

# Immunization Program Performance Improvement Project

Quality Improvement Summit

February 25, 2016

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Chief of Planning, Policy and Performance  
Improvement

Immunization Program



# Immunization Program Performance Improvement Project

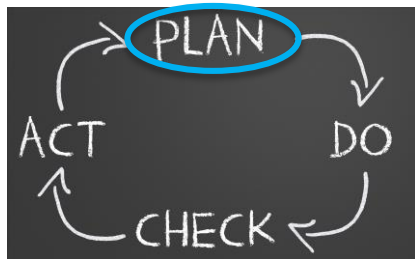
The Immunization Program (IP) implemented a performance improvement project to improve completion of mandatory trainings among staff.

## AIM Statement

To increase the number of Immunization Program County staff who have completed selected mandatory training sessions from:

- 79% (Core Functions)
- 68% (Drug Free Workplace)
- 42% (Workplace Injury)  
to 90% by June 30, 2014.





## PLAN

Identify an Opportunity and Plan for Improvement

### Assemble the Team

#### Primary Team

- Lucinda Clare, Training Coordinator (TC)
- Julia Heinzerling, PI Specialist

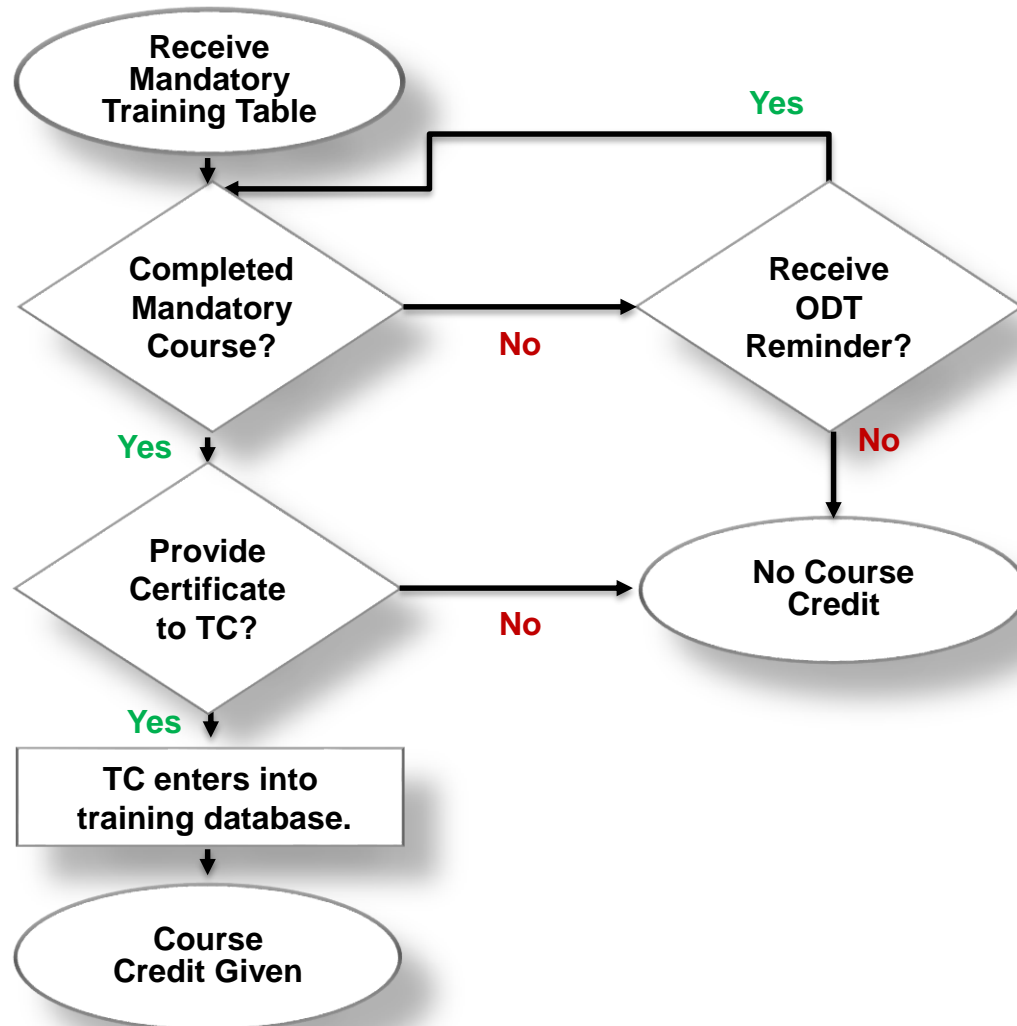
#### Partners

- Immunization Program
  - Program and Deputy Directors
  - Operations and Information Technology Directors
  - Unit Directors
- DPH Human Resources
- Office of Organizational Development and Training



