

2014-2016

Strategic Plan

Health
Systems
Quality
Assurance



Washington State Department of Health

Health Systems Quality Assurance

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Produced by the

Office of the Assistant Secretary

360-236-4601

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Acknowledgements

The Department of Health, Health Systems Quality Assurance Division's Leadership Team developed this document with significant input from employees, external stakeholders, and administrative and technical guidance from staff.

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It's easy to get excited about the future of healthcare. We live in a transformational time; a time of dramatic changes and incredible breakthroughs in medicine and healthcare delivery. We live and work with a redesigned health system that focuses on patient outcomes. Electronic health records make it easier for your healthcare team to work together. Web and mobile technologies make healthcare available in our underserved and remote communities. These create opportunities for improved healthcare services and access to them. They affect Washington residents' lives and have the potential to make them better. They also make our work more complex, challenging and important.

Even in this changed environment, the essence of our mission remains the same: "Health Systems Quality Assurance protects and improves the health of people in Washington State by supporting public health and healthcare delivery."

Not surprisingly then, in this strategic plan you will see a continued focus on our core licensing and regulatory work. It saves lives. We're passionate about continuing to improve it. You will also see that the plan outlines a broader agenda for HSQA. We want to lead in planning and developing health systems. We want to support health and healthcare for everyone in Washington, of all ages and in all settings.

Our goals have not changed: to improve people's health, to enhance patient safety, to make every resource count, to have an exemplary workforce, and to deliver exceptional service. We've made a lot of progress over the past four years. Times and circumstances constantly change and fresh, innovative opportunities to do our work better always present themselves. As a result, as you read through the plan, you will find some new objectives and strategies for continuing forward. You may also notice that it aligns with the Department of Health's strategic plan, reminding us that HSQA is part of a larger whole.

This strategic plan was shaped by the thoughtful responses we received from employee and stakeholder surveys. It is a living document, one that will guide HSQA's work as we move forward.

Thank you for taking the time to read and understand this plan. I encourage you to view it as an essential set of guideposts as we embark on our journey toward making Washington a safer, healthier place to live and work. I'm excited about the plan and its role in the indispensable work we do. It's significant not only to one division in one state agency, but to the health of all people in Washington State.



Martin T. Mueller, Assistant Secretary
Health Systems Quality Assurance

Strategic Plan 2014 - 2016

Goals

1. Improve people's health
2. Enhance patient safety
3. Make every resource count
4. Have an exemplary workforce
5. Deliver exceptional service

Mission:

Health Systems Quality Assurance protects and improves the health of people in Washington State by supporting public health and healthcare delivery.

Vision:

Health Systems Quality Assurance is the leader in patient safety, prevention and health systems development.

Values:

- We are accountable, effective and responsive.
- We act with integrity and transparency.
- We honor diversity, creativity and innovation.
- We have a relentless commitment to serve the public.

Health Systems Quality Assurance is guided by the desire to build the public's trust, strong relationships, integrated service delivery and a satisfied workforce.

Goal 1: Improve people's health

Objective 1.1:

Use proven strategies to prevent disease and injury.

Objective 1.2:

Develop and maintain a responsive system of care.

Strategy 1.1.1: Educate communities and healthcare providers on best practices to decrease injury and disease.

Measure 1.1.1.1: Death rate of unintentional opioid poisonings.

Measure 1.1.1.2: Percent of major trauma patients who survive.

Measure 1.1.1.3: Number of professions that accept suicide prevention and assessment to meet continuing education requirements.

Strategy 1.1.2: Use information to improve health outcomes in the communities served.

Measure 1.1.2.1: Rate of senior fall hospitalizations.

Strategy 1.2.1: Increase access to healthcare services.

Measure 1.2.1.1: Percent of provider placements who stay in the community at least three years or beyond service obligation.

Measure 1.2.1.2: Percent of Certificate of Need reviews and decisions completed within set timelines.

Goal 2: Enhance Patient Safety

Objective 2.1:

Patients have access to safe, quality care.

Strategy 2.1.1: Streamline certification process for home care aide applications by implementing a universal application form so that vulnerable populations receive services that meet their individual needs.

Measure 2.1.1.1: Combine department credential application and vendor examination application by December 31, 2015.

Measure 2.1.1.2: Execute a memorandum of understanding with the Department of Social and Health Services to create a universal application to be used by both agencies for all steps in the home care aide certification process by December 31, 2015.

Strategy 2.2.1: Issue credentials in a timely manner.

Measure 2.2.1.1: Percent of healthcare credentials issued within 14 days of receiving all documents through the routine application process.

Measure 2.2.1.2: Percent of healthcare credentials issued within 14 days of receiving all documents or completing the disciplinary process for exception and non-routine applications.

Measure 2.2.1.3: Percent of healthcare credentials issued within 14 days of receiving all documents.

Measure 2.2.1.4: Average time to issue healthcare credentials after receiving all documents through the routine application process.

Objective 2.2:

Healthcare providers and facilities are qualified and provide safe care.

Goal 2: Enhance Patient Safety

Objective 2.2:

continued . . .

Measure 2.2.1.5: Average time to issue healthcare credentials after receiving all documents or completing the disciplinary process for exception and non-routine applications.

