

# ***Clackamas County Public Health Division***

**We value your  
opinion.  
Please share  
your feedback.**

## ***Client Feedback Process***

***Kaizen Event***

**February 24-27, 2014**

# Our Starting Point

A formal policy was created with the involvement of the division's QI Committee in January 2013, it has become apparent that the specific process of gathering client feedback across all of the division's programs and services has not been fully addressed. As a result, it has become a challenge to adequately review the customer satisfaction process and make improvements.

<b>From</b>	<b>To</b>
5 feedback forms / mth	> 128 feedback forms / mth
0 Client driven improvements	> 5 Client drive QI projects / year

# Potential Results

- Clients have the ability to provide feedback the way they want to provide feedback
  - On-line
  - Paper
  - Email
  - Mail
  - Text
  - Fax
  - Link on every webpage
  - Link on every staff's email
- Consistent client experiences across all programs
- Gathering feedback is part of our daily responsibilities
  - Part of the restaurant packet
  - Part of client closure
  - While waiting for vouchers in WIC
- 128 feedbacks / mth – 1-2% of all client touch points

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# Our approach ... kaizen



A group of methods for making work process improvement. Planned team event conducted in the workplace systemically uncovering waste in a work process and eliminate in in rapid fashion

# What is Continual Quality Improvement?

Achieving sustainable performance beyond what is thought possible by unlocking the limitless capacity of an organization's most valued resource – **its people**

Through the identification of **focused** improvement areas, elimination of **non-value added work** through the use of improvement **methods** to diagnosis and **solve** problems, **test** solutions, **measure** results, **learn**, and **install** sustainable change

## Value Is

Anything that

- a. the customer recognizes as valuable and is willing to pay for, AND
- b. Changes the product or information, AND
- c. Is done right the first time.

## Waste Is

Anything that consumes resources without adding value

# Waste Presents Itself in Different Forms

- 1. Moving**
- 2. Stopping**
- 3. Searching**
- 4. Inspecting**
- 5. Getting Ready**
- 6. Things Gone Wrong**
- 7. More Than Needed**
- 8. Not Needed**

# Day 1

Daily Newspaper - Day 1

- ✓ Focus the team
- ✓ Understand the current state
- ✓ Observe the process
- ✓ Identify & prioritize issues & wastes



# Let Kaizen, improvement begin!



# Our Goal

## Our Goal

To: Increase the # of client feedback forms submitted across all CCPHD's programs & services

For: Clients, QI, Public Health Mgrs, All Staff

So that: Clients receive quality services  
Clients know how to provide feedback  
Clients are confident feedback is used  
Staff use feedback to improve

Measures:

Client feedback forms received  $5 \rightarrow 128$   
per month.

Improvements identified thru. feedback  
per year  $0 \rightarrow 5$

# What is Client Feedback?

What is Client Feedback: (our Scope)

"Satisfaction" "Suggestion" "Complaint"

- Specific to a program, or interaction
- General to a P.H. project
- Not results of direct service  
(eg. med. is making me sick)
- Email of thanks that provides the 'what' & 'why'

# Focusing the Team

## GROUND RULES

- R**ecognize Your Communication Style
- E**xpect to learn something about yourself & others
- S**peak clearly and use personal examples
- P**articipate actively, honestly & openly
- E**ngage in the process by listening as well as speaking
- C**onfidentiality
- T**ake responsibility for yourself and what you say.

Any Additions?

Value	Waste	
Anything that <ol style="list-style-type: none"> <li>the customer pays for or includes and is willing to pay for. (V)</li> <li>changes the structure of information. (V)</li> <li>is done right the first time.</li> </ol>	Anything that <ul style="list-style-type: none"> <li>isn't necessary</li> <li>isn't wanted</li> <li>isn't used</li> <li>isn't done right the first time</li> </ul>	
THE 8 FORMS OF WASTE		
<b>MOVING</b>	Any movement of people, things, or information. Motion of people - Travel of people - Transport of items, product, information	
<b>STOPPING</b>	Any delay in value-adding activities. Waiting (person, product, information) - Searching within the job Using too much time - Interruptions - Unneeded resources & waiting	
<b>SEARCHING</b>	Locating something or someone needed to do work. Materials - People - Information	
<b>INSPECTING</b>	Checking to ensure work has been done correctly.	
<b>GETTING READY</b>	Activity to prepare to do work. Setting up - Changing size - Training time	
<b>THINGS GONE WRONG</b>	Any unexpected outcomes. Defects: Output of work that does not meet standards, specifications, or requirements. Variation: Movement around a target. Rework: If doing. (Can't be control a defect).	
<b>MORE THAN NEEDED</b>	Too Much: Inventory - old data not actively reviewed or used (responsibility needs to transfer) Extra steps or tasks in a process	Too Few: Doing less work - better work done in future
<b>NOT NEEDED</b>	Something not necessary to provide value to the customer. Step or Task in a Process Information or Information processing Product or Product Feature	

## Daily Newspaper - Day 1

- Focus the team
- Understand the current state
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## Remember the koosh ball exercise?

- Focus
- Goal Measurement
- Teamwork
- Thinking out of the box
- Learnings



Capturing our current process

# Client Touch points

300-400 per day

Client Touch Points #2

<u>Who</u>	<u>How</u>
3rd person Referrals from hospital	Phone
Families	Expasion, Phone, the forum
C.D	C.D hotline
Outbreak	Interviews
Public interviews	DBT, in person
IS clients	Phone,
funeral homes	Phone, in person
	300-400/day

