

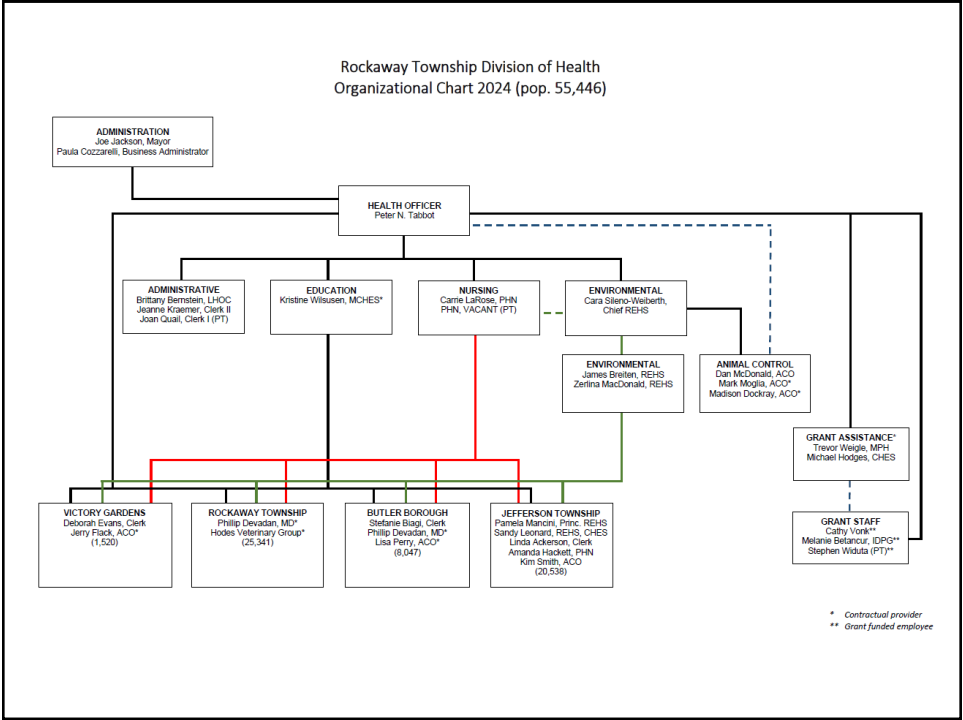
Developing an Evidence-Based, Replicable Continuous Quality Improvement (CQI) Plan for the Rockaway Township Division of Health

**Peter N. Tabbot, Health Officer
Rockaway Township Division of Health**

Problem Statement

Background – Division of Health

- Four communities – 56,000 residents
- Provides full range of services
- Budget of \$1.38 million
- 18 FTE
 - REHSs, nurses, educator, ACOs, clerks
 - Physician, veterinarians, consultant, accreditation coordinator, community engagement, IDPG



Problem Statement

We Need a CQI Infusion!

- Turnover in staff; institutional knowledge
- Resulting decrease in consistency & efficiencies
- Some complacency – ‘business as usual’
- Provide a model & motivation to all employees
- Talk the talk...

Problem Statement

We Can Be More Efficient...and Accredited

- Routinely strive to realize efficiencies
- Improvements may be made
 - Reduce waste (time, effort, costs)
 - Develop highly effective policies & programs
 - Enhance quality of work, reach more clients
 - Increase customer satisfaction
- Accreditation readiness

Problem Statement

How to Achieve?

- Goal 1: Learn from best practices and data
- Goal 2: Develop and implement CQI plan
- *Goal 3: Pilot several CQI projects utilizing plan*
- *Goal 4: Streamline processes*
- *Goal 5: Culture of quality improvement*

Literature Highlights

Literature Review Goals

- Review data, case studies, existing plans & efficacy
 - Determine other agencies' keys to success
 - Learn and account for possible barriers
 - Produce evidence base to support efforts
 - Document benefits for buy-in & sustainability

Literature Highlights

Literature Review Findings

- Effective plans exist
- Efficiencies & effectiveness increased
- Cost of services decreased
- Time decreased in completing tasks
- Quality of work enhanced
- Customer satisfaction and reach increased
- May mitigate strain of limited funding & resources

Literature Highlights

Literature Review Findings

- **Leadership** is essential to success
- Empowerment, teamwork & **collaboration**
- Staff **engagement** and **branding**
- **Effective tools** are necessary (root cause, PDSA)
- **Barriers** must be surmounted
(resistance, turnover, perceptions, crises and budget)
- **Culture** of QI necessary to sustain efforts

