Ohio Public Health Improvement Exchange

Responding to Phase I Environmental Assessment Requests

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Columbus, Ohio

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About Public Health - Dayton & Montgomery County

- Montgomery County, pop. 531,542
- Employees: 330 (payroll FTEs)
- Budget: $39 million
  - 45% Human Services Levy
  - 55% Grants, charges for services, licenses, permits, fees
- 65+ programs and services
- Community Health Improvement Plan (2017 – 2019) priorities . . . . . .
Public Health Accreditation Board

- Nationally recognized, practice-focused and evidence-based Standards.
- Seeks to advance quality and performance with public health departments.
- Standards & Measures across 12 Domains.
  
  The Ten Essential Public Health Services
  + Administration
  + Governance

Accreditation is lot’s of work, but great rewards!

Public Health Accreditation Board
https://phaboard.org/

Centers for Disease Control and Prevention;
https://www.cdc.gov/publichealthgateway/publichealthservices/essentialhealthservices.html
Key Milestones Related to Performance Management

- **2015**
  - Contracted with the Center for Public Health Practice at the Ohio State University to assist with the development of the agency’s first QI Plan.

- **2016**
  - Established a QI infrastructure
  - Identified incentives/recognition methods for project participation/completion
  - Implemented two formal QI Projects
  - Implemented agency-wide training plan
  - Updated QI communication plan
Key Milestones

- 2017

  ▶ Informally evaluated QI Plan against the NACCHO Roadmap to a Culture of Quality Improvement

  ▶ Generated our Performance Management System Framework (PMSF)

  ▶ Lean Ohio Grant – DMAIC Model
    - Contract with Clark State University For QI Training and Coaching
    - Leadership identified projects implemented using the DMAIC model across all 5 offices and 1 in collaboration with Dayton Public Schools

http://qiroadmap.org/
February 20, 2018

- Notified by PHAB - Accredited for 5 years
- Annual reports to PHAB with a focus on performance management including QI!
Accreditation Requires a Long-Term Commitment to Performance Improvement

- Strategic Plan (2018 - 2020) Priorities:
  - Reduce the leading causes of preventable disease and premature death.
  - Assure a competent, diverse workforce and inclusive culture.
  - Improve the performance of programs and business operations.

- Enhance performance management at the program and employee level.
- Optimize the use of technology.
- Align program and services with community needs.
Accreditation Requires a Long-Term Commitment to Performance Improvement

Public Health Performance Management System Framework; Public Health Foundation; http://www.phf.org/resourcestools/pages/turning_point_project_publications.aspx
Ohio Public Health Improvement Exchange

Responding to Phase I Environmental Assessment Requests

Presented by Matt Tyler
Office of Environmental Health

GENERAL SERVICES
- Food
- Swimming Pools
- School Buildings
- Hotels/Motels
- Jails
- Campgrounds
- Smoking Enforcement

SPECIAL SERVICES
- Water/Sewage
- Rabies
- Lead Abatement
- Nuisance
- Plumbing

REGIONAL AIR POLLUTION
CONTROL SERVICES
- Indoor and Outdoor Air
  Quality Monitoring
- Permitting
- Asbestos and Radon

All respond to Phase I requests
Office of Environmental Health

<table>
<thead>
<tr>
<th>Year</th>
<th># of Requests</th>
</tr>
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<tbody>
<tr>
<td>2018</td>
<td>180</td>
</tr>
<tr>
<td>2019 *</td>
<td>151</td>
</tr>
</tbody>
</table>

Through September 2019 *
**Project Purpose**: Improve the process efficiency for responding to EH Phase I requests.

**Business Impact**: Reduce wasted time & improve communication

**Project Scope**: From the time EH receives a request until a response is sent.

**Members**: Team Leader, Team Members, Quality Liaisons, Executive Team Sponsor
SIPOC Diagram
Responding to EH Phase I Requests

- Suppliers
  - Requester

- Inputs
  - Phone calls
  - Emails
  - Website
  - Letters
  - Address information
  - Parcel information

- Process

- Outputs
  - Data (or lack of data) requested in form of:
    - Email
    - Letter
    - Phone call
    - Signed form

- Customers
  - Requester

- Receive Request
  - Route Request
  - Research Request
  - Draft Response
  - Respond to requester
Metrics

- # days to complete a request (8.53 days)
- # of employees that review initial request (6 supervisors)

Goals

- Decrease average # of days by 15%
- Decrease # of employees that review initial request
QI Tool

Flow Chart

- Multiple starting points
- Numerous handoffs in the process = delays
- No coordinated response
QI Tool

Fishbone Diagram

- No standard process
- No central coordination
<table>
<thead>
<tr>
<th>Problem</th>
<th>Root Cause</th>
<th>Solutions</th>
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</thead>
<tbody>
<tr>
<td>Takes too long to respond to requests</td>
<td>No standardized process for responding</td>
<td>Develop a standardized process</td>
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<td>Identify a single intake route</td>
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<td>Develop a standardized, coordinated response</td>
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</table>
Solution Implementation

- Online web form created for ALL requests
  - Went live December 8, 2017
  - Distributed directly to staff to research

- Coordinated response for each request
  - Search results are sent to Phase I coordinator
  - Coordinator generates a single response letter using a template
  - Data is now recorded and tracked
Checking Results

Goal 1: Reduce # days to complete a request

<table>
<thead>
<tr>
<th>Response Time</th>
<th>Baseline</th>
<th>Goal</th>
<th>After</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average # days to respond</td>
<td>8.53</td>
<td>15%</td>
<td>3.07</td>
<td>64%</td>
</tr>
<tr>
<td>Variance</td>
<td>49.95</td>
<td></td>
<td>6.87</td>
<td></td>
</tr>
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</table>
In addition to reducing the number of days, we reduced the variability of response time.
Checking Results

Goal 2: Decrease # of employees that review initial request

Flow Chart: EH Phase I record request: Old Process

Flow Chart: EH Phase I record request: New Process
Checking Results: Additional benefits gained

- Single, standardized intake method
- Designated coordinator
- Improved tracking

Improved coordination, professionalism and turnaround time
Lessons Learned

- Detailed and written data measurement plan.
- Customer Satisfaction surveys were sent to all requestors
  - Clients were receptive to the new formalized intake process
- Ongoing tracking allows PHDMC to search old requests and track response times
Maintain the Gains

• Continue to track and share data
• Future meetings to monitor for longer term outcomes & consequences
• Written procedure developed to train staff
• Continue to use standardized forms (web form, response letter template)
Questions

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