

Agency, Systems & Community Health Improvement

TRAINING

Engaging Leadership and Gaining Buy-In

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Guest Speakers

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Session Outline

- Perspectives On ‘Engaging Leadership and Gaining Buy-In’
- Top Ten Questions: Small Group Work and Sharing

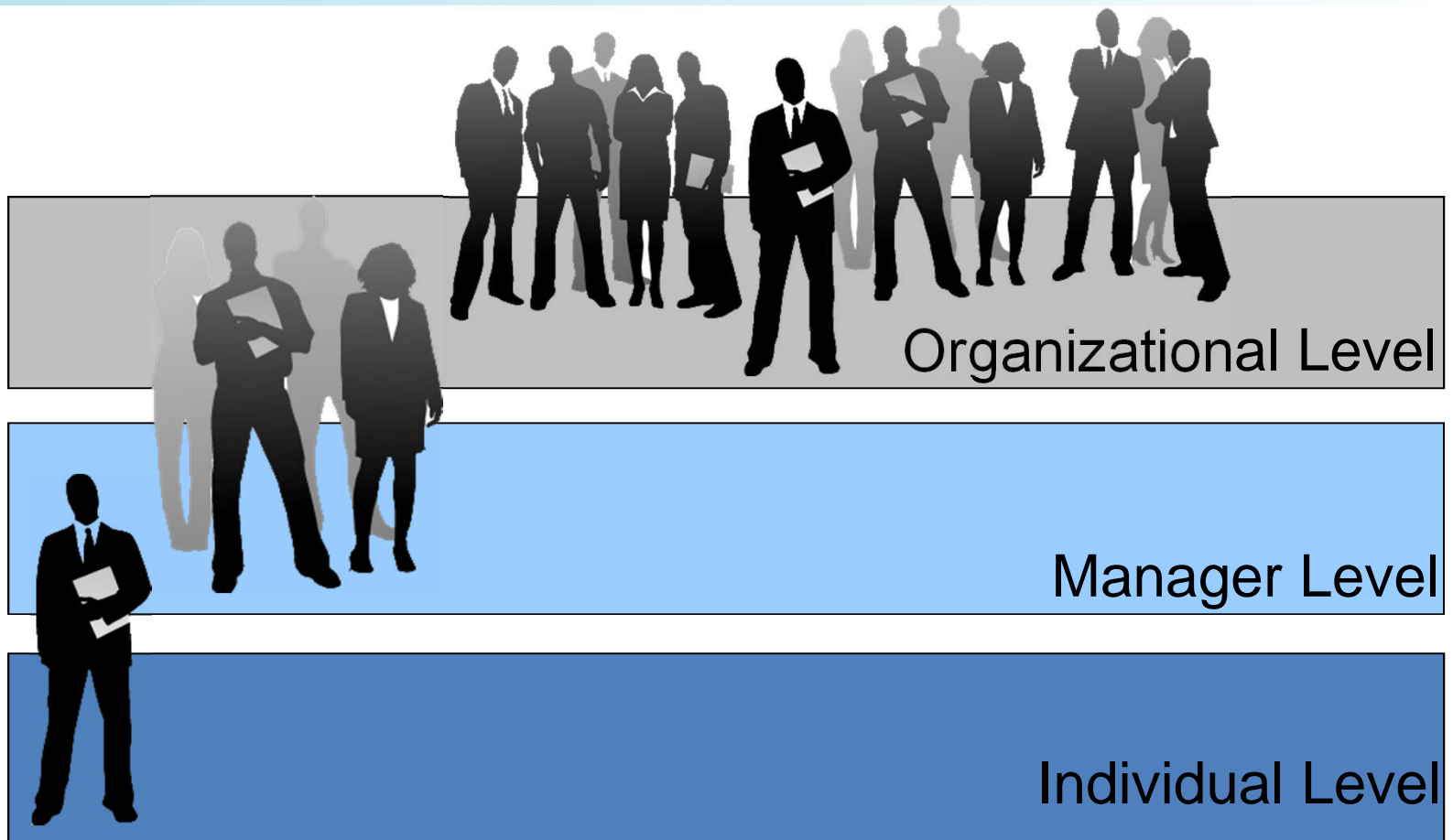




Session Objectives

- To develop an understanding of ways in which you can be engaged in ‘leading the way’
 - To understand how these ideas can be adapted to suit the needs of your health department
 - To create a list of possible action-items for implementing or improving ways for engaging leadership
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Engaging Leadership and Gaining Buy-In





