



Public Health Foundation

Moving Public Health to the Cutting Edge of Quality and Innovation

Quality Improvement Learning Series

Course Catalog

**Training, Consultation, and Coaching
Services for
Quality Improvement in Public Health**

Contact our PMQI consulting team
(http://www.phf.org/consulting/Pages/QI_Services_Inquiry.aspx) for
assistance in creating your consulting and training services program.
You can also email us at PHF_Consultation@phf.org.

Updated August 11, 2011

Public Health Foundation Quality Improvement Learning Series Course Listing

Category	Course Number	Course Title	Level	Course Length	Page Number
General		Purpose and Objectives of Learning Series			9-10
Quality Improvement Courses					
Quality Improvement	100	Introduction to Quality Improvement <i>Learn about the Quality Improvement process, focusing on the history, philosophies, and methodologies for a successful Quality Improvement program.</i>	Basic	1 day	11
Quality Improvement	101	Quality Basics <i>Understand the basics of Quality Improvement, identify potential problem areas, utilize the seven basic tools of problem solving, and document successes.</i>	Basic	2 days	11
Quality Improvement	102	QI Tools Training <i>Focus on the basic tools of quality improvement that help improvement teams achieve measurable results.</i>	Basic	1 day	11
Quality Improvement	103	Daily Management in the Workplace <i>Understand the concept of Daily Management and utilize it to improve daily work processes.</i>	Basic	1 day	12
Quality Improvement	105	Performance Management and QI <i>Focus on redesigning major organization-wide business processes with this customized course designed around relevant organizational needs.</i>	Basic	2-3 days	13
Quality Improvement	202	Performance Management in the Workplace <i>Learn the basics of Performance Management in a quality improvement environment that requires different performance standards, rewards structures, and feedback.</i>	Intermediate	1 day	16

Category	Course Number	Course Title	Level	Course Length	Page Number
Quality Improvement	206	Measurement of the Essential Services of Public Health <i>Enable Local Health Department managers and staff to improve service performance and public health outcomes by learning key performance measurement and management tools to apply to specific local governance and health system environments.</i>	Intermediate	1 day	17
Quality Improvement	207	Cost of Quality <i>Explore the concept of the Cost of Quality, the cost associated with the quality of a service or product.</i>	Intermediate	2 days	17
Quality Improvement	210	Rapid Cycle QI Project Facilitation <i>Utilize a recurring Plan-Do-Check-Act (PDCA) approach to solve a problem facing a team or organization in a brief period of time. Work involves up to three one-day sessions spaced about a month apart, as well as remote consultation</i>	Intermediate	1 to 3 days	18
Quality Improvement	211	Preparing for Domain 9 <i>Use a process known as the "World Café" to help explore an agency's readiness for the requirements of accreditation Domain 9 and uncover the gaps needing to be addressed in the Quality Plan.</i>	Intermediate	1.5 days	19
Quality Improvement	212	Preparing a Quality Plan <i>Utilize an interactive onsite session to develop a quality plan for a public health agency that will (1) define improvement areas, (2) prioritive improvement actions, (3) control and align the process, and (4) develop a living plan document.</i>	Intermediate	1.5 days	19
Quality Improvement	300	Community-Focused Performance Management <i>Learn how to build a performance management system that includes important roles for the community in improving health outcomes with a focus on local health departments.</i>	Advanced	1 day	20

Category	Course Number	Course Title	Level	Course Length	Page Number
Quality Improvement	305	Statistical Process Control <i>Learn the concepts of Statistical Process Control, using statistical techniques to measure and analyze the variation in processes.</i>	Advanced	1 day	22
Quality Improvement	306	Quality Function Deployment <i>Gain an introduction to the history and theory of Quality Function Deployment, a methodology for taking the Voice of the Customer and using that information to develop, design, or redesign products and services that meet the needs of the marketplace.</i>	Advanced	1 day	22
Quality Improvement	307	Six Sigma <i>Learn the concept of Six Sigma as an approach for system assessment and organizational performance, gaining tools to support planning and implementation steps.</i>	Advanced	1 day	22
Quality Improvement	308	Lean Six Sigma <i>Understand the concepts and tools of Lean Enterprise to assess the priorities critical to the public health organization, learning about reduction of waste, balance of resources, assessment of stakeholder requirements, and meeting of community needs in an interactive activity-based format.</i>	Advanced	2 days	22
Quality Improvement	311	Putting Lean to Work in Your Organization <i>Understand and apply the principles of Lean to the public health agency, with a focus on finding specific Lean areas in need of improvement.</i>	Advanced	1 day	24
Team Courses					
Teams	106	Developing High-Performance Teams <i>Explore reinforcement of good teaming, team sustaining practices, and team focus on organizational goals.</i>	Basic	1 day	13