PLAN

# Examine the Current Approach



# PLAN

## Root Cause Analysis

### Incomplete Records

- System depends on:
  - Staff to submit certificates
  - TC to maintain a standalone database

### Learning Net (LN) Issues

- Deactivated accounts
- Limited staff knowledge of the system
- LN doesn't include all courses
- TC can't run Program-wide LN reports

### The Challenges

### Limited Availability

- Some courses are closed

### Staff Knowledge

- No routine training orientation process
- No routine or automated reminders
- Limited staff awareness when requirements change

Low completion of some mandatory trainings

PLAN

## Identify Potential Solutions and Develop an Improvement Theory

### Our Prediction...

Rates will improve if we implement  
new strategies designed to:

- Improve tracking
- Address technical challenges
- Address access issues
- Improve staff and supervisor awareness



# PLAN

## Planned Strategies and Activities

### Improve Tracking

- Update missing courses in database
- Explore the potential to only use Learning Net or to import into the database

### Address Technical Issues

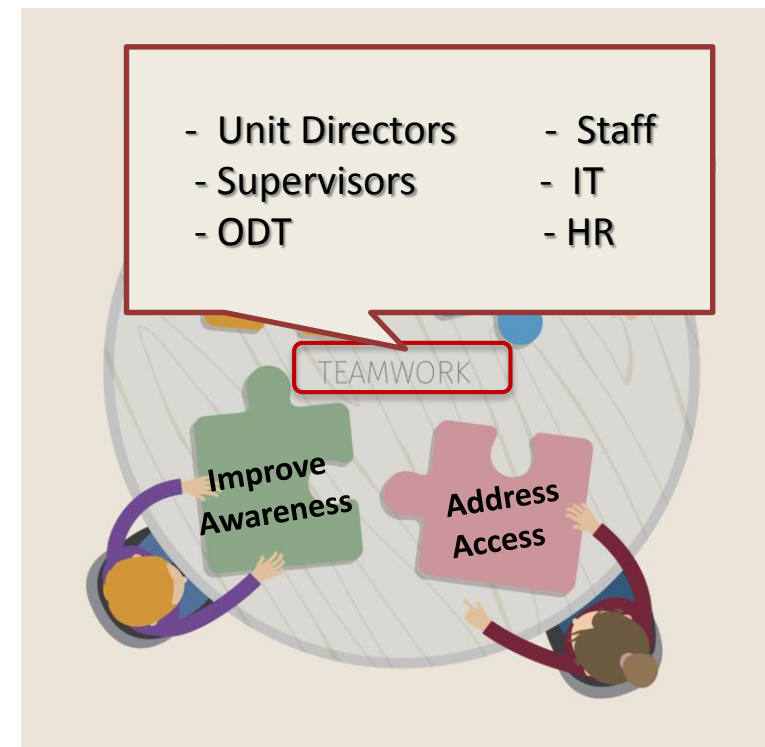
- Reactivate Learning Net accounts

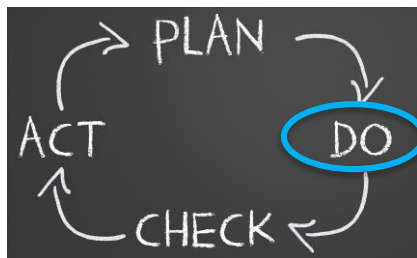
### Address Access Issues

- Request that ODT and HR add sessions

### Improve Staff and Supervisor Awareness

- Provide information regarding requirements and resources
- Help staff and supervisors identify missing courses