Perspectives On Engaging Leadership and Gaining Buy-In



Key Issues

- Demands are increasing while funds are decreasing
 - “Emerging” areas of practice in 2001 are now widespread*
 - Few areas of practice are decreasing*
 - Economic recession means increased need in population

* Madamala, Sellers, Beitsch, Pearsol & Jarris (forthcoming). Structure and Functions of State Public Health Agencies, 2007. *The American Journal of Public Health*.



Key issues (con'd)

- Categorical funding
 - Social determinants of health
 - Fragile and underfunded infrastructure
 - Aging workforce in need of training
- Sustainable funding
 - Efforts to repeal ACA = uncertainty
 - Federal budgets = uncertainty + cuts
 - State and local budgets = cuts



Another “new normal” for public health

A federal, state, and local “budget pandemic”

New strategies for a new public health:

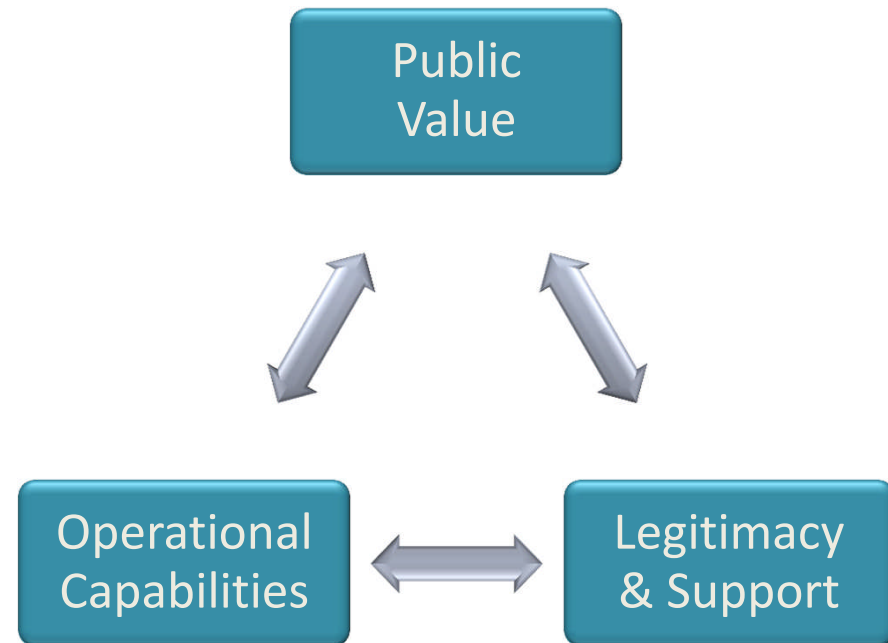
- Adjusting PH to Health Reform
- National Prevention Strategy
- Integration, winnable battles, policy models
- Performance, Accountability, and QI
- Regionalization/cross-jurisdictional models
- Health technology data and information
- New partnerships

Creating Value

The concept of value creation for the public health system.

Any public sector organization must bring its strategies into alignment by meeting three broad tests:

- *Does this produce value for the public we serve?*
- *Is it able to attract support and money from the political system to which we're ultimately accountable?*
- *Can it feasibly be accomplished given our resource equation?*



The “Strategic Triangle Test” for Creating Public Value Mark Moore, *Creating Public Value*