Client Touch Points #1

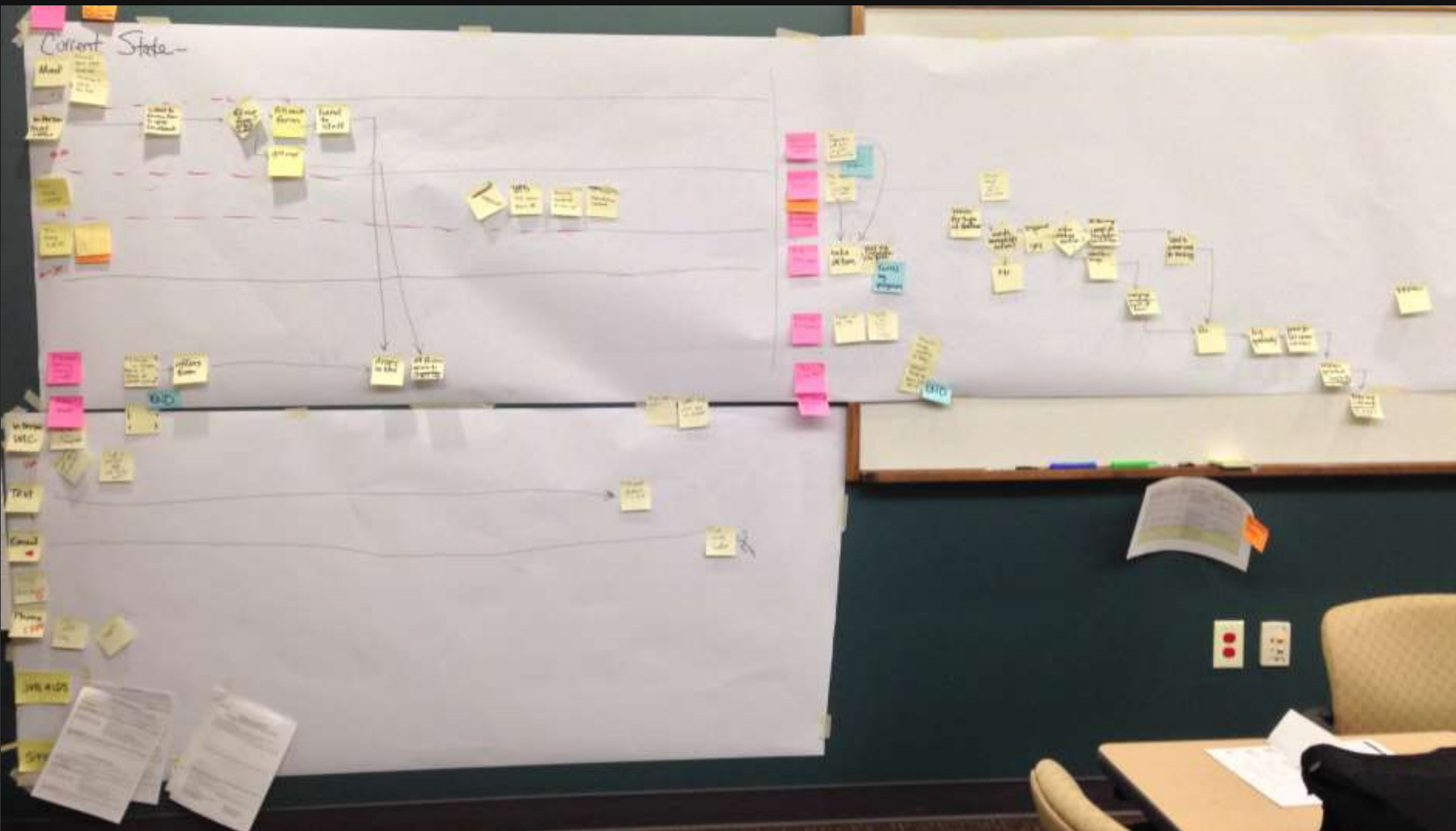
<u>Who</u>	<u>How</u>
Bus. owners	Call, website(?)
General Public consumers	Form
	Website
	Email
	Call front office
Community Partners	Email
Grantors/Nonprofit partners	Phone, Email, Conference
Volunteers	Phone, Email
Parents (immunization)	
STD Nurses	
Yenic Staff	

