Quality and Productivity Commission

27th Annual Productivity and Quality Awards Program

"Saluting County Excellence"

2013 APPLICATION

Title of Project (Limited to 50 characters, including spaces):

NAME OF PROJECT: ON-SITE EMPLOYEE HEALTH CLINIC

DATE OF IMPLEMENTATION/ADOPTION: 1/26/2011 (PLANNING) 4/27/2011 (IMPLEMENTATION AT LONG BEACH & BELLFLOWER) 9/27/2011 (EXPANSION TO WILMINGTON)
(Must have been implemented at least one year - on or before June 30, 2012)

PROJECT STATUS: XXX Ongoing _____ One-time only

DID YOU SUBMIT THIS PROJECT BEFORE? _____ Yes XXXX No

EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. Summarize the problem, solution, and benefits of the project in a clear and direct manner

1 Prior to implementation of the "On-Site Employee Health Clinic", every employee of
2 Coastal Health Centers had to spend up to 6 work hours and travel up to 52 miles
3 roundtrip to Harbor-UCLA Medical Center to obtain their annual health clearances. Up-
4 to-date health clearances are a requirement for employment as well as an important
5 part of infection control and patient safety. While the baseline monthly compliance rate
6 for obtaining health clearances was 85-90%, the infection control committee requested
7 an intervention to raise compliance. The intervention consisted of training in-house
8 registered nurses to become an extension of the Employee Health Clinic and to perform
9 all annual health clearances on-site. After implementation, monthly compliance rose to
10 99-100% and delinquent health clearances were reduced from a maximum period of 11
11 months overdue to 1 week overdue. Additionally, staff efficiency was increased by
12 eliminating travel for health clearances, which reduced the need to schedule staff to be
13 off-site and non-productive for 6 hours each year. Lastly, the Harbor-UCLA Employee
14 Health Clinic was decompressed, allowing them to focus on new employees and
15 complex cases. The total estimated cost avoidance and cost savings is $25,875 a year.

(1) ESTIMATED/ACTUAL ANNUAL COST AVOIDANCE	(2) ESTIMATED/ACTUAL ANNUAL COST SAVINGS	(3) ESTIMATED/ACTUAL ANNUAL REVENUE	(1) + (2) + (3) TOTAL ESTIMATED/ACTUAL BENEFIT	SERVICE ENHANCEMENT PROJECT
$ 22,275	$ 3,600	$	$ 25,875	

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Department of Health Services/Coastal Health Centers 1333 Chestnut Ave. Long Beach, CA 90813		TELEPHONE NUMBER 562-599-8601
PROGRAM MANAGER'S NAME Donna Nagaoka, CEO		TELEPHONE NUMBER 562-599-8601 EMAIL dnagaoka@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE (PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME) Gerardo Pinedo	DATE 6/18/13	TELEPHONE NUMBER (213) 240-8104 EMAIL gpinedo@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE MITCHELL H. KATZ, MD	DATE 6/18/13	TELEPHONE NUMBER (213) 240-8101

We Support Plain Language

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FACT SHEET – LIMITED TO 3 PAGES ONLY: Describe the **Challenge, Solution, and Benefits** of the project, written in plain language. Include a discussion of the technology and linkage to the County Strategic Plan. The description should identify Performance Measures.

CHALLENGE (suggest ½ to one page)

In 2011, the Infection Control Committee at Coastal Health Centers (Long Beach Comprehensive Health Center, Bellflower Health Center and Wilmington Health Center) recommended an assessment and intervention to raise the compliance rate of annual health clearances for employees. At that time, 85-90% of employees who were due for clearances obtained them within that month. The other 10-15% was delinquent for up to 11 months after their original due date, with an average of 1-2 months delinquent.

Up-to-date health clearances are a requirement for employment as well as an important part of infection control and patient safety, particularly for health organizations.

The main reason for delinquency was the inconvenience of traveling to Harbor-UCLA Medical Center to obtain the health clearance. Wilmington HC is located 5 miles away; Long Beach CHC is located 11 miles away; Bellflower HC is located 13 miles away. Each health clearance involves 2 separate visits which are 48 hours apart. The first visit involves a questionnaire, a skin test for tuberculosis and a "fit test" for clinical staff that verifies mask sizing. A second visit is needed after 48 hours for the skin test to be interpreted by the registered nurse. Due to the distance traveled and time required to locate parking (which is notoriously difficult at Harbor-UCLA Medical Center), each visit would require 3 hours of staff's time. This put a strain on managers and supervisors who had to schedule their staff to be off and had to work around patient visits. In total, Coastal Health Centers' staff were travelling a total of 7,360 miles and using 1,080 hours of their work time, at a cost of approximately $27,000 each year.

SOLUTION (suggest ½ to one page)

In order to address this issue, the Coastal Health Centers CEO (Donna Nagaoka) worked with the Director of Harbor-UCLA's Employee Health Clinic (Erika Sweet) to set up an employee health extension clinic at the local site using existing staff. This required that a registered nurse be identified and trained to conduct the questionnaire, skin test and fit testing as well as interpret the results and document in the electronic employee health records system. One main nurse was identified (Ana Venegas) as well as two back-up nurses (Cyd Popelka and Sung Park). In addition to training on the clinical aspects of the annual health clearance, the staff were trained on how to use the electronic employee health records system and were asked to provide copies to Harbor-UCLA, who remains the record keeper for all health clearances. The Pharmacy Director (Peter Chen) and Nursing Supervisor (Michelle Kim) worked to procure the vials needed for skin testing as well as materials needed for the fit test. Administration (Patricia Solorio and Thuy Banh), worked with the Nursing Department to identify space for the employee clinics, as well as develop a schedule and monthly monitoring system to

identify employees who were due for their clearance. It was established that the local employee health clinics would occur during two morning sessions a month to account for staff absences. New employees, employees who have a positive skin test for tuberculosis, or those who have special circumstances are still required to go to Harbor-UCLA to ensure proper follow-up. The initial clinic was launched at Long Beach in April of 2011 and expanded to include Bellflower and Wilmington Health Centers over the next six months. It now runs consistently every month.

