

# *Public Health Performance Management Centers for Excellence*

2013 Quality Improvement Grantees  
Learning Congress

September 23, 2013

## Public Records Requests

Snohomish Health District

Josi Green, Ivy Giessen & Debbie Pennell

# Public Records Request Project Team

## **Team Leader:**

Debbie Pennell, Administrative Support Manager

## **Team Facilitator:**

Kevin Plemel, Program Manager

## **Team Members:**

Nancy Blevins, Health Information Manager

Josi Guzman-Green, Program Assistant 2

Susan Schmick, Program Assistant 2

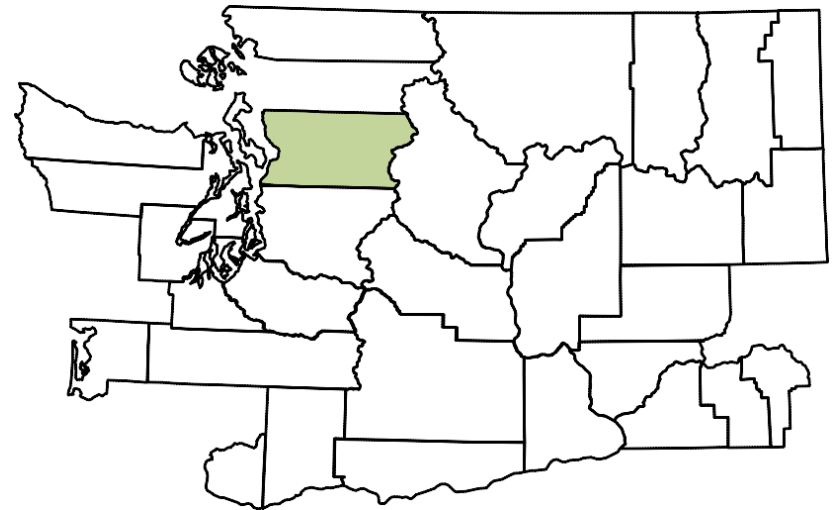
Crystal Dudley, Administrative Assistant

Ivy Giessen, Applications Systems Analyst

# *Public Health Performance Management Centers for Excellence*

## **Snohomish County**

- Total population: 717,000
- 42% residing in unincorporated areas
- 162 employees, 2013 budget \$17,170,636



September 23, 2013

# Project Identification

- ✓ Snohomish Health District's Environmental Health Division estimates processing 500+ requests for public records on individual property tax account numbers in Snohomish County in 2012/2013.
- ✓ The increase of requests limits staff effectiveness in other services the public requires.
- ✓ From October 2012 – June 2013 Snohomish Health District received and processed 687 public records requests on individual tax account numbers.

# Recognizing the Need for Change

**ROUTING SLIP –  
REQUEST FOR PUBLIC RECORDS**

Business / PTA Number \_\_\_\_\_

Contact Person / Phone Number \_\_\_\_\_

Date Stamp Here/Administrative Manager Initials

1. Copy made for manila folder       3. Copy pulled from folder & discarded       5. If NO RECORD, log & fasten in binder   
 2. Logged on Request DB       4. DB entry completed

Initial each time form is handled	Please Route to each Section Manager as marked	Support Staff Use	
		Comments	Contact Status
1.	<input type="checkbox"/> <b>FOOD</b> <input type="checkbox"/> Comply <input type="checkbox"/> Deny  _____ Initial and Date	DATE/INITIAL:	DATE/INITIAL:
2.		DB SEARCH:	
3.			
4.		FILE(S) FOUND:	
5.			
6.			
7.	<input type="checkbox"/> <b>SOLID WASTE &amp; TOXICS</b>  <input type="checkbox"/> Comply <input type="checkbox"/> Deny  _____ Initial and Date	DATE/INITIAL:	DATE/INITIAL:
8.		DB:	
9.			
10.		COMPLAINTS:	
11.			
12.			
13.			
14.			
15.		RETAINED:	
16.			
17.			
18.			
19.			
20.	<input type="checkbox"/> <b>LIVING ENVIRONMENT</b> <input type="checkbox"/> <b>WATER AND WASTEWATER</b>  <input type="checkbox"/> Comply <input type="checkbox"/> Deny  _____ Initial and Date	DATE/INITIAL:	DATE/INITIAL:
21.		DB SEARCH:	
22.			
23.			
24.		FILES FOUND:	
25.			
26.			
27.			
28.			
29.			
30.			

