

California Department of Public Health
Center for Health Care Quality
Remediation Recommendations Work Plan
August 2015 Update

Recommendation	Targeted Goal (Considered Complete When...) <i>As defined by Hubbert Systems Consulting's August 2014 Remediation Recommendations Report</i>	CDPH Priority Tier	Anticipated Timeline for Initiation	Anticipated Timeline for Completion	Progress Report as of August 31, 2015
1. Build a Visionary Executive Leadership Team	All vacant senior management positions are filled permanently with individuals who meet defined leadership qualifications; leadership development training has been completed; leadership qualities, competencies, and skills have been defined and communicated; and a process for ongoing evaluation of executives' performance is in place.	High	Spring 2015	Ongoing	<ul style="list-style-type: none"> • Current CHCQ executives participating in CDPH leadership development and executive coaching program. • Deputy director, assistant deputy director, and policy and planning chief have been appointed. • Process for conducting annual management reviews is in place.
2. Create a Change Management and Governance Structure	An Executive Governance Council has been established, trained in change management, and assignment of an executive sponsor for each improvement team has been made. In addition, a written change management plan that defines the structure, governance, and processes for implementation of all recommendations will be in place.	Urgent	November 2014	May 2015	<ul style="list-style-type: none"> • Executive Governance Council members identified, comprising CHHS, CDPH, and CHCQ representation. • Contract for project management to oversee multi-year Remediation Recommendations Work Plan is completed; hiring is proceeding for staff.
3. Expand External Stakeholder Engagement	A designated external stakeholder unit and long-term care and non-long term care advisory committees are meeting regularly. In addition, a meaningful number of items tracked in the stakeholder issues log will be satisfactorily resolved.	Urgent	November 2014	November 2015	<ul style="list-style-type: none"> • Third Semi-Annual Stakeholder Forum to take place Sept. 4, 2015. • CHCQ meeting quarterly with all stakeholder advisory groups, with intermediate follow-up. • Developing action log to track stakeholder meeting deliverables and follow-up.
4. Develop and Implement a Strategic Plan	An L&C strategic plan including strategic objectives, measures, targets, and specific initiatives has been developed and communicated throughout the organization. In addition, there must be a plan and a clearly defined process for annual strategic planning.	High	Winter 2014	Spring 2015	<ul style="list-style-type: none"> • Contractor hired and strategic planning offsite held for CHCQ executives and managers in early November; agenda included development of 2014-2017 strategic map. • Draft Strategic Map developed and can be found on the CDPH web site (http://www.cdph.ca.gov/programs/Documents/CHCQStrategicMap.pdf) • Developing goals and objectives.
5. Restructure L&C for Increased Efficiency and Accountability	Restructuring efforts have been fully implemented and an ongoing plan for evaluating organizational design and structure has been incorporated into the annual strategic planning process.	High	Winter 2014	Ongoing	<ul style="list-style-type: none"> • Central Applications Unit (CAU) restructuring contract completed. Hiring staff to begin phase-in of full centralization of CAU. • Professional Certification Branch restructuring contract completed.

