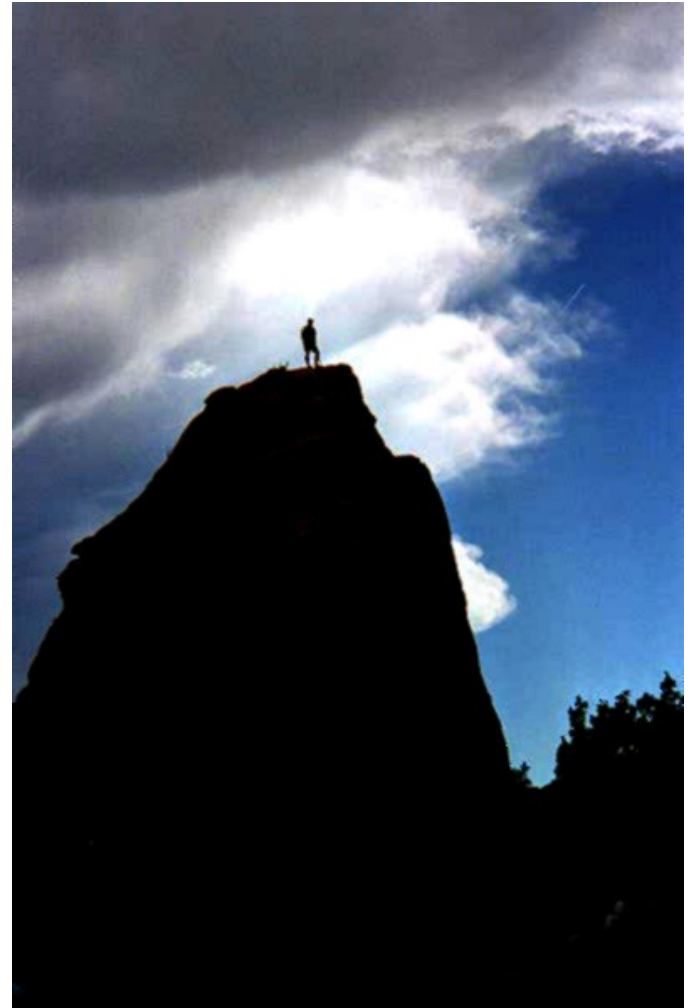# Achieving High Performance in DHSS:

**Strategic Planning,
Performance Management
and Leadership Development**

**Presentation to DHSS Leadership
November 14, 2005**

Objectives

▸ **What's working?**

▸ **What could be even better?**

▸ **Division Examples**
  ▸▸ Division of Public Health
  ▸▸ Division of Public Assistance

▸ **Leadership Development**

What's Working?

▸ **Mission . . .**

  ⯈ *To promote and protect the health and well being of Alaskans.*

▸ **& Measures . . .**

  ⯈ 9 end goals (one per Division)

  ⯈ 20 measures & targets

  ⯈ Additional measures & targets at Division Level

▸ **Information reported on OMB website**

▸ **Strategic planning in '03**

▸ **Results reviewed ~ annually by DHSS Leadership**

▸ **Annual Budget Cycle**

"Even if you're on the right track, you will get run over if you just sit there."

Will Rogers
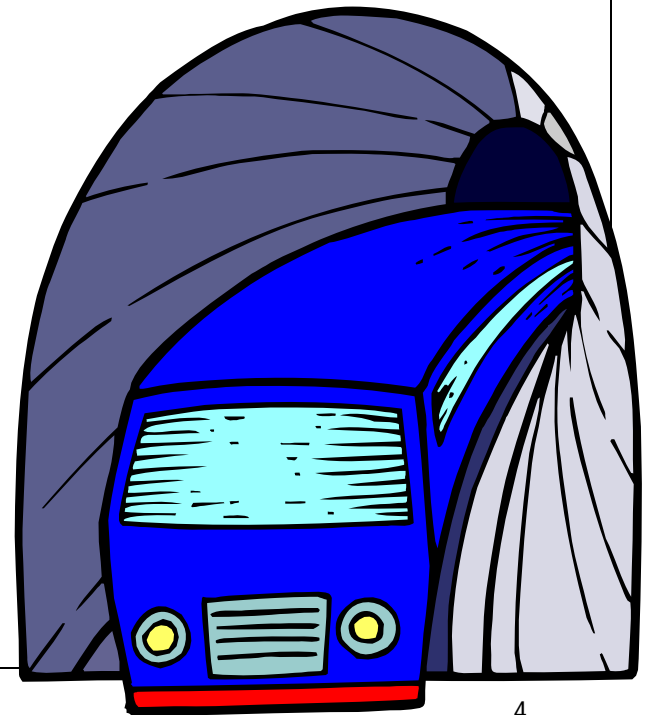
Characteristics
 of
High-Performance Organizations

Volcker Commission Report

"Disciplined **policy direction**, **operational flexibility**, and clear and **high performance standards** are the guiding objectives of our proposals."