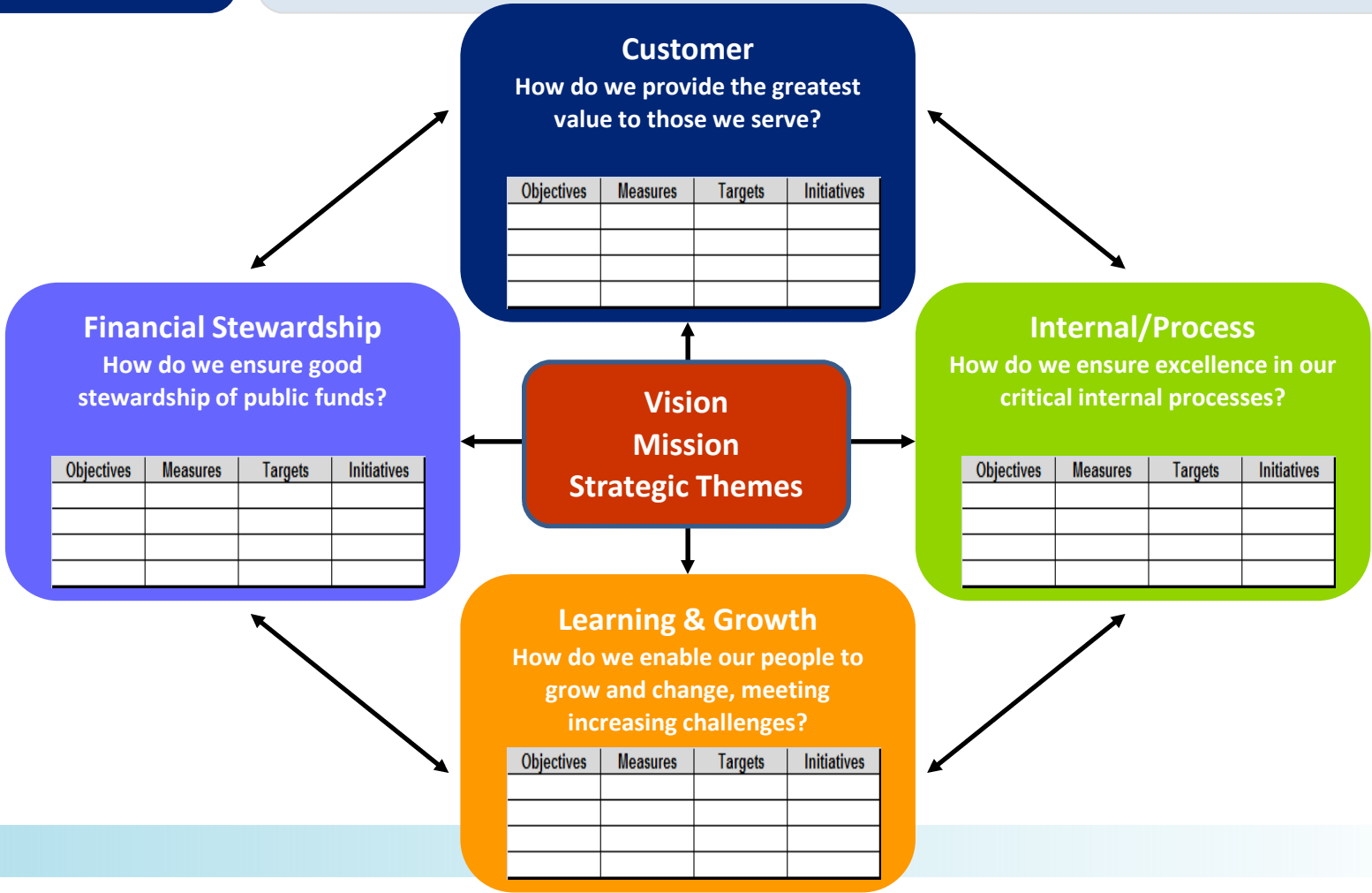
Accreditation



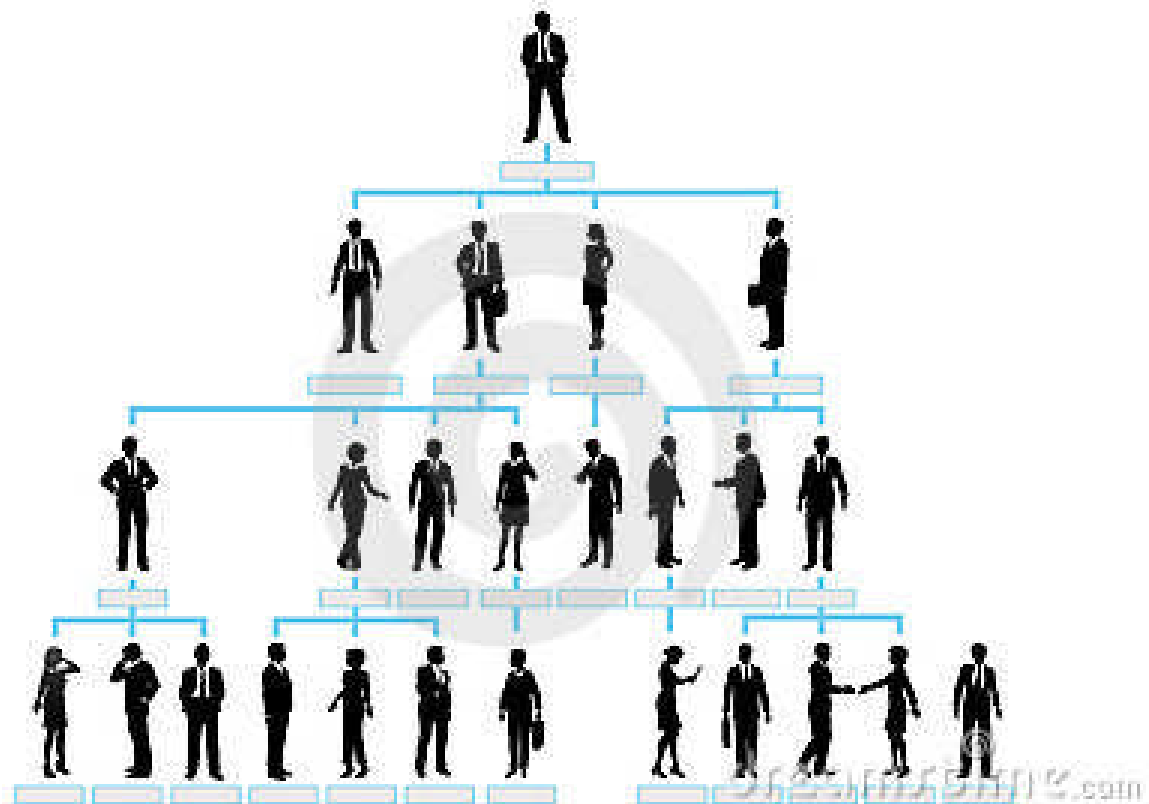
Key Concepts: Perspectives

Perspectives

Lenses used to help an organization view and assess its performance in a balanced way



Organizational Structure





Where Do You
Fit In Your
Organization?

