

Missouri's Baldrige Journey

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MSPHL Improvement Projects using Baldrige

- Phase I: The Show Me Challenge
- Phase II: The S.C.O.P.E. Initiative



Show Me Challenge

Conducted June-August 2011

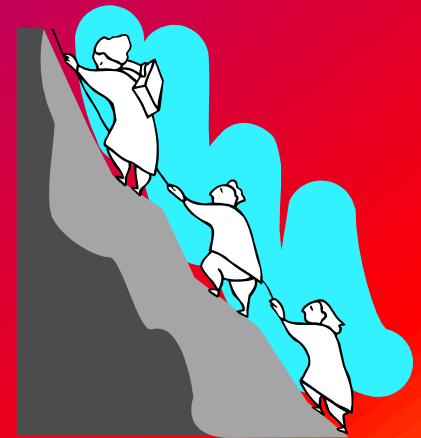
What is the Show Me Challenge?

- Self assessment that uses the Baldrige criteria to perform an assessment on the Laboratory's business practices offered through the Excellence in Missouri Foundation (EiMF)
- The criteria includes
 - Leadership
 - Strategic Planning
 - Customer Focus
 - Knowledge Management, Analysis and Measurement
 - Workforce Focus
 - Operations Focus
 - Measures*



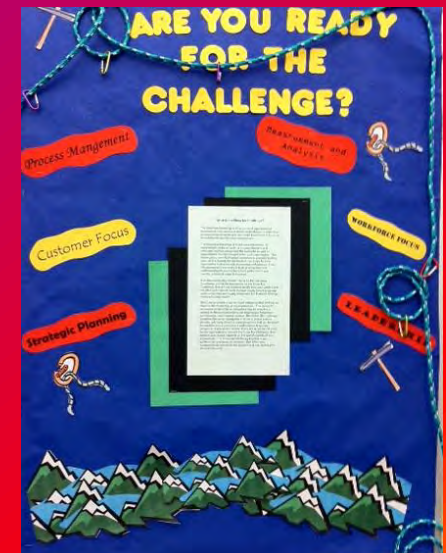
Why the Show Me Challenge?

- Looking for a foundation to start a quality improvement initiative
- Provide relatively quick and tangible results that we could begin to address immediately
- The self-assessment aspect provided additional buy-in from laboratory staff
- Cost
 - \$6,500, 50% through CDC QI Grant from MO DHSS
- Precursor to applying for the Missouri Quality Award



The Show Me Challenge Process

- Kick-off meeting with entire laboratory to explain the process (March 2011)
 - The EiMF gave a presentation and we had the Director of our department attend to say a few words about the importance of this project
- The Self Assessment and Leadership Teams were identified
 - Six staff members made up the Self Assessment Team. Varied from scientists, supervisors and non-technical staff
 - Leadership Team included Director, Assistant Director, Deputy Director and Chief Financial Officer
- The Self Assessment Team went through a one day training on how to interview the Leadership Team
- The Self Assessment Team interviewed the Leadership team using questions prepared by the Excellence in Missouri Foundation



Example Questions to Leadership

- Leadership direction setting:
 - How do senior leaders set and deploy organizational vision?
 - How do senior leaders set and deploy organizational expectations?
 - How do senior leaders set and deploy organizational long-term directions?
- Seeking feedback:
 - How does your organization follow-up with customers on products, programs, services, and/or recent transactions to obtain feedback?
- Employee satisfaction & engagement:
 - How does your organization determine employee satisfaction and engagement?
 - How does your organization use the information on employee satisfaction and engagement?



The Show Me Challenge Process Cont.

- The EiMF went through all of the responses and developed questions for walk around interviews with all staff
- The Self Assessment team had a half day training on how to ask follow up questions to staff
 - Staff were assured that all comments would remain anonymous
- Walk around interviews were conducted, including our satellite laboratory in Poplar Bluff, MO where four staff members are located



Example Questions to Staff

- Do you feel you understand the vision and long term direction for the lab? What is the vision for the lab?
- Are you familiar with the lab's strategic plan?
- Do you feel the lab's long term planning is consistent with the vision and direction as articulated to you by leadership?
- Do you know the priorities for the lab's long term goals and the associated timeline for them?
- How does the lab establish the ways customers can contact the lab when they have problems or need support?
- Do you know if your unit has a process for selecting what is to be measured?
- How are measures selected to support your daily work?
- If your unit has measures, are the trends positive?
- How does the lab encourage individual initiative?
- Are you empowered to make decisions in your job?