- How the work has changed
- How the workforce has changed
- How public expectations have changed
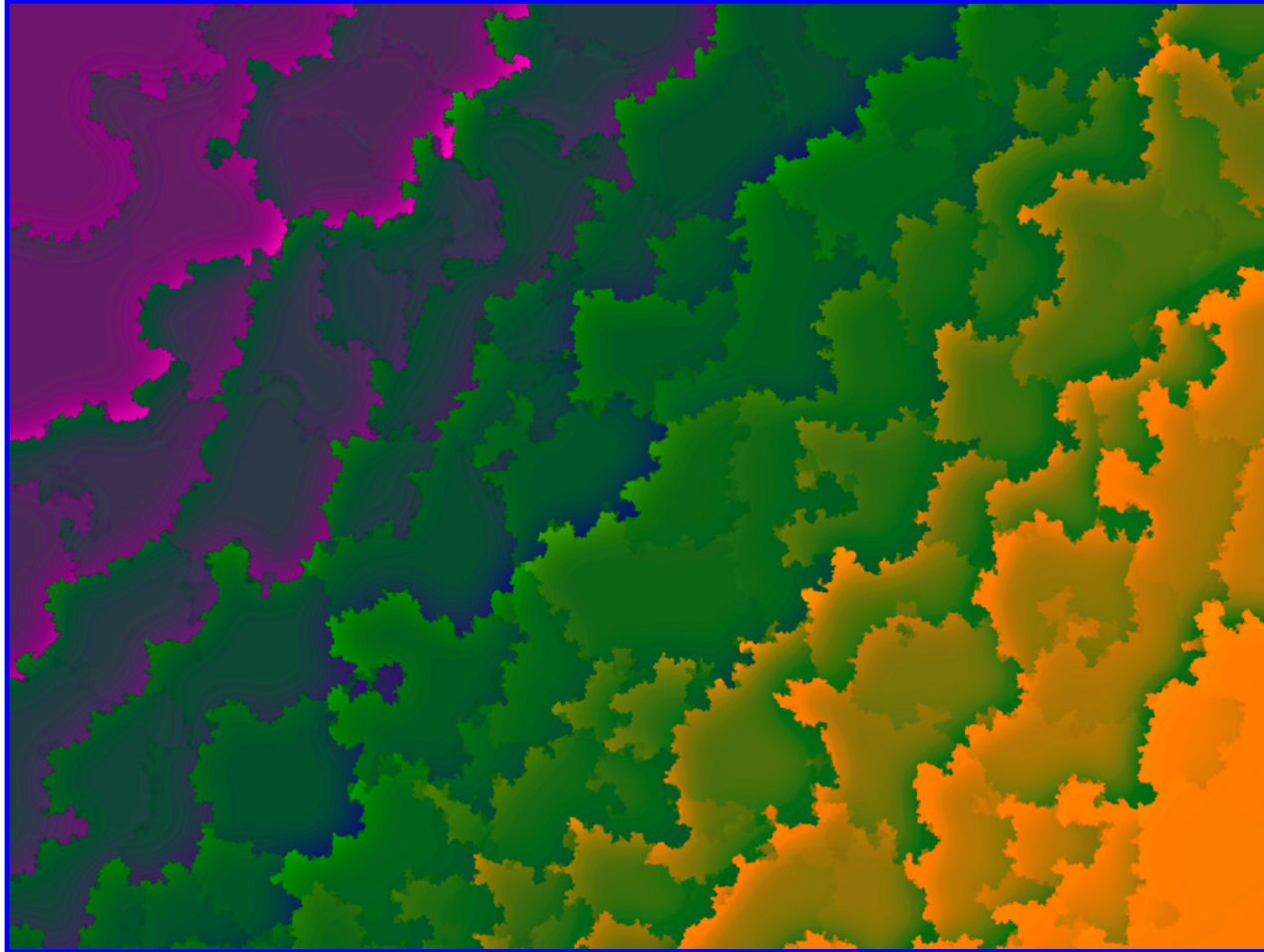- The importance of competent leadership
- 14 recommendations
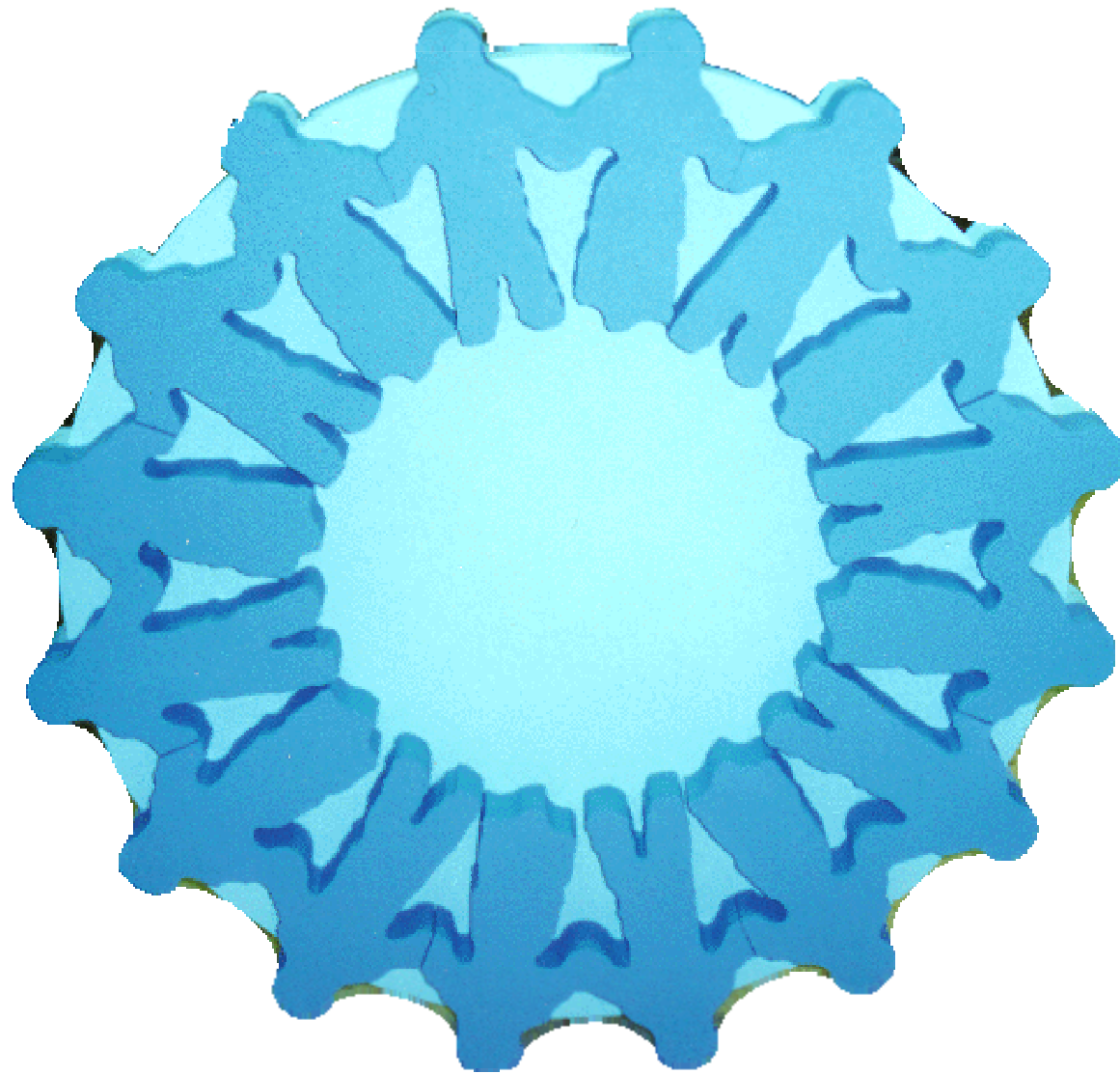
People-centered

FOCUS is always on what will result in the greatest contribution to accomplish the mission

May or may not encompass the entire organization or organizational unit

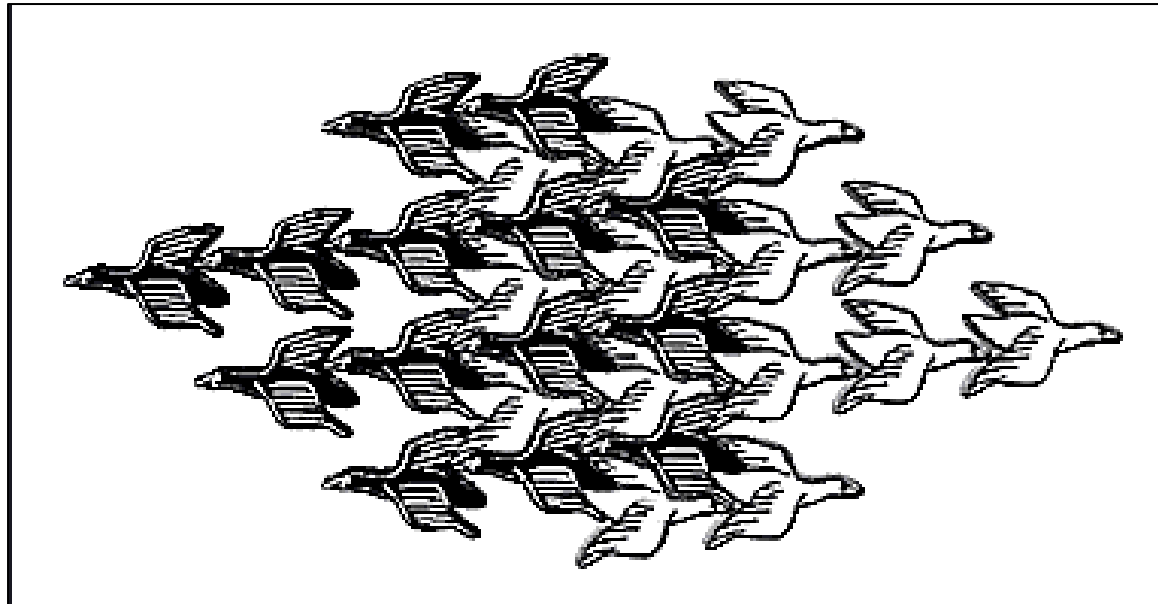**Not restricted to traditional organizational boundaries**

Biological model –

Both organization and people within it adapt to environment

Innovative –

– use crisis as opportunity for working smarter and producing better

Be ever vigilant.