Category	Course Number	Course Title	Level	Course Length	Page Number
Leadership & Change Management Courses					
Leadership and Change Management	104	Developing Effective QI Leaders and Managers for Public Health <i>Gain an orientation for public health leaders to the new roles and responsibilities necessary to incorporate quality improvement.</i>	Basic	2 days	12
Leadership and Change Management	107	Assessing Leadership and Culture <i>Understand the role of agency leadership and the impact of agency culture in developing a robust quality infrastructure. Session focuses on assessing current culture, building trust for change, understanding constructive conflict, building commitment for change, and rationale for accountability.</i>	Basic	1 day	14
Leadership and Change Management	200	Quality Leadership <i>Understand the challenges faced, culture required, and facilitation needed to make high performance teams a reality.</i>	Intermediate	2 days	15
Leadership and Change Management	201	Leadership Skills for Managers and Supervisors <i>Focus on the skills needed to translate the organization's strategy and direction into a sustainable Quality Improvement effort.</i>	Intermediate	1 day	15
Leadership and Change Management	203	Change Management <i>Learn techniques to make change management a reality as an essential mark of a long-term sustainable Quality Improvement culture.</i>	Intermediate	1 day	16
Leadership and Change Management	204	Coaching Skills <i>Understand tips and techniques of how to be a coach to facilitate breakthroughs with employees and teams.</i>	Intermediate	1 day	16
Leadership and Change Management	205	Conflict Management and Negotiation Skills <i>Explore common responses to conflict, the conflict cycle, and ways to handle conflict to improve life.</i>	Intermediate	1 day	16

Category	Course Number	Course Title	Level	Course Length	Page Number
Leadership and Change Management	208	Focus Your Life and Career for Public Health Leadership I <i>Learn the skills to anticipate and plan for changes in one's organizational career, aligning career with skills, education, experience, knowledge, and proficiency for best fulfillment of job duties.</i>	Intermediate	1 day	18
Leadership and Change Management	209	Focus Your Life and Career for Public Health Leadership II <i>Explore the current state, uncovering areas that need improvement and making action plans to achieve career alignment while preparing for the challenges of the future.</i>	Intermediate	2 days	18
Leadership and Change Management	302	Quality Decision Making <i>Understand the quality decision model, utilizing the seven advanced tools of quality in order to make more effective decisions.</i>	Advanced	2 days	21
Leadership and Change Management	303	Developing a Total Quality Environment <i>Explore the foundation and concepts of Total Quality Management, a comprehensive and structured approach to organizational management seeking to improve the quality of products and services through ongoing refinements in response to continuous feedback.</i>	Advanced	2 days	21
Leadership and Change Management	309	Project Management <i>Learn how to apply modern management techniques to execute a project from start to finish, simultaneously managing the four basic project elements: scope, quality, time, and cost.</i>	Advanced	1 day	23

Category	Course Number	Course Title	Level	Course Length	Page Number
Strategic Planning Courses					
Strategic Planning	301	Strategic Planning and Community-Balanced Scorecards for Public Health <i>Learn how to motivate Local Health Departments to be leaders in developing or optimizing the local public health system improvement process.</i>	Advanced	2-3 days	20
Strategic Planning	310	Facilitating the Development of a Public Health Agency's Strategic Plan <i>Develop the basics of a strategic plan with onsite facilitation and monthly conference calls, and a final one-day session to finalize the plan.</i>	Advanced	2.5 days	23
Train-the-Trainer Courses					
Train the Trainer	304	Train the Trainer in QI <i>Become an in-house Quality Improvement trainer to help sustain and expand your organization's quality effort.</i>	Advanced	2-3 days	21
Consulting Intervention Courses					
Consulting Intervention	400	Applied Quality Function Deployment <i>For all 400-series courses, use the expertise of PHF consultants who can facilitate a design and/or development project for a product or service for a public health agency using the QFD methodology.</i>	Consulting	Varies	25
Consulting Intervention	401	Community Role Analysis and Development	Consulting	Varies	25
Consulting Intervention	402	Performance Feedback Cycle Design	Consulting	Varies	25
Consulting Intervention	403	Strategy Mapping	Consulting	Varies	25
Consulting Intervention	404	Strategic Measurement Development	Consulting	Varies	25
Consulting Intervention	405	Strategic Performance Management	Consulting	Varies	26
Consulting Intervention	406	Strategic Community and Collaborator Engagement	Consulting	Varies	26
Consulting Intervention	407	Public Health Improvement Compacts	Consulting	Varies	26
Consulting Intervention	408	Modular kaizen Technical Assistance	Consulting	Varies	26

This page intentionally left blank.

Purpose and Objectives of the Quality Improvement Learning Series

Purpose: To provide public health agencies and organizations with a wide variety of Quality Improvement programs that will aid departments, agencies, and divisions in the implementation and expansion of Quality Improvement.

Utilization: These courses cover the entire scope of Quality Improvement training and consultation and are best utilized in a sequence of learning that leads to a desired future state. Specific Quality Improvement projects would be best served by the Basic courses. Assisting other teams and QI project leaders would necessitate the Intermediate courses. Transforming an organization into Total Quality Management requires the Advanced courses, designed to give the knowledge to begin that transformation.

PHF can designate the correct sequence of courses that builds upon past training or an established knowledge base. PHF knows how to assess current Quality Improvement experience levels in order to help organizations advance to the next level of quality.

The QI learning series has a combination of training, consultation, coaching, and mentoring that will help an organization to:

- Be a Public Health Quality Improvement (QI) leader.
- Be on the cutting edge of quality and innovation.
- Acquire training that teaches the latest QI tools and techniques.
- Identify and develop improvement objectives and align them to strategies.
- Control costs, improve efficiency, improve morale, and engage clients with desired services.
- Develop a culture of QI within a public health organization, encouraging everyone to improve the quality of services and programs continuously.
- Analyze "root causes" of problems instead of treating symptoms.
- Develop and use metrics and data collection to improve analytical capabilities.
- Maintain the QI momentum for constant progression.

Objectives:

Though all of the learning series offerings can be customized to a client's wants and needs, the offerings are basically divided into the following four categories to facilitate a user's understanding of how to fit courses and consultation to current and future quality improvement needs.

