



# Mecklenburg County Public Health Transformation Plan Update

January 2019

# Transformation Project Overview

- Organizational Development & Change Management
- Clinical Care Delivery Model
- Electronic Medical Records (EMR) Optimization
- Cerner Etreby Pharmacy Management System
- Strategic Laboratory Management Affiliation



# Organizational Development & Change Management

*What we are  
focused on to  
enhance the  
culture and  
change  
adaptability of the  
organization*

- Design and implement strategies to manage future change
- Create a culture of employee engagement within the department
- Empower public health employees to do their best work each day
- Implement structure and strategies for improved accountability and quality improvement

## Project Accomplishments

- ✓ Expanded Executive Leadership, creating new Team
- ✓ Implemented Revised Organizational Structure
- ✓ Completed Staff Culture Survey and analyzed results
- ✓ Developed Universal Service Standards based on staff feedback
- ✓ Completed Leadership Alignment Training
- ✓ Completed Departmental Service Essentials training for all staff
- ✓ Increased internal resources to assure accountability and QI
- ✓ Improved staff engagement and internal communication

## Next Steps

Train-the-Trainer

Training Implementation  
Plan

Develop ongoing plan for staff  
engagement and communication

Training & Engagement  
Monitoring



# Public Health Universal Service Standards

## Accountability

*Be responsible, be accountable, follow through*

## Communication

*Be intentional, be informative, speak well of others and the organization*

## Professionalism

*Be positive, be neat, bring your best*

## Respect

*Be kind, be a good listener, value feedback*

## Teamwork

*Be helpful, be collaborative, be open-minded*

## Trust / Transparency

*Be honest, be consistent, be your best self*



# Clinical Care Delivery Model

*What we are  
focused on  
to promote  
optimal  
clinical care  
and patient  
outcomes*

- Implementing best practices that ensure optimal functioning of the clinical infrastructure
- Restructuring clinical operations
- Ensure providers and staff are practicing at “Top of License”
- Enhance the Telephone and Walk-in Triage Programs

## Project Accomplishments

- ✓ Updated protocols and implemented quality improvement process to assure appropriate patient notification of test results (ongoing)
- ✓ Hired medical director and Assistant Health Director for Clinical Services (summer 2018)
- ✓ Implemented cross-training for registration staff to improve staffing utilization and efficiency (effective 11/2018)
- ✓ Centralized registration function to improve consistency and productivity (effective 1/1/2019)
- ✓ Modifying provider scheduling to enable continuity of care and enhance provider-patient relationships (effective 2/2019)
- ✓ Incorporating room scheduling to the provider assignment process to minimize room conflicts and patient waiting (effective 2/2019)
- ✓ Increasing clinical hours to improve access to care, including lunchtime appointments (effective 2/2019) and extended hours on Wednesdays (effective 3/2019)

## Next Steps

MOA Utilization

Patient Messaging

Patient Flow

Triage Enhancement



# Electronic Medical Records (EMR) Optimization

*What we are focused on to enhance use of the EMR to improve public health operations*

- Standardizing use of the current EMR (Cerner)
- Assuring ability to capture needed data from EMR to create accountability and to inform practice and programming
- Completing Cerner Usage Analysis and Remediation
- Implementing Patient Portal
- Satisfying 2018 regulatory requirements
- Implementing Power Chart Touch
- Establishing Public Health Data Working Group
- Embedding 2 Public Health Informatic Nurses in the clinics

## Project Accomplishments

- ✓ 2 fulltime public health informatic nurse positions added to budget and hired
- ✓ Installed Point of Care Printers
- ✓ Completed Cerner Usage Analysis
- ✓ Designed and implemented training customized by role / function
- ✓ Implemented Patient Portal functionality
- ✓ Met 2018 regulatory requirements for the following areas: Family Planning, BCCCP, STD, TB, Refugee, CERRN, Immunization, and Registration
- ✓ Internal Data Working Group established

## Next Steps

Real-time/In-room Documentation

Streamline Forms

Enhance Public Health Data Access

Patient Portal Adoption

EMR Procurement



# Cerner Etreby Pharmacy Management System

*What we are focused on to reduce risk for inventory management and medication dispensing*

- Deploying Cerner’s (Eterby) Retail Pharmacy Management System to maintain electronic, auditable records – eliminating human error
- Increasing ability to meet federal 340B Drug Discount Program requirements
- Implementing Cerner’s Etreby Pharmacy Management System, with integration options for current and future EMR systems

## Project Accomplishments

- ✓ Defined workflows to streamline medication administration
- ✓ Fulltime pharmacist position added to budget and hired to provide fulltime coverage for both clinic pharmacies
- ✓ Clarified roles and responsibility for medication administration for Nurses and Pharmacists
- ✓ Identified approach to improve pharmacy staffing levels, including ad hoc support
- ✓ Developed policies, procedures and oversight Committee for 340B program

## Next Steps

Streamline Cashier Function

Data Conversion Validation

PH System Interfaces



# Strategic Laboratory Management Affiliation

*What we are  
focused on to  
improve lab  
service delivery  
and timely  
communication of  
results*

- Contracting with third party laboratory vendor to manage all laboratory functions
- Establishing pricing strategy based on test volume actuals and potential Medicaid/Medicare reimbursements
- Having the vendor maintain all accreditation and licensing requirements

## Project Accomplishments

- ✓ Selected vendor (Lab Corp) through a competitive bidding process
- ✓ LabCorp began onsite management (effective 11/2018)
- ✓ Average routine test results are received in less than 48 hours
- ✓ Conducted Post Go-live laboratory assessment to support risk/issue management and resolution
- ✓ Internal quality control system in place and active
- ✓ Implemented on going results monitoring and communication process to assure that tests results are accurate and that patients are notified of results per Departmental protocol

## Next Steps

LabCorp Quality  
Advisory Committee

EMR-Lab Corp  
Interface

Invoice Validation  
Mechanism

Billing Validation  
Process





# Public Health Transformation Budget

	Budget	Actual/Encumbrance expenses	Remaining available
PH Transformation Year 1	1,718,423.00	1,611,861.00	106,562.00
PH Transformation Year 2	771,347.00	234,500.00	536,847.00
<b>Total Years 1&amp;2</b>	<b>\$2,489,770.00</b>		





**PUBLIC HEALTH**

# Questions



MeckNC.gov