



West Virginia
Bureau for
Public Health



Your Health
Your Safety
Our Purpose

Department of Health & Human Resources

BPH Professional Development Forum
May 9th, 2013



Marian Swinker, M.D., M.P.H.

Commissioner for Public Health
&
State Health Officer

Quality Improvement in BPH



It is the Bureau's goal to create an environment that empowers employees to focus on process improvement, initiate change, and achieve better public health services and outcomes.



Janet Richards

Deputy Commissioner
Public Health Administration

Professional Development Forums



- Will be held quarterly
- Open to all employees
- Sessions will be scheduled based on interest and feedback
- Primary focus:
 - Highlight quality/process improvement
 - Share best practices among offices
 - Educate on quality improvement (QI)
 - Applying QI tools in your everyday practice
 - Share Bureau *Hot Topics*
 - Allow feedback and input from employees

Session Overview



- Focus on how the Bureau is initiating change
 - Strategic Plan
 - Quality Improvement Efforts
 - Leadership Commitment
- Focus on process improvement
 - Travel Authorization Project
- How process improvement is helping us to initiate better health services and outcomes
 - Positive Change due to QI - sharing best practices
- Bureau Hot Topic
 - Boy Scout Jamboree
- Feedback/Idea Sharing



Strategic Plan

Strategic Plan



Initiated strategic planning with BPH leadership in fall 2011

Determined future direction of the Bureau

Discussed potential organizational issues that BPH will face in the next 3-5 years

Developed 5 workgroups based on priorities

Organizational issues for BPH

Development of Center for Performance Management

- Organizational support for process improvement
- Accreditation readiness

Change management and information systems

- Creating internal projects
- Measuring outcomes

Process bureaucracy

- Example: travel approval
- Need more autonomy to make decisions and take responsibility

Retirement of senior level staff

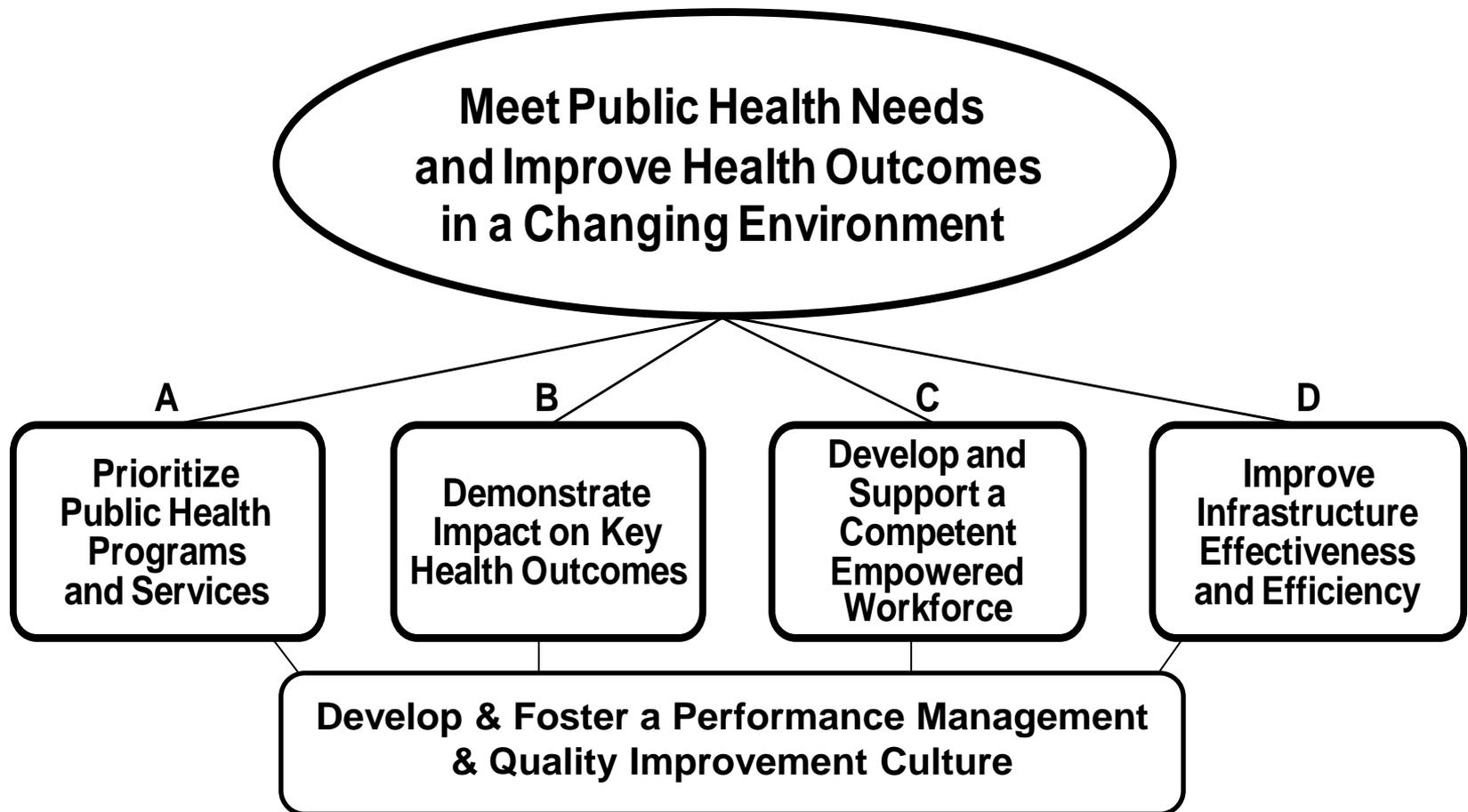
- Succession planning
- Recruitment
- Retention