Show Me Challenge Report

- Received a large detailed report on each individual category
- Highlighted commonalities (strengths) and gaps (opportunities for improvement)
- Self assessment team met for a one day consensus meeting to finalize the report and identify key themes
- Six 'Key Themes' were identified from within the report as the most important things that needed focus



Results-Strengths

- Strengths

- Senior laboratory leaders are supportive of improvement efforts, and focus on sustainability. Both leadership and walk around interviews indicated that the leadership's focus on continuous improvement is well received by the staff.
- SPHL continues to maintain a competent and well trained workforce, which allows SPHL to maintain vital accreditations and consistently produce a quality service for customers.

Results-OFI

- Opportunities for Improvement (OFI)
 - The interview process revealed significant concerns around workforce recognition, satisfaction, and engagement. The current performance review process does not promote high performance, and negatively impacts employee morale. Without a systematic process for leadership development and an articulated link between the individual's job to organizational goals, members of the workforce feel disconnected.
 - Throughout the interview process, there was evidence that SPHL suffers from the “silo effect” in which units operate largely independent of one another, with hindrances to communication and a disconnection from an organizational focus. While efforts have been made to mitigate the silo effect, such as cross training, focus on alignment of separate parts of the organization, leadership, management and individual contributors could promote an organizational focus for all employees.

Results-OFI

- While SPHL has multiple mechanisms for collecting data about customers and internal processes, SPHL does not track internal processes for all areas and is lacking in systematic processes to aggregate and utilize the data that is collected. By focusing on the aggregation, analysis and reporting of data, leadership may be able to better manage the performance of the laboratory as a whole, and more quickly respond to problems that arise.
- At the time of this report, the SPHL strategic plan has not been approved by the state department. Because this strategic plan is new, it has not been deployed to the workforce. The implementation and deployment of the strategic plan to the entire workforce is a key opportunity for SPHL to align each staff member to the organizational mission, and accomplish the necessary action steps to deliver on the strategic objectives.

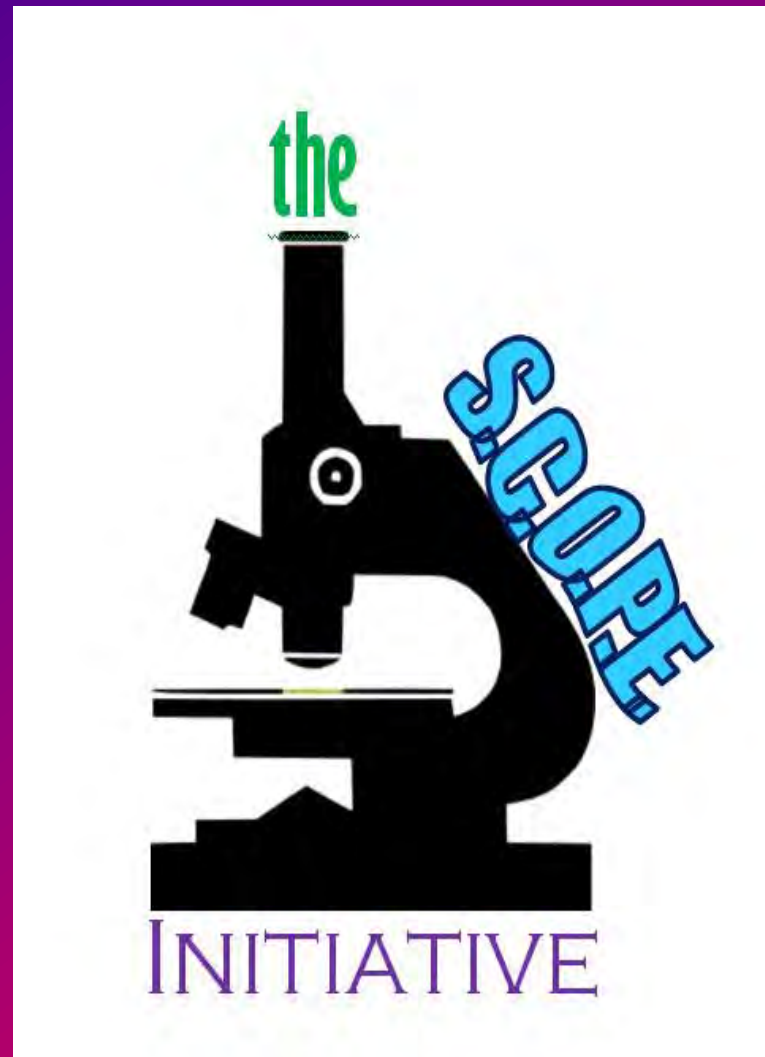
Phase II

Phase II

- Phase II began with an Annual Team Meeting for all laboratory staff in October of 2011
 - The Show Me Challenge results were revealed, Phase II was rolled out, the Strategic Plan was deployed, employees were recognized and we had a little fun!

