



Health Facility Plan Review Process Improvement Team March 30, 2018

Meeting Summary

The Plan Review Process Improvement Team held its 17th working session since February 2015. The team reviewed project data, considered whether the original improvement goal had been met, and agreed to refocus the team's efforts on sustainability of improvements, including professional staffing and other resources.

Project data through March 2018 showed three sets of stage 1 plans were pending at OSDH greater than 45 days, and four sets of stage 2 plans were pending greater than 45 days. Although this represents an increase over the period from March 2017 to July 2017 when no plans were aged greater than 45 days at each month's end, it is a significant improvement over the 54 sets of plans pending greater than 45 days in January 2016. (See the chart on page 3.)

Since the October 1, 2017 effective date of the amended rules and updated processes, OSDH has reviewed five applications for self-certification of plans, all completed in less than 21 days. OSDH held 13 consultations and conducted 33 courtesy inspections from October 1, 2017 to March 30, 2018.

Factors contributing to the increase in plans pending review greater than 45 days included the loss of architect assistants in June and September 2017, an influx of plans prior to the October 1, 2017 code and guidelines updates, a slowdown in hiring at OSDH, staff furloughs in November and December 2017, and lost productivity due to winter weather. (See the chart on page 4.) John Larson, OSDH architect, said five sets of plans reviewed in March 2018 were for new facilities, which each can take up to 40 hours of OSDH staff time to complete. The team noted the OSDH plan review staff would always face factors not under their control, which result in less than optimal work output. Several team members said John has been very responsive during this difficult time. Craig Jones and others said the team has done a good job of streamlining processes and finding efficiencies, and attention should now turn to securing professional staff and other resources needed to sustain the improvements.

The original goal, or AIM statement, called for a 15% reduction in the time taken for OSDH to approve plans and construction projects. The average time for OSDH to approve stage 1 and 2 plans showed a downward trend from January 2016 through June 2017. However, approvals of stage 1 plans showed an increasing trend starting in November 2017, and approvals of stage 2 plans began increasing in June 2017. (See the chart on page 5.) Before closing the original AIM statement, the team agreed to review additional data to see whether the increases in plan approval times in the last half of 2017 were an aberration due to environmental factors, and whether the decreasing approval times seen from January 2016 to June 2017 resumed. A subsequent (post meeting) review of the overall plan approval dataset which covered a 24

month period, from April 2016 through March 2018, the data shows a downward trend of the average days to plan approval for those projects which were completed, (see Figure 5 and Table on page 7.) The data suggests there a 14% percent decrease in the average days to completion in the second 12 month period over the first 12 month period, which is in line with the general downward trend line on Figure 5. The second measure in that same dataset (which was not an original unit of measure in the original AIM Statement) looks at the production performance of those same projects. The data shows a 33% increase in production performance in that same period, April 2017 through March 2018, which suggests more projects were completed in fewer overall days than the previous 12 month period. Ultimately, the inclusion of the performance production data supports a positive direction and effort for the Process Improvement Team.

The team discussed the need to develop a new AIM Statement focusing on sustainability of professional staffing and other resources needed to accomplish timely plan and construction approvals. A first step is to investigate the current situation and fully understand the nature of the problem. Craig Jones and others suggested convening a discussion with decision-makers on personnel requirements, such as leadership of OSDH and Human Capital Management with Oklahoma Management and Enterprise Services. The purpose would be to share the group's concerns about ensuring adequate professional staffing for plan reviews, and to think creatively about solutions. LaWanna Halstead suggested this might be a good opportunity to explore a public-private partnership to address a health workforce issue, consistent with the recommendations of Healthy Oklahoma 2020: Oklahoma Health Improvement Plan.

Draft AIM Statement: An opportunity exists to ensure the Oklahoma State Department of Health maintains adequate professional staff and other resources necessary to timely approve health facility plans and construction projects. This effort should increase the hours of work production among trained architects and related staff at OSDH by 15% by June 30, 2019. This is important to work on immediately because trained architects and related staff are essential for health facilities to achieve and maintain compliance with construction and review standards. The baseline is measured as monthly hours of work production by architects and related staff who review plans and construction projects.

