



Harford County Health Department (HCHD)

January - August 2013

Quality Improvement Story Board



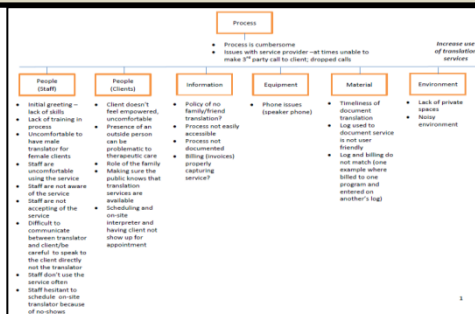
Improving Communication with Limited English Proficiency (LEP) Populations

PLAN

Identify an Opportunity & Plan for Improvement

1. Getting Started

The HCHD initiated QI efforts in order to improve its approach for addressing the needs of Limited English Proficiency (LEP) populations residing in Harford County. Due to the increasing number of LEP populations in the County, HCHD staff realizes the importance of improving communication in order to better serve client's needs.



After completing the issues chart, the team ranked the issues based on its impact on the goal and how frequently the problem occurs. From the top-ranked issues, the 5 why technique was used to determine the following root causes:

- Marketing translation services is costly
- Non-standardized translation process
- Undefined criteria for when to use translation services
- Lack of uniformity/script for initial contact
- No advertisements for bilingual candidates



4. Identify Possible Solutions

Potential solutions were brainstormed for each root cause. Solutions were prioritized based on its impact on eliminating the problem and its speed and cost to implement. From the top-ranked solutions, an improvement theory was created.

5. Develop an Improvement Theory

If we: Create clear and concise guidance on when and how to use translation services

- Develop a training presentation and video
- Communicate translation services to the public, AND
- Establish a minority health advisory group

Then we believe we will:

- Increase use of translation services

DO

Test the Theory for Improvement

6. Test the Theory

The following actions were implemented:

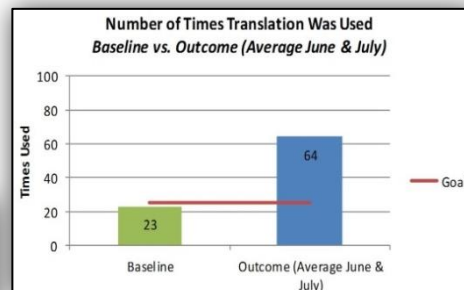
- Created 20 LEP Manuals which included guidance on how to use translation services.
- Trained 144 staff members on the LEP policy and translation services.
- Disseminated 250 LEP brochures to the community.

BASELINE: Translation services used 23 times per month

CHECK/STUDY

Use Data to Study Results of the Test

7. Study the Results



On average, translation services were used 64 times per month between June and July 2013.

LESSONS LEARNED

1. Uniformity is key.
2. Some elements are outside of our control.
3. Training of individual staff is important.

ACT

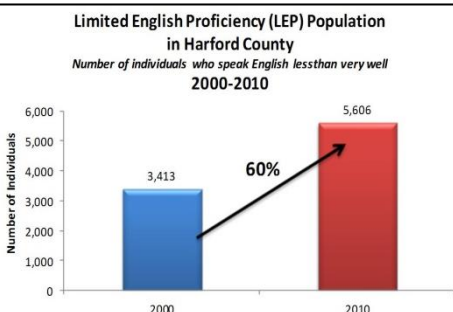
Standardize the Improvement and Establish Future Plans

8. Decide Next Steps

The improvement theory was **ADOPTED**. To institutionalize, a feedback loop will be established to ensure new LEP information is relayed from the LEP Coordinator to the LEP Representatives to staff and that comments/concerns will be sent back through the loop.

9. Establish Future Plans

While the training and guidance increased documentation of translation service use, the group agreed in order to increase translation use further more clients need to be brought into the HCHD through outreach efforts.



2. Assemble the Team

The QI team was composed of at least one representative from each HCHD program to ensure department-wide concerns were addressed.



AIM STATEMENT: Increase the average number of times translation services are used by HCHD staff to serve Limited English Proficiency clients by 7% from 23 times per month to 25 times per month between June 1, 2013 and July 31, 2013.

