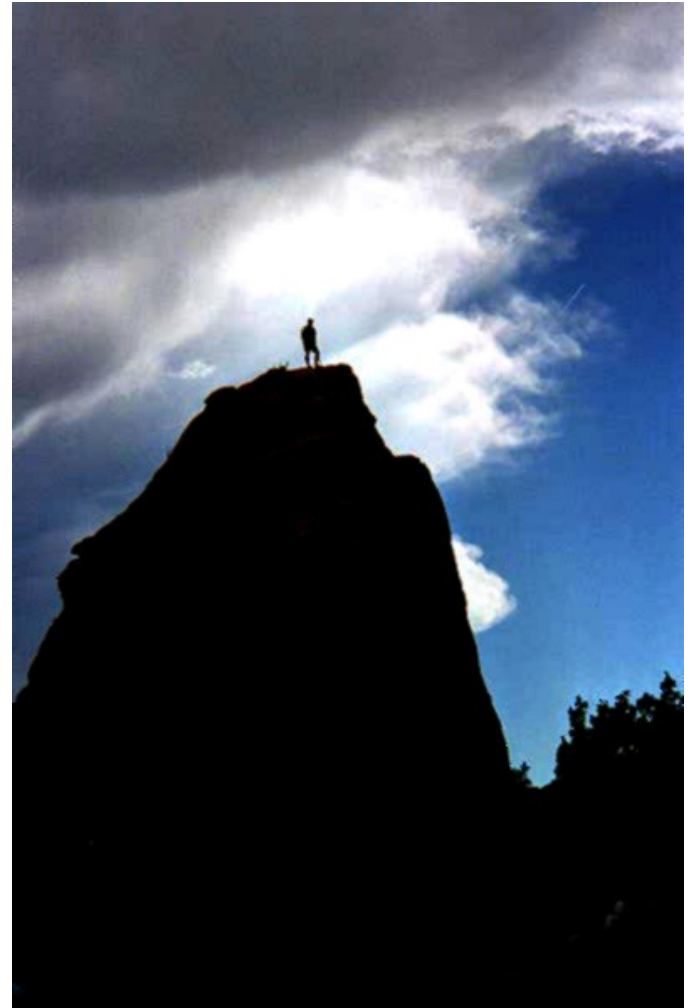


Achieving High Performance in DHSS:

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

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



Objectives

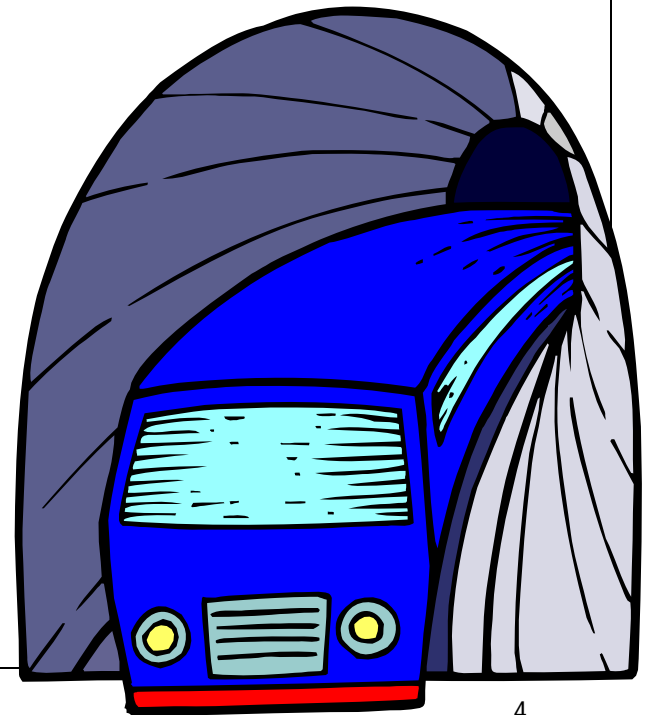
- ▶ **What's working?**
- ▶ **What could be even better?**
- ▶ **Division Examples**
 - ▶▶ Division of Public Health
 - ▶▶ Division of Public Assistance
- ▶ **Leadership Development**