**Public Records Request Procedure**

All requests for public records must be filled out on the SHD Request for Public Records form.

Upon receiving request:

**Support Staff Procedures**

1. Attach the purple routing slip to request
2. Date stamp date received on request and routing slip
3. Fill in business/PTA number, contact person, and contact phone number
4. Route to support staff manager
5. Support staff manager will fill in section routing area information and add number sticker, place in appropriate section in box
6. Designated support staff will
  - Make double-sided copy for manila folder
  - Log information on Excel spreadsheet (\\snohomish.lan\shd\EH\OfficeAssistants\DRAFT Public Records Requests)
  - Search databases, files, etc and enter findings on routing slip
  - If records are found: attach routing slip to files, etc and give request to next section support staff **OR** if nothing found, write n/a on manager's line
  - Give routing slip to next section support staff
7. Last support staff to receive request will enter their initials, section manager initials and date sent to section manager on spreadsheet **AND** route to section manager **OR**
8. If no records found, last support staff to notify contact person, note status on routing slip, complete spreadsheet, pull copy from manila folder, log in, and fasten in binder

**Section Manager Procedures**

9. Section manager or appointed staff will **review and flag files**, etc that will need to be managed as confidential information
10. Section manager will initial and date the request
11. Section manager will return the request to their section support staff **OR**
12. In the event that 2 or more sections are involved in request, pass the request to the next section manager
13. Last section manager will return the request to their section support staff