Inconsistent enforcement of policies and procedures

- EPA Process
- Develop systematic policies and procedures

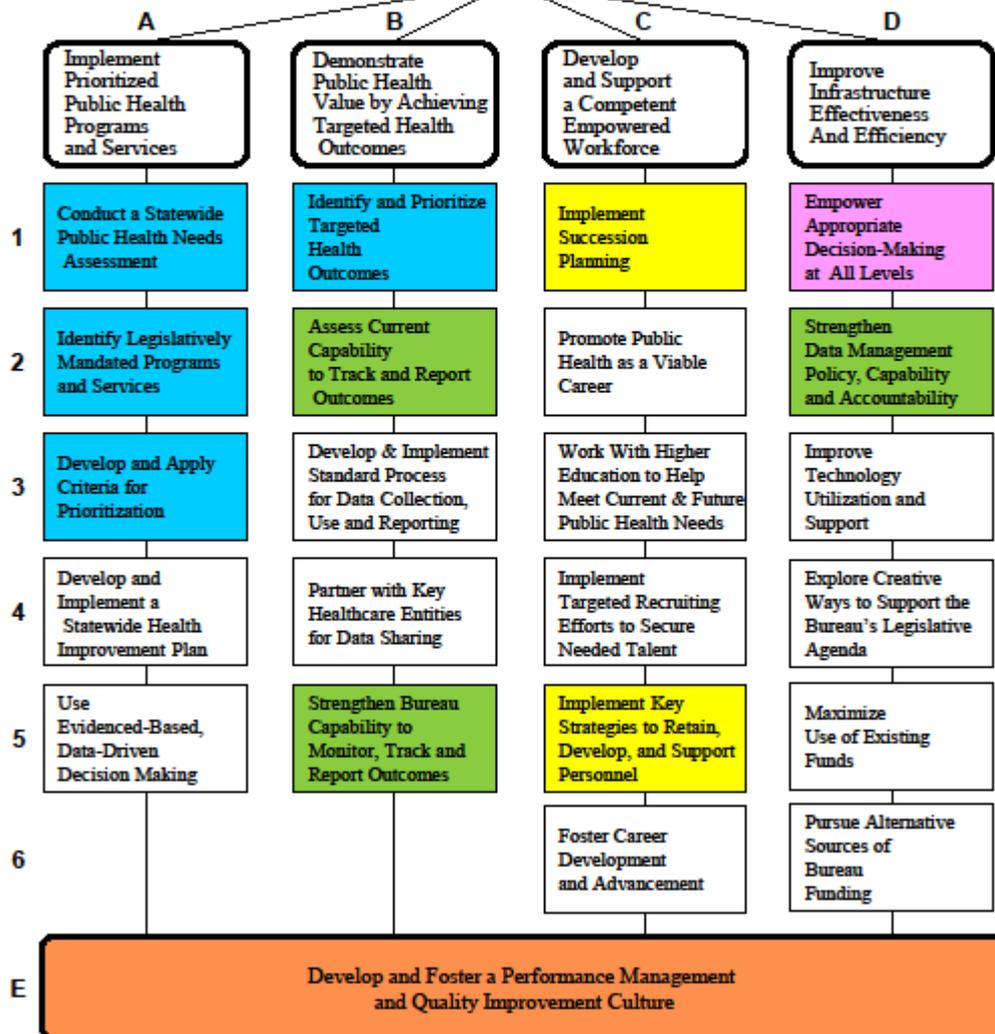
Central Challenge & Strategic Priorities

