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CERTIFIED PUBLIC MANAGER PROJECT

**PERFORMANCE STANDARDS AND QUALITY MEASURES FOR
HEALTH SERVICES ADMINISTRATION**

Submitted: February 26, 1999

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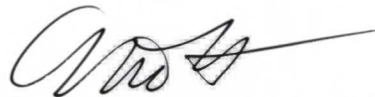
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Supervisor Approval

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STATE DOCUMENTS

**Performance Standards and Quality Measures
for Health Services Administration**

PROJECT GOAL

My project goal is to develop a plan for improving services to customers of the Health Services Administrative Team. A Quality Improvement workgroup was empowered to accomplish the following:

- ◆ Research and collect data;
- ◆ Assists the team in establishing specific performance standards and quality measures;
- ◆ Assists in establishing specific process benchmarks and Action Plans for improvement of customer service based on measurement.

With the support of the Director of Health Services Administration and all team members, benchmarks will be established by June 1, 1999 with implementation of Action Plans on July 1, 1999. The first measurement cycle will be completed after one year.

PROBLEM STATEMENT

In 1995, the Health Services deputies' area within the South Carolina Department of Health and Environmental Control, reorganized all financial services. A self-directed work team was organized to provide financial and other related administrative services to Health Services staff. Since its creation, the team has not examined how it provides services to customers. Until the Quality

Improvement workgroup was established, the team's concern was "getting by" and processing the work each day.

Due to the reorganization of Health Services, there has been a reduction in staff, less resources and staff being asked to accomplish more tasks, better and faster. The team's responsibilities and work has continued to increase during the three-year period. No time has been devoted to examining current work processes from a customer focused perspective. However, due to a major shift in focus by the Agency through its Strategic Plan in valuing exceptional customer service, the team quickly realized it could no longer ignore what it must do in order to provide the level of services expected by its customers.

The problem was apparent, but how would the team accomplish this. Its objective would be gathering data to examine and analyze how the customers feel about the level of service provided by the team. Through a self examination process and implementing process benchmarks, the team would align itself with the agency customer service expectations for delivery of services as outlined below in the agency Strategic Plan published in 1995.

- ◆ Identify customers, their needs and expectations;
- ◆ Maximize customer service delivery through motivated and empowered employees;
- ◆ Develop marketing strategies for services provided;
- ◆ Reduce the burden of customer compliance;
- ◆ Teamwork;

- ◆ Use of applied scientific knowledge for decision making.

In order to assess expectations, measurements must be taken to establish benchmarks as a base.

Many of the processes the team would analyze are dictated by agency and state policies or regulations. The team realized it could only analyze data and make improvements to parts of the process of which they were in control. Since this had not been done since the inception of this team, little data existed.

CAUSE ANALYSIS

The following factors have been identified as contributing to the current status of the team.

- ◆ Importance of performance standards and quality measures not understood;
- ◆ Many processes were controlled by outside factors, state and agency policies and procedures;
- ◆ If changes were made to improve our processes, would anyone care?
- ◆ Staff could not find the time needed to appropriately analyze the situation.

Some reasons were identified as not valid and staff realized they must find time to address the customer's needs.

The workgroup began discussing two possible options to observe the current situation. At the conclusion of their discussions, the team agreed to develop a customer survey tool to gather data. (See Appendix I)

Each discipline within the team would provide a list of possible survey

questions. These questions were written in a manner that would provide necessary data to establish benchmarks. It was agreed that the team would do the following:

◆ **Internal Team Pilot Survey (See Appendix I)**

This team self examination, as well identify any weakness in the survey tool. The workgroup delivered surveys to **39** customers. The team was given seven days to complete the pilot survey. After compiling the results, a summary report was prepared and shared at a team retreat on September 25, 1998. The workgroup received **24** completed surveys, representing a **62%** participation rate. (See Appendix II)

◆ **Agency Customer Surveys (See Appendix III)**

After personally delivering each survey, the customer would be given ten days to complete and respond by December 14, 1998. The team distributed **166** surveys. Of the **166** surveys, **15** were mailed to Health Districts, and **151** were distributed to central office customers in Columbia. The survey data will be compiled and results shared with each discipline by January 1999. The team received **95** completed surveys. The chart below illustrates survey distribution results.

HEALTH SERVICES ADMINISTRATION SURVEY DISTRIBUTION		
1998		
Number Distributed	Number Returned	Return Percentage
Districts - 15	6	40%
Central Office - 151	89	60%

The survey results will be shared with all customers participating in the survey by March 1999 and available to other staff as requested. (See **Appendix IV**)

A project implementation plan was developed to track the workgroup's progress. Each discipline will review and assess the data. The workgroup will assist each discipline in stratifying the survey data and help prepare flow charts for processes identified for improvement.

◆ **Follow up Customer Surveys**

To be completed one year from an initial survey. The follow up survey will provide ongoing measurement refinement of the survey tool.

**AGENCY CUSTOMER SURVEY PLAN
FY 1998**

*** = Task Completed by	May	June	July	August	September	October	November	December
Meet with Matt for initial plans for workgroups.	***							
Meet with Stan Thompson to discuss team plans and workgroups charge.		***						
Gather resources and materials for the workgroup on performance standards and quality measures.		***						
First workgroup meeting.		***						
Workgroup discussed possible options for gathering data.			***					
Workgroup to focus on a survey tool, asked for team input before proceeding.			***					
Team approved use of a survey tool to gather data.			***					
Development of a draft survey tool.				***				
Draft survey tool given to team for input.				***				
Survey tool finalized.				***				

*** = Task Completed by	May	June	July	August	September	October	November	December
The team participates in a pilot survey.					***			
Pilot survey results compiled and shared with the team.					***			
Team provided feedback on the pilot survey.					***			
Team feedback compiled and shared with workgroup.						***		
Workgroup met with Stan Thompson to discuss the pilot survey and the team feedback.						***		
Revisions to survey tool based on team feedback.						***		
Revised survey tool shared with the team for additional input and suggestions.						***		
Survey tool approved by team.							***	
Survey participant list finalized by team.							***	
Survey sent for printing.							***	
Workgroup members personally delivered survey to participants by 12/1/98.							***	
Survey to be completed by 12/14/98.								***