Basic Courses (100 series) – Beginning knowledge of quality improvement

- Describe the Plan-Do-Check-Act approach to quality improvement.
- Understand how to use basic quality improvement tools.
- Understand how to identify "root causes" of problems and correct them.
- Observe public health applications of basic QI tools such as: Brainstorming, Cause and Effect Diagrams, Flow Charting, 5 Why's, Pareto Charts, Graphical Displays of Data

Intermediate Courses (200 series) –

Leadership development skills for quality improvement program expansion.

- Understand the support and leadership skills required to develop a culture of quality within an organization.
- Understand how to build a change management plan.
- Understand and be able to articulate what the cost of quality is within an organization.
- Understand Quality Improvement in the larger context of Performance Management (PM).
- Define and describe key concepts and the four components of Performance Management in the Turning Point model (standards, measures, reporting of progress, and quality improvement).
- Describe potential roles to assist teams or individuals with QI projects.
- Increase confidence that they can support QI efforts of public health teams.
- Identify strategies to engage leadership and staff in quality improvement.

Advanced Courses (300 series) –

Assistance in helping a quality leader move his or her organization to a more advanced quality improvement position, institute and sustain a culture of quality improvement, and help move the organization to the cutting edge of quality and innovation.

- Be able to develop and articulate a strategic organization-wide quality plan.
- Begin involving the total community in the quality improvement effort.
- Develop Balanced Scorecards to track and measure quality improvement efforts.
- Understand how to use the seven advanced quality tools in a decision-making cycle to focus on organization-wide issues.
- Understand and be able to articulate the benefits of a Total Quality Environment.
- Understand Core Process Redesign and Six Sigma methodologies to address larger projects of Business Process Redesign rather than quality improvement projects.
- Understand how to incorporate the “Voice of the Customer” into redesign and improvement projects.

Consulting Courses (400 series) –

A set of consulting services customized to a specific organizational situation or need and designed to move an organization to a desired state of improvement. An experienced Public Health Foundation consultant facilitates these consulting courses.

Basic Courses (100 series)
Beginning knowledge of quality improvement

100 – Quality Improvement (QI) Overview

Learn about the Quality Improvement process, focusing on the history, philosophies, and methodologies for a successful Quality Improvement program.

- Knowing the Difference between Big QI and little qi
- Examining Quality Philosophies – Deming, Juran, Crosby, etc.
- Using the Plan-Do-Check-Act (PDCA) Cycle
- Developing Strategies to Create Public Health Organizations that Achieve Results
- Developing and Sustaining a QI Culture
- Understanding the Tools of QI
- Utilizing Process Improvement and Process Redesign
- Examining Case Studies in Public Health
- Getting Started; Getting Focused
- Staying the Course

101 – Quality Basics

Understand the basics of Quality Improvement, identify potential problem areas, utilize the seven basic tools of problem solving, and document successes.

Day 1:

- Current State of Public Health; Case for QI and PI – As Is State
- PHF Model for Improvement – Turning Point Model
- Big QI and Little qi
- Plan-Do-Check-Act (PDCA) Cycles
- Terms, Concepts, and Principles of QI
- Benefits of Quality
- Quality Philosophies
- 7 Basic Quality Tools with Public Health Examples and Class Exercises

Day 2:

- Incremental and Breakthrough Improvement
- Improvement Cycles
- Problem-solving Process
- Measurement Indicators/Outcomes (Basic examples and case studies)
- Introduction to Basic Statistical Techniques Required for Data Analysis
- Developing High-performing QI Teams
- Improving and Enhancing Client Relationships
- Reporting – Telling Your Story
- Using Influence to Accomplish Objectives

102 – QI Tools Training

Focus on the basic tools of quality improvement that help improvement teams achieve measurable results.

- Big QI and little qi
- Plan-Do-Check-Act (PDCA) and Standardize-Do-Check-Act (SDCA) Cycles
- Continuous Improvement or Process Redesign; Improvement Process Model
- Tools of QI
 - Voice of the Customer and Process
 - Brainstorming and Pareto Charts
 - Data Management, Data Gathering, and Data Analysis
 - Flow Charts, Cause and Effect Diagrams, Solution and Effect Diagrams
 - Scatter and Run Charts, Histograms, Force Field Analysis
 - Control Charts and Process Capability
- Utilizing QI tools in the improvement process – road map

103 – Daily Management in the Workplace

Understand the concept of Daily Management and utilize it to improve daily work processes.

Daily Management or Daily Control is continuous quality improvement in daily work. It consists of the combined efforts of each individual worker making improvements every day, improving the output of the total organization.

- Who, What, and How of Daily Management
- Customer Obsession
- Understanding the Levels of Customer Satisfaction
- Assessing and Baselining Your Process
- Determining Critical Processes
- Customer-Supplier Mapping
- Daily Management Improvement Model
- Finding Improvement Opportunities
- Implementing Improvement Opportunities
- Useful Tools of Daily Management
- Daily Management Action Forms
- Review of PDCA/SDCA Cycle and Daily Management

104 – Developing Effective QI Leaders and Managers for Public Health

Gain an orientation for public health leaders to the new roles and responsibilities necessary to incorporate quality improvement.