West Virginia Bureau for Public Health Strategic Map: 2011-2014



West Virginia Bureau for Public Health
Strategic Map: 2011-2014

Meet Critical Public Health Needs
and Improve Health Outcomes
in a Changing Environment



Strategic Plan Workgroups

- Implement Prioritized Public Health Programs and Services
- Demonstrate Impact with Outcomes
- **Workforce Succession & Retention**
 - *BPH New Employee Orientation*
 - *Employee Training - Workforce Development Plan*
 - *Succession/Retention Planning*
- **Increasing Efficiencies through Employee Empowerment**
 - *Develop bureau wide policies and procedures*
- **Develop & Support a Culture of QI/PM**
 - *Professional Development Forums*
 - *QI Project Submission*
 - *Including process improvement in EPA*



Quality Improvement

Quality Improvement

Center for Performance Management

- 3 FTE's
- Support all BPH QI & PM initiatives
- Accreditation Readiness

Bureau-wide QI Trainings

- Projects identified by office
- Teams trained and working on identified projects during the training
- Training held in Fall 2012
- Ongoing through 2013

Leadership QI Trainings

- Leadership Team completed training on Building a Culture of QI.
 - Developed Solution & Effect Diagram
- Committed to supporting staff in QI projects

Strategic Planning Activities

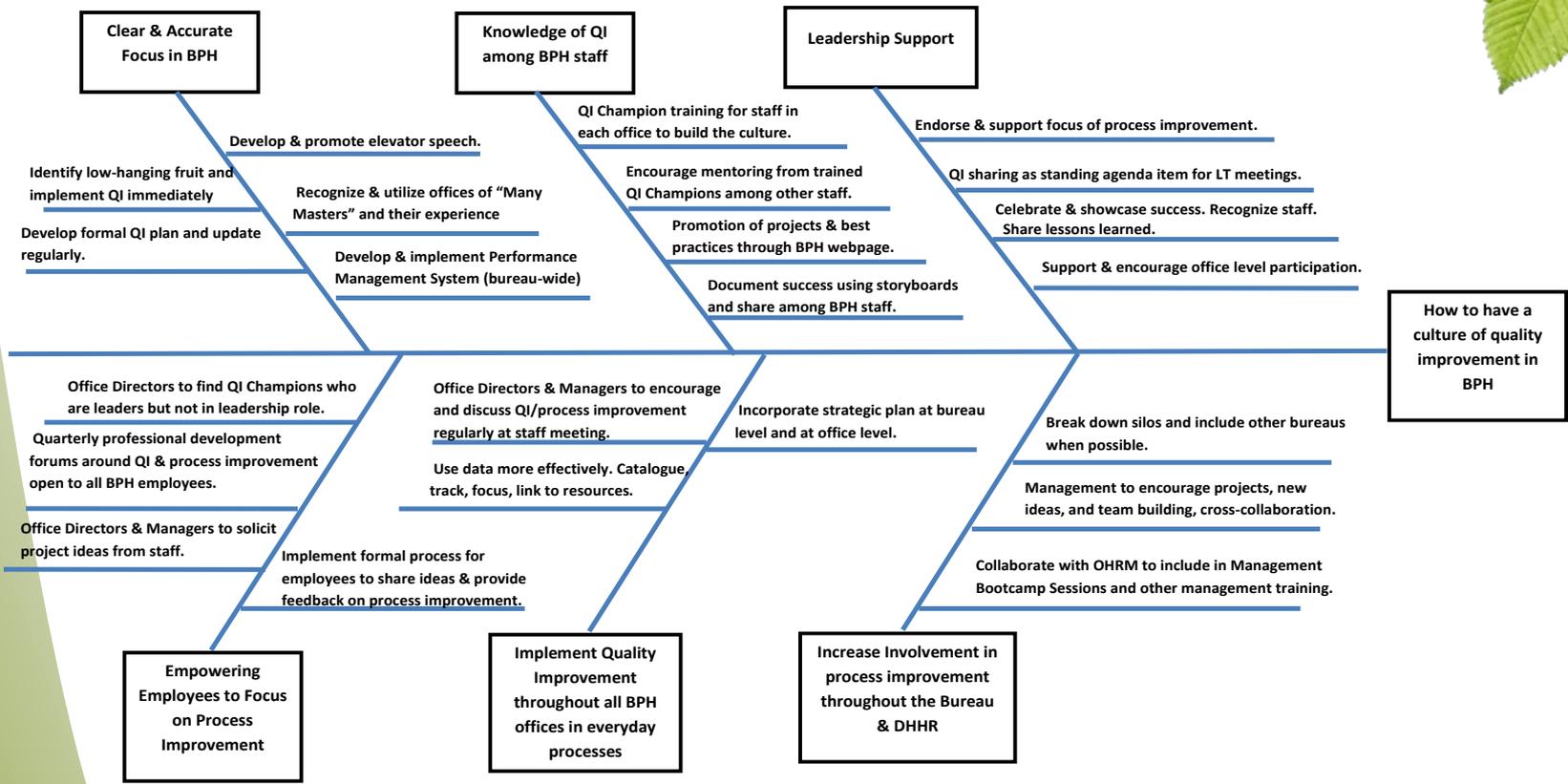
- QI & PM workgroup meeting monthly
- Developing and coordinating quarterly forums