IMPLEMENTATION PLAN

PROJECT IMPLEMENTATION PLAN FY 1999 - 2000								
*** = Task Completed by	January	February	March	April	May	June	July	June 2000
Workgroup to compile survey results.	***							
Survey results shared with the team.	***							
Disciplines analyze data, start to examine processes to establish benchmarks.	***	***	***	***				
Identify tools and techniques to be used, including necessary resources to carry out Action Plans	***							
Disciplines start writing Action Plans.		***						
Survey results reported to participants.			***					
Discipline Action Plans due.				***				
Implementation of discipline Action Plans.							***	***
Disciplines document progress, compile data and process improvements for one year.								
By July 2000 , disciplines begin process of analyzing data for Evaluation Summary Report.								
Disciplines submit Evaluation Summary Report by December 2000 .								
Workgroup will evaluate each discipline summary report and implement changes to standard operating procedures in the Team manual. Additional training will be provided to current staff as necessary. On Going Process								

Beginning April 1999, each discipline within the Health Services Administration Team will begin examining, analyzing and evaluating the survey data to establish standards and measures for their processes. If additional data is needed by a discipline, the workgroup will assist the discipline. The workgroup may use a focus group format to gather data for the discipline. Based on the data collected, each discipline will be required to write an Action Plan by June 1999 and begin implementation of their plan by July 1999. (See Appendix V)

The Action Plan will include the following:

- ◆ Issue/Concerns identified by customers;
- ◆ Current Situation;
- ◆ Goal/Desired Outcome;
- ◆ Objective;
- ◆ Action steps each discipline will use to address customer concerns. To include the following:
 - a) Data collected and explanation of each discipline's review process of the data;
 - b) Benchmarks established for the process, and why;
- ◆ Projected schedule or time line for implementing process changes;
- ◆ Accountability;
- ◆ Resources Needed;
- ◆ Outcomes/Expectation - Where does the discipline want to be in one year?

EVALUATION PROCESS

The Quality Improvement Team will continue as a permanent workgroup within our team structure. The workgroup has been charged with the following:

- ◆ Share information and identify tools/resources to continue development of team standards and quality measures, thus utilizing our resources effectively and efficiently;
- ◆ Assist team in implementing quality measures and standards;
- ◆ Provide assistance to research and gather data for the team disciplines to develop an Action Plan for establishing and implementing team standards and quality measures by July 1999;
- ◆ Assist and monitor implementation of discipline Action Plans
- ◆ Review of discipline Evaluation Summary Reports, compile and prepare report;
- ◆ Prepare an Action Plan for the team;
- ◆ Workgroup will serve as the team's liaison regarding quality issues.

Each discipline will document their progress over a one year period, until June 2000. Throughout the evaluation period, the disciplines will involve other agency key stakeholders and communicate with customers to integrate process changes to reach desired goals. As obstacles are encountered, the discipline will identify appropriate solutions and negotiate with the workgroup who is empowered to assist the discipline in making necessary process changes. At the

conclusion of the one year data collection period, the workgroup will propose to the team that each discipline will begin on July 2000 to evaluate the data collected and prepare an Evaluation Summary Report on their Action Plan by December 2000. The summary report will identify the discipline's successes, improvements to processes and must contain the following:

- ◆ Process identified as a customer concern from data collected;
- ◆ Was a benchmark established for the process?
 - a) What was the outcome of the change;
 - b) Did the disciplines meet their goal? If not, what will be the next step?
- ◆ How will the discipline ensure ongoing process measurements continue?
- ◆ Identify the tools, methods and resources the discipline will use to monitor results;
- ◆ Is additional training needed?
- ◆ Time line for implementing process improvements;
- ◆ What goals and objectives will the discipline work on based on the data collected during their evaluation period?

If additional data is needed by any discipline after December 2000, the workgroup may assist in determining the best method to obtain the data.

The Evaluation Summary Reports will be reviewed by the Quality Improvement workgroup and a determination will be made if each discipline has met their original objectives as outlined in the discipline Action Plan. The

workgroup will prepare a comprehensive report based on that data. The report will be shared with disciplines, customers and other key stakeholders that may have been affected by process changes implemented by the team.

The discipline Action Plans and Evaluation Summary Reports will provide data necessary for the team to write a Team Action Plan. This will ensure the team continues with improving performance standards, quality measurement efforts and meeting customer expectations for services. The workgroup will recommend that performance standards and quality measurements become part of the Employee Performance Management System to ensure team accountability. As the team continues the quality improvement process, the workgroup will ensure that key stakeholders, customers and all team members are consulted and involved in the process. The team's continued efforts with improving standards and quality measures will ensure the team is achieving the agency goals as outlined in the 1995 Strategic Plan.

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Joiner Associates Incorporated, Fourth Generation Management.

South Carolina Department of Health and Environmental Control, Strategic Plan, (August 1995).

APPENDIX

Appendix I -	Pilot Survey
Appendix II-	Pilot Survey Results
Appendix III-	Customer Survey
Appendix IV-	Compiled Survey Data
Appendix V-	Action Plan Format

**Health Service Administration (HSA)
Customer Survey**

Discipline: _____ (Example: Budgets, Contracts)

Help us help you! It has been three years since HSA was brought together to provide support services to you, our customers. Your input or suggestions to process changes were invaluable to the team over the past three years. Your completion of this survey will help HSA provide better services to you.

The survey has three sections, each identifying types of services, general and overall questions. Please circle the appropriate rating based on the rating scale below. If you do not receive a particular type of service, skip to the next section that applies. Please be sure to complete Section 3. Thank you for your valued input. We will let you know the results of the survey once completed and compiled.

Rating Scale: Excellent = 4, Good = 3, Fair = 2, Poor = 1, No Opinion = 0

SECTION 1 - TYPE OF SERVICE

BUDGETS

- | | | | | | | |
|----|---|---|---|---|---|---|
| 1. | How would you rate the budget staff/liaisons involvement in your programs? | 4 | 3 | 2 | 1 | 0 |
| 2. | How would you rate the responsiveness of budget staff/liaisons in providing information concerning your programs? | 4 | 3 | 2 | 1 | 0 |

BUSINESS MANAGEMENT

- | | | | | | | |
|----|---|---|---|---|---|---|
| 1. | When making vehicle or room reservations via E-mail, how would you rate the response to your request? | 4 | 3 | 2 | 1 | 0 |
| 2. | How would you rate the cleanliness and mechanical condition of the Health Services Motor Pool vehicles? | 4 | 3 | 2 | 1 | 0 |

CONTRACTS

- | | |
|----|---|
| 1. | If you were a member of the Contract Services discipline, what would you do (within state and agency guidelines) to enhance customer service? |
|----|---|

REVENUE ENHANCEMENT SERVICES

1. How would you rate the training and/or updates which were provided? 4 3 2 1 0
2. Do you feel that you need additional training on the Third Party functions which relate to your job? Yes ____ No ____
- If you answered "Yes" to question 2, please describe your need.