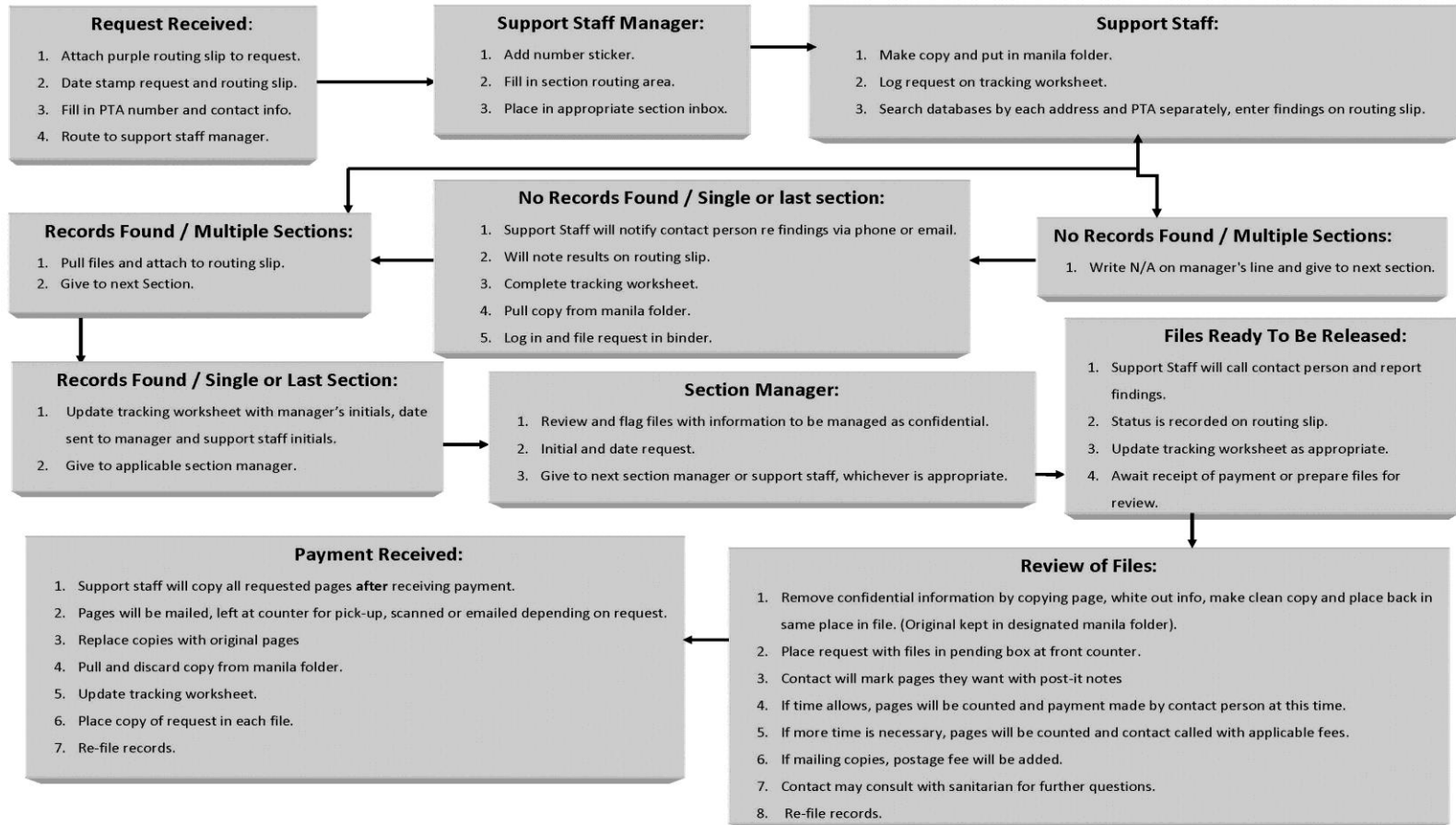
**Support Staff Procedures continued**

**Support staff should not be answering technical questions regarding what is contained in the file. SHD's policy states that the client can come in to view the findings, or pay for records to be copied and mailed, etc.**

14. Support staff will call contact person and relay what information was found
15. Status is recorded on the routing slip: i.e. does not need to review, will be in next week to review, etc
16. If files are to be reviewed:
  - Manage confidential information flagged by section manager or sanitarian by copying selected pages, white out (using liquid paper or post-it strips) flagged sections on copies, make clean copies, place copies back in file (in same place) and place originals in designated manila folder
  - Place request with files in pending box at front counter
17. Support staff will update spreadsheet as needed
18. When the contact person comes in, they will mark the pages wanted with post-its. The number of pages can be counted then and paid for, or, they will be called with the cost. If they have a scanner or camera, there is no charge
19. If mailing, refer to the postage chart and add postage fee to total
20. If the contact person has further questions, a sanitarian can be contacted
21. **ONLY** When payment is received, support staff will copy all requested information
22. Upon completion of request:
  - Put original pages previously removed back in the file
  - Pull and discard copy from manila folder
  - Complete spreadsheet
  - Place copy of request in file(s)

# Problem/Opportunity

## Request for Public Records Detailed Flowsheet



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## **AIM Statement**

To process 98% of public record requests from receipt of request to records made available to customer within 10 business days, while reducing the number of clarification to requestors of public records from 1.2% to 0.5%, and reducing the average number of times staff hand off requests to another staff member from 5 to 3, or 10%, per request by June 30, 2013.

Ultimately, the outcome will reduce staff time and effort while not diminishing customer service (98% within 10 days or better).

