

Public Health Performance Management Centers for Excellence

QUALITY IMPROVEMENT STORYBOARD

LOCAL TRIBE/HEALTH DEPARTMENT NAME: Island County Public Health
 ADDRESS: 1 NE 6th St, PO Box 5000 Coupeville, WA 98239
 PHONE NUMBER: 360-679-7350
 SIZE: 34 FTEs
 POPULATION SERVED: 80,000 Residents of Island County
 PROJECT TITLE: Public Health Contract Review & Approval Process



PLAN: Identify an opportunity and Plan for Improvement

1. Getting Started

Island County Public Health (ICPH) receives revenue from three primary sources: Island County's general fund, fees for service, and state and federal grants. Grants account for 44% of ICPH's annual budget, and the mechanism used to receive and distribute grant funds are binding contracts.

ICPH processes about **60** contracts per year, with an average processing time for each contract, from receipt to partial or final execution, of **51** working days.

This project utilized QI techniques to reduce the amount of time between the receipt of a draft grant agreement and its partial or final execution.

REDUCED CONTRACT PROCESSING TIME WILL:

- ✓ Improve organizational efficiencies.
- ✓ Decrease time and cost of delivering services.
- ✓ Increase customer satisfaction.
- ✓ Improve ICPH's ability to meet legal obligations.

2. Assemble the Team

Figure 1. ICPH 2014 QI Team



Michele Tefft, Administrative Director
 Laura Luginbill, Assessment Director
 Vanya Brown, Accounting Supervisor
 Melisa Doss, Nursing Coordinator
 Keith Higman, Health Services Director (not pictured)
 Jill Wood, Environmental Health Director (not pictured)

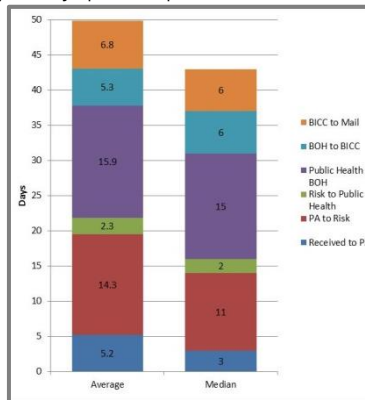
3. Examine the Current Approach

After completing a detailed **FLOW CHART** and **SWIM LANE DIAGRAM** of ICPH's contract review and approval process, we collected and analyzed data using the following sources:

CONTRACT PROCESS LOG

ICPH's Administrative Director enters dates of contract process steps into a Contract Process Log. With records dating back to 2000, this became our primary data source. Data utilized for this project was limited to those contracts received between Jan. 1, 2012 – Dec. 31, 2013. A total of 91 contracts were included in the final analyses.

Chart 1. Island County Public Health Contract Review and Approval Process. Average and median number of work days for major process steps. 2012-2013.



PA = Prosecuting Attorney; Risk = Risk Manager; Public Health = Public Health Administration; BOH = Board of Health; BICC = Board of Island County Commissioners; Mail = Date partially or fully executed contract is mailed to grantor or sub-contractor.

ICPH STAFF TIME LOG

ICPH staff logged direct time spent reviewing and approving a total of 2 contracts during January through March 2014. This data was used to estimate total ICPH staff time investment.

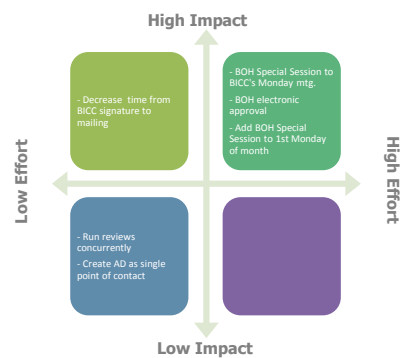
VALUE STREAM MAP

With the assistance of Centers for Excellence staff, the QI Team completed a Value Stream map to further analyze our current process.

Total Cycle Time	50.9 days
Total Staff Touch Time	16 hours

4. Identify Potential Solutions

Figure 2. Impact-Effort Matrix for potential solutions.



5. Develop an Improvement Theory

Time savings will be most attainable and impactful by implementing multiple solutions that are identified as "low" or "medium" effort.

DO: Test the Theory for Improvement

We are currently projecting time savings for 4 proposed solutions. Solutions #1 and #2 were implemented in June 2014, with expected time savings results. Solutions #3 and #4 are waiting to receive approval from departments outside of ICPH's control.

PROPOSED SOLUTIONS	TIME SAVING
1. Administrative Director submits to Risk Manager and Prosecuting Attorney concurrently.	2 days
2. Administrative Director picks up contract from Risk/PA, instead of waiting for inter-office mail.	1 day
3. Administrative Director included as the primary point of contact for all contract receipts.	1-2 day
4. Board of Island County Commissioners approves contracts prior to the Board of Health.	5-10 days

STUDY: Use Data to Study Results of the Test

ICPH staff is monitoring all contracts using the Contract Process Log to study the results of the proposed solutions.

ACT: Standardize the Improvement and Establish Future Plans