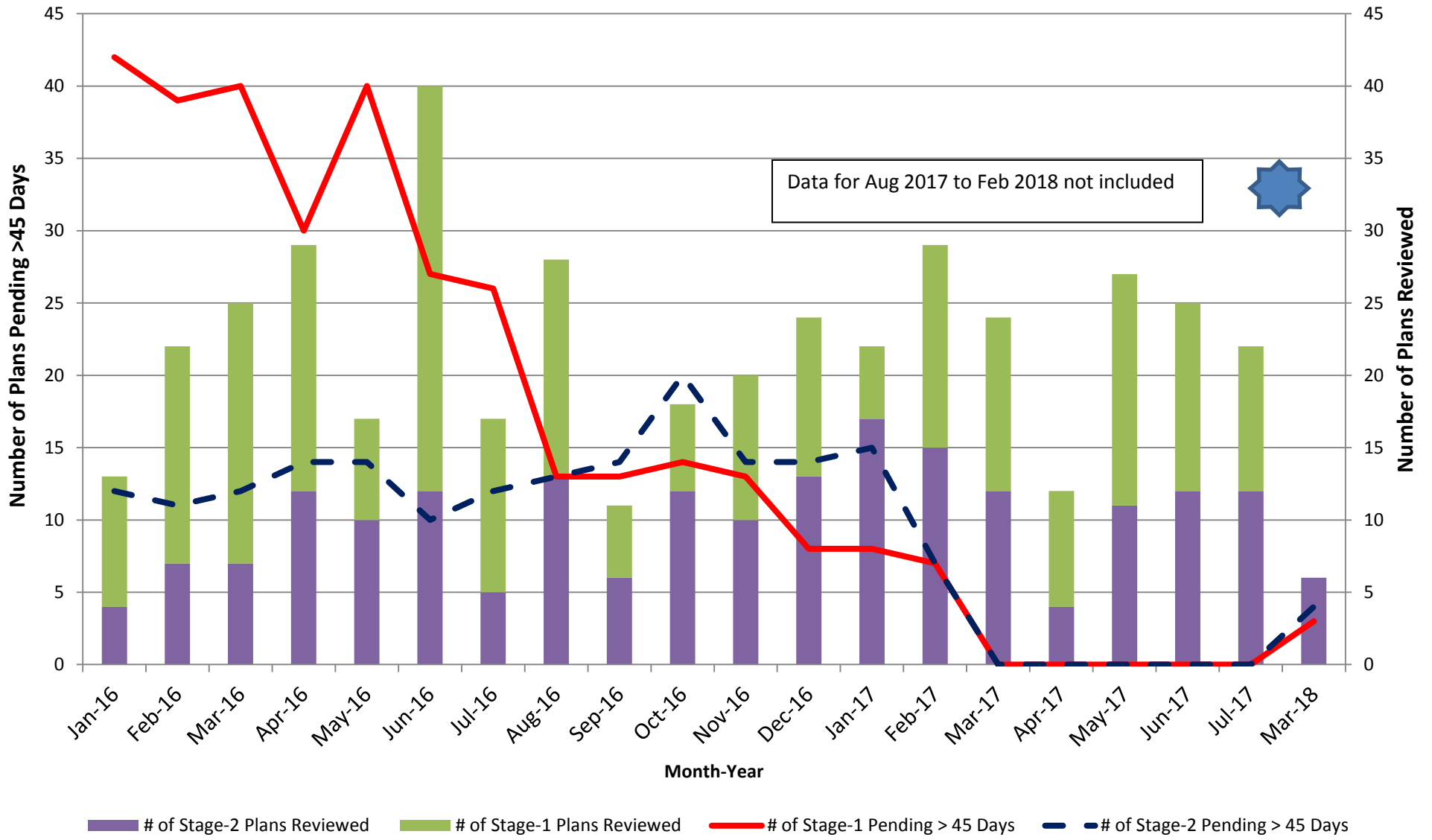
Next steps include:

- Prepare a March 30, 2018 meeting summary with a updated draft AIM statement focusing on resources;
- Schedule a discussion with team members and key decision makers affecting the hiring of architects and related professional staff;
- Prepare data analysis on total time to review projects, to use in evaluating completion of the original AIM statement;
- Communicate to stakeholders the current environment for plan reviews and time frames; and
- Publicize the importance of using planreview@health.ok.gov to communicate with the OSDH plan review unit.

