Quality Improvement at DHEC

Please access this form using Google Chrome.

Thank you for bringing us your quality improvement idea! Please answer the questions as completely as you can at this time.

* Required

1. Email address *

2. Please enter your name. *

3. Who is the primary point of contact for this concept? *

4. Please enter a short, but descriptive, title for this concept. (Based on the title, your executive leader should have some idea of what the project is working to improve.) *
5. **Where would this QI initiative be implemented?** *
   *Check all that apply.*

- [ ] Agency-wide
- [ ] All Environmental Affairs
- [ ] Bureau of Air
- [ ] Bureau of Environmental Health Services
- [ ] Bureau of Land and Waste Management
- [ ] Bureau of Water
- [ ] Ocean and Coastal Resources Management
- [ ] Health Regulations
- [ ] All Public Health
- [ ] Public Health: Central Office
- [ ] Public Health: Lowcountry
- [ ] Public Health: Midlands
- [ ] Public Health: Pee Dee
- [ ] Public Health: Upstate
- [ ] Office of the Chief of Staff
- [ ] Office of Finance
- [ ] Office of General Counsel
- [ ] Office of Human Resources
- [ ] Office of Information Technology

**Concept Details**

6. **What stage are you in for this QI initiative?** *
   *Mark only one oval.*

- [ ] This is an idea.
- [ ] The beginning, we have approval from our leadership team and are ready to start defining the project.
- [ ] Early stages, we have a team and have defined the root cause and possible solutions.
- [ ] We’ve settled on a solution and have an action plan, but have not yet put the plan into action.
- [ ] We’ve implemented our changes and are waiting to receive the data to evaluate the results.
- [ ] The project is complete and we have analyzed our results.

7. **What is the problem you are addressing?**


8. **What processes, policies, or procedures will be changed?** (If none, what processes, policies, or procedures will be created as a result of this project?)


9. **Who are the stakeholders?** [i.e. Who will these changes impact internally (DHEC employees)? Who will these changes impact externally (customers and/or partners)?]


10. **What are the goals of this initiative?**


11. **How will those goals be measured?**


12. **What methodology are you using?**  
*Mark only one oval.*

- The Model for Improvement/PDSA - Plan, Do, Study, Act
- LEAN - focusing on waste elimination in existing processes
- Lean Six Sigma (using DMAIC)
- Other: 

https://docs.google.com/forms/d/1OE5McTMBP_QkIy9YrdMHVxSiv9xMglxDRrzDIZzTyRVg/edit
13. Is there anything else you would like to tell us about your idea?

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Agency Strategic Plan

14. Which strategy does this idea focus on? For more information about DHEC’s strategies, see http://www.dhec.sc.gov/sc/sp/ *

Mark only one oval.

- [ ] Education and Engagement: Engage our team members, stakeholders, and communities by providing them access to relevant and timely information and education to improve quality of life and health outcomes.  
  Skip to question 14.

- [ ] Science in Action: Utilize sound science, quality data, and analytical processes to make fully informed, well-reasoned decisions that instill trust and confidence in the Agency’s expertise and decision making capabilities.  
  Skip to question 15.

- [ ] Leadership and Collaboration: Collaborate with our partners, contribute expertise, and lead efforts to establish a strong public health system that advances health and environmental protection on a state, regional, and national level.  
  Skip to question 16.

- [ ] Service and Accessibility: Facilitate access to and delivery of dependable, timely, professional, and culturally appropriate services to meet the needs of communities and our partners.  
  Skip to question 17.

- [ ] Operational Excellence: Develop our people, strengthen our processes, and invest in our technology to support a high-performance organization and a culture of continuous improvement.  
  Skip to question 18.

Education and Engagement
Engage our team members, stakeholders, and communities by providing them access to relevant and timely information and education to improve quality of life and health outcomes.

15. Which specific strategies does this idea incorporate? For more information about DHEC’s strategies, see http://www.dhec.sc.gov/sc/sp/  
Check all that apply.

- [ ] Agency Awareness: Grow and develop DHEC teammates’ knowledge and familiarity of Agency teams, practices, and services in order to position DHEC teammates to better serve our stakeholders and communities.

- [ ] Share Knowledge: Expand the reach and benefit of our experience and expertise through publications, speaking engagements, teaching opportunities, and media relations.

- [ ] Information Access: Leverage new technologies to increase accessibility and timeliness of health and environmental information to both internal and external customers.