Day 1:

- Current State of Public Health, Case for QI and PI – As Is State
- What Needs to be Done in 5 Years to Make QI a Daily Part of Public Health
- Future State of Public Health – Healthiest Nation
- PHF Model for Improvement – Turning Point Model
- Motivating Employees to Embrace QI
 - Setting Expectations and Scope
 - Power and Influence
 - The Voice of the Customer: Understanding and Valuing Customer Needs
 - House of Quality – Translating Customer Requirements to Process Models
 - Kano Model
 - Customer Satisfaction as a Driver for Improvement and Change
 - Improving and Enhancing Client Relationships
- The Human Side of Public Health Administration
- Developing High-performing QI Teams

Day 2:

- Measuring Processes for Improvement
- Using QI Tools for Process Improvement
- Measurement Indicators/Outcomes as a Workforce Motivator
- Balanced Scorecard and Alignment with Strategic Plan/Mission/Vision
- Creating Lasting Change
- Strategic Planning and Deployment
- Public Health Program Design and Deployment
- Community-focused Performance Management
- Community-balanced Scorecards for Public Health
- Baldrige and State Level Quality Award Programs
- Case Examples of Public Health Success

105 – Performance Management and Quality Improvement

Focus on redesigning major organization-wide business processes with this customized course designed around relevant organizational needs.

This course utilizes the Core Process Redesign Model to help understand processes from a customer's viewpoint.

- Redesigning a Process versus QI
- Definition of Process Redesign
- The Case for Process Improvement
- Matching the Process Improvement Model to an Organization
- Laws of Process Redesign
- Six Critical Areas of Focus
- Critical Areas of Success
- Process Mapping and Strategic Integration
- The Core Process Redesign Model (CPR)
 - Focus
 - Assessment
 - Negotiation
 - Redesign
 - Implementation
- Levels of Customer Satisfaction
- Customer Need Negotiation
- Failure Mode and Effects Analysis
- Value Analysis/Value Engineering for Process Effectiveness
- Implementing Redesign

106 – Developing High Performance Teams

Explore reinforcement of good teaming, team sustaining practices, and team focus on organizational goals.

Teaming to make quality improvement a reality is an essential ingredient of any sustainable quality effort.

- Developing High Performance Teams (HPT)
- Team Facilitation
- Building Effective Teams
- The Basics of Teamwork and Leadership
- Developing a Team Charter
- Team Roles and Relationships
- The Four Stages of Team Development
- Effective Communication for Team Leaders
- Personal Styles and Feedback Techniques
- Working in Virtual Teams
- Growing, Nurturing, and Sustaining Teams
- Working Together with Dignity and Respect
- Getting Your Point Across; Giving and Receiving Constructive Criticism
- How to Run Effective Meetings

107 – Assessing Leadership and Culture

Understand the role of agency leadership and the impact of agency culture in developing a robust quality infrastructure. Session focuses on assessing current culture, building trust for change, understanding constructive conflict, building commitment for change, and rationale for accountability.

Topics Covered

- Finding gaps in the current leadership approach
- Finding gaps in the current culture
- Six key ingredients of a culture of quality, commitment, and accountability
- Building the culture of quality
- Responding to resistance
- Inhibitors to empowerment and responsiveness
- Steps for action planning

Intermediate Courses (200 series)
Leadership development skills for quality improvement program expansion.

200 – Quality Leadership

Understand the challenges faced, culture required, and facilitation needed to make high performance teams a reality.

Day 1:

- Current State of Public Health, Case for QI & PI – As Is State
- What Needs to be Done in the Next 5 Years
- PHF Model for Improvement – Turning Point Model
 - Quality System
 - Quality Models and Theories
 - Big QI and Little qi
- Organizational Structures and Culture
- Leadership Challenges
- Change Management / Creating Lasting Change
- Problem Solving Tools
- Process Management and Community-focused Performance Management
- Daily Management
- Client/Customer Identification and Segmentation
 - Customer Relationship Management
- Developing a Data Management Strategy
 - Measurement: Assessment and Metrics
 - Measurement and Data Interpretation
 - Measurement Indicators/Outcomes
 - Balanced Score Card and Alignment with Strategic Plan/Mission/Vision
 - Community-balanced Scorecards for Public Health

Day 2:

- Advanced Facilitation Skills for Multi-functional and Virtual Teams
 - Motivating, Influencing, Negotiating, Resolving
 - Using Influence to Accomplish Objectives
 - Empowerment
 - Teams and Team Processes
- Strategic Plan Development and Deployment
 - Strategic Planning Models
 - Business Environment Analysis
 - Strategic Plan Deployment
 - Baldrige – State level program
- Overview of Lean Six Sigma
- Supply Chain Management with Community Partners
 - Supplier Selection
 - Supplier Communications
 - Supplier Performance
 - Supplier Improvement

201 – Leadership Skills for Managers and Supervisors

Focus on the skills needed to translate the organization's strategy and direction into a sustainable Quality Improvement effort.

- Leadership Assessment
- Decision-making for Results and Involving Others to Get the Best Ideas
- How to Manage Conflict in Teams and the Workplace
- Building a Motivational Workplace
- Empower rather than Micromanage; Management with Movement
- Managing Your Manager
- Finding the Comfort Zone

202 – Performance Management in the Workplace

Learn the basics of Performance Management in a quality improvement environment that requires different performance standards, rewards structures, and feedback.

This course explores how to assure that a current performance management system supports a culture of quality improvement.

- Succession Planning
- Behavior-based Interviewing and Hiring
- Coaching and Mentoring for Supervisors
- Disciplining without Destroying the Spirit
- Establishing Employee Expectations for Performance
- Addressing Performance Issues in a Timely Manner
- Rewarding the Small and Important Things
- Managing in a Diverse Workplace
- Treating Others Equally
- Targeting Performance Management in Public Health
- Establishing a Community of Excellence
- Managing for Performance
- Aligning Activity to the Performance Plan

203 – Change Management

Learn techniques to make change management a reality as an essential mark of a long-term sustainable Quality Improvement culture.