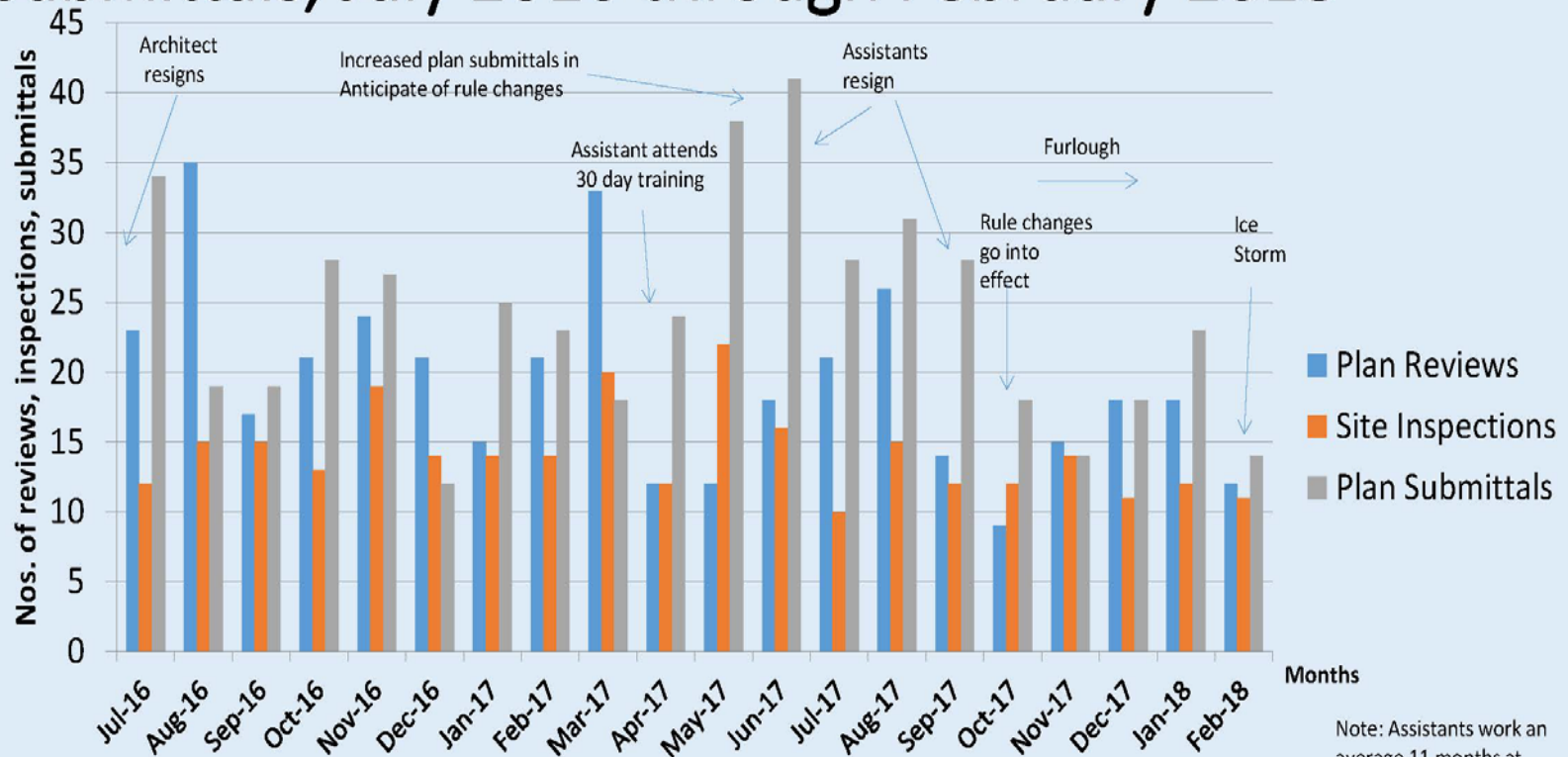
A list of critical questions and next steps is included on page 6.

In attendance on March 30 were: Craig Jones and LaWanna Halstead, Oklahoma Hospital Association; Ken Duncan, Dewberry; Jon Mercer, engineer; David Wright, HFG Architecture; Shawn Kelley, Rees; David Jones, Dwayne Robinett, HFG Architecture; Todd Schuster, Saint Francis Health System; David Foss, Integris; Steve Stottlemeyer, Hillcrest Healthcare System; and John Larson, Crystal Rushing, Evan Norton, Lee Martin and Hank Hartsell, OSDH.