# DO

Test the Theory for Improvement

## Cycle 1

- Staff Reminders
  - Worked with HR and ODT to create an upcoming training schedule
  - Developed a training flyer, with LN instructions
  - Emailed flyer, training table and list of trainings
- Supervisory Development Program Promotion

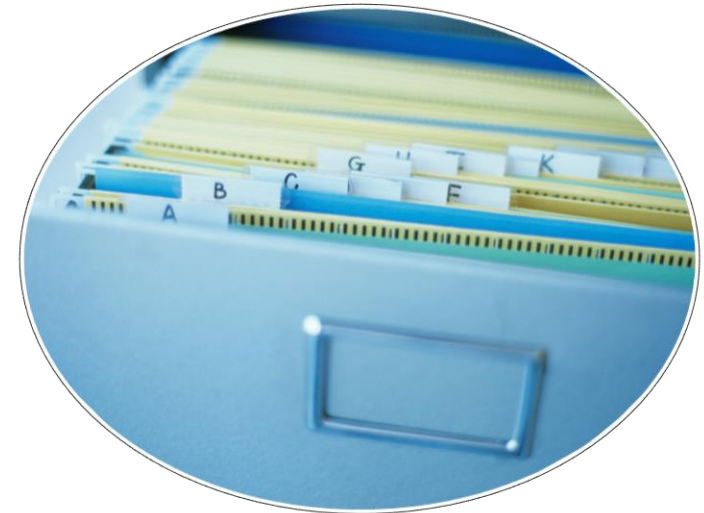
2014 MANDATORY INSTRUCTOR-LED COURSES TRAINING SCHEDULE		
<b>Core Functions of Public Health (2-Hour)</b> Required for All DPH Employee Support Level Staff		
The following payroll titles are examples of support level workforce members: Accountants, Administrative Assistants I, Clerks/Typist Clerks and other related clerical staff, Community Workers, Environmental Health Technicians, Information Systems/Technology staff, Laboratory Assistants, Licensed Vocational Nurses, Occupational Therapists, and Physical Therapists, Secretaries, Student Workers.		
July 10, 2014	10:30 am - 12:30 pm	
September 11, 2014	10:30 am - 12:30 pm	Register through the Learning Net
November 6, 2014	10:30 am - 12:30 pm	
<b>Core Functions of Public Health (8-Hour)</b> Required for All DPH Professional Level Employees		
The following payroll titles are examples of professional level workforce members: Administrative Assistants II & III, Contract Program Auditors, Dentists, Environmental Health Specialists, Epidemiologists, Health Educators (including Health Education Assistants), Medical Case Workers, Medical Service Coordinators, Physicians, Public Health Investigators, Registered Nurses, Research Analysts, and Staff Analysts.		
August 14, 2014	8:15 am - 4:00 pm	
October 9, 2014	8:15 am - 4:00 pm	Register through the Learning Net
<b>Performance Evaluation Workshop</b> Required for All DPH Supervisors/Managers		
September 4, 2014	8:00 am - 5:00 pm	Submit Registration Form (posted on the Learning Net) to ODT
<b>Diversity: Skills for the 21st Century Workforce, AKA Diversity &amp; Unlearning Prejudice</b> Required for All Employees, Supervisors/Managers, and Contract Staff		
July 23, 2014	8:00 am - 12:00 pm	
August 20, 2014	8:00 am - 12:00 pm	
September 17, 2014	8:00 am - 12:00 pm	Register through the Learning Net
October 12, 2014	8:00 am - 12:00 pm	
November 19, 2014	8:00 am - 12:00 pm	
December 10, 2014	8:00 am - 12:00 pm	
<b>Employment Discrimination Prevention (EDPT), AKA Discrimination Prevention</b> Required for All DPH Supervisors/Managers		
August 20, 2014	1:00 pm - 5:00 pm	
November 19, 2014	1:00 pm - 5:00 pm	Register through the Learning Net
<b>Navigating the Discipline Process, AKA Countywide Discipline Guidelines</b> Required for All DPH Supervisors/Managers		
September 17, 2014	1:00 pm - 5:00 pm	Email your name, employee number, phone number, and the class name, date, and time to Kiana Slive (DPH Human Resources) at kslive-1@caspi@ph.lacounty.gov
December 10, 2014	1:00 pm - 5:00 pm	
ALL CLASSES WILL BE HELD AT THE FERGUSON COMPLEX, SUITE 120-28, 1ST FLOOR - CENTRAL LOBBY		