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

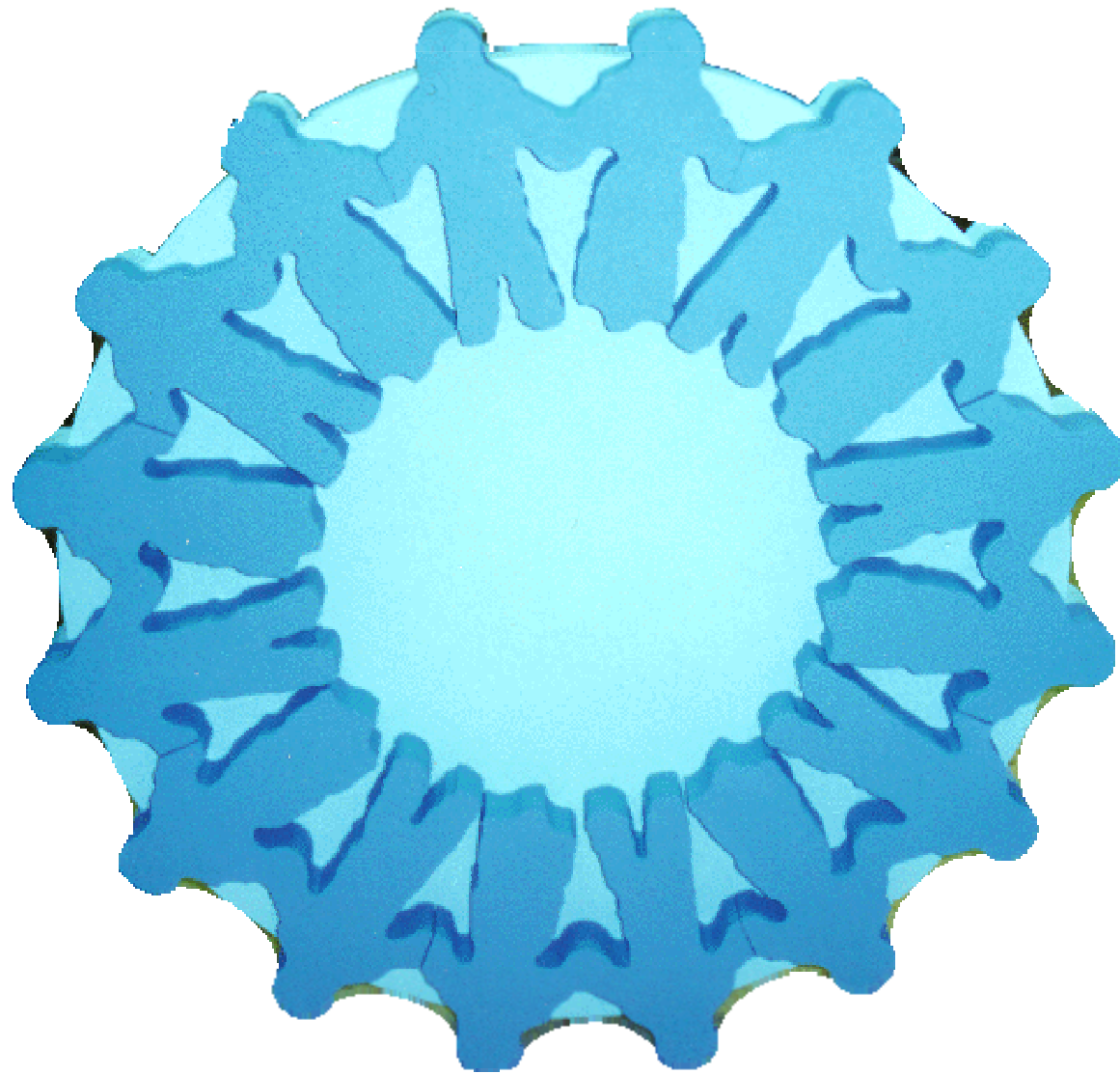


Volcker Commission Report

“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



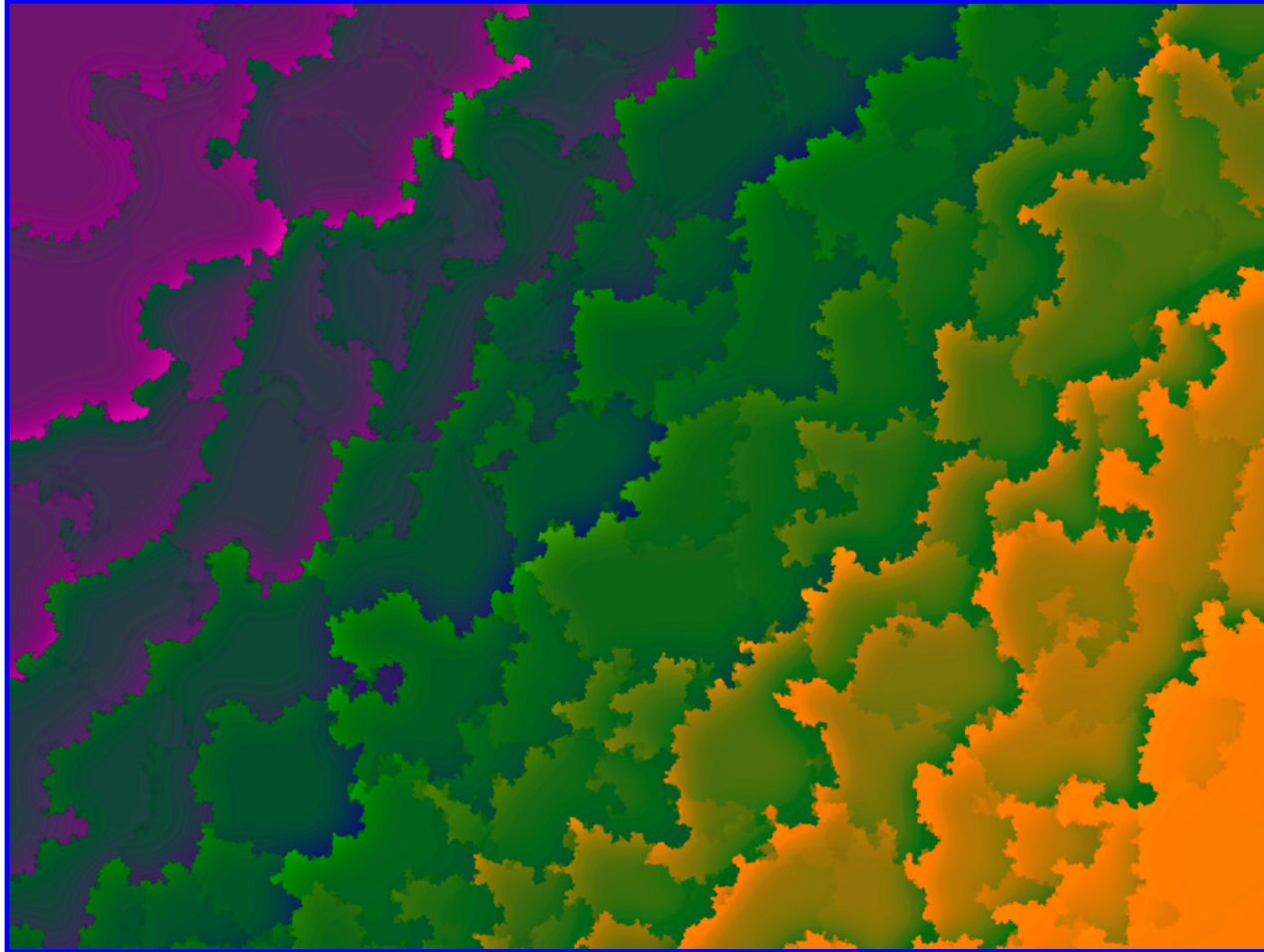
People-centered

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



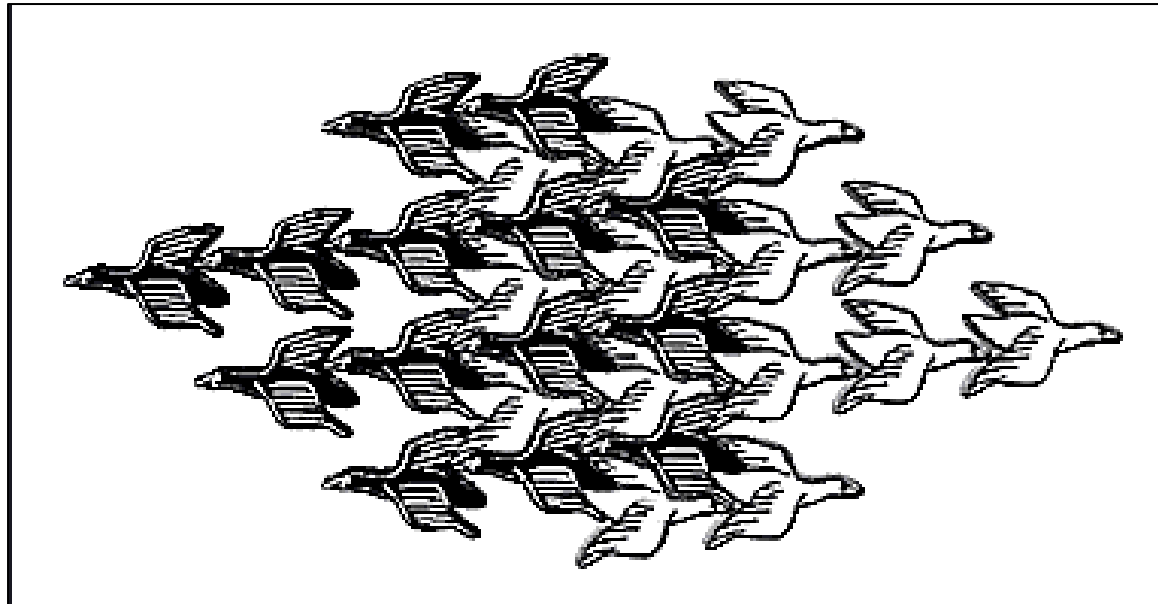
Biological model –
Both organization and people within it **adapt** to environment

Innovative –



**– use crisis as opportunity for working smarter
and producing better**

Be ever vigilant.



In time, innovations become the prevailing wisdom.

