2014 Quality Improvement Grantees Learning Congress

September 26, 2014

Increase WIC Caseload: Show Us The Money!!!

Clallam County Health and Human Services

Christina Hurst, MSW

Clallam County

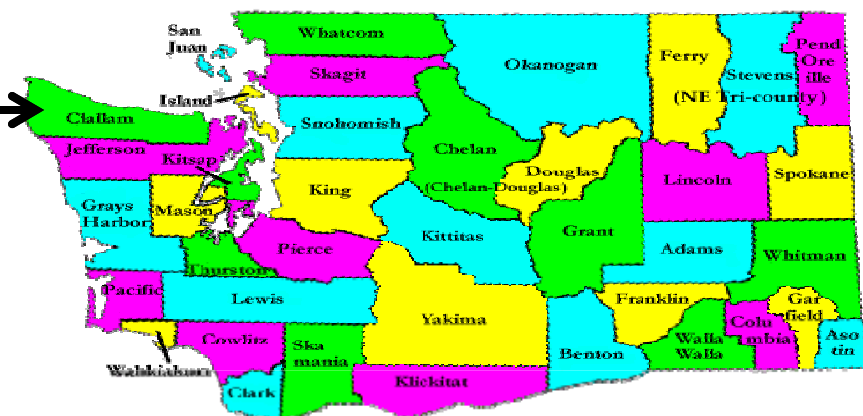- Total population: 71,0020

- 50% of population resides in unincorporated areas

- 14.7 FTEs and annual budget is $1,687,000 Public Health

- Continually learning our QI

September 26, 2014

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Project Team

(Left to Right) Pam Walker, WIC Coordinator; Emily Ferguson, IBCLC; Christina Hurst, Public Health Program Manager; Barbara Ward, WIC CPA; Karenann Mygind, WIC Clerk; Not pictured Modinat Ogun, Tacoma Pierce QI Consultant

Public Health Performance Management Centers for Excellence

Project Identification

Clallam County Health and Human Services WIC Caseload 2013

| 2013	Auth	Enrolled	Participants	%Part	Over/Under	% of Enrolled Non-Part
Jan	1,340	1,523	1,195	89%	-145	21.5%
Feb	1,340	1,535	1,234	92%	-106	19.6%
Mar	1,340	1,391	1,187	89%	-153	14.7%
Quarter Avg.	1,340	1,483	1,205	90%	-135	18.6%
April	1,340	1,393	1,202	90%	-138	13.7%
May	1,340	1,383	1,169	87%	-171	15.5%
June	1,340	1,402	1,167	87%	-173	16.8%
Quarter Avg.	1,340	1,393	1,179	88%	-161	15.3%

Chart Key:

Auth = Authorized Caseload
Enr = Enrolled
Part = Participation
%Part = %Participation
%Non-Part = %Non Participation

AIM Statement

Research, develop and implement WIC Staffing protocol, training assistance and tools to meet and maintain the monthly WIC caseload.
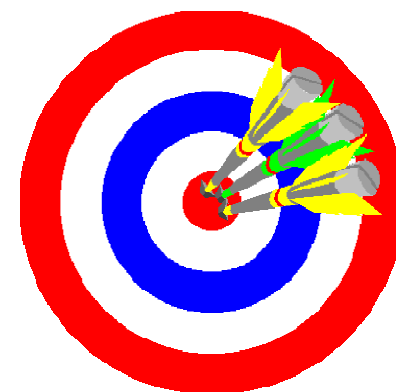
September 26, 2014

Project Activities

The QI Method used is Lean Six Sigma – comprised of 6 project phases:

