

Quality Improvement Update



Progress from 10/1/2016-10/30/2017

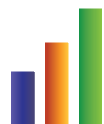
Canton City Health District



Introduction: What is Quality Improvement?

- ♥ Quality Improvement is the use of a deliberate and defined improvement process focused on activities that are responsive to community needs and improving population health.
- ♥ Quality Improvement is a continuous and ongoing effort to achieve measurable improvements in the efficiency, effectiveness, performance, accountability, outcomes and other indicators of quality in services or processes which achieve equity and improve the health of the community.

(Ref: Roadmap to a Culture of Quality Improvement, NACCHO, 2012.)



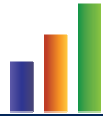
Quality Improvement

Canton City Health District



Introduction: Why do Quality Improvement?

- 🛡️ CCHD's biggest resource is its staff. Staff wages and benefits are the majority of the budget for CCHD. With reducing budgets, need to find more time for existing staff to complete all the work.
- 🛡️ QI provides means to evaluate our current processes and make them more efficient while improving quality of the service. So they take less time.
- 🛡️ Eventually, QI will be integral in all that we do, so we are as efficient as possible. QI is also a PHAB Accreditation requirement.
- 🛡️ Most of the Ohio State government offices have implemented a QI program including Lean methods. Those offices have implemented projects gaining significant efficiency and time savings.



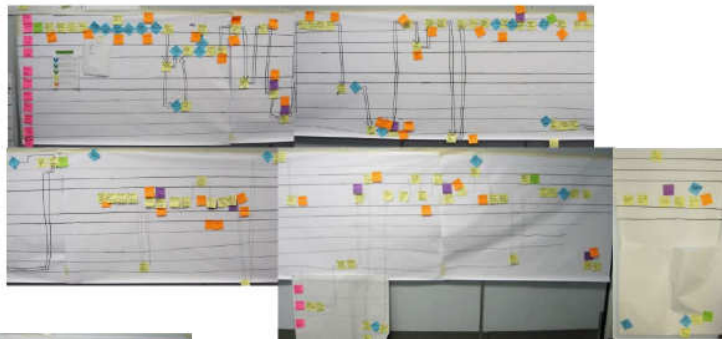
Quality Improvement

Canton City Health District

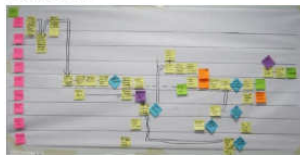


Example of Success

Example from Ohio Department of Mental Health, Forensic Movement Process
Current State



Future State



- Process steps reduced from 122 to 36, a 70% reduction
- Reduced handoffs from 37 to 6, a 83% reduction
- Total cost savings \$64,050.
- Total number of redirected hours was 1,895 per year.

Canton City Health District



Quality Improvement Committee

- ♥ CCHD established a Quality Improvement (QI) program with the issuance of the 2016-2017 QI Plan 800-015-P on 6/9/2016.
- ♥ The Quality Improvement Committee (QIC) was formed to oversee the implementation of the QI program at the CCHD. QIC Members Include: Terri D., Kim K., Kim C., Jil N., Heather M., & Janet C.
- ♥ The QIC has been meeting monthly and progressing toward completion of the QI activities (i.e. goals and objectives) listed in the 2016-2017 QI plan.
- ♥ The QIC reviewed the 5 project proposals submitted by staff in 2016. Two projects have been selected to be completed by 12/31/2017 and one project has been selected to be completed in 2018.



Canton City Health District



Selected QI Projects 2017



#1: Phone Answering and Routing Project:

Current Issues:

- Callers are choosing the wrong auto-selection
- Callers have more than one request that need answered by more than one division.
- Callers are transferred from clerk to clerk instead of the end user.

