

# QUALITY IMPROVEMENT STORYBOARD



<b>Division/ Program:</b>	Operation Support Division/ Human Resources/ Operations Unit
<b>Project Title:</b>	The Main Line is Ringing Off the Hook
<b>Project Timeline:</b>	June 2018 – August 2018
<b>Team Members:</b>	Marlene Acuna, Julia Lemon, Diane Guerrero, Silvia Peters-Dawidowski, Jay Villaluz, Aracely Rivas, Winny (Hong) Tat, Luz Barajas, Robert Garcia, Lakesha Gamble, Michelle Chan, Lisa Fortina, Aracely Rivas

## 1. Assemble the Team

The whole Operations Unit and supervisor were invited to participate in the QI project. The unit is mainly composed of HR Technicians who utilize an ePAR system to process new, promoted, transferred and restarted employees in DPH.

## 2. Define the Problem/ AIM Statement

The overall AIM of the project is to make the hiring process more efficient and reduce team stress. During the PDSA to increase efficiency in the PAR process, a secondary problem that affects efficiency was identified through using the 5 whys QI tool. That problem was competing priorities.

## 3. Examine the Current Approach

The team brainstormed their competing priorities and found that picking up the HR Ops main phone line to answer general HR questions constantly interrupted their ePAR processing. A 2-week baseline timestudy found that on average, the HR Ops unit received 24 calls per day, which is an average of 7 calls per Tech per day. Of the total 239 calls, 53% were to the main line and 47% were to specific Techs.

## 4. Identify Potential Solutions

The solution brainstormed was to have all main-line calls transferred to the HR receptionist, who would then transfer callers to the appropriate HR unit (including HR Ops) for which the questions were intended.

## 5. PLAN

SMART Goal:

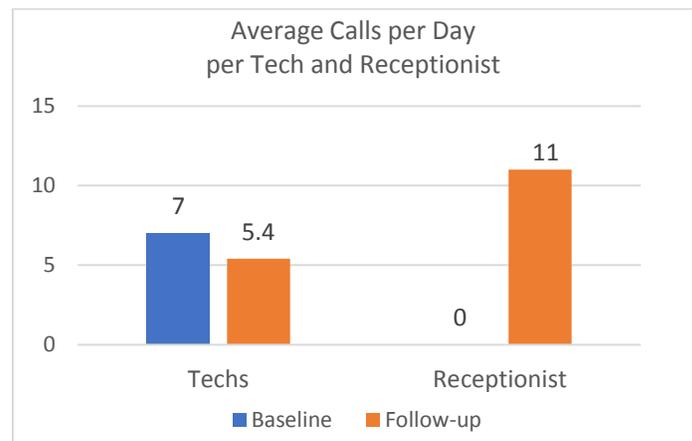
By 8/14/18, reduce the average number of phone calls per tech per day from 7 to between 2 and 4.

## 6. DO

For a period of 2 weeks, the main HR Ops phone line was forwarded to the HR receptionist, who used a phone call tracking form to log the calls forwarded to her and where she referred the calls to.

## 7. STUDY

- The average calls per tech per day decreased from 7 to 5.4
- The receptionist had an additional 11 calls per day from the transferred HR Ops line



## 8. ACT

The Team decided to abandon this strategy as it did not meet the target goal of reducing their average number of phone calls per Tech to between 2 and 4. Also, this strategy increased workload for the HR receptionist.

## 9. Next Steps

The team decided it would look for more opportunities and solutions to reduce the number of phone calls coming in to the main HR Ops phone line.