DO

## Cycle 2


- Updated Immunization Program training database
  - Identified discrepancies between LN, IP database, and paper files
  - Provided staff with list of discrepancies
  - Asked staff to submit LN certificates
  - Updated IP training database



DO

## Cycle 3

- Requested that HR and ODT add sessions for full classes
- Instituted Supervisor Reminders
  - PE reminders
  - Mandatory training table
  - Upcoming training schedule
  - Reminder flyer
  - List of staff members' *completed* courses



**HAVE YOU COMPLETED ALL DPH MANDATORY TRAININGS?**

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**YOU MAY BE MISSING A CLASS OR TWO.**

**NOW IS THE TIME TO GET CAUGHT UP!**

1. Check the DPH Mandatory Training List and your list of classes recorded in the IP Database to confirm whether you've completed all required training sessions.
  - The Mandatory Training List is posted at: <http://intranet/ph/PHDirector/Medical/DirectorQualityAssurance/OrgDevTrain/MandatoryTrainings.htm>
2. Enroll in any mandatory training sessions that you have not completed.
  - Log onto the Learning Net at <http://learningnet.lacounty.gov/> to enroll in web-based, as well as some instructor-led trainings.  
**Need help logging on?** Review the instructions posted at: <http://intranet/ph/PDFs/OrgTrainingUnit/LearningNet/SabalLogin.pdf>
  - Check the 2014 Mandatory Instructor-Led Training Schedule, provided by IP, for upcoming dates of instructor-led courses. Consult the schedule for dates, times, locations and registration details.
  - For additional details regarding courses led by the Organizational Development and Training Unit, visit <http://intranet.lacph.local/ph/Training/RegistrationForms.htm>
3. Email your certificates of completion to Lucinda Clare.
  - Log onto the Learning Net at <http://learningnet.lacounty.gov/> to print certificates for web-based and ODT-sponsored trainings and email them to Lucinda Clare within 1 business day of completion.  
**Need help printing a certificate?** Review the instructions posted at: <http://intranet/ph/PDFs/OrgTrainingUnit/LearningNet/PrintingaCertificate.pdf>
  - Certificates are not entered into the Learning Net for all instructor-led trainings. When completing an instructor-led session, please scan and email a copy of the certificate received at the in-person class to Lucinda Clare within 1 business day of completion.

**QUESTIONS? CONTACT LUCINDA OR JULIA.**

DO

# Cycle 4

- Updated schedule
- Refined S
- Person
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- Distri
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- sched

## List of Missing Mandatory Training Certificates

Staff Member: Jim Smith

### Mandatory Classes

The Los Angeles County Department of Public Health requires staff members, including contract workers and other government employees, to complete a series of required training sessions. A list of required classes can be found at:

<http://intranet/ph/PDFs/ODTTraining/MandatoryTrainingAlpha.pdf>.

### Tracking

Mandatory training classes are tracked using an Access database that is maintained by the Immunization Program Training Coordinator, Lucinda Clare. Employees are required to submit a certificate of completion for all mandatory classes completed, to the Training Coordinator.

### Missing Certificate(s)

The following is a list of certificates for mandatory training sessions that had not been recorded in the Immunization Program Training Database, as of April 2014.

- Core Functions of Public Health, 8-Hour Course
- Drug Free Workplace
- Domestic Violence Prevention

### Requested Actions

**Have you completed any of these classes?** If so, please email your certificate(s) of completion to Lucinda Clare, with CC to your Supervisor. Lucinda will confirm, via email, within one week that the database has been updated.

**Are you missing any of these classes?** If so, please register for the class immediately and complete it within 60 days, if feasible.

- o Some non-Supervisory staff who were not required to complete the 8-hour Core Functions class are now required to do so. Please see the Mandatory Training Table for additional information.

**Are any of the required classes unavailable?** Please inform Julia Heinzerling if you cannot enroll in any mandatory classes because all available sessions are closed to enrollment.

- o The 2014 Domestic Violence Prevention and FMLA sessions are full and closed to enrollment.