In time, innovations become the prevailing wisdom.
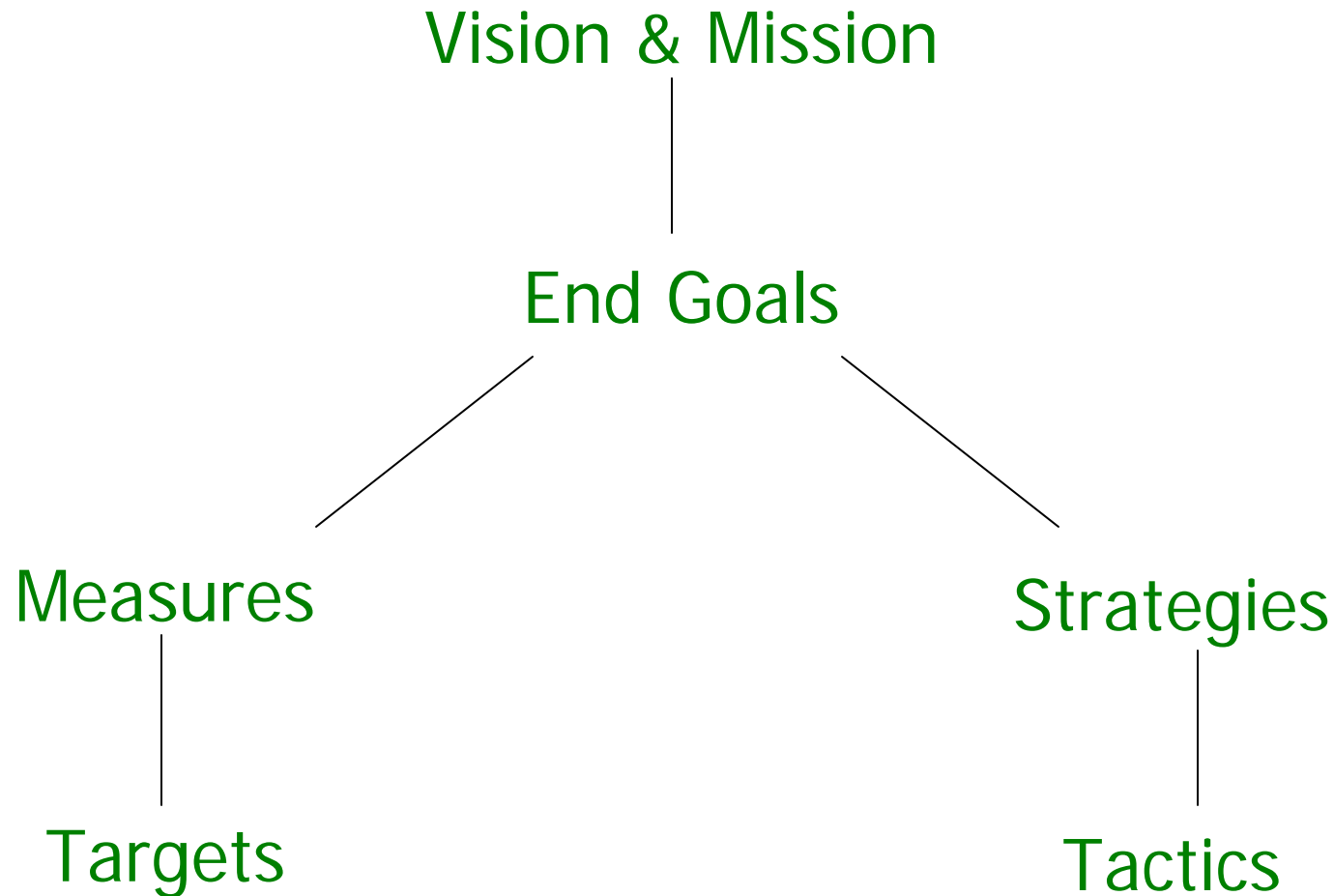
Definitions & Distinctions

▶ **Performance Management**

    ▸▸ Performance Measurement

    ▸▸ Performance Measure

    ▸▸ Performance Standard

    ▸▸ Performance Target

    ▸▸ Performance Indicator

▶ **Continuous Improvement**

    ▸▸ Quality Control

    ▸▸ Quality Assurance

    ▸▸ Quality Improvement

Performance Management

Vision & Mission

End Goals

Measures

Strategies

Targets

Tactics

Performance Management for DPH; a work in progress

November 14, 2005

2005 DPH Improvement Initiatives

- ? Public Health Law Reform

- ? Performance Management

- ? Emergency Preparedness

- ? Workforce Development

- ? Service Delivery Improvement

- ? Health Statistics Coordination

Faces of Public Health in Alaska: Next Steps
An Update on the DPH Strategic Plan for FY 2004-2006

Background
The Alaska Division of Public Health (DPH), in partnership with providers and other health organizations, has enacted a Strategic Plan to guide its managers and staff. The plan is effective through June 2006. DPH's senior management team, led by new division director Dr. Richard Mandsager, met this summer and reaffirmed the importance of the Strategic Plan in daily decision-making.

Next Steps
The team also identified management strategies to help DPH achieve the goals and spirit of the Strategic Plan. These six initiatives will be our focus in the next year:

- **Enhance service delivery:** Study ways to improve the delivery of public health services by the division.
- **Use performance management:** Develop a performance management system to improve the effectiveness of the division and Alaska's overall public health system.
- **Reform public health law:** Update Alaska laws so they are based on modern science, public health practice and legal jurisprudence.
- **Continue emergency preparedness:** Enhance the team-based approach to management of public health preparedness efforts and emphasize training and participation in exercises.
- **Coordinate health statistics:** Develop capacity and management support for making public health information and data easily available to policymakers, partners and communities.
- **Respond to workforce issues:** Address transitions within the DPH leadership team and develop strategies to enhance the training, recruitment and retention needs of the statewide public health workforce.

Alaska Division of Public Health • September 2004

FY 06 Budget Request Mission and Measures
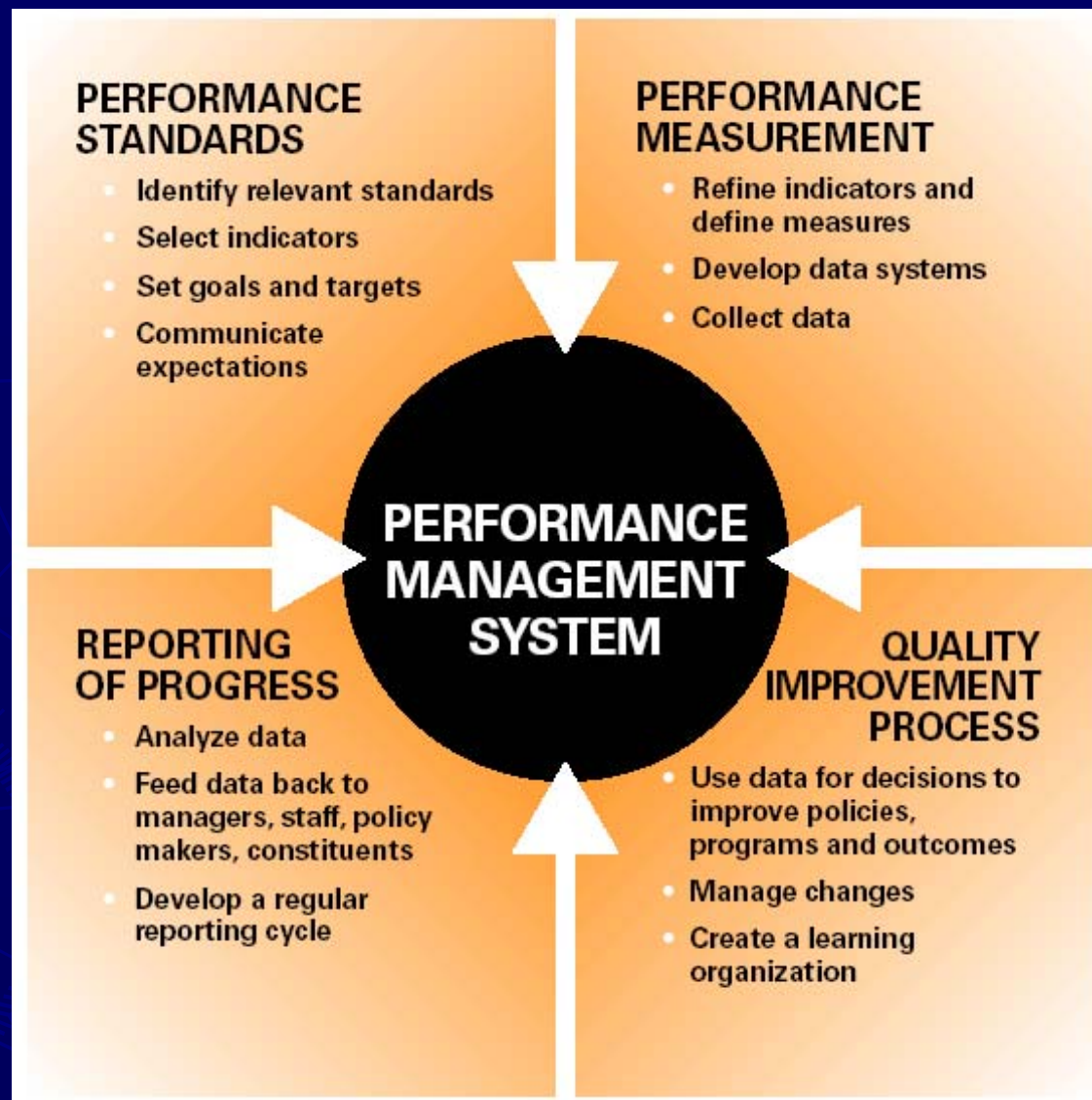## DPH and DHSS Result–Outcome Statement:
Healthy People in Healthy Communities