- [ ] Inform Public Policy: Provide timely and relevant facts, knowledge, and insights to public officials and other policy makers.

- [ ] Public Outreach: Promote awareness of the Agency’s health and environmental information, educational resources and services within the communities we serve.

Skip to question 19.
Science in Action
Utilize sound science, quality data, and analytical processes to make fully informed, well-reasoned decisions that instill trust and confidence in the Agency’s expertise and decision making capabilities.

16. Which specific strategies does this project incorporate? For more information about DHEC’s strategies, see http://www.dhec.sc.gov/sc/sp/
   Check all that apply.
   - Informed Decision Making: Ensure technical and scientific data is readily accessible for use in making sound, informed, and objective decisions.
   - Ongoing Technical Training: Implement a training program to ensure teams are kept current on specialized knowledge and developments in their fields of expertise.
   - Evidence-Based Practice: Apply current research to promote the use of evidence-based best practices and continuous improvement in our programs and services.
   - External Expertise: Engage external experts to inform critical decision making and analytical processes.

Skip to question 19.

Leadership and Collaboration
Collaborate with our partners, contribute expertise, and lead efforts to establish a strong public health system that advances health and environmental protection on a state, regional, and national level.

17. Which specific strategies does this project incorporate? For more information about DHEC’s strategies, see http://www.dhec.sc.gov/sc/sp/
   Check all that apply.
   - Champion Collaboration: Expand and engage our partners in communities, academia, government, and business to collectively improve health and environmental outcomes.
   - Contribute to the Profession: Contribute public health and environmental expertise to the community through active participation in state and national organizations, conferences, and committees.
   - Promote Health and Environmental Equity: Support efforts to improve health for all people by promoting equal protection from health and environmental risks and equal access to health and environmental services.
   - Lead from Within: Serve as a model for best practices in public health by promoting and implementing initiatives to improve and sustain the health and well-being of our teammates and our environment.

Skip to question 19.

Service and Accessibility
Facilitate access to and delivery of dependable, timely, professional, and culturally appropriate services to meet the needs of communities and our partners.
18. Which specific strategies does this project incorporate? For more information about DHEC’s strategies, see [http://www.dhec.sc.gov/sc/sp/](http://www.dhec.sc.gov/sc/sp/)

Check all that apply.

- [ ] Customer Focus: Adopt a customer-focused mindset by employing policies, procedures, training, and measurements that reinforce the importance of delivering services in a professional, culturally appropriate manner.

- [ ] Service Enhancement: Improve customer and partner experience through enhanced online services, process improvement and innovation goals that improve customer service delivery, training, policies, and practices.

- [ ] Operational Continuity: Implement plans, policies, and procedures to ensure access and delivery of critical Agency services during emergency situations, information system failure, or staff turnover.

- [ ] Service Access: Employ strategies to ensure cost-effective, sustainable and available environmental and health services to the communities.

Skip to question 19.

**Operational Excellence**

Develop our people, strengthen our processes, and invest in our technology to support a high-performance organization and a culture of continuous improvement.

19. Which specific strategies does this project incorporate? For more information about DHEC’s strategies, see [http://www.dhec.sc.gov/sc/sp/](http://www.dhec.sc.gov/sc/sp/)

Check all that apply.

- [ ] Preferred Employer: Maximize the job satisfaction of current teams, provide new internal and external continuing education opportunities, utilize partnerships with academic institutions, and provide an efficient and welcoming recruitment and onboarding process for new and future team members.

- [ ] Technology Modernization: Streamline and modernize the Agency’s application portfolio, and increase the capacity and reliability of our IT infrastructure to better support the teams and strengthen Agency performance.

- [ ] Facility Improvement: Ensure workspaces for our teams across the state are functional, safe, clean, cost-effective, and environmentally friendly.

- [ ] Process Improvement: Foster a culture of continuous improvement by streamlining, improving, and automating critical processes across the Agency.

Skip to question 19.

**Agency Accountability Report**

20. This project addresses goals related to the following area of the agency: (please see the DHEC Accountability Report for further information) *

Mark only one oval.

- [ ] Public Health  

- [ ] Environmental Affairs  

- [ ] Health Regulations  

- [ ] Administration (Agency Support Offices)  

- [ ] None of the above

Skip to “Thank you for completing this form.”

