

Public Health Performance Management Centers for Excellence

2014 Quality Improvement Grantees
Learning Congress



PUBLIC HEALTH

September 26, 2014

Strengthening Equity through Food
Safety Quality Improvement

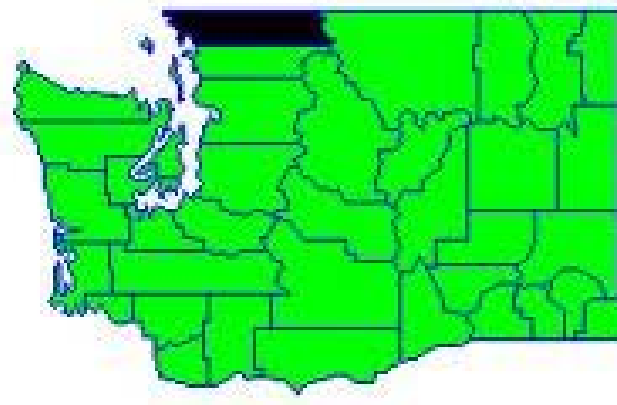
Whatcom County Health Department presented
by Tom Kunesh & Wanda Williams

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Whatcom County

- Total population: 203,500
- 87,291 (43%) residing in unincorporated areas
- 70.35 FTEs and annual budget of \$19,815,604
- Quality improvement experience:
 - 2011: Establish Performance Management System & QI Plan
 - 2013: Selection criteria established for QI projects
 - 2010-2014: Completed four formal QI projects and 4 onsite QI trainings and made available numerous webinar trainings
 - 2014: PHAB Accreditation Site Visit



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Funded by the U. S. Centers for Disease Control's National Public Health Improvement Initiative

Project Team

- John Wolpers, Project Sponsor
- Tom Kunesh, Content Expert
- Debbi Bailey, Data Specialist
- Alice Simmons, Team Lead
- Susan Sloan, QI Facilitator
- Wanda Williams, QI Lead

The way to get started is to quit talking and begin doing.

- Walt Disney

www.kaizen-campus.com

Add'l Kaizen Participants (Food Safety Specialists):

- Luis Flores
- Patrick Hull
- Molly Burke
- Sarah Cierebiej



Project Identification

- The WCHD Food Safety program frequently interacts with food service operators who do not speak English or who have limited English proficiency.
- “Improving restaurant efficiencies” was chosen by managers and supervisors as the top department QI priority (9/4/12)
- Food Safety staff identified improving communication with non-English and ESL food service operators as a top program priority.
- This work is congruent with our agency’s strategic goal of incorporating principles of social justice and health equity into our day-to-day work.

What did the data show?

- Percentage of Level 3 food establishments with non-English or ESL operators: 17.8% (n=50 of 281)
- Average mean **RED** violation points for non-English/ESL food establishments (27.79) versus English(18.33).
- **Voice of the Customer Survey:**
 - 23 interviews attempted and 16 completed (70%) (Korean n=4, Spanish n=4, Punjabi n=3, Chinese n=2, other n=3)
 - 80% “satisfied” or “very satisfied” with last inspection
 - 87% responded that the last inspection was helpful in improving the operator’s ability to comply with the food code
 - Almost all operators (15 of 16) responded that they understand the Food Code
 - 31% responded that there are cultural barriers that make it difficult for the operator or staff to comply with the food code
 - 50% responded that language creates barriers that make it difficult for the operator or staff to comply with the food code or understand the instructions of food inspectors

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AIM Statement

- *The project team will increase food safety program efficiencies (money and time spent) and improve effectiveness (communication and voice of the customer) with non-English speaking and ESL food service operators. The Voice of the Customer is a key focus of this project.*
- *TARGETS:*
 - *Reduce by 20% Food Safety staff time spent assuring compliance of non-English speaking and ESL food service operators with the Food Code.*
 - *Reduce by 30% the number of Food Code violations by non-English speaking/ESL food service operators*
 - *Reduce by 30% the average number of days between violation and violation correction for violations involving non-English speaking or ESL food service operators.*

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Quality Tool – Kaizen Event

KAIZEN (pronounced ki-zen) = a Japanese word constructed from two ideographs, the first of which represents change and the second goodness or virtue. Kaizen is commonly used to indicate the progressive long-term betterment of something.