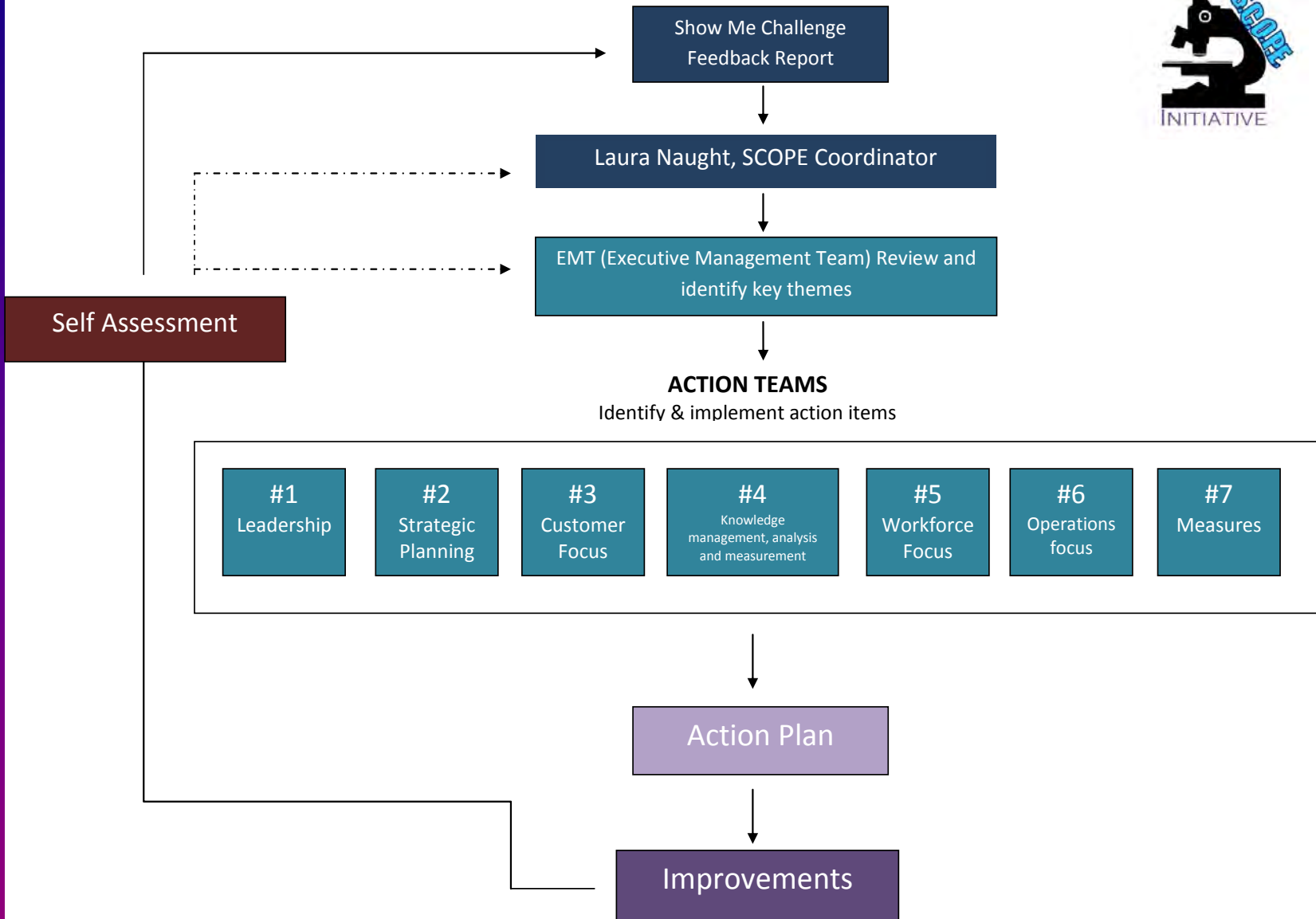


Systematically Collaborating for Overall Performance Excellence



The S.C.O.P.E. Initiative

Systematically Collaborating for Overall Performance Excellence



Action Teams and Their Goals

- Team Leadership
 - Maintain Leadership's Focus on Continuous Improvement
 - Improve Communication from Management to Staff
- Team Strategic Planning
 - Deployment and Understanding of New Strategic Plan
 - Work on Improving Strategic Plan to include all Silos and other Key Components
- Team Customer Focus
 - Look at Customer Satisfaction and Needs



Action Teams Cont.

