Quality Improvement Projects

Citations – Improve timeliness of issuing state citations

- Workgroups map processes and identify delays and barriers
- Identify best practices
- Implement test phase using Plan, Do, Check, Act
Quality Improvement Project: Citations

The Citation QI Project team composition:

- One Field Operations Branch Chief
- One District Manager
- Two Health Facility Evaluator Supervisors
- Two Health Facility Evaluator Nurses
- One Medical Consultant
- And one Quality Improvement Specialist (RN and past surveyor)
Quality Improvement Project: Citations

Improvement Opportunity:
The process of producing a defensible citation is negatively impacted by the quality of documentation and the lack of timeliness.

Legislative Impact:
SB75 imposes a 30-day timeline for issuing citations following the issuance of the state Statement of Deficiencies (2567)
Quality Improvement Project: Citations

Mapping the Current Situation
The team conducted a brainstorming session to document their current process flow.
Quality Improvement Project: Citations

**Identify Root Causes**

- Lack of citation prioritization
  - Inconsistent citation write-ups
  - Multiple revisions of citations
  - High level reviews
  - Outdated technology
- No formal tracking system for pending citations
  - Need more staff
  - Legal review backlog

**Solutions**

- Develop a detailed checklist and timeline for all participants involved in the citation process
- Deploy a tracking sheet for pilot district offices to collect data
Quality Improvement Project: Citations

**DO:**
Pilot Solution (Oct through Jan 2015)
- Started with Five District Offices:
  - East Bay, Ventura, Fresno, Bakersfield, Chico
- Recently added:
  - San Diego South and Riverside

**CHECK:**
Results and Conclusions (end of Jan 2016)

**ACT:**
Adopt, Adapt, or Abandon (Feb 2016)
Monitor and Hold Gains (ongoing)
Quality Improvement Storyboard

**QI Team Members**
- Lena Resurreccion
- Michael Bennett
- Linda Huggins
- Teresita Ramos
- Arnoldo Garza
- Linda Lucey  **Lead:** Cassie Dunham
- Anne Ponko  **Sponsor:** Scott Vivona
- Mica Barajas
- Jim Booth

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**PLAN**

**Improvement Opportunity**
The process of producing a defensible citation is negatively impacted by the quality of documentation and the lack of timeliness.

**Quality Improvement Aim**
To increase the enforcement rate of the citation process through improved content and timeliness to meet the 30 day deadline.

**Current Situation**
The team conducted a brainstorming session to document their current process flow.

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**Root Causes**
A root cause analysis was conducted on the current practices and processes which revealed:
- Lack of citation prioritization
- Inconsistent citation write-ups
- Multiple revisions of citations
- High level reviews
- Outdated technology
- No formal tracking system for pending citations.
- Need more staff.
- Legal review backlog

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**Solutions**
The team developed multiple solutions to address the identified root causes. The team conducted an evaluation and prioritization assessment which highlighted two pilot solutions.
- Develop a detailed checklist and timeline for all participants involved in the citation process

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**DO**

**Pilot Solution**
In process September – November 2015

**CHECK**

**Pilot Results**
December 2015

**Conclusions**
December 2015

**ACT**

**Adopt, Adapt, or Abandon**
December 2015

**Monitor and Hold Gains**
December 2015