

PROGRAM NAME:	<u>Health Facilities Inspection Division (HFID)</u>
PROJECT TITLE:	<u>Recertification surveys for Skilled Nursing Facilities</u> Goal 5.1: Improve effectiveness in preventing and controlling infectious disease. Obj.5.1.a Provide continuing education and share best practices to increase capacity to effectively prevent and control infectious diseases. Obj.5.1.b Streamline internal disease reporting and follow-up processes to ensure timely and high quality management of disease cases and contact investigations.
DPH STRATEGIC GOAL/OBJ.:	
PROJECT TIMELINE:	<u>January 1 through April 1, 2016</u>
PI SPECIALIST:	<u>Monica Austin</u> Monica.Austin@cdph.ca.gov ; maustin@ph.lacounty.gov
EMAIL/PHONE NUMBER:	

PLAN
Identify an opportunity and Plan for Improvement

1. Getting Started

A new Agreement between the California Department of Public Health (CDPH) and Los Angeles County Department of Public Health (DPH) became effective on July 1, 2015 through June 30, 2018 which required DPH-HFID to conduct a total of 304 recertification surveys for Skilled Nursing Facilities (SNF) for Year 1 of the contract, which ends on June 30, 2016. HFID was non-compliant in this area in the previous contract which ended on June 30, 2015, and selected this project for the opportunity to test approaches and solutions to ensure compliance with its contractual obligation.

2. Assemble the Team

HFID selected a team of managers, supervisors, surveyors, and support staff whose guidance, direction, input, and support were critical to the success of this project.

3. Examine the Current Approach

Last fiscal year, between January 1, 2015 to April 1, 2015, 71 SNF recertification surveys were completed. If the same number of surveys were completed quarterly in Year 1 of the new contract (July 1,

2015 through June 30, 2016), HFID will fall below the required goal of completing 304 surveys for the entire year (71 multiplied by 4 quarters = 284). While HFID management established performance goals, close monitoring of workload completion was not done in the previous contract which ended on June 30, 2015.

4. Identify Potential Solutions

- Close monitoring (daily and weekly reports) of work completion.
- Requiring HFENs to access federal forms and doing write-ups on their laptops so that they do not have to return to the office.
- Once trainees are field effective, dedicated teams of surveyors will handle recertification surveys and complaints at each district office.

5. Develop an Improvement Theory

- Close monitoring of work performed is critical not only because of the workload, but because of the mandated timelines for completion of work.
- Efficient use of technology to complete the work will result in time savings.

DO
Test the Theory for Improvement

6. Test the Theory

The improvement theories worked, as shown by the positive results.

CHECK
Use Data to Study Results of the Test

7. Check the Results

By December 31, 2015, HFID completed a total of 167 SNF recertification surveys. In January 2016, 31 SNF recertification surveys were conducted; 25 in February 2016, and 27 in March 2016, for a total of 83 SNF recertification surveys between January 1, 2016 and April 1, 2016.

ACT
Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement or Develop New Theory

HFID's process of closely monitoring the work completion by having support staff generate daily and weekly reports was implemented at all district offices.

HFID also provided regular and individual training sessions for all existing and newly hired Health Facility Evaluator-Nurses on the use of the laptops to access federal forms. Beginning May 2016, dedicated teams of surveyors were formed at each district office to handle complaints, allowing the rest of the surveyors to focus on conducting recertification surveys.

9. Establish Future Plans

Beginning July 1, 2016, HFID will:

- Set up performance targets for each district office that will establish the number of recertification surveys and complaint investigations that must be done monthly.
- Each district office will be geographically divided into sub-districts, and surveyors will be assigned to conduct surveys and investigate complaints at health facilities that are in close proximity to cut down on driving time.