

# Accelerating Public Health Hiring: A QI Pilot to Reduce Time to Hire Through Practical Tools and Manager Engagement

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# Public Health Improvement



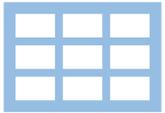
## Just Do It

- Some projects don't need extensive discussion before implementation.



## Engagement

- Process to get teams involved and bought into the project



## Framework

- Data collection methods and communication of results



## Momentum

- Using lessons learned to tackle other improvement needs



**WHAT DOES GREAT  
LOOK LIKE?**

"If you want to go fast, go alone; if you want to go far, go together"

-African proverb



# Quality Improvement **Guidebook**

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Using QI Tools for Continuous  
Improvement at NCDPH

# Momentum – Problem Statement

**Increase the distance that each table's paper airplanes will fly**

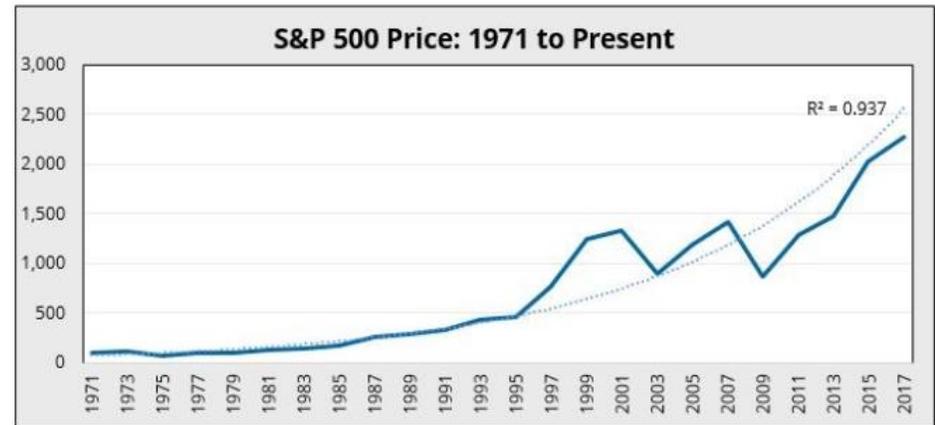
# Momentum – How are we doing?

## Activity:

- Each table should fold a paper airplane.

- Observations? (5 Why)

### Example



The S&P 500 Price has increased logarithmically increased from 1971 to 2017.

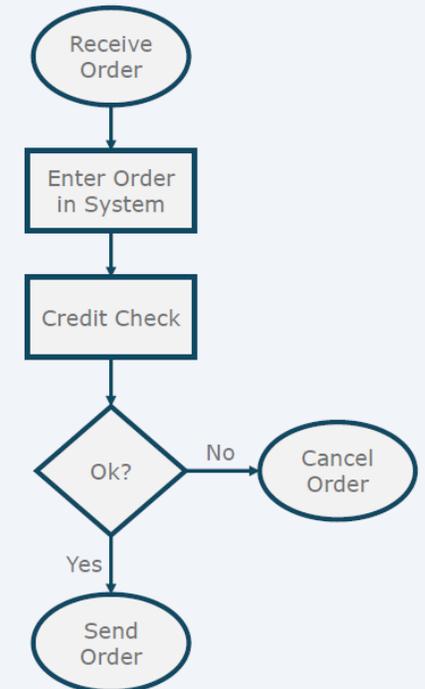
## Momentum – Brainstorm

**What potential solutions could be used to solve the problems observed?**

# Momentum – Current State

- **Start with a Piece of Paper:**
  - Use a standard 8.5 x 11-inch sheet of paper.
- **Fold the Paper in Half Lengthwise:**
  - Fold the paper in half lengthwise (hotdog style) and then unfold it. This creates a crease down the center.
- **Fold the Top Corners to the Center Crease:**
  - Take the top right corner and fold it down to the center crease.
  - Repeat with the top left corner, creating a triangle shape at the top.
- **Fold the Top Edges to the Center Crease:**
  - Take the new top right edge and fold it to the center crease.
  - Repeat with the top left edge, forming a narrower triangle.
- **Fold the Plane in Half:**
  - Fold the plane in half along the original center crease, with the folds inside.
- **Create the Wings:**
  - Fold down one side to create a wing, aligning the edge with the bottom of the plane.
  - Repeat on the other side to create the second wing.
- **Adjust the Wings:**
  - Make sure the wings are even and adjust them to ensure the plane is balanced.