Definitions & Distinctions

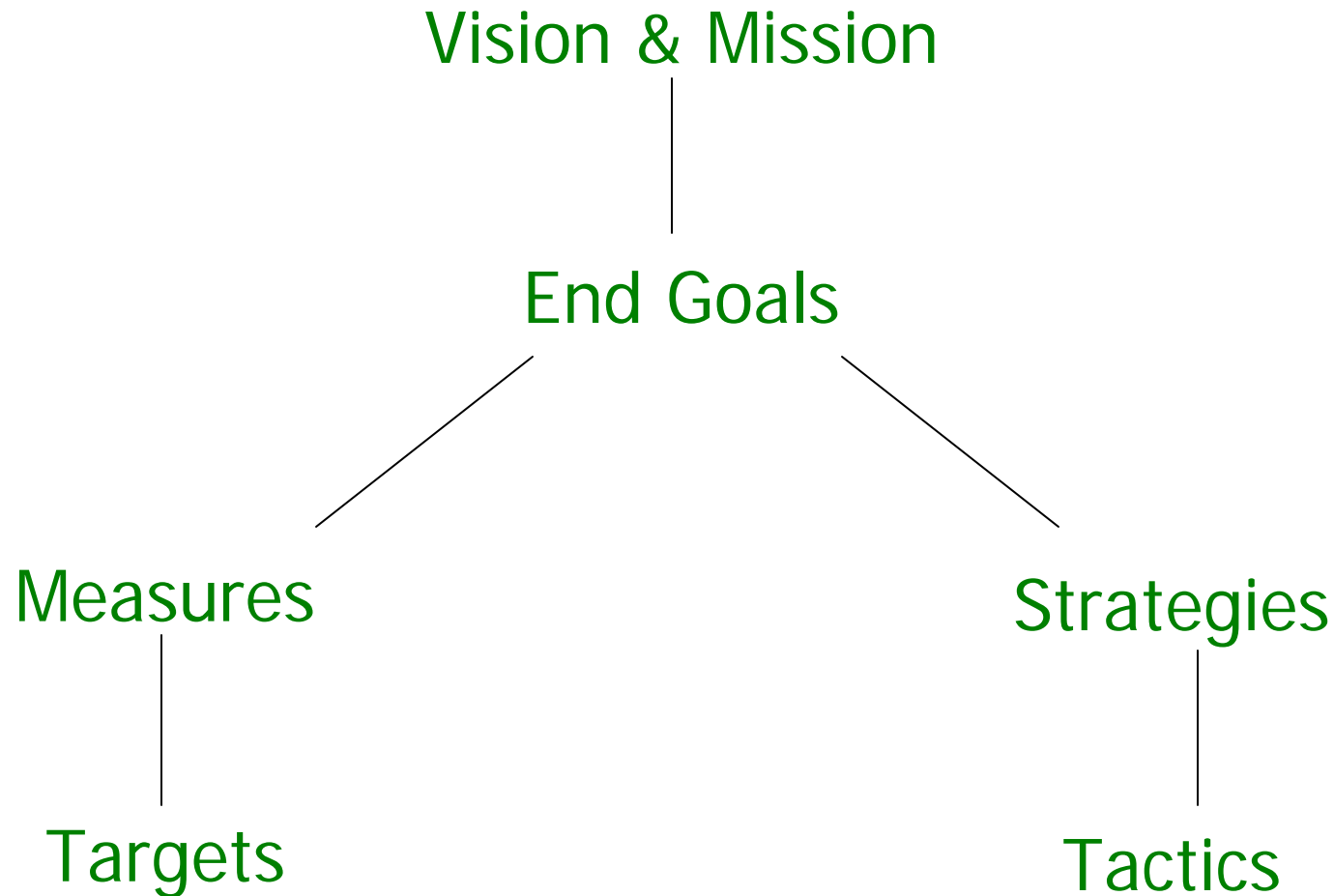
▶ Performance Management

- ▶▶ Performance Measurement
- ▶▶ Performance Measure
- ▶▶ Performance Standard
- ▶▶ Performance Target
- ▶▶ Performance Indicator

▶ Continuous Improvement

- ▶▶ Quality Control
- ▶▶ Quality Assurance
- ▶▶ Quality Improvement

Performance Management




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 Mandstager, 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:

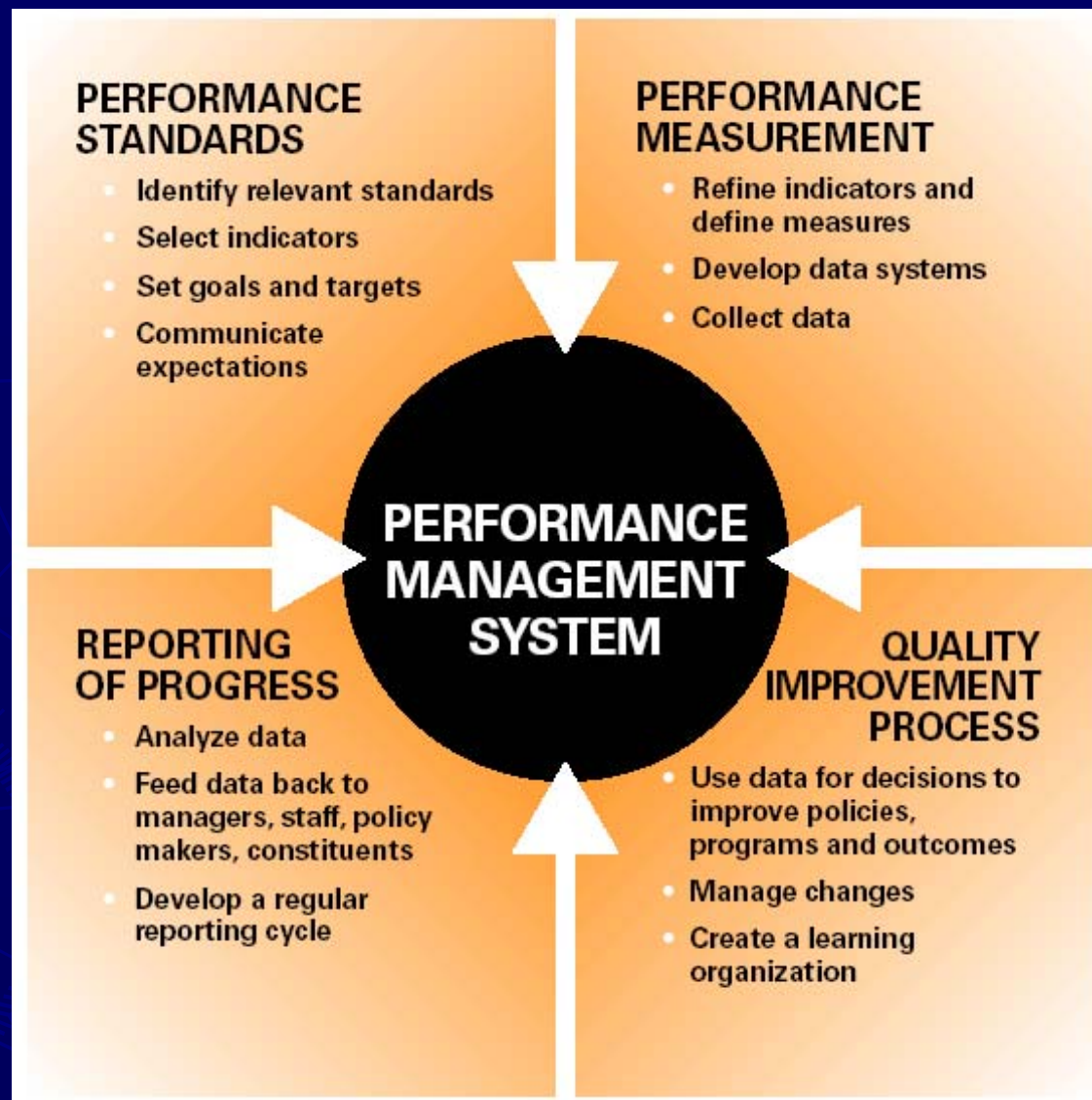
Healthy People in Healthy Communities

DPH Result Measures:

- ▶ Tuberculosis Rate
- ▶ Chlamydia Rate
- ▶ Cancer Death Rate
- ▶ Heart Disease Death Rate
- ▶ Unintentional Injury Death Rate

