

Center for Health Care Quality

Semiannual Stakeholder Forum

September 5, 2018



Welcome and Introductions

Kristin Vandersluis
Facilitator

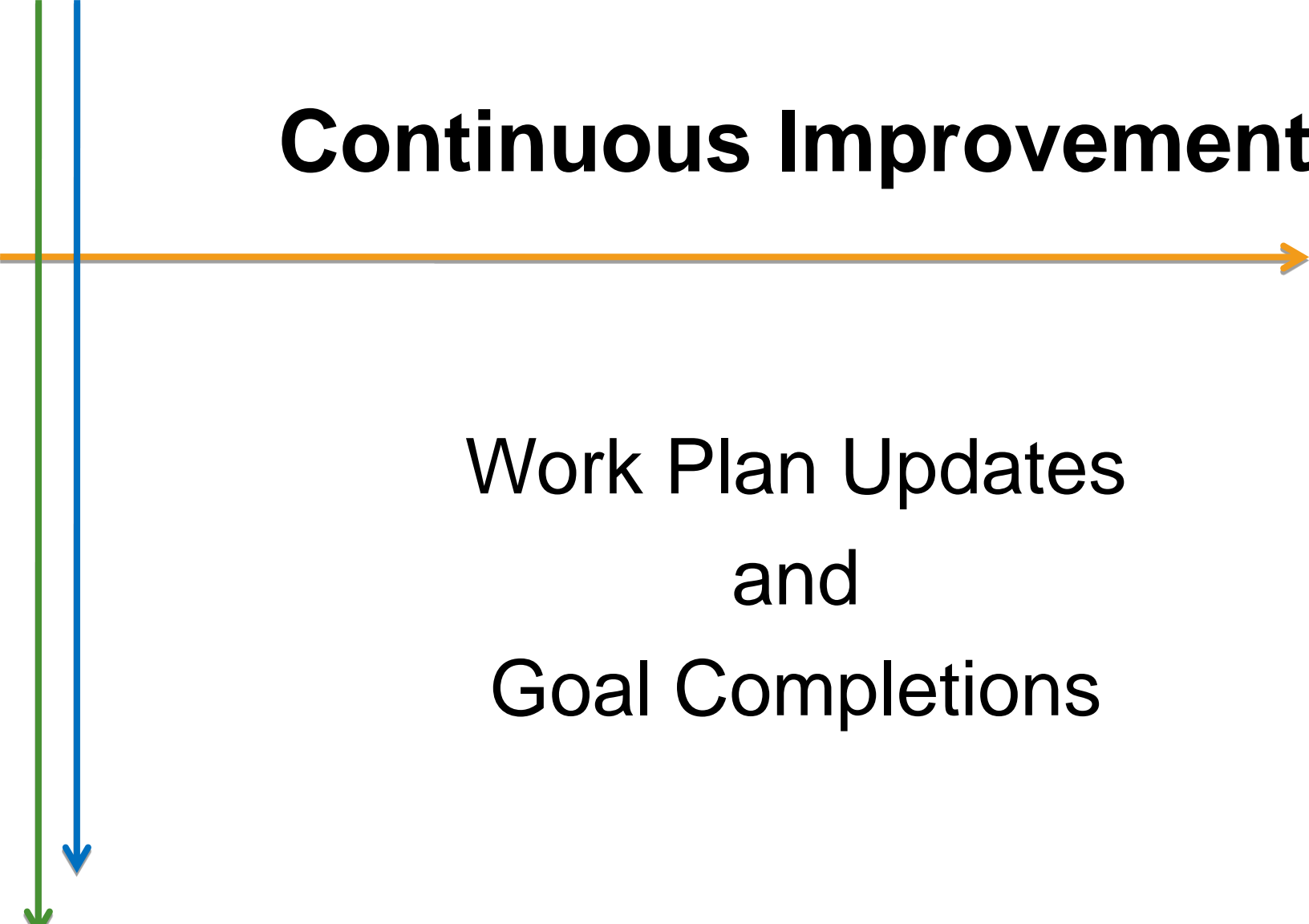


Overview

Scott Vivona
Assistant Deputy Director



Continuous Improvement



Work Plan Updates
and
Goal Completions

Background

- Licensing and Certification hired outside consultant for assessment, analysis, and remediation plan
- Consultant grouped findings into two categories:
 - core functions
 - systems & processes
- Identified 21 recommendations, organized into four main areas

Four Main Areas

1. Leadership, Strategic Planning, Customer Needs
2. Measurement, Analysis, Performance Improvement
3. Workforce
4. Operations

Prior Accomplishments

L&C previously completed five recommendations:

#1 – Fill vacant senior management positions, develop process for ongoing performance evaluation

- All senior management positions are filled and training programs are in place for ongoing leadership development.

#3 – Expand external stakeholder engagement

- CHCQ hired a designated stakeholder liaison, conducts semiannual public stakeholder meetings, and created a dedicated email address to receive stakeholder input.



Prior Accomplishments, cont.

#4 – Develop and implement a strategic plan

- The plan includes strategic objectives, measures, targets, and its initiatives have been communicated to staff

#7 – Establish and monitor key performance indicators

- Our performance metrics are updated and posted to the CDPH website on a quarterly basis.

#20 – Update policies and procedures

- The policy team developed infrastructure and dedicated staff resources to improve policy development and distribution processes

New: Seven Completions



#2 – Create a change management and governance structure


#6 – Overhaul approach for LA County workload management and oversight

#10 – Develop a staffing model and workforce plan

- After revising the staffing estimate methodology, we created a supplement to the workforce succession plan that will project and address staffing shortages

#11 – Design and implement a health facilities evaluator nurse (HFEN) recruitment strategy and campaign

Seven Completions, cont.



#12 – Design and implement an employee retention plan for district offices

#19 – Deploy IT hardware and software upgrades

- We're developing infrastructure to improve and leverage the tech and data systems that support our business processes.

#21 – Update regulations

- We established a regulations unit with writers and a manager. Five to ten packages are on track to submit to CHHS for review and approval.

