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Applying Process Improvement Approaches to Recommendation Selection

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Learning Objectives

Participants will be able to:

- Apply process improvement approaches for identifying gaps/needs, generating and prioritizing solutions, and creating action plans in the context of recommendation development
- Describe tools like a benefit-effort matrix and voting techniques for focusing partner resources
- Align these approaches with best practice



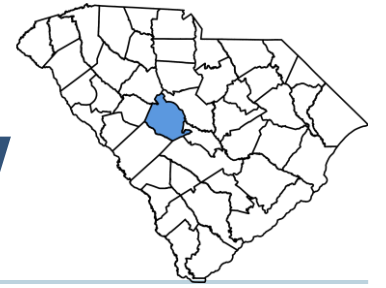
OFR National Standards



Topics

- Overview: Lexington County, SC, Overdose Fatality Review Process Improvement Concepts
- Recommendation Prioritization
- Key Takeaways





Lexington County OFR Overview

- Led by Lexington County Coroner's Office
- Started in April 2021
- County population around 300,000
- 103 overdose deaths in 2021
- 1–3 cases reviewed at OFR each month

Lexington County OFR Member Organizations

Mental Health	Solicitor's Office	Coroner's Office	Sheriff's Office
Fire Department	EMS	Police Department	Alcohol and Drug Authority
Probation and Parole	Hospital	Health Department	Social Services



Recommendation Development

- After about 4 months and eight case reviews, 23 recommendations had been identified at different levels
- Need to prioritize and organize into themes
- Learned about approaches in other jurisdictions

OFR Recommendation Summary Table

Recommendation	Date	Type	Possible Activity/Action Steps	Agencies	Timeline	Progress
Identify opportunities for linkage to care for lower-level offenses.	4/8	Agency-specific	Investigate questions with magistrate's office.	Solicitor's Office	Medium Term	7/8: Presentation about court/criminal justice system at July meeting.
Triage EMS patients to different locations/services than hospitals based on need.	4/8, 7/8	Systemic	Understand any current restrictions.	EMS	Long-Term	5/12: Insurance requirements can limit transport to locations other than emergency facilities. Medicare recently changed this rule and other insurance providers will likely follow suit. EMS could bring a pilot proposal



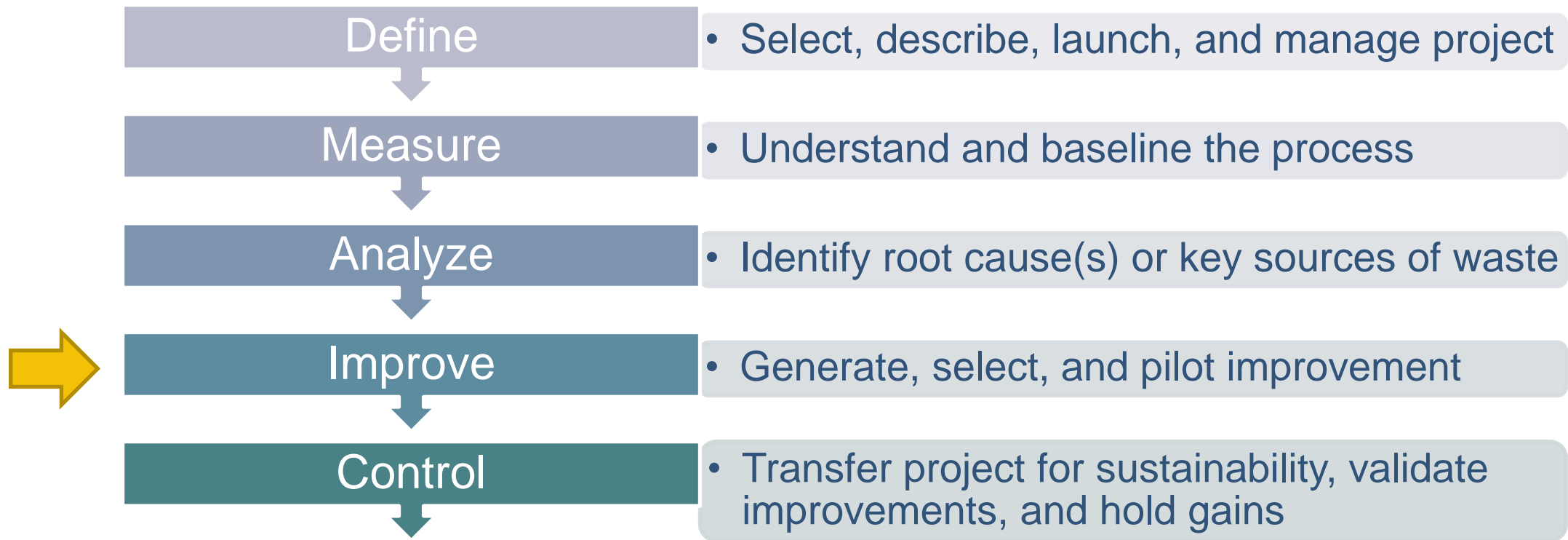
Identify at least one recommendation at each review meeting