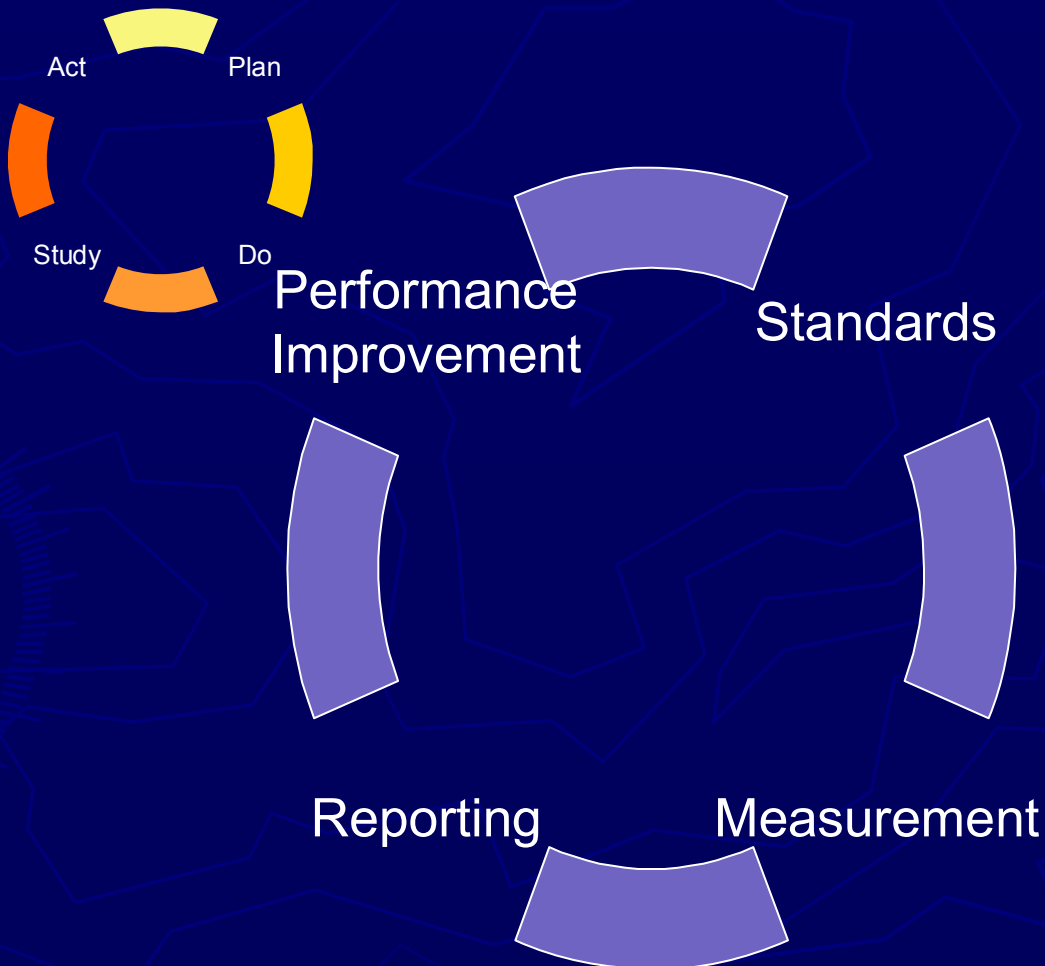
DHSS Result Measures:

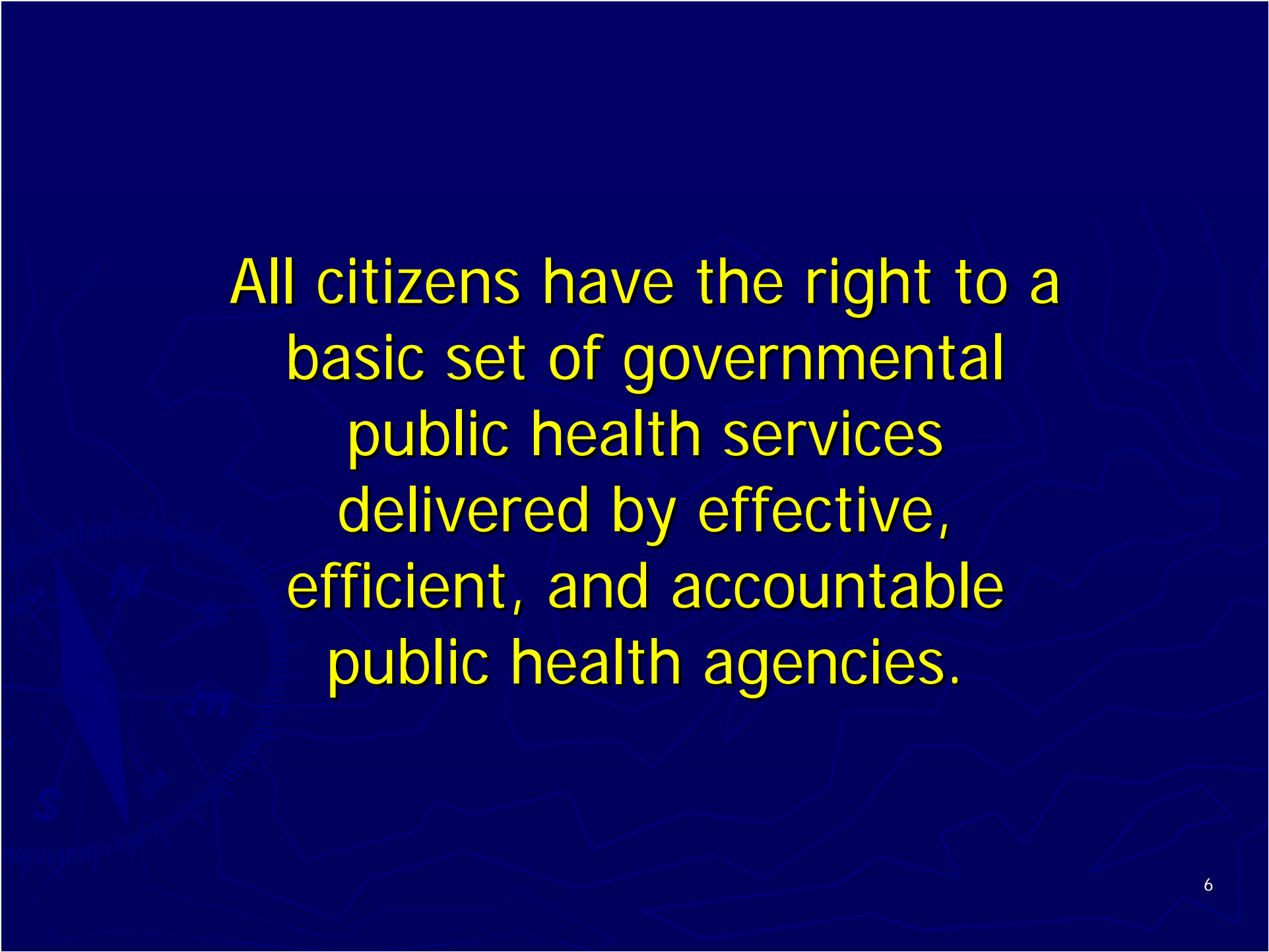
- ▶ Immz Rate (2 Yr. Olds)
- ▶ Post-Neonatal Death Rate
- ▶ Diabetes Prevalence (adults)
- ▶ Obesity Rate (adults)



Source: Silos to Systems: Using Performance Management to Improve the Public's Health.
Turning Point Performance Management National Excellence Collaborative: Seattle WA;
Turning Point National Program, 2003.

Performance Management Cycle and Performance Improvement Cycle



The background of the slide is a dark blue color. On the left side, there is a faint, light blue graphic of a compass rose with a map of the United States overlaid on it. The map shows the outlines of the states. The compass rose has a needle pointing towards the top left. The text is centered on the right side of the slide.