3.5 / 2.4 Direct Care Hours (SB 97)

Chelsea Driscoll
Chief, Policy and Enforcement

SB 97

- SB 97 increased the minimum staffing requirements in SNFs from 3.2 to 3.5 direct care hours
- 2.4 of those hours performed by CNAs
- The legislation authorizes two waivers:
 - Workforce shortage
 - Patient needs

Stakeholder Process

- Began a series of meetings in August 2017 to discuss implementation of SB 97
- Posted all meeting minutes and written comments

Regulations: Emergency

- Emergency regulations and workforce shortage waiver All Facilities Letter went into effect July 1, 2018

Regulations: Final

- Held two stakeholder meetings to discuss patient needs waiver on:
 - July 10, 2018
 - July 24, 2018
- Accepted written comments from stakeholders through July 31st
- Currently revising the regulations based on comments

Regulations: Adoption Timeline

- The Department is making changes to the text and will post the regulations for public comment in the fall.
 - The public can request a hearing during the public comment period.
- Final adoption: January 2019

Centralized Applications Branch Performance



Tina Paschke
Chief, Centralized Applications Branch

Centralized Applications Branch (CAB)

The Centralized Applications Branch ensures efficiency, standardization and consistency of the State licensing and federal certification application process.

The branch reviews, analyzes, and evaluates requests for facility licensure and/or certification, as well as processing of other license-associated transactions submitted by facility providers for approval – including changes in several categories.



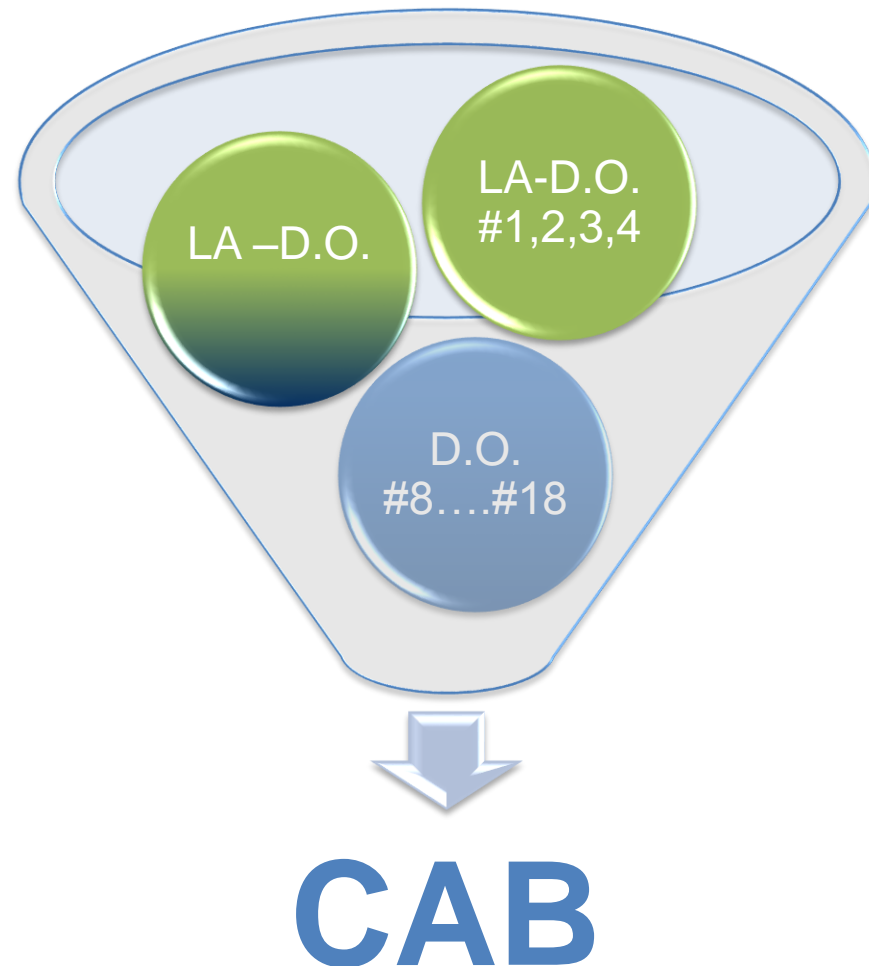
Centralization

- Give providers a single point of contact
- Develop experts in application review
- Consistently apply state licensing laws
- Relieve district offices of administrative functions so they can focus surveys and complaints
- Collect data for performance monitoring and tracking
- Implement quality assurance and improvement processes

