

Performance Management & Quality Improvement Training

Pennsylvania Department of Health Data Driven Management Program February 27 – 29, 2008 • Harrisburg, PA

Schedule At-A-Glance

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|-------------|--------------------|
| February 27 | 8:30 AM – 4:30 PM |
| February 28 | 8:30 AM – 4:30 PM |
| February 29 | 8:30 AM – 12:30 PM |

Learning Objectives

By the end of this program, participants will be able to...

Quality Improvement

1. Describe the Plan-Do-Check-Act approach to quality improvement (QI) and distinguish it from other planning and management approaches.
2. Understand how and why to identify “root causes” of problems.
3. Identify public health applications of at least six common QI tools, such as Brainwriting 6-3-5 method, Affinity Diagrams, 5 Why’s, Cause & Effect (Fishbone) Diagrams, Process Maps, Pareto Charts, or other basic Quality Improvement tools.
 - Practice using two tools to analyze potential root causes of a performance problem.
 - Practice using two tools to identify and plan changes that may result in improvement.
4. Explore the concept of Error-Proofing as an approach for reducing re-work.
5. Design a rapid cycle test to check whether changes have the desired effect.

Performance Management

6. Explain QI in the larger context of performance management (PM).
7. Define and describe key concepts and the four components of PM in the Turning Point model (standards, measures, reporting of progress, and quality improvement).
8. Identify how popularly-used frameworks, including Vendor Management complement other public health QI activities. Apply these concepts to service acquisition and vendor performance.
9. Apply PM concepts in a public health case study.
10. Assess at least three opportunities to better manage performance in their own work, including uses of Pennsylvania public health measurements and performance reports.

Technical Assistance and Support Roles

11. Describe potential roles to assist teams or individuals with QI projects.
12. Increase confidence that they can support QI efforts of public health teams.
13. Identify top resources to support PM/QI relevant to public health.

February 27, 8:30 AM – 4:30 PM

| Time | Agenda Item |
|-------------------------|---|
| 8:30 – 8:45 AM | On-site participants arrive, participants roll call and system testing |
| 8:45 – 9:15 AM 1.1 | Welcome Remarks by Deputy Secretary Robert Torres Introductions and Announcements: Program Evaluation Section staff Goals & focus of data driven improvement programs Short Workshop Pre-test |
| 9:15 – 9:30 AM | Warm-up Exercise (Brainwriting) <u>GROUP EXERCISE</u> <ul style="list-style-type: none"> Strategies you have found to be helpful to make sure Pennsylvania public health programs achieve measurable results |
| 9:30 – 9:45 AM | Introduction to QI Principles for Health Problems <ul style="list-style-type: none"> Quick example: NPR radio story |
| 9:45 – 10:30 AM 2.1 | How QI Can Help Public Health Teams Achieve Results <ul style="list-style-type: none"> Public health case example: Orange County, Florida Useful and simple ways to approach QI: Plan-Do-Check Act (PDCA), 7-Step Problem Solving Method |
| 10:30 – 10:45 AM | BREAK |
| 10:45 – 11:30 PM 3.1 | The Core Process Redesign Pathway – Introduction <ul style="list-style-type: none"> Apply a 5-phased approach to implementing improvement Anticipate barriers and obstacles to success Identify benefits from improvement of selected process CPR Worksheets # 1 and 2 <u>TEAM EXERCISE</u> |
| 11:30 AM – 12:30 PM | LUNCH ON YOUR OWN <i>Facilitator available for questions</i> |
| 12:30 – 1:15 PM 4.1 | Overview of Quality Improvement methods <ul style="list-style-type: none"> Gathering data and checking assumptions with qualitative, quantitative, and process information Public Health Quality Improvement Tool Kit training module |
| 1:15– 2:00 PM 5.1 | Choosing Key Problems to Address <u>GROUP EXERCISE</u> <ul style="list-style-type: none"> Choosing a place to start. Potential tools: <ul style="list-style-type: none"> Pareto Chart –using 1 group example Check Sheets or Run Charts – using 1 group example |
| 2:00 – 2:45 PM | State the Problem and Set Expectations <ul style="list-style-type: none"> Draft the project charter – CPR Worksheet #3 <u>TEAM EXERCISE</u> |
| 2:45 – 3:00 PM | BREAK |
| 3:00 – 4:15 PM 6.1 | Identifying “Root Causes” of Public Health Problems <ul style="list-style-type: none"> Why examine problems for root causes? 5 Why’s (demo + practice) Brainwriting/Affinity Diagram <u>TEAM EXERCISE</u> on one of the participant supplied DDM issues related to PA public health. |
| 4:15 – 4:30 PM | “Round Robin” – Take Home Messages from Day 1 Questions, concerns, “parking lot” issues, Announcements |
| 4:30 PM | ADJOURN |