1. Public Health
21. Which of the following areas of Public Health does this project address? 
Mark only one oval.

- [ ] 1.1 Maternal and Child Health  
  Skip to question 21.
- [ ] 1.2 Chronic Disease and Injury Prevention  
  Skip to question 22.
- [ ] 1.3 Communicable Disease Prevention and Control  
  Skip to question 23.
- [ ] 1.4 Community Health  
  Skip to question 24.
- [ ] 1.5 Public Health Statistics  
  Skip to question 25.
- [ ] 1.6 Public Health Preparedness  
  Skip to question 26.
- [ ] 1.7 Public Health Laboratory  
  Skip to question 27.

1.1 Maternal and Child Health

22. Which of the following objectives does this project address? 
Mark only one oval.

- [ ] 1.1.1 Promote healthy birth outcomes through pregnancy planning and home visiting services for vulnerable families.
- [ ] 1.1.2 Promote and protect the health of children with special health care needs through evidence-based preventive, clinical, and supportive services and education.
- [ ] 1.1.3 Promote healthy nutrition for pregnant women, infants and children through assessment, referral, education, supplemental foods, and breastfeeding support.

Skip to "Thank you for completing this form."

1.2 Chronic Disease and Injury Prevention

23. Which of the following objectives does this project address? 
Mark only one oval.

- [ ] 1.2.1 Reduce the burden of chronic diseases by promoting evidence-based interventions.
- [ ] 1.2.2 Strengthen cancer prevention and control efforts by collaborating with key stakeholders and increasing screening for breast and cervical cancer.
- [ ] 1.2.3 Reduce tobacco use in SC by preventing youth from starting and supporting cessation among tobacco users.
- [ ] 1.2.4 Prevent injuries and reduce disability and death from injury by strengthening collaboration, coordination, and evidence-based practice.

Skip to "Thank you for completing this form."

1.3 Communicable Disease Prevention and Control
24. Which of the following objectives does this project address?  
Mark only one oval.

- 1.3.1 Conduct surveillance and investigate reportable conditions to reduce morbidity and prevent outbreaks.
- 1.3.2 Conduct STD and HIV testing, treatment and partner services.
- 1.3.3 Reduce vaccine preventable diseases through education and immunization.
- 1.3.4 Prevent the occurrence and spread of tuberculosis through surveillance, contact investigations, case management and medical therapy.

Skip to “Thank you for completing this form.”

1.4 Community Health

25. Which of the following objectives does this project address?  
Mark only one oval.

- 1.4.1 Participate as a leading partner in collaborative community health improvement processes.
- 1.4.2 Provide client-centered public health preventive services in health department settings equitably across the state.

Skip to “Thank you for completing this form.”

1.5 Public Health Statistics

26. Which of the following objectives does this project address?  
Mark only one oval.

- 1.5.1 Issue vital event records to ensure timely, high quality data, and excellent customer service.
- 1.5.2 Collect and make accurate public health statistics available in a timely manner.

Skip to “Thank you for completing this form.”

1.6 Public Health Preparedness

27. Which of the following objectives does this project address?  
Mark only one oval.

- 1.6.1 Establish and maintain statewide, regional and local systems to initiate, maintain and support public health preparedness and recovery efforts.
- 1.6.2 Establish and maintain a robust preparedness training and exercise program to ensure a skilled workforce.
- 1.6.3 Collaborate with appropriate stakeholders to ensure accurate and timely dissemination of critical information before, during and after all hazards events to both the provider community and the general public.
- 1.6.4 Communicate, collaborate and coordinate with both public and non-governmental organizations to support the specific needs of vulnerable populations during all hazards events.
- 1.6.5 Collaborate with both internal and external partners to support the healthcare community recovery efforts after an all hazards event.
1.7 Public Health Laboratory

28. Which of the following objectives does this project address?
Mark only one oval.

- 1.7.1 Provide informative and timely testing for communicable disease control.
- 1.7.2 Provide reference and specialized testing to aid in the timely screening of congenital disorders in newborns, disease detection and monitoring.
- 1.7.3 Provide testing to support food safety / food microbiology testing. Collaborate in the detection, monitoring and response to food safety.
- 1.7.4 Function as a registered/qualified Laboratory Response Network (LRN) laboratory in local, state and national disaster preparedness and response.

