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

<table>
<thead>
<tr>
<th>Category</th>
<th>Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development of Center for Performance Management</td>
<td>- Organizational support for process improvement</td>
</tr>
<tr>
<td></td>
<td>- Accreditation readiness</td>
</tr>
<tr>
<td>Change management and information systems</td>
<td>- Creating internal projects</td>
</tr>
<tr>
<td></td>
<td>- Measuring outcomes</td>
</tr>
<tr>
<td>Process bureaucracy</td>
<td>- Example: travel approval</td>
</tr>
<tr>
<td></td>
<td>- Need more autonomy to make decisions and take responsibility</td>
</tr>
<tr>
<td>Retirement of senior level staff</td>
<td>- Succession planning</td>
</tr>
<tr>
<td></td>
<td>- Recruitment</td>
</tr>
<tr>
<td></td>
<td>- Retention</td>
</tr>
<tr>
<td>Inconsistent enforcement of policies and procedures</td>
<td>- EPA Process</td>
</tr>
<tr>
<td></td>
<td>- Develop systematic policies and procedures</td>
</tr>
</tbody>
</table>
Central Challenge & Strategic Priorities

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

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

A
Prioritize Public Health Programs and Services

B
Demonstrate Impact on Key Health Outcomes

C
Develop and Support a Competent Empowered Workforce

D
Improve Infrastructure Effectiveness and Efficiency

Develop & Foster a Performance Management & Quality Improvement Culture
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
How to have a culture of quality improvement in BPH

Clear & Accurate Focus in BPH
- Identify low-hanging fruit and implement QI immediately
- Develop formal QI plan and update regularly.

Knowledge of QI among BPH staff
- Develop & promote elevator speech.
- Develop & implement Performance Management System (bureau-wide).
- Recognize & utilize offices of "Many Masters" and their experience.

Leadership Support
- QI Champion training for staff in each office to build the culture.
- Encourage mentoring from trained QI Champions among other staff.
- Promote of projects & best practices through BPH webpage.
- Document success using storyboards and share among BPH staff.

Empowering Employees to Focus on Process Improvement
- Office Directors to find QI Champions who are leaders but not in leadership role.
- Office Directors & Managers to encourage and discuss QI/process improvement regularly at staff meeting.
- Implement formal process for employees to share ideas & provide feedback on process improvement.

Implement Quality Improvement throughout all BPH offices in everyday processes
- Incorporate strategic plan at bureau level and at office level.
- Use data more effectively. Catalogue, track, focus, link to resources.

Increase Involvement in process improvement throughout the Bureau & DHHR
- Break down silos and include other bureaus when possible.
- Management to encourage projects, new ideas, and team building, cross-collaboration.
- Collaborate with OHRM to include in Management Bootcamp Sessions and other management training.

Endorse & support focus of process improvement.
- QI sharing as standing agenda item for LT meetings.
- Support & encourage office level participation.

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.
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 > $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 ≥ $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: __________________________

<table>
<thead>
<tr>
<th><strong>1. Travel Questionnaire attached</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Question # 8 on Questionnaire completed if more than one person is attending the event</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>2. Justification Memo (for 3 or more attendees at same event)</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>3. Is traveler flying to destination?</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel Matrix from National Travel attached</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Airfare being charged on the Ghost Account?</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>4. Is traveler using a rental car for travel?</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rental vehicle estimate attached</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Estimated fuel calculation (e.g., Mapquest) included</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Vehicle rental being charged on Ghost Account?</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5. Is traveler using a personal vehicle for travel?</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost Comparison Form &amp; support attached</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>6. Additional Ground Transportation Needed</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does hotel/event provide shuttle?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Estimated cost included</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>7. Registration Costs Included</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration Form included?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>If no registration form or fee, has additional backup been provided that identifies what/where/when?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Registration costs being charged to a P-Card?</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Purchasing Card Registration Payment Request Form attached</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>8. Lodging Costs Included</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate &amp; applicable taxes included</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Is Traveler using Direct Bill for Lodging?</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>9. Agenda showing date &amp; times attached</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>10. Parking Costs included</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th><strong>11. Is traveler needing a Cash Advance?</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>&quot;Cash Advance Request&quot; section of Travel Authorization form completed?</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>12. Have you specifically noted in the &quot;Statement of Purpose and Justification&quot; section of Travel Authorization Form:</strong></th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghost Account used for airfare/car rental</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>P-Card used for registration</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Specific meals provided by event</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>No registration fee for event</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Another entity is paying for traveler to attend</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
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
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.

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 ≥ $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 ≤ $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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Robert.L.Dozier@wv.gov

Mialee Pritchard
Mialee.M.Pritchard@wv.gov

Amanda McCarty
Amanda.E.McCarty@wv.gov
Thank You for Participating!

**Special Thanks to:**
Mark Shahbandy for forum registration

**PM/QI Strategic Planning Workgroup Members who assisted in the planning of the forums:**

- Janet Richards
- Kate Hatfield
- Jim Doria
- Rebecca Schmidt
- Bob Dozier
- Melissa Kinnaird
- Mialee Pritchard
- Wesley Jordan
- Amanda McCarty
- Dan Mace
- Wilma Pile
- Amy Atkins
- Lisa Brightwell
- Brandon Carman