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

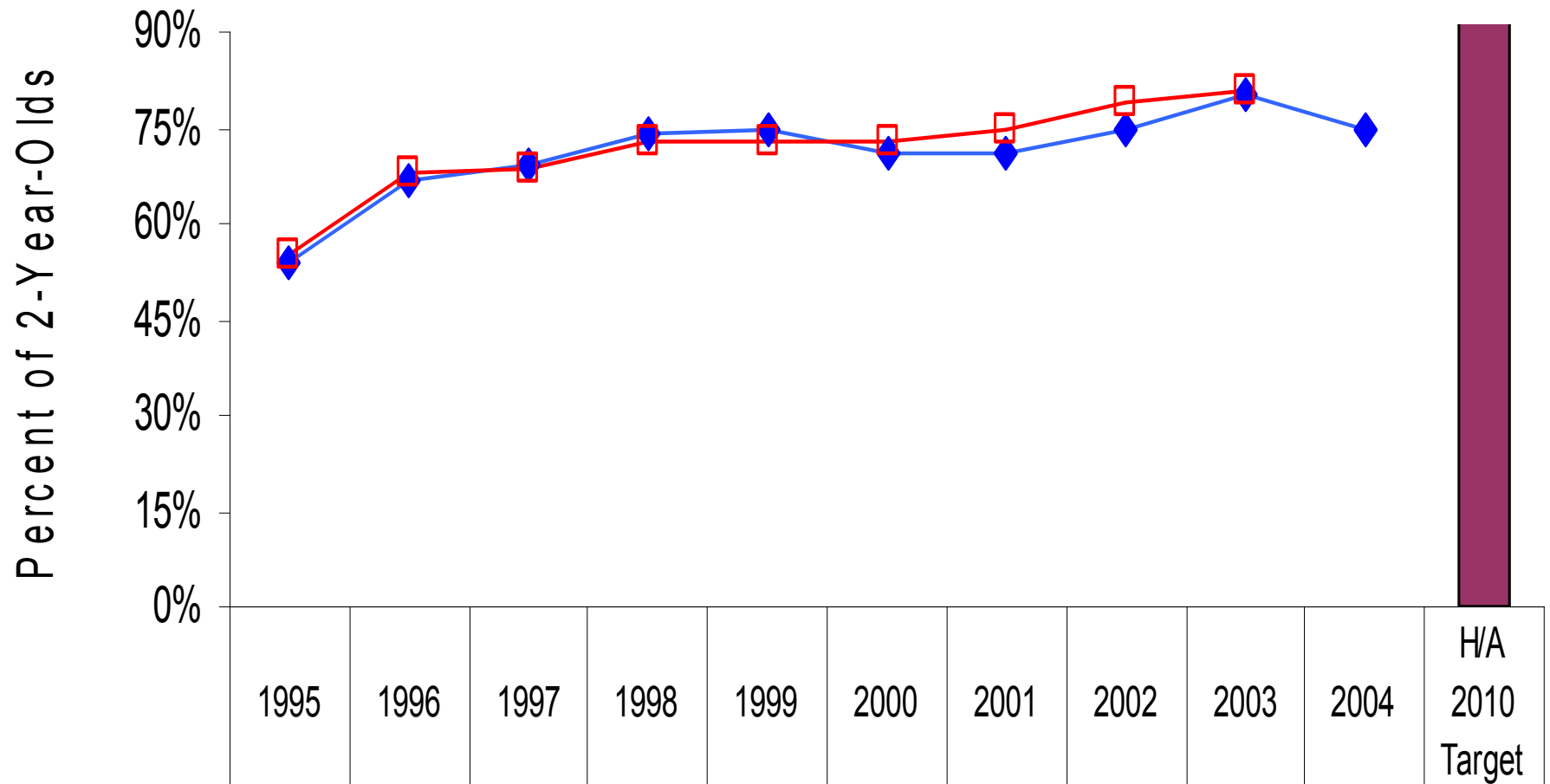
Using Data for Improvement



Managerial Action

- ? *Quality improvement techniques*
- ? *Policy change*
- ? *Resource allocation change*
- ? *Program change*

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



■ H/A 2010 Target

◆ Alaska

■ U.S.

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004

H/A
2010
Target

54.0%

67.0%

69.0%

74.0%

74.5%

71.0%

71.0%

75.0%

80.0%

75.0%

55.0%

68.0%

68.5%

73.0%

73.0%

73.0%

75.0%

79.0%

81.0%

95.0%

A Few Words about Change

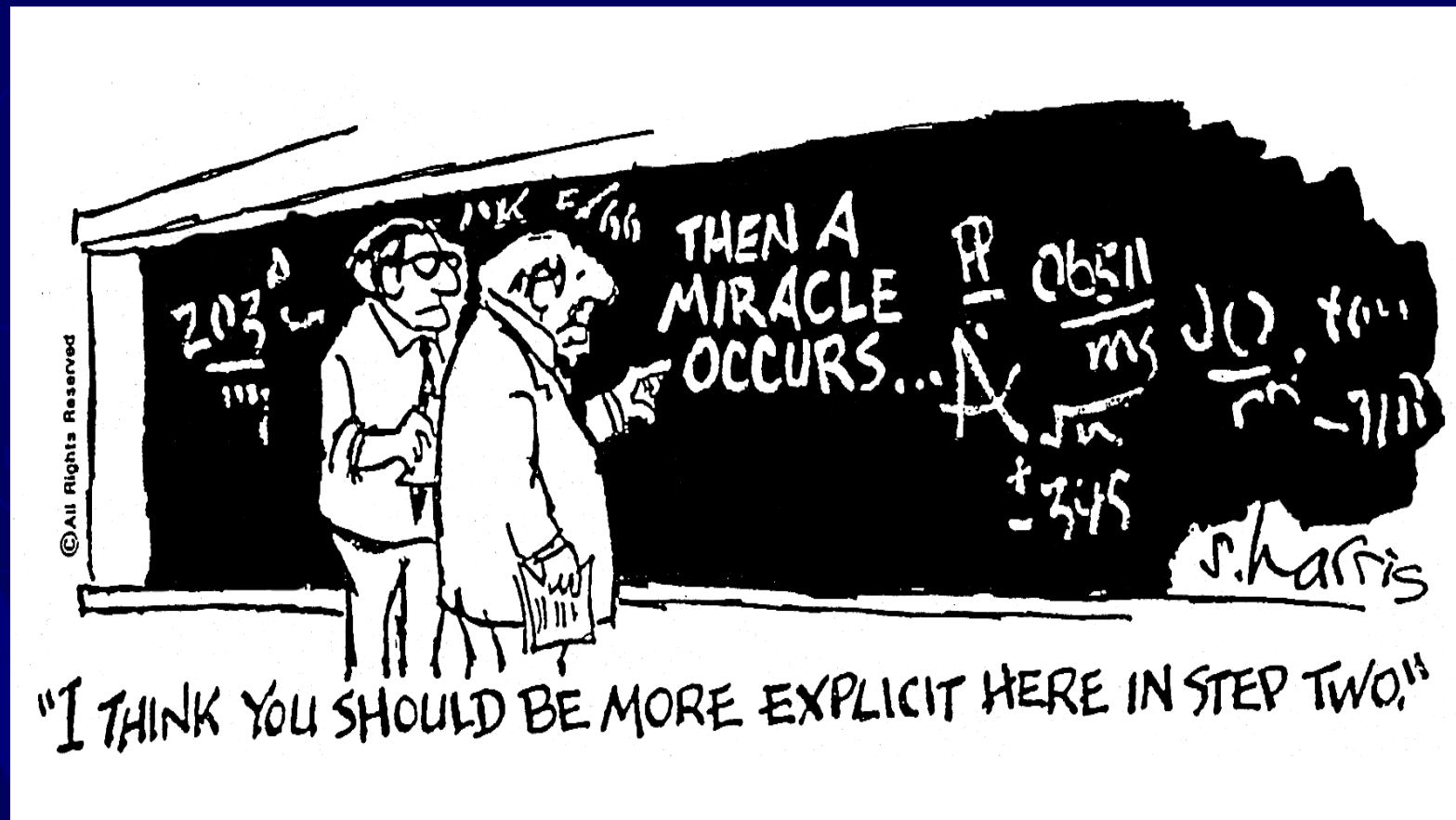
Results are properties of systems: every system is perfectly designed to achieve exactly the results it gets.

