



Center for Health Care Quality Licensing & Certification Program Evaluation

Presentation Overview



- Background
- Evaluation Approach
- Findings
- Recommendations
- Next steps

Background



The Center for Health Care Quality (CHCQ)

- **Licensing and Certification Program**
 - Approximately 1,200 staff in 14 district offices throughout state and a contract with Los Angeles County
 - \$184.158 million budget (Fiscal Year 2013-14)
 - Responsible for enforcing state and federal statutory and regulatory standards related to the quality of care provided by approximately 30 types of health care facilities
 - Responsible for the certification of nurse assistants, home health aides, hemodialysis technicians and the licensure of nursing home administrators.
- **Healthcare-Associated Infections Program**
 - Responsible for public reporting of infection rates and prevention measures with California's hospitals (located in Richmond)

Background



- April 2012 CMS requirements for L&C Program
 - Corrective action plan
 - Performance benchmarks established
 - Comprehensive program assessment requested

- Goal of Program Assessment:

determine the key challenges, issues and barriers impacting performance of state licensing and federal survey and certification operations.

Background



- CDPH engaged Hubbert Systems Consulting to conduct this assessment.
 - Phase I: Initial Assessment
 - Phase II: Gap Analysis
 - Phase III: Recommendations
 - Data collected through interviews (more than 200 around the state, within and outside of CDPH), surveys, site visits, and document review

Evaluation Approach



- Program evaluation focused on 7 categories of organizational performance:
 - Leadership, strategic planning, customers, measurement & analysis, workforce, operations, results
- Gap analysis
 - Compared current capabilities to desired / required capabilities
 - Identified program strengths and opportunities for improvement

Findings



STRENGTHS

- Talented staff with strong technical expertise, extensive knowledge, dedication to program mission, and a desire to serve
- Significant improvements made since 2012
- Additional improvement initiatives already underway

Findings



OPPORTUNITIES FOR IMPROVEMENT:

Work Performance

- Meeting the CMS survey and certification workload expectations timely and to quality standards
- Timely re-licensing surveys
- Timely closure of facility investigations
- Timely closure of investigations involving certified nurse assistants, home health aids, and certified hemodialysis technicians
- Oversight of contract with Los Angeles County
- Timely issuance of citations

Findings



OPPORTUNITIES FOR IMPROVEMENT:

Workforce Management

- Recording and analyzing staffing hours
- Recruitment and retention of Health Facility Evaluator Nurses (HFENs)
- Hiring and on-boarding processes
- Employee morale
- Succession planning
- Program-wide approach for assessing training needs

Findings



OPPORTUNITIES FOR IMPROVEMENT:

Work Systems and Processes

- Standardization and automation of survey and investigation processes
- Greater access to Internet while in the field
- Flow of information both internally and externally
- Data collection, analysis, and reporting

Findings



OPPORTUNITIES FOR IMPROVEMENT:

Leadership, Management and Oversight

- Strategic planning
- Performance measurement and management
- Organizational structure
- Communication, coordination, and collaboration

Recommendations



OVERVIEW – A “Remediation Roadmap”

- 21 interdependent recommendations in 4 categories:
 1. Leadership, strategic planning, and customer needs
 2. Measurement, analysis and performance improvement
 3. Workforce
 4. Operations
- 100+ detailed actions and milestones
- Multi-year implementation timeline

Recommendations



Leadership, strategic planning and customer needs

1. Build a Visionary Executive Leadership Team
2. Create a Change Management and Governance Structure
3. Expand External Stakeholder Engagement

Recommendations



Leadership, strategic planning and customer needs, continued

4. Develop and Implement a Strategic Plan
5. Restructure L&C for Increased Efficiency and Accountability
6. Overhaul Approach for LA County Workload Management and Oversight

Recommendations



Measurement, analysis and performance improvement

7. Establish and Monitor Key Performance Indicators
8. Build Capacity for Ongoing Organizational Improvement

Recommendations



Workforce

9. Improve Hiring and Promotion Practices
10. Develop a Staffing Model and Workforce Plan
11. Design and Implement a HFEN Recruitment Strategy and Campaign

Recommendations



Workforce, continued

12. Design and Implement an Employee Retention Plan for District Offices
13. Improve HFEN On-Boarding and Initial Training
14. Improve On-Boarding and Initial Training for Non-HFEN Staff

Recommendations



Workforce, continued

15. Implement a Comprehensive Program for Ongoing Training and Staff Development
16. Develop and Implement a Leadership and Management Skills Development Program

Recommendations



Operations

17. Improve Communication, Collaboration and Sharing of Best Practices
18. Implement Lean Thinking for Key Work Processes
19. Deploy IT Hardware and Software Upgrades

Recommendations



Operations, continued

20. Update Policies & Procedures

21. Update Regulations

Implementation



CDPH has already begun several activities related to implementing report recommendations, including:

- Developing performance metrics to be posted online quarterly beginning in October 2014
- Enhancing oversight of LA County with site visits, quality assurance projects, and training
- Modifying our estimate methodology and timekeeping system to more accurately capture workload

Implementation



- Holding semiannual all stakeholder meetings, the first to occur on September 4, 2014
- Initiating senior L&C leadership in-person meetings with every District Office
- Developing a Health Facilities Evaluator specification revision package to address salary compaction, retention and promotion issues

Implementation



- Contracting for business process redesign efforts in the Centralized Applications Unit and Professional Certification Branch
- Securing approval for two new Career Executive Assignment positions to improve efficiency and accountability

Questions?



Consultants' Reports available online at:

<http://www.cdph.ca.gov/programs/Pages/CenterHealthcareQuality.aspx>