

# Leverage Our Knowledge

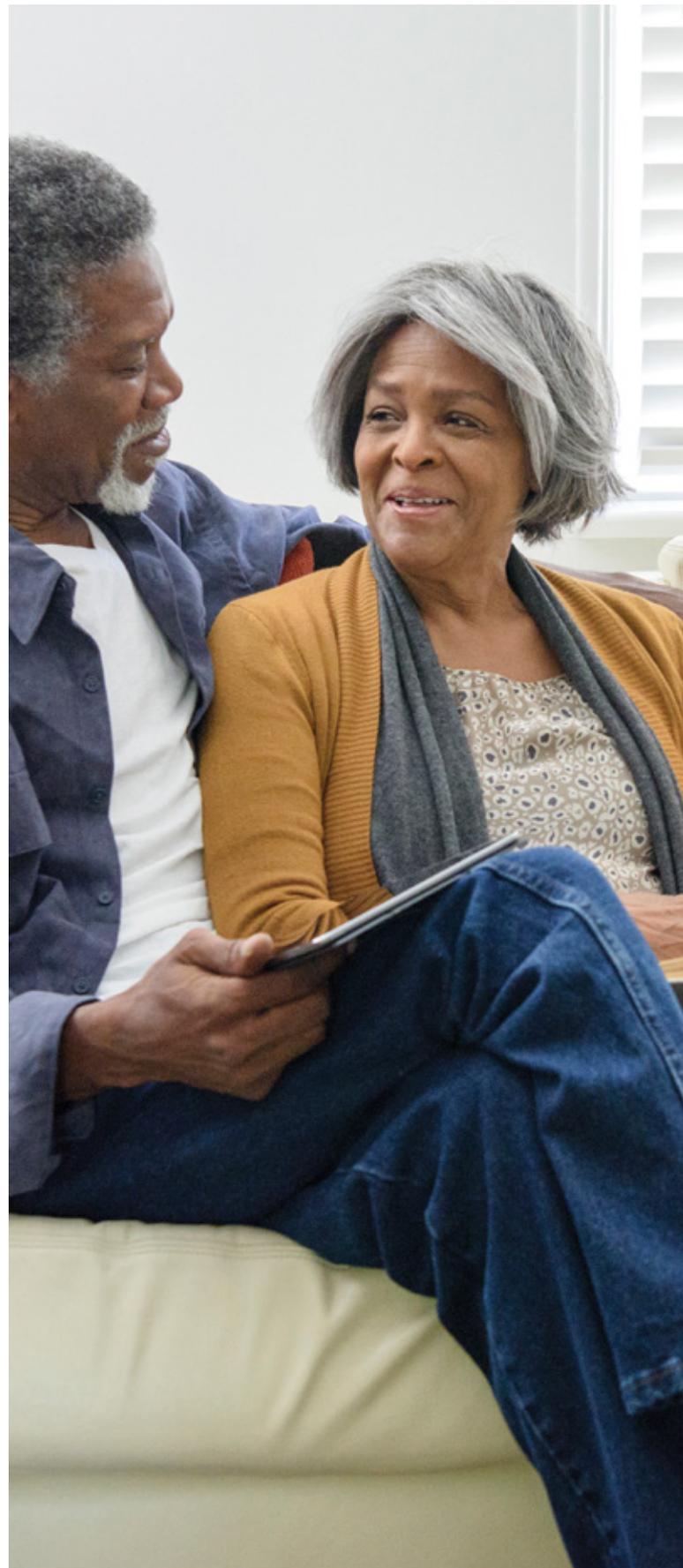
**Non-profits such as Direction Home Akron Canton are always finding ways to maximize our reach while using less of our limited resource pool... without allowing quality to suffer.**

We can do this through leveraging effective and efficient business practices such as Lean Six Sigma. Incorporating the concepts behind Lean Six Sigma, Direction Home Akron Canton has been identifying opportunities to improve processes for years. One such opportunity was co-locating our assessment staff within area hospitals. By working with our Board and other medical staff champions, we were able to identify space and resources for our DHAC nurse assessors to work within the hospital, addressing discharge needs and reviewing qualifications for supports before the patient even went home.

## Meet Grace

One patient helped in this manner was Grace. Grace had a stroke and was no longer able to work. Her daughter and young grandchildren moved in to take care of her. Between caring for her mother and children, Grace's daughter had little income to pay for bills. During a hospital stay, Direction Home Akron Canton assessed Grace and found that she was eligible for the PASSPORT program. A Care Manager was assigned and Grace began to receive services like meals, transportation and a home health aide. The assistance was a huge help to ensure that Grace stayed healthy and happy at home.

During one of the in-home visits with her Care Manager, Grace's daughter shared that money was tight and she was struggling to pay the utility bills. Her Care Manager knew that assistance could be available through the HEAP/PIPP program. Because Direction Home Akron Canton's Care Managers are knowledgeable about the assistance programs available, Grace's family was able to afford the utilities necessary to stay comfortable and warm.



# Our Quality Plan

**The foundation of our success has been the explicit creation of our organizational culture that integrates Lean Six Sigma, Disney business management models, and healthcare compliant methods into one integrated system that relies on visual dashboards and consistent feedback to ensure continuous quality improvement. In so doing, we strive to exceed the expectations of our members and partners.**

## Continuous Quality Improvement

Historically, we have used Lean methods to remove waste from processes and change the way we approach our tasks. We have partnered with Summa Health System to provide Six Sigma training for staff, educating and **certifying 42 new Six Sigma Yellow Belts** over the past year. Six Sigma is an approach to data-driven management that seeks to improve quality by measuring how many “defects” there are in a process and systematically eliminating them until there are as close to zero as possible. The concept of “defects” includes any deficiency that prevents a company from meeting its customers’ needs.

In a joint effort to ensure consistency of performance among the AAAs in Northeast Ohio, we were able to form a joint Quality Committee of co-workers from Northeast Ohio AAAs that administers many of our quality efforts such as Six Sigma training. We continue to work through our regional collaborative to address operational process issues that we share among the AAAs and our managed care partners. To further these efforts, **we will develop new process improvement collaborations with our health plan partners, CareSource and United Healthcare, to produce process improvements and, consequently, enhance quality.**

## Building a Culture of Excellence

Our organizational leaders are the foundation for building and maintaining a successful corporate culture. Given this, we will focus on the continuation and updating of our established succession planning process, which successfully transitioned our organization through several executive leadership position changes in 2017.

**Competency, Courtesy and Compassion** are our cultural touchpoints and guide our actions every day. In fact, in 2017 our average customer satisfaction score across all programs (Aging & Disability Resource Center, MyCare Ohio Duals Demonstration Program, PASSPORT, and Elder Rights), was an exceptional 95.7%! We routinely conduct customer satisfaction surveys across all of our programs at a statistically significant sampling level and their results are reported on a monthly basis by an independent outside consultant. This is a true outcome measure of our services.

Our strong corporate culture is the foundation of our success. We emphasize Disney Institute best practices to develop cultural programs that clearly communicate expectations and processes that exceed customer expectations. Utilizing these principles, **we have piloted a new culture creation and dissemination process, and are ready to implement this in 2018.** This process will align experience audits, 360 evaluations, Northeast Ohio Coalition of Area Agencies on Aging (NEOCAAA) service standards, Direction Home touchpoints, and individual team “gems” and “challenges.” These “gems” are areas of strength that we build on, and “challenges” are areas where we need to identify potential customer service issues and how to avoid or recover from them. **We will move toward cultural consistency in northeast Ohio AAAs by collaborating through NEOCAAA to roll out this program.**

