A3 Problem Solving | Identify individual health and welfare needs in a timely manner in order to support individuals to have healthy and active lives.

October 2014 –
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Lean!

Clarify the Problem

Required assessments identifying the health and welfare needs of individuals enrolled as clients of the Developmental Disabilities Administration sometimes get delayed resulting in assessments that are overdue. Overdue assessments may lead to a delay or interruption in a client's being able to access services to support critical health and welfare needs.

Breakdown the Problem

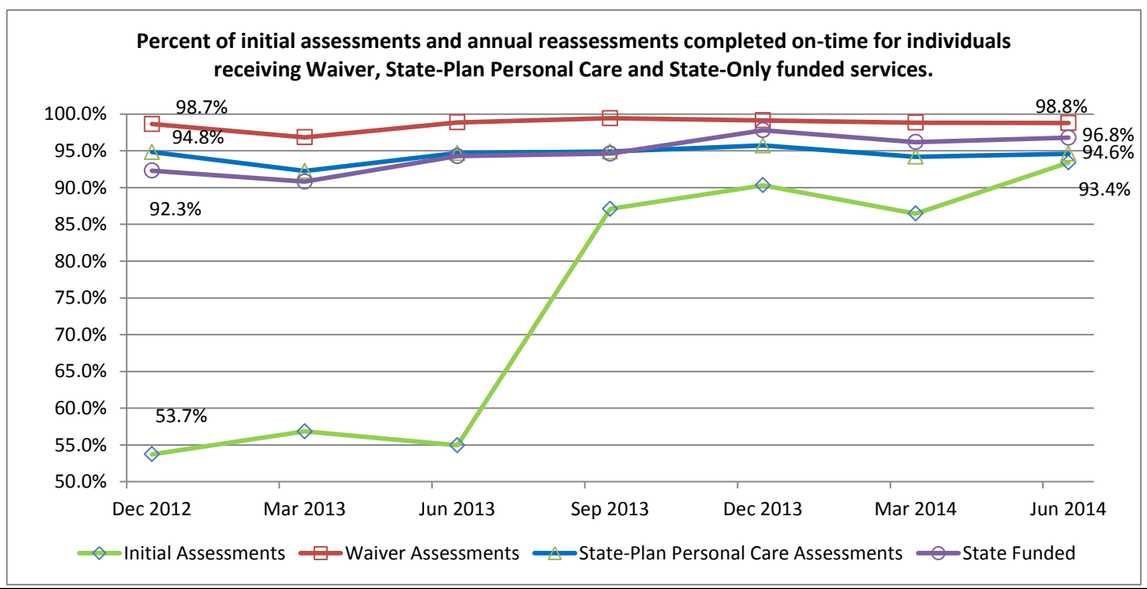
The percentage of assessments completed on time, reflects the need to develop strategies to support the on time completion of initial assessments and annual reassessments to improve delivery of services to clients.

Issues effecting the timeliness of assessments are:

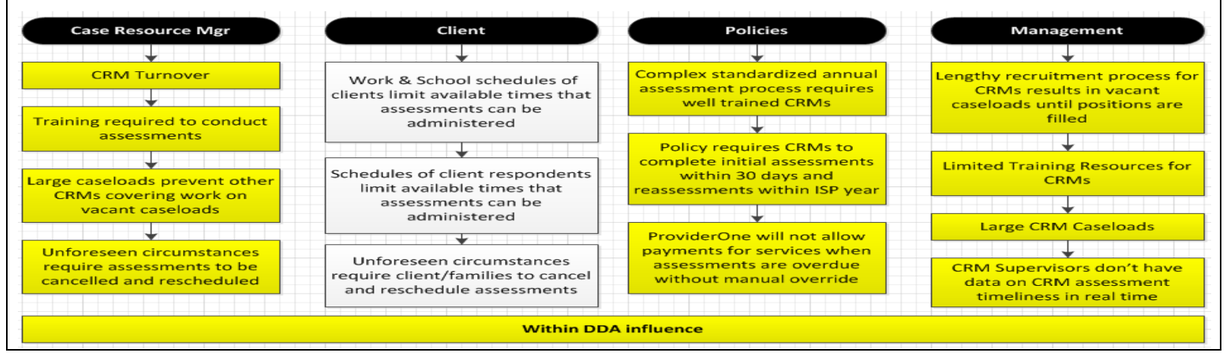
- Employee turnover resulting in unfilled case resource manager positions;
- Lengthy recruitment process resulting in caseloads remaining vacant until positions can be filled;
- High case load ratios preventing other case resource managers from covering required work on vacant caseloads;
- A complex, standardized assessment that requires individuals to be trained before they can administer the tool;
- A limited number of trainers to equip case resource managers with the knowledge and skills to conduct assessments in accordance with the rules and policies governing their completion;
- Unforeseen circumstances arise that require assessments to be cancelled and rescheduled

Target Setting

For clients of DDA who receive Waiver, State-Plan Personal Care and State only funded services, increase the percentage of on-time assessments from an average of 85.7 percent in June 2013 to 99 percent by July 2014.



Identify Root Cause



Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Cost	Risk	Impact
CRM Turnover	Engage HR to conduct continuous targeted CRM recruitment to reduce time needed to obtain list of qualified candidates	High	Low	Low	High
Policy requires CRMs to complete initial assessments within 30 days and reassessments within ISP year	Provide monthly reports to Supervisors & Regional Mgmt. on assessment timeliness so they can monitor & improve CRM performance	High	Low	Low	Mod
Complex standardized annual assessment process	Provide CRMs training and on-going support to better equip CRMs with knowledge & skills to complete assessments on time	Mod	Low	Low	High
Limited training resources for CRMs	Research best practices & strategies to leverage additional training resources for CRMs	High	Low	Low	High
Large CRM Caseloads	Monitor CRMs caseload sizes to ensure they are at or below caseload standard	High	Low	Low	Mod

Action Plan

ID#	Problem to be solved	Action Item 30-60-90 days	Lead	Team	Due Date	Status
1	CRM turnover	Engage HR to conduct continuous targeted CRM recruitment to reduce time needed to obtain list of qualified candidates	Bob Beckman	Supervisors, FSAs & RAs	Ongoing	DDA continued hiring CRMs during 3Q 2014. Recruitment efforts will continue.
2	Policy requires CRMs to complete initial assessments within 30 days and reassessments within ISP year	Provide monthly reports to Supervisors & Regional Mgmt. on assessment timeliness so they can monitor & improve CRMs performance	Bob Beckman	CRMs, Sups, FSAs, RAs, PMs & DDA Mgmt	Monthly	Assessment Timeliness Report provided to Regional management team on monthly basis.
3	Complex standardized annual assessment process	Provide CRMs training & on-going support to better equip CRMs with knowledge & skills	Bob Beckman	Training Team, PMs	12-31-14	DDA Care Assessment Training is being updated & Improved
4	Limited training resources for CRMs	Research best practices & strategies to leverage additional training resources for CRMs	Bob Beckman	Training Team, PMs, DDA Mgmt	Ongoing	Waiver specialist will provide additional targeted training to CRMs over the next year
5	Large CRM Caseload size	Monitor CRM caseload size to ensure they are at or below caseload standard	Bob Beckman	DDA Mgmt	Ongoing	CRM caseload report provided to Regional management team on a monthly basis.

Evaluate Results Standardize , then Repeat