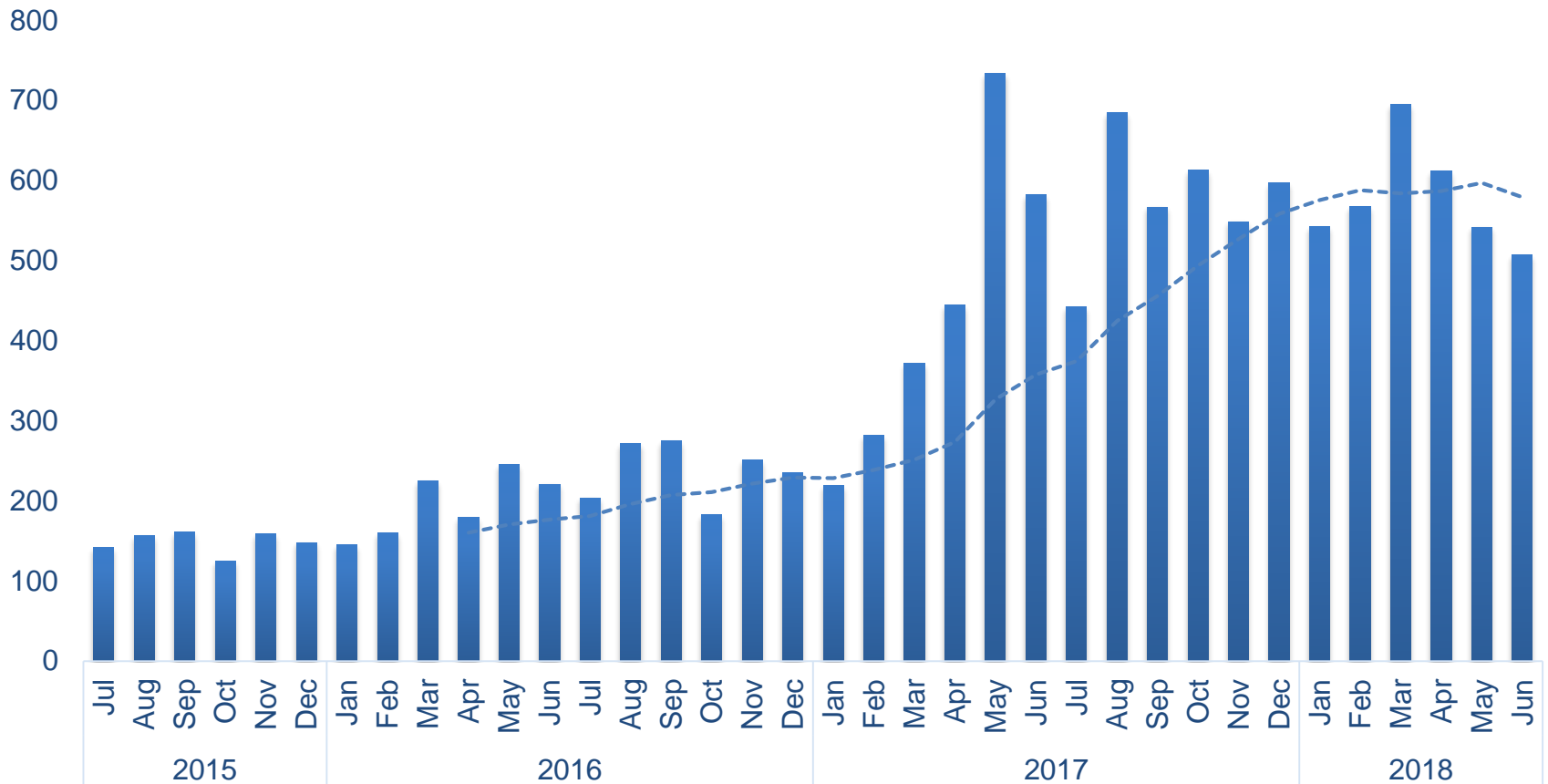
CAB Centralization Timeline

Centralization Project

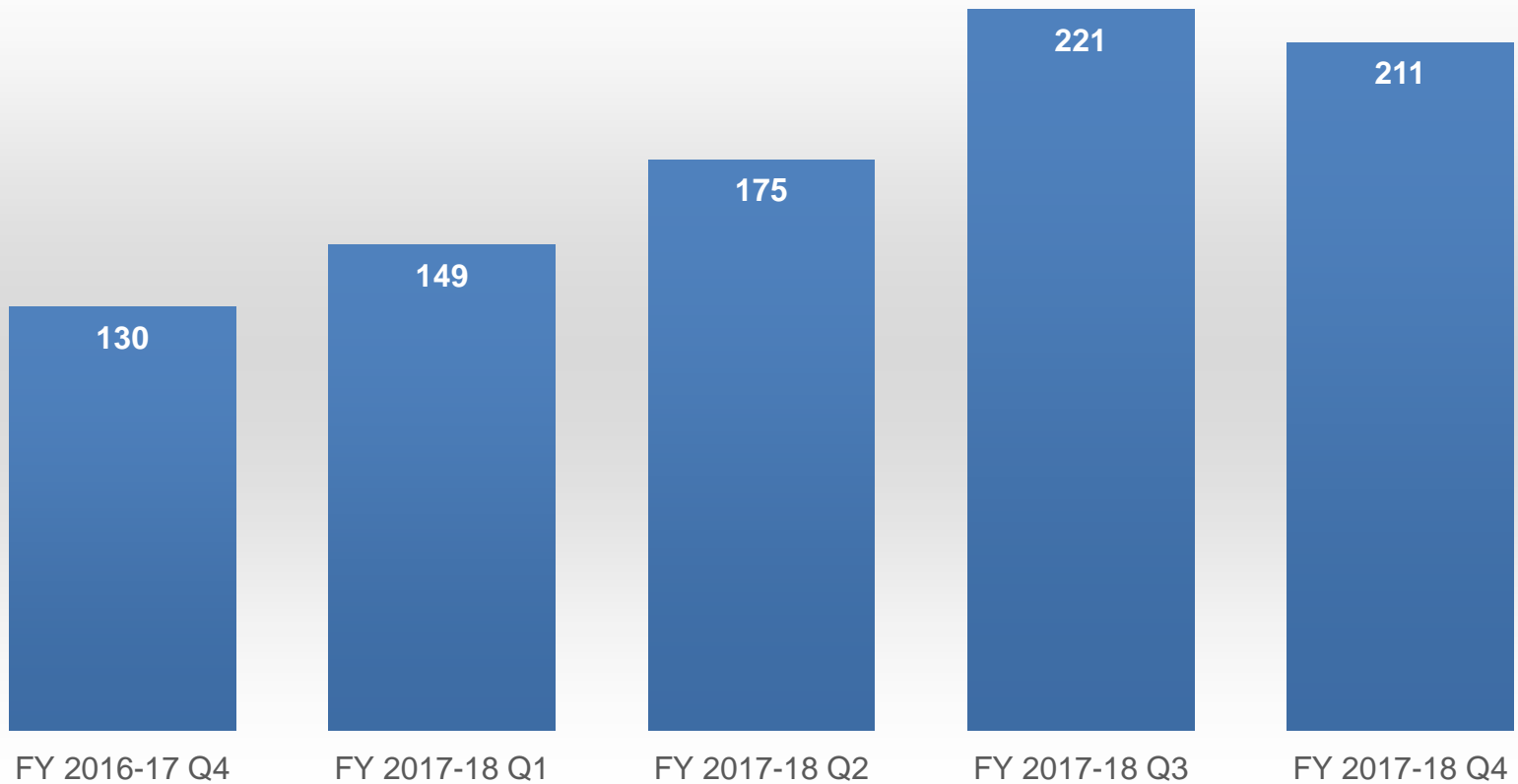
- July 2015
 - 7 LA District Offices
- February 2017
 - 14 Remaining District Offices