Lexington County Overdose Fatality Review. (2021, July). Meeting Minutes.



What is Lean Six Sigma?

Problem solving and development approach



Adapted from Luzzatti, M. (2019, July). *Introduction to LSS DMAIC and When to Use*. Greenville Technical College; Greenville, SC.



Improvement Phase



Adapted from Luzzatti, M. (2019, July). *Introduction to Improve*. Greenville Technical College; Greenville, SC.

Work Session 1



- After 6 months of reviews
 - Distributed retrospective pre-/post-evaluation survey to measure changes in individual and community/systems-level outcomes
 - Listed 16 gaps/needs identified from reviews across the criminal justice system, emergency services, specific populations/locations of focus, prevention
 - Each member voted on the top six priorities based on cases reviewed and ability to impact overdose deaths
 - Brainstormed solutions for the top five gaps/needs



Highest Priority Gaps/Needs

Top five priorities:

Individuals are not always connected with treatment services after engaging with agencies like EMS, law enforcement, hospital (10 votes)

Individuals may not have insurance or financial resources to cover treatment services (8 votes)

Substance use may start in adolescence and should be addressed early (7 votes)

Children with family members experiencing incarceration or substance use are at higher risk for substance use and other negative health outcomes (7 votes)

Patients experience repeat drug-related admissions (7 votes)

Lexington County Overdose Fatality Review. (2021, September). Meeting Minutes.



Recommendations Generated

- Develop resource list for treatment and other services and identify which are sliding-scale/low-cost options, different ages
- Expand/replicate Mobile Crisis to address substance use response
- Leverage Mental Health Center mobile unit, community paramedic program, and other resources for outreach
- Expand Medicaid to increase treatment access
- Explore options for Emergency Medical Services to pilot transport to other locations
- Seek grant/funding for regional stabilization center
- Work with all schools in district to implement assessment and referral to treatment
- Share information with OFR members on Handle with Care model (referrals to school resources from law enforcement/first response for children after trauma in the home)



Identify state, local, and national recommendations

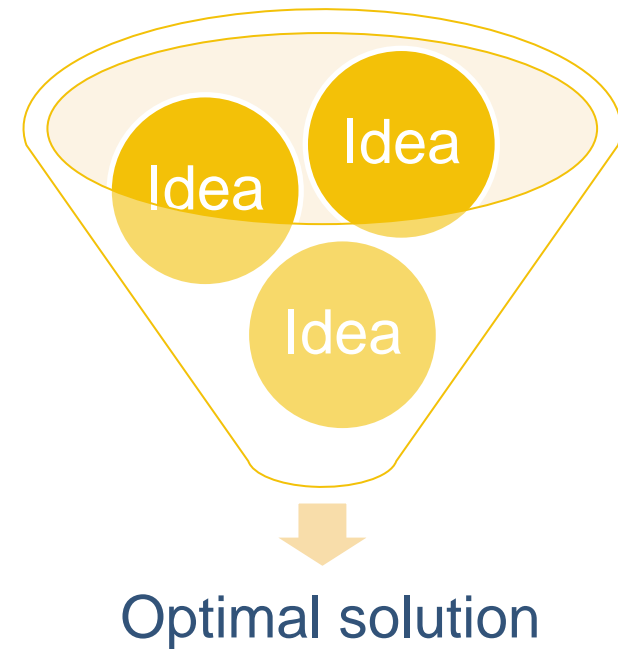
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Work Session 2