Project Objectives:

- Reduce process steps / time
- Reduce time of caller on phone with the wrong staff
- Improve customer & employee satisfaction
- Simplify main line auto-attendant

Project Team:

Name	Position Title	Level	Division	Role
Heather Macdonald	Laboratory Technician	Support	Lab	QIPT Consultant/Fresh Perspective
Terri Dzienis	APC Administrator	Management	APC	QIPT Consultant Helper
Ashley Archer	WIC Assistant	Support	WIC	Subject Matter Expert
Jil Neuman	PH Clerk II	Support	VS	Subject Matter Expert
Connie Standard	PH Clerk I	Support	Nursing	Subject Matter Expert
Connie Ash	PH Clerk I	Support	EH	Subject Matter Expert

Canton City Health District



Selected QI Projects 2017

#1: Phone Answering and Routing Project:



Project Status:

- Collected baseline data by having clerks tally certain calls
- Held 3 meetings to implement lean tools to evaluate the process and develop improvements
- Developed improvement solutions related standardizing/updating reference sheets & policies, updating auto-selection on main line, adding auto-selection to WIC line, and update phone programming.

Next Steps:

- Finalize development of improvement solutions and implement
- Collect data of improved process after a couple months of implementation.
- Analyze data to determine if improvements were successful

Canton City Health District



Selected QI Projects 2017

#1: Phone Answering and Routing Project:



Canton City Health District



Selected QI Projects 2017

#2: Improving Immunization Clinics



Current Issues:

- The process takes too long.
- Treat only a maximum of 14 clients/ day
- Staff comfort with EMR & clinic process.

Project Objectives:

- Improve efficiency (decrease time of process)
- Increase capacity to see patients

Project Team:

Name	Position Title	Level	Division	Role
Terri Dzienis	APC Administrator	Management	APC	QIPT Consultant
Jil Neuman	PH Clerk II	Support	VS	Fresh Perspective
Frank Catrone	Staff Nurse II	Professional	Nursing	Subject Matter Expert
Kelli Trenger	Office Manager	Management	Nursing	Subject Matter Expert
Patty McConnell	Sanitarian II/HAN Cord	Professional	EH/OPHI	Fresh Perspective

Canton City Health District



Selected QI Projects 2017

#2: Improving Immunization Clinics



Project Status:

- Held 5 meetings to implement lean tools to evaluate the process and develop improvements
- Still working on developing improvement solutions related standardizing/updating procedures, staffing of clinic, use of technology, relocating equipment, etc. Final solutions will be based on baseline data.
- Developing baseline data collection forms

Next Steps:

- Collect baseline data and use it to determine final improvement solutions
- Finalize development of improvement solutions and implement
- Collect data of improved process after a couple months of implementation.
- Analyze data to determine if improvements were successful

Canton City Health District



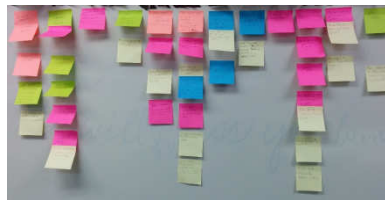
Selected QI Projects 2017

#2: Improving Immunization Clinics:

Current
Process
Map



Improvement
Ideas



Canton City Health District



Selected QI Projects 2018

#3: Kronos Implementation



Current Issues:

- Misplaced forms causing duplication of work
- Data entry / transcription errors resulting in errors in employee paychecks and having to process a correction
- Lengthy process
- Multiple systems and processes for different staff.

Project Objectives:

- Improve data entry efficiency
- Reduce data entry / transcription errors
- Reduce the number of paper records generated
- Reduce overall time spent by staff on the process
- Improve accountability and compliance by having standard methods and policies for entire CCHD across all programs

Canton City Health District



Selected QI Projects 2018

#3: Kronos Implementation



Project Team:

- Will include the Division Leadership Team. Other team members yet to be decided to include non-management staff to test system and provide feedback.

Project Status:

- City of Canton Auditors Dept has decided to implement an upgraded version of their payroll software, Kronos, that allows for electronic submission of time off requests and attendance reporting. This software will be used city-wide.
- CCHD will be implementing Kronos, so a QI Project was formed to collect data on before and after the software use, and to standardized policies.
- Baseline data has been collected by all divisions to measure the current lengthy process for comparison with the improved process.