2. Environmental Affairs

29. Which of the following areas of Environmental Affairs does this project address?
Mark only one oval.

- 2.1 Air
- 2.2 Environmental Health Services
- 2.3 Land and Waste Management
- 2.4 Water
- 2.5 OCRM

2.1 Air

30. Which of the following objectives does this project address?
Mark only one oval.

- 2.1.1 Review air permit applications and issue construction and operating permits to regulated entities.
- 2.1.2 Conduct compliance assistance and assurance through routine monitoring, review of operational and emissions reports, periodic inspections, and enforcement for air programs.
- 2.1.3 Develop and implement State Implementation Plan (SIP), regulatory amendments and compliance strategies to demonstrate how SC will meet National Ambient Air Quality Standards (NAAQS).
- 2.1.4 Collect and analyze air samples, evaluate ambient air quality, and issue daily ozone forecasts.
- 2.1.5 Provide for licensure and performance standards related to asbestos.
31. **Which of the following objectives does this project address?**  
*Mark only one oval.*

- 2.2.1 Review permit applications and issue retail food, septic tank, and small water system permits. Certify laboratories who report data to the agency.
- 2.2.2 Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement.
- 2.2.3 Respond to citizen concerns; sanitation issues related to retail, dairy, and manufactured food facilities; chemical and oil spills; vector-borne diseases; foodborne outbreaks; rabies investigations; fish kills; and environmental radiological emergencies.
- 2.2.4 Collect samples for particulate matter, ambient water, wastewater, drinking water, shellfish, and beach monitoring, as well as sample analysis for water-quality related parameters.

*Skip to “Thank you for completing this form.”*

### 2.3 Land and Waste Management

32. **Which of the following objectives does this project address?**  
*Mark only one oval.*

- 2.3.1 Review permit applications and issue permits for solid waste, hazardous waste, infectious waste, radiological waste, underground storage tank, and mining activities.
- 2.3.2 Conduct compliance assistance and assurance through routine monitoring, inspections, and enforcement for land and waste programs.
- 2.3.3 Promote waste reduction and recycling through technical assistance and education/awareness programs to local governments, schools, businesses, and the public.
- 2.3.4 Oversee the investigation, remediation, and clean-up of contamination from Superfund, dry-cleaning, above-ground storage tanks, underground storage tanks, and brownfield sites.

*Skip to “Thank you for completing this form.”*

### 2.4 Water

33. **Which of the following objectives does this project address?**  
*Mark only one oval.*

- 2.4.1 Review permit applications and issue permits for water-related activities including wastewater discharges from industrial and domestic sources, stormwater, drinking water, water quantity, and wetlands.
- 2.4.2 Conduct compliance assistance and assurance through routine monitoring and inspections and enforcement for water programs.
- 2.4.3 Develop state water quality standards, issue the bi-annual list of the state’s impaired waters, develop corrective action plans for those waters, and control nonpoint sources of pollution.
- 2.4.4 Provide input and assistance on regulatory and compliance issues to owners and operators of more than 2,300 dams statewide.
- 2.4.5 Collect and evaluate ambient water and beach quality.

*Skip to “Thank you for completing this form.”*

### 2.5 OCRM
34. Which of the following objectives does this project address?
Mark only one oval.

- 2.5.1 Implement the Coastal Zone Management Program to manage wetland alterations, certify all federal and state permits for Coastal Zone Consistency, and protect tidally influenced critical area lands, waters, and beaches.
- 2.5.2 Preserve sensitive natural, historic, and cultural resources through regulatory oversight and planning assistance.
- 2.5.3 Provide technical, planning, and financial assistance to local governments to resolve complex natural resource management issues.
- 2.5.4 Develop tools and informational products to enhance coordination among state coastal resource managers, municipal officials and coastal stakeholders.

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3. Health Regulations

35. Which of the following areas of Health Regulations does this project address?
Mark only one oval.

- 3.1 Health Facilities Licensing  
- 3.2 Certification  
- 3.3 EMS and Trauma  
- 3.4 Healthcare Planning and Construction  
- 3.5 Drug Control  
- 3.6 Radiological Services

3.1 Health Facilities Licensing

36. Which of the following objectives does this project address?
Mark only one oval.

- 3.1.1 Review license and permit applications and issue licenses and permits for health facilities and services.
- 3.1.2 Conduct inspections to verify compliance of health facilities and services.
- 3.1.3 Conduct investigations of health facilities and services for alleged violations and noncompliance.
- 3.1.4 Review facility designs and conduct construction inspections of health care facilities.

Skip to "Thank you for completing this form.."

3.2 Certification
This strategy addressing the following standard:
3.2.1 Conduct federal Medicare certification process to ensure minimum health and safety requirements and CLIA regulatory standards are met by providers and suppliers participating in the Medicare and Medicaid programs.