Number of Applications Received: Post Centralization



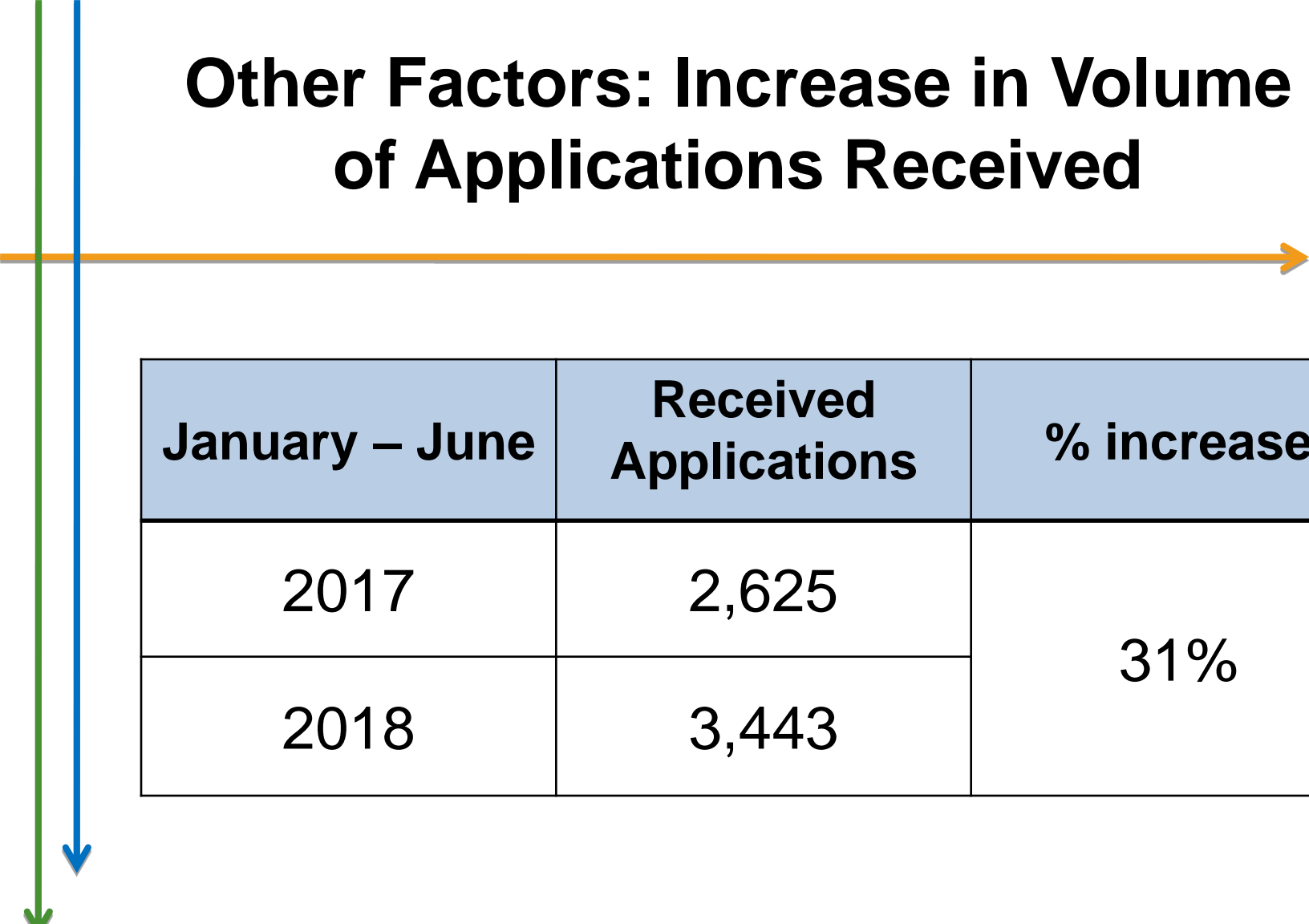
Median Age of Open Applications



Other Factors: Common Application Delays

- Not submitting HS-215As with ROC for individuals
- When required, OSHPD clearance for outpatient settings
- Name and address disparity throughout application
- Missing signatures
- Dissimilar organizational charts

Other Factors: Increase in Volume of Applications Received



January – June	Received Applications	% increase
2017	2,625	31%
2018	3,443	

Improvements and Achievements

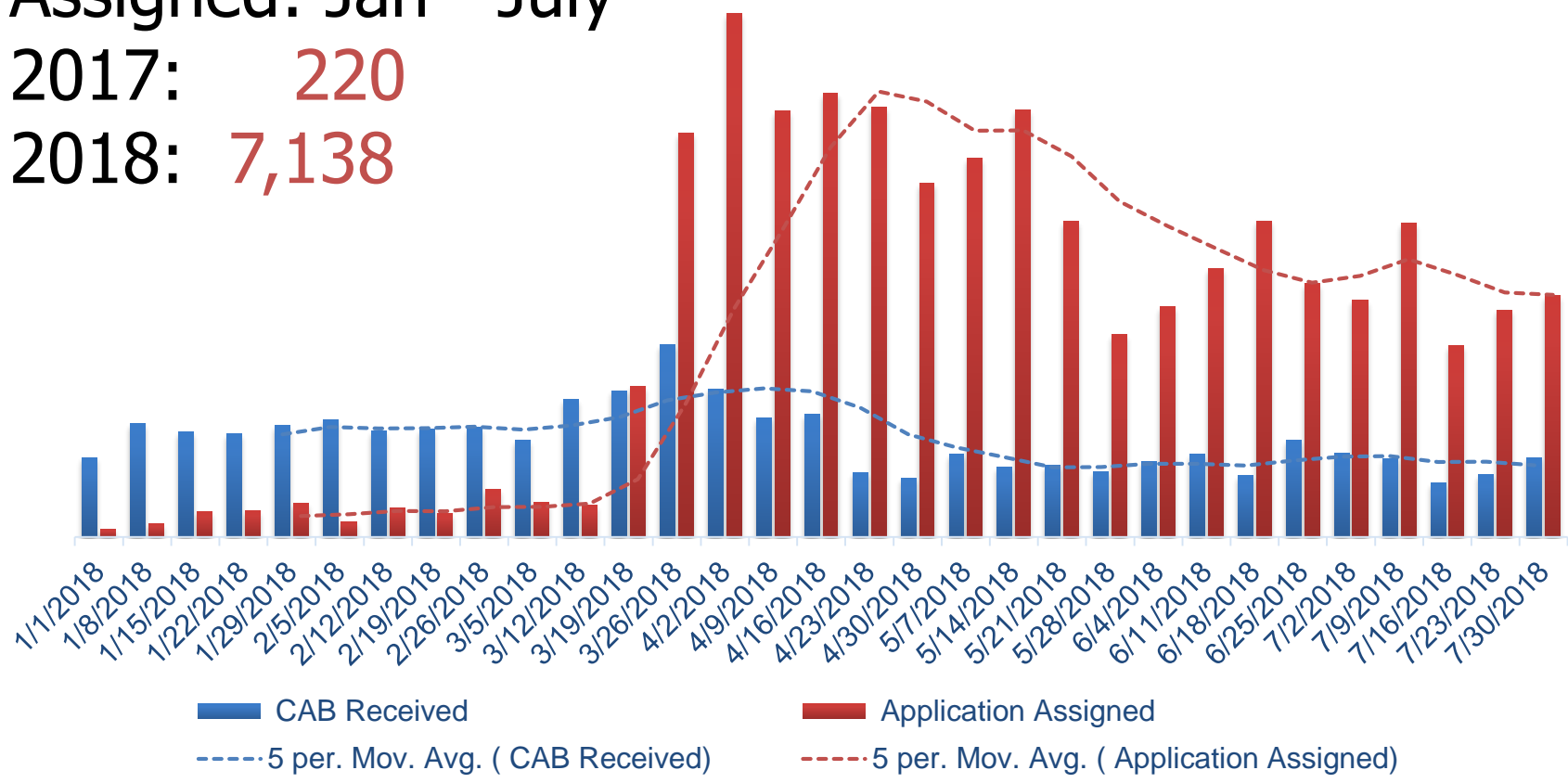
- Increased staffing
- Established tracking system for incoming applications
- Enhanced licensing system