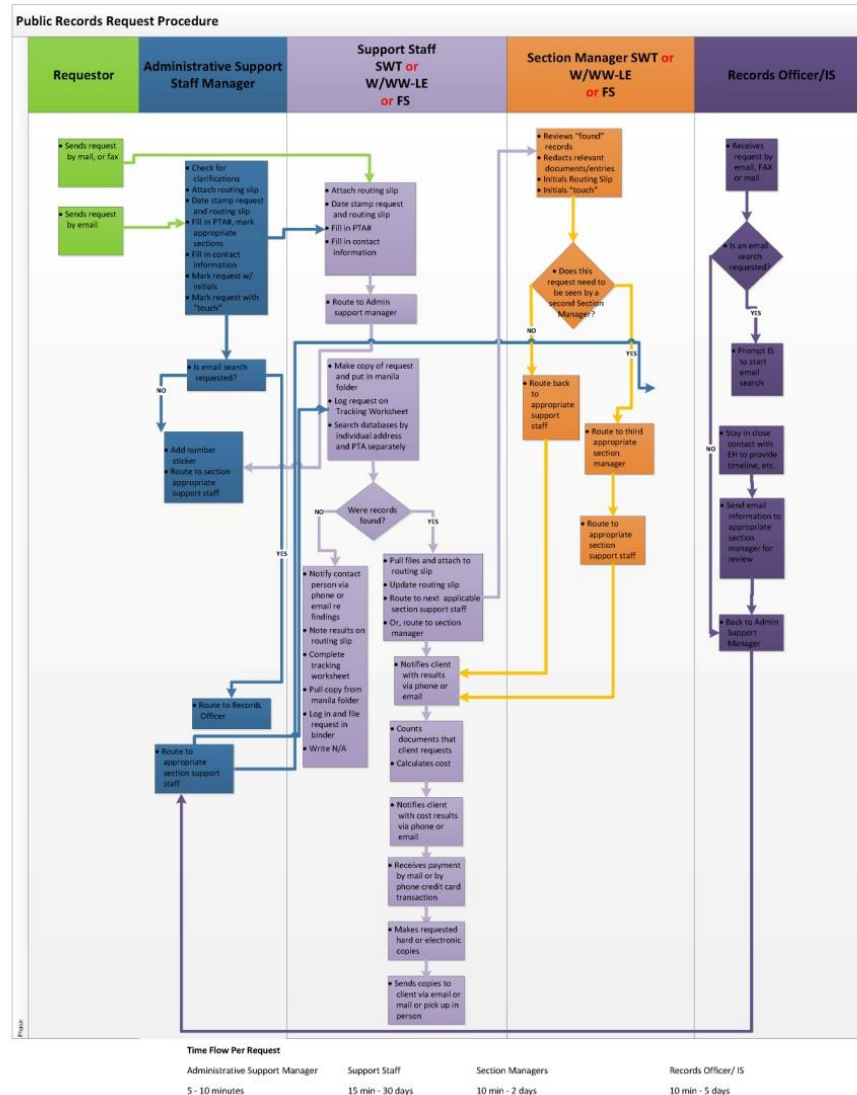
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# Project Activities