- Evaluate solutions based on effectiveness in meeting goal, practicality, acceptance, and other criteria
- May combine features of different ideas

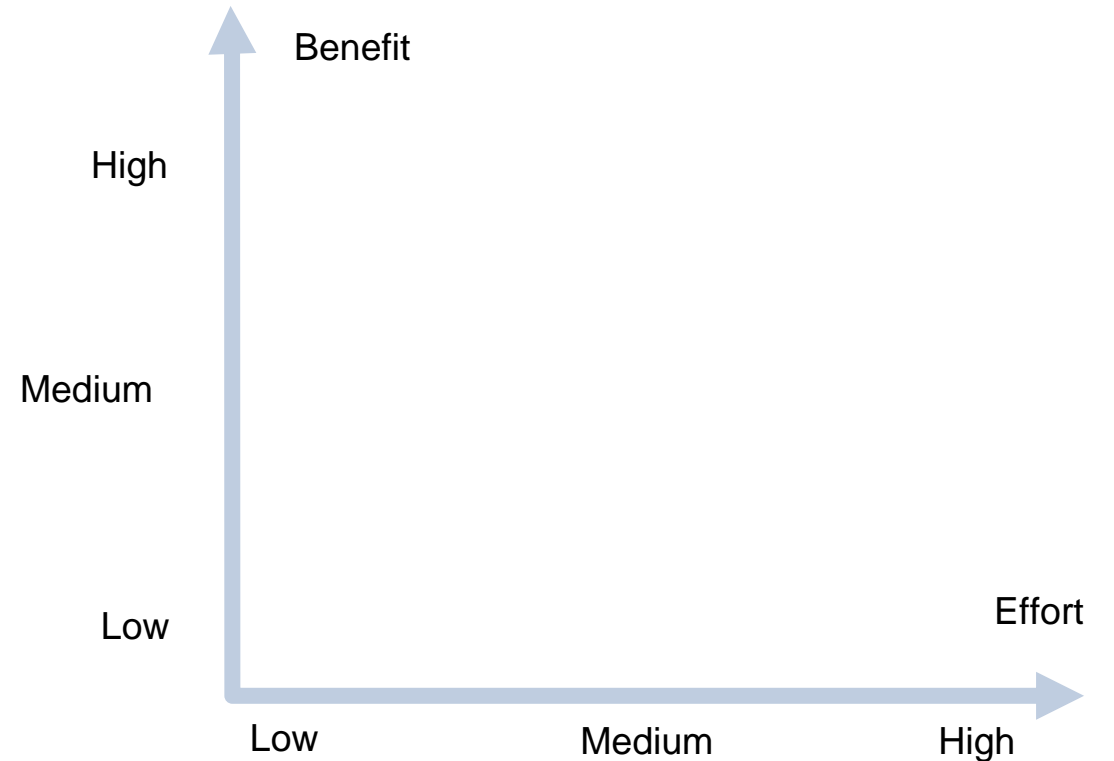


Adapted from Luzzatti, M. (2019, July). *Introduction to Improve*. Greenville Technical College; Greenville, SC.



Benefit-Effort Matrix: Considerations

- Benefit
 - Strategic and community fit
 - Financial, health, and safety
- Effort
 - Resources required
 - Project duration
 - Project risk
 - Acceptance level

