



# State of NH Lean Project: NH DHHS Bureau of Health Facility Administration Complaint Process, 2018

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## BACKGROUND/CURRENT CONDITIONS

The NH Department of Health and Human Services Bureau of Health Facility Administration has been engaged with process improvement efforts for over a year. As a result of new staff onboarding and continued process improvement efforts, the unit wanted to take a look at the complaint process. The unit receives and manages health facility complaints from a variety of sources. The current process involves complaints arriving at the department and is then parsed to various program staff. The current process is suspected to contain duplication of effort, possible inefficient work flow steps, not much standardization, and may not be entirely clear.

## APPROACH/PROJECT GOALS

- Standardize the Future State process to add clarity for staff and program documentation
- Improve Customer Relationships: Through Communication and Follow up
- Apply Lean thinking in approaching daily work

## ROOT CAUSE ANALYSIS

- Root Cause Analysis: No SOP for Standardization
- “We have always done it this way”
- Process not always considered or seen from Customer Standpoint
- Culture shifts in the unit; seasoned staff and new staff continue to be on boarded

## PLAN

Lean Process Improvement Implementation Plan Bureau of Health Facilities Administration July 12, 2018				
#	Task Description	Assigned To	Projected Due Date (mm/dd/yy)	Resource Need
1	Coordinate central intake (phone number, email, web mail, update website)	Doreen	Within 90 days	Marilee Other agencies including providers
2	Standard complaint form	Holly	Within 60 days	Other agencies using forms Team member reviews
3	Hiring new position (competencies)	Holly	90-120 days	Human Resources, other staff, interview team
4	Classification of calls (algorithm, scale of severity)	Team (health facilities, child care licensing, certification unit)	60-90 days	Entire team and new position unit
5	New Excel spreadsheet (integration into MLO)	Holly	90 days	Current spreadsheet, staff, classification of call information
6	Developing for a communication plan for the follow up connections with customers.	Marilee, Louise, Beth	90 days	

## COUNTERMEASURES

- Small and time sensitive Pilot Program
- Progressive Approach
- Champion for the Cause
- Robust Implementation Plan

## FOLLOW UP

- DHHS Lean Wrap Around Services (60 or 90 Day follow ups)
- Check point with Sponsor within 30 days of Lean Yellow Belt class
- Internal weekly check-in
- Reach out to DHHS Lean Team for additional Lean projects or consultation on work flow techniques.

## 3 MONTH STATUS REPORT

- DHHS Lean Wrap around Services meetings-ongoing
- 50% of the improvements identified-complete
- Regular check points with team-ongoing



**Team Members:** Brian Newbury, Erin Zayac, Rod Gagne, Joe Romeo, Beth Farrell, Louise Romeo, Holly Wentworth, Heather Gagne, Doreen, Shockey, Heather Barto. Caucus team members missing from photo: Stacey Nachman, Mae Burke, and Paulette Beyer