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6. Overhaul Approach for LA County Workload Management and Oversight	All work performed by LA County on behalf of the L&C Program is overseen by a defined organizational entity that leads, plans, schedules, coordinates, communicates, tracks, evaluates, reports, and corrects, as necessary. Interim milestones include identifying a contract officer/manager and key support staff, completion of a contract administration plan, development of key performance measures and related reports, and the scheduling of regular meetings.	Urgent	November 2014	November 2015	<ul style="list-style-type: none"> • CHCQ Branch Chief and Health Program Specialist I (retired Health Facilities Evaluator Manager II) assigned to oversight and supervision of Los Angeles County contract performance. • Completed hiring of the LA County Monitoring Unit, staffed by two nurse surveyors and a nurse supervisor. Six State Observation Survey Analysis (SOSA) surveys have been conducted. • Bi-weekly conference calls with LA Health Facilities Inspection Division (HFID) senior management regarding ongoing enforcement, provider, and operational issues. • Ongoing quality assurance audit studies for LA offices. • Bi-weekly conference calls with program managers re: workload and provider issues. • Three-year contract with LA County signed July 8, 2015, incorporating specific yearly performance metrics. • CHCQ conducted critical training in investigation and survey practices. Additional training needs will be identified and trainings conducted as needed.
7. Establish and Monitor Key Performance Indicators	The Program posts its initial Dashboard to the CDPH internet site.	Urgent	November 2014	November 2015	<ul style="list-style-type: none"> • IT staff has been dedicated to the development of an online dashboard presentation for the performance metrics now being posted in PDF format online. Developed additional metrics for dashboard reporting that follow strategic planning process. • Quarterly updates being made to CHCQ Performance Metrics and posted to the CDPH web site. • SB 75 established timelines for complaint investigations and citations
8. Build Capacity for Ongoing Organizational Improvement	The Performance Management and Improvement Section has been formed, trained, and demonstrates the capability to lead and support QI/PI initiatives for the L&C Program.	Urgent	November 2014	April 2016	<ul style="list-style-type: none"> • Preliminary discussions underway for Recommendation #5 include consideration of this recommendation. • Continued Data Integrity Group dialogue, with members from all levels of program with responsibility for data input or data use, identifying areas needing improvement (e.g. triaging, prioritizing and timeframes). • Open Complaint Data tool developed to improve performance management of district office workloads.
9. Improve Hiring and Promotion Processes	The time to hire and promote L&C staff is decreased to an average of less than two months.	High	Spring 2015	Winter 2015	<ul style="list-style-type: none"> • Executive Governance Council members have met with CDPH Human Resources Branch executives to bring focus to this area. • A workgroup was established for HRB & L&C to collaborate on Remediation Plan items 9 and 11. • Mass HFEN hiring process implemented July 1, 2015. Standard application review and interview questions were established for all district offices.
10. Develop a Staffing Model and Workforce Plan	The Program has adopted and implemented a new methodology for projecting staffing needs and has a well-developed, comprehensive, written policies and procedures for workforce planning.	High	Winter 2014	Spring 2017	<ul style="list-style-type: none"> • Evaluation of adjustments to workload projection process and necessary changes to related procedures. • Created a staffing model to allocate field staff based on the district office's workload needs.

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					<ul style="list-style-type: none"> • CHCQ will continue to evaluate the accuracy and effectiveness of the DO-specific staffing model. • CHCQ has made adjustments to the inputs of the estimate's key variables to more accurately reflect the staffing needed to accomplish mandated workload. • CHCQ will continue to evaluate the estimate model, and the methodology for estimating the key inputs.
11. Design and Implement a HFEN Recruitment Strategy and Campaign	When the vacancy rate for HFENs is less than 5% state-wide and a comprehensive long-term recruitment strategy and plan have been adopted.	Urgent	November 2014	November 2015	<ul style="list-style-type: none"> • CDPH Web page updated to reflect current vacancies and salaries • Statewide recruitment underway with coordinated HFEN interviews at all 14 district offices. • Established a recruiter workgroup. • Completed development of recruiter contract scope of work.
12. Design and Implement an Employee Retention Plan for District Offices	The turnover rate for HFENs, District Office Supervisors, and District Office Managers is less than 10% state-wide.	High	Spring 2015	Spring 2016	<ul style="list-style-type: none"> • Preliminary discussions related to Recommendation # 11 also considering opportunities to address this recommendation concurrently. • Developing a scope of work to focus on employee retention and onboarding techniques. • Established Onboarding and training workgroup.
13. Improve HFEN On-Boarding and Initial Training	Improvements to HFEN on-boarding and initial training have been implemented including a HFEN mentoring program. In addition, measureable improvements to new-hire satisfaction will be accomplished, which may be evaluated using a periodic employee survey.	Medium	Fall 2015	Fall 2016	<ul style="list-style-type: none"> • Onboarding and training workgroup reviewing common elements of onboarding and orientation for non-HFEN headquarters staff.
14. Improve On-Boarding and Initial Training for Non-HFEN Staff	Improvements to on-boarding and initial training for all staff have been implemented. In addition, measureable improvement in new-hire satisfaction will be accomplished, which may be evaluated using a periodic employee survey.	Medium	Fall 2015	Fall 2016	<ul style="list-style-type: none"> • Executive Governance Council members have met with CDPH's Office of Leadership and Workforce Development executives to investigate and plan for inclusion of CHCQ employees in CDPH training and staff development programming. • Monthly facilitated calls and quarterly in-person meetings in place for field staff training supervisors. • Monthly training session for field operations and HQ support staff in ASPEN software applications, data integrity, and updates in processes.
15. Implement a Comprehensive Program for Ongoing Training and Staff Development	Improvements to ongoing training and staff development for all staff have been implemented and measureable improvement in employee satisfaction with training has been accomplished (i.e., via a periodic employee survey).	Medium	Fall 2015	Fall 2016	<ul style="list-style-type: none"> • Executive Governance Council members have met with CDPH's Office of Leadership and Workforce Development executives to investigate and plan for inclusion of CHCQ employees in CDPH training and staff development programming. • Monthly facilitated calls and quarterly in-person meetings in place for field staff training supervisors. • Monthly training session for field operations and HQ support staff in ASPEN software applications, data integrity, and updates in processes.