# Capturing our current process





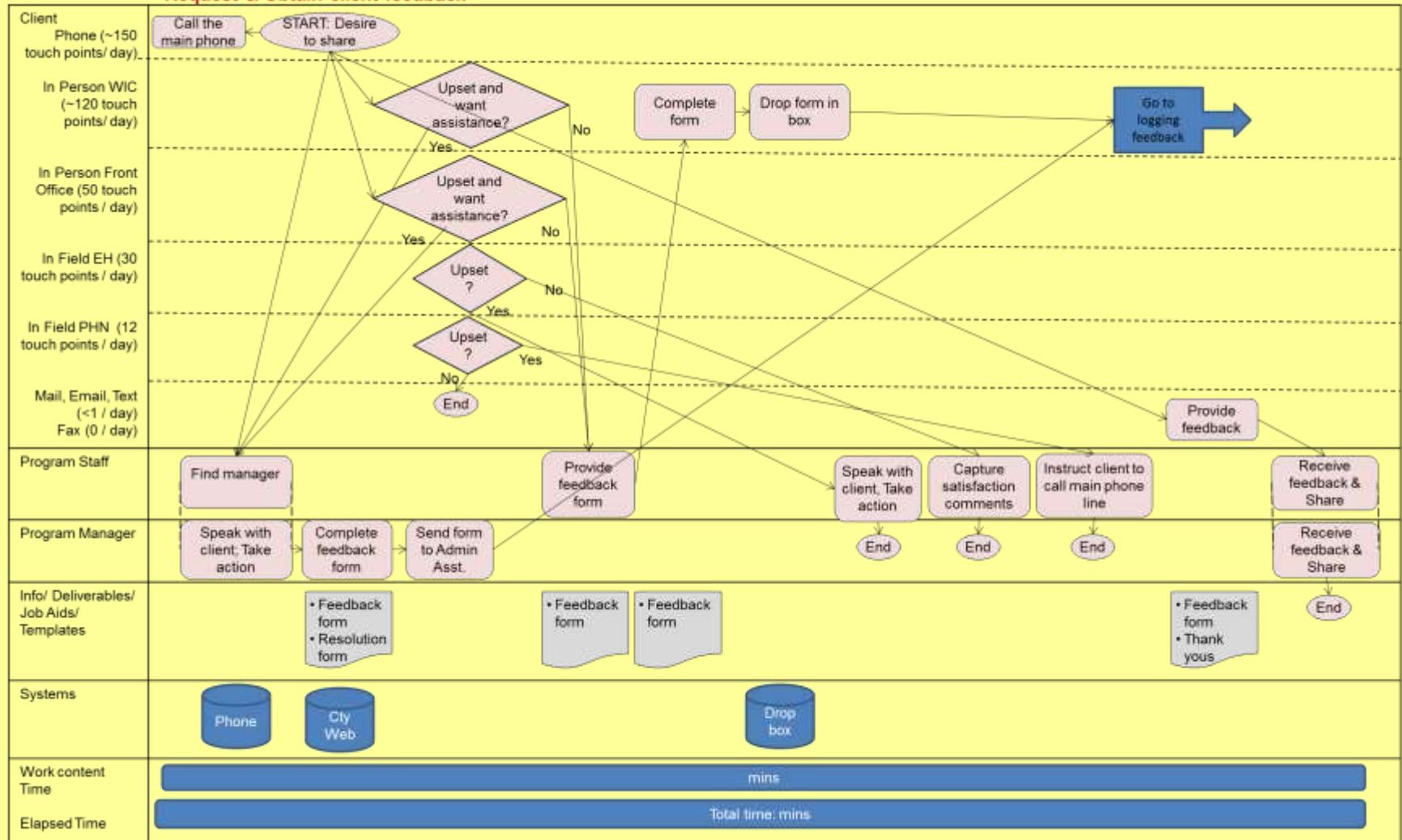
# Our Current Process



# Client Feedback Process (Current)

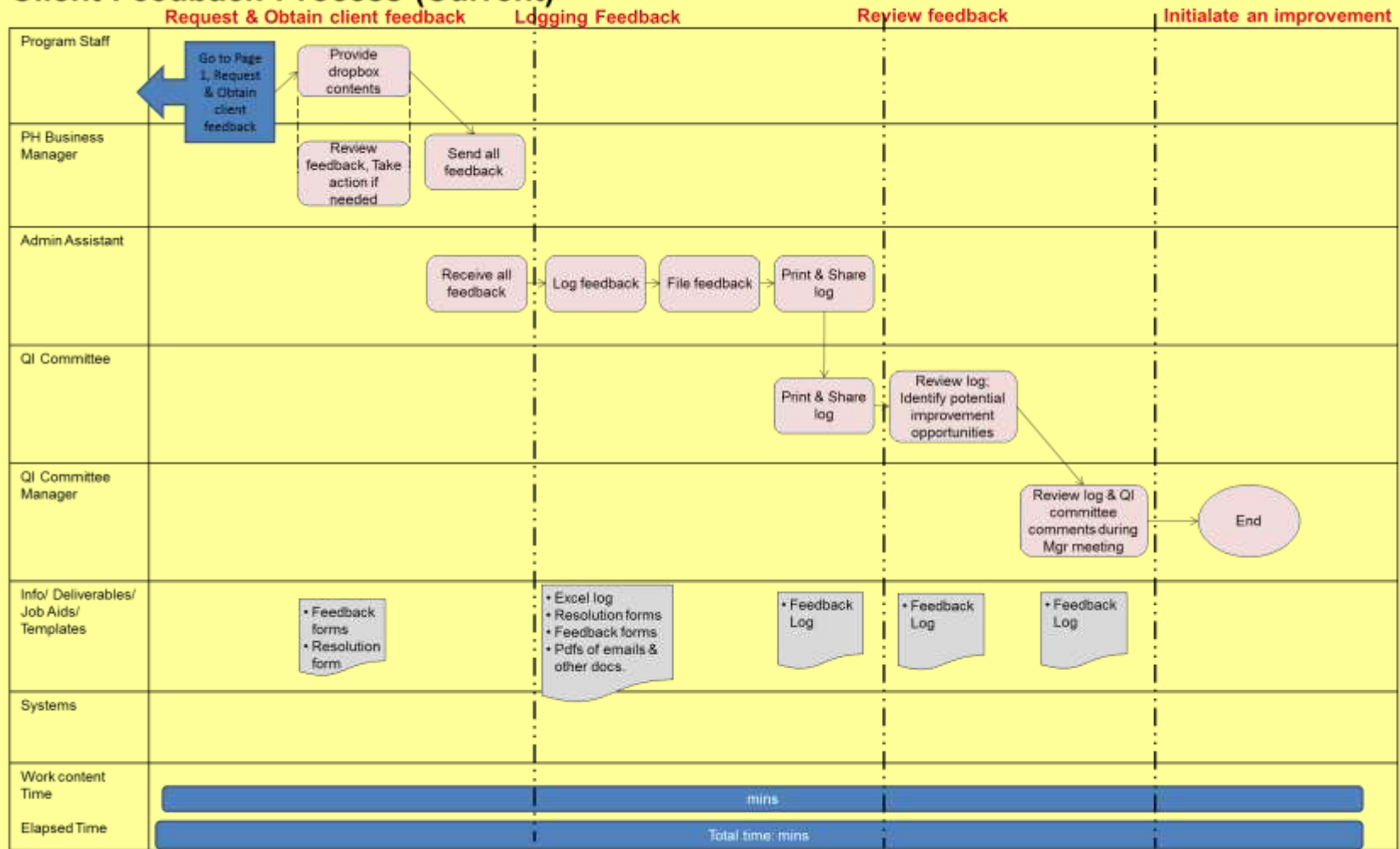
Date created 2/24/14

## Request & Obtain client feedback



# Client Feedback Process (Current)

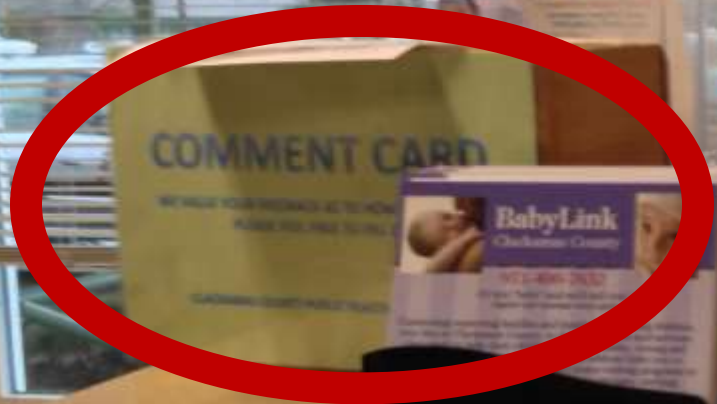
Date created 2/24/14



# Going to the gemba



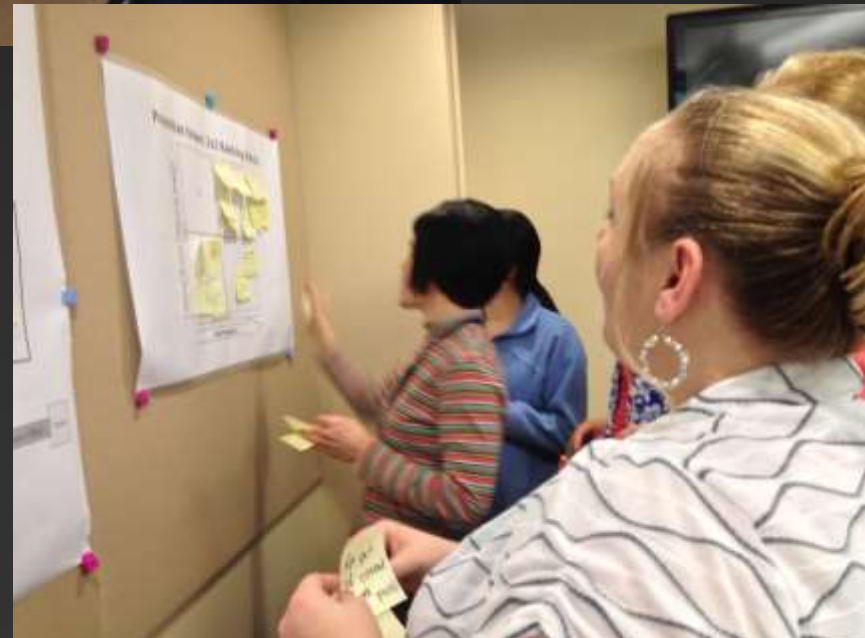
# Going to the gemba



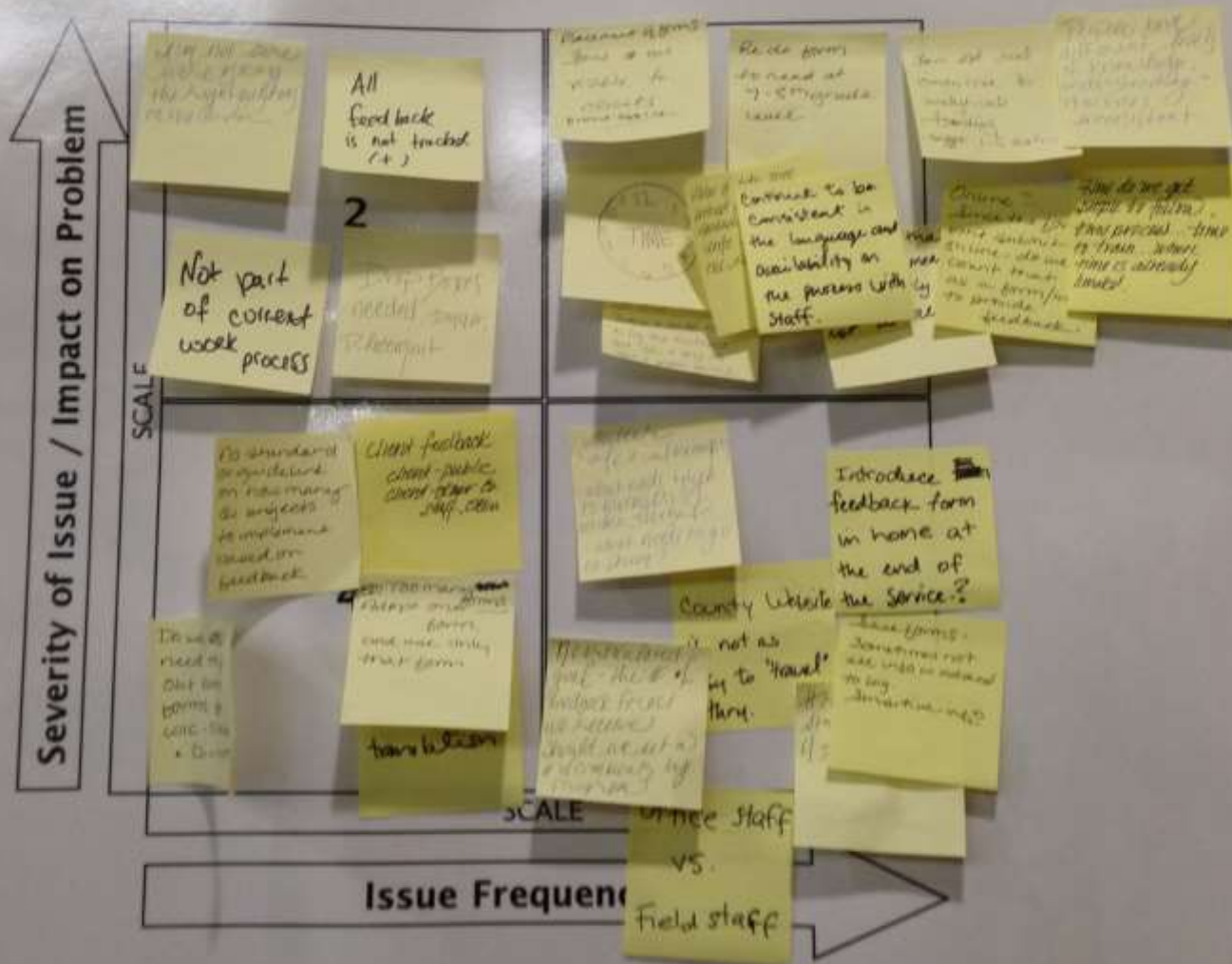
# Capturing Issues



# Prioritizing Issues



# Prioritize