- 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

Using Data for Quality Improvement



DPA's Strategic Planning +

Expanded Leadership Team

Developed our Shared Vision

Change expectations of Team
Norms

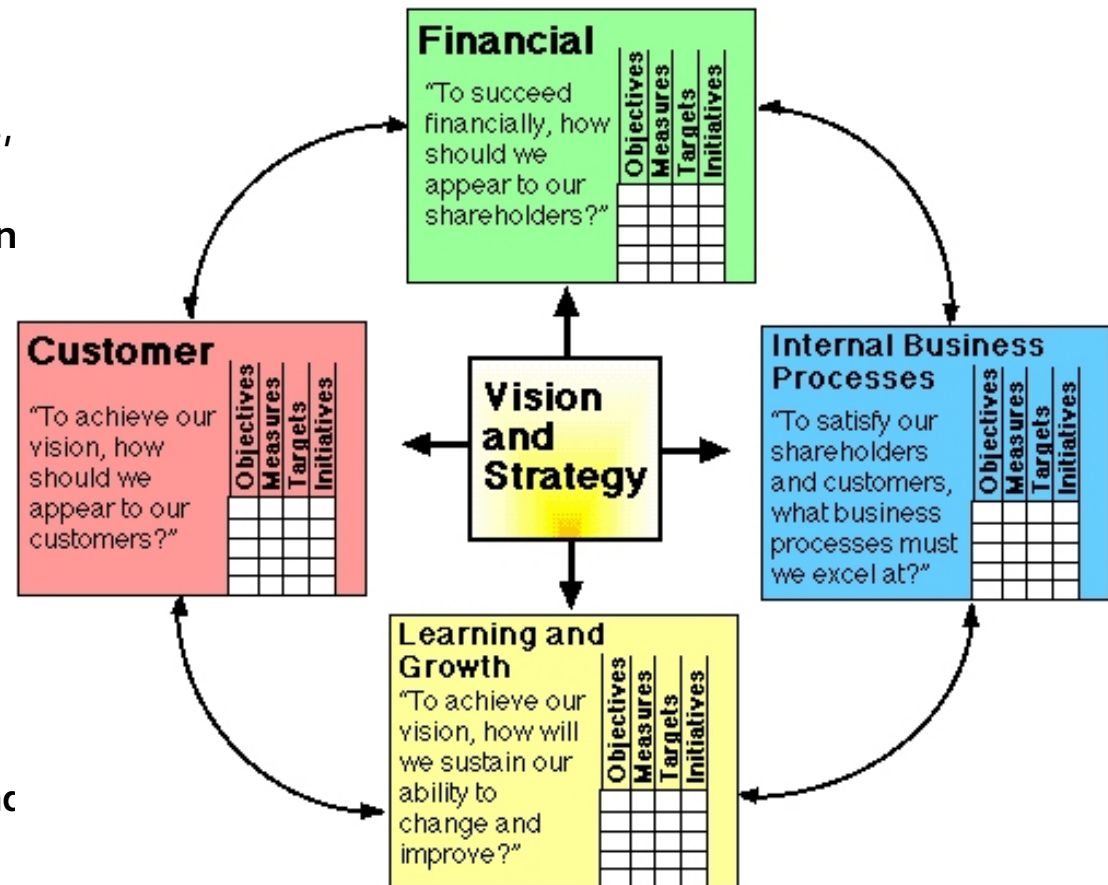
SWOT Analysis

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.



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.

► **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

Short Title	Objective	Steward	Update	Comment
1. Self-sufficient individuals and families	Strategies include: 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.			
1.A.2. Implement CITC Native...	Implement CITC Native Family Assistance Program.	Elie Fitzjarrald	G	13-Oct-2005 Caseload transfer complete. In process of reconciling DPA payments made on behalf of CITC July - Sept. for grant adjustment. Ongoing challenges with CSSD interface. DPA &
Short Title	Objective	Steward	Update	Comment
1.A.3. Plan for implementation Native...	1. Self-sufficient individuals and families			
1.A.4. Promote Healthy Marriages...	Implement CITC Native Family Assistance Program.	Elie Fitzjarrald	G	13-Oct-2005 Caseload transfer complete. In process of reconciling DPA payments made on behalf of CITC July - Sept. for grant adjustment. Ongoing challenges with CSSD interface. DPA & CSSD Directors allocating additional programming resources.
1.A.5. Develop implement pol...	1.A.3. Plan for implementation of Native Family Assistance Programs with BBNA and Manillaq Association for delivery of culturally appropriate services.	Angela Salerno	G	18-Aug-2005 BBNA has postponed start date to July 2006. Negotiating NFAP grant with BBNA; Manillaq in early planning stages, no date set.
1.A.6. Collaborate with Labor...	1.A.4. Promote Healthy Marriages...	Ron Kreher	G	28-Sep-2005 All FY06 Grants Awarded. Met with OFBCI and G&C to transition grant management to OFBCI.
1.B.1. Continue deliver basic benefits...	1.A.5. Develop and implement policies that reduce teen and out-of-wedlock pregnancy and prevent statutory rape.	Ron Kreher	G	13-Oct-2005 Recvd DPH service delivery proposal on 10/09. Review by COP needed. Meeting with DPH and DPA scheduled for 10/21
	1.A.6. Collaborate with Labor...	Katherine Farnham	Y	7-Sep-2005 Requesting WIA and TANF priorities, plans and reauthorization concerns to be shared w/AWIB and DOLWD.
	1.B.1. Continue to deliver basic benefits...	Katherine Farnham	G	14-Oct-2005 DPA response to federal and state policy changes going well, e.g.: LIHEAP increase, Senior Care, Med. Pt. D., and Hurricane Katrina response.
1.B.2. Implement Medicare Part...	1.B.1. Continue to deliver basic benefits and quality services while adapting and contributing to changes as needed per legislative and administrative priorities.□ *Benefits include: Adult Public Assistance, Alaska Temporary Assistance Program, Child Care Assistance, Denali Kid Care, Food Stamps, General Assistance, Heating Assistance, Interim Assistance, Medicaid, Medicare Part D, Senior Care.			
1.B.3. Enhance outreach of m...	1.B.2. Implement Medicare Part D...	Angela Salerno	G	18-Aug-2005 Work groups meeting regularly. New staff hired 9/05. Implementation is 01/06.
1.C.1. Continue participation in CEG...	1.B.3. Enhance outreach of multiple programs and continue to meet targets when needed.	Mary Rogers	G	21-Sep-2005 change status to green. omc
1.C.2. Continue participation in Alaska...	1.C.1. Continue participation in the Customized Employment Grant (CEG).	Angela Salerno	G	18-Aug-2005 Sustainability committee met 7/25/05.
1.C.3. Complete regulation changes...	1.C.2. Continue participation the Alaska Works Initiative grant.	Angela Salerno	G	18-Aug-2005 Two position Ano/Fbks & Steering Committee participation.
	1.C.3. Complete regulation changes to increase resource limits for working disabled Medicaid Buy-In Option.	Angela Salerno	G	18-Aug-2005 Revised proposal with Commissioner's Office for review.

& Unit Plans

+ Great models from San Mateo!

Core Performance Measures

11/7/2008

Alaska Division of Public Assistance Internal Performance Measures

Year-to-Date Performance by Category

				FY05	FY05		
<u>Benefit Accuracy¹</u>	FY02	FY03	FY04	YTD	Target	Difference	
FS Benefits Accurate	89.2%	86.4%	93.3%	93.6%	94%	-0.4%	
TA Benefits Accurate	92.0%	93.6%	98.1%	96.4%	98.5%	-2.1%	
ME Eligibility Accurate	96%	99%	90.4%	91.6%	93%	-1.4%	
FS Closures Accurate		96.9%	97.4%	99.5%	97%	2.5%	
ME Closures Accurate			95.0%	97.8%	93%	4.8%	
SCHIP Accurate				80.0%			
Non-SCHIP Accurate				100.0%			
AP Benefits Accurate				TBA			
Child Care Accurate				TBA			
				FY06	FY06		
<u>Application Timeliness²</u>	FY02	FY03	FY04	FY05	YTD	Target	Difference
FS Expedite Apps Timely	93%	92%	96%	93.5%	95.2%	95.5%	-0.3%
FS Initial Apps Timely	98%	96%	97%	98%	98%	97%	-1%
FS Recent Apps Timely	99.6%	99.4%	99.6%	99.6%	99.5%	99.7%	-0.2%
TA Initial Apps Timely		88%	85%	86%	90%	90%	-4%
TA Review Apps Timely		91%	95%	96%	98%	98%	-2%
ME Initial Apps Timely		91%	90%	89%	92%	92%	-3%
ME Review Apps Timely		90%	90%	91%	92%	92%	-1%
AP Initial Apps Timely		66%	62%	73%	70%	70%	3%
AP Review Apps Timely		96%	94%	97%	96%	96%	1%
				FY06	FY05		
<u>Work Services³</u>	FY02	FY03	FY04	FY05	YTD	Target	Difference
TA Obtain Empl within 60 Days*	10%	13%	25%	29%	33%	27%	6%
TA Adults With Earnings	29%	29%	31%	33%	34%	40%	-6%
TA Retain Employment 4 Mos	40%	39%	35%	33%	36%	43%	-7%
TA Earnings Progression	29%	29%	36%	40%	42%	33%	9%
TA Cases that Closed with Earnings	44%	42%	45%	47%	43%	51%	-8%
TA Cases Close & Don't Return	81%	84%	84%	84%	87%	90%	-3%
TA Overall Participation Rate	36%	34%	37%	40%	42%	50%	-8%
TA 2-Parent Participation Rate	41%	36%	44%	48%	49%	50%	-1%
TA Increase Self-Sufficiency	2%	9%	9%	6%	5%	10%	-5%
<u>Other Measures</u>							
Efficiency (staff cost/programs)					TBA		
Staff Turnover					TBA		
Child Care					TBA		

¹ Benefit Accuracy based on federal fiscal year (Oct-Sep). Reviews complete through July 2005.