2018 Applications **Assigned** vs. **Received**

Assigned: Jan - July

2017: 220

2018: 7,138

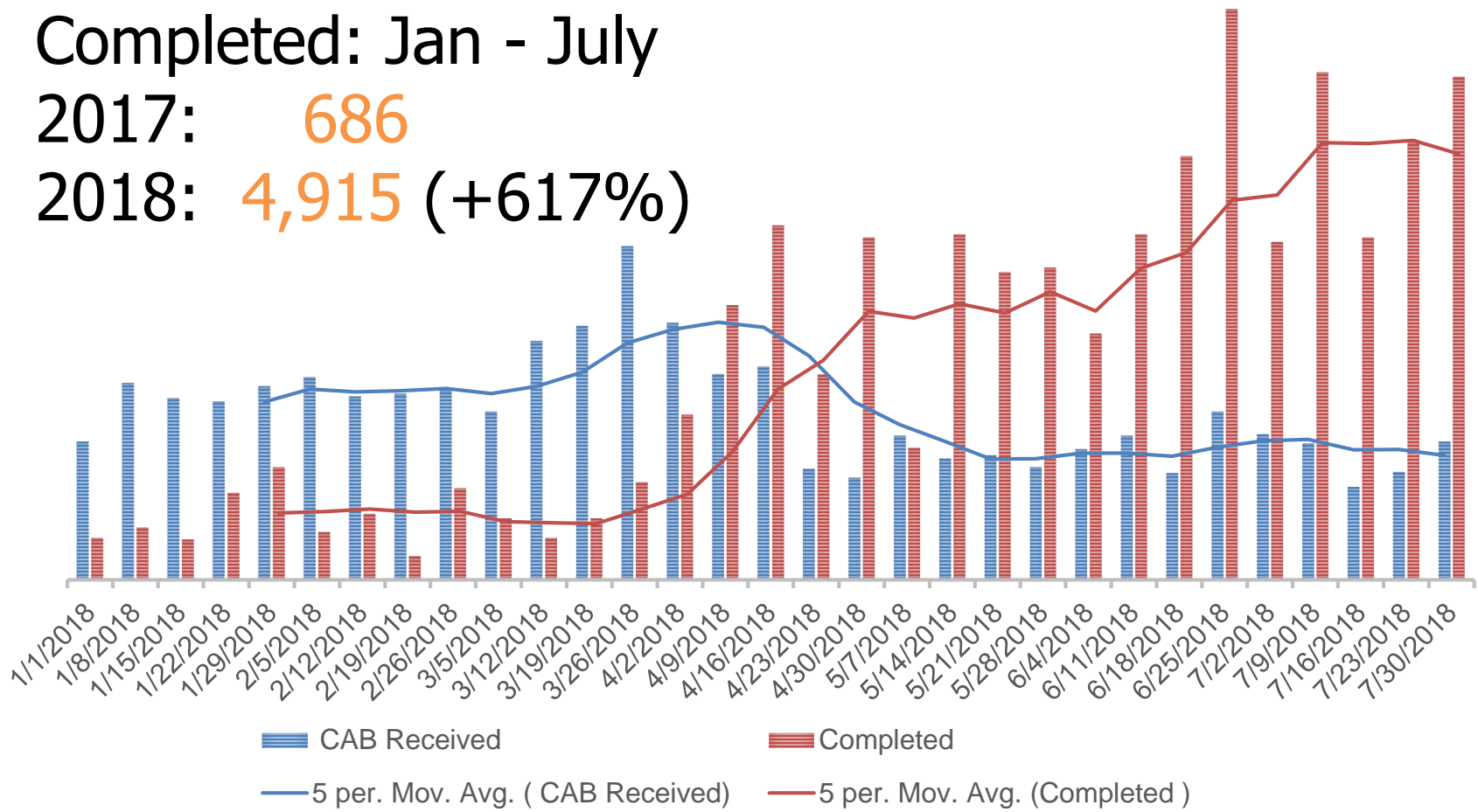


2018 Applications **Completed** vs. **Received**