CPM Technical Assistance

- Providing support to Bureau and Office QI Teams
- Website and e-mail for communications

Quality Improvement Training

- QI Champion Workshops - Fall 2012
 - 20 Participants from the Bureau, Local Health Departments and Employee Development Staff from the Office of Human Resource Development
- Bureau & LHD Projects:
 - Travel Authorization & Reimbursement
 - Incomplete Data on National Electronic Disease Surveillance System when received by the division of Infectious Disease & Epidemiology by Local Health Departments
 - Fee for Service for Local Health Departments
 - WIC Fraud Prevention
- Additional trainings in 2013



Bureau for Public Health Solution & Effect Diagram for Building a Culture of Quality Improvement
February 2013



Travel Authorization & Reimbursement

Tim Whitener
Central Finance

Kristie Fitzgerald
Central Finance

Travel Authorization & Reimbursement

- QI Team developed out of Bureau Training Workshops. This was a process affecting employees Bureau-wide.
- Problem: Employees traveling out of state were in some cases waiting 30 days to receive approval. If air travel was involved, ticket prices were sometimes tripling in this time frame. Employees would often receive approval only a few days before, or the day before travel.
- Desired Result: Decrease steps and amount of time involved in process; save money.

Travel Authorization & Reimbursement

- QI Team met with Central Finance to learn more about the process. This included CFO and Travel Coordinator.
- Discussed the process from start to finish, including any perceived delays in the process and/or inefficiencies.
- Discussed time frames for processing, resources, and workload.
- During this process, developed a process flow chart to see the entire process from start to finish and use to help identify any delays in the process.

RECEIVING

①

Tech Stores Boxes and transfers Samples to 2nd Fl Frig

Tech updates LIMS location SEND

②

Tech updates location on LIMS

Tech mails/returns sample

Tech updates location on LIMS SEND

Email Supervisor to close Projects

Supervisor closes project on LIMS

Tech repacks sample

②

Tech sends disc form SEND

①

TESTING

Issue: Temp returned to slope

Open Temp ABLE in Lab

Check print label for

Print Sample

Label 'S'