Quality Tool – Kaizen Event

PREPARATION:

- Kaizen commandments
- Kaizen FAQs
- Kaizen Event Charter
- Lean, Kaizen, and Continuous Improvement [You Tube Video](#)
(by EMS Consulting Group)

Quality Tool – Kaizen Event

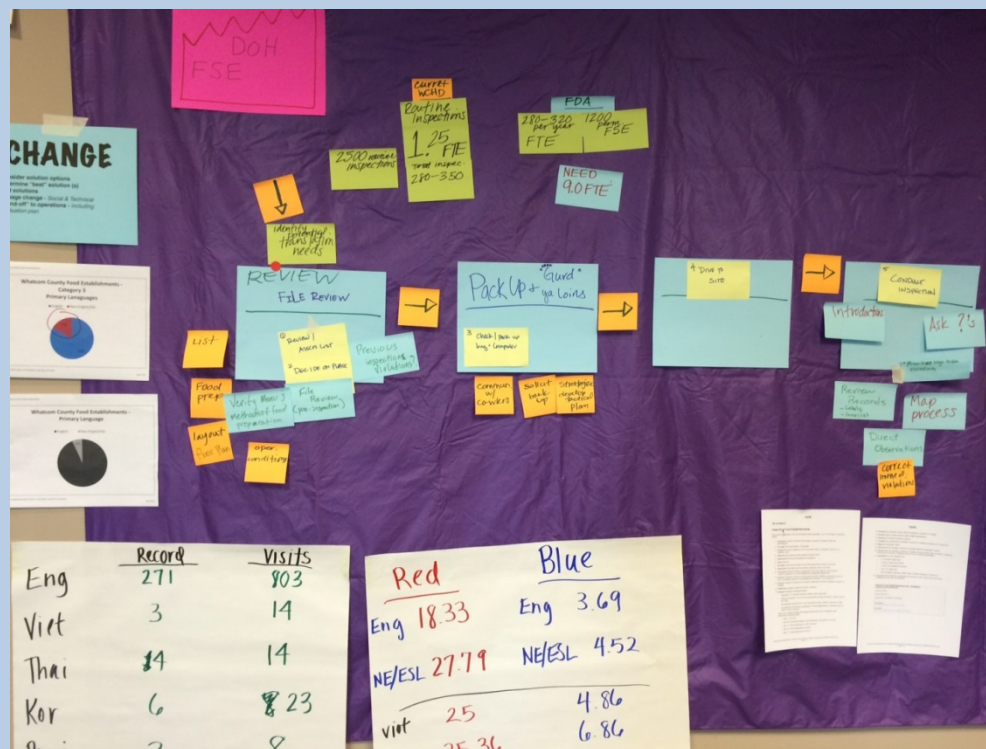
**KEY QUESTION:
DID WE HAVE A BLAST?**

*Well, there's nothing like getting away
from your usual routine to get
energized!*

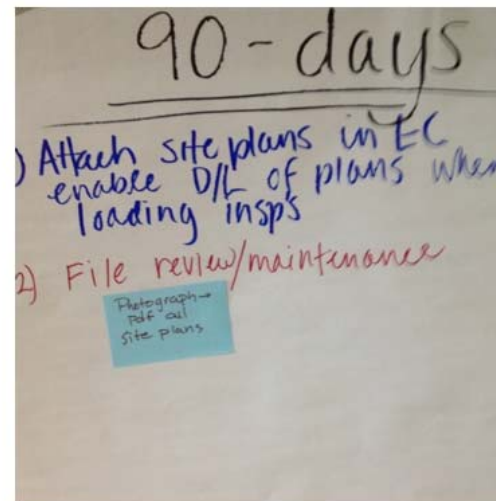
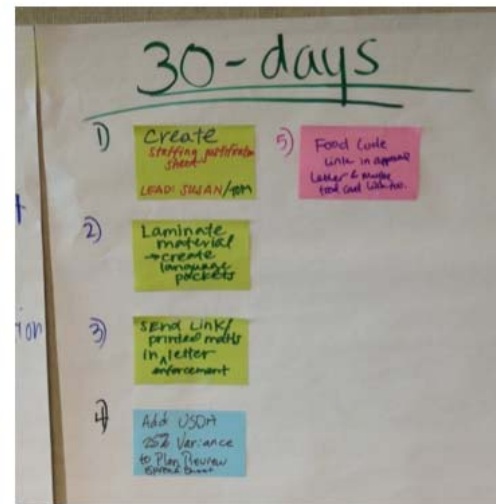
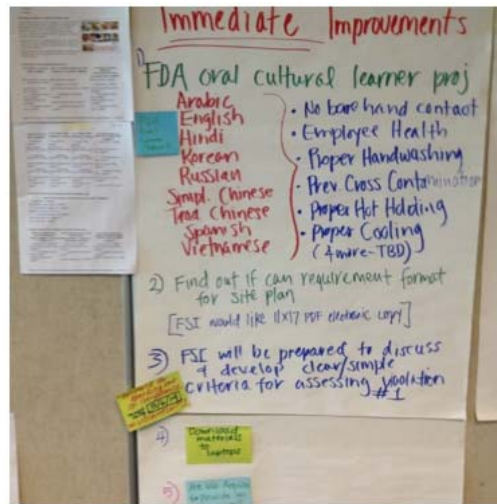
<http://vimeo.com/96032474>