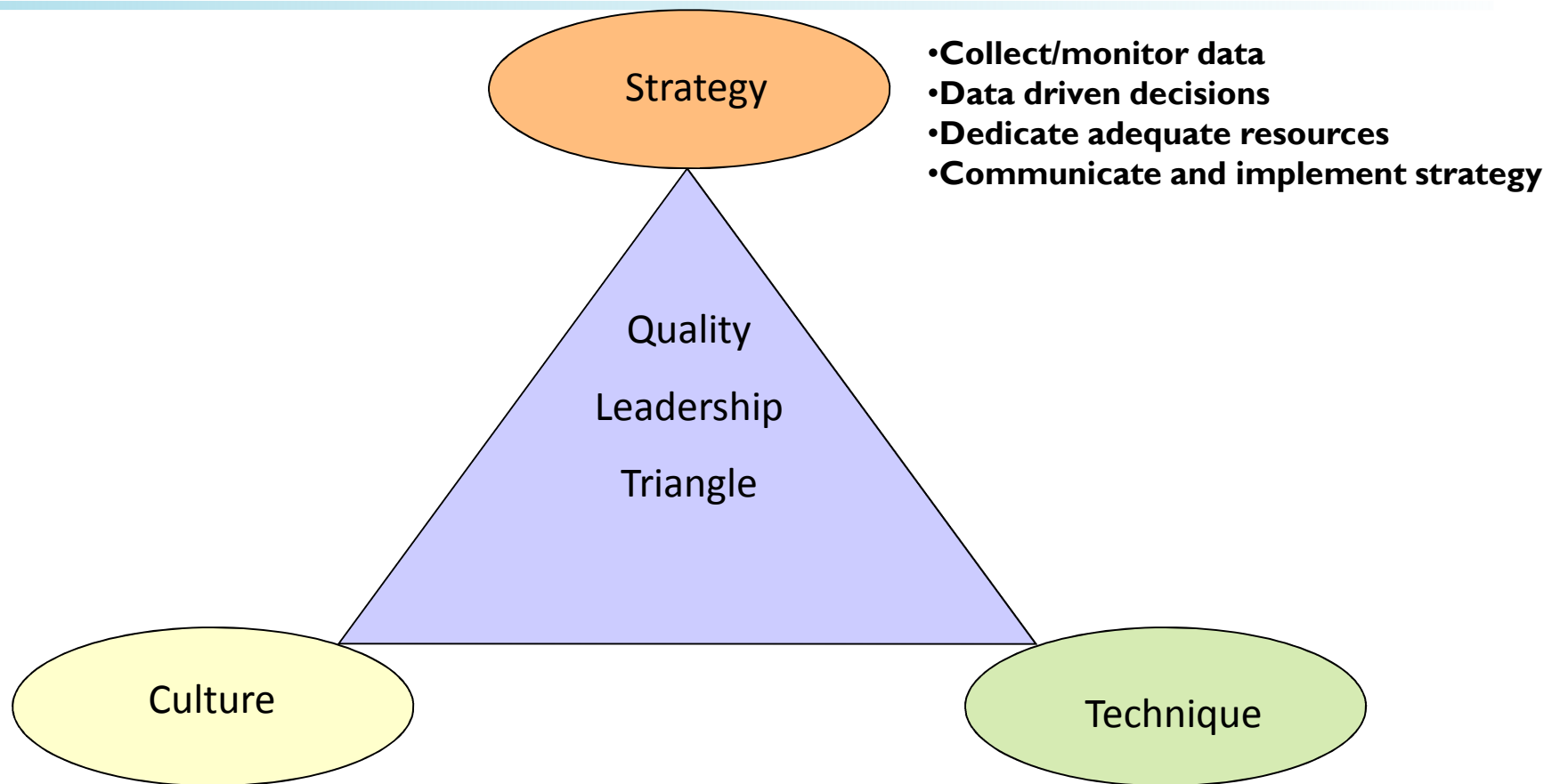
Key elements of success

- Demonstrate visible **leadership** by agency senior staff
- Define QI as **scalable** (PDCA applies at all levels of an agency).
- Create agency, division, unit, and staff **“line of sight”** for QI.
- Identify **champions** at every level of agency (leadership is not defined by job title)
- Link to **accreditation readiness**: Use QI process to close gaps in documentation for accreditation

Leadership Competencies In Organizational Improvement...

- Ability to apply the principles of Deming's "System of Profound Knowledge"
 - Systems thinking
 - Variability in work processes
 - Theory of knowledge
- Create an urgency to change – establish momentum
- Ability to build organization strategy, culture, and techniques for sustained performance management and quality improvement