DPH Result Measures:

► Tuberculosis Rate

► Chlamydia Rate

► Cancer Death Rate

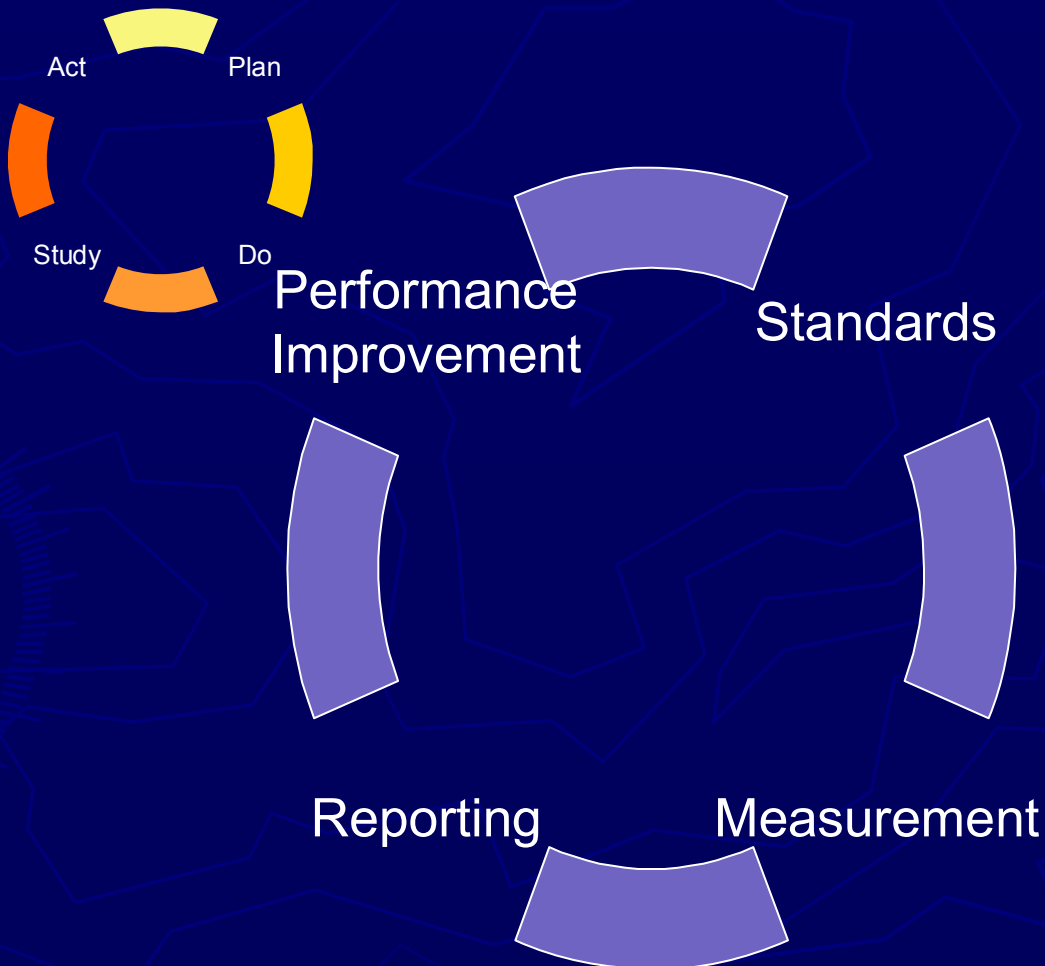► Heart Disease Death Rate
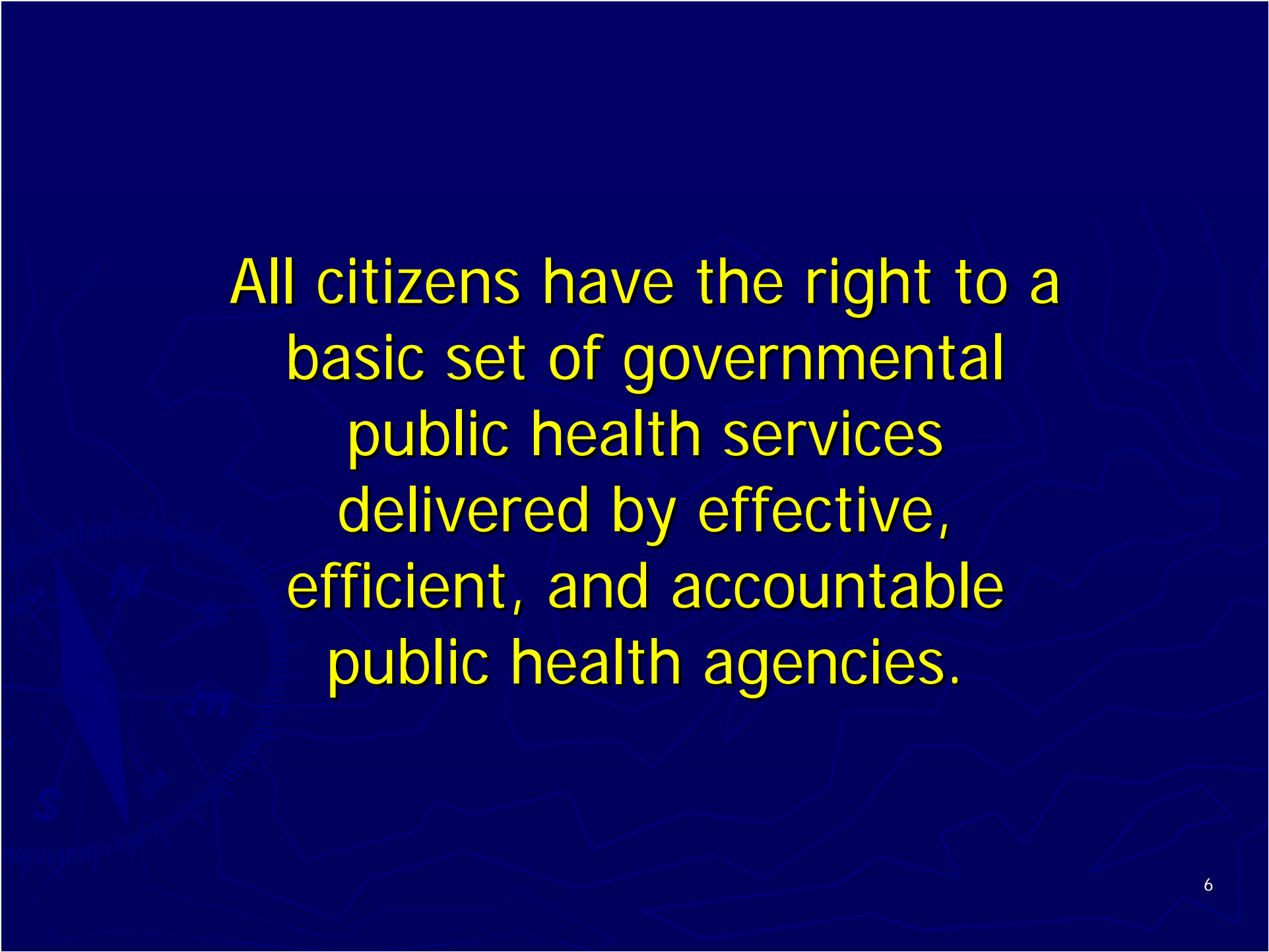
► Unintentional Injury Death Rate