- Team Workforce
 - Employee Satisfaction and Recognition
 - Maintain a Competent and Well Trained Workforce
- Team Process Management
 - Decrease Silo Effect by Promoting an Organizational Focus
- Team Measures
 - Create a Systematic Approach to Aggregate and Utilize already Existing Data



Action Team Planning and Implementation Process

- Action Team Leaders met with Laboratory Leadership to discuss goals and ideas.
- In December of 2011 all Action Team Leaders and Action Team members met for a brainstorming session and some team building.
- Ideas were selected for implementation
- Progress was given at the 2nd Annual Team Meeting this Past October.



- Action Team Leaders and Laboratory Leadership met in December to discuss 2013 and evaluated 2012.



2012 Team Progress

Leadership Action Team

Russ Drury, Nicole Ayres, Nicole Farnsworth, Steve Hynes, Ashley Mehmert



- Sharing of Unit Chief meeting minutes
- EMT members attending unit meetings
- Working on digital signage project for lab
- Developing lab-wide ethics program



Strategic Planning Action Team

Amy Pierce, Fran Thompson, Patrick Hopkins, Pat Olson, Russ Drury

- Very successful campaign using rodents (and lagomorphs!) to promote the Laboratory's Strategic Plan.
- Fun and educational Scavenger Hunt with amazing prizes.
- Addition of inspired updates and goals to the Strategic Plan for 2013 and beyond submitted by staff.



My New Year's resolutions for 2012

🍷 Eat Healthier

🏃 Exercise More

📖 Read and Understand the MSPHL Strategic Plan



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atory Strategic Plan; it's not scary like my shadow! Phil your mind with it!

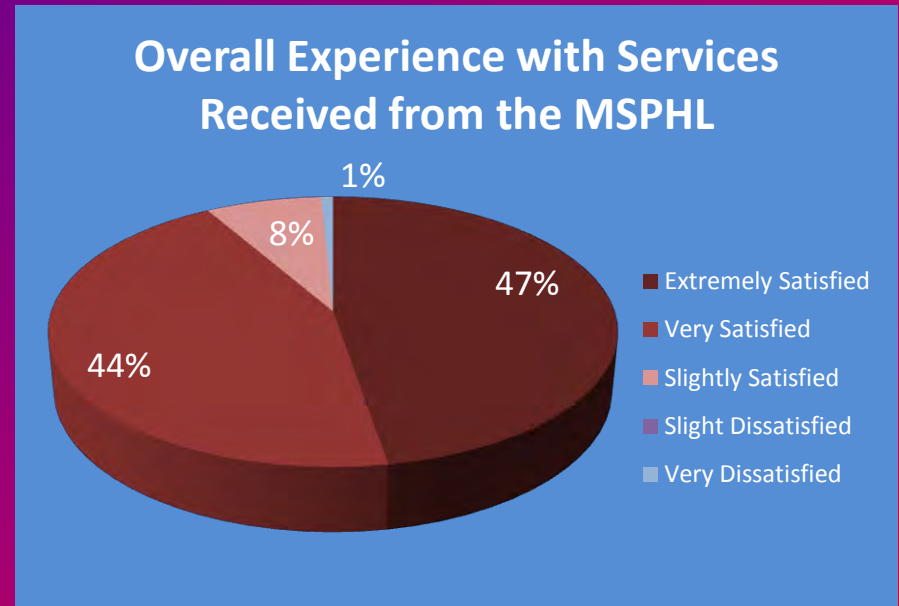
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Customer Focus Action Team

Brian Inman, Roy Tu'ua, Julie Buckley, Theresa Driver, Dana Strobe

- Developed a Customer Satisfaction Survey to develop a baseline
- September was Customer Service Month – mailed out flyers in all reports and testing kit shipments that left the lab for the month
 - Received 142 responses
- Working with the Breath Alcohol Program on a survey for their submitters
- Will look at trying to improve the current process for recording customer interaction (Customer Feedback Log)