Issues: 2x2 Ranking Matrix





# Day 2

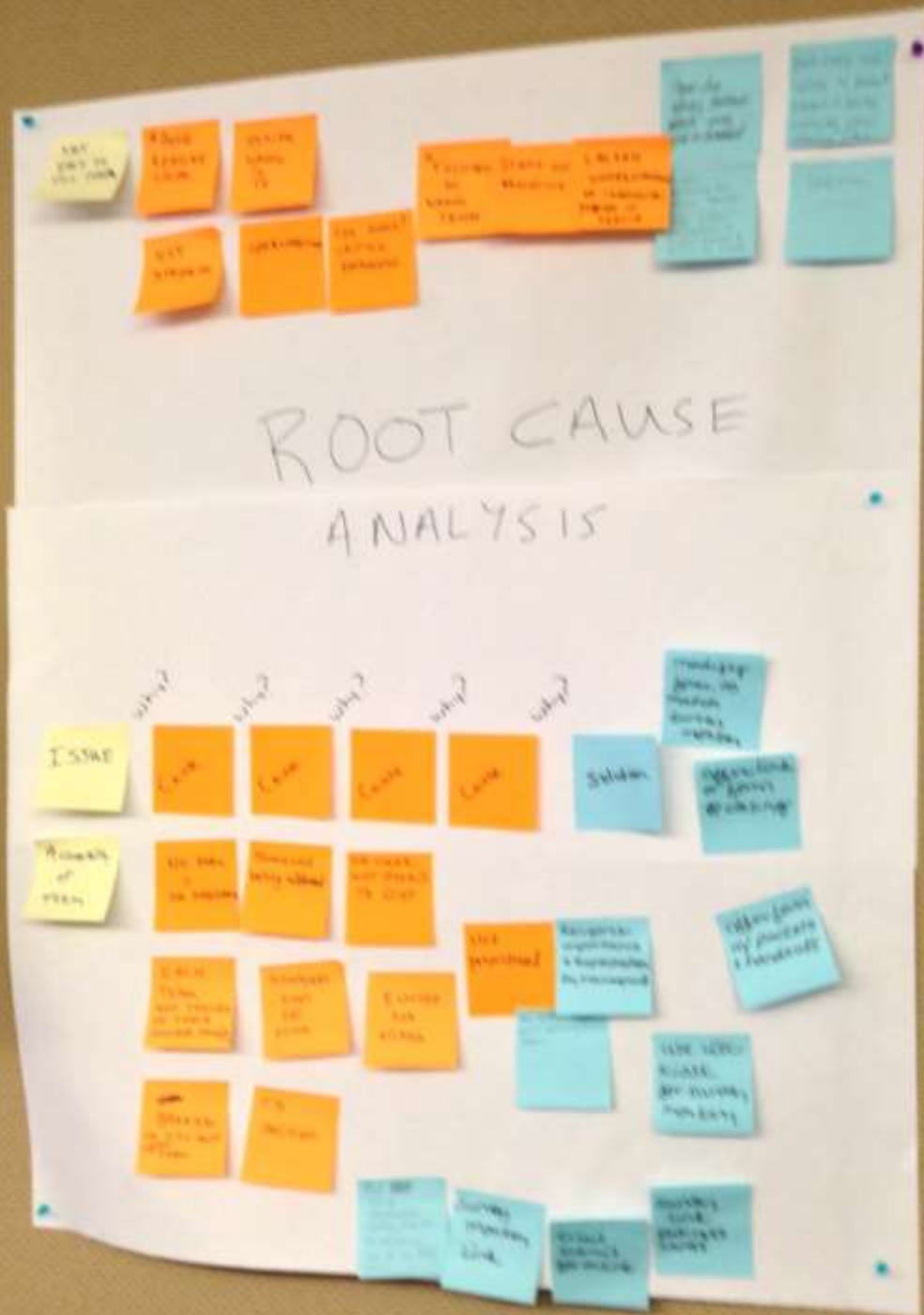
- 1 Day 2
- Overnight Thoughts
  - Review prioritized issues
  - Root cause issues
  - Identify & Prioritize Solutions
  - Develop future state
  - Establish job aids & materials