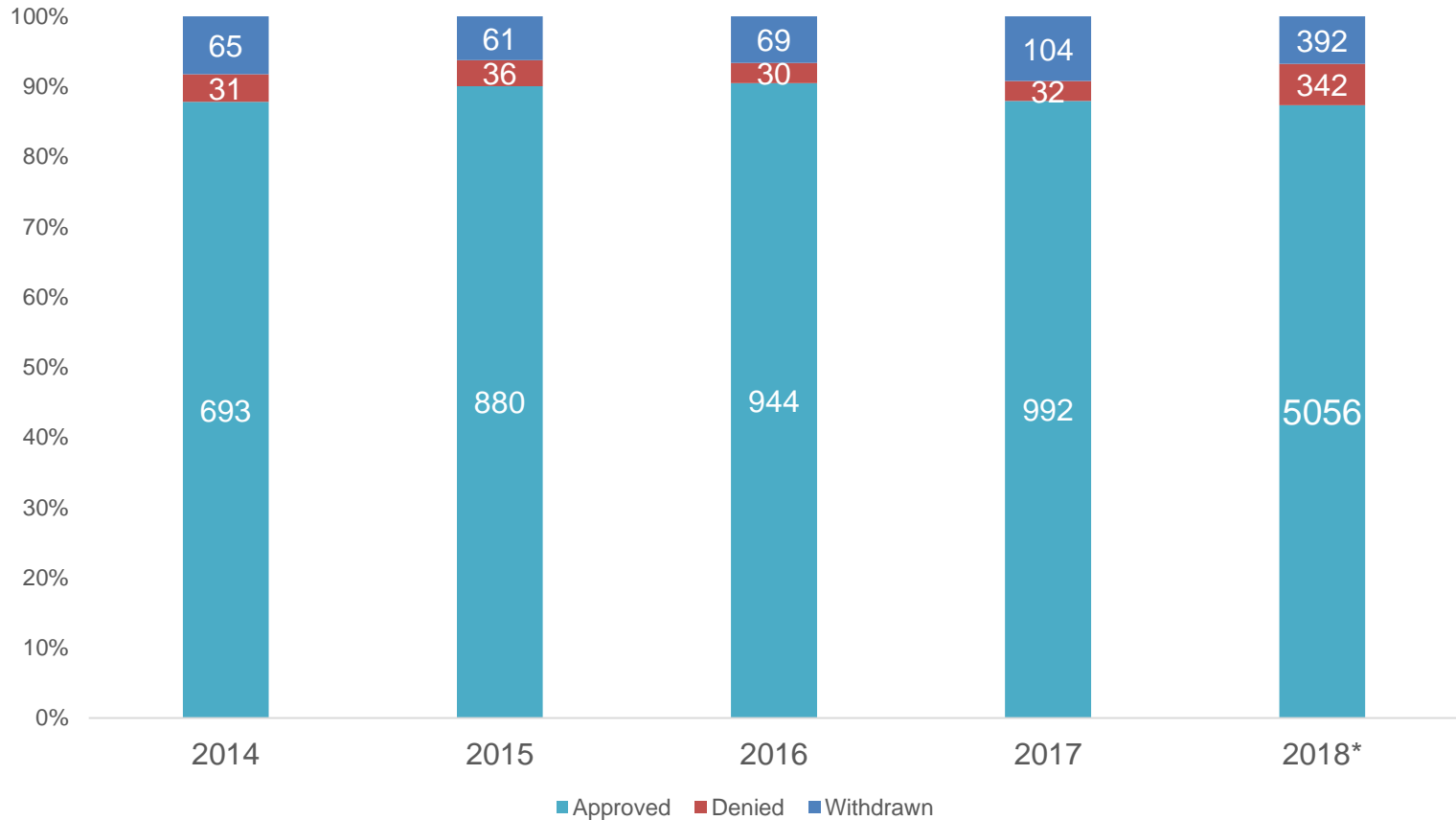
Completed: Jan - July

2017: 686

2018: 4,915 (+617%)



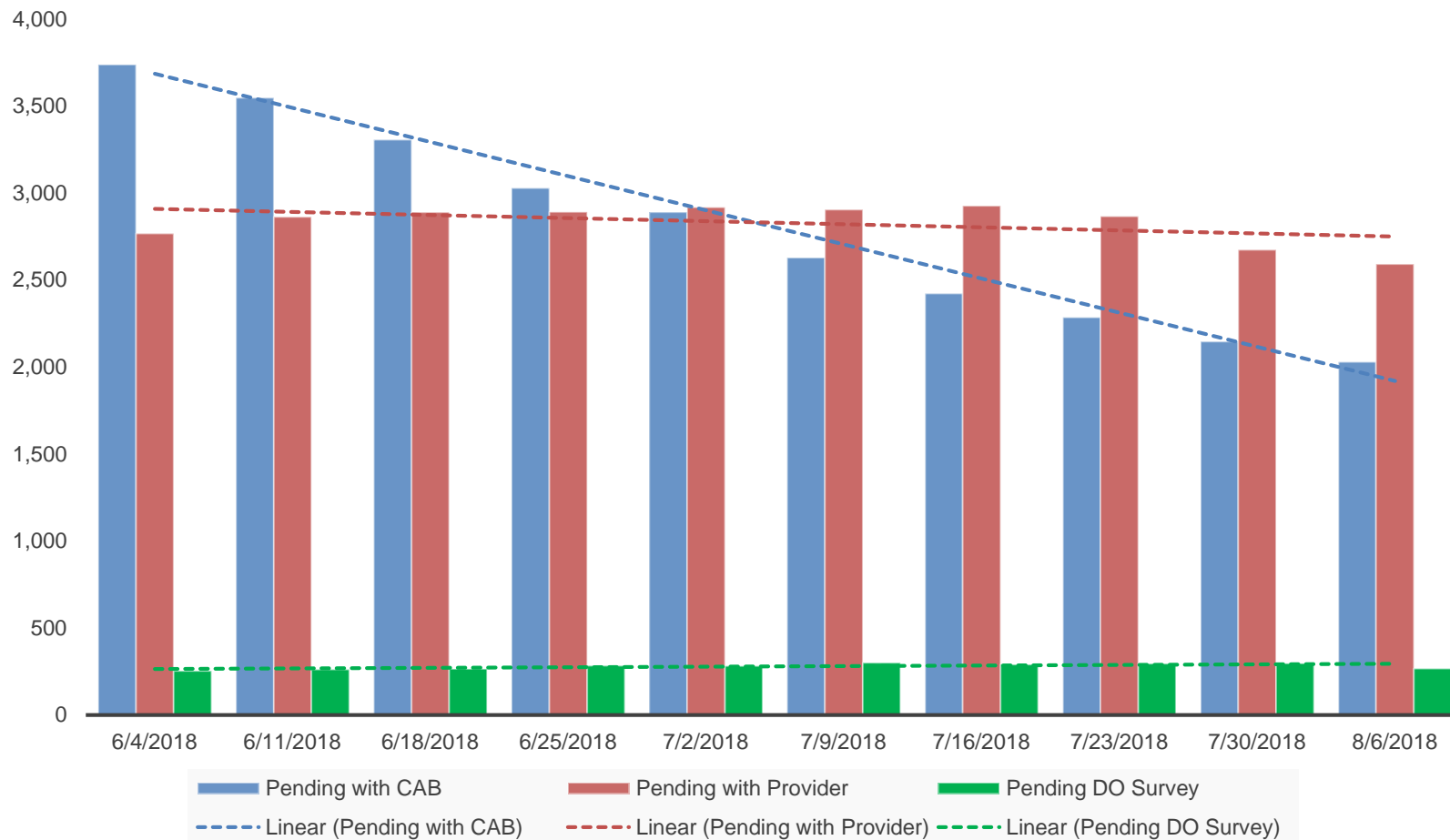
Application Approval Rate: Approved, Denied, Withdrawn