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16. Develop and Implement a Leadership and Management Skills Development Program	A comprehensive leadership and management skills development program has been implemented and measureable improvement in supervisor and manager satisfaction has been accomplished.	Medium	Fall 2015	Fall 2016	<ul style="list-style-type: none"> • Executive Governance Council members have met with CDPH's Office of Leadership and Workforce Development executives to investigate and plan for inclusion of CHCQ managers and supervisors in CDPH leadership and management skills programming. • An academy for district office managers and administrators took place in August 2015. • Supervisor academy is scheduled for January, March, and June 2016.
17. Improve Communication, Collaboration, and Sharing of Best Practices	A comprehensive communication plan has been implemented for the L&C Program as a whole and for each of the recommendations in this report. In addition, the Program should demonstrate measureable improvement in employee satisfaction (i.e., via survey) with internal communication, collaboration, and sharing of best practices (e.g., those described in the Assessment and Gap Analysis report).	Urgent	November 2014	November 2015	<ul style="list-style-type: none"> • CHCQ hired a stakeholder liaison/communications specialist in July 2015. • Internal CHCQ quarterly newsletter to begin publication August in 2015. • Created district office Topics and Issues Council.
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.	High	Spring 2015	Fall 2016	<ul style="list-style-type: none"> • Central Applications Unit restructuring contract completed. • Professional Certification Branch contract completed. • Two CHCQ Quality Improvement Teams are working with Fresno State consultants on the Complaints Investigations Process and the Citations Issuance Process.
19. Deploy IT Hardware and Software Upgrades	The business process and technology maps have been completed; policies and procedures have been updated; and requirements for IT upgrades have been approved.	Medium	Fall 2015	Spring 2017	<ul style="list-style-type: none"> • Purchasing tablets to replace laptop computers for HFEN field staff.
20. Update Policies & Procedures	Updated L&C policies and procedures are current and easily accessible to all staff. In addition, the infrastructure and necessary resources will be in place to ensure the Program's policies and procedures remain current.	High	Spring 2015	Fall 2016	<ul style="list-style-type: none"> • CHCQ has restructured the Policy Section to establish a "Policy Unit" consisting of a manager, three analysts, and two retired annuitants dedicated to updating policies and procedures. The manager is onboard. All analysts are expected to be onboard in August.
21. Update Regulations	[Not defined in Remediation Recommendations Report.]	High	Spring 2015	Ongoing	<ul style="list-style-type: none"> • Four CHCQ regulation packages have been drafted and submitted for executive level reviews during FY 15-16. • Additional staff has been hired to draft regulations, including two attorneys.