SECTION 2 - GENERAL

1. Are you familiar with the type services provided by HSA? Yes ____ No ____
2. Are you aware of the HSA Customer Guide? Yes ____ No ____
3. Have you ever received an HSA Customer Guide? Yes ____ No ____
4. If you have received the HSA Customer Guide, was it helpful? Yes ____ No ____
5. If you got someone's voice mail when calling HSA, was your call returned within a reasonable period of time? Yes ____ No ____
6. a. When calling HSA, if you chose to go to the "O" point for assistance, was your call handled in a courteous manner? Yes ____ No ____
- b. Were you directed to someone who could help you? Yes ____ No ____
7. When seeking assistance for computer/software related help, do you know who to call? Yes ____ No ____
8. Would you be interested in participating in focus group discussions with HSA?
If so, please send Tim Coleman an e-mail to express your interest.

SECTION 3 - OVERALL TEAM

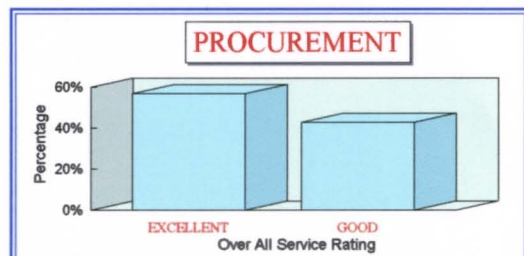
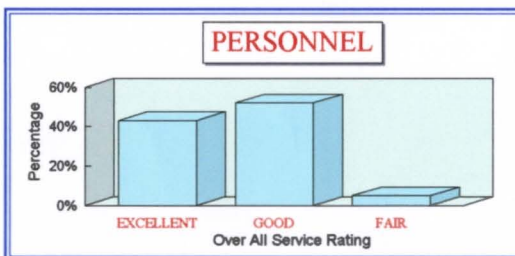
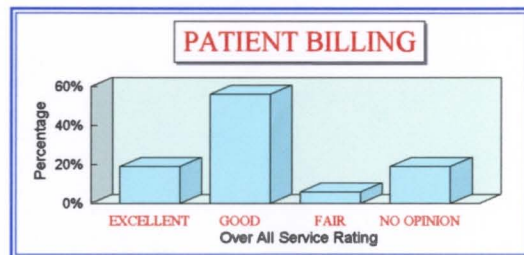
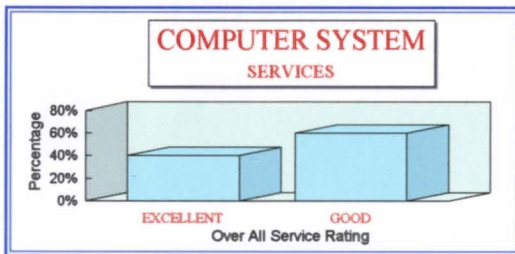
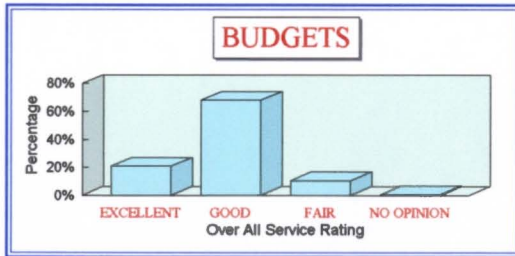
Please rate each type of service using the rating scale below.

Rating Scale: Excellent = 4, Good = 3, Fair = 2, Poor =1, No Opinion = 0

	Budgets	Business Management	Contracts	Finance	Computer System Services	Patient Billing	Personnel	Procurement	Revenue Enhancement Services
Helpfulness									
Coverage (finding someone else to help you)									
Timeliness									
Knowledge and Expertise									
Accuracy									
Professionalism									
Information Communicated Clearly									
Reporting									
Overall Service Rating									

ADDITIONAL COMMENTS

PILOT SURVEY DISCIPLINE SERVICE RATING



Health Service Administration (HSA) Pilot Customer Survey Results

Number of responses by discipline:

BUDGETS	1	
BUSINESS MANAGEMENT	2	
COMPUTER SYSTEM SERVICES	0	
CONTRACTS	3	
FINANCE	1	
PATIENT BILLING	0	
PERSONNEL	2	
PROCUREMENT	5	
REVENUE ENHANCEMENT SERVICES	3	
DISCIPLINE NOT IDENTIFIED	7	
TOTAL SURVEYS RETURNED	24	
OVERALL PERCENTAGE OF SURVEYS RETURN	62%	(24 Surveys Returned ÷ 39 Total staff x 100%)

Rating Scale: Excellent = 4, Good = 3, Fair = 2, Poor = 1, No Opinion = 0 **(Recommendation - Change "Poor" to "Needs Improvement")**

SECTION 1 - TYPE OF SERVICE

Number indicates total responses for each rating.

BUDGETS

- How would you rate the budget staff/liaisons involvement in your programs? 4= 4, 3= 13, 2= 2, 1= 1, 0= 3
Some staff are more helpful than others.
Not in a position to answer this.
- How would you rate the responsiveness of budget staff/liaisons in providing information concerning your programs? 4= 6, 3= 10, 2= 2, 1= 1, 0= 4

BUSINESS MANAGEMENT

1. When making vehicle or room reservations via E-mail, how would you rate the response to your request? 4= 12, 3= 6, 2= 0, 1= 0,
2. How would you rate the cleanliness and mechanical condition of the Health Services Motor Pool vehicles? 4= 1, 3= 9, 2= 2, 1= 3, 0= 3

Car maybe clean, but mechanical condition poor, maybe mechanically performing excellent but dirty.

This is something over which Bus. Mgmt. Has little control - they do the best they can with what they have.

The cars are clean enough, Question is: Are they safe?

CONTRACTS

1. If you were a member of the Contract Services discipline, what would you do (within state and agency guidelines) to enhance customer service?