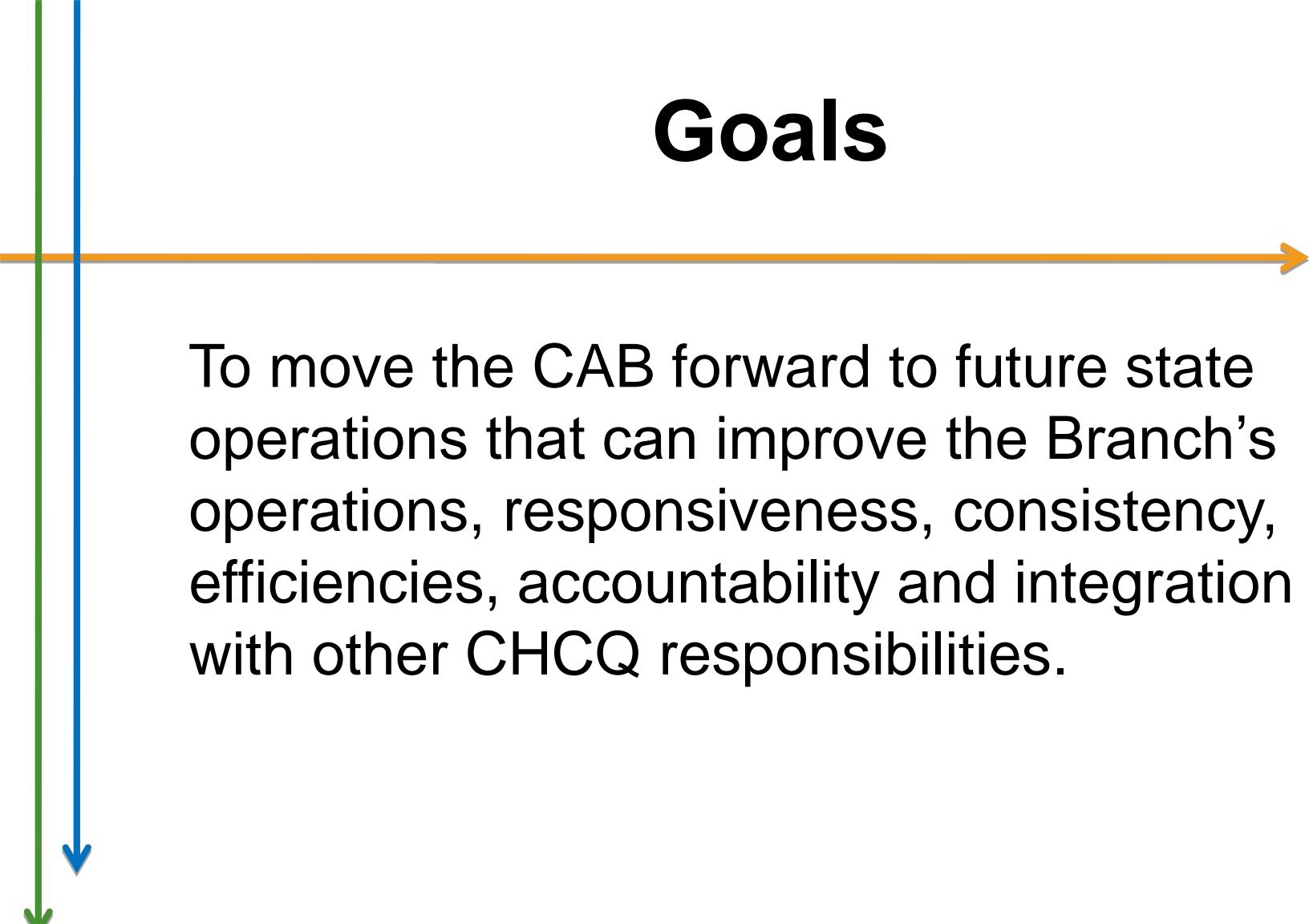
** 2018 numbers include data from January through middle of August*