Define | Measure | Analyze | Improve |Control | Share

Define Phase

Team Activities

1. Team Formation

2. Preparation Activities

3. Targets

- Increase/Meet assigned WIC Caseload

- Develop Process Maps

- Decrease No Show Rates

- Develop Clear Staffing Plan

- Increase WIC Staffing

Preparation Activities

1. Re-arranged office furniture to face front for improved Customer Service

2. Added door chimes to public entrance for security

3. Received mini-grant from DOH for 8 hrs per week Certifier time during QI Project

4. Trained Program Manager for WIC Coordinator Training 48 hours at DOH

5. Mounted TV/DVD on lobby wall to reinforce nutrition messages

Measure Phase

Voice of the customer survey

		If you have missed a scheduled WIC appointment today or in the past please tell us why													
Month	Area	No Transportation	Forgot	Family Emergency	Arrived too late	Do not use the WIC foods	Too busy	Wait time too long	Bad weather	Traffic	Lost my WIC folder	Did not receive an appointment reminder	Did not have needed paperwork	Appointment scheduled too far in advance	Other:	TOTAL
Nov-13	Port Angeles	19	33	6	4	0	2	0	0	1	1	12	1	5	9	93
	Sequim	1	19	1	0	0	1	0	0	1	1	5	1	0	1	31
	Forks	0	9	0	2	0	0	0	1	2	1	1	0	1	2	19
Dec-13	Port Angeles	6	22	2	3	0	3	0	2	1	3	10	0	2	3	57
	Sequim	2	2	0	0	0	0	0	0	0	0	0	0	0	0	4
	Forks	14	15	7	2	0	9	1	3	1	1	3	1	1	7	65
Jan-14	Port Angeles	7	13	4	3	0	3	0	0	0	0	5	0	2	7	44
	Sequim	2	3	2	0	0	1	0	0	0	1	1	0	2	2	14
	Forks	6	6	1	0	0	7	0	1	0	0	1	0	2	2	26

Measure Phase, cont'

Developed Process Maps and Best Practice
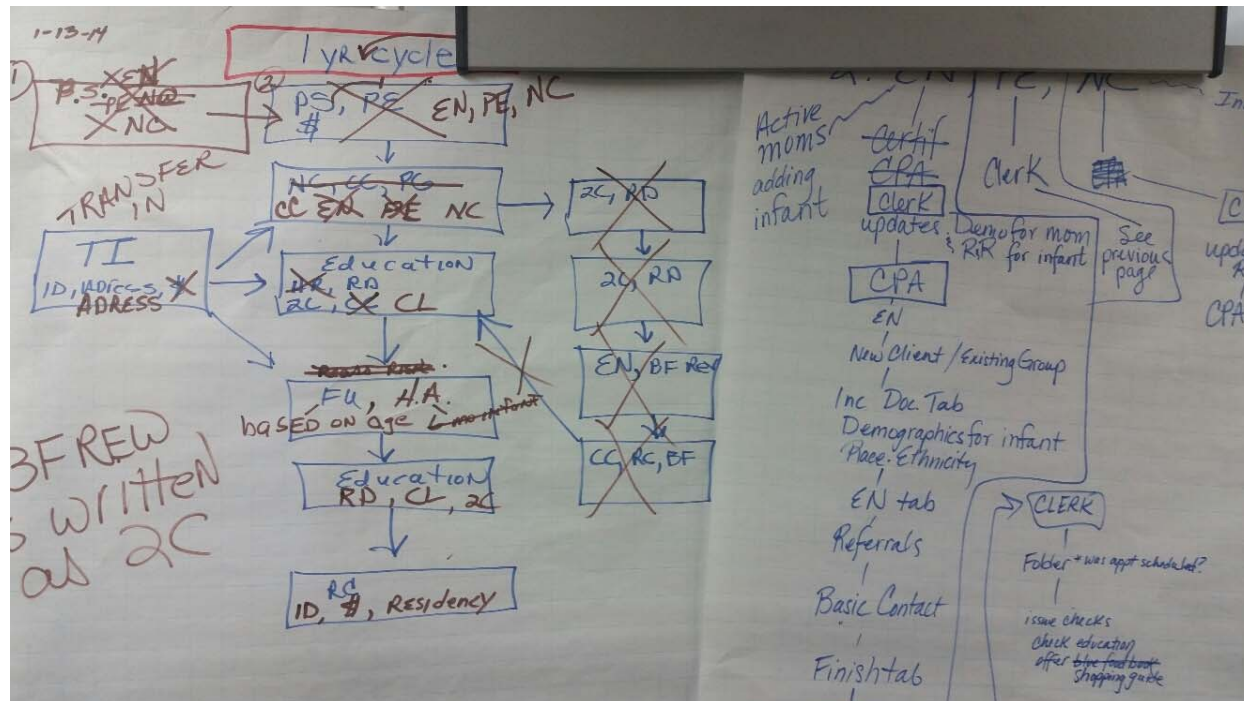
- Developed and updated 12 Process Maps

- Reduced steps from 34 to 17 - 50% reduction

Measure Phase, cont'

USDA Recommended Staff Ratio	Actual CCHHS WIC Staffing Ratio
CPA - 1 FTE per 400 caseload	CPA= 1.6
Clerk - 1 FTE per 400 caseload	Clerk= 1.6
RD - 1 FTE per 800 caseload	Coordinator/RD = .8
Based on this model CCHHS needs 7.5 FTE to maintain the 1220 caseload	**CCHHS is at 53% staff capacity needed for a caseload of 1220**