The Quality Leadership Triangle



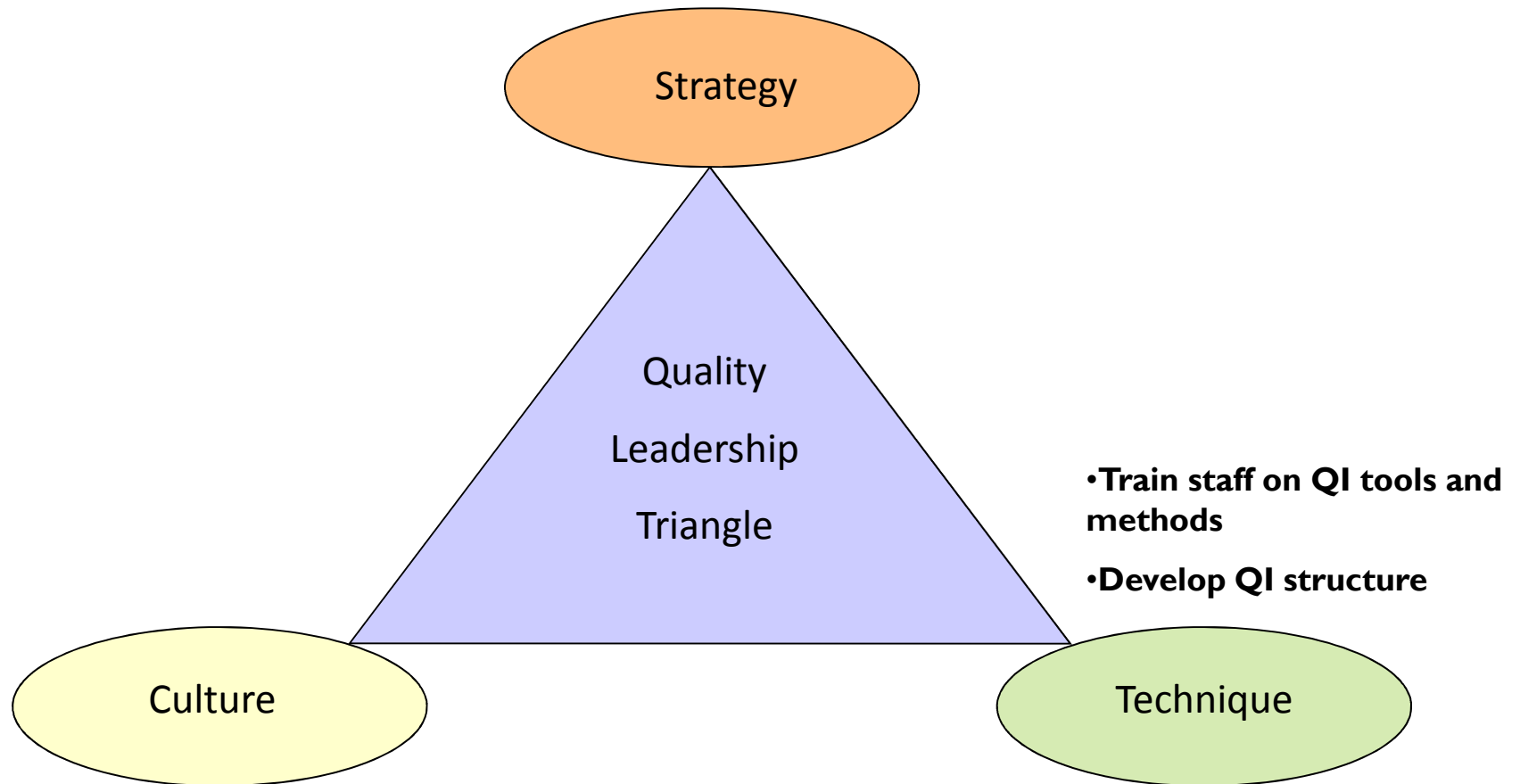
Based on: Maureen Bisagnano, The Institute for Healthcare Improvement

The Quality Leadership Triangle



Based on: Maureen Bisagnano, The Institute for Healthcare Improvement

The Quality Leadership Triangle



Based on: Maureen Bisagnano, The Institute for Healthcare Improvement



Context of Performance Management and Quality Improvement

The Macro Vision

Macro refers to the executive level of the agency.

The Micro Vision

Micro refers to all of the managers, faculty, and staff.





Engagement and Buy-In: 'Top Ten' Questions From Leadership



'Top Ten' Questions From Leadership

- 1) Why Does Leadership Engagement and Buy-In Matter?
 - 2) Who Is Your Leadership?
 - 3) Why This? Why Now?
 - 4) Why Do It At All?
 - 5) What Does PM/QI Do?
-




'Top Ten' Questions From Leadership

- 6) How are PM/QI different than evaluation?
I thought we were doing program planning and evaluation already. Isn't that enough?
- 7) What's In It For Me?
- 8) How Do We Make This a Success?
- 9) What Do You Need From Me?
- 10) What's Next?