Check cap on + thermal lab

Check C.O.C

ADIR SAMPLES

Check if update in LIMS

Print SAMPLES

File in file box

USE SAMPLE AVAILABLE SAMPLES LEFT in UNKNOWN

Update file in LIMS

LABORATORY MAILING - ADDRESS

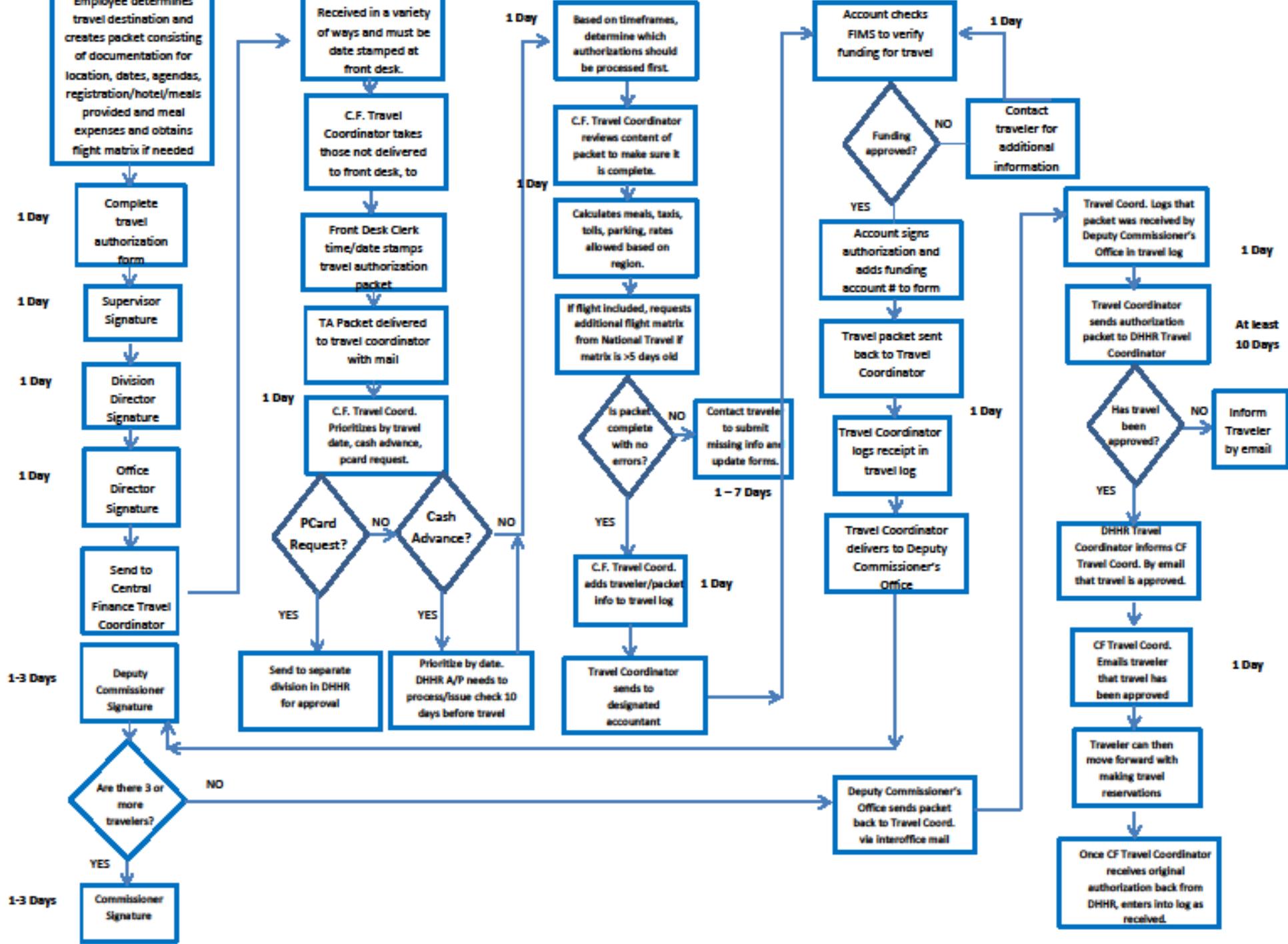
How and where are you going to store the samples?

File Sample

File Sample

Tech loads Box and tubes





Recommendations from QI Group

- Work with Travel Coordinator to create a “Check-Off List” of all materials required to make an Out of State Travel Authorization “complete” to ensure that the traveler was submitting all necessary information.
- Set parameters on how many days that travel information should be held by the Travel Coordinator (3 days).
- Approval level should stop at the Office Director level unless the travel request is \geq \$2,500.
- Dedicate additional staff support to assist with Travel Coordinator responsibilities (authorization/reimbursement).