² Application Timeliness YTD from October fiscal year 2003.

³ Work Services YTD through September 2005.

FS - Food Stamp Program
 TA - Temporary Assistance Program
 ME - Medicaid Program
 AP - Adult Public Assistance Program

DPA All Measures YTD.xls - Perf X Category Hist

¹ Benefit Accuracy based on federal fiscal year (Oct-Sep). Reviews complete through July 2005.

² Application Timeliness YTD through October 2005.

³ Work Services YTD through September 2005.

FS - Food Stamp Program
TA - Temporary Assistance Program
ME - Medicaid Program
AP - Adult Public Assistance Program

DPA All Measures YTD vs - Part X Category Not

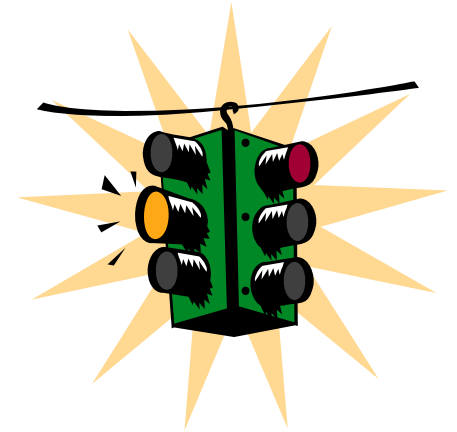
Performance Contract Objectives & Status Tools

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

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

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

We improve the cost effectiveness in the delivery of benefits.



 Green

 Yellow

 Red

Are these **SMART?**

Specific, Measurable, Agreed, Realistic, Time bounded

Meeting Framework to set direction & stay on track

Operational Meetings

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

Assurance Meetings

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

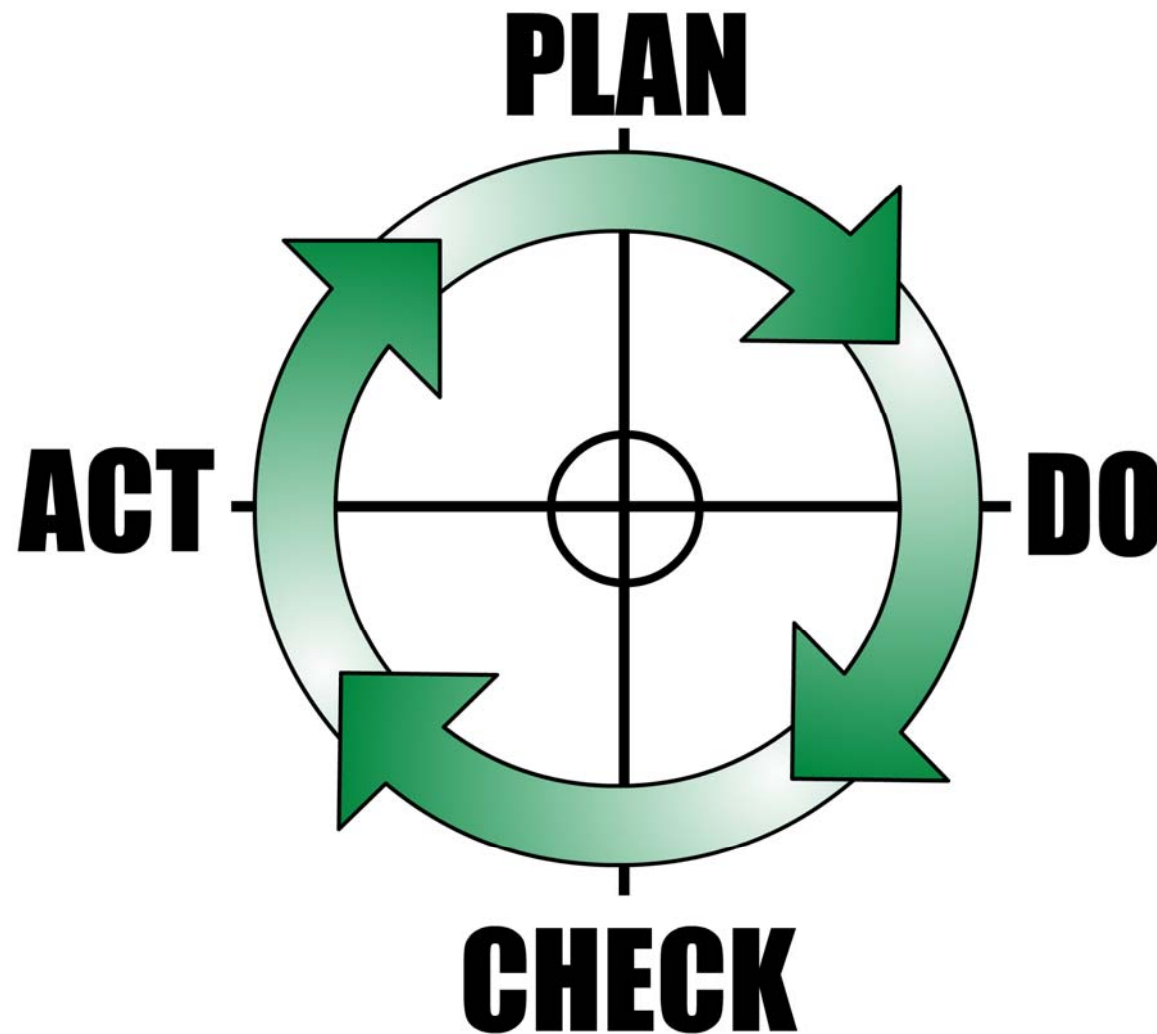
Strategic Meetings

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

Ad Hoc
work sessions
by topic
as needed

- 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?

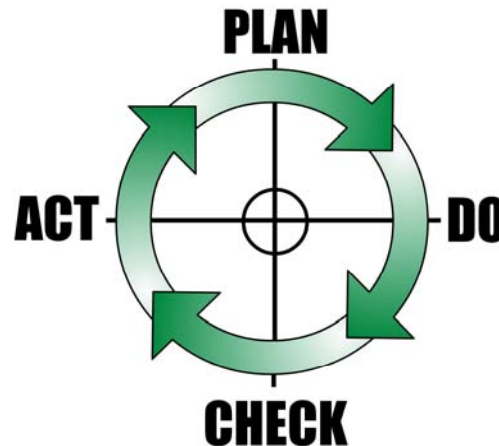
Why was there a difference?

