

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:

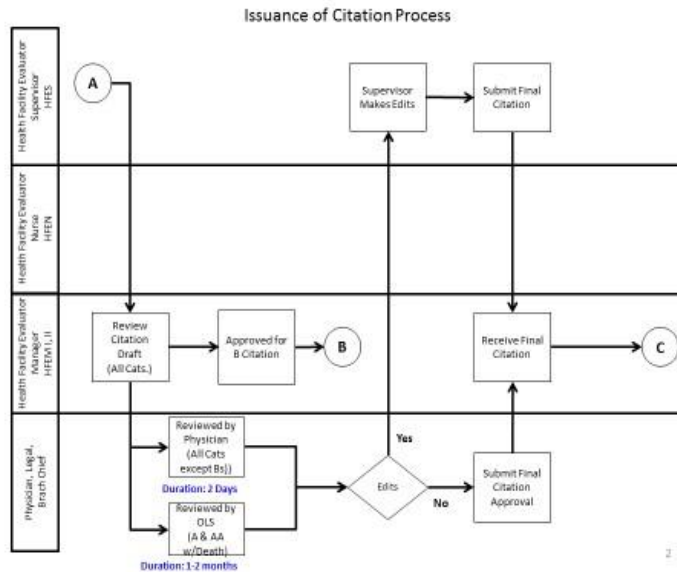
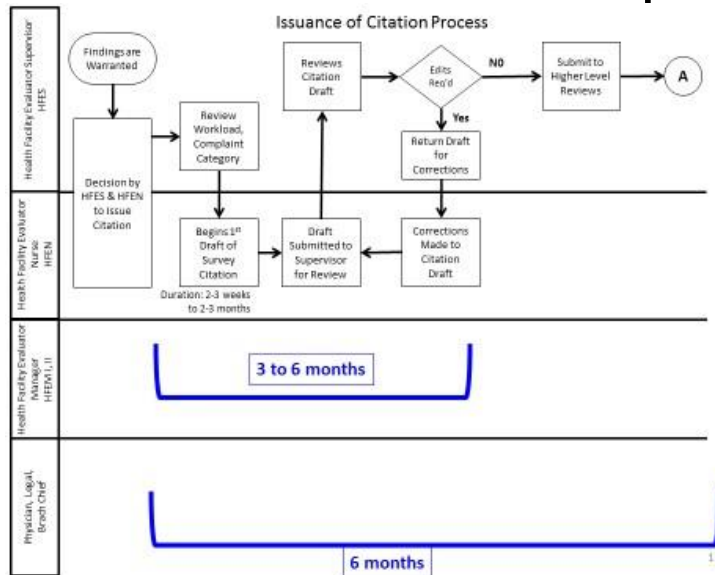
SB75 imposes a 30-day timeline for issuing citations following the issuance of the state Statement of Deficiencies (2567)



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- Outdated technology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)



Licensing & Certification Citation Team

QI Team Members

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

Improving Defensible Documentation and Citation Timeliness

PLAN

Improvement Opportunity

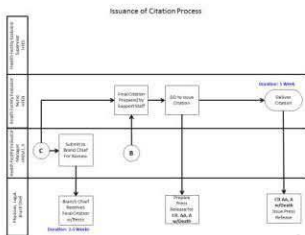
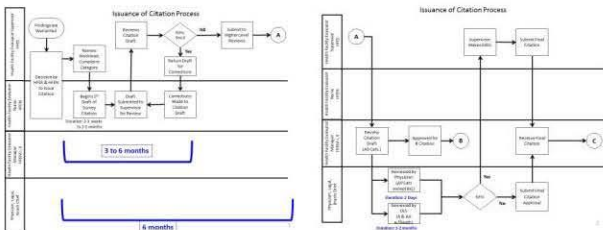
The process of producing a defensible citation is negatively impacted by the quality of documentation and the lack of timeliness.

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.



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

- Deploy a tracking sheet for pilot district offices to collect data

LIC Citation Team PDSA QI IMPLEMENTATION PLAN			
A. Program Section Unit Lic. Citation		B. Subject Citation Process	
3. Quality Improvement Aim			
4. What is going to be tested			
7. SMART Objectives		8. Data Available	9. Data Sources
10. Measurement / Evaluation / Plan		11. Action Plan	12. Responsibility
13. QI Implementation Communication Plan (Who, How, and When)			

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

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

Problem	Impact	Why?	Why Not?	Why Not?
Procedural	When citations are not completed, the citation period expires.	• Poor case management	• Early case management	• Early case management
Procedural	Multiple revisions of citations are required.	• Inconsistent citation write-ups	• Consistent citation write-ups	• Consistent citation write-ups
Procedural	Multiple revisions of citations are required.	• High level reviews	• High level reviews	• High level reviews
Procedural	Multiple revisions of citations are required.	• Outdated technology	• Outdated technology	• Outdated technology
Procedural	Multiple revisions of citations are required.	• No formal tracking system for pending citations.	• No formal tracking system for pending citations.	• No formal tracking system for pending citations.
Procedural	Multiple revisions of citations are required.	• Need more staff.	• Need more staff.	• Need more staff.
Procedural	Multiple revisions of citations are required.	• Legal review backlog	• Legal review backlog	• Legal review backlog