‘Get a Mac’

- Because you don’t want to be *that guy*
- 44% increase in profits following campaign



I'm a PC



I'm a Mac

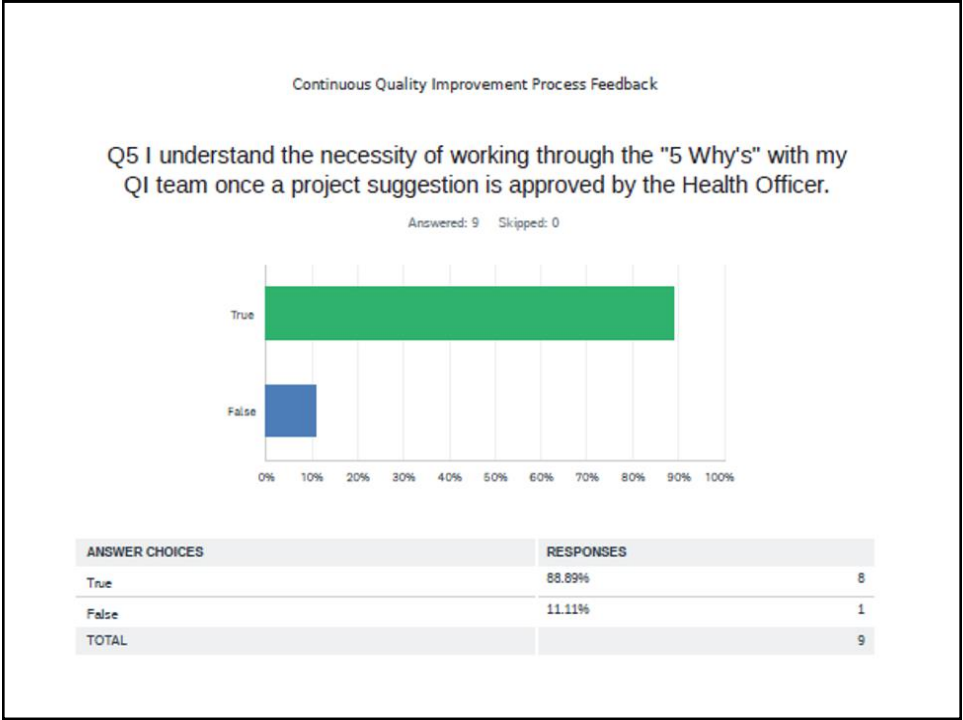
Results of Study

- Created evidence-based, comprehensive plan
- Effectively vetted & enhanced engagement
 - Recurring agenda item at staff meetings
 - Intra-disciplinary focus groups
 - Two surveys to promote buy-in
 - S.W.O.T. analysis, root cause analysis, training
 - Staff approval & Council resolution

Results of Study

CQI Process Feedback Survey

- *Survey Monkey; 16 questions; Likert Scale & T/F*
- Satisfaction with CQI planning process
- Understanding of CQI project selection process
- Familiarity with PDSA cycle & root cause analysis
- Realization of goals & role of teams/storyboards
- Value of baseline data & iterative process



Results of Study

CQI Project Suggestion Survey

- 17 pilot projects proposed by staff
- Employees given criteria in selecting projects
- Staff selected projects that would:
 - Increase productivity & efficiencies
 - Improve procedures & lower costs
 - Improve customer satisfaction
- Survey results reflect degree of buy-in

Appendix D: CQI Project Suggestion Form

Name: _____

Department: _____

Date: _____

Please provide a brief description of the project:

INSERT TEXT HERE:

I believe this suggestion will: (check all that apply)

☐ Improve Productivity/ Quality

☐ Improve Methods/Procedures

☐ Save Cost

☐ Increase Revenue

☐ Improve Customer Service

☐ Other: _____

Explain how your idea will benefit our organization:

| DIVISION | NAME | DESCRIPTION | BENEFITS |
|----------------|----------------|--|---|
| Administrative | Jeanne Kraemer | Get closer to 100% compliance on pet license renewals | <ul style="list-style-type: none">• Help public understand benefits of licensing fees• Keep public safe• Locate lost pets |
| Administrative | Cathy Vonk | Providing SDL and scanner access to each clerk in the Division of Health will increase employee availability to complete tasks, thus improving productivity and customer service | <ul style="list-style-type: none">• Decrease crowding at counter• Decrease delays in service• Increase scanning frequency• Decrease paper piles |
| Environmental | Pamela Mancini | Change the reinspection fee for Retail Food Establishments who receive a conditional rating at the time of reinspection of their establishment | <ul style="list-style-type: none">• Proposed fee schedule• Increased fee for reinspection after consecutive conditional ratings• Additional reinspection fee for an establishment who receives a conditional rating in a set number of years after the initial conditional rating |
| Administrative | Jeanne Kraemer | To get more residents to take advantage of our free rabies clinics | <ul style="list-style-type: none">• Keeps residents and pets safe• Reminds residents to license pets |
| Administrative | Jeanne Kraemer | I would like to streamline the process of submitting payroll for the Division of Health | <ul style="list-style-type: none">• Streamline process• More timely, productive• Health Officer will still have final review• Save time and aggravation• Save paper |
| Administrative | Cathy Vonk | I would like to suggest adding confirmation calls to the flu and rabies clinic preparation procedures | <ul style="list-style-type: none">• Decrease number of "no shows"• Save time during initial clinic• Save time during second clinic prep• Eliminate problems for residents that cannot access/don't regularly check email |

Implementation Plan

CQI Plan & Pilot Projects

- Staff review, modifications & approval
- Township Council endorsement via resolution
- Deploy & test CQI plan
- Score & pilot priority CQI projects (*per survey*)
- Refine CQI plan as appropriate
- Confirm template CQI plan is effective
- Assignment of additional priority CQI projects

Rockaway Township
Division of Health

Continuous Quality Improvement Plan
2023

Adopted on: _____

65 Mt. Hope Road, Rockaway NJ 07045
973-983-2848
health@rockawaytownship.org

TOWNSHIP OF ROCKAWAY
COUNTY OF MORRIS, STATE OF NEW JERSEY

RESOLUTION NO. R-23-219

**RESOLUTION GRANTING AUTHORIZATION TO THE
ROCKAWAYTOWNSHIP DIVISION OF HEALTH TO IMPLEMENT A
FORMAL CONTINUOUS QUALITY IMPROVEMENT PLAN**

WHEREAS, the national Public Health Accreditation Board has a manual of Standards and Measures that, when met, would impart formal voluntary national public health accreditation to local and State health departments; and

WHEREAS, prerequisites to national public health accreditation require the creation and implementation of a Continuous Quality Improvement Plan, as one of five formal components in a health department's preparation for said national accreditation; and

WHEREAS, the Township of Rockaway's Health Officer, in collaboration with staff and a consulting Accreditation Coordinator, has drafted a Continuous Quality Improvement Plan and seeks the governing body's endorsement of this Continuous Quality Improvement Plan; and

WHEREAS, the Continuous Quality Improvement Plan was developed utilizing best practices and a public health evidence base appropriate for the communities that the Township of Rockaway Division of Health serves; and

WHEREAS, the Township of Rockaway Division of Health desires the formal endorsement of its Continuous Quality Improvement Plan by the Township Council of the Township of Rockaway.

NOW, THEREFORE, BE IT RESOLVED by the Township Council of the Township of Rockaway, County of Morris and State of New Jersey, as follows:

1. The Rockaway Township Division of Health's Continuous Quality Improvement Plan, attached hereto as **Exhibit A**, is hereby approved.

2. The Mayor and Clerk together with all other appropriate officers, employees,

consultants and professionals of the Township are hereby authorized and directed to take any and all steps necessary to effectuate the purposes of this resolution.

3. This Resolution shall take effect immediately.

CERTIFICATION

I, EVERETT FALT, DO HEREBY CERTIFY that this is a true copy of a Resolution adopted by the Township Council of the Township of Rockaway on December 12, 2023.



Everett Falt, MPA, RMC, CMC
Township Clerk

Approved:



Howard Kriz
Council President

RESOLUTION 23-219

Motion

R. BROOKES

Second

NOON

Roll Call

AYE NOON, D. BROOKES, SACKETT, R. BROOKES, SALBERG,
WOJTOWICZ, PRESIDENT KRITZ

NAY

NONE

Lessons Learned

Individual & Team Oriented Activities

- Research, creation of comprehensive plan, interactive unveiling of new concepts
 - Work/time management
 - Sole researcher to 'deferential facilitator'
 - Different approaches to communication
 - Relinquish control (*sort of*); engagement
 - Prompted conceptualization & creativity
 - Openness to new, novel approaches to work

Questions?



Thank You!

Peter N. Tabbot
973-983-2848

ptabbot@rockawaytownship.org