

# 2011-2013 Strategic Plan

## Health Systems Quality Assurance



# Acknowledgements

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## **Acknowledgements**

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Health Systems Quality Assurance improves patient safety, helps prevent injuries and develops health systems. Our vision statement reflects what we strive for every day. "HSQA is the leader in patient safety, prevention and health systems development." This Strategic Plan for 2011-13 is a roadmap toward the future. It considers our past performance, present priorities and issues on the horizon.

Public health is changing. We face increasing challenges, a severe funding crisis and national health reform. This plan considers all these. It is a guide to help us tackle these changes while moving toward the future. Difficult economic times continue to impact our work and it is clear we will face more revenue shortages in the future. In times like these it is important to reflect upon our vision and identify ways to meet our customers' and workforce needs. We must be proactive and flexible. Shifting state and national priorities require us to make strategic changes along the way.

We are proud of the work we do every day to serve the public. The 2011-13 goals for the division are to:

1. Improve people's health.
2. Enhance patient safety.
3. Make every resource count.
4. Have an exemplary workforce.
5. Deliver exceptional service.

This plan was developed by the Health Systems Quality Assurance leadership team, in consultation with the strategic planning analyst. All staff within the division dedicated time to provide input in creating our roadmap to the future. Board, commission and advisory committee members were consulted and given opportunities to help guide its development. Through these efforts we created a strategic plan that reflects Governor Gregoire's priorities, the Department of Health's strategic direction, and our commitment to the legislature, our workforce, and public health partners and communities in Washington State.

A handwritten signature in black ink that reads "Karen Ann Jensen".

Karen Ann Jensen, Assistant Secretary  
Health Systems Quality Assurance

## Goals

1. Improve people's health
2. Enhance patient safety
3. Make every resource count
4. Have an exemplary workforce
5. Deliver exceptional service

### *Mission:*

Health Systems Quality Assurance works to protect and improve the health of people in Washington State by supporting the health care delivery system.

### *Vision:*

Health Systems Quality Assurance is the leader in patient safety, prevention and health systems development.

### *Values:*

- We are accountable, effective and responsive.
- We act with integrity and the courage to change.
- We honor diversity, creativity and innovation.
- We have a relentless commitment to serve the public.

Health Systems Quality Assurance is guided by the desire to build the public's trust, strong relationships, integrated service delivery and a satisfied workforce.

# Goal 1:

## Improve people's health

### Objective 1.1:

Use proven strategies to prevent disease and injury.

**Strategy 1.1.1:** Educate communities and health care providers on best practices to decrease injury and disease.

**Measure 1.1.1.1:** Death rate of unintentional poisonings.

**Measure 1.1.1.2:** Percent of major trauma patients who survive.

**Measure 1.1.1.3:** Percent of health care facilities reporting to the adverse events program.

**Measure 1.1.1.4:** Percent of trauma patients who receive a full trauma team activation in Level I and Level II trauma services.

**Measure 1.1.1.5:** Percent of trauma patients who receive a full trauma team activation in Level III trauma services.

**Strategy 1.1.2:** Use information to improve health outcomes in the communities served.

**Measure 1.1.2.1:** Rate of senior fall hospitalizations.

### Objective 1.2:

Develop and maintain a responsive system of care.

**Strategy 1.2.1:** Increase access to health care services.

**Measure 1.2.1.1:** Percent of provider placements that stay in the community at least three years or beyond service obligation.

**Measure 1.2.1.2:** Percent of Certificate of Need regular applications completed within set timelines.

**Measure 1.2.1.3:** Percent of Certificate of Need reviews and decisions completed within set timelines.

# Goal 2:

## Enhance Patient Safety

### Objective 2.1:

Patients have access to safe, quality care.

### Objective 2.2:

Health care providers and facilities are qualified and provide safe care.

**Strategy 2.1.1:** Develop standards of care that improve patient safety.

**Measure 2.1.1.1:** Number of new patient treatment guidelines developed.

**Strategy 2.2.1:** Issue credentials in a timely manner.

**Measure 2.2.1.1:** Average days to notify an applicant of the decision to deny or restrict a license.

**Measure 2.2.1.2:** Average time to process applications that are complete when received.

**Measure 2.2.1.3:** Percent of health care credentials issued within 14 days of receiving all documents.

**Strategy 2.2.2:** Respond to and resolve allegations of misconduct or unsafe care promptly.

**Measure 2.2.2.1:** Percent of secretary final decisions that comply with the sanction schedule.

**Measure 2.2.2.2:** Percent of Washington Health Professional Services cases in development that result in a contract.

**Measure 2.2.2.3:** Average time to issue a default order to health professionals who fail to respond.

**Measure 2.2.2.4:** Percent of complaints against health care professionals completed within set timelines.

**Strategy 2.2.3:** Inspect and survey facilities to meet safety standards.

**Measure 2.2.3.1:** Percent of complaint investigations initiated against health care facilities within set timelines.

**Measure 2.2.3.2:** Percent of facility surveys completed within survey schedule.

# Goal 3:

## Make every resource count

### Objective 3.1:

Use technology to improve HSQA's service delivery.

**Strategy 3.1.1:** Develop and implement online licensing system to improve efficiency and customer service.

**Measure 3.1.1.1:** Number of license types able to renew online.

**Measure 3.1.1.2:** Number of license types able to do an initial application online.

### Objective 3.2:

Be accountable.

**Strategy 3.2.1:** Use data to inform the decisions we make.

**Measure 3.2.1.1:** Number of offices with established goals, objectives, strategies and performance measures.

# Goal 4:

## Have an exemplary workforce

### Objective 4.1:

Strengthen employee-supervisor relationships.

**Strategy 4.1.1:** Help staff succeed.

**Measure 4.1.1.1:** Percent of employees with current training and development plans and performance expectations.

**Strategy 4.1.2:** Provide effective and timely feedback to employees.

**Measure 4.1.2.1:** Percent of evaluations completed on-time.

### Objective 4.2:

Increase employee recognition.

**Strategy 4.2.1:** Recognize staff regularly for the work they do.

**Measure 4.2.1.1:** Increase recognition employee survey results.

### Objective 4.3:

Maintain a talented and diverse workforce.

**Strategy 4.3.1:** Identify, communicate and provide cost-effective developmental learning opportunities.

**Measure 4.3.1.1:** Increase employee learning and growth satisfaction survey results.

# Goal 5:

## Deliver exceptional service

### Objective 5.1:

Respond to our customers in a timely manner.

**Strategy 5.1.1:** Respond to customer inquiries.

**Measure 5.1.1.1:** Percent of calls in the customer service center answered within 60 seconds.

**Measure 5.1.1.2:** Percent of Public Disclosure Records Center requests processed in 30 days.

### Objective 5.2:

Use feedback to improve internal and external service delivery.

**Strategy 5.2.1:** Implement and respond to agency customer survey.

**Measure 5.2.1.1:** Percent of programs that complete the plan, do, check, act cycle to assess the customer satisfaction survey process.

**Measure 5.2.1.2:** Percent of customers surveyed satisfied with our services.

### Objective 5.3:

Improve organizational communications, collaboration and performance.

**Strategy 5.3.1:** Design common business practices that provide strong customer service.

**Measure 5.3.1.1:** Percent of Health Professions Quality Assurance procedures rescinded.