Due to the success of this model, it will soon be expanded at another facility within the Department of Health Services (Hubert Humphrey Comprehensive Health Center).

BENEFITS (suggest 1 to 2 pages)

The On-Site Employee Health Clinic improved staff productivity and efficiency through the following methods:

1. Staff time & gas. Due to the travel time and distance needed to obtain an annual health clearance, employees were spending up to 3 hours as well as driving 13 miles each way on two separate occasions. Since the health clearances are now done at the same site they work at, it only takes them 15 minutes each year with no traveling needed. Not only is it convenient for staff, it also reduces the cost of gas and the environmental impact of collectively driving 7,360 miles each year.

2. Facility productivity. Related to the travel time needed to obtain an annual health clearance, Coastal Health Centers was losing up to 1,080 hours each year of productive staff time, which could have been spent in clinic on direct patient care. After implementation of this project, the employee health clinic now only requires less than 50 hours of staff time, which allows managers and supervisors to have more of their staff available.

3. Regulatory Compliance. The baseline monthly compliance rate for annual clearances was 85-90%. After implementation, the compliance rate is now 99-100% each month. Additionally, the maximum time of delinquency was reduced from 11 months delinquent, to approximately 1-2 months delinquent.

4. Tracking. Prior to implementation, Harbor-UCLA completed all of the documentation and paperwork related to health clearances. The local sites are required to keep copies of the clearances in the on-site personnel files, but this was not done consistently due to the cumbersome process of faxing/mailing copies between facilities. After implementation, on-site staff are now able to access the same electronic employee health system and can print out copies of the clearances as needed for the files. This is particularly important for

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maintaining compliance with annual audits from the State, LA Care Health Plan, and other regulatory agencies.

LINKAGE TO THE COUNTY STRATEGIC PLAN:

1) **Operational Effectiveness – Improved Process for Health Clearances by making it more convenient staff to obtain Employee Health Services**

2) **Fiscal Sustainability – Annual Cost Avoidance & Savings of $25,875**

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFIT): Use this page to provide a breakdown of the estimated/actual costs benefits. As a suggestion, work with your fiscal staff.

Cost Avoidance: Anticipated costs that are eliminated or not incurred as a result of program outcomes.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

TABLE I: ONSITE EMPLOYEE HEALTH CLINIC COST ANALYSIS

Employee Health Cost Analysis

Cost Avoidance (Coastal Health Centers)

	# Staff	Distance (one way)	Distance (2 visits round trip)	Hours per visit (2 visits)	Ave Staff Cost/hour	Total Distance Avoided	Total Staff Hours Avoided	Total Staff Cost Avoided
Bellflower	20	13	52	6	$25	1040	120	$3,000
Long Beach	130	11	44	6	$25	5720	780	$19,500
Wilmington	30	5	20	6	$25	600	180	$4,500
Total	180					7360	1080	$27,000

Cost of Program (Coastal Health Centers)

RN Staff	180 Staff * 0.5 hours * $40/hour =	$3,600
Staff Time	180 Staff *0.25 hours *$25/hour =	$1,125
Total		$4,725

Cost Savings of Program (Harbor UCLA Medical Center)

RN Staff	180 Staff * 0.5 hours * $40/hour =	$3,600
Total		$3,600

GRAND TOTAL:

Cost Avoidance (Coastal)	$27,000
Cost (Coastal)	-$4,725
Cost Savings (Harbor)	$3,600
Grand Total:	$25,875

- Cost Avoidance: This project avoided 7,360 miles of staff travel distance and 1,080 hours of staff travel time to Harbor-UCLA, for a total cost avoidance of $27,000.
- Cost of Program (Coastal Health Centers): In order to implement this project, a registered nurse was needed to conduct 15-minute visits with 15-minutes of data entry, for a cost of $3,600 a year. The 180 staff members also needed to spend 15 minutes per year as part of their annual clearance for a total of $1,125 a year. There is no cost for supplies as they are being provided by Harbor-UCLA's Employee Health Clinic.
- Cost Savings (Harbor-UCLA): The Harbor-UCLA Employee Health Clinic no longer has to process the 180 employees from Coastal Health Centers, which saved the cost of their Registered Nurse's time. This equates to $3,600 a year.
- **In total, this project avoided or saved approximately $25,875 a year.**

(1) ACTUAL/ESTIMATED **ANNUAL** COST AVOIDANCE	(2) ACTUAL/ESTIMATED **ANNUAL** COST SAVINGS	(3) ACTUAL/ESTIMATED **ANNUAL** REVENUE	(1) + (2) + (3) TOTAL **ANNUAL** ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
$ 22,275	**$3,600**	**$**	**$ 25,875**	☐

ANNUAL= 12 MONTHS ONLY