Canton City Health District



Selected QI Projects 2018

#3: Kronos Implementation

Next Steps:

- Hold meetings to implement lean tools to evaluate the current process and develop improvements
- Test Kronos system to determine functionality
- Develop attendance policies using Kronos' fullest capabilities



Canton City Health District



Progress on Other QI Plan Goals

🛡️ #1: Develop /find QI skill assessment and conduct assessment:

- 🛡️ Purpose: to determine which CCHD staff have existing QI skills to determine what QI training is needed
- 🛡️ The QIC developed their own QI Skills Assessment, which is a 2 part assessment. The first part is to determine if employees have existing QI experience. After completing part 1 of the assessment, employees that did not have existing QI experience were required to take QI 101 training.
- 🛡️ The results of the part 1 of the QI Assessment conducted in May 2017 indicated that 38.3% of current CCHD employees already had prior QI experience and / or training.
- 🛡️ All staff that indicated that they did have existing QI experience completed part 2 of the assessment in July 2017 to determine if they have introductory or intermediate skill level of QI.

Canton City Health District



Progress on Other QI Plan Goals

🛡️ #2: Conduct QI 101 Training:

- 🛡️ As of 9/29/17, online QI 101 Training was conducted for all staff that didn't have previous QI experience to start providing all staff with a base knowledge of QI. Future trainings will be held.

🛡️ #3: Develop QIPT PDCA implementation structure for QIPT meetings:

- 🛡️ The QIC has selected the resources from LeanOhio to fit our needs.
- 🛡️ Compiling of documents to use and purchasing of supplies to use during projects completed but is still being tweaked.

🛡️ #4: Develop QIPT Charter for each QIPT:

- 🛡️ The QIC finalized the QIPT Charter form. This has been used by the QIPT.



Canton City Health District



Progress on Other QI Plan Goals

🛡️ #5: Find free QI tool training modules or QIPT members:

- 🛡️ The QIC has reviewed resources available online to fulfill this requirement. Resources from LeanOhio were selected but still need cleaned up for QIPTs to use. This training will be completed during the QIPT meetings.

🛡️ #6: Develop and implement Performance Management System (PMS):

- 🛡️ This has been assigned to the Accreditation Domain 9 Team to complete
- 🛡️ PMS software and the Stark County Health Department PMS spreadsheet were trailed by a committee of individuals impacted by the PMS system. They decided to use the spreadsheet, which to use to help finalize our PMS.
- 🛡️ Some individuals attended PMS training in August and will go to another training in November. After which more progress will be made on the PMS.

Canton City Health District



CCHD Staff Responsibilities



🛡️ All Staff have the following QI responsibilities:

- Participate in training to develop understanding of QI
- Identify areas for improvement for QI Projects
 - Submit proposals to your QIC member
- Suggest improvement actions for your area
- Participate on QIC and QI Project Teams (QIPT)
- Apply QI principles and tools to daily work



Canton City Health District



Conclusion



- ◆ Our goals for the upcoming year will be:
 - ◆ To implement the improvement solutions from the 2017 QI Projects and to hopefully see the results and benefits of those QI projects in our day to day activities.
 - ◆ To complete at least two QI Projects in 2018.
 - ◆ To evaluate and revise the QI Plan to continue to grow QI at CCHD.

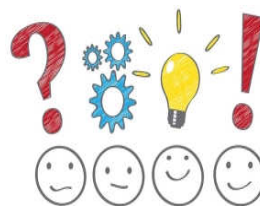
- ◆ Quality Improvement is an ongoing process. We will always be seeking more QI project proposals and will continue to seek ways to provide additional QI training for staff.



Canton City Health District



Questions?



Presenter Information:

Terri Dzienis

APC Administrator

(& QIC Chairperson)

Canton City Health District

Canton City Health District