- The Challenges of Change
- Aligning Individual Goals to the Goals of the Organization
- Planning for Effective Change in the Workplace
- Understanding the Triggers of Change and Dealing with Resistance to Change
- Refereeing Dialog on Change within the Organization
- Developing the Change Plan and An Approach to Personal Change
- Embracing and Accelerating Change

204 – Coaching Skills

Understand tips and techniques of how to be a coach to facilitate breakthroughs with employees and teams.

- What is Coaching
- How to Coach
- Matching Coaching Approach to Individual Needs
- Developing a Coaching Plan
- Ground Rules for Coaching
- Working with Clients
- Working with Difficult Clients
- Facilitating Breakthroughs

205 – Conflict Management and Negotiating Skills

Explore common responses to conflict, the conflict cycle, and ways to handle conflict to improve life.

- Overview of Conflict and Negotiation
- Conflict Cycle and the Prevention of Conflict
- Dealing with Conflict and Conformity
- Emotional Intelligence in Public Health
- Your Conflict Management Style
- Dealing with Emotional Behavior; Dealing with disagreeable/difficult people

206 – Measurement of the Essential Services of Public Health

Enable Local Health Department managers and staff to improve service performance and public health outcomes by learning key performance measurement and management tools to apply to specific local governance and health system environments.

This course builds on local public health system model standards, measurement tools, and feedback cycles that build on periodic reviews of local health outcomes, Local Health Department and health system practices, and Local Health Department performance related to model standards for Essential Services of Public Health.

- Introduction to Designing Measurement Systems and Balanced Scorecards
- Benchmarking Best Practices
- Monitoring Leading and Lagging Indicators of Public Health and Services
- Assessing Needs and Opportunities for Strategic Improvement
- Measurement Systems Analysis
- Alignment of Strategic and Operational Measurements
- Reporting Long-term and Short-term Outcomes
- Multi-loop Learning to Improve Practices and Results

207 – Cost of Quality (COQ)

Explore the concept of the Cost of Quality, the cost associated with the quality of a service or product.

Cost of quality is the amount of money an organization loses because its product or service failed. For most organizations, this amount affects 15-30% of the total cost.

Day 1:

- Linkage of Quality Improvement and Profits
 - Background of Quality Costs; Evolution and Definition of Quality
 - Quality – A Competitive Weapon
 - Traditional vs. Value-driven Quality Strategy
- Cost of Quality Definitions and Types
- Successful COQ Initiatives
 - Integrating COQ with Strategic Management Initiatives and Requirements
 - Assessing COQ
 - Estimating Cost of Lost Opportunities (Sales, Goodwill, Collaboration, or Product Redesign)
 - Using COQ in Management Decision-making and Problem-solving
 - Understanding the Cause-Effect Relationship in Quality Cost Measurement
 - Linking Strategy, Quality, Productivity, Competitiveness, and Customer Satisfaction

Day 2:

- Establishing COQ Baseline
 - Advantages/Disadvantages of Two Approaches
 - Formal COQ System and Improvement Project Approach
- Using COQ to Manage Continuous Improvement
 - COQ Improvement Model
 - Project Selection and Team Selection; Team Membership
 - Effective Improvement Teams
 - Using COQ to Manage Continuous Improvement
 - Cost Driver Analysis/Methodology
 - Root Cause Analysis and Common Root Cause Costs
 - Percent Allocation and Cost; Cost-Benefit Analysis

208 – Focus Your Life and Career for Public Health Leadership

Learn the skills to anticipate and plan for changes in one's organizational career, aligning career with skills, education, experience, knowledge, and proficiency for best fulfillment of job duties.

- Personal and Organizational Focus – Identifying the Fog and Doubt
- Assessing Local Health Department Organizational Security
- Communicating Decisions and Ideas
- Matching Local Health Department Needs and Goals
- Cleaning Out the Clutter and Focusing on Goals
- Organizational Momentum
- Job and Place Mismatch: A Leader's Reflection
- Influencing Teams, Stakeholders, and Community Partners
- Managing Workforce and Leveraging Talent
- Pause-Refresh-Refocus

209 – Focus Your Life and Career for Public Health Leadership

Explore the current state, uncovering areas that need improvement and making action plans to achieve career alignment while preparing for the challenges of the future.

Day 1:

- Organizational Focus – Identifying the Fog
- Assessing Strategic and Operational Needs
- Managing Workforce Talent; Using Teams to Maximize Resources
- Communicating Decisions and Ideas
- Cleaning Out the Clutter and Focusing on Goals
- Organizational Momentum

Day 2:

- Leadership Focus – Addressing Individual Fog
- Homeland and Personal Security
- Using Sensory Indicators to Leverage Relationships
- Influence Strategies toward Motivation for Personal and Professional Change
- Job and Place Mismatch
- Pause-Refresh-Refocus; Tying It All Together: What's Next?

210 – Rapid Cycle QI Project Facilitation

Utilize a recurring Plan-Do-Check-Act (PDCA) approach to solve a problem facing a team or organization in a brief period of time. Work involves up to three one-day sessions and remote consultation spaced about a month apart.