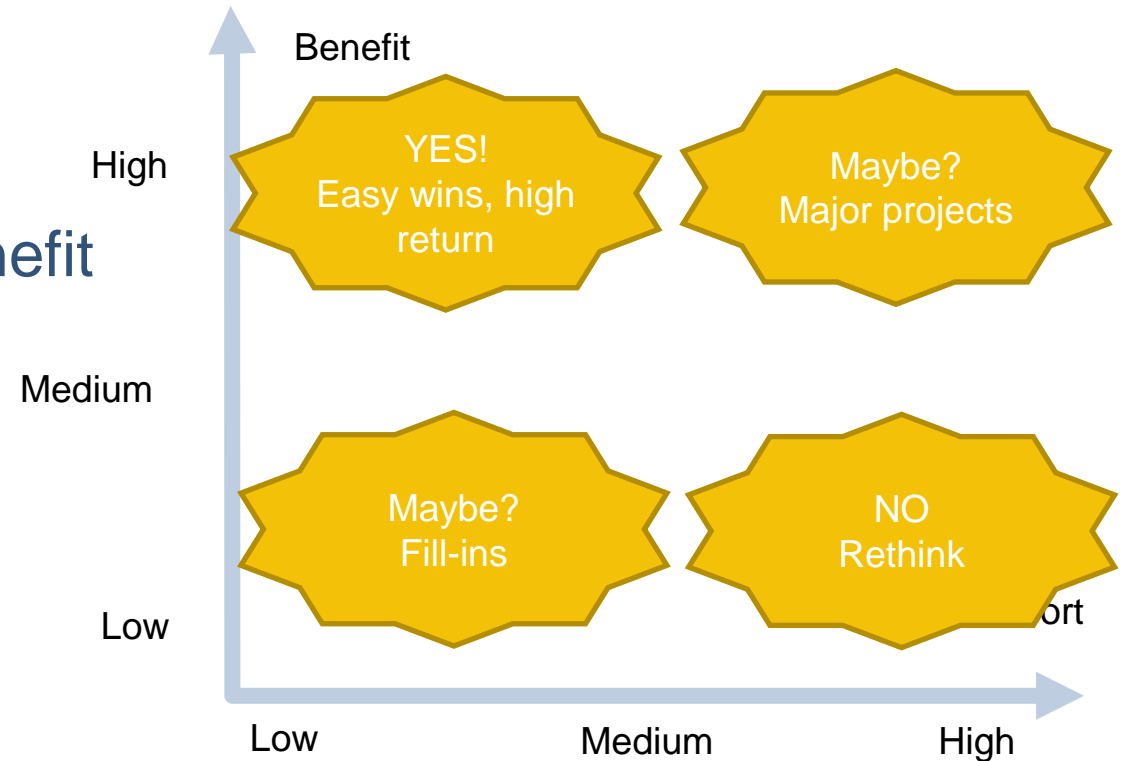


Adapted from Dyer, L. (n.d.). *The Benefit Effort Matrix – A Tool to Determine Where to Apply Your Resources*. Pyzdek Institute.
<https://www.pyzdek institute.com/blog/six-sigma-tools/the-benefit-effort-matrix-a-tool-to-determine-where-to-apply-your-resources.html>



