



Center for Health Care Quality (CHCQ)

Transformation and Remediation Goal Completion Report

Recommendation	Targeted Goal (considered complete when)	Team Leaders	Team Members
18. Implement Lean Thinking for Key Work Processes	At least three key work processes, e.g., facility complaint investigations, state licensing surveys, and citation/penalty issuance, have been measurably improved (i.e., fewer hours expended, improved outcomes, or both) using the Lean Thinking approach.	CHCQ Steering Committee Chairs, Topics and Issue Council	Jean Iacino Scott Vivona Mike Shults
Date Completed October 1, 2018			
Executive Summary			
Executive Summary	CHCQ process and quality improvement efforts use a number of methodologies to address organizational changes needed to improve the overall ability of the program to protect and preserve the California public health. This effort is organized using clearly defined goals and objectives and will guide ongoing institutional change.		
Actions, Deliverables, Achievements	<ul style="list-style-type: none"> ➤ CHCQ pursued a quality improvement approach combining facilitated Plan-Do-Check-Act (PDCA) projects and Lean Thinking, to address projects led directly by CHCQ staff. ➤ CHCQ established the Topics and Issues Council that works across district offices on quality and process improvement. ➤ CHCQ received departmental support for facilitated quality improvement through an IAA with California State University, Fresno. These efforts resulted in improvements to complaint investigations and citation issuance. Subsequently staff from CHCQ and The California Department of Public Health (CDPH) facilitated other projects in other sections of CHCQ (e.g. The Staffing Audits Section). ➤ CHCQ has also been active in the Quality Improvement (QI) Council and worked to train CHCQ and CDPH staff on Lean Thinking process improvement by teaching CalHR certificated courses. ➤ Through collaboration with CDPH's Office of Quality Performance and Accreditation (OQPA), CHCQ was able to host Lean Thinking trainings at district offices for their staff and others from local government agencies as part of accreditation outreach. ➤ CHCQ conducted a major overhaul of its web pages and published summaries of its ongoing QI projects, see reference links to projects. ➤ Achievements and projects: <ul style="list-style-type: none"> - CHCQ trained approximately 200 staff on the principles of Lean Thinking - CHCQ hosted and facilitated many PDCA group trainings - CHCQ completed an assessment and redesign of the Centralized Applications Unit - CHCQ streamlined the Professional Certification Branch's Investigation Section and issued a report summarizing the findings and changes - CHCQ increased the percentage of complaints that are completed pursuant to statutory timeframes - CHCQ improved the timeliness of issuing state citations - CHCQ completed the Provider and Consumer Engagement Expectations (PaCEE) Project resulting in improved customer satisfaction - CHCQ established the Topics and Issues Council working across district offices on quality improvement 		
Status	CHCQ has completed numerous quality improvement efforts and staff are broadening their skill sets as they attend higher level Lean Thinking training, e.g. Yellow Belt. Efforts are underway to continue supporting the use of facilitated PDCA and Lean Thinking methodologies as new workgroups form to address systemic issues.		
Planned Follow Up & Monitoring	<ul style="list-style-type: none"> ➤ CHCQ will continue to identify systems and processes for targeted QI efforts. ➤ CHCQ management will provide ongoing monitoring and oversight of completed QI projects and demonstrate progress toward closing audit findings, increasing workload completion, and achieving performance targets. ➤ CHCQ will continue engaging employees and stakeholders in process and quality improvement. ➤ CHCQ will align QI efforts with CDPH strategic planning. 		
References	CHCQ Quality Improvement: https://www.cdph.ca.gov/Programs/CHCQ/LCP/Pages/QualityImprovementInitiatives.aspx		