- Defining a Rapid Cycle Improvement (RCI)
- Issue identification
- Gains from short cycles of change
- RCI as a means to developing a broad base of QI knowledge in the agency
- Reinforcing QI knowledge through quick deployment on the next project

211 – Preparing for Domain 9

Public Health Foundation (PHF) consultants facilitate a one and half day interactive on-site session to help a Public Health Agency to determine its readiness for Domain 9. Domain 9 of the PHAB Standards is defined as evaluate and continuously improve processes, programs, and interventions

The facilitated process helps a Public Health Agency to understand the effectiveness of its Public Health processes, programs, and interventions. The assessment process looks at the robustness of the agency's Quality Improvement initiatives and implementation activities. The consultant's use a process known as the World Café to help explore the agency's readiness and uncover the gaps needing to be addressed in the Quality Plan. The Quality Plan is updated through this process to ensure that actions recommended are consistent with the vision in the plan. If they are not then the participants need to reconcile the differences.

Small group table dialogues in this process are divided into four 15 minute rounds. If you have a complex topic that requires more time to dig into than 15 minutes per conversation, you can choose to have three 20 minute rounds instead. Most important in designing an effective World Café process is to take a principles-based approach, where you let your creativity loose within the bounds of a set of principles that have been proven to work well.

212 – Preparing a Quality Plan

Utilize an interactive onsite session to develop a quality plan for a public health agency that will (1) define improvement areas, (2) prioritize improvement actions, (3) control and align the process, and (4) develop a living plan document.

Topics Covered

- Topic areas in the quality plan
 - Overall policy
 - Administrative and guidance structure
 - Improvement project selections process
 - QI capacity required
 - Training
 - Roles and responsibilities
 - Customer focus
- Hardwiring continuous improvement through the quality plan
- Visibility of management support and commitment
- Centrality of customer satisfaction

Advanced Courses (300 series)

Assistance in helping a quality leader move his or her organization to a more advanced quality improvement position, institute and sustain a culture of quality improvement, and help move the organization to the cutting edge of quality and innovation.

300 – Community-focused Performance Management

Learn how to build a performance management system that includes important roles for the community in improving health outcomes with a focus on local health departments.

Participants will learn a community governance model that combines community engagement and performance measurement. They will learn how to strengthen community engagement in public health through analysis of community members' roles and how those roles are supported as well as help build the community and key collaborators into a system of performance management and community learning.

The course builds on local public health system model standards, particularly Standards for Essential Public Health Services 3, 4, and 7 in which the Local Health Department educates and empowers the community, mobilizes community partnerships, and links people to needed health services.

- Effective Community Governance and the Essential Services of Public Health
- Multiple Roles of Community Members in Improving Public Health and Supporting Community Members in those Roles
- Community Collaboration for Public Health/Community-Balanced Scorecards
- Multi-loop Community Learning for Continual Public Health Improvement

301 – Public Health Strategic Planning and Community-balanced Scorecards

Learn how to motivate Local Health Departments to be leaders in developing or optimizing the local public health system improvement process.

This course focuses on creating strategic alignment of the goals, performance measures, services, and improvement initiatives of the Local Health Departments and key collaborators in improving community health outcomes. Participants will learn how to apply tools from the Balanced Scorecard methodology with a community focus for a solid approach to strategic planning and management of Public Health performance.

The course builds on local public health system model performance standards, particularly Standard 5.3 on engaging in the community health improvement process and strategic planning, Standard 4.2 on community partnerships, Standard 9.3 on evaluation of the local health system, and Standards 10.1 and 10.2 on fostering innovation and collaboration with institutions of higher learning and research.

- Mission, Vision, and Values
- Situational Analysis and Environmental Assessment/Prioritize Issues and Risks
- Strategy Mapping – Local Public Health system vs. “Essential Services”
- Balanced Scorecard Basics
- Developing the Plan with Alignment of Strategic and Operational Outcomes
- Communicating, Deploying, Reviewing, Maintaining, and Revising the Plan
- Adding a Community Focus for Effective Public Health Improvement
- How Community Collaboration Changes Balanced Scorecard Dynamics
- Strategy Mapping from the Community Perspective
- Leading and Lagging Indicators of Public Health in a Community
- Collaborative Accountability, e.g., Public Health Improvement Compacts

302 – Quality Decision-making

Understand the quality decision model, utilizing the seven advanced tools of quality in order to make more effective decisions.

Participants work on a problem from their organization and develop a solution and implementation plan to make needed changes.

Day 1:

- Set up Working Teams and Assign Problem Statements/Issues to Address
- Discuss Assigned Problem Statements/Issues for Clarity and Focus
- Review the Advanced QI Problem-solving Model
- Learn QI Management and Planning Tools - Affinity Diagramming Process
- Complete an Affinity Diagram on the Assigned Problem/Issue Statement
- Review each Team's Affinity Output/Discuss use of an ID Graph
- ID Graph Problem Statement to Narrow Focus, Finding Driver and Bottleneck
- Review Teams' Outputs/Teams use Tree Diagram to Identify Root Cause

Day 2:

- Complete Tree Diagram on assigned problem statement and Review
- Use Prioritization Matrices to select root causes from Tree Diagram
- Review Teams' Prioritizations of Potential Solutions
 - Develop a strategy to handle similarities in potential solutions
- Review Process Decision Program Charts
- Complete a Process Decision Program Chart on top 5 solutions selected
- Review Activity Network Diagrams/Gantt Charts
- Develop Process and Complete Timeline for Solution Implementation
 - Track Progress, Identify Responsibility, and Schedule Meetings

303 – Developing a Total Quality Environment

Explore the foundation and concepts of Total Quality Management, a comprehensive and structured approach to organizational management seeking to improve the quality of products and services through ongoing refinements in response to continuous feedback.