Service is excellent

Make the process simple

Provide complete payment history by funding source either through "F" share or notes in files so info can be found easily when staff is unavailable. Info should reflect: 1. Original amount of contract. 2. Amount committed by fund and any changes that occurred during contract period. 3. Payments by fund.

Put someone in charge of quality control, i.e. monitor payments, review, track, assign contract.

Consolidation of more contracts, look at ways to improve the process - both HS and agency process.

Do Know!

Look at the process of how we do things to reduce repetition. If the information is already available, make use of it.

Making sure programs are aware of time frames on all contracts and make sure they know who to contact at anytime.

There is nothing more to be done other than what they are already doing with the resources that are currently available, with the exception of a central filing system, easily accessible to all discipline members. This is (or will be in the very near future) being worked on.

Have a happier/better attitude.

Training - re: What's needed up front from programs to complete contract.

Feedback, reports - re: Expenses/available balances

Lead time on renewals

I know that this discipline works very hard to meet the needs of those who require their services. However, I have no suggestions at this time.

FINANCE

1. How would you rate the processing of registration requests to conferences/seminars/workshops etc.? 4= 9, 3= 9, 2= 0, 1= 0, 0= 2
2. How would you rate the responsiveness of staff when inquiring on the status of your travel reimbursement? 4= 8, 3= 6, 2= 1, 1= 0, 0= 4

No travel has been processed for me.

Haven't done this.

COMPUTER SYSTEM SERVICES

1. What suggestions could you offer to enhance computer related services to you?

Someone to call other than Help Desk.

They do an excellent job considering their workload.

Training

Allow us to utilize our staff and not go through Help Desk.

Have computer system service review, fax capability process- i.e. AIMS PO's, be able to fax PO's from each computer, this would save trips to the HSA workroom.

Respond to requests in a more reasonable period of time.

Approach probably have more helpful thing that can help, such as doing cancellations, must be a short step.

An IRC staff person with software knowledge (Approach & AIMS).

None, that I know of at this time. They are very responsive and most helpful.

PATIENT BILLING

1. If you could change any process regarding patient billing, what would it be?

Reporting of expenditures needs to be expanded and developed.

Speed up payment process.

Have someone monitor quality control.

Investigate a better or improved process for handling the CRS Drug PO's.

Pay all providers a specific amount per quarter, with instructions of distributions.

To have one billing system for all programs.

All done in same system, same way, not different processes for each program.

With respect to processes- None. Mostly because I don't work in the discipline. However, I would like to suggest that the name be changed to something like "Patient Claims Reimbursement" or "Payment".

PERSONNEL

1. How would you rate the handling of confidential information? 4= 16, 3= 8, 2= 0, 1= 0, 0= 0
2. What suggestions do you have that would enhance our service to you?

Timeliness is sometimes a problem.

Be There!

Someone must be available at all times to answer any questions.

Add 1 FTE

That the staff becomes more knowledgeable of certain benefits, such as 401K's and IRA's.

Better coverage in finding someone to help, Discipline is staffed appropriately, but they need to coordinate schedules to ensure coverage.

Establish clear roles for HS and Sims Bldg that everybody will know where to go for what they need

They need a waiting area for people to sit and/or fill out paper work.

Just respond to my questions.

Not available as needed to meet customers needs. Coverage!

None

PROCUREMENT

1. What suggestions could you offer to improve the purchasing process?

Service is excellent

My purchases have always been handled efficiently and quickly.

Make it easier / faster

Add 1 FTE

Everyone should do more quality control work.

More follow up with customers/vendors, You need to let the customer know when their requests have been completed. Discipline also needs a higher certification limit to handle more of the HS requests under \$5000.

Not knowledgeable enough on Procurement

More input if vendor or product is changed from request.

None at this time - All seems to work well. It will be interesting to see what effect the Procurement Card has.

REVENUE ENHANCEMENT SERVICES

1. How would you rate the training and/or updates which were provided? 4= 1, 3= 2, 2= 1, 1= 0, 0= 7
2. Do you feel that you need additional training on the Third Party functions which relate to your job? Yes = 5 No= 6

If you answered "Yes" to question 2, please describe your need.

Understand complexities better.

I'm a member of HSA and would like to know how REST operates within our team.

You can always learn new things because 3rd Party is always growing.

I would like to know about third party, so that when I receive questions over the phone or in person, I will be able to properly direct the person to the exact discipline I which they need to speak.

Change your NAME!

How to generate revenue?

Better communication with insurance company.

From what I can tell, the staff seem very responsive. I have no direct experience.

SECTION 2 - GENERAL

- | | | | |
|----|---|---------|-------|
| 1. | Are you familiar with the type services provided by HSA? | Yes= 24 | No= 0 |
| 2. | Are you aware of the HSA Customer Guide? | Yes= 24 | No= 0 |
| 3. | Have you ever received an HSA Customer Guide? | Yes= 24 | No= 0 |
| 4. | If you have received the HSA Customer Guide, was it helpful? | Yes= 23 | No= 0 |
| 5. | If you got someone's voice mail when calling HSA, was your call returned within a reasonable period of time? | Yes=23 | No= 1 |
| 6. | a. When calling HSA, if you chose to go to the "O" point for assistance, was your call handled in a courteous manner? | Yes= 23 | No= 1 |
| | b. Were you directed to someone who could help you? | Yes= 23 | No= 0 |
| 7. | When seeking assistance for computer/software related help, do you know who to call? | Yes= 17 | No= 6 |
| 8. | Would you be interested in participating in focus group discussions with HSA?
If so, please send Tim Coleman an e-mail to express your interest.
<i>Not if I have to work with Tim !! Ha!! Ha!!</i> | | |

SECTION 3 - OVERALL TEAM

Ratings for each discipline per category.