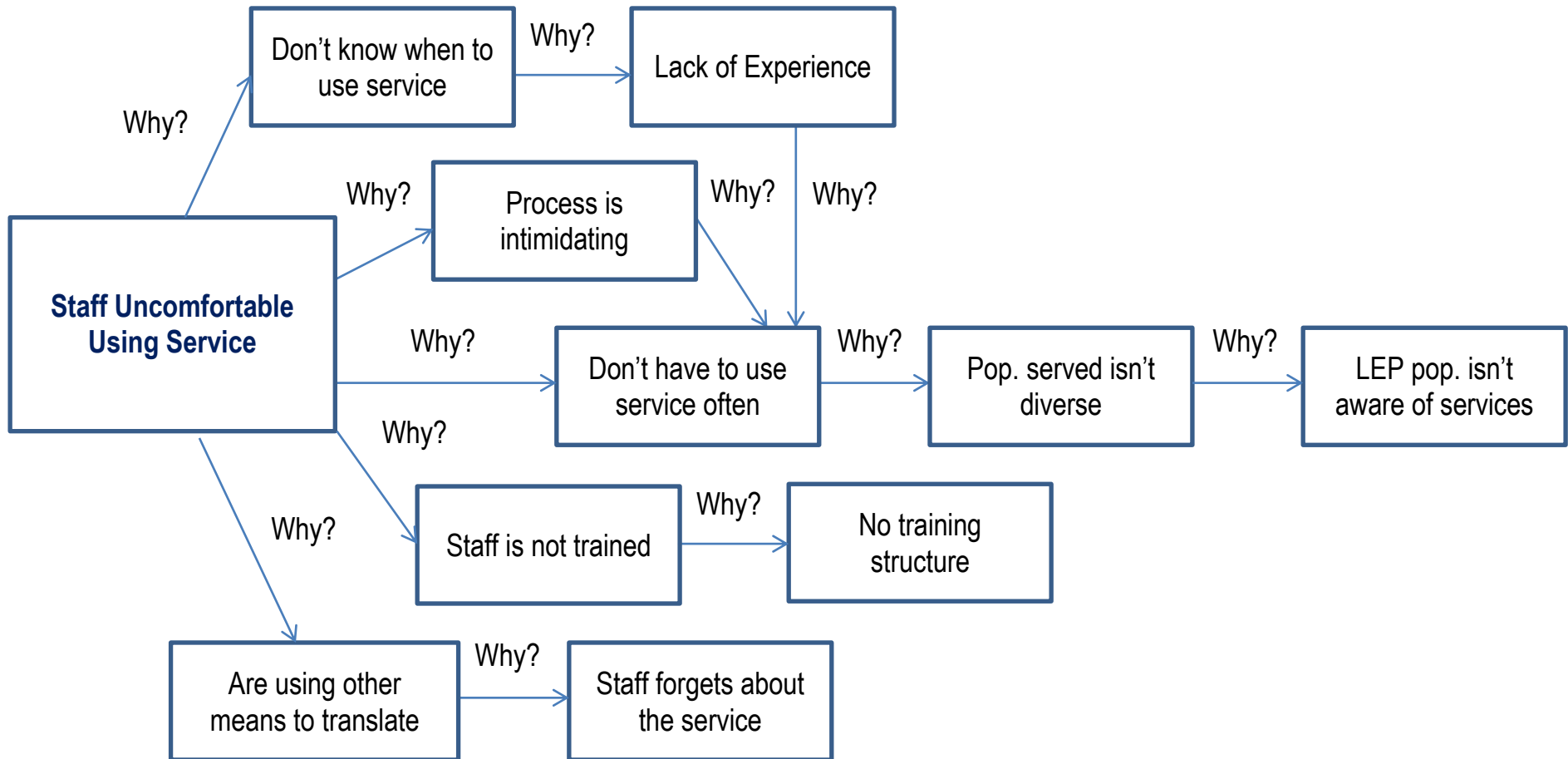
3. Examine the Current Approach

The HCHD QI team flowcharted the current phone translation process. The flowcharting helped to identify issues with translation services. The team also identified additional issues based on personal experience, discussions with staff, and program data.