- Introduction to Total Quality Management (TQM)
- Clear Vision, Direction, and Goals
- Developing Shared Responsibility for Success
- Developing a Participative Environment and Culture
- The Principles of Quality Costs; The DMAIC Cycle
- Developing an Accepting Team Climate
- Installing a Productive Conflict Resolution Culture
- Continuous Improvement and Innovation Focus
- Total Quality Management Planning and Implementation
- Quality Tools, Basic and Advanced
- The Human Side of Quality
- Quality Improvement at All Levels of the Organization

304 – Train-the-Trainers in QI

Become an in-house Quality Improvement trainer to help sustain and expand your organization's quality effort.

- Advanced QI Tools
- Facilitating for Results in the Workplace
- Change Management
- Coaching Skills/Presentation Skills
- Conflict Management and Negotiation Skills
- Being an Effective Team; Team Decision-making
- Listening and Effective Communication

305 – Statistical Process Control

Learn the concepts of Statistical Process Control, involving using statistical techniques to measure and analyze the variation in processes.

Statistical process control is a method of visually monitoring processes through the use of control charts, collecting few but frequent samples; it can detect changes in the process that may affect its quality.

- History and Overview of SPC and How Control Charts Work
- Probability Theory Overview, Common and Special Causes
- X-Bar and R Charts/P and NP Charts

306 – Quality Function Deployment (QFD)

Gain an introduction to the history and theory of Quality Function Deployment, a methodology for taking the Voice of the Customer and using that information to develop, design, or redesign products and services that meet the needs of the marketplace.

- Issues Involved with Implementing QFD: Balancing Quality, Costs, and Time
- Tour of the Matrices of QFD/QFD and the Four Houses of Quality
- Converting QFD to Action Plans
- How to Review QFD Projects Using MAPP (Mobilizing for Action through Planning and Partnerships)
- Case Study

307 – Six Sigma

Learn the concept of Six Sigma as an approach for system assessment and organizational performance, gaining tools to support planning and implementation steps.

- Foundation of “Define, Measure, Analyze, Improve, Control (DMAIC) Model”
- Six Sigma as a Systems Tool for Organizational Performance
- Basic Six Sigma Tools for Process Improvement
- Evolutionary and Revolutionary Organizational Success through Six Sigma
- Six Sigma Approaches for Strategic Planning
- Design for Six Sigma (DFSS) Planning and Execution
- The DMADV Model for Core Process Redesign
- Using Six Sigma in Service, Healthcare, and Not-for-Profit Organizations
- Advanced Six Sigma Tools for Data-based Analysis, Decision-making, and Change
- Six Sigma Techniques for Stronger Community Partnerships

308 – Lean and Six Sigma

Understand the concepts and tools of Lean Enterprise to assess the priorities critical to the public health organization, learning about reduction of waste, balance of resources, assessment of stakeholder requirements, and meeting of community needs in an interactive activity-based format.

- Introduction to Lean Enterprise
- Applying Lean Concepts to an Organization
- The Combination of Lean and Six Sigma: $1 + 1 = 3$
- Aligning Lean and Six Sigma to Public Health Imperatives
- The House of Lean: A Survey of Lean Enterprise Tools
- A Lean Six Sigma Approach to Meeting Local, State, and Federal Public Health Requirements
- Applying Lean Tools to Maximize Scarce Resources
- Reducing Waste and Improving Productivity in Public Health
- Balancing Lean Expense Reduction with Six Sigma Growth Potential

309 – Project Management

Learn how to apply modern management techniques to execute a project from start to finish, simultaneously managing the four basic project elements: scope, quality, time, and cost.

- Understanding the Project Scope
- Creating the Project Charter and Managing the Project Team
- Contingency Planning and P.E.R.T.
- Monitoring the Project and Finding the Critical Path
- Managing and Controlling Chaos
- Management Progress Reporting and Project Closeout

310 – Facilitating the Development of a Public Health Agency's Strategic Plan

Develop the basics of a strategic plan with onsite facilitation and monthly conference calls, and a final one-day session to finalize the plan.

Remote Consultation

- Review vision and mission statements
- Self-assessment of the agency's past strategic plan and accomplishments
- Review the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)
- Review MAPP Assessment
- Scope of the political and funding current and future landscape
- Core assumptions that will guide the agency over the next few years
- Review current measurement system – data availability versus data required
- Advise the health director on the composition of the strategic planning team
- Conduct a one hour webinar with the strategic planning team to prepare for the first session

Days 1-2

- Overview of strategic planning
- Review of the agency assessment – briefing book
- Any modifications to the vision or mission?
- SWOT analysis of the current reality
- What should be the strategic focus for the next three years?
- Prioritize the strategic focuses into the top 5 to drive the agency forward
- Understand where the agency is currently on the top five strategic focuses – baseline
- Develop three year goals to be achieved for each of the five strategic focuses
- Develop measures to track the progress of the goals and targets of the five strategic focuses
- Develop one year targets to be achieved for each of the five strategic focuses
- Develop the activities to be undertaken for each strategic focus
- Assign responsibilities for the tasks and time line for completion

Follow-up Activities (PHF can assist remotely or on-site with the first three items)

- Agency reviews the draft strategic plan with staff and makes any modifications based on feedback.
- Strategic Plan is finalized and deployed to the operating units for implementation
- Operational plans are reviewed by the senior staff to ensure that they meet the needs of the strategic plan
- PHF consultants help design and facilitate the first review process six months after the strategic plan's deployment
- PHF can facilitate yearly self-assessments and strategic plan refreshing sessions as required

311 – Putting Lean to Work in Your Organization

An interactive session to understand and apply the principles of Lean to the public health agency, with a focus on finding specific Lean areas in need of improvement.