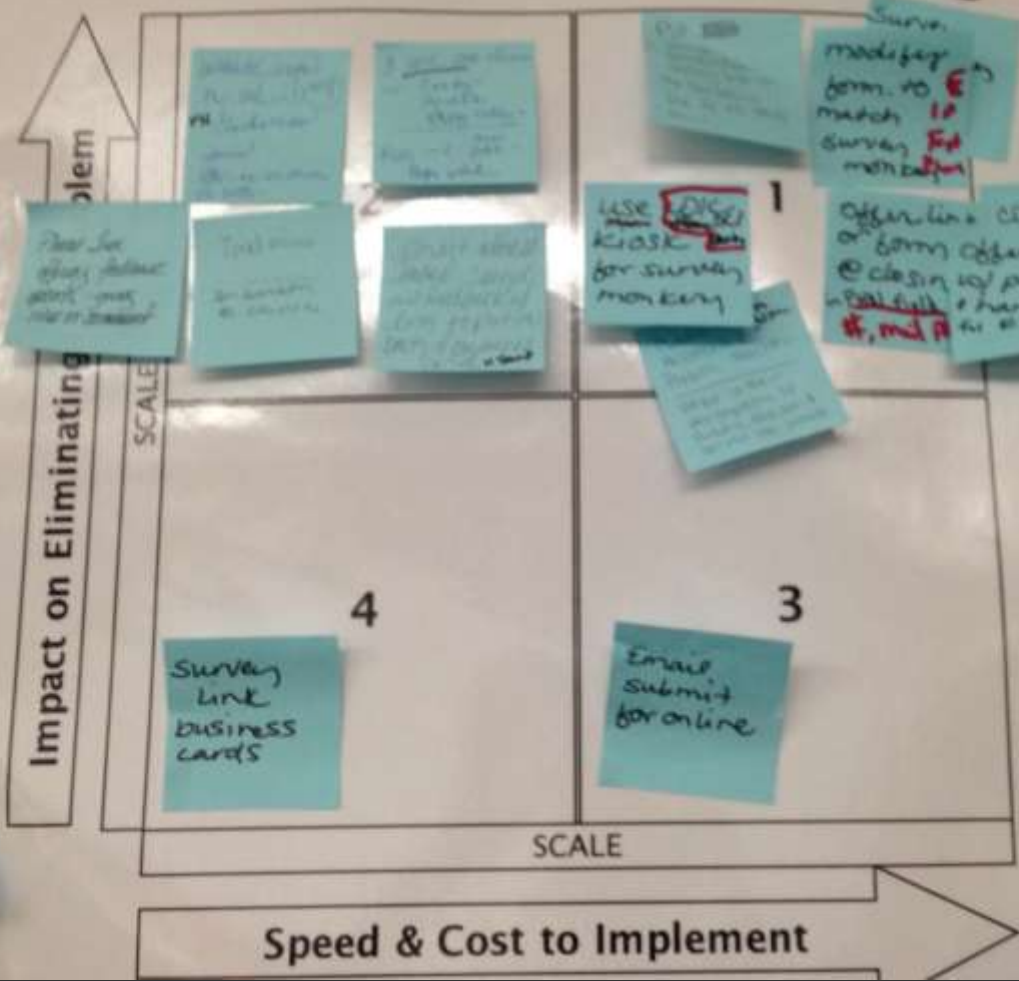
# Capturing the event for future sharing



# Getting to the root of issues



# Prioritize Solutions: 2x2 Ranking Matrix



# Prioritizing Solutions

# Improvement Hypothesis

Issue	Improvement	Expected Results
Form not accessible	Update website for easy access	Increased # of completed client feedback
Lack of understanding of the process (thereby gathering client feedback is not a priority)	Standardize the client feedback process (Create, test, train, and continually improve)	Staff process, role, and process expectations Increased # of completed client feedback
Form is not easy to use	Update form <ul style="list-style-type: none"><li>• Use on-line survey form</li><li>• Add form to restaurant packet</li><li>• Add form link to email contact</li><li>• Establish office kiosk</li></ul>	Increased # of completed client feedback