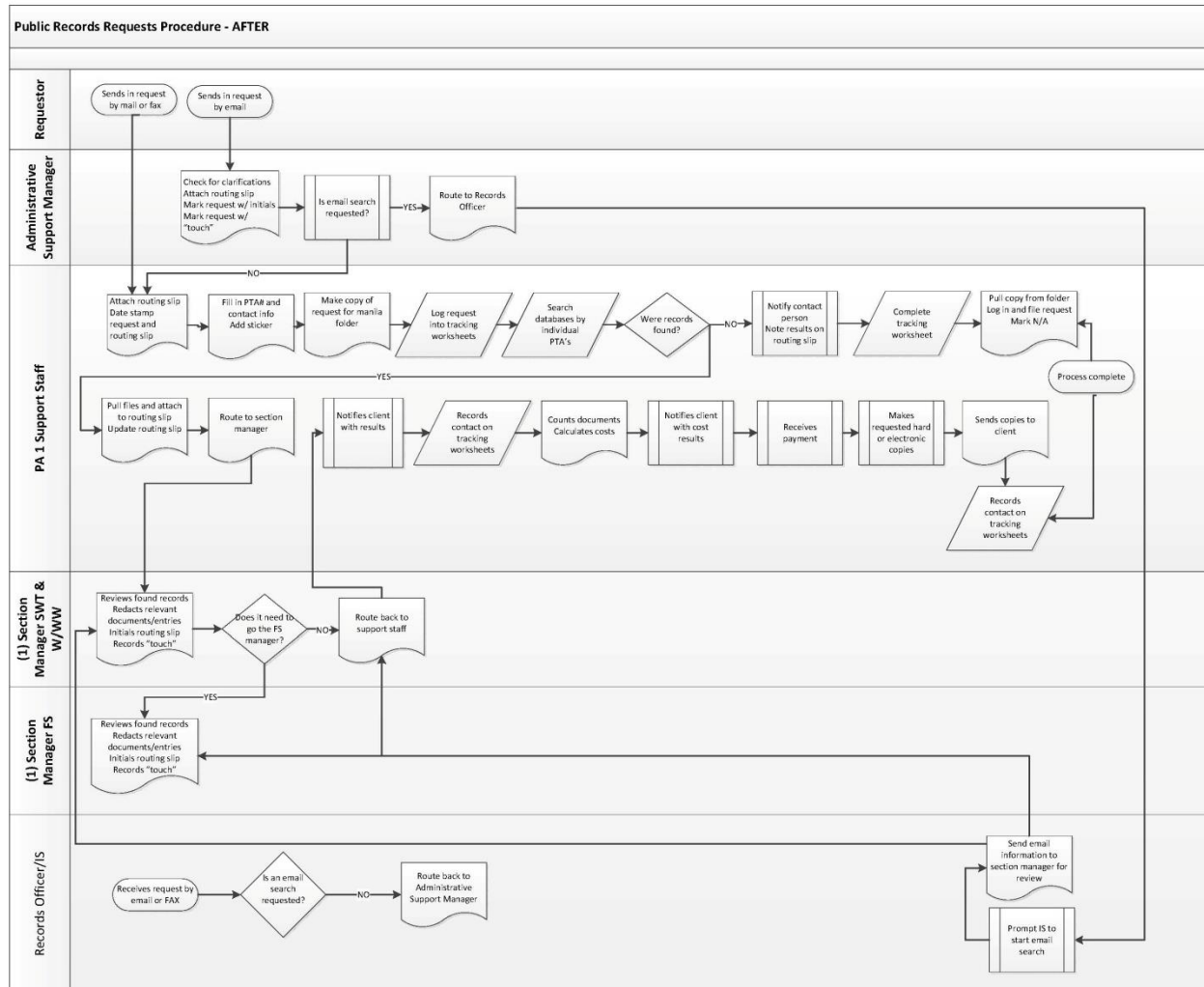
- ✓ Mapped process
- ✓ Measured targets
- ✓ Studied possible redundancies
- ✓ Implemented workload shift
- ✓ Enhanced the *Request for Public Records* form



# Quality Tools - Swim Lane Diagram -Before



# Swim Lane Diagram - After



# Quality Tools - Root Cause

- ✓ Too many staff handling work
- ✓ Lack of centralized location for work
- ✓ Variations in process by support staff and managers signing off on requests
- ✓ Lack of clarity for customer regarding forms

# Quality Tools - Improvement

- ✓ Centralized location
- ✓ Designated space
- ✓ Reduced the number of staff handling requests
- ✓ Created a standardized email reply
- ✓ Implemented a numbering system
- ✓ Improved paperwork