### Questions?

Contact Lucinda Clare at (213) 351-7419.

Supervisor:  
Jane Doe

## List of Missing Mandatory Training Certificates

Staff Member: Jim Smith

### es

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Public Health, 8-Hour Course

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Prevention

### IS

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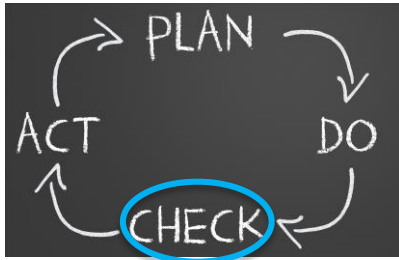
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(213) 351-7419.

Supervisor:  
Jane Doe



## CHECK

Use Data to Study Results of the Test

Sent flyer, mandatory training table, and list of upcoming classes to all staff (Cycle 1)



No impact

Requested that supervisors complete Supervisor Development Program (Cycle 1)



1 Supervisor completed  
1 Supervisor enrolled

Asked staff to submit certificates for LN courses that were missing from the IP training database (Cycle 2)



28 courses added to IP database

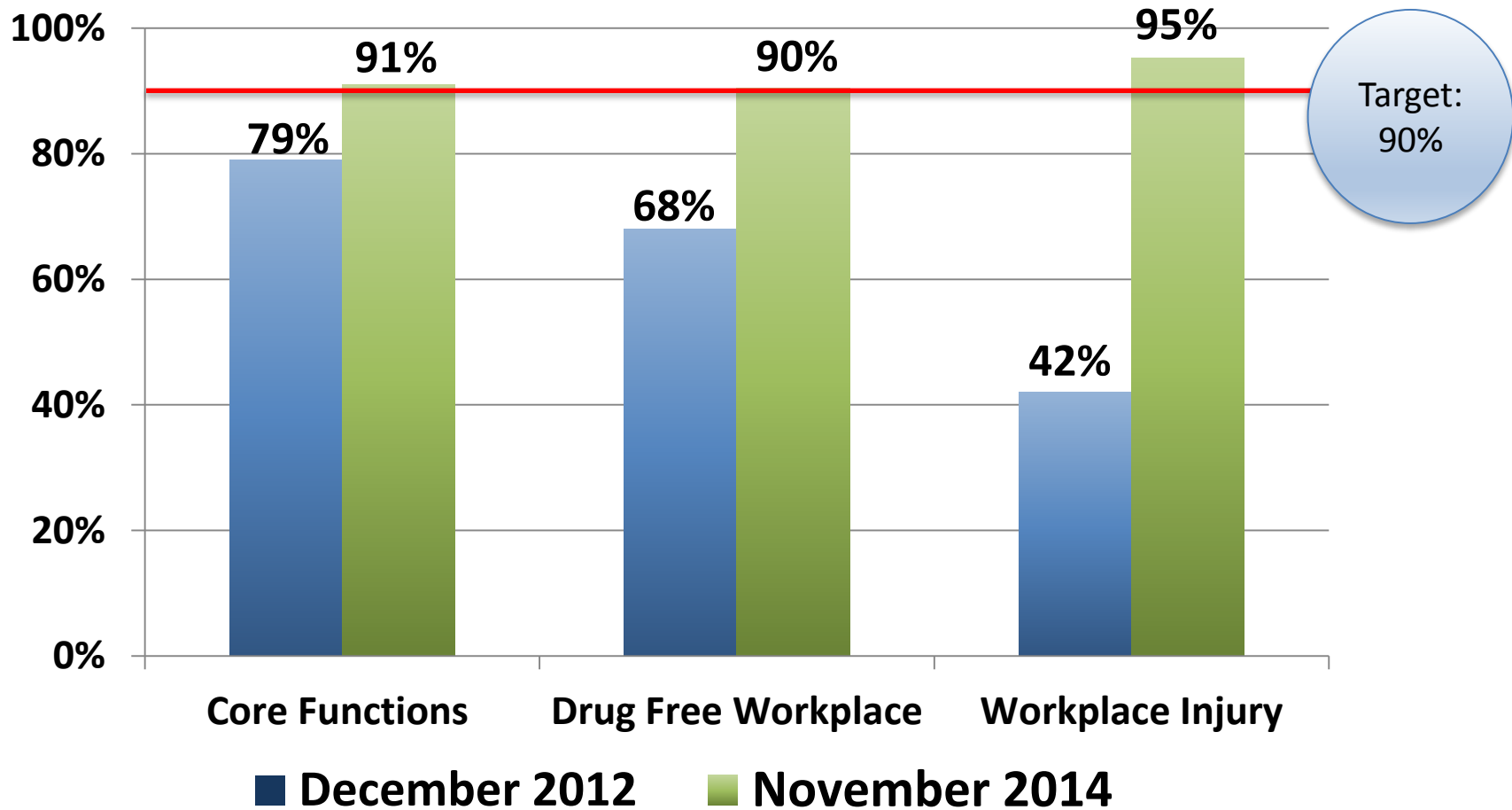
Provided Supervisors with: a list of supervisee's *completed* courses (Cycle 3) and *missing* courses (Cycle 4)

