Increasing Mandatory Training Completion Rates among Immunization Program Staff

AIM Statement: To increase the number of Immunization Program County staff who have completed selected mandatory training sessions to 90% by June 30, 2014

DPH Strategic Goal 6.1: Maintain a skilled, competent and empowered workforce

PLAN
Identify an opportunity and Plan for Improvement

Getting Started
The Immunization Program (IP) developed a plan to increase the number of County staff who completed the following sessions to 90% by June 30, 2014:

- Core Functions of Public Health course (2-hour or 8-hour course): Employees and Supervisors
- Drug Free Workplace: Supervisors
- Workplace Injury Training: Supervisors

Completion rates were lower for these classes, based on data submitted for the 2012 Public Health Report Card.

Assemble the Team
The Immunization Program assembled the following team:

- Lucinda Clare, Training Coordinator
- Julia Heinzerling, PI Specialist

The team coordinated with IP's Program Director, Deputy Director, Ops. Director, and Unit Directors to identify and test improvement strategies.

Examine the Current Approach
- Staff members identify and complete mandatory sessions and submit a certificate of completion to the Training Coordinator.
- The Training Coordinator enters course dates (based on certificates received) into a database. No credit for courses not in the database.
- Reminders for mandatory classes are sent to staff by the Training Coordinator, when received from ODT.

Root Cause Analysis

Staff Knowledge
- No routine training orientation process
- No routine or automated reminders
- Limited staff awareness when training requirements change

Learning Net (LN) Issues
- Deactivated accounts
- Limited staff knowledge
- LN doesn't include all courses
- Training Coordinator can't run LN reports

The Challenges

Incomplete Records
- System depends on staff to submit certificates and Coordinator to record them in a standalone database

Limited Availability
- Some courses are closed all year, due to limited capacity

Identify Potential Solutions and Develop an Improvement Theory
The team predicted that implementing the following strategies would increase completion rates. These were designed to improve tracking, address technical challenges, improve staff and supervisor awareness of requirements and trainings, and address access issues.

Strategy	Activities
Improve Tracking	
• Update missing courses in the IP training database	• Compare Learning Net and training database data • Request that staff submit certificates for courses that are in the Learning Net but not recorded in the IP training database
• Explore the potential to use the Learning Net exclusively or import into the IP database	• Clarify which courses are in the Learning Net • Attempt to export Learning Net data
Address Technical Issues	
• Reactivate Learning Net accounts	• Coordinate with ODT to rectify Learning Net account issues
Improve Staff and Supervisor Awareness	
• Provide staff and supervisors with information regarding DPH requirements and resources • Help staff and supervisors identify mandatory missing courses	• Provide staff and supervisors with information regarding mandatory courses, sessions, Learning Net, and tracking • Inform supervisors of staff members' completed courses • Review training requirements in the annual performance evaluation
Address Access Issues	
• Address challenges regarding limited course capacity	• Explore whether additional sessions will be added for courses that reached capacity • Encourage supervisors to complete the Sup. Dev. Program

DO
Test the Theory for Improvement

Test the Theory

Cycle 1
- Staff Reminders
  - Worked with HR and ODT to create a list of upcoming training dates
  - Developed training flyer, with Learning Net instructions
  - Emailed staff training table, upcoming trainings, flyer, & request to submit certificates
- Instituted a protocol to discuss training requirements at PEs
- Obtained Director approval to encourage sups. to complete the Sup. Dev. Program

Cycle 2
- Updated Immunization Program training database
  - Identified discrepancies between the Learning Net and the IP database
  - Shared discrepancy list with staff and asked them to submit Learning Net certificates
  - Updated training database with certificates received

Cycle 3
- Updated list of upcoming mandatory trainings
- Requested that HR and ODT add sessions for full classes
- Supervisor Reminders
  - Added reminder for supervisors to discuss mandatory training to PE reminders
  - Gave a list of staff members' *completed* courses to supervisors, with the mandatory training table and list of upcoming trainings

Cycle 4
- Updated upcoming training list and flyer
- Created personalized training reports of *missing* mandatory classes for staff
  - Provided to supervisors to discuss with staff
  - Distributed with mandatory training table, upcoming training list, and training flyer
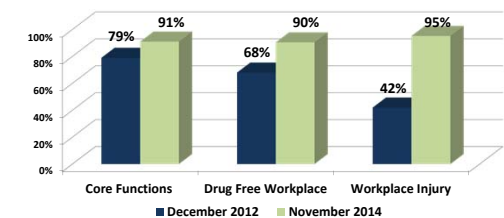
CHECK
Use Data to Study Results of the Test

Sent reminder, flyer, mandatory training table, and list of upcoming classes to all staff → No staff provided certificates of completion following the reminder

Requested that staff submit certificates for courses in the LN but not the training database → 28 courses updated in the Immunization Program training database

Requested that supervisors complete Sup. Dev. Program → 1 Supervisor completed and 1 Supervisor enrolled

Provided Supervisors with: list of supervisee's *completed* courses (Cycle 3) and *missing* courses (Cycle 4) → Staff submitted certificates, had LN accounts reactivated, and enrolled in mandatory trainings

Completion rates increased!

Completion rates bar chart — December 2012 vs November 2014:
- Core Functions: 79%, 91%
- Drug Free Workplace: 68%, 90%
- Workplace Injury: 42%, 95%

ACT
Standardize the Improvement and Establish Future Plans

Standardize the Improvement
- Provide list of *missing* courses to Supervisors at least twice annually
- Continue reminders for Supervisors to review training at PEs
- Remind staff to enroll in courses at the beginning of the year
- Encourage supervisors to complete Supervisory Dev. Program
- Rectify discrepancies between Learning Net & Program database

Establish Future Plans
- Explore data imports and automated overdue/reminder reports
- Ops to provide new staff with a training packet upon hire
- All staff to be required to submit certificates by email