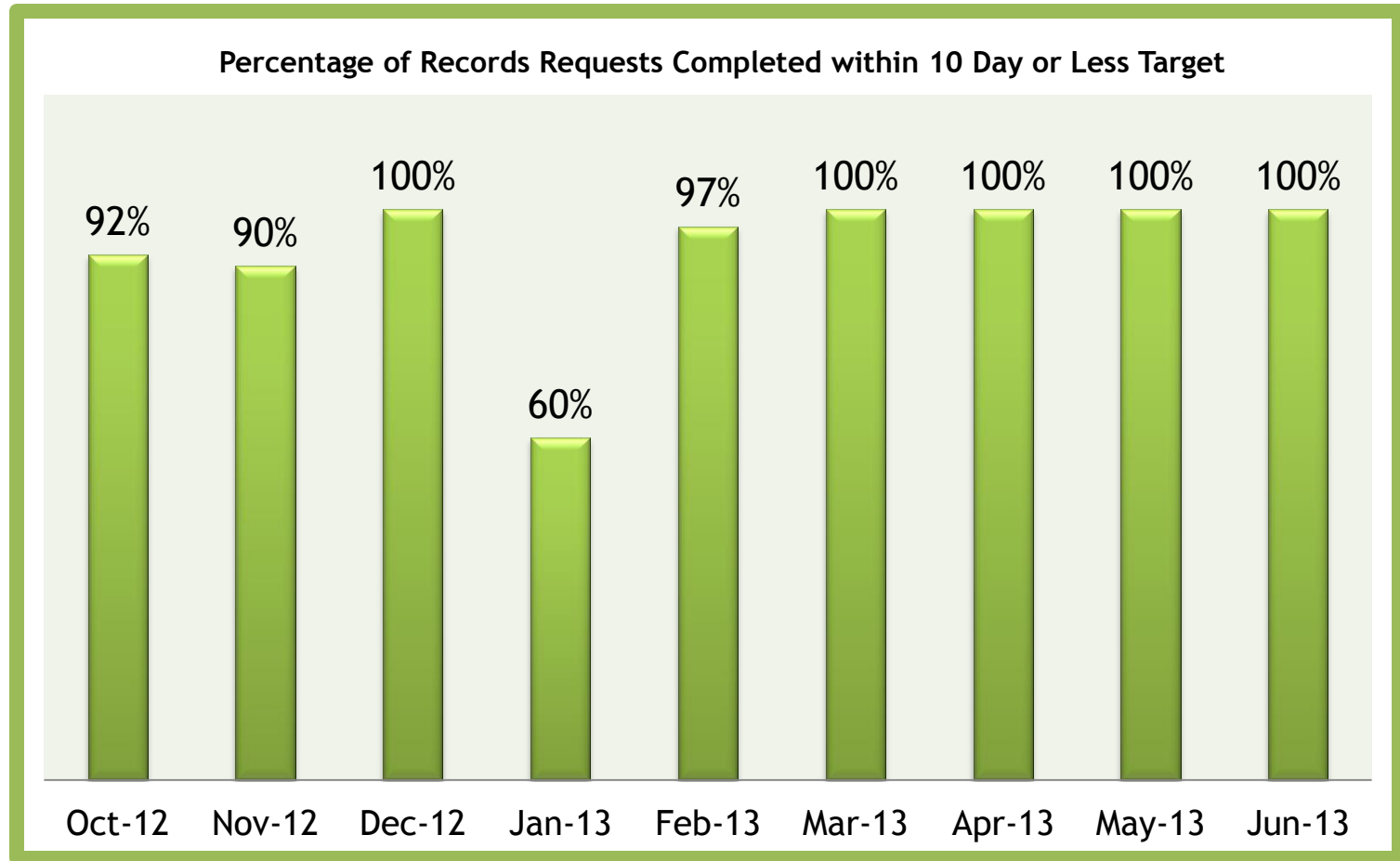


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