Bonus Question: What Strategies Are Helpful During Leadership Transition?



#1 Why Does Leadership Engagement and Buy-In Matter?

- Sets vision
 - Mechanism for support (time/resources)
 - Ongoing communication/promotion
 - Custom content
 - Leadership buy-in  Staff buy-in
-



KEY MESSAGES

- Leaders don't have to be doing something with it every day.
- Want them to understand why it's important to the organization.
- Can contribute to spread throughout the organization as a spokesperson that supports it.
- Influence of Leadership on Followership



2 Who Is Your Leadership?

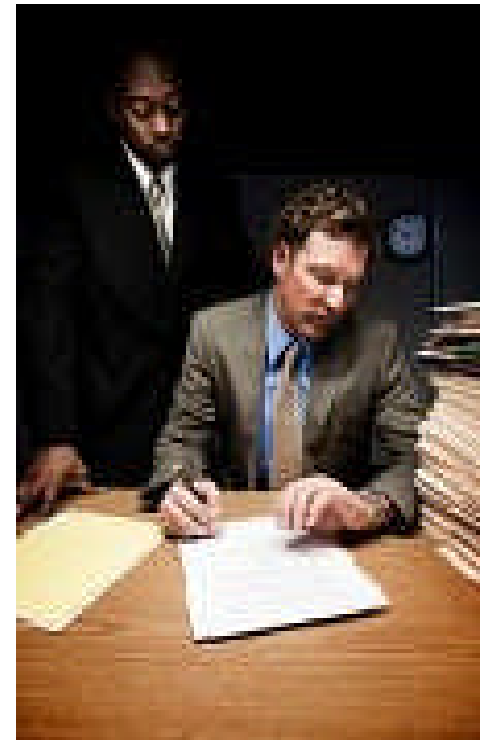
- Define your leadership
 - Essential individuals
 - Health Officers
 - Deputy Health Officers
 - Administrator
 - CFO
 - COO
 - Program Managers
-



KEY MESSAGES

- Consider formal and informal leadership
 - Create opportunities
 - Create teams
 - Engage all employee classifications
-

3 Why This? Why Now?





KEY MESSAGES

- Providing them with the information and the tools they need
 - An organization pursuing quality directs and focuses its energies.
 - Benefits of:
 - Accreditation
 - PM
 - QI
-



#4 Why Do It At All?

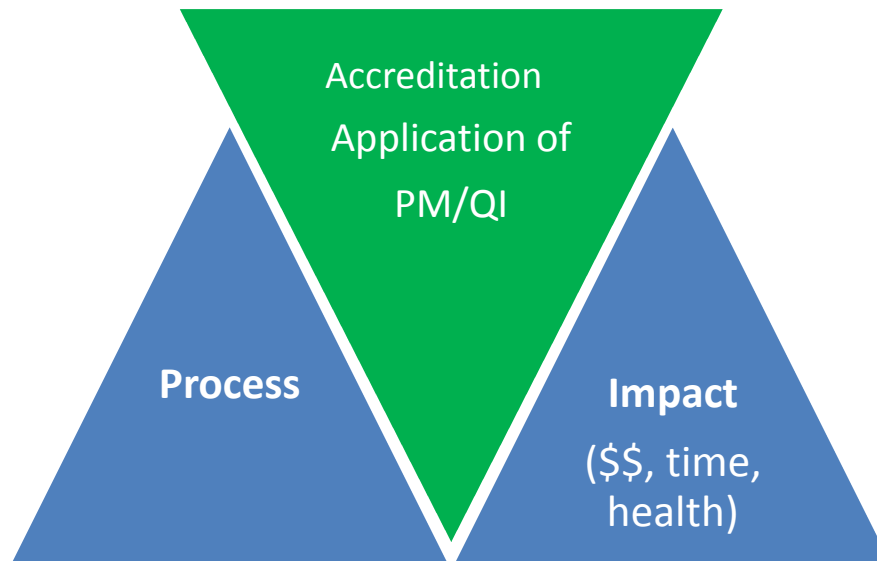
- Quality: cornerstone of any business
 - Impact
 - Need
 - Accreditation
 - Efficiency
 - Core Values and Mission
-



KEY MESSAGES

- PM/QI not about the tools – it's about what we can do to improve the public's health.
- It's about customer needs. What does the public need from public health in your state or community?
- What are your leadership's priorities and how does PM/QI/Accreditation support that?
- What is your organization about and how does PM/QI/Accreditation support that?
- An organization achieves quality by mastering the methodology of improvement.