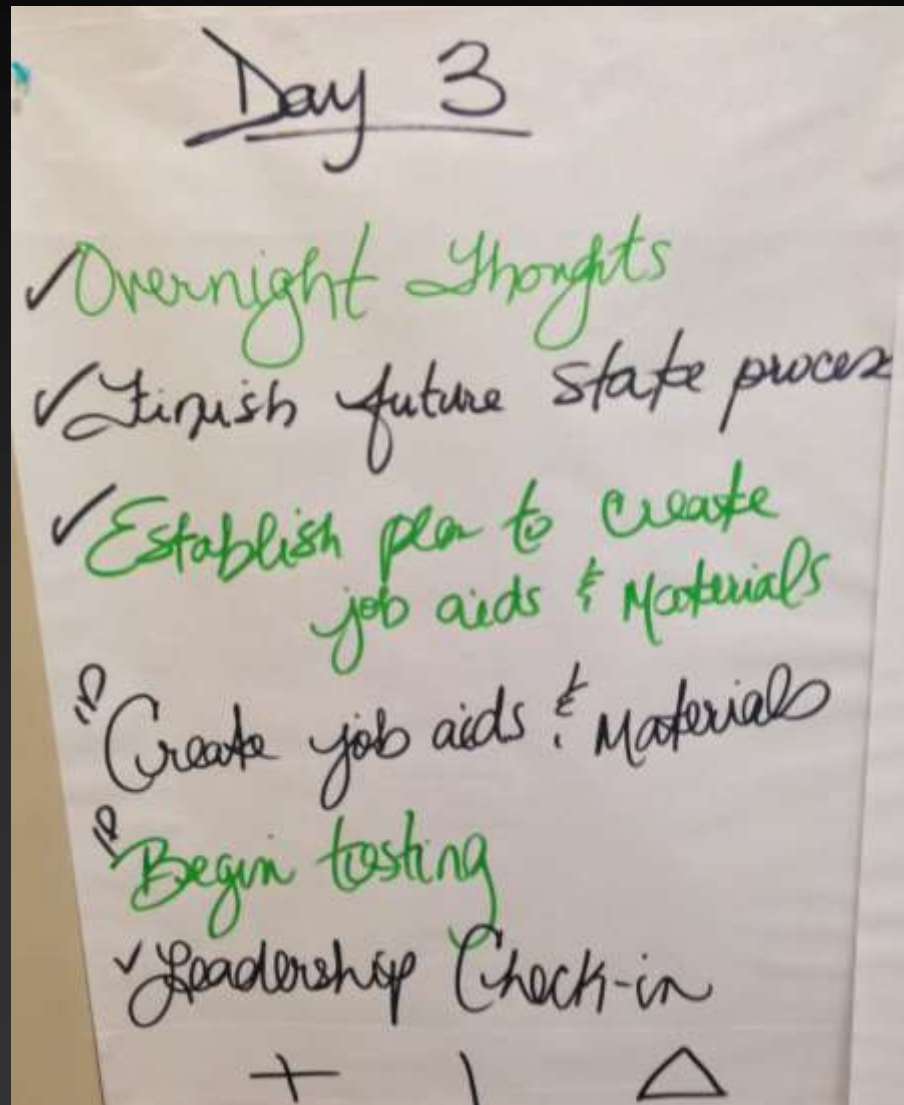
# Designing the future process





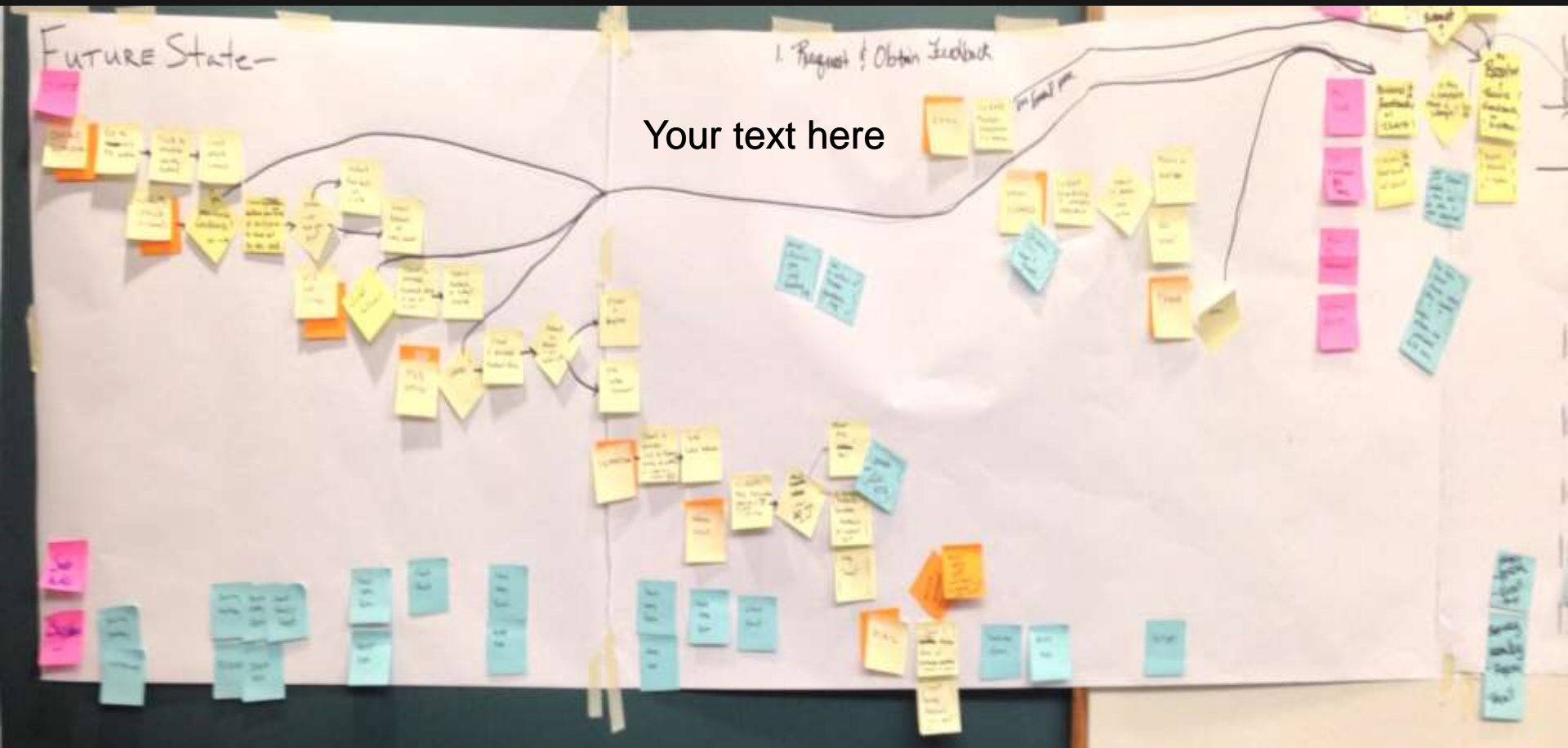


# Day 3



# Our future process

1. Receive & Record Feedback 2. Resolve Feedback



# Our future process

3. Log Feedback 4. Data Reporting 5. Analysis



# Validating our future process

Have we addressed our Issues?  
Have we incorporated our Solutions?  
Have we eliminated Wastes?



# Developing job aids



# Kaizen = Action

Area	WHAT	WHO	PRIORITY	2 COMMENTS
All programs	Create paper form survey	James & Susan & Jane	High	
All programs	Create survey checklist form (including survey monkey form)	James & Susan & Jane	High	
All programs	All Staff instructions about sheet/script to review & receive feedback (why/what/how) - does this get simpler and put under everyone's phone?	Marie, VJ, Chana	High	
Job Aid	review & update current policy pdf! What is most feedback? print the chart! include updates based on latest state	Stacy & Phil	High	
WIC & PDB	Update the director signage	Carla	High	
All programs	Finalize the future state process to support analysis and funding	All	High	
All programs	Determine who needs & will pay for treatment examples home visits, visit Packet)		Low	
All programs	Create pre-labeled envelopes with stamps to return feedback forms. Do we have? Can we use a post office Partner?		Low	

Today Kaizen Day!  
Focus on this  
Understand the current state

Day 2  
Change agent  
attendees follow table process  
Complete go to create  
get into systems  
Check up on all systems  
Begin today  
Kaizen Coach-in

# Testing the process



# Gaining leadership feedback & support





# Day 4

Overnight Thoughts

Validate/Update job aids

Test MTL, ~~Staff~~ Debrief, Learnings

Close out - remaining items  
- sustainability plan

Report Out

# Day 4

# Creating new job aids



# Developing our training plan

Date: 02/27/2014

Page: 1

What are we trying to accomplish?

TO: train staff to know how to solicit input and respond to feedback using the process outlined in the client feedback policy

FOR: All Public Health Division staff members

SO THAT:  
Staff see the big picture of the client feedback process, embrace the value of client feedback and understand their role in continual process improvement

We achieve the overall goal to increase the number of client feedback forms (from 5 to 128) submitted across all Clackamas County Public Health Division's programs and services

CONDITIONS: (What requirements or limitations exist?)