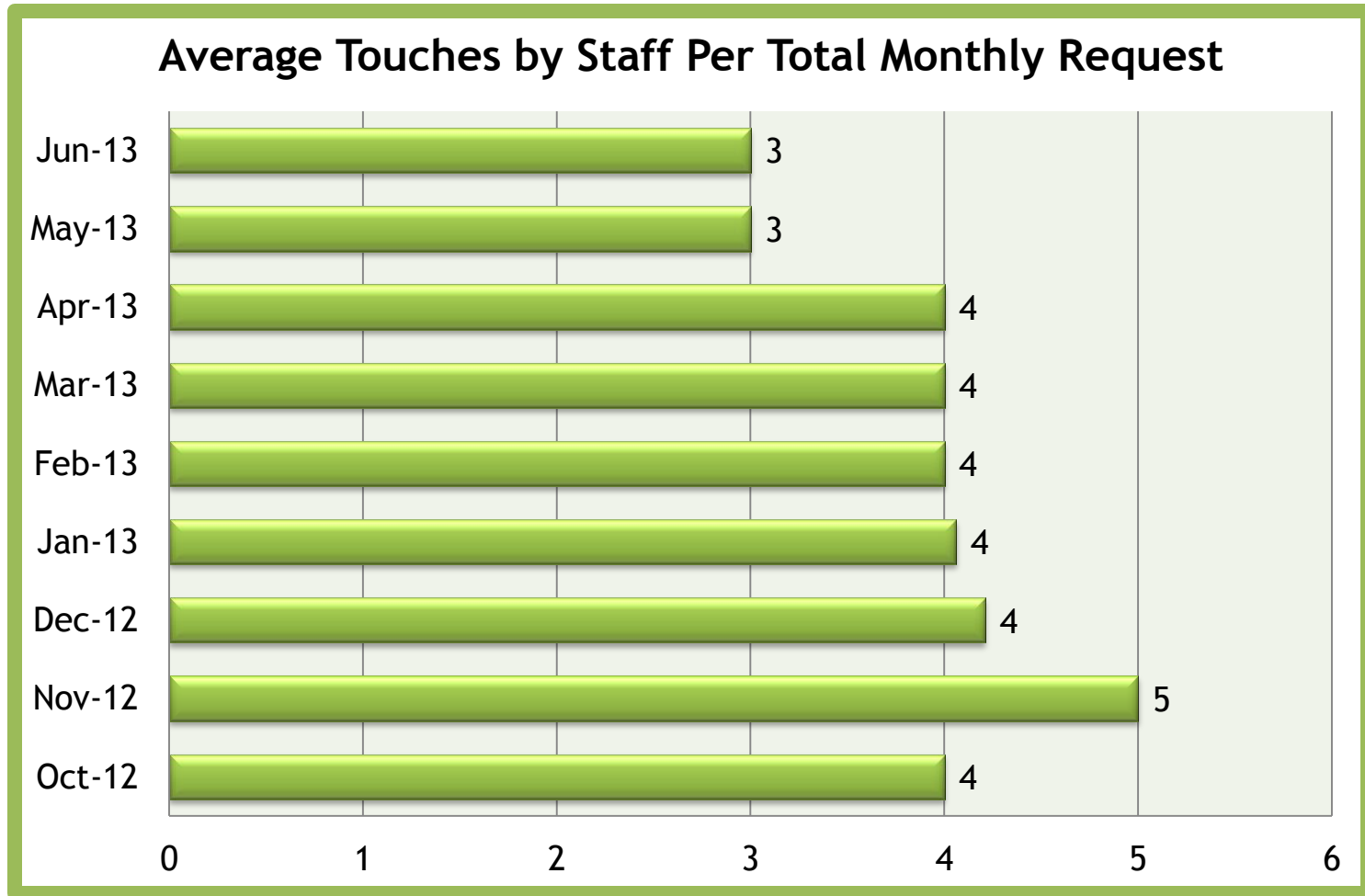
## New Tracking Process

