to improve in areas where possible.

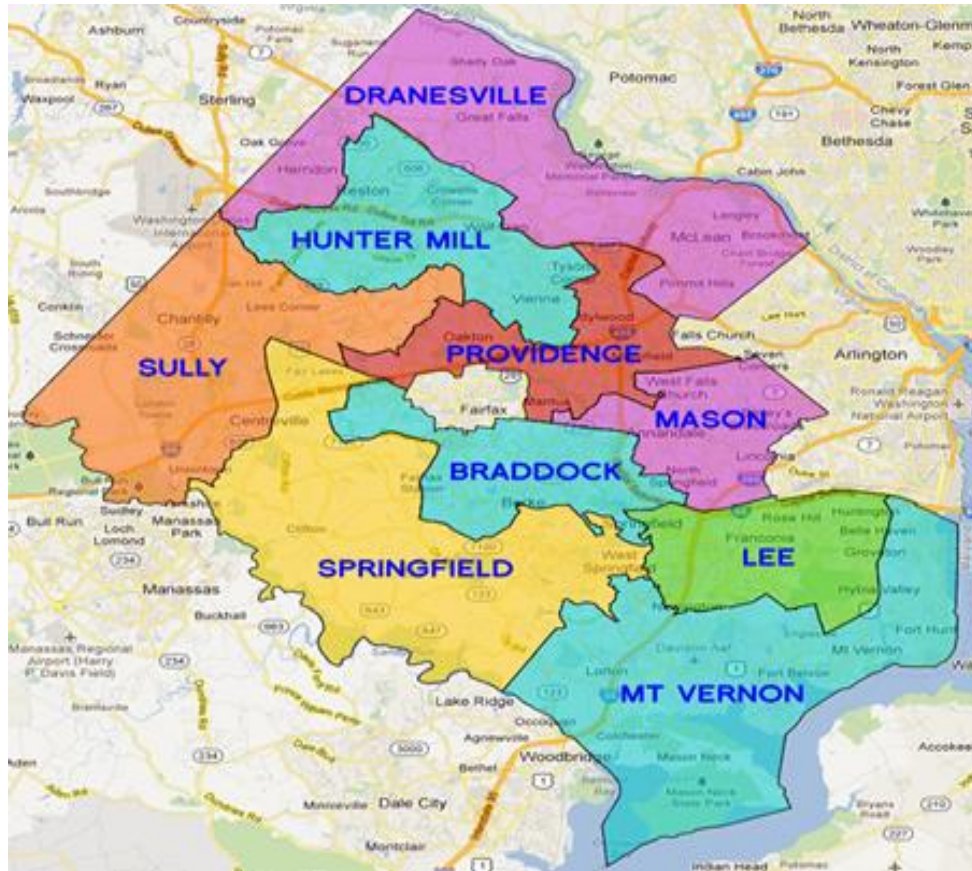


**Fairfax County  
Office of Financial and Program Audit**

**LIST OF ACRONYMS**

AC	Audit Committee
BOS	Board of Supervisors
CSB	Fairfax Falls Church Community Services Board
FCDOT	Fairfax County Department of Transportation
FY	Fiscal Year
LDS	Land Development Services
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
OFPA	Office of Financial and Program Audit

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