February 28, 8:30 AM – 4:30 PM

| Time | Agenda Item |
|-------------------------------|---|
| 8:30 – 8:45 AM | On-site participants arrive, roll call and system testing |
| 8:45 – 9:00 AM | Review of Day 1 |
| 9:00 – 10:00 AM 6.1 cont'd | Identifying “Root Causes” of Public Health Problems, continued <ul style="list-style-type: none"> Fishbone tool: intro, example, and demonstration GROUP EXERCISE |
| 10:00 – 10:15 AM | BREAK |
| 10:15 – 11:00 AM 7.1 | Flowchart the Process; <ul style="list-style-type: none"> Identify Suppliers, Inputs, Process, Outputs and Customers Map the flow of the current process - CPR Wrksht #4: TEAM EXERCISE |
| 11:00 - 11:30 AM | Error Proofing the Improved Process <ul style="list-style-type: none"> Refer to Fishbone to explore root causes of known barriers Draw future state map of the improved process with error proofing identified GROUP EXERCISE |
| 11:30 AM – Noon 8.1 | Designing a Rapid Cycle Test for Potential Improvements – PART 1 <ul style="list-style-type: none"> 3 questions: Model for Improvement (Associates in Process Improvement) TEAM OR INDIVIDUAL EXERCISE by LHD for improvement idea. |
| Noon – 1:00 PM | LUNCH ON YOUR OWN <i>Facilitator will be available for questions</i> |
| 1:00 – 1:45 PM | Designing a Rapid Cycle Test – PART 2 <ul style="list-style-type: none"> TEAM EXERCISE with worksheet for Root Cause issue from Day 1: A) Identify potential short term measures – CPR Worksheets # 5 & 6 B) Identify two changes that could make an improvement C) Design a test to check effects, incorporating 1 tool Tips for success Next steps in the QI process |
| 1:45 – 2:30 PM 9.1 | QI in the Broader Context of Performance Management <ul style="list-style-type: none"> Four components of performance management (Turning Point model) Applications at various levels of public health TEAM EXERCISE: <i>New Hampshire case study & discussion</i> |
| 2:30 – 2:45 PM | BREAK |
| 2:45 – 4:15 PM 10.1 | Customer and Vendor Relationships <ul style="list-style-type: none"> Evaluating performance and establishing relationships Using Checklists for contract compliance: TEAM EXERCISE Aligning priorities, process, and outcomes – CPR Wrksht # 7 Activity |
| 4:15 – 4:30 PM | “Round Robin” – Take Home Messages from Day 2 Q & A, Return to any “parking lot” issues |
| 4:30 PM | ADJOURN <i>Facilitator will be available for questions afterwards</i> |

February 29, 8:30 AM – 12:30 PM

| Time | Agenda Item |
|-----------------------------|---|
| 8:30 – 8:45 AM | On-site participants arrive, roll call and system testing |
| 8:45 – 9:00 AM | Review of Day 2 |
| 9:00 – 9:45 AM 11.1 | Opportunities to Better Manage Performance of Your Program or Organization <ul style="list-style-type: none"> Self-Assessment 1 of 4 quadrants in Turning Point Performance Management Self-Assessment tool TEAM EXERCISE: Identify potential changes to improve PM practices in Pennsylvania |
| 9:45 – 10:00AM | BREAK |
| 10:00 – 10:30 AM | Design the Implementation Project – CPR Worksheets # 10 & 11 <ul style="list-style-type: none"> Identify improvement tools and measurable outcomes Assign action items, start and end dates, improvement measures TEAM EXERCISE |
| 10:30– 11:15 AM 12.1 | Supporting QI – Roles of Leaders and “Improvement Advisors” <ul style="list-style-type: none"> Orange Co. example of advisor roles, lessons learned, other models TEAM EXERCISE: Identify 3-5 roles supporting QI that you are confident you could do in the next 3 months (worksheet) Leadership roles and actions to support QI Projects Potential pitfalls and countermeasures |
| 11:15 AM – 11:45 PM 13.1 | Next Steps for Location data driven Process Improvement projects <ul style="list-style-type: none"> CPR Worksheets 11 & 12 Step 8: TEAM EXERCISE Expected outcomes and benefits Timelines Communication plan |
| 11:45 AM– 12:00 PM | PM/QI Resources for Public Health Practice <ul style="list-style-type: none"> Online tools External professional networks Internal resources |
| 12:00 – 12:30 PM 14.1 | “Round Robin” – Final Take Home Messages Workshop Short Post Test Q & A, Return to any “parking lot” issues <i>Participants complete evaluations</i> |
| 12:30 PM | ADJOURN <i>Facilitator will be available until 1:30 PM for questions</i> |

>> Instructor Profile

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| Name | Grace Duffy |
| Position | Consultant to Public Health Foundation |
| Organization | Management and Performance Systems |
| Length of time in position | 16 years |
| Professional bio | <p>Grace provides services in organizational and process improvement, leadership, quality, customer service and teamwork. She is co-author of The Quality Improvement Handbook and The Executive Guide to Improvement and Change.</p> <p>Grace holds an MBA from Georgia State University and a Bachelor's in Archaeology and Anthropology from Brigham Young University. She is an ASQ Certified Manager of Quality/Organizational Excellence, Certified Quality Improvement Associate, and Certified Quality Auditor. Grace is a Certified Lean Six Sigma Master Black Belt, and Manager of Process Improvement.</p> <p>During her 20 years with IBM, Grace held a series of positions in technical design, services, management and process improvement.</p> <p>Grace spent 10 years with Trident Technical College in Charleston, SC as department head for Business, curriculum owner and instructor for Trident's Quality and Corporate Management programs and as a Dean for management and performance consulting to private industry.. Grace has been an active member of the American Society for Quality (ASQ) for 15 years. She is a Fellow of the Society and Past Vice President within the ASQ Office of the President.</p> |
| Fun fact | She rides a 2003 Anniversary edition Harley-Davidson V-Rod when she is not traveling the world supporting business clients. |