Quality Tools Used During Kaizen Event

- ❖ *SIPOC*
- ❖ *Current State Map*
- ❖ *Process Flow Chart*



Quality Tool - Kaizen Improvements



KAIZEN PARKING LOT



- Reduce average number of days between violations and violation correction for violations involving non-English speaking/ESL food service operators.
- 5-year plan review
- Training: What kind of carrots/incentives to offer?
Manager by menu training; training corporate sponsorship; advanced food worker training; improve food worker card compliance; video for training; annual food conference—peer, cert. of completion results in 10% reduction in annual permit; production equipment to record training materials.
- Compensate employees for bilingual translation services.
- Plan Review Project: capture language info on application; new, better plan review forms; translation services offered to non-English/ESL on as needed basis; identify need for potential site translator at plan review; update applications to capture ESL info; approval letter includes full application; translator consent captured at plan review.

Quality Tool - Gemba

GEMBA [or Genba] is a Japanese term meaning "the real place." Japanese detectives call the crime scene gemba and Japanese TV reporters may refer to themselves as reporting from the gemba. In "lean" manufacturing, the idea of gemba is that the problems are visible, and the best improvements will come from going to the gemba.



Quality Tool – Kanban

KANBAN is a scheduling system for lean and just-in-time [JIT] production. The Japanese term Kanban literally means a signboard or billboard.