DHSS Result Measures:

► Immz Rate (2 Yr. Olds)

► Post-Neonatal Death Rate

► Diabetes Prevalence (adults)

► Obesity Rate (adults)

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Performance Management Cycle
and Performance Improvement Cycle

Act   Plan

Study   Do

Performance
Improvement

Standards

Reporting   Measurement

All citizens have the right to a basic set of governmental public health services delivered by effective, efficient, and accountable public health agencies.

Quality Improvement Process

Establish a program or process to manage change and achieve quality improvement in public health policies, practice and infrastructure based on what is learned through performance measures

- ? Use data for decisions to improve policies, programs, and outcomes
- ? Manage change
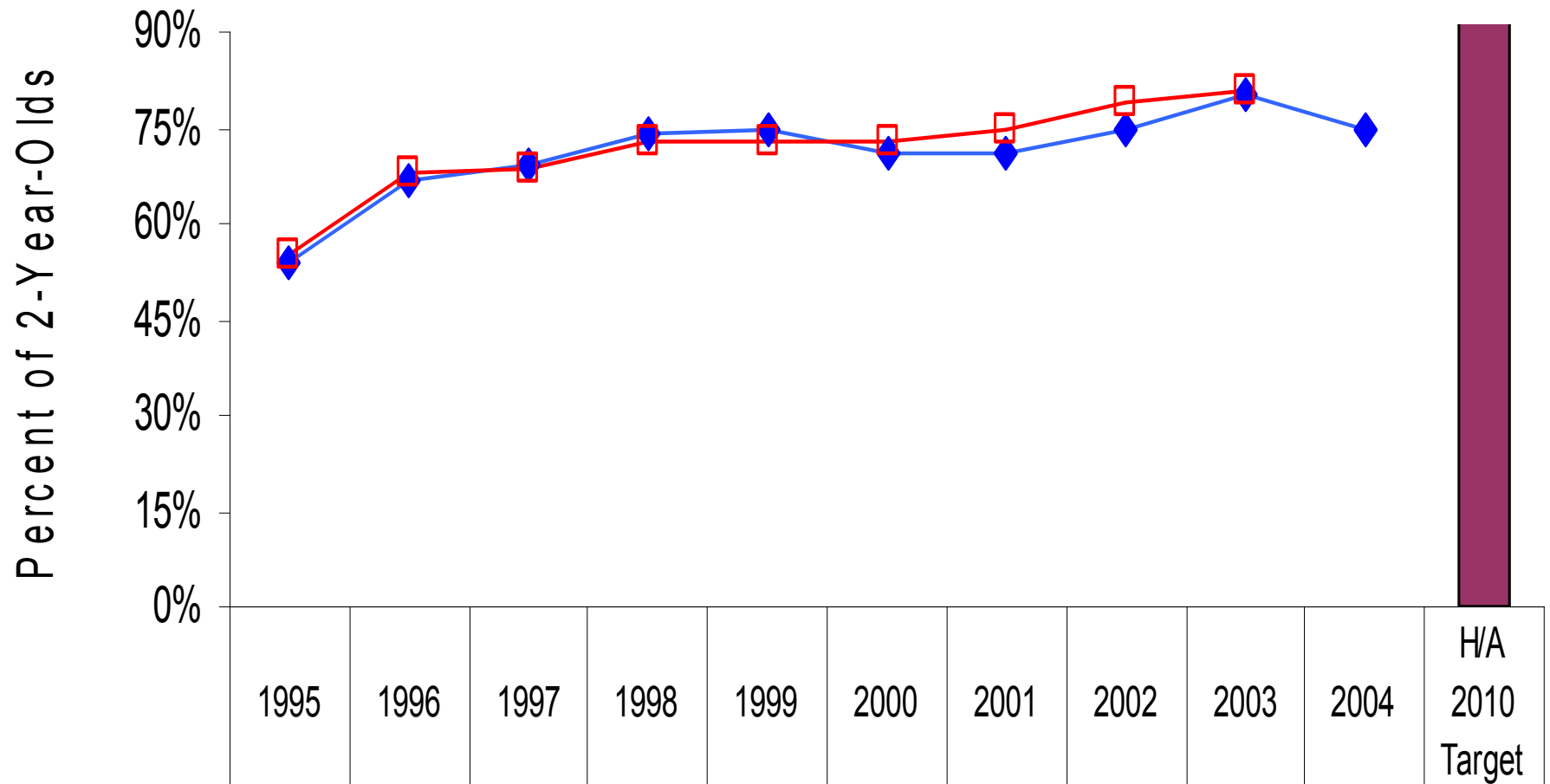- ? Create a learning organization

Laura Landrum & Stacy Baker

Using Data for Improvement

Managerial Action →

? *Quality improvement techniques*

? *Policy change*

? *Resource allocation change*

? *Program change*

Laura Landrum & Stacy Baker

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Fully Immunized 2-Year-Olds: Alaska and the U.S.

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	H/A 2010 Target
H/A 2010 Target											95.0%
Alaska	54.0%	67.0%	69.0%	74.0%	74.5%	71.0%	71.0%	75.0%	80.0%	75.0%	
U.S.	55.0%	68.0%	68.5%	73.0%	73.0%	73.0%	75.0%	79.0%	81.0%		

A Few Words about Change

Results are properties of systems: every system is perfectly designed to achieve exactly the results it gets.

- Results do not occur by new goals or targets, but through systemic change.
- Improvement comes only with change; but change doesn't always improve results.

Laura Landrum & Stacy Baker

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Using Data for Quality Improvement

"I THINK YOU SHOULD BE MORE EXPLICIT HERE IN STEP TWO."