Date Received	Support Staff Initials	How was the request rec'd?	Number of Clarifications Required?	Clarification Needed	Contact Name / Number	Contact Phone Number	WJ	WW	SW	LE	Food	Date to Section Manager	Section Manager Initials	Support Staff Initials	Number of Business days to complete	Date Contact Called	Support Staff Initials	Total Number of Touches	No Findings	Date Mailed/ Picked-up/ Com	COPY pulled & tossed/ Replace	Support Staff Initials	Total Requests		
							Enter # of requests per address; no account																		
MAY																									
1	5/2/2013	jw	email		1 Clarify Type of Request	Travis Hauk/13-092	425.771.3304		2	2						1	5/2/13	jw	2	x		x	jw	4	
2	5/3/2013	jw	walk in			Karissa Breshears/13-058	425.338.3088				1	5/3/13	DP	jw	4	5/8/13	jw	3			x	x	jw	1	
3	5/7/2013	jw	email			Verna Lee Curny/13-059	253.939.9369	3				5/7/13	jw		6	5/14/13	jw	4			x		jw	3	
4	5/10/2013	jw	email			Brent Coburn/13-061	425.770.8631	1				5/10/13	KP	jw	1	5/11/13							jw	1	
5	5/13/2013	jw	email	1	Clarify Type of Request	John Mullaney/13-062		1	1			5/15/13	KP	kkc	4	5/16/13	jw	4		5/21/13	x		jw	2	
6	5/8/2013	jw	walk in			Joel Morena/13-060	206.795.9952		1			5/8/13	NY	jw	1	5/8/13	jw	3		5/8/13	x		jw	1	
7	5/13/2013	jw	fax			Nick Hoffman/13-065	425.821.7777	1	1						2	5/14/13	jw	1	x		x		jw	2	
8	5/13/2013	jw	walk in			Randy Rodriguez/13-063	425.334.2197	1	1			5/14/13	KP	jw	4	5/16/13	jw	4		5/16/13	x		jw	2	
9	5/14/2013	jw	mail			Brett Purizer/13-066	253.272.2157	1				5/14/13	NB	jw	3	5/16/13							jw	1	
10	5/17/2013	jw	fax			Jessica Czerny/13-067	503.442.2337	2	2						1	5/17/13	jw	2	x		x		jw	4	
11	5/15/2013	jw	walk in			B. Scott Huggins/13-068	206.795.1615				1	5/15/13	RD	jw	5	5/21/13	jw	4		5/21/13	x		jw	1	
12	5/21/2013	jw	email			Donna Hewitt/13-069	206.632.3123	2	2						1	5/21/13	jw	1	x		x		jw	4	
13	5/16/2013	jw	walk in			James Baker/13-054	425.330.9158	1	1			5/20/13	GH	jw	10	5/28/13	jw	6		5/30/13	x		jw	2	
14	5/24/2013	jw	email			Sabine Datum/13-070	425.771.3304	1	1						1	5/24/13	jw	2	x		x		jw	2	
15	5/28/2013	kkc	walk in			Robert Griffin/13-071	360.654.0939	1	1			5/28/13	KP	kkc	3	5/30/13	jw	3		5/31/13	x		jw	2	
16	5/29/2013	kkc	walk in			JR Myers/13-072	425.388.6489		1						1	5/29/13	kkc	2		5/29/13	x		kkc	1	
17	5/29/2013	kkc	email			Sabine Datum/13-073	425.771.3304	1	1						2	5/30/13	jw	3	x		x		jw	2	
18	5/30/2013	ss	walk in			Tom Hackney/13-074	360.691.7074	1				5/30/13	RO	ss	1	5/30/13	ss	3		5/30/13	x		ss	1	
19	5/30/2013	jw	email			Greg Peterson/13-076	206.399.7224	1	1			5/31/13	KP	jw	4	6/4/13	jw	4	4		7/2/13	x		jw	2
43	Monthly Totals			2				20	16	0	2				100%			51					38		

# Results - Targets Met



# Results - “Touches”





# Next Steps

- ✓ Implement and evaluate newly enhanced form
- ✓ Create and/or discuss possibility of a new specific email address
- ✓ Establish a standardized web-based process
- ✓ Create a standardized district-wide form

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## Lessons Learned - Clarifications

- ✓ No baseline for clarifications
- ✓ Actual findings
- ✓ Repeat customer requests

Enter Final Date

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## Lessons Learned - Touches

- ✓ Touches
- ✓ Centralized location
- ✓ Less staff handling work

Enter Final Date

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## Lessons Learned - Centralization

- ✓ Clarity of process

Enter Final Date

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