Requirements	Limitations
<ul style="list-style-type: none"><li>• Regular follow-up</li><li>• Staff buy-in</li><li>• Full team engagement</li><li>• Management support</li><li>• Consider staff input</li></ul>	<ul style="list-style-type: none"><li>• Long-term sustainability</li><li>• Fear of change</li><li>• Responsibility falls on one individual</li><li>• Change in management</li></ul>

# Client Feedback Process Improvement

## PrISM™ PROJECT TEAM PROBLEM SOLVING

### SOLVE

What is the Gap?

Problem	Cause	Effect	Action	Status	Date
...	...	...	...	...	...

What is the Goal for Improvement?

Goal	Metric	Target	Status	Date
...	...	...	...	...

What is the Approach?

- 9. Team Members & Roles
- 10. Project Schedule
- 11a. Data & Information Collection

What are your Conclusions?

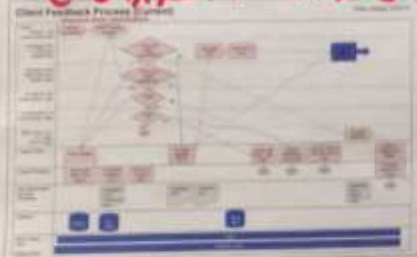
- 13. Improvement Hypotheses & Problem Solving Summary

### SOLVE

Understanding the Problems:

11b. Current & Future State Process Maps

**CURRENT PROCESS**



### INSTALL

Try Solutions; What did you learn?

- 14. Construct & Execute Tests
- 15.
- 16.

How will you make the new way happen?

- 17. Plan Rollout & Execute
- 18. Measure Success

Prioritize Solutions: 2x2 Ranking Matrix

Priority	Impact	Effort
High	High	Low
High	Low	Low
Low	High	Low
Low	Low	Low

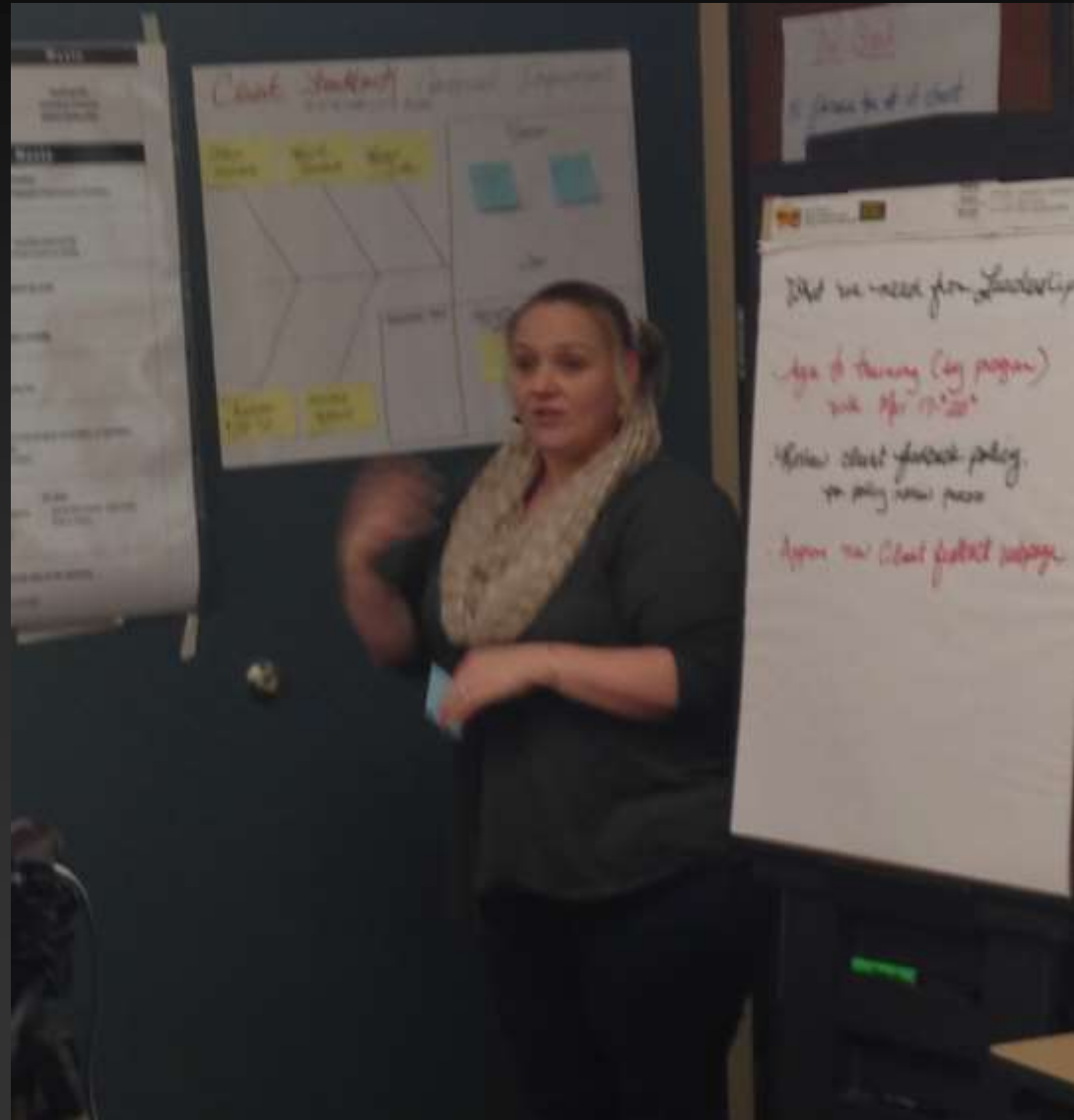
# Next steps / What to expect

<b>What</b>	<b>When</b>
<b>All Staff Introduction</b>	<b>March 12<sup>th</sup></b>
<b>Program Specific Training</b>	<b>March 12-20</b>
<b>Go-Live - March 24th</b>	
<b>Begin reporting &amp; analyzing</b>	<b>April 3rd</b>

# Our Team



# Handing off to the Process Owner



# Potential Results

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