Strategy 2.2.2: Respond to and resolve allegations of misconduct or unsafe care promptly.

Measure 2.2.2.1: Percent of stipulations to informal disposition and orders resolving cases in professions regulated by the secretary, drafted by Office of Legal Services staff that comply with the sanction schedule.

Measure 2.2.2.2: Average time to issue a default order to health professionals who fail to respond.

Measure 2.2.2.3: Percent of complaints against health care professionals completed within set timelines.

Measure 2.2.2.4: Percent of summary orders served within 45 days of the summary action authorization by the disciplining authority.

Measure 2.2.2.5: Reduce the number of overage cases by 50 percent by June 30, 2015.

Strategy 2.2.3: Inspect and survey facilities to meet safety standards.

Measure 2.2.3.1: Percent of complaint investigations initiated against healthcare facilities within set timelines.

Measure 2.2.3.2: Percent of ambulatory surgery facility and hospital surveys completed within survey schedule.

Goal 3: Make every resource count

Objective 3.1:

Use technology to improve HSQA's service delivery.

Strategy 3.1.1: Develop and implement online licensing system to improve efficiency and customer service.

Measure 3.1.1.1: Number of professional license types able to submit an initial application online.

Measure 3.1.1.2: Number of facility license types able to submit an initial application online.

Measure 3.1.1.3: Percent of credential holders who use the online system to renew their license.

Strategy 3.1.2: Develop and implement online demographic collection system to improve health systems planning.

Measure 3.1.2.1: Number of professions for which we are able to collect demographic information online.

Strategy 3.1.3: Make credential status information available on mobile devices.

Measure 3.1.3.1: Make provider credential search information available on mobile devices by June 1, 2015.

Measure 3.1.3.2: Make facility credential search information available on mobile devices by June 1, 2015.

Goal 3: Make every resource count

Objective 3.2:

Be accountable.

Strategy 3.1.4: Develop a strategy for future technology investments based on business needs.

Measure 3.1.4.1: Develop the future technology priorities and strategy by September 1, 2015.

Strategy 3.2.1: Use data to inform the decisions we make.

Measure 3.2.1.1: Number of offices with business plans in place.

Strategy 3.2.2: Use budget allotments effectively.

Measure 3.2.2.1: Staff vacancy rate is 6 percent or lower.

Measure 3.2.2.2: Implement framework for consistent monitoring and expenditure of provided funding by June 30, 2014.

Objective 3.3:

Create a Lean culture.

Strategy 3.3.1: Increase awareness about Lean thinking.

Measure: 3.3.1.1: Ninety percent of permanent HSQA employees complete an “Introduction to Lean Thinking” training module by December 31, 2015.

Strategy 3.3.2: Involve employees in Lean improvement efforts.

Measure 3.3.2.1: Develop Lean deployment plan by June 30, 2015.

Goal 4: Have an exemplary workforce

Objective 4.1

Strengthen employee-supervisor relationships.

Strategy 4.1.1: Provide effective and timely feedback to employees.

Measure 4.1.1.1: Percent of employees with on-time training and development plans and performance expectations.

Measure 4.1.1.2: Percent of on-time evaluations.

Objective 4.2

Increase employee recognition.

Strategy 4.2.1: Seek and use employee input.

Measure 4.2.1.1: Increase percentage of employees who said their leaders create a culture of respect, feedback, and recognition from 68 percent to 70 percent by January 2016.

Objective 4.3

Maintain a talented and diverse workforce.

Strategy 4.3.1: Build capacity to help employees succeed.

Measure 4.3.1.1: Deliver crucial accountability training to 90 percent of permanent supervisors by June 30, 2016.

Goal 5: Deliver exceptional services

Objective 5.1:

Respond to our customers in a timely manner.

Objective 5.2:

Use feedback to improve internal and external service delivery.

Strategy 5.1.1: Respond to customer inquiries.

Measure 5.1.1.1: Percent of calls in the customer service center answered within 60 seconds.

Measure 5.1.1.2: Percent of calls in the customer service center that meet quality assurance standards.

Strategy 5.2.1: Collect and use information from customers regarding online options and information.

Measure 5.2.1.1: Develop an approach to collect customer feedback to improve HSQA content-based webpages by June 30, 2014.

Measure 5.2.1.2: Survey other states for best practices to improve HSQA content-based webpages by June 30, 2014.

Measure 5.2.1.3: Modify Provider Credential Search application to provide additional data elements by June 30, 2015.

Strategy 5.2.2: Use customer satisfaction surveys to improve performance.

Measure 5.2.2.1: Percent of customers surveyed satisfied with our services.

Goal 5:

Deliver exceptional services

Objective 5.3:

Improve organizational communications, collaboration and performance.

Strategy 5.3.1.: Create shared vision, and follow common business practices that provide exceptional service across all offices.

Measure 5.3.1.1: 90 percent of permanent HSQA employees will participate in customer service training by June 30, 2016.

Measure 5.3.1.2: Implement coordinated cross-office process for facilities credentialing by December 31, 2015.

Measure 5.3.1.3: Deliver a comprehensive action plan for improvement to the secretary by December 31, 2014.