## Example:



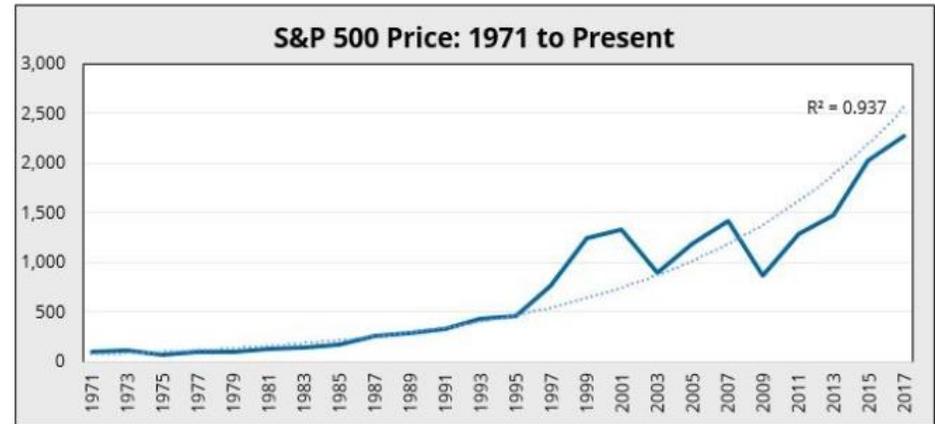
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## Momentum – Brainstorm

**What potential solutions could be used to solve the problems observed?**

## Momentum – Brainstorm

- **Tips for Better Flights:**

- **Crease Firmly:** Make sure all folds are crisp and firm.
- **Symmetry:** Ensure both sides are symmetrical for better flight performance.
- **Fail Fast:** Make small adjustments to improve its flight.

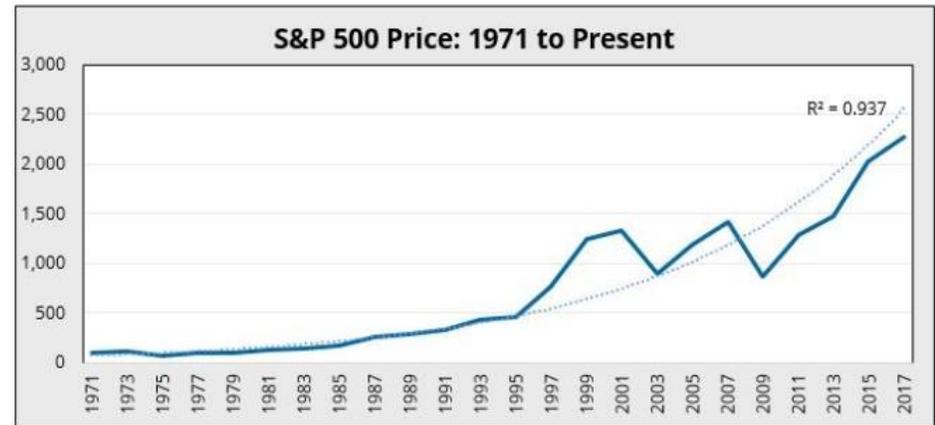
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# Implementation in Public Health Practice

# Project Timeline

Sept 2023 – Nov

Accenture Current State Analysis on DPH Time to Hire



Nov 2023 – April

Development of QI Pilot Project Proposal

Stakeholder Engagement with CDI and DMT

Referral of QI Project to Quality Improvement Council



April 2024 – Aug

QI Project Team Kick Off with CDI

Identification of Possible Solutions – DPH Driver



Voting on Action Plan



Development of 3 Time to Hire Tools



Aug 2024 – Dec

Implement of Time to Hire Tools with CDI Hiring Managers

Tracking Time to Hire Data

Feedback from Hiring Managers

# Project Deliverables

## **Tool 1: Recommendations for updated job descriptions**

- Overview document that defines process for **how and when** to update job descriptions.
- Walks through expectations of hiring managers and shares tips/tricks

### ***When used in Hiring Process***

Step 1: Hiring manager Developing RTP

### ***Hiring Process Metric Effected***

Step 1: # of Days from RTP to posting  
Step 3: # of Days from posting closing to applicants referred  
Step 4: # of Days from applicant referred to candidate selected  
Step 5: # of Days from candidate selected to salary approval  
Step 7: # of Day from verbal offer to offer accepted

## **Tool 2: Recommendations for pre-blocking time for candidate interviews**

- Defines expectations of hiring managers for when to ID interview committee members (within 2 days of job posting) and putting holds on their calendars for potential interview times

Step 2: Position Posted

Step 4: # of Days from applicant referred to candidate selected

## **Tool 3: Bank of Interview Questions**

- Intro/Instructions for Hiring Managers
- Bank of interview questions group by categories

Step 4: Hiring manager conducting Interviews

Step 4: # of Days from applicant referred to candidate selected

# Project Outcomes

## QI Time to Hire Pilot vs Control Group – Average Number of Days from Target

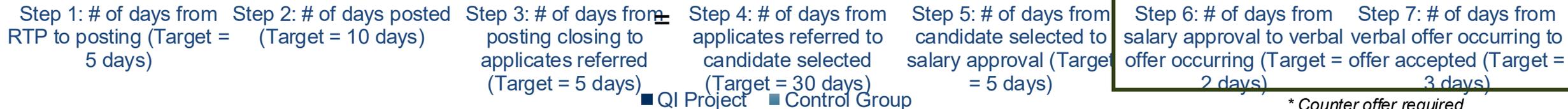
**Cumulative Average Number of Day Over Target through Step 5**