Laura Landrum & Stacy Baker

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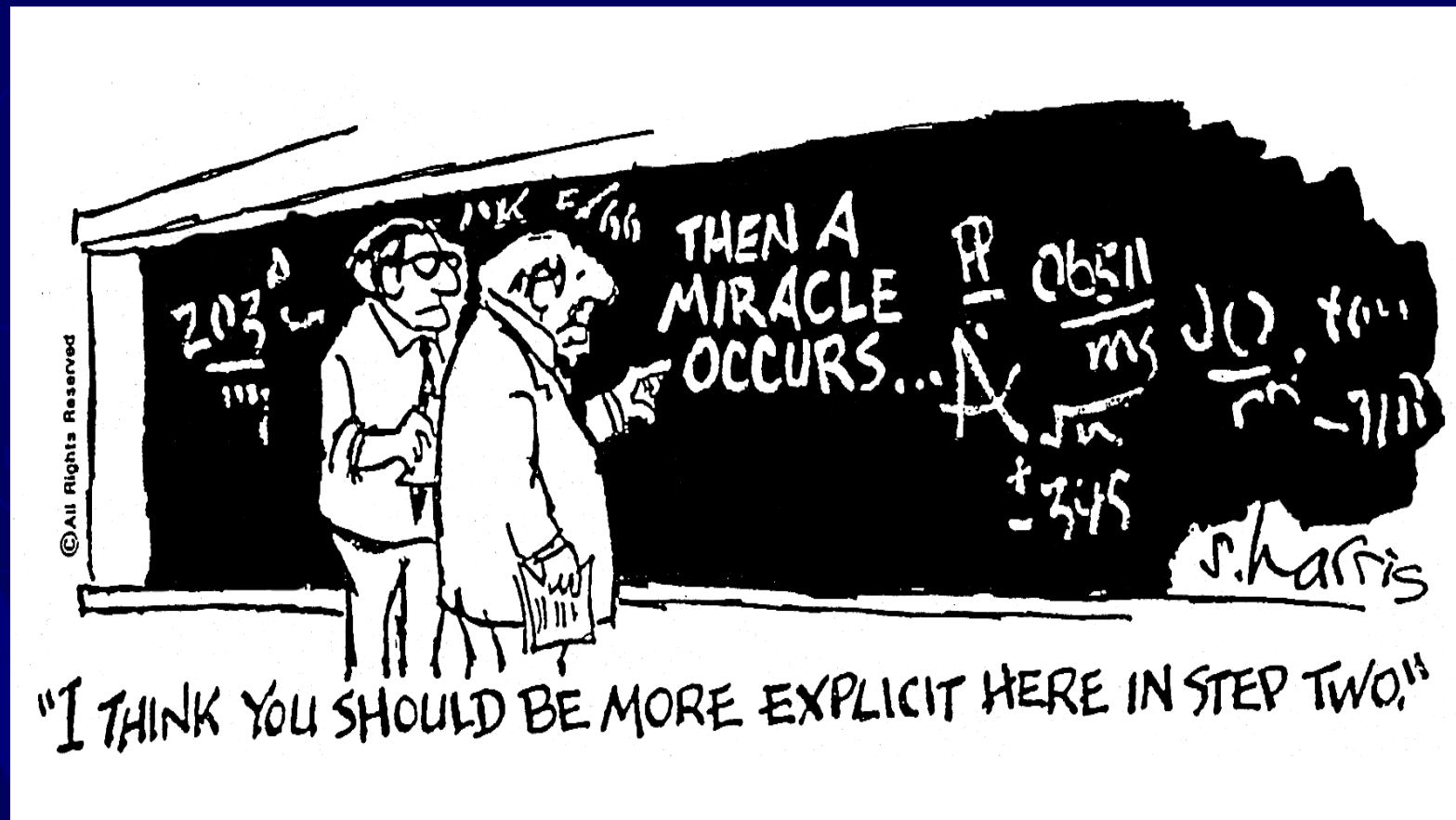
DPA's Strategic Planning +

Expanded Leadership Team

Developed our Shared Vision

Change expectations of Team Norms

SWOT Analysis

Balancing the
 'business scorecard'

Balanced Business Scorecard

▸ Recognizing some of the weaknesses and vagueness of previous management approaches, the balanced scorecard approach provides a clear prescription as to what companies should measure in order to 'balance' the financial perspective.

▸ The balanced scorecard is a *management system* (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action.

▸ It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.

©Paul Arveson, 1998

Financial
"To succeed financially, how should we appear to our shareholders?"
Objectives | Measures | Targets | Initiatives

Customer
"To achieve our vision, how should we appear to our customers?"
Objectives | Measures | Targets | Initiatives

Vision and Strategy

Internal Business Processes
"To satisfy our shareholders and customers, what business processes must we excel at?"
Objectives | Measures | Targets | Initiatives

Learning and Growth
"To achieve our vision, how will we sustain our ability to change and improve?"
Objectives | Measures | Targets | Initiatives

When fully deployed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve center of an enterprise.

DPA's Strategic Plan

Alaska Division of Public Assistance ~ Strategic Plan

Mission: *We promote self-sufficiency and provide basic living expenses to Alaskans in need.*

GOAL #1: Self-sufficient individuals and families

Strategies
A. Help low-income adults move into employment and support the development of stronger families.
B. Provide 'safety-net' services and basic living expenses for Alaskans in need.
C. Promote the employment of Alaskans with disabilities.

GOAL #2: Effective & Efficient Service Delivery

Strategies
A. Align services, policies, and programs to promote integrated customer / family-centered services.
B. Build regional, community and tribal partnerships that enhance integrated, community-based services.
C. Collaborate with Alaska Job Center Network partners to move from co-location to true integration of employment services.
D. Leverage technology to enhance service provision and information sharing within the department and with partner agencies and to increase remote access 'self-service' features.
E. Assess and adopt strategies that leverage statewide support units and call centers.

GOAL #3: Quality Workforce

Strategies
A. Enhance employee recruitment and retention to reduce the risk of turnover.
B. Expand cross-training and career development initiatives within DPA and with partner agencies.
C. Align and streamline job classifications to support an integrated client-centered model.
D. Implement leadership development programs that mitigate the risks of turnover and promote a culture of teamwork.

GOAL #4: Stewardship and Accountability

Strategies
A. Enhance performance improvement and quality initiatives to meet or exceed the accuracy and timeliness of benefits.
B. Establish integrated performance management processes that align individual, team and organizational goals with the mission of DPA.
C. Identify and as appropriate, implement changes that help to contain programmatic and administrative cost of services.
D. Ensure continuous improvement efforts drive progress and results in key performance indicators.
E. Reduce predictable risk and ensure the health and safety of children in child care.
F. Ensure continuation of program funding by meeting federal program compliance standards.

11-1-04   Final

- **Going beyond 'timeliness & accuracy'**

- **Promoting Self Sufficiency**

- **Connecting 'what we do' to our End Goals**

- **Balancing**
  - Ongoing Accountabilities and ...

- **Prioritizing**
  - New Investments & Initiatives

Annual Performance Contract

Core Performance Measures

& Unit Plans

+ Great models from San Mateo!

Performance Contract Objectives & Status Tools

We increase the number of families moving to self sufficiency by 10% per year.

🟢 Green

We meet 100% of our accuracy and timeliness targets each year.

🟡 Yellow

We provide access to 'safety net' programs for Alaskans in need.

🔴 Red

We improve the cost effectiveness in the delivery of benefits.
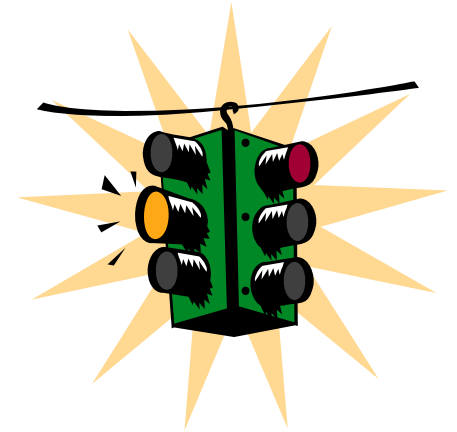
Are these **SMART**?
Specific, **M**easurable, **A**greed, **R**ealistic, **T**ime bounded

Meeting Framework
to set direction & stay on track

Operational Meetings
Weekly, 1 hour
Focus on:
Staff activities
next week-2 months

**Ad Hoc
work sessions
by topic
as needed**

Assurance Meetings
Monthly or Quarterly, 2-4 hours
Focus on:
Performance Contract, Metrics,
Re-prioritize, next 3-12 months

Strategic Meetings
Once or twice a year "away days"
Focus on:
Environmental changes, client needs,
setting direction, establishing
priorities, building capacity.