Analyze Phase

Caseload Comparisons

2013**	% participating	% not participating	2014**	% participating	% not participating
Jan	89	11	Jan	101.32*	0
Feb	92	8	Feb	101.74*	0
Mar	89	11	Mar	103.97*	0
Quarter Avg.	**90**	**10**	**Quarter Avg.**	**103.39***	**0**
April	90	10	April	104.46	0
May	87	13	May	102.81*	0
June	87	13	June	103.14*	0
Quarter Avg.	**88**	**12**	**Quarter Avg.**	**103.35***	**0**
*Exceeded authorized caseload	**2013 caseload 1310	**2014 caseload 1210			

No Show Rate

33.4%	2013 (Mar-July)
25.6%	2014 (Mar-July)
+30.5%	

Improve Phase

1. March 1, 2104 designated primary staff and backup staff for appointment reminder calls

2. Added text message option for appointment reminder based on Voice of the Customer Survey. Text message reminders begin September 1, 2014

May we send your family WIC appointment reminders by text?
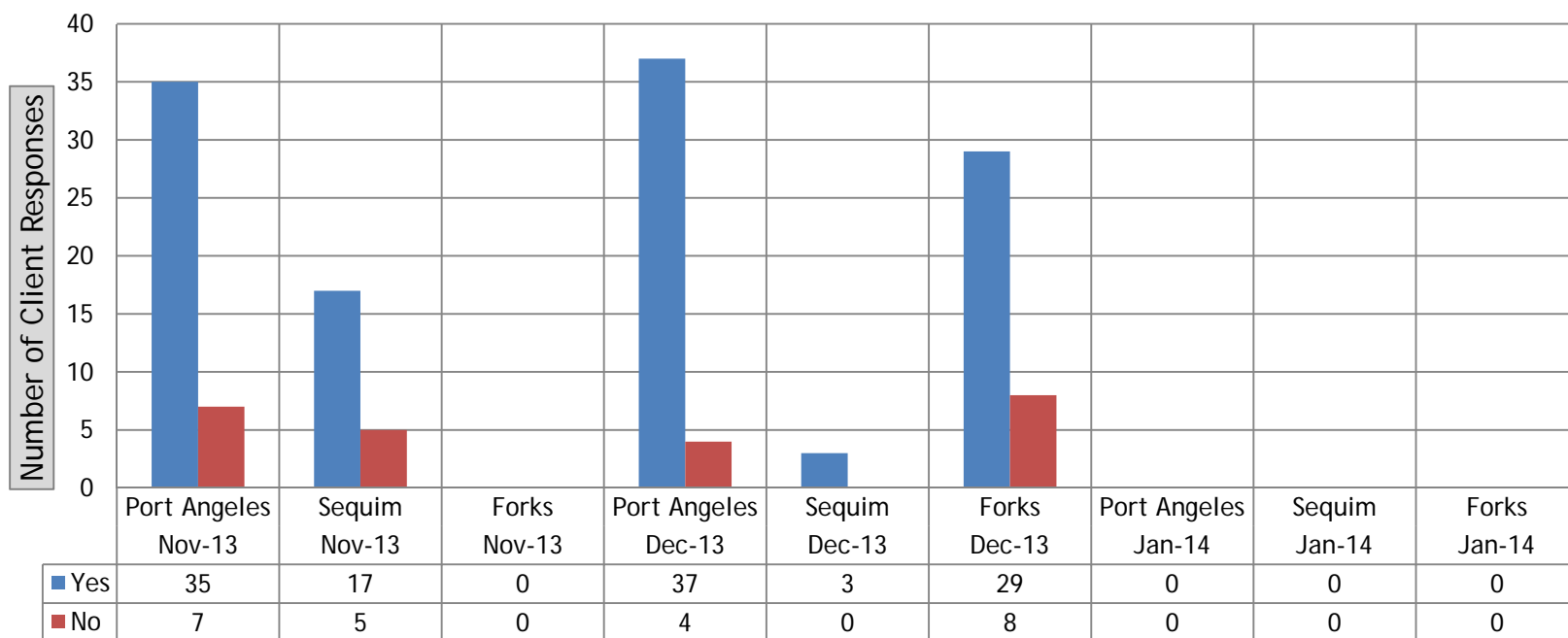
	Port Angeles Nov-13	Sequim Nov-13	Forks Nov-13	Port Angeles Dec-13	Sequim Dec-13	Forks Dec-13	Port Angeles Jan-14	Sequim Jan-14	Forks Jan-14
■ Yes	35	17	0	37	3	29	0	0	0
■ No	7	5	0	4	0	8	0	0	0