改善

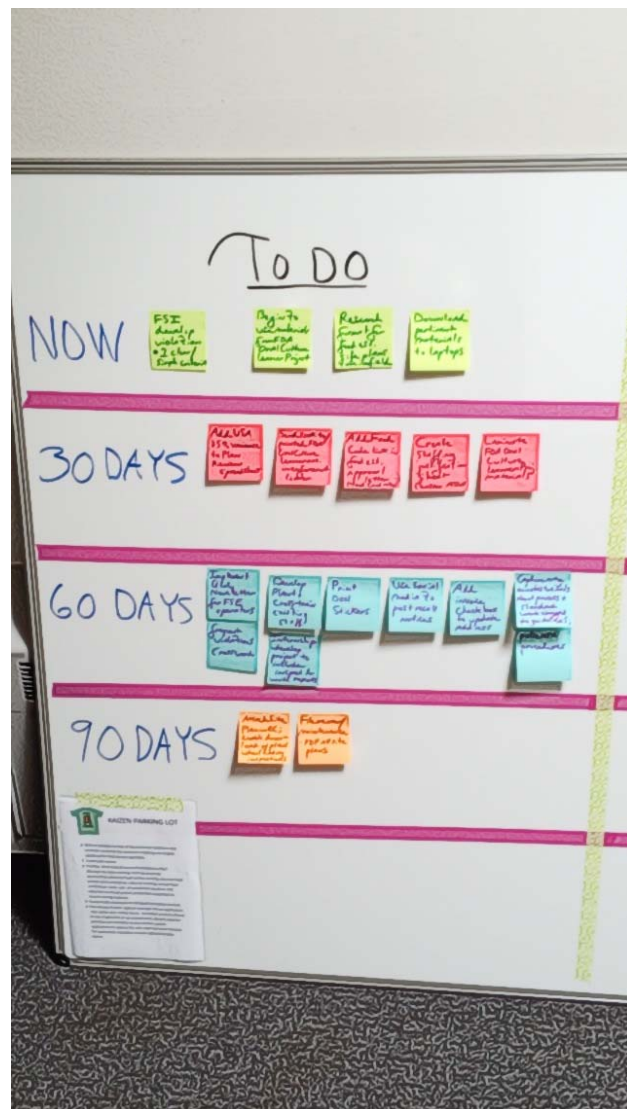


Quality Tool - Our Kanban



Size: A whopping 4 feet x 8 feet

Quality Tool - TO DO LIST



Results - Tasks Completed

- ☑ Inserted link to Food Code in plan approval letter.
- ☑ Included a pre-operational checklist with all plan approval letters to help assure that operators are prepared for inspection *(incorporated for use by all inspectors following Kaizen event; idea generated by staff prior to Kaizen)*.
- ☑ Downloaded U.S. Food and Drug Administration (FDA) [Oral Culture Learner Project](#) materials to field computers; posters are available in eight languages: Hindi, Korean, Russian, simplified Chinese, Spanish, traditional Chinese, Vietnamese, and Arabic. This covers most but not all languages needed in Whatcom County. Materials in Punjabi and Thai are also needed.
- ☑ Researched legal obligation to provide interpreter services/translated materials to ESL operators and food workers and found that our legal obligation is to provide translation during and in connection with enforcement proceedings.
- ☑ Researched cost/budget for in-person interpreter services for use in enforcement situations.

Results - Tasks in Progress

- ☺ Laminating/copying FDA Oral Culture Learner Project materials for distribution by field inspectors
- ☺ Utilizing interpreters during inspections (via telephone) and during follow-up visits (in person) to assure correction of food code violations
- ☺ Creating an inspection guide for field inspectors using a template created by our staff member Sarah Cierebiej
- ☺ Using social media to push recall notices to the public when recall is connected to human illnesses (ongoing)
- ☺ Researching format for electronic copies of all food establishment floor plans
- ☺ Adding an address correction box to all invoices

Results – 60-90 Day List

- ◆ Cross train Communicable Disease & Epidemiology staff in food safety/inspection procedures
- ◆ Cross train Environmental Health staff to assist with temporary food inspections
- ◆ Develop quarterly newsletter to be distributed to all Whatcom County food establishments
- ◆ Print DOH stickers with translated messages in “most needed” languages (those not provided by DOH)
- ◆ Compile food meeting minutes in indexed form to sort by topic
- ◆ Convert site plans to PDF format and save to field computers
- ◆ Create form letter for questions about service animals in food establishments.

Results - Parking Lot

- Develop handouts for operators on common violations to assist with compliance
- Institute premium pay for field inspectors with language skills used in performance of food inspections, etc.
- Revise plan review application and follow-up process



WHAT WE LEARNED

- ❖ LANGUAGE CAN INDEED BE A BARRIER TO ACHIEVING FOOD CODE COMPLIANCE
- ❖ HEARING THE CUSTOMER'S VOICE IS A CRUCIAL COMPONENT TO FINDING SOLUTIONS
- ❖ A KAIZEN EVENT PROVIDES A FOCUSED ACTIVITY THAT EMPOWERS STAFF TO MAKE THEIR PERSPECTIVES KNOWN
- ❖ QUALITY IMPROVEMENT DOESN'T PROCEED IN A STRAIGHT LINE BUT ALWAYS LEADS TO THE DISCOVERY OF NEW AND MORE INTERESTING PATHS
- ❖ IMPLEMENTATION OF KAIZEN IDEAS IN THE GEMBA TAKES PERSEVERANCE AND DEDICATED TIME
- ❖ PRE/POST DATA COLLECTION IS ESSENTIAL TO UNDERSTANDING IF A CHANGE IS AN IMPROVEMENT

Next Steps



Do additional interviews with non-English speaking and ESL food establishment operators to get feedback on FDA materials and the increased use of interpreters and to ask for additional improvement ideas to support their success in food code compliance.



Measure change in red violation points for one year for both non-English/ESL and English-speaking establishments.



Continue to work on the quite extensive Kaizen improvement list.

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