- Know which dialogue you're in
- Plan ahead & avoid canceling
  the important for the urgent
- Take work offline as needed

Continuous Improvement
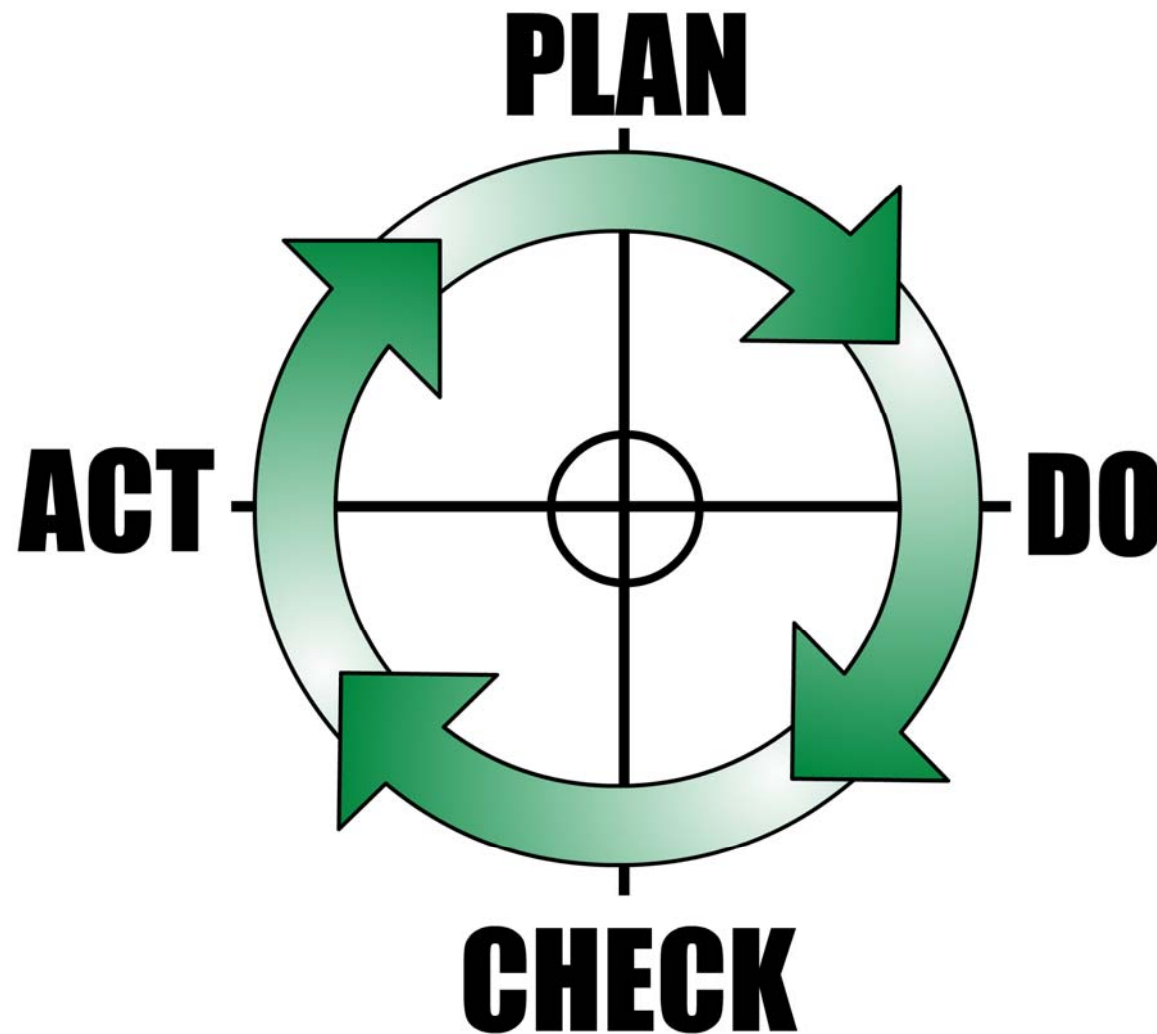
After Action Review

- ▶ **Creating a Learning Organization**

- ▶ **Simple, frequent AARs**

- ▶ **For both big and small actions / projects / events**

- ▶ **Imbed the lessons from today's results into tomorrow's actions**

- ▶ **About learning and quick adaptations, not blame**

What was supposed to happen?

What actually happened?

Why was there a difference?

What can we learn from that?

DPA's Performance Management & Continuous Improvement Processes

▸ **Mission & Measures**
▸ **Strategic Plan**
▸ **Program Outcomes**
▸ **Budgeting**

▸ **Annual Performance Contract**
▸ **Unit & Project Plans**
▸ **Service Level Agreements**

PLAN

ACT — DO

CHECK

▸ **Staff Dev't & Training**
▸ **Quality Councils**
▸ **After Action Review**
▸ **Knowledge Transfer**
▸ **Technical Assistance**
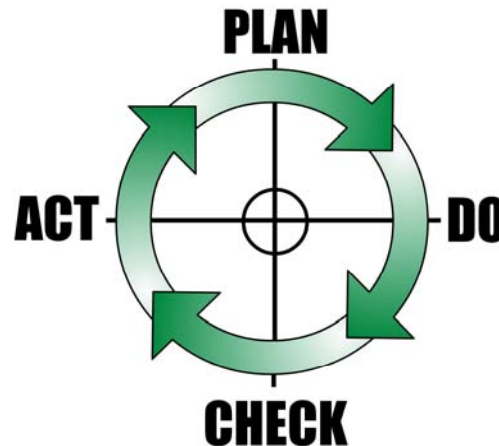
▸ **Operations / Services**
▸ **Roles & Responsibilities**
▸ **Operations Meetings**
▸ **Quality Control**
▸ **Project Management**

▸ **Quality Assurance**
▸ **Program Integrity**
▸ **QARC**
▸ **Grant Monitoring**

▸ **Performance Contract Review**
▸ **Self Assessment**
▸ **Case Reviews**
▸ **Site & State Exchange Visits**

The DPA Leadership Team in Action!

What's the Leader's Role?