Number of Client Responses

Improve Phase, cont'

Staffing Plan

R – (Routinely) those tasks done as a routine part of that staff's duties every day
I – (Infrequently) those tasks that the staff person has been trained for, but they only do in clinic on an infrequent schedule
F – (Fill In) those tasks that the staff person has been trained for, but they only do this task as a fill in for illness, vacation, etc.
T – (In Training) those tasks that the staff person is in training for and requires WIC trainer supervision & the trainer's consent to co-sign the trainee's work
Blank – Has not been trained & never does this function

Staff Names	Credentials	WIC Program Title	(WIC Program ONLY) FTE's	Obtain Anthropometrics	Anthro. Plot, Assess, Interpret & ED	(Hgb) Obtain, Assess, Interpret & ED	Health Assessment	Assigning Risk Codes	Low Risk Education Contacts	High Risk Education Contacts	BF Program Inventory Control	Breastfeeding Review	Breastfeeding Promotion	Conducts Classes	Prescribes FOOD Package	Referrals: Healthcare/Community	Appt Reminders/No Show Duties	Scheduling Appointments	Check education & issuance	Category/ID/Res/Income Assess	Explain R&R to Client	WIC Signature Folder w/ client	Satellite- Equipment & inventory	WIC Reports	Administrative Duties/Outreach	Trainer: WIC Services (Staff ED)	Trainer: VENA/Connector (Staff ED)	Trainer: Breastfeeding (Staff ED)	RD Trainer: Nutrition (Staff ED)	Bilingual, Interpreter Skills	Nutrition Education Plan	BF Promotion Coordinator Duties	WIC Clinic Coordination	Supervision of Staff	Fiscal Reports
Ferguson, Emily	IBCLC	BFPC, CPA	.93	R	R	R	R	R	R		R	R	R	R	R	R	F	R	R	R	R	R	I	R	R	R		R			R	R	F
Grey, Dawn		Clerk	.38								R		R			R	R	R	R	R	R		R	R									
open		CPA/Clerk	.49	R	R	R	R	R			F	R	I	R		I	R	R	R	R	R	R	F		F	R							
Hurst, Christina	MSW	PH Manager, Clerk	.08									T				R	T	T	T	T	T	T		T									R
Moody, Tina		CPA	.12	F	F	F	F	F	F		F	F	F	F		F	F	F	F	F	F	F											
Mygind, Karenann		Clerk	.65								R					R	R	R	R	R	R	R											
Nelson, Ruby		CPA/Clerk	.38	R	R	R	R	R			I	R	R	R		R	R	R	R	R	R	R		R	R	R							F
Walker, Pamela	MS, RD, CD	WIC Coordinator/RD	.75	R	R	R	R	R	R	R	F	R	R	F	R	R	F	R	R	R	R	R	F	R	R	R	R	F	F	R	R	R	F	R
Ward, Barbara		CPA In Training	.22	T	T	T	T	T	T			T	T	I	T	R	T	T	T	T	T	T											
Yacklin, Kim		Accounting	.01																															R
		2013 WIC FTE	4.0																															

Control Phase, cont'

Clallam County Health & Human Services
WIC Nutrition Program

Policy & Procedures: Agency Cell Phone & Text

1. **PURPOSE**

   • To maintain consistency in client notification for basic information, confirmation of phone calls or appointments.