Results of the Recommendations

- “Check-Off List” of all materials required to make an Out of State Travel Authorization “complete” was created and was rolled out Bureau-wide on May 1st (piloted first in OMCFH).
- Parameters were set on how many days that travel information should be held by the Travel Coordinator (3 days).
- Travel approval policy implemented by the commissioner - approval should stop at the Office Director level unless the travel request is \geq \$1,800, and <3 travelers.
- Dedicated additional staff support to assist with Travel Coordinator responsibilities (authorization/reimbursement/posting payments).

**Bureau for Public Health
Out of State Travel Documentation Checklist**

Name of Traveler: _____

	YES	NO
1 Travel Questionnaire attached	<input type="checkbox"/>	<input type="checkbox"/>
●Question # 8 on Questionnaire completed if more than one person is attending the event	<input type="checkbox"/>	<input type="checkbox"/>
2 Justification Memo (for 3 or more attendees at same event)	<input type="checkbox"/>	<input type="checkbox"/>
3 Is traveler flying to destination?	<input type="checkbox"/>	<input type="checkbox"/>
●Travel Matrix from National Travel attached	<input type="checkbox"/>	<input type="checkbox"/>
●Airfare being charged on the Ghost Account?	<input type="checkbox"/>	<input type="checkbox"/>
4 Is traveler using a rental car for travel?	<input type="checkbox"/>	<input type="checkbox"/>
●Rental vehicle estimate attached	<input type="checkbox"/>	<input type="checkbox"/>
●Estimated fuel calculation (e.g., Mapquest) included	<input type="checkbox"/>	<input type="checkbox"/>
●Vehicle rental being charged on Ghost Account?	<input type="checkbox"/>	<input type="checkbox"/>
5 Is traveler using a personal vehicle for travel?	<input type="checkbox"/>	<input type="checkbox"/>
●Cost Comparison Form & support attached	<input type="checkbox"/>	<input type="checkbox"/>
6 Additional Ground Transportation Needed	<input type="checkbox"/>	<input type="checkbox"/>
●Does hotel/event provide shuttle?	<input type="checkbox"/>	<input type="checkbox"/>
●Estimated cost included	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO
7 Registration Costs Included	<input type="checkbox"/>	<input type="checkbox"/>
●Registration Form included?	<input type="checkbox"/>	<input type="checkbox"/>
●If no registration form or fee, has additional back-up been provided that identifies what/where/when?	<input type="checkbox"/>	<input type="checkbox"/>
●Registration costs being charged to a P-Card?	<input type="checkbox"/>	<input type="checkbox"/>
●Purchasing Card Registration Payment Request Form attached	<input type="checkbox"/>	<input type="checkbox"/>
8 Lodging Costs Included	<input type="checkbox"/>	<input type="checkbox"/>
●Rate & applicable taxes included	<input type="checkbox"/>	<input type="checkbox"/>
●Is Traveler using Direct Bill for Lodging?	<input type="checkbox"/>	<input type="checkbox"/>
9 Agenda showing date & times attached	<input type="checkbox"/>	<input type="checkbox"/>
10 Parking Costs included	<input type="checkbox"/>	<input type="checkbox"/>
11 Is traveler needing a Cash Advance?	<input type="checkbox"/>	<input type="checkbox"/>
●"Cash Advance Request" section of Travel Authorization form completed?	<input type="checkbox"/>	<input type="checkbox"/>
12 Have you specifically noted in the "Statement of Purpose and Justification" section of Travel Authorization Form:	<input type="checkbox"/>	<input type="checkbox"/>
●Ghost Account used for airfare/car rental		
●P-Card used for registration		
●Specific meals provided by event		
●No registration fee for event		
●Another entity is paying for traveler to attend		



Ongoing Monitoring of the Process

- Process improvement requires continuous monitoring and change
- Feedback to the revised process and ongoing revisions
- Positive feedback received on a regular basis from employees experiencing the revised process



Process Improvement = Better Outcomes

Bob Dozier
Emergency Medical Services

Mialee Pritchard
Office Maternal, Child & Family Health



Boy Scout Jamboree

Jerry Rhodes

Center for Threat Preparedness



Showcasing Success with QI Storyboards

Quality Improvement Storyboard Of Out of State Travel Authorization Process

Plan

1. Getting Started

In 2012, the Bureau's out of state travel authorization process was identified as the Bureau's first quality improvement project. It was determined that nearly 100% of all travel requests submitted are returned to travelers due to insufficient information and/or documentation. In addition, travel authorization requests were taking ≥ 23 days to get approved. It was imperative to evaluate the process and streamline to the extent possible.