**QI Pilot: 49.03 Days**

**Control: 90 Days**

★ *Effected by Time to Hire Tools*

*Due to small sample size and outliers in step 6 and 7, they are excluded from*

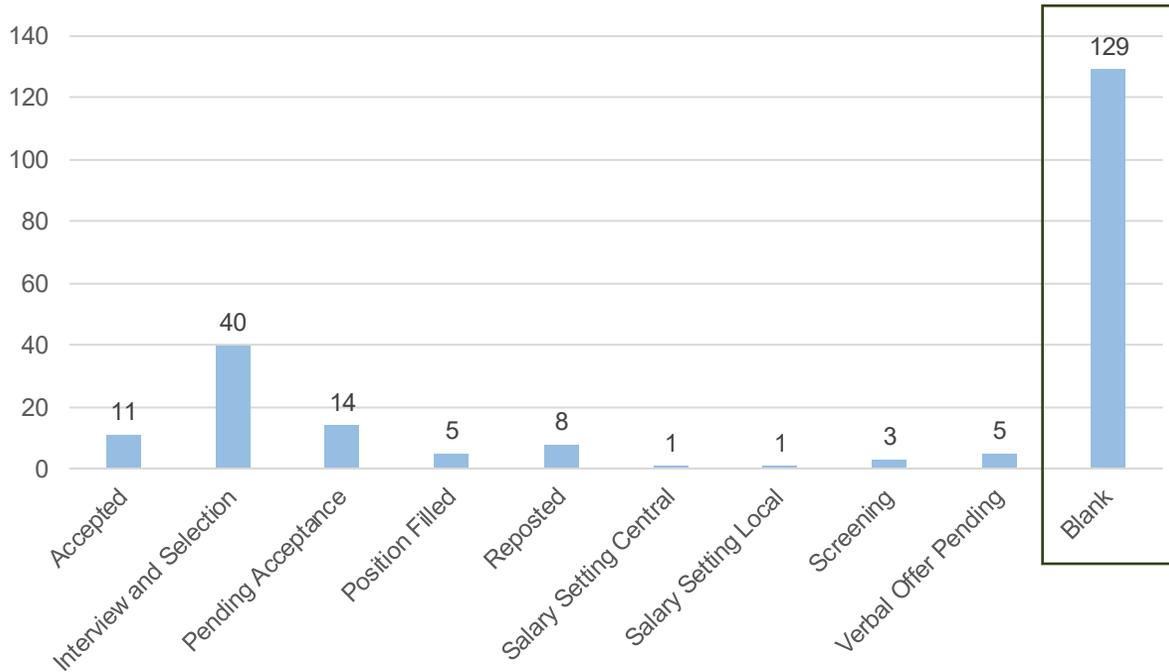


\* Counter offer required salary changes

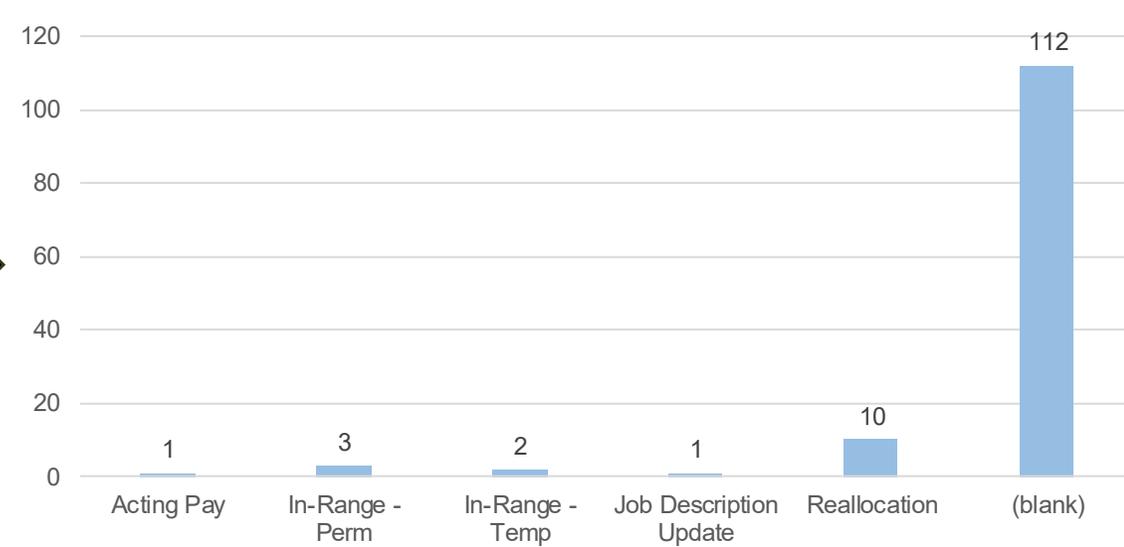
# Deep Dive into Vacant Positions

## Status of Vacant Positions

Status of Vacant DPH Positions - Count



Status of 129 Blank Positions - Count



# Qualitative Data from Project Hiring Managers