Stage-1 and Stage-2 plans reviewed, or pending > 45 Days, at end of each month



Health facility plan reviews, inspections and plan submittals, July 2016 through February 2018



OSDH Staffing:

1 Architect
1 Assistant in Training

1 Architect
2 Assistants in Training

1 Architect
1 Assistant in Training

1 Architect
1 Architect In Training

OSDH, 3/2/2018

Note: Assistants work an average 11 months at OSDH before moving to private sector

Average days for OSDH to approve plans, by stage and month, and numbers of approvals

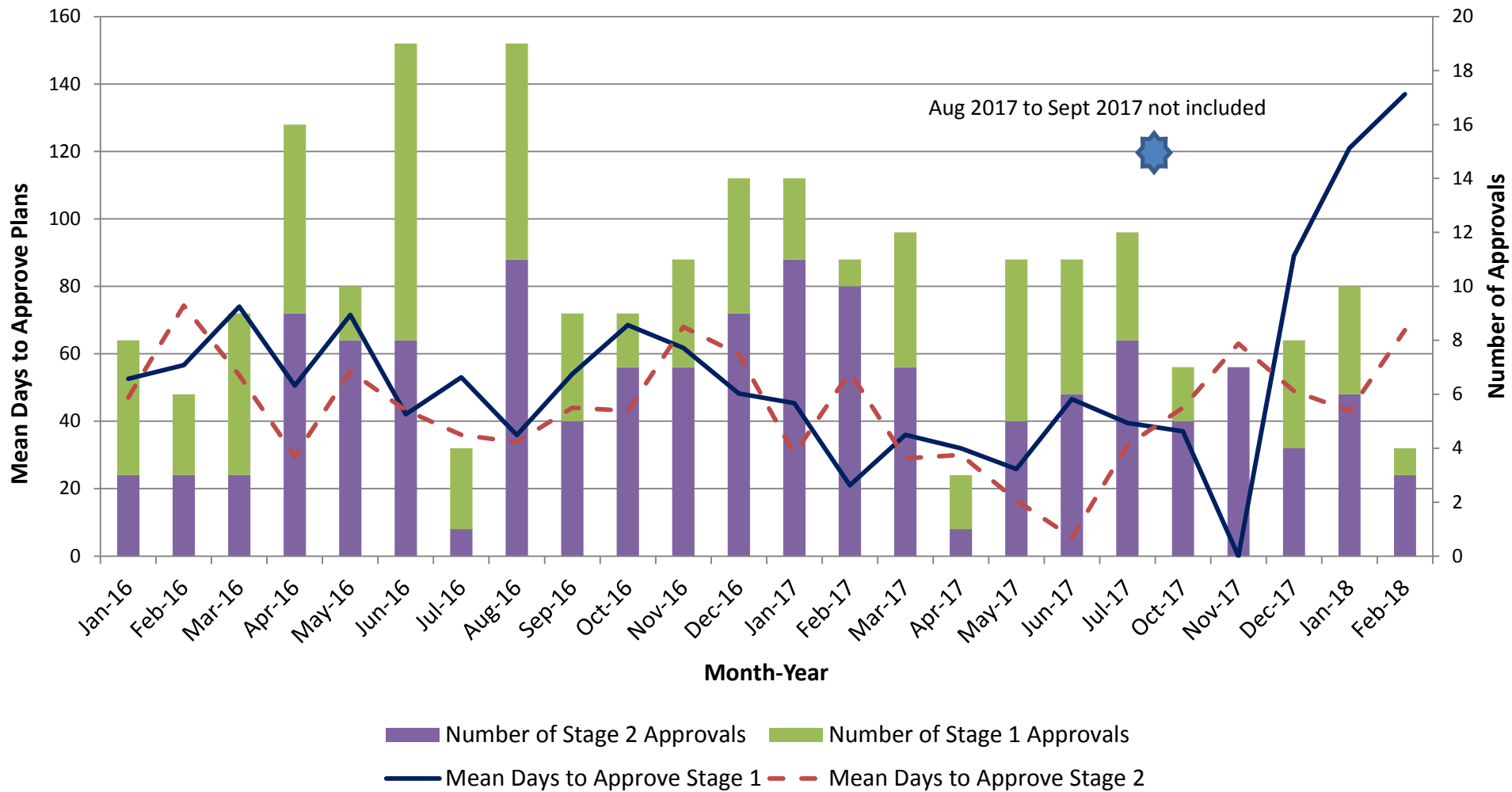
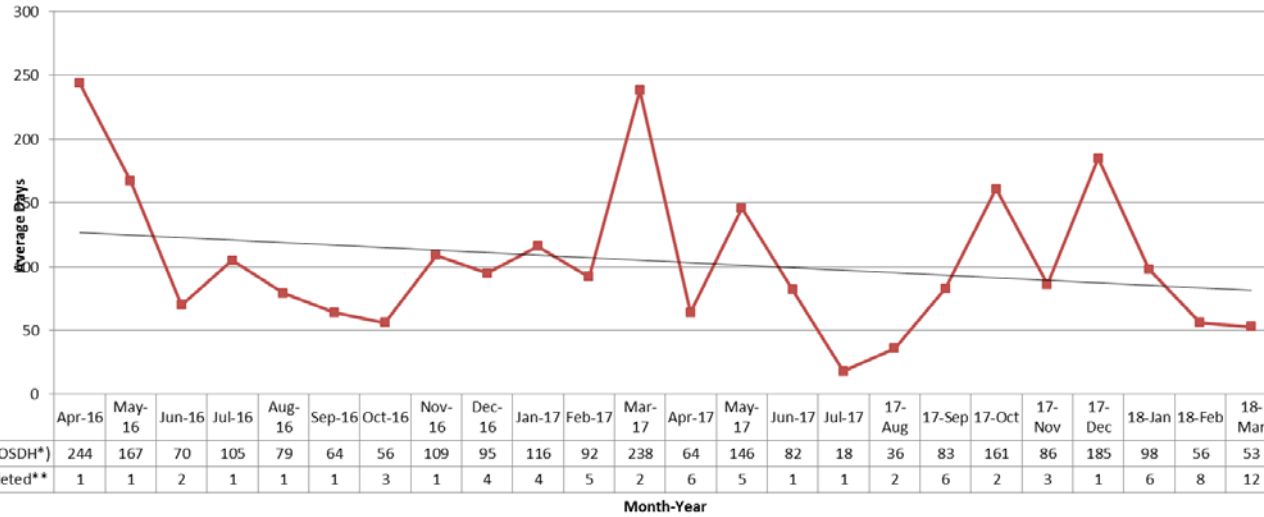