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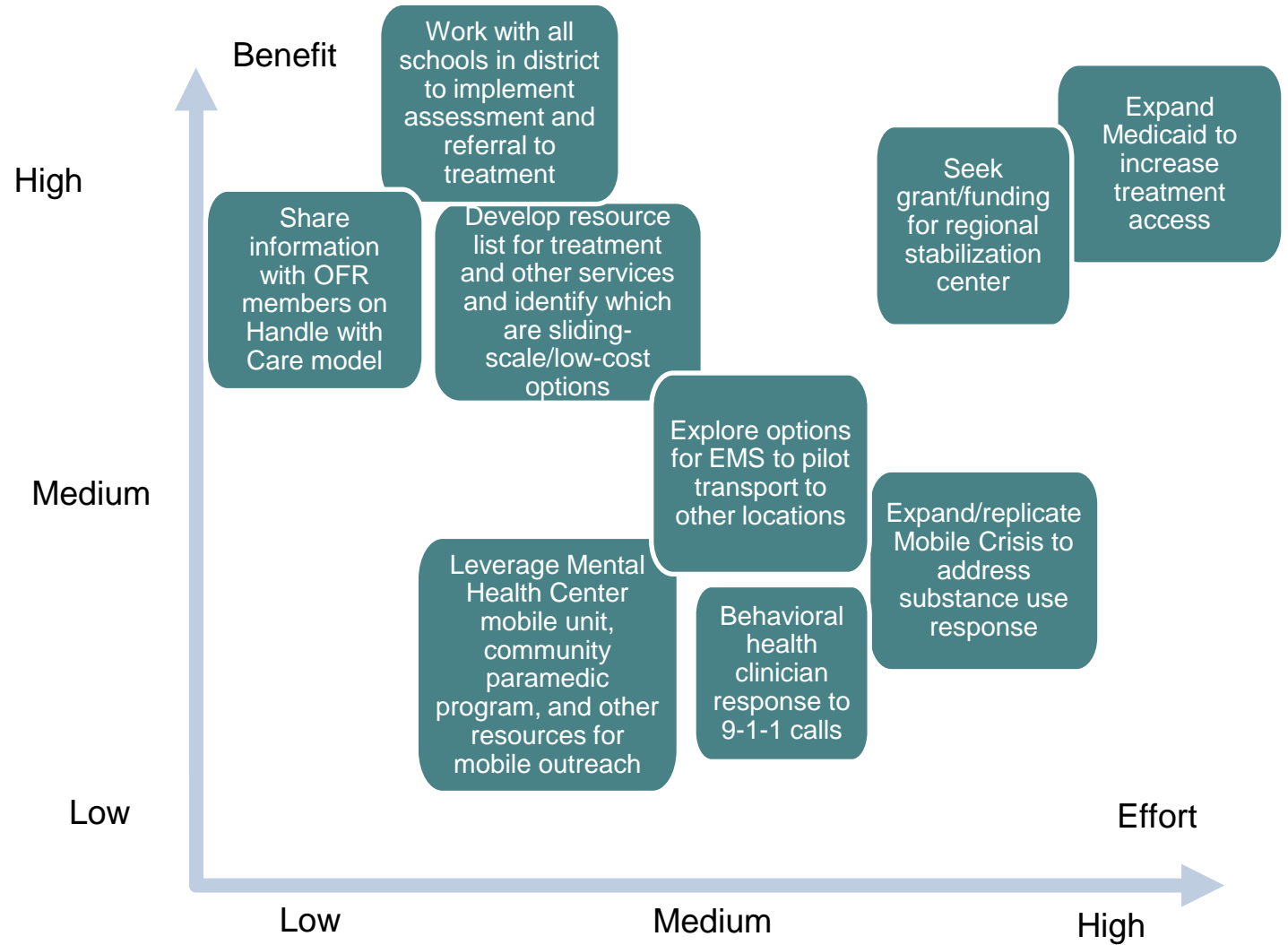
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Adapted from Six Sigma Daily. (2022). How to Use the Impact Effort Matrix to Prioritize Projects.
<https://www.sixsigmadaily.com/how-to-use-the-impact-effort-matrix/>



Recommendation Prioritization— Results



Lexington County Overdose Fatality Review. (2021, September). Meeting Minutes.



Solution Plan



- Operationalize priorities
- Identify a lead agency/champion and supporting organizations/partners
- Outline next steps



Develop a work plan to monitor the implementation of recommendations

Adapted from Luzzatti, M. (2019, July). *Introduction to Improve*. Greenville Technical College; Greenville, SC.



Spring 1 Progress (September 2021 – June 2022)

Quick wins:

- Presentation on Handle with Care model during Oct. 2021 meeting
- Partners created document and cards on resources for treatment and other services
- Relationship-building efforts with schools
- Invited Probation, Pardon and Parole Services and prevention program representatives
- Coroner's Office secured additional staff toward OFR

Major projects:

- EMS and recovery organization secured grant for post-overdose outreach and pop-up events
- Mental Health is planning for a regional stabilization center



Sprint 2 (June 2022 – Present)

Quick wins:

- Invite social services and health department representatives
- Explore whether overdose safety plans are a useful tool for local service providers
- Explore referrals between jurisdictions for post-overdose outreach
- Identify new places for fentanyl test strip distribution

Major projects:

- Implement Handle With Care model
- Partner with hospital for recovery services in emergency department
- Implement a community-based diversion/deflection program



Continually identify, recruit, onboard, and train new OFR members



Key Takeaways

- Separate recommendation prioritization from documentation and generation
- Identify quick wins to generate momentum
- Consider iterative processes to make progress and stay focused
- Apply data throughout decision-making process



Questions?

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