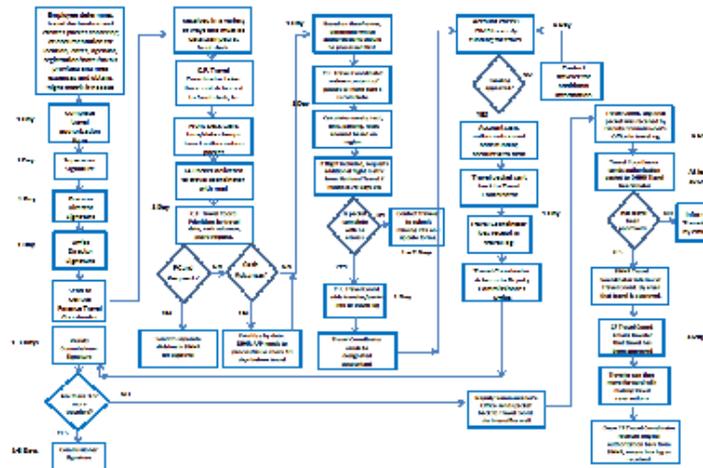
2. Assemble the Team

Team members were identified for the project through a Quality Improvement workshop held with Public Health Foundation. Team members volunteered to participate in the project due to the impact that the process delays has had on employees and programs throughout the Bureau. Team members included the Director for Performance Management; Associate Director of Health Promotion & Chronic Disease; Food Program Manager for the Office of Environmental Health Services; Director, Environmental Engineering Division; Data System Coordinator, Emergency Medical Services; and from the Office of Maternal, Child & Family Health, Director, Quality Assurance Monitoring Team, and Director, Research, Evaluation and Planning.

3. Examine the Current Approach

To understand the current process, the QI team met with the Bureau's CFO and Travel Coordinator. The Travel Coordinator is primarily responsible for processing all Bureau for Public Health's out of state travel authorization and reimbursement requests. The team mapped out the current process using a flow chart (see Figure 1). The current process requires several levels of approving authority, one individual processing all requests and requesting additional information when necessary, and an additional level of approval at the Department of Health & Human Resources level. At this time, we are able to review and recommend an approach to impact the Bureau level process.

Figure 1



4. Identify Potential Solutions

The project team used QI tools such as brainstorming and the 5-Why's to determine the root causes for some of steps involved in the process. By doing this, the project team was able to identify potential solutions for a more efficient process:

- Work with Travel Coordinator to create a "Check-Off List" of all materials required to make an Out of State Travel Authorization "complete."
- All travel requests must be delivered to the Central Finance Front Desk to prevent delays in processing.
- Set parameters on how many days that travel information should be held by the Travel Coordinator. Proposal – All travel authorization requests should not be held more than 3 business days.
- Approval level should stop at the Office Director level unless the travel request is \geq \$2,500. This would remove the additional step of approval by the Deputy Commissioner.
- Hire additional staff support to assist with Travel Coordinator responsibilities. Separate the travel authorization and reimbursement responsibilities among the two positions. Cross-train both positions

5. Develop an Improvement Theory

If the Bureau Executive Team provides guidance and/or a policy to the Bureau Leadership Team on implementing a revised travel process, with the recommendations suggested by the QI team, processing time should improve.

Do

6. Test the Theory

A revised travel process was approved in October of 2012 with minor revisions from the Executive Team (i.e. travel requests \leq \$1,800 can be approved at the Office Director level, decisions based on travel tiers). All Office Directors were given the flexibility to send authorizations to the Commissioner's Office at their discretion.

Study

To be updated in future.

Upcoming Projects

- What ideas do you have?

Remember...

It is the Bureau's goal to create an environment that empowers employees to focus on process improvement, initiate change, and achieve better public health services and outcomes.

- We need your input to be successful
- All project ideas to date have come from employees

Questions or Feedback?



Send us your project ideas and comments!

Email us at BPHQI@wv.gov

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Thank You for Participating!

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Mark Shahbandy for forum registration

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