Rating Scale: Excellent = 4, Good = 3, Fair = 2, Poor =1, No Opinion = 0

	Budgets	Business Management	Contracts	Finance	Computer System Services	Patient Billing	Personnel	Procurement	Revenue Enhancement Services
Helpfulness	4,12,4,0,1	14,9,0,0,0	8,9,2,0,1	10,9,1,0,0	7,14,0,0,0	4,7,1,0,4	12,9,1,0,0	14,7,0,0,0	3,7,2,0,4
Coverage (finding someone else to help you)	3,9,4,1,1	7,13,2,0,0	8,8,2,0,1	5,13,1,0,0	2,14,3,0,1	2,7,2,1,4	5,12,3,1,0	10,11,0,0,0	3,6,1,0,6
Timeliness	4,11,4,1,1	9,13,1,0,0	8,9,2,0,2	7,12,0,0,0	3,15,1,1,1	2,9,0,0,5	6,13,3,0,0	11,9,0,0,0	3,5,1,0,6
Knowledge and Expertise	7,10,1,0,2	12,9,0,0,0	11,7,0,0,1	8,11,0,0,0	14,6,1,0,0	4,9,0,0,4	15,6,0,0,0	17,4,0,0,0	6,6,0,0,4
Accuracy	5,12,2,0,2	9,12,0,0,1	9,8,0,0,2	5,11,1,0,1	10,8,0,0,2	4,8,1,0,5	10,10,0,0,1	7,13,0,0,1	2,7,0,0,6
Professionalism	8,11,1,0,1	14,9,0,0,0	12,7,0,0,1	9,10,1,0,0	12,9,0,0,0	8,6,1,0,3	14,10,0,0,0	12,10,0,0,0	8,5,0,0,4
Information Communicated Clearly	3,13,4,0,1	11,13,0,0,0	10,7,1,0,1	5,12,1,0,0	7,9,4,0,0	3,7,1,0,5	9,11,1,0,0	8,13,0,0,0	3,6,1,0,5
Reporting	3,11,2,1,2	5,8,0,0,5	4,11,0,1,4	3,9,1,0,4	3,5,2,0,6	2,8,0,0,6	4,9,1,0,4	6,7,0,0,2	3,5,1,0,6
Overall Service Rating	4,13,2,0,1	10,12,0,0,0	9,9,0,0,1	9,10,0,0,0	8,12,0,0,0	3,9,1,0,3	9,11,1,0,0	12,9,0,0,0	5,7,0,0,4

Formula: Number of rated responses ÷ Total number of responses x 100 = percentage**See graph for Overall Service Rating Percentage****ADDITIONAL COMMENTS**

Its about time that some team members start to contribute to this team!

Overall, all disciplines are very responsive. It is just hard to rank a perfect score or setup because this depends on priorities and overall knowledge of the issue at the time of customer need.

Rated all 3's because everybody basically do a good job, but there is always room for improvement.

The survey is to long.

Team members need to be more supportive of each other.

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**Health Services Administration Team (HSA)
Customer Survey
December 1, 1998**

Help us help you! It has been three years since HSA was organized to provide support services to you, our customers. Your input and suggestions to process changes were invaluable to the team.

Thank you for taking valuable time from your day and completing the survey. Your input will help HSA provide better services to you and identify areas for improvement.

The survey has three sections, each identifying overall team questions, types of services and general questions. Please circle the appropriate rating based on the rating scale provided. If you do not receive a particular type of service, skip to the next section that applies. Please be sure to complete the questions regarding this survey. We will let you know the results of the survey once completed and compiled.

Please complete, fold in half, staple and return the survey by December 14, 1998. We appreciate your input. Thank you

Please check appropriate area:

HEALTH SERVICES

- | | | |
|---|---|---|
| <input type="checkbox"/> Division of Community Health | <input type="checkbox"/> Division of Environmental Health | <input type="checkbox"/> Division of Epidemiology |
| <input type="checkbox"/> Division of Laboratories | <input type="checkbox"/> Division of Preventive and Personal Health | <input type="checkbox"/> Division of Public Health Practice |
| <input type="checkbox"/> Division of State & National Initiatives | <input type="checkbox"/> Health Services Management | |

AGENCY

- | | | |
|---|---|---|
| <input type="checkbox"/> Bureau of Budgets | <input type="checkbox"/> Bureau of Business Management | <input type="checkbox"/> Bureau of Finance |
| <input type="checkbox"/> Office of Personnel Services | <input type="checkbox"/> Office of Public Health Statistics and Information Systems | <input type="checkbox"/> Office of Commissioner |

HEALTH DISTRICT

- | | | | | | |
|---|--|---|----------------------------------|---|--------------------------------------|
| <input type="checkbox"/> Appalachia I | <input type="checkbox"/> Appalachia II | <input type="checkbox"/> Appalachia III | <input type="checkbox"/> Catawba | <input type="checkbox"/> Edisto | <input type="checkbox"/> Low Country |
| <input type="checkbox"/> Lower Savannah | <input type="checkbox"/> Palmetto | <input type="checkbox"/> Pee Dee | <input type="checkbox"/> Trident | <input type="checkbox"/> Upper Savannah | <input type="checkbox"/> Waccamaw |
| <input type="checkbox"/> Wateree | | | | | |

SECTION 1 - OVERALL TEAM

Please rate each type of service using the rating scale below.

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

	Helpfulness	Coverage (finding someone)	Timeliness	Knowledge and Expertise	Accuracy	Professionalism	Information Communicated Clearly	Reporting
Budgets/Liaison								
Business Management								
Computer System Services								
Contracts								
Finance								
Patient Billing								
Personnel								
Procurement								
Revenue Enhancement Services Team								

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

SECTION 2 - TYPE OF SERVICE

BUDGETS/LIAISON

- | | | | | | |
|----|--|---|---|---|---|
| 1. | How would you rate the accuracy and timeliness of receiving program budgetary information? | 3 | 2 | 1 | 0 |
| 2. | What role does your HSA budget staff/liaison serve in the management of your program? | | | | |
- If this is not meeting your needs, please detail the expectations you have so we may improve our service.