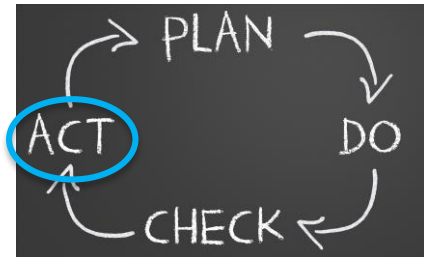


Staff reactivated LN accounts, submitted certificates, and enrolled in courses

CHECK

## Course completion rates increased!





# ACT

Standardize the Improvement and Establish Future Plans

## Improve Tracking

- Explore data imports and automated reports
- Require emailed (vs paper) certificates

## Address Technical Issues

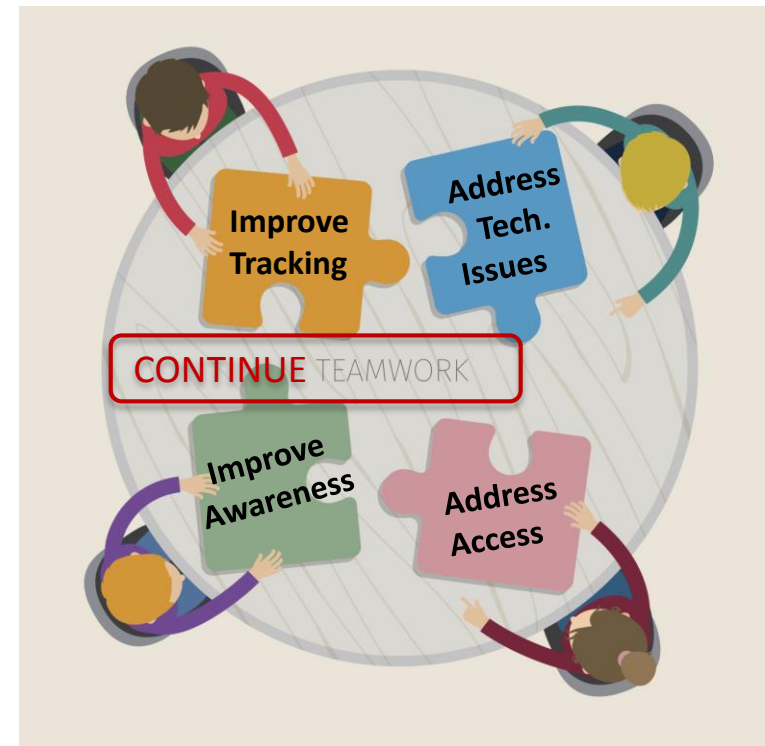
- Remind staff to log in to LN quarterly

## Address Access Issues

- Send reminder to enroll in missing classes in January

## Improve Staff and Supervisor Awareness

- Provide *missing* course report to Supervisors at least twice annually
- Continue PE reminders
- Continue to promote Supervisory Development Program





## Immunization Program

- Lucinda Clare
- Thai Dao, JD
- Laurel Fowler, MPH, CPHQ
- Thelma Mallory
- Michelle Parra, PhD
- Nicole Walker
- Supervisors and Staff

## Human Resources

- Karla Silva

## Organizational Development and Training Unit

- Aletha Wild, MPH