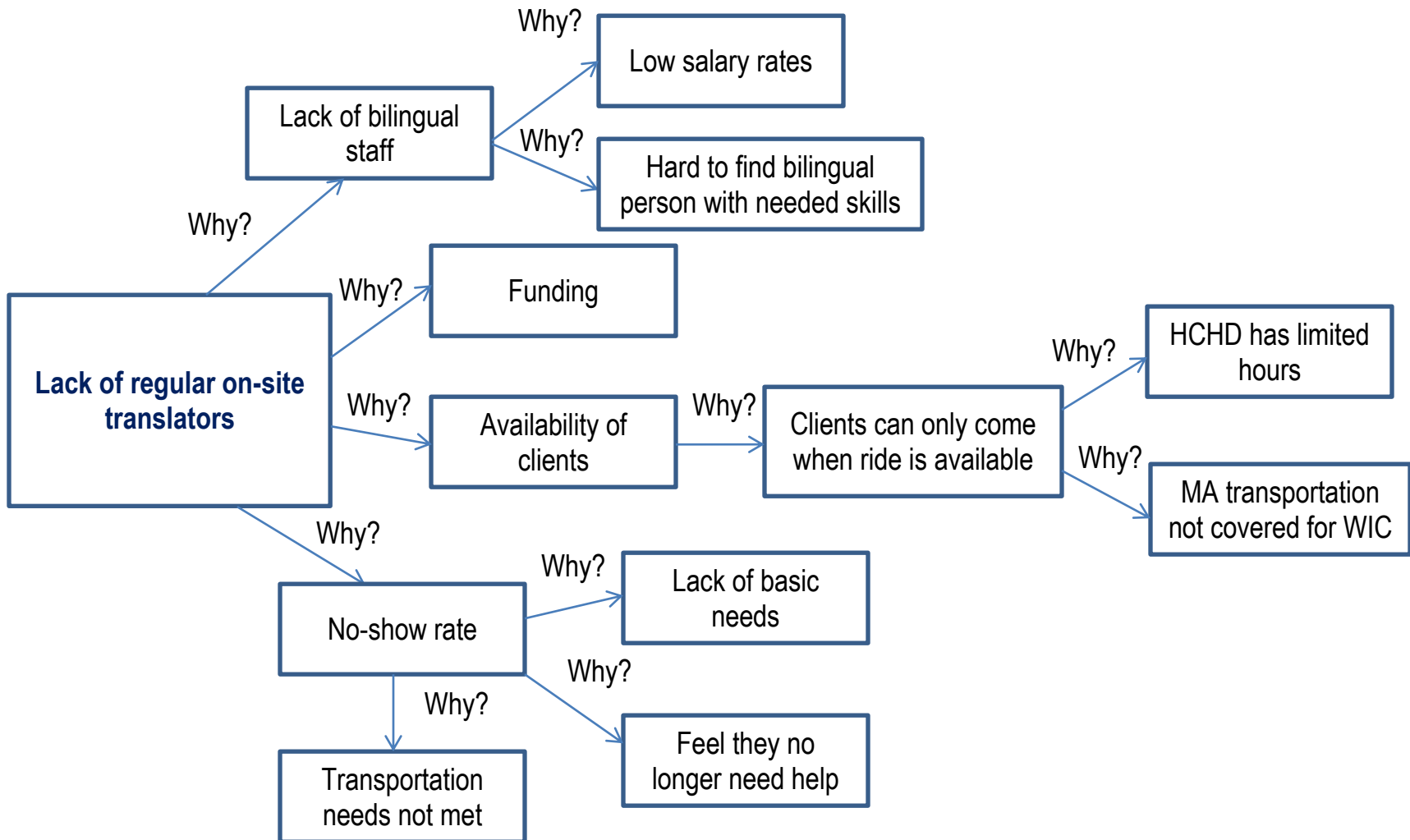
Root Cause Analysis



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