

Project Name: [HSA0059] Reduce Residential Licensing Office Time	<input type="checkbox"/> Improvement <input checked="" type="checkbox"/> Breakthrough	Agency Name: Arizona Department of Health Services – Bureau of Residential Facilities Licensing	Date: 07/09/2018
Organization/Resources: Colby Bower (A3 Sponsor), Harmony Duport (A3 Owner), Kathy McCanna (SME), Claudia Montes (Data SME), Elizabeth Sarmiento (Facilitator), Nicole Morong (Team Member), Jim Tiffany (Team Member), Bob Ohlfest (Team Member), Pam Grumeretz (Team Member), Betty Rocha (Team Member), Angie Garduno (Team Member)			Meeting Cadence: Monthly

PURPOSE (PLAN)

Problem Statement:
The average office time for processing initial and change of ownership (CHOW) applications for Residential Facility licenses is 50 calendar days affecting customer satisfaction.

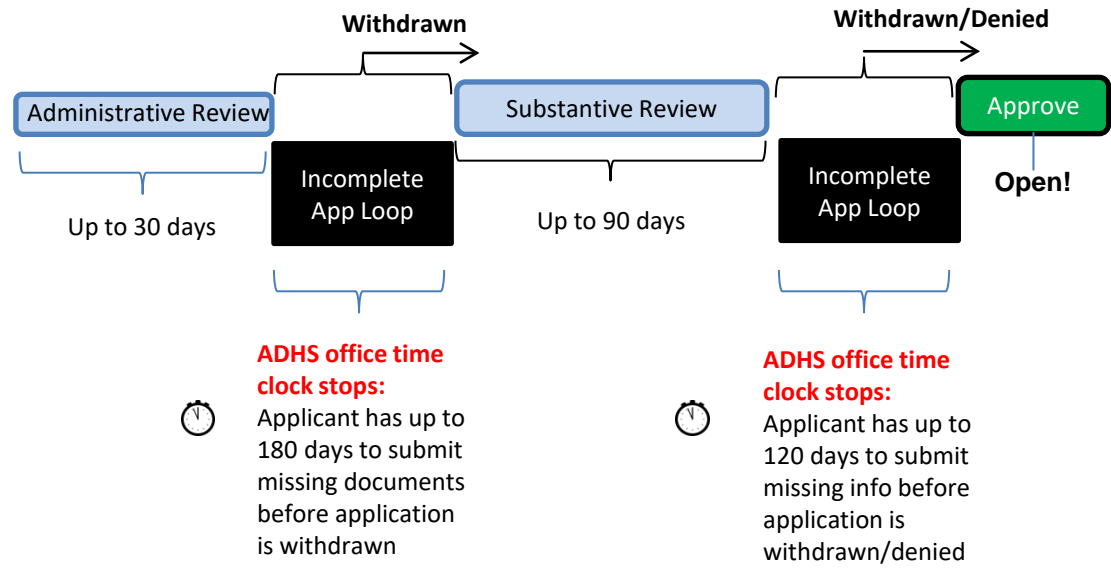
Scope:
Application processing timeframe begins with the receipt of the application and concludes with the issuance of a Residential Facility license.

Goal Statement:
Improved customer service by streamlining the licensing process and reducing the ADHS contributed lead time for issuance to 22 days or less by June 2018.

STRATEGY (DO)

Actions	Owner	Due Date	Action Status
Improved workflow for Change of Ownership Applications (CHOW)	Harmony / Team	1/5/2018	Completed
Added new column to weekly report to collect data on reasons applications taking longer than target	Harmony / Team	2/2/2018	Completed; Verify effectiveness in next meeting
Updated ASPEN with detailed notes to emphasize ADMIN days and other information in order to prioritize caseload	Harmony / Team	2/2/2018	Completed
Benchmark with Bureau of Child Care Licensing to review best practices	Harmony	5/11/2018	Completed on 4/20/18
Implement Surveyor of the Day pilot project (support prioritization of initial surveys)	Harmony / Team Leads	6/1/2018	Started on 4/30/18 (6 month Pilot)
Create standard work to document Milestone Tracking and ASPEN Notes	Harmony	6/30/2018	Completed on 7/8/18; Created standard work and placed all documents in a shared drive location