BUSINESS MANAGEMENT

- | | | | |
|----|---|----------|---------|
| 1. | Do you know how to/who to contact when making a request to change a communication service (phone, voice mail, data lines, long distance calling cards)? | Yes ____ | No ____ |
| | How would you rate our response time to your communication requests? | 3 | 2 1 0 |
| 2. | When making vehicle or room reservations via E-mail, how would you rate the response to your request? | 3 | 2 1 0 |
| 3. | How would you rate the cleanliness and mechanical condition of the Health Services Motor Pool vehicles? | 3 | 2 1 0 |

CONTRACTS

- | | | | | | |
|----|---|---|---|---|---|
| 1. | How would you rate the overall services provided to you by the contract discipline? | 3 | 2 | 1 | 0 |
| 2. | If you were a member of the Contract Services discipline, what would you do (within state and agency guidelines) to enhance customer service? | | | | |

FINANCE

- | | | | | | |
|----|---|---|---|---|---|
| 1. | How would you rate the processing of registration requests for conferences/seminars/workshops etc.? | 3 | 2 | 1 | 0 |
| 2. | How would you rate the responsiveness of staff when inquiring on the status of your travel reimbursement? | 3 | 2 | 1 | 0 |

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

COMPUTER SYSTEM SERVICES

1. What suggestions could you offer to enhance computer related services to you?

PATIENT BILLING

1. If you could change any process regarding patient billing, what would it be?

PERSONNEL

- | | |
|--|---------|
| 1. How would you rate the handling of confidential information? | 3 2 1 0 |
| 2. What suggestions do you have that would enhance our service to you? | |

PROCUREMENT

- | | |
|---|---------|
| 1. How would you rate the timeliness of delivery for goods/services that you requested? | 3 2 1 0 |
| 2. How would you rate the overall service provided by the procurement discipline? | 3 2 1 0 |
| 3. What suggestions could you offer to improve the purchasing process? | |

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

REVENUE ENHANCEMENT SERVICES TEAM (REST)

- | | | | | | |
|----|--|-----------|---|----------|---|
| 1. | How would you rate the services, updates and/or training which are provided by REST? | 3 | 2 | 1 | 0 |
| 2. | Do you feel that you need additional training on the REST functions which relate to your job?
If you answered "Yes" to question 2, please describe your need. | Yes _____ | | No _____ | |
| 3. | What activity or specific issue do you think REST should focus on in the next six months? | | | | |

SECTION 3 - GENERAL

- | | | | | | |
|----|--|-----------|--|-----------|----------|
| 1. | Are you familiar with the types of services provided by HSA? | Yes _____ | | No _____ | |
| 2. | Are you aware of the HSA Customer Guide? | Yes _____ | | No _____ | |
| 3. | Have you ever received an HSA Customer Guide? | Yes _____ | | No _____ | |
| 4. | If you have received the HSA Customer Guide, was it helpful? | Yes _____ | | No _____ | |
| 5. | If you got someone's voice mail when calling HSA, was your call returned within a reasonable period of time? | | | Yes _____ | No _____ |
| 6. | a. When calling HSA, if you chose to go to the "O" point for assistance, was your call handled in a courteous manner? | | | Yes _____ | No _____ |
| | b. Were you directed to someone who could help you? | | | Yes _____ | No _____ |
| 7. | Do you know to call the Help Desk when seeking assistance for computer/software related help? | Yes _____ | | No _____ | |
| 8. | Our mission is " <i>To enhance customer support services for Public Health Administrative activities.</i> "
Are we fulfilling our mission? | | | Yes _____ | No _____ |
| 9. | Would you be interested in participating in focus group discussions with HSA?
If so, please E-mail Tim Coleman (colemata@columb60.dhec.state.sc.us) to express your interest. | | | | |

SURVEY FEEDBACK

Please answer the following questions to help us improve the survey.

- | | | | |
|----|---|----------|---------|
| 1. | Was the survey too long? | Yes ____ | No ____ |
| 2. | Was the survey format user friendly? | Yes ____ | No ____ |
| 3. | Were the survey questions clearly stated? | Yes ____ | No ____ |
| 4. | Other suggestions | | |

ADDITIONAL COMMENTS

SCDHEC
HEALTH SERVICES ADMINISTRATION TEAM
1751 CALHOUN STREET
MILLS-JARRETT COMPLEX
COLUMBIA, SC 29201

ATT: QUALITY IMPROVEMENT TEAM

March 1, 1999

MEMORANDUM

TO: Health Service Administration Survey Participants

FROM: Matt Petrofes
Health Services Administration

SUBJECT: HSA Quality Improvement Team Survey
December 1998

Attached are the results of the Health Services *Administration survey conducted in December 1998*. The survey was a success due to your input. A total of 151 surveys was delivered to participants statewide. The team received 95 completed surveys, a 60% completion rate.

To assist in reviewing the survey data captured under Section 1 - Overall Team, the total for each *category represents* the number of responses received.

Example: In Section 1 - Overall Team, the *Budget/Liaison discipline received the following responses in the category of "Helpfulness."*

Excellent (3) = 21

Acceptable (2) = 18

Needs Improvement (1) = 4

No Opinion (0) = 10

Thank you for taking time to respond to the survey. The survey information will allow us to identify and improve services to you, our customers.

Please share the survey results with other staff as you feel appropriate. For additional information concerning the report, please contact one of the following Quality Improvement Team members.

Cathy Creech	898-0519	Thelma Foxworth	898-0516
Betty Hamiter	898-0601	Charlotte Huggins	898-0517
Daphne Kyzer	898-0515	Nancy Steele	898-0511
Tim Coleman (chair)	898-0503		

Appendix IV

tac/mp

**Health Services Administration Team (HSA)
Customer Survey Results**

Number Responding: 95

HEALTH SERVICES

8 Division of Community Health

4 Division of Environmental Health

5 Division of Epidemiology

13 Division of Laboratories

26 Division of Preventive and Personal Health

8 Division of Public Health Practice

3 Division of State & National Initiatives

6 Health Services Management

AGENCY

1 Bureau of Budgets

3 Bureau of Business Management

5 Bureau of Finance

2 Office of Personnel Services

4 Office of Public Health Statistics and Information Systems

2 Office of Commissioner

HEALTH DISTRICT

 Appalachia I

 Appalachia II

 Appalachia III

 1 Catawba

 Edisto

 1 Low Country

Appendix IV

 Lower Savannah Palmetto Pee Dee Trident 1 Upper Savannah Waccamaw

 1 Wateree

Unidentified Survey: 1

SECTION 1 - OVERALL TEAM

Please rate each type of service using the rating scale below.