#5 What Does PM/QI Do?



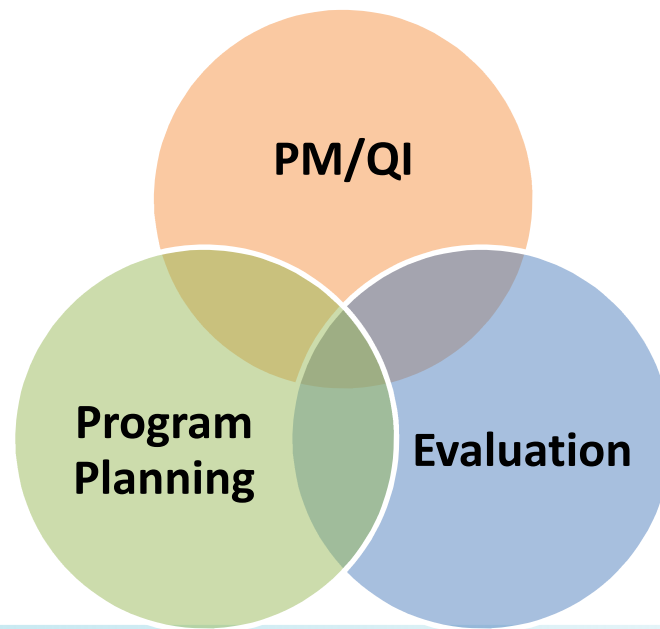


KEY MESSAGES

- Focus is on processes, not people
- Building culture for PM/QI is key
- Don't go too deep (3 to 4 key points)
- Provide a couple of real examples
- ASTHO
- NACCHO
- RWJF

Website Resources

#6 How is PM/QI different than evaluation? I thought we were doing program planning and evaluation already. Isn't that enough?





#7 What's In It For Me?

- Alignment with leadership priorities
 - Alignment with state health priorities
 - Return on investment
 - Quality affects leadership's bottom line
 - Cost of quality
 - Organizational culture
-



KEY MESSAGES

- Be prepared
- Use facts
- Ensure content is specifically related to their context – every leaders has a vision
- Short list of how plan aligns with leadership priorities
- Examples of cost savings from QI efforts



#8 How Do We Make This a Success?

- Cost
 - Time
 - Expectations
 - Who needs to be involved
 - What the roll out looks like
-



KEY MESSAGES

- Budget projection
 - Time required of leadership and staff
 - Present a best case/worst case scenario
 - Results will be a work in progress
 - Have list ready of who should be involved
-



#9 What Do You Need From Me?

- Approval
 - Established start date
 - Messaging to the organization
-



KEY MESSAGES

- Need approval for strategic planning group, QI teams, etc. – be specific
- Have a timeline prepared with recommended start date
- Timing is everything - tie the initiative into something else that makes sense for the organization
- Top five enablers of PM/QI
 - Time
 - Resources
 - Education/Training
 - Evidence of Improvement
 - Support from Leadership/Management



#10 What's Next?

- Leave your leadership with only 2-3 action items
 - Assure them you can handle the rest
-



Bonus Question:
Strategies During Leadership Transition



Resources

ASTHO Accreditation and Performance/Quality Improvement Resources:
<http://www.astho.org/Programs/Accreditation-and-Performance/Quality-Improvement/>

NACCHO Accreditation Preparation and QI
<http://www.naccho.org/topics/infrastructure/accreditation/index.cfm>

Quality Improvement and Accreditation Readiness in State Public Health Agencies <http://www.rwjf.org/publichealth/product.jsp?id=73797>

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