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

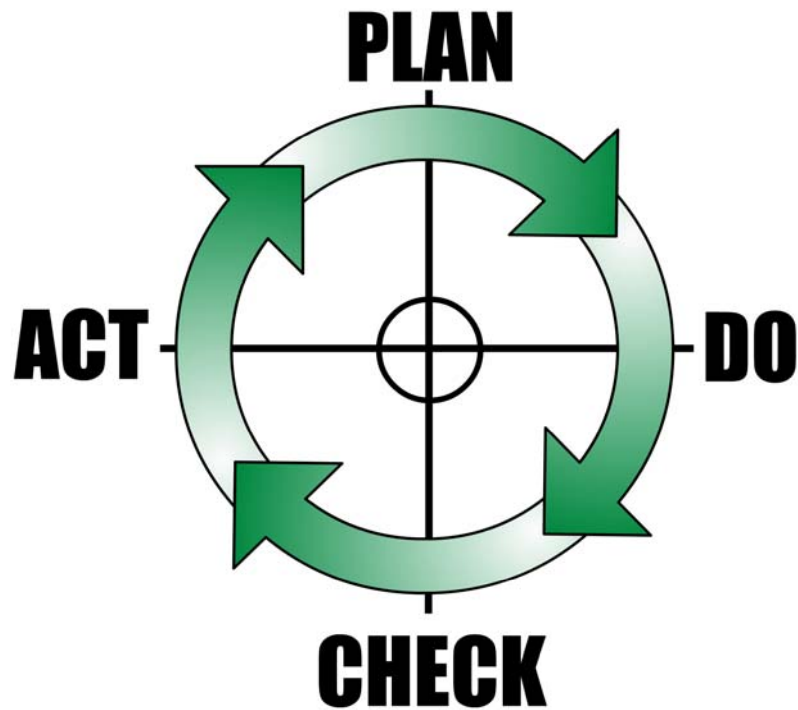
- ▶ Staff Dev't & Training
- ▶ Quality Councils
- ▶ After Action Review
- ▶ Knowledge Transfer
- ▶ Technical Assistance



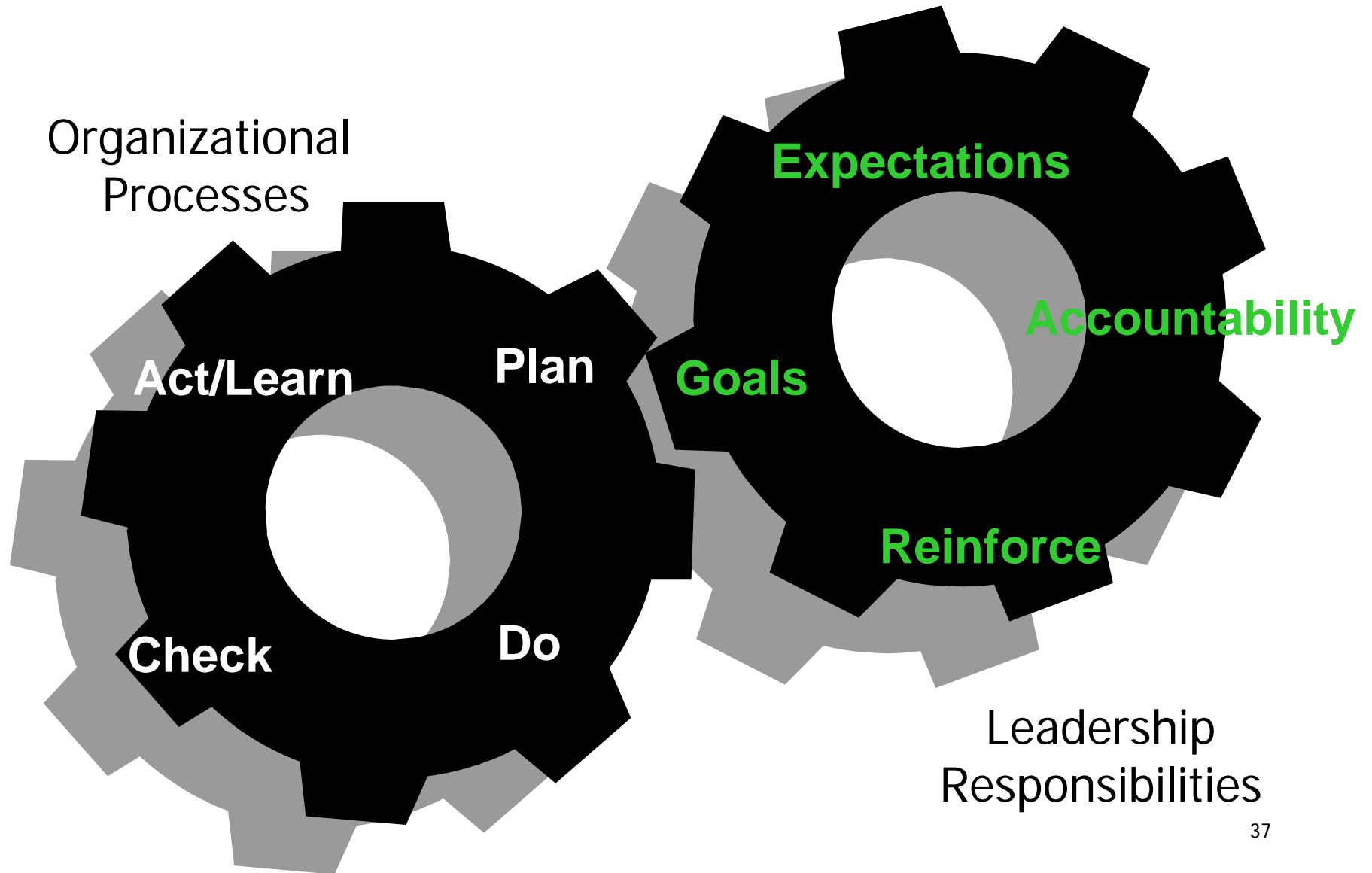
- ▶ Operations / Services
- ▶ Roles & Responsibilities
- ▶ Operations Meetings
- ▶ Quality Control
- ▶ Project Management

- ▶ 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?





**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



?

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**

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

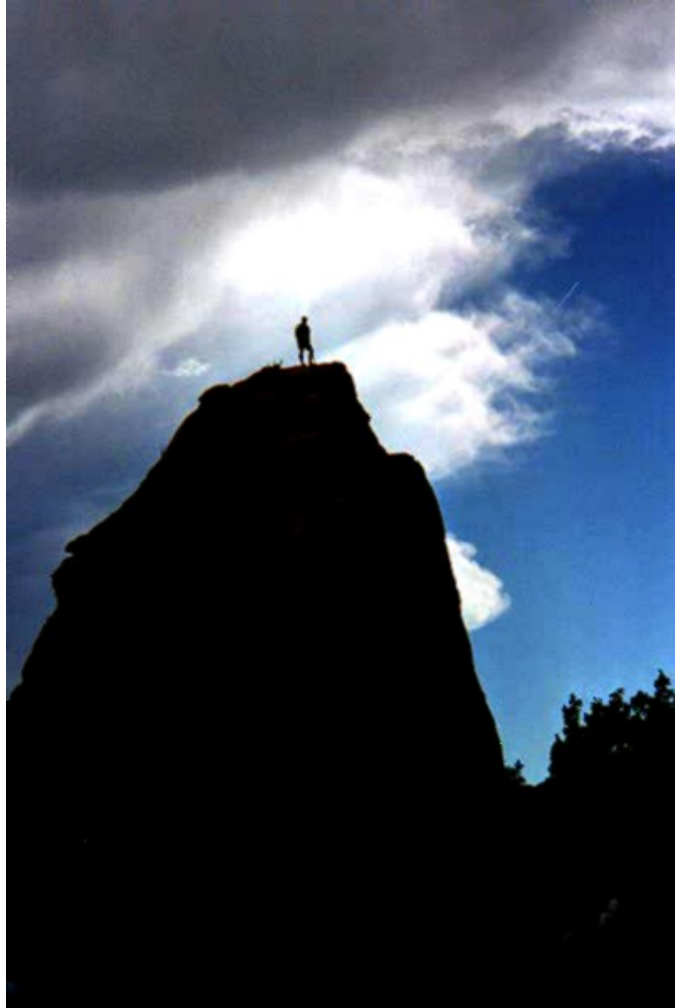
▶ Culture

- 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