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

	Helpfulness	Coverage (finding someone)	Timeliness	Knowledge and Expertise	Accuracy	Professionalism	Information Communicated Clearly	Reporting
Budgets/Liaison	3= 21	3= 16	3= 14	3= 17	3= 13	3= 25	3= 13	3= 10
	2= 18	2= 23	2= 20	2= 20	2= 21	2= 15	2= 21	2= 20
	1= 4	1= 3	1= 8	1= 4	1= 6	1= 2	1= 7	1= 7
	0= 10	0= 9	0= 10	0= 10	0= 10	0= 9	0= 10	0= 11
Business Management	3= 24	3= 16	3= 16	3= 19	3= 18	3= 29	3= 19	3= 16
	2= 29	2= 29	2= 28	2= 29	2= 29	2= 20	2= 26	2= 19
	1= 3	1= 9	1= 10	1= 5	1= 5	1= 3	1= 7	1= 4
	0= 7	0= 7	0= 7	0= 6	0= 8	0= 8	0= 7	0= 15

Appendix IV

Computer System Services	3= 27	3= 12	3= 13	3= 18	3= 19	3= 27	3= 19	3= 9
	2= 14	2= 26	2= 23	2= 22	2= 20	2= 13	2= 21	2= 13
	1= 10	1= 10	1= 13	1= 7	1= 5	1= 6	1= 7	1= 7
	0= 10	0= 11	0= 10	0= 12	0= 15	0= 11	0= 12	0= 23
Contracts	3= 21	3= 16	3= 18	3= 13	3= 21	3= 26	3= 17	3= 14
	2= 16	2= 20	2= 19	2= 21	2= 18	2= 14	2= 18	2= 11
	1= 2	1= 3	1= 5	1= 3	1= 1	1= 1	1= 4	1= 4
	0= 14	0= 16	0= 12	0= 14	0= 14	0= 14	0= 14	0= 20
Finance	3= 26	3= 14	3= 15	3= 19	3= 15	3= 22	3= 16	3= 10
	2= 15	2= 22	2= 23	2= 19	2= 25	2= 17	2= 20	2= 17
	1= 3	1= 5	1= 4	1= 4	1= 2	1= 2	1= 5	1= 5
	0= 13	0= 13	0= 12	0= 11	0= 12	0= 13	0= 13	0= 18
Patient Billing	3= 5	3= 5	3= 3	3= 4	3= 4	3= 6	3= 4	3= 4
	2= 9	2= 9	2= 10	2= 10	2= 10	2= 8	2= 10	2= 9
	1= 4	1= 3	1= 4	1= 2	1= 2	1= 2	1= 2	1= 3
	0= 23	0= 24	0= 23	0= 23	0= 24	0= 24	0= 23	0= 24
Personnel	3= 36	3= 20	3= 23	3= 28	3= 22	3= 30	3= 26	3= 15
	2= 21	2= 26	2= 21	2= 22	2= 26	2= 25	2= 22	2= 17
	1= 7	1= 13	1= 17	1= 11	1= 11	1= 4	1= 9	1= 8
	0= 4	0= 7	0= 5	0= 4	0= 7	0= 6	0= 7	0= 18

Appendix IV

Procurement	3= 43	3= 24	3= 31	3= 33	3= 31	3= 41	3= 28	3= 18
	2= 19	2= 35	2= 27	2= 29	2= 27	2= 18	2= 29	2= 19
	1= 7	1= 5	1= 11	1= 4	1= 7	1= 5	1= 7	1= 7
	0= 3	0= 4	0= 2	0= 4	0= 4	0= 4	0= 6	0= 19
Revenue	3= 6	3= 2	3= 5	3= 3	3= 3	3= 5	3= 4	3= 4
Enhancement	2= 6	2= 10	2= 6	2= 6	2= 7	2= 7	2= 7	2= 5
Services Team	1= 4	1= 3	1= 5	1= 7	1= 4	1= 4	1= 5	1= 5
	0= 22	0= 23	0= 22	0= 22	0= 24	0= 20	0= 20	0= 22

Rating Scale: Excellent = 3, Acceptable = 2, Needs Improvement = 1, No Opinion = 0

SECTION 2 - TYPE OF SERVICE

BUDGETS/LIAISON

1. How would you rate the accuracy and timeliness of receiving program budgetary information? 3= 10 2= 17 1= 11 0= 25

2. What role does your HSA budget staff/liaison serve in the management of your program?

If this is not meeting your needs, please detail the expectations you have so we may improve our service.

BUSINESS MANAGEMENT

1. Do you know how to/who to contact when making a request to change a communication service (phone, voice mail, data lines, long distance calling cards)? Yes = 54 No = 22

How would you rate our response time to your communication requests? 3= 14 2= 35 1= 13 0= 5

2. When making vehicle or room reservations via E-mail, how would you rate the response to your request? 3= 23 2= 19 1= 60 0= 19

3. How would you rate the cleanliness and mechanical condition of the Health Services Motor Pool vehicles? 3= 13 2= 21 1= 13 0= 21

COMPUTER SYSTEM SERVICES

1. What suggestions could you offer to enhance computer related services to you?

Appendix IV

CONTRACTS

1. How would you rate the overall services provided to you by the contract discipline? 3= 20 2= 25 1= 1 0= 18
2. If you were a member of the Contract Services discipline, what would you do (within state and agency guidelines) to enhance customer service?

FINANCE

1. How would you rate the processing of registration requests for conferences/seminars/workshops etc.? 3= 26 2= 29 1= 6 0= 10
2. How would you rate the responsiveness of staff when inquiring on the status of your travel reimbursement? 3= 22 2= 32 1= 5 0= 12

PATIENT BILLING

1. If you could change any process regarding patient billing, what would it be?

PERSONNEL

1. How would you rate the handling of confidential information? 3= 34 2= 26 1= 1 0= 11
2. What suggestions do you have that would enhance our service to you?

PROCUREMENT

1. How would you rate the timeliness of delivery for goods/services that you requested? 3= 31 2= 27 1= 7 0= 9
2. How would you rate the overall service provided by the procurement discipline? 3= 33 2= 28 1= 5 0= 8
3. What suggestions could you offer to improve the purchasing process?

REVENUE ENHANCEMENT SERVICES TEAM (REST)

1. How would you rate the services, updates and/or training which are provided by REST? 3= 5 2= 9 1= 8 0= 32
2. Do you feel that you need additional training on the REST functions which relate to your job? Yes = 8 No = 18

If you answered "Yes" to question 2, please describe your need.