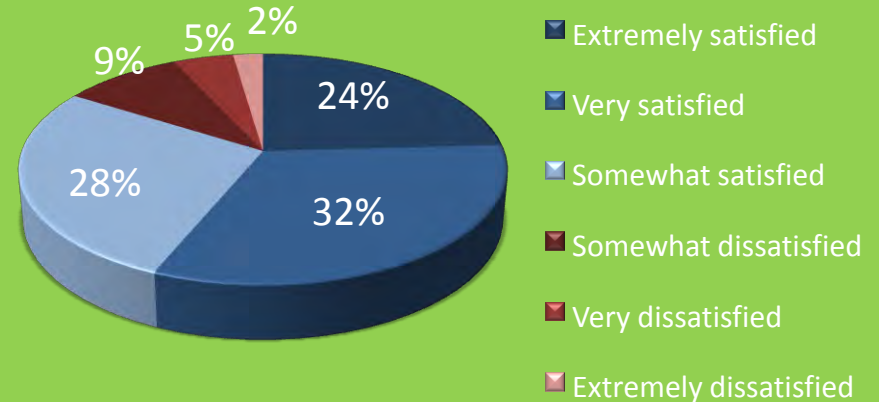
Workforce Action Team

Roy Tu'ua, Brian Inman, Adam Perkins, Robyn Carrender ,
Heather Davenport, Amy Pierce

- Workforce Satisfaction and Engagement Survey
- ASCP Video Contest
- PERforM Evaluation Training



Overall Satisfaction of Working at MSPHL



- Laboratory Training – “Leader In You”
January 23, 2013
- Laboratory Employee of the Quarter



Process Management Action Team

Sandy Jones, Steve Gladbach, Dianne Veasman, Sabrina Ivy, Jessica Connell

- Unit Spotlight Weeks
- Pictorial Employee Directory
- New Employee Picture E-mail
- Lab Week Activities



Ice Cream, Movie & Prizes



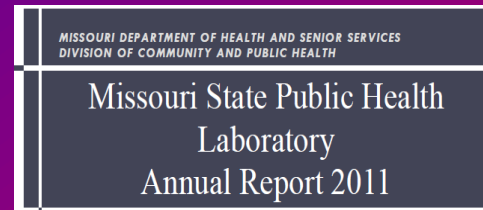
Lab BBQ



'Breaking down barriers and reducing the Silo effect'

Measures Action Team

Laura Naught, Shondra Johnson, Michelle Rodemeyer, Mindy Rustemeyer and Erin Corum



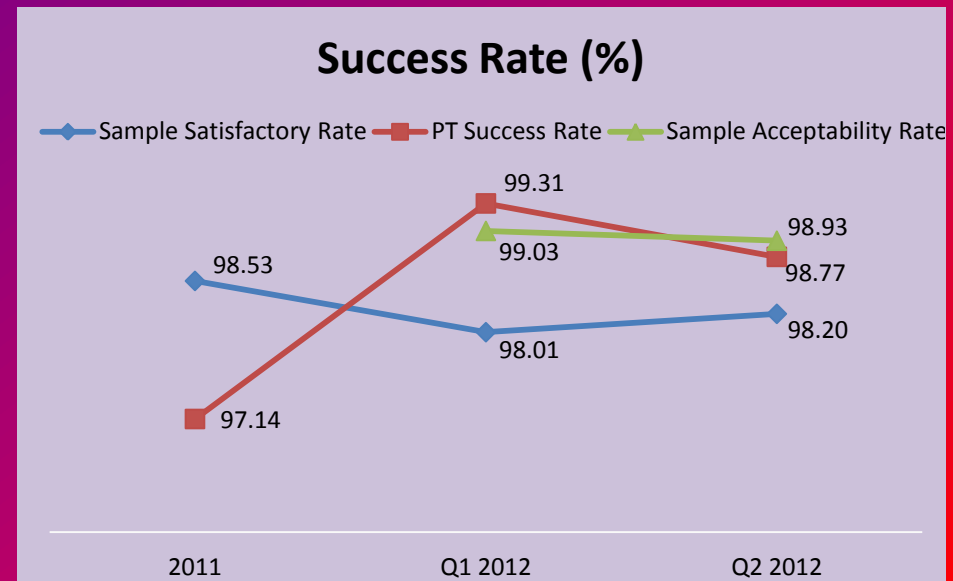
- Annual Report

- Combined both Fiscal and Quality Management Reports

- Dashboards

- Harmonization of Data

- Working with units to eliminate redundancy
- Working to better match time coding to data analysis



What's in Store for 2013

- Laboratory Ethics Program
- Improving Communication of Training Opportunities
- Job shadowing
- Updating the Strategic Plan
- Improve Dashboards
- Create Database for all Units and Fiscal to obtain data previously submitted through monthly reports
- Creating Knowledge Management Team

Closing Thoughts

- Overall staff has supported the SMC and our S.C.O.P.E. Initiative projects
 - Even for those who don't necessarily like all of the changes they have not hindered the process
- Have to be creative and think outside the box due to limited funds and purchase approvals
 - Management supports efforts 100% and will listen to any crazy idea that is propose
- Word is spreading and we have had several sharing sessions with other parts of our department about what we are doing

The S.C.O.P.E. Team



Questions?