   • To maintain consistency in education, counseling and documentation among all WIC Staff.
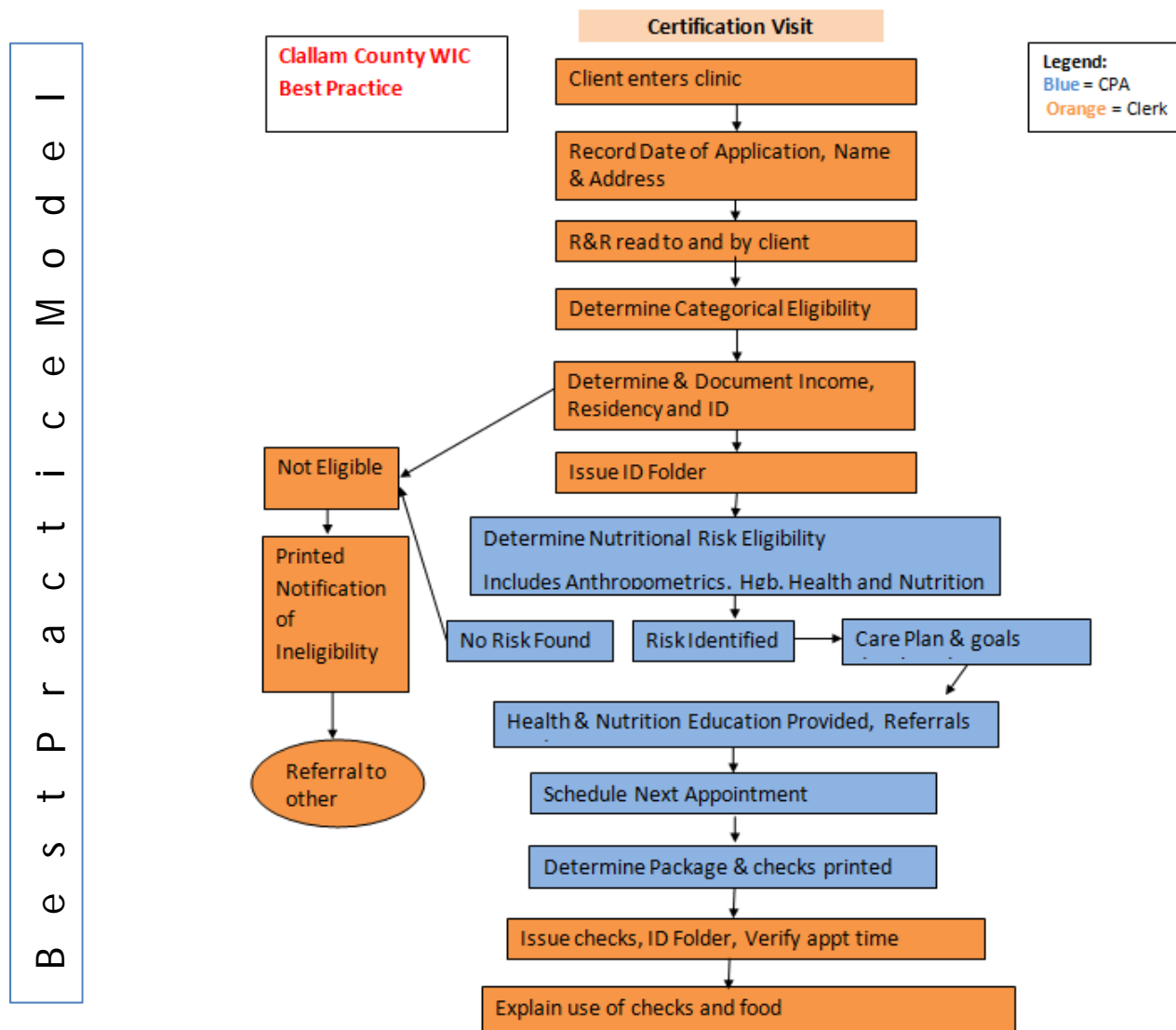
2. **SCOPE**

   a. This policy guideline applies to all Clallam County HHS/WIC program staff.

   b. This policy guideline describes the agency's objectives and policy guidelines regarding use of

   CCHHS/WIC cell phones and text services.

3. **REFERENCES**
   a. Washington State WIC Manual, Volume 1, Chapter 15, Section 3. *modified*

4. **DEFINITIONS**

Control Phase, cont'

Certification Visit

Clallam County WIC
Best Practice

Legend:
Blue = CPA
Orange = Clerk

Client enters clinic

Record Date of Application, Name & Address

R&R read to and by client

Determine Categorical Eligibility

Determine & Document Income, Residency and ID

Issue ID Folder

Not Eligible

Printed Notification of Ineligibility

Determine Nutritional Risk Eligibility
Includes Anthropometrics. Hgb. Health and Nutrition

No Risk Found

Risk Identified

Care Plan & goals

Health & Nutrition Education Provided, Referrals

Referral to other

Schedule Next Appointment

Determine Package & checks printed

Issue checks, ID Folder, Verify appt time

Explain use of checks and food

Best Practice Model

Share Phase

1. Clallam County Board of Health July 17, 2014.

2. QI Learning Congress September 26, 2014.

3. Public Health Staff Meeting October 8, 2014.

4. Project Summation Article in agency newsletter October 2014.

Next Steps

- Submit Schedule D in 2015 Budget Requests for WIC staff expansion.

- Re-measure Voice of the Customer Survey October through December 2014.

- Review text message Policy and Procedures in 6 months, March 2015.

- Explore transportation barrier options from Voice of the Customer Survey.

- Implement new staff training using Best Practice and Staffing Plan.

For more information, contact:

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Public Health Performance Management Centers for Excellence

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