Organizational Processes

Act/Learn

Plan

Check

Do

Expectations

Goals

Accountability

Reinforce

Leadership Responsibilities

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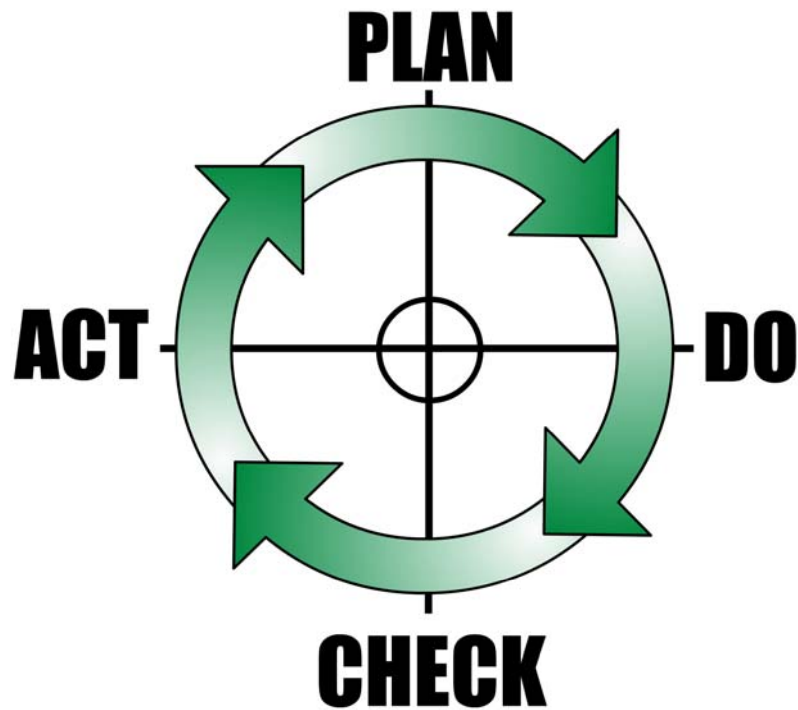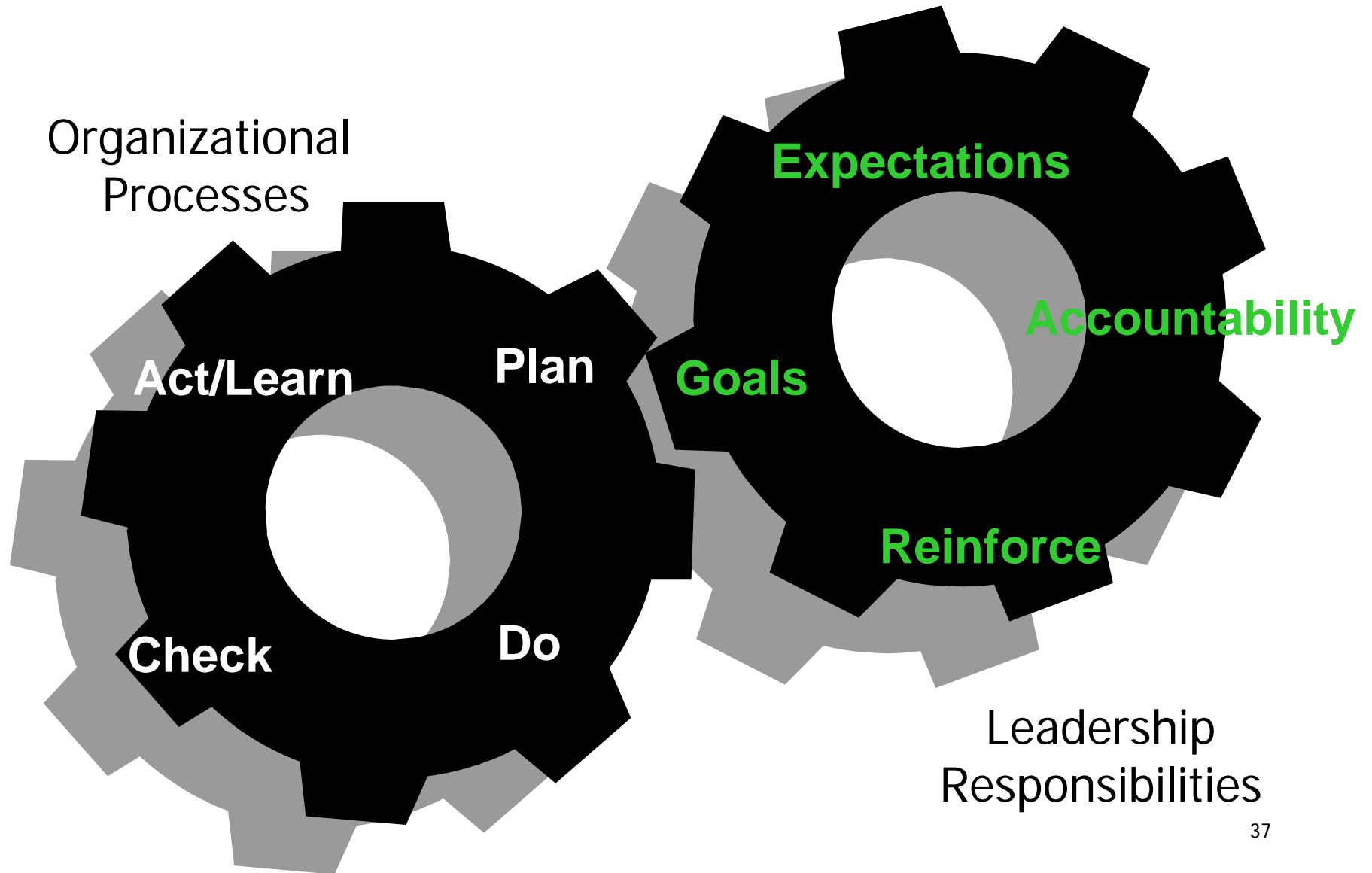
Work together

to achieve

common goals

Expect accountability – & do your part

Go . . .
Beyond the Possible

And celebrate success!

Building a Culture of Continuous Improvement

▸ **Leadership Development**

- Strategic Planning
- The Wisdom of Teams
- Dialogue vs. Debate
- Giving & Receiving Feedback
- ET IV Conference
- Leadership Development Program

▸ **Quality Councils**

- Local Quality Councils
- Management Quality Council

▸ **Performance Enhancement & Personal Development**

Leadership Development

Performance Enhancement and Professional Development Initiative

Division of Public Assistance
Kickoff Meeting
June 9, 2005

What is **TAPESTRY** **?**

Web-based tool that helps employees and managers:

▸ **Align career development goals with DPA's mission,vision and strategic plans to achieve greater outcomes**

▸ **Develop knowledge and skills for success**

▸ **Focus on training and development**

▸ **Quantify and invest in the human capital of the organization**

DPA's Core Competencies

- **Communications –**
  - Group
  - Technical & professional
  - Interpersonal
- **Development**
- **Leadership**
- **Planning & direction**
- **Initiative**
- **Job knowledge**

- **Opportunity & outcome driven**
- **Partnering & teamwork**
- **Organizational awareness**
- **Ethics & integrity**
- **Flexibility & Adaptability**
- **Technical proficiency**
- **Work Habits**

More from San Mateo . . .

Leadership is . . .

▸ **Leadership is about coping with change, setting a direction, aligning people, motivating and inspiring others.**
  ▸▸ This is **adaptive change,** which differs from . . .
  ▸▸ **technical change** (where management skills are critical)

▸ **Most important leadership fundamentals:**
  ▸▸ Integrity
  ▸▸ High Expectations
  ▸▸ Learning

▸ **"Servant Leadership"**
  ▸▸ Listen to empower others = SPACE
  ▸▸ Understand the context and articulate the goals = DIRECTION
  ▸▸ Provide the space and conditions for successful risk taking = BOUNDARIES
  ▸▸ Remove barriers to change, innovation and improvement = SUPPORT

Bottom line for today = A framework for high performance

▸ **Strategic planning**
- Alignment & focus

▸ **Performance management**
- Going beyond performance measures
- Plan - Do - Check – Act
- Continuous improvement

▸ **Leadership**
- Define and communicate shared goals
- Leadership development
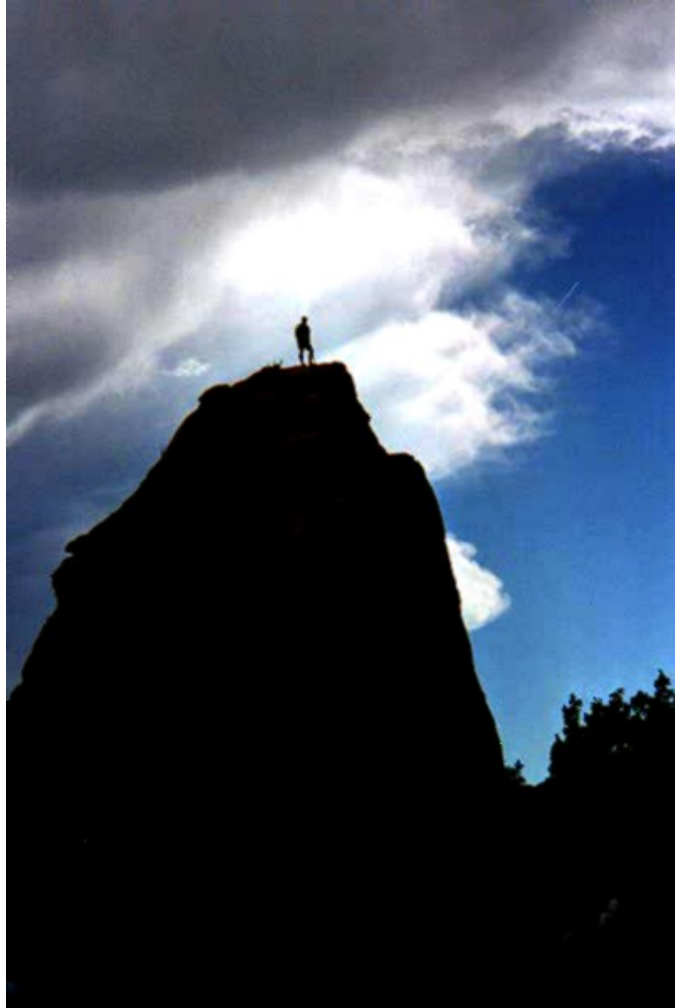- Empower & expect others to act

▸ **Culture**
- Go beyond a series of innovative efforts . . .
- . . . to culture of innovation and collaboration

What next?

Where to start?

Obstacles are those frightful things you see

when you take yours eyes off your goal.

—**Henry Ford**