Skip to "Thank you for completing this form.."

3.3 EMS and Trauma
37. Which of the following objectives does this project address?  
Mark only one oval.

- 3.3.1 Review license, permit, and certification applications, issue licenses and permits to EMS agencies and educational institutions, and issue certifications to EMS personnel and athletic trainers.
- 3.3.2 Train and educate EMS providers, first responders, law enforcement, and the public with respect to their role in provision of emergency medical care.
- 3.3.3 Promote access to trauma care for all residents of the State through the creation, establishment, and maintenance of the State Trauma Care System.
- 3.3.4 Implement a statewide system of stroke care by facilitating health care provider data collection, reporting, sharing, and analysis to improve stroke care in geographic areas of the State.
- 3.3.5 Implement the EMS for Children Pediatric Facility Recognition Program to improve access to quality care for children.

Skip to "Thank you for completing this form."

3.4 Healthcare Planning and Construction

38. Which of the following objectives does this project address?  
Mark only one oval.

- 3.4.1 Facilitate the establishment of health care facilities and services, which will best serve public needs, through routine review and revision of the State Health Plan.
- 3.4.2 Promote cost containment and prevent unnecessary duplication of health care facilities and services through the timely review of Certificate of Need applications, Certificate of Public Advantage applications, and other requests.

Skip to "Thank you for completing this form."

3.5 Drug Control

39. Which of the following objectives does this project address?  
Mark only one oval.

- 3.5.1 Annually review completed registration applications and issue registrations to authorized practitioners and health care entities.
- 3.5.2 Conduct inspections and audits to ensure accountability of controlled substances.
- 3.5.3 Decrease potential for drug diversion through administration of the State’s prescription drug monitoring program, administrative actions, and criminal investigations.

Skip to "Thank you for completing this form."

3.6 Radiological Services

40. Which of the following objectives does this project address?  
Mark only one oval.

- 3.6.1 Issue registrations and licenses for facilities that use x-ray equipment, radioactive materials, and tanning beds.
- 3.6.2 Conduct inspections to verify compliance, protect public health, and provide safety from unnecessary exposure from ionizing and nonionizing radiation.
- 3.6.3 Conduct investigations of facilities for alleged violations and non-compliance.
Administration

41. Which of the following strategies does this project address? 
Mark only one oval.

☐ 4.1 Develop IT infrastructure and automation.  
   Skip to question 41.
☐ 4.2 Recruiting, developing, and retaining high quality employees.  
   Skip to question 42.
☐ 4.3 Culture of continuous improvement and operational excellence.  
   Skip to question 43.

4.1 Develop IT infrastructure and automation.

42. Which of the following objectives does this project address? 
Mark only one oval.

☐ 4.1.1 Streamline and modernize the Agency’s software application portfolio to continue to 
   strengthen coordination and performance across Agency programs.
☐ 4.1.2 Expand the capacity and increase the reliability of our IT infrastructure.

Skip to "Thank you for completing this form.."

4.2 Recruiting, developing, and retaining high quality employees.

43. Which of the following objectives does this project address? 
Mark only one oval.

☐ 4.2.1 Maximize the job satisfaction of current teams, identify and develop potential successors 
   for key positions in the Agency, and provide an efficient and welcoming recruitment and onboarding 
   process for new and future team members.
☐ 4.2.2 Ensure workspaces for our teams across the state are functional, safe, clean, cost- 
   effective, and environmentally friendly; pursuing new Agency facilities as necessary.
☐ 4.2.3 Provide new internal and external continuing education opportunities for our teammates 
   to develop and learn new skills and enhance their contributions to the Agency.

Skip to "Thank you for completing this form.."

4.3 Culture of continuous improvement and operational excellence.

44. Which of the following objectives does this project address? 
Mark only one oval.

☐ 4.3.1 Promote continuous improvement and innovation goals for improving customer service 
   delivery, policies, and practices.
☐ 4.3.2 Promote operational excellence by utilizing the Project Management Office to ensure the 
   timely and comprehensive execution of projects that remain within budgetary parameters.
☐ 4.3.3 Assure financial stability and maximize resources for implementing critical public health 
   and environmental protection services.

Skip to "Thank you for completing this form.."
Thank you for completing this form.
If you have questions, concerns, or need assistance with quality improvement project, please contact Ann Bryson-Eldridge with the Office of Strategy and Continuous Improvement.

A copy of your responses will be emailed to the address you provided.