ANALYSIS (PLAN)

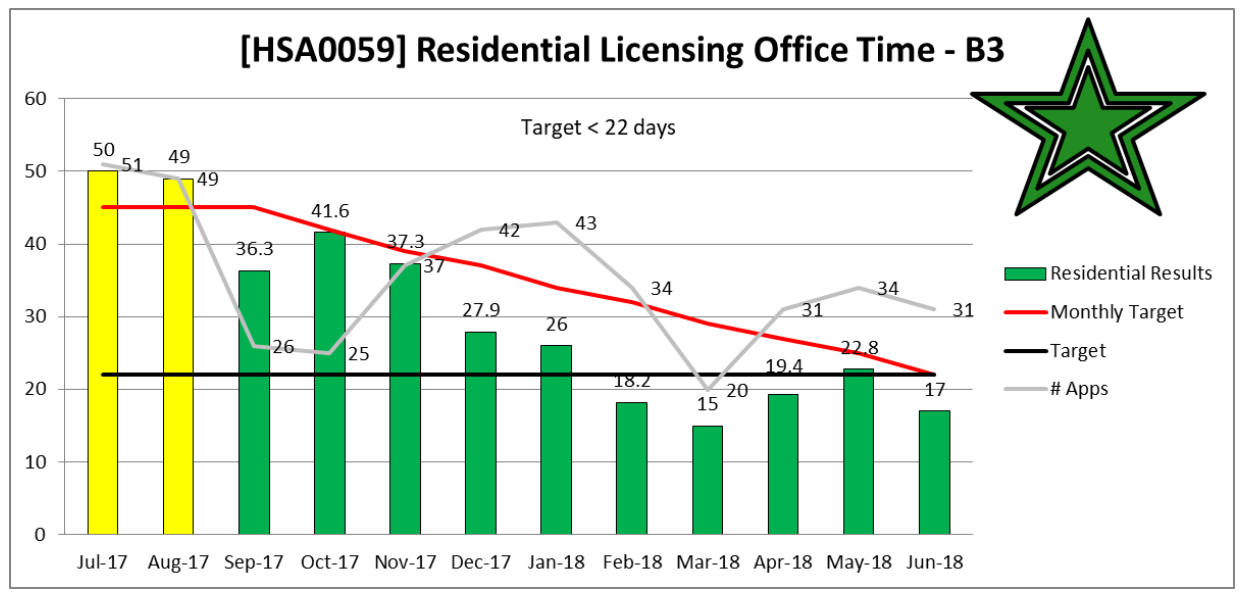


Application submission:
Initial/CHOW apps submitted 60-120 days before open or ownership change effective

ADHS review timeframes (per R9-10-108):
 Administrative review: 30 calendar days
 Substantive review: 90 calendar days
 Overall: 120 calendar days

Overall Barriers:
 Inconsistent milestone tracking -> Usage of milestones in AMS (ALS Management System)
 Lack of a formal review process -> Prioritization of initial and CHOWs (Change of Ownerships) applications

RESULTS AND ISSUES (CHECK)



Bureau of Residential Facilities Licensing (BRFL) has continued to focus on workflow improvements and caseload prioritization.

Residential licensing office time is 17 days versus 22 days (June and Overall Target).

STANDARDIZE AND SUSTAIN (ACT)

BRFL team holds a monthly initial application timeframe meeting to review all initial/CHOW applications that are in process and prioritize accordingly. In order to prepare, a monthly report is sent out prior to this meeting for the Team Leads and Support Staff to review and investigate applications approaching or exceeding team target.

All standard work documentation is located in the Bureau's Policies and Procedures folder.