Open Applications: CAB, Provider, District Office

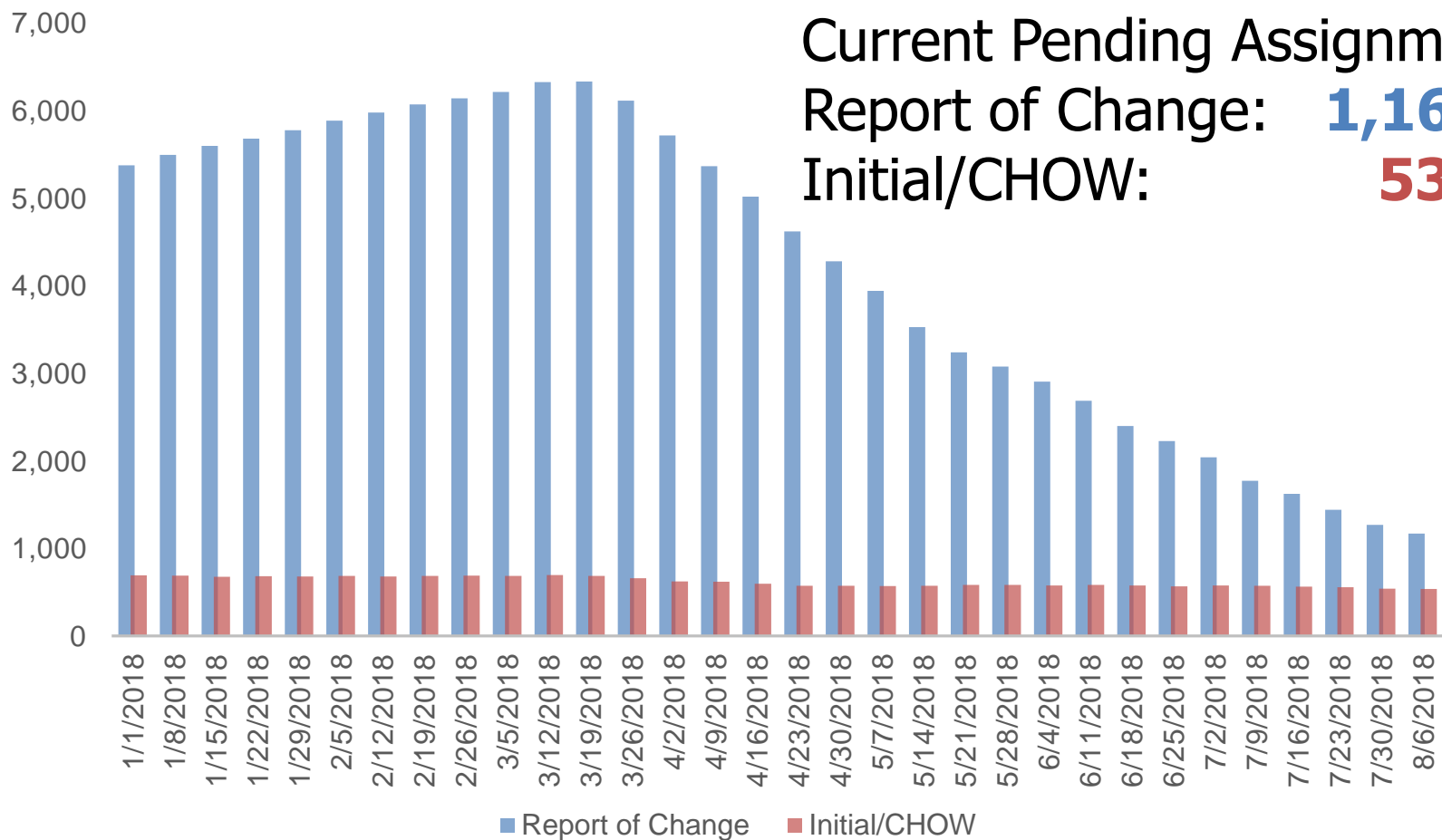


Goals



To move the CAB forward to future state operations that can improve the Branch's operations, responsiveness, consistency, efficiencies, accountability and integration with other CHCQ responsibilities.

Pending Assignment: Report of Change, Initial/Change of Ownership



CAB Timeline Goals

Initial/CHOW applications

- Completed in 90 days or less

ROC

- Completed in 60 days or less

License Renewals

- Issued within 7 days or less after payment & application clearance

CAB Contact Information

Initial/CHOW, ROC, renewal inquiries go to:

California Department of Public Health

Licensing and Certification Program

Centralized Applications Branch

PO Box 997377, MS 3207

Sacramento, CA 95899-7377

(916) 552-8632

CAU@cdph.ca.gov

CAURenewals@cdph.ca.gov



Questions or Comments?

IT Strategic Business Roadmap Project

Using Technology to Support Continuous Improvement





California Department of Public Health (CDPH)

CDPH IT Strategic Business Roadmap Project

Frank Petrus
Senior Managing Partner
Health and Human Services Practice Lead
Gartner Consulting
Telephone: (617) 851-6800
Frank.Petrus@gartner.com

September 5, 2018



For the sole use of the California Department of Public Health
© 2018 Gartner, Inc. and/or its affiliates. All rights reserved.
Gartner is a registered trademark of Gartner, Inc. or its affiliates.

Who Is Gartner?

- Gartner is a global Research organization that also includes a Consulting Group
- The Consulting team working with CDPH focuses solely on public sector Health and Human Services, providing planning support for several states, counties and cities as well as for the Centers for Disease Control and Prevention (CDC), Centers for Medicare and Medicaid Services (CMS), and the Office of the National Coordinator (ONC)
- We develop effective approaches to improve efficiencies and partnerships in meeting the needs of our health and human services clients through improved operations and related enabling technologies
- Our approach includes the following:
 - Identify and validate key imperatives and drivers to support the vision and goals for the initiative
 - Define the operational approach and needed technology to meet current and envision future needs and capabilities
 - Assess current state to identify strengths, gaps, challenges and risks to ensure the ability to maintain current capabilities as well as achieving the envisioned enhancements
 - Develop redesign strategy roadmaps to build on strengths to address challenges and risks to achieve the agreed-upon future state for programs and services through best value technology investment decisions



Gartner[®]

For the sole use of the California Department of Public Health
© 2018 Gartner, Inc. and/or its affiliates. All rights reserved.
Gartner is a registered trademark of Gartner, Inc. or its affiliates.

Licensing and Certification

Focus of the Current Gartner Effort

- CDPH requested an expedited review and assessment focusing on the current state of Licensing and Certification Operations and the efforts underway by CHCQ to improve CDPH's responsiveness in fulfilling these responsibilities
- Based on this review, Gartner, in partnership with CDPH, will identify near-term and longer-term actions to improve CDPH's Licensing and Certification Operations, including enhancement in technology support
- Gartner efforts to date:
 - Discovery Activities – reviewing key documentation and the earlier assessments of Licensing and Certification Operations
 - Key Informant interviews to better understand the enhancement already underway
 - “Shadowing” of Central Applications Unit
 - District Office Visits and “Shadowing”
- A final report and recommendations will be issued before the end of September



Stakeholder Forum Winter 2019

February 20, 2019

10:00 a.m. – 11:30 a.m.

Sacramento CDPH and via WebEx

Additional questions? Feedback?

Email the Stakeholder Forum at:

CHCQStakeholderForum@cdph.ca.gov