Topics Covered

- Principles of Lean
- 5 S System and its application
- Flow through the facility/organization from the customer's perspective
- Lean Audits and Lean Forms
- Responding to Audit Findings
- Removing waste on a continual basis
- Potential cost savings
- Improved customer/client satisfaction

Consulting Courses (400 series)

A set of consulting services customized to a specific organizational situation or need and designed to move an organization to a desired state of improvement. An experienced Public Health Foundation consultant facilitates these courses.

Consultation 400 – Applied Quality Function Deployment

For all 400-series courses, use the expertise of PHF consultants who can facilitate a design and/or development project for a product or service for a public health agency using the QFD methodology.

MAPP and Accreditation-related Consulting Services

A Local Health Department would not have to go through Mobilizing for Action through Planning and Partnerships (MAPP) or accreditation to benefit from these PHF services. However, if the Local Health Department has used or is using MAPP or accreditation processes, these services would build on those processes for stronger improvement and not duplicate either effort.

Consultation 401 – Community Role Analysis and Development

- Helps the Local Health Department determine how to strengthen community engagement in public health through analysis of community member roles and how those roles are supported.
- Builds on MAPP: Analyzes, expands, and strengthens community member roles developed during MAPP.
- Builds on Accreditation: Strengthens Local Health Department performance on all aspects of the Operational Definition of a Local Health Department that involve community engagement, especially standards 3 and 4 on educating and engaging the community.

Consultation 402 – Performance Feedback Cycle Design

- Strengthens the Local Health Department's ability to improve service performance and public health outcomes by designing a system of multi-loop performance feedback and community learning that fits the Local Health Department's specific local governance environment.
- Builds on MAPP: Designs feedback cycles that build MAPP strategies and actions into the regular flow of local governance processes (e.g., government-wide strategic planning, budgeting, program design, performance monitoring and reporting).
- Builds on Accreditation: Designs feedback cycles that build accreditation metrics and improvement initiatives into the regular flow of local governance processes.

Consultation 403 – Strategy Mapping

- Enables the Local Health Department to optimize its Public Health improvement strategy by aligning goals, objectives, and actionable improvement initiatives to exploit critical success factors for maximum gains in priority health outcomes.
- Builds on MAPP: Applies cause and effect logic to align goals, strategies, and forces for change identified in MAPP to maximize impact on community health.
- Builds on Accreditation: Helps determine strategic priorities for implementing improvements identified in accreditation assessment.

Consultation 404 – Strategic Measurement Development

- Helps the Local Health Department develop performance measures including leading and lagging indicators of Public Health, aligned with the Local Health Department's Public Health improvement strategy.
- Builds on MAPP: Provides metrics for both outcomes and interim accomplishments in implementing the MAPP strategy.
- Builds on Accreditation: Integrates metrics for improving accreditation into the Public Health improvement strategy.

Consultation 405 – Strategic Performance Management

- Helps the Local Health Department build and implement multi-loop performance feedback systems using balanced scorecard tools that leverage their improvement efforts to achieve maximum gains in priority public health outcomes.
- Builds on MAPP: Provides reporting and monitoring tools (including software, if needed) for managing and improving the MAPP strategy over time.
- Builds on Accreditation: Provides reporting and monitoring tools (including software, if needed) for analyzing the accomplishments and impacts of accreditation improvements and managing future improvement strategies.

Consultation 406 – Strategic Community and Collaborator Engagement

- Enables the Local Health Department to leverage community assets for greater gains in public health outcomes by engaging community members and public health collaborators in any or all stages of strategy development, measurement, and implementation.
- Builds on MAPP: Makes the most strategic use of community members and collaborators organized in the MAPP process for greatest leverage of their contributions to Public Health outcomes.
- Builds on Accreditation: Leverages community member and collaborator roles that improve accreditation status to increase their impact on Public Health outcomes.

Consultation 407 – Public Health Improvement Compacts

- Enables the Local Health Department to leverage collaborators in the Public Health strategy through agreements establishing collaborator responsibility for specific initiatives and accountability for improving specific leading indicators of Public Health improvement.
- Builds on MAPP: Makes the most strategic use of community members and collaborators organized in the MAPP process for greatest leverage of their contributions to Public Health outcomes.
- Builds on Accreditation: Leverages community member and collaborator roles that improve accreditation status to increase their impact on Public Health outcomes.

Consultation 408 – Modular *kaizen* Technical Assistance

Minimizing disruptions by ensuring actions are executed only after checks are completed and a baseline as well as sustaining measurements of disruption are in place.

- PHF's consultants work with the client using the Modular *kaizen* process by starting with "check" in the PDCA cycle to investigate and understand the situation to see if the disruption has a special cause or whether it is a normal variation of a standard process.
- Once the disruption is identified, the Limited Information Collection Principle guides data collection of performance measures to establish the severity and urgency of the disruption, estimate who and what is impacted, and estimate the disruption timeline. The Limited Information Collection Principle is based on the premise that a problem cannot be solved by throwing data at it. Instead, it is important to gather information that is useful and relevant, continually questioning what purpose does this information serve?
- Then action plans are developed, trialed, analyzed, implemented, and monitored.