3. What activity or specific issue do you think REST should focus on in the next six months?

SECTION 3 - GENERAL

1. Are you familiar with the types of services provided by HSA?

Yes = 73 No = 15

Appendix IV

- Are you aware of the HSA Customer Guide? Yes = 39 No = 49
3. Have you ever received an HSA Customer Guide? Yes = 37 No = 47
4. If you have received the HSA Customer Guide, was it helpful?
I did not read it as I should have. Yes = 33 No = 11
5. If you got someone's voice mail when calling HSA, was your call returned within a reasonable period of time? Yes = 71 No = 12
6. a. When calling HSA, if you chose to go to the "O" point for assistance, was your call handled in a courteous manner? Yes = 62 No = 4
b. Were you directed to someone who could help you? Yes = 57 No = 12
7. Do you know to call the Help Desk when seeking assistance for computer/software related help? Yes = 63 No = 17
8. Our mission is *"To enhance customer support services for Public Health Administrative activities."*
Are we fulfilling our mission? Yes = 46 No = 30
9. Would you be interested in participating in focus group discussions with HSA?
If so, please E-mail Tim Coleman (colemata@columb60.dhec.state.sc.us) to express your interest.

SURVEY FEEDBACK

Please answer the following questions to help us improve the survey.

1. Was the survey too long? Yes = 16 No = 69
2. Was the survey format user friendly? Yes = 75 No = 10
3. Were the survey questions clearly stated? Yes = 78 No = 7
4. Other suggestions

ADDITIONAL COMMENTS

Nice Job - No comments - hope you get good info!

filename:c:\ofwin40\survres9.wpd

ACTION PLAN

Date: ___ / ___ / ___

Issue: Improve processes based on customer feedback from Health Services Administration Customer Survey of December 1998.

Current Situation: The current process is -
Are there established benchmarks for the process?

Goal/Desired Outcome: Discipline to establish benchmarks based on customer feedback by January 1, 2001.

Objective	Action Steps	Accountability / Responsible Person(s)	Projected Schedule - Start/Finish	Resources Needed	Outcomes/Feedback Mechanism

PERFORMANCE MEASUREMENT FOR STATE GOVERNMENT SUCCESS FACTORS

- Focus on improvement, not punishment
- Make sure the information is useful to the agency and to the public
- Use existing data and management information where possible; coordinate and link with other reporting
- Limit reporting to the largest and most visible services; do not overload citizens with data on all programs
- Keep terms simple and clear and the report easy to read; use a few well-selected indicators
- Aim for continuous improvement over time; do not expect PERFECTION
- Agency must set a clear vision and set priorities
- Agency must provide sustained leadership for the process
- Agency must provide the resources for establishing and maintaining the system, i.e. cost of collecting data, training staff, etc.
- Make a long term commitment to measurement and analysis; this is a long term process
- Recognize that performance measurement is an evolutionary process
- Consider phasing in the use of performance measures by targeting a couple of key services and start a pilot measurement effort
- Keep your process SIMPLE and LIMIT the number of measures you use
- Agency should use the information and reinforce its importance with the staff

GLOSSARY

Accountability - An implied or explicit requirement to accept responsibility for performance, progress, accomplishment, effectiveness or success of a program, activity or project in terms of results achieved.

Baseline - Base level of previous or current performance that can be used to set improvement goals and provide basis for assessing future progress.

Benchmark - A measurement or standard that serves as a point of reference by which other practices, processes, products or services can be measured.

Core Function - A set of related activities designed to produce a particular outcome. Core functions meet the important needs of the organization's external and/or internal customers.

Customers - People, internal or external to the organization, who receive or use what an organization produces. Customers are also anyone whose best interests are served by the actions of an organization.

Efficiency Measures - A type of performance measure that reflects the cost of providing a good or service. Cost can be expressed in terms of dollars or time per unit of output (or outcome). They can also be expressed as a ratio of outputs to inputs. Also known as productivity measures.

External Variables - Factors not controlled through the policy or program that may have independent and significant effects on outcomes such as economic downturns, population shifts, technological advances, cultural differences or changes.

Evaluation - The systematic review of the mission, goals, objectives, action plans, performance measures and operations of an organization or program.

Goals - The general end purposes toward which effort is directed.

Inputs - A type of performance measure that identifies the amounts of resources needed to provide a particular product or service. Inputs include labor hours, materials and equipment. Inputs can also represent demand factors, such as target populations.

Management Information - Financial and non-financial information which can be used to measure program performance.

Mission - A short, comprehensive statement of purpose.

Objectives - Specific and measurable targets for accomplishment of a goal. Objectives are SMART - specific, measurable, aggressive yet attainable, results oriented and time-bound.

Outcomes - A type of performance measurement that addresses the actual results achieved and the impact or benefit of a program. Outcomes are derived from the mission and goals.

Outputs - A type of performance measure that reflects the amount of goods and services produced by a program.

Performance Accountability - A means of judging policies and programs by measuring their progress toward achieving agreed-upon performance targets. Performance accountability systems are composed of three components - defining performance measures (including outcomes), measuring performance and reporting results.

Performance Budgeting - A budget system that allocates resources to achieve measurable results.

Performance Measures - A management tool that measures work performed and results achieved.

Performance Targets - Realistic estimates of the changes that programs can make.

Program - A grouping of activities that results in the accomplishment of a clearly defined purpose.

Program Evaluation - The systematic examination of a specific program or activity to provide information on the full range of the program's short and long term effects. Its main focus is on measuring effectiveness (the degree to which a program is achieving its intended purpose and attaining its objectives) and whether it is having a positive or negative impact.

Resources - These include, but not limited to assets, funds, staff support, time, etc. to support organizational and program activities.

Quality Measures - A type of performance measure that represents effectiveness in meeting expectations of customers and stakeholders. Quality measures may reflect reliability, accuracy, courtesy, competence, responsiveness and completeness associated with a product or service.

Stakeholders - These include individuals and organizations that have an investment or interest (that is, a stake) in the success or actions taken by an organization. Stakeholders include customers, managers and employees, competitors, unions, stockholders, business partners, suppliers, legislators, the community, the nation, the media and so on.

Strategic Issues - Those concerns of critical importance to the organization. Often they impact several or all of the programs in an agency.

Strategic Plan - A practical action-oriented guide, based upon internal and external assessments which directs goal-setting and resource allocation to achieve meaningful results over time.

Strategy - The method used to accomplish goals and objectives which support the agency's vision and mission.

Tracking and Monitoring Systems - Systems that monitor and report progress on implementing goals and objectives.

Variables - Controllable or uncontrollable factors that may affect policy, planning or program outcomes.

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