Figure 5: Average Days to Plan Approval for Completed Projects, by Month Inspected (n=79)



| Production Performance (Operational Throughput): April 2016 - March 2018 | | | |
|--|--------------|------------|--|
| 24 month (n) = 79 | (n) Per Year | % of Total | 79 2503 |
| (n) for Apr 16 - Mar 17: | 26 | 0.33 | * There is a 33% increase in annual production for the 2nd 12 month period over the first 12 month period |
| (n) for Apr 17 - Mar 18: | 53 | 0.67 | * There is a 14% decrease in average annual days to completion in the 2nd 12 month period over the first 12 month period |
| Ave Days Apr 16 - Mar 17: | 1435 | 0.57 | |
| Ave Days Apr 17 Apr - Mar 18: | 1068 | 0.43 | |

Critical Questions and Next Steps

- How can team members help OSDH with resources?
- Can the pay scale for architects be modified?
- Consider code official position versus an architect position – broaden qualifications for one level of the position
- Use life safety code staff
- Bring lesser qualified staff in and train
- Ask for market analysis
- Who has final authorization on changing the hiring of plan review staff?
 - Health facilities ask to consult with HR decision-makers
- What happens if system depends on one person and person leaves?
 - OSDH needs a succession/action plan.
- Impact of new fees – show data on fees
- Can a rule require fees to be used for (to enhance) staffing – not just to offset appropriations?
- Develop a public-private partnership (to address staffing)
- Approve firms – give them deemed status to prepare plans – (Illinois)
- Who is the audience for concerns about staffing? OMES, or legal general counsel?
- Develop a New AIM Statement
 - Resources
 - Staffing – key focus
- Recap major changes, improvements
 - What was done to address AIM
- New direction – why improved level?
- Set conference call on AIM – use Webex
- Schedule HR meeting
- Workgroup to address issues and communicate to others
- Improve quality of plans
- Communicate small decisions
- Is there a 3 week mailroom delay? Is there a check receipting delay?
- Send emails to plan review to confirm receipt