



Combining L-SIP with Baldrige for PHL System Improvements



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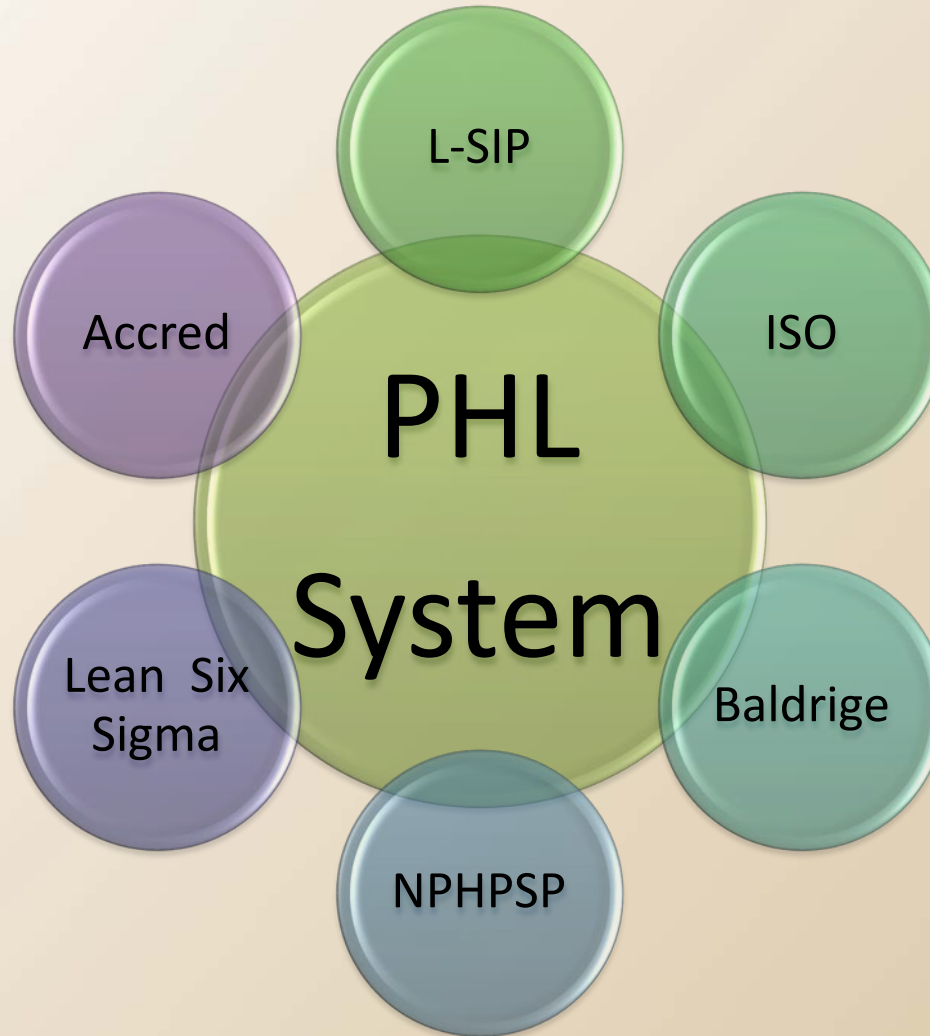
PHLs and Health Reform

- **Alignment**
- **Capacity**
- **Communications**
- **Benchmarks/Metrics**
- **Knowledge Sharing**



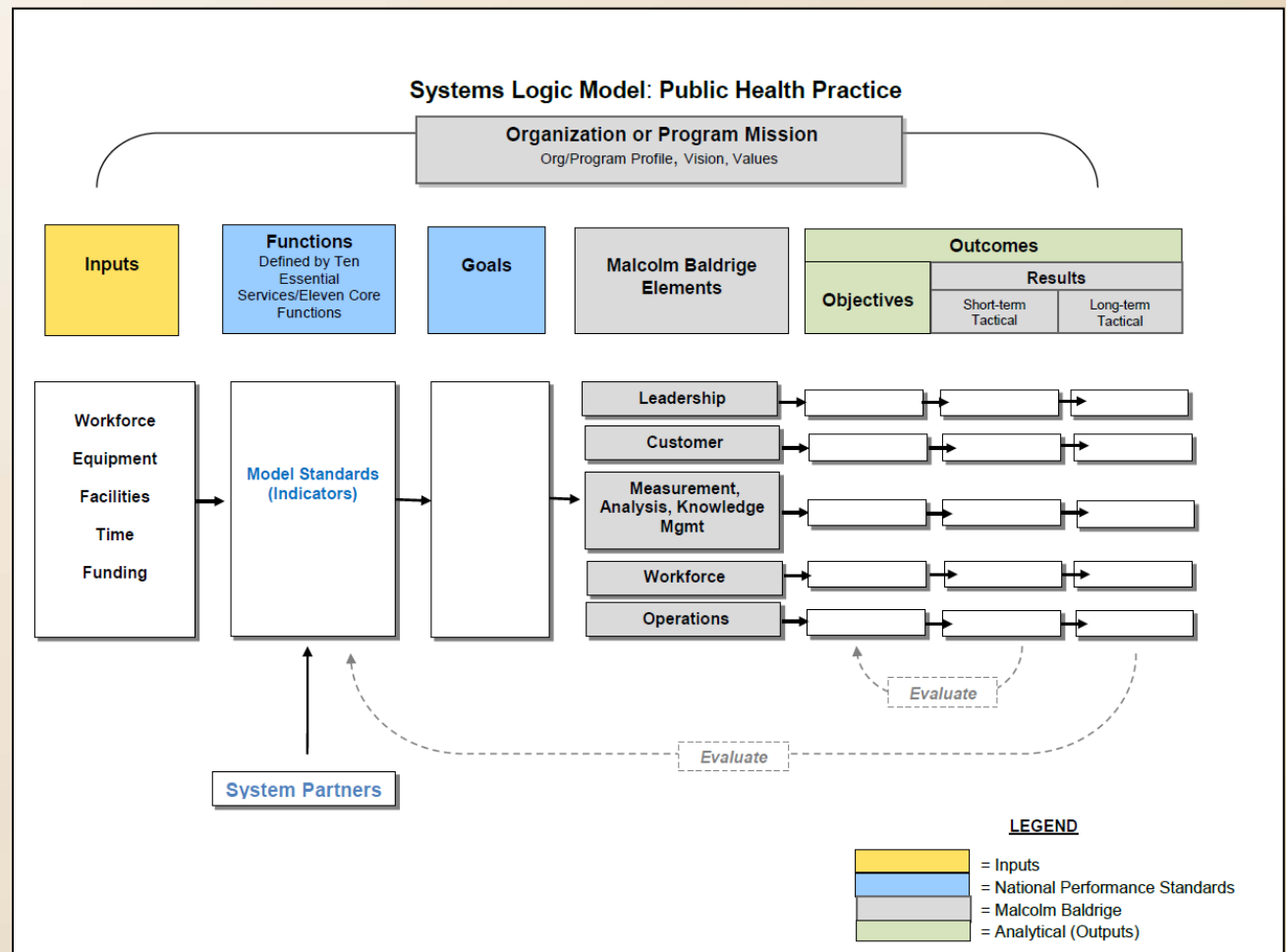


What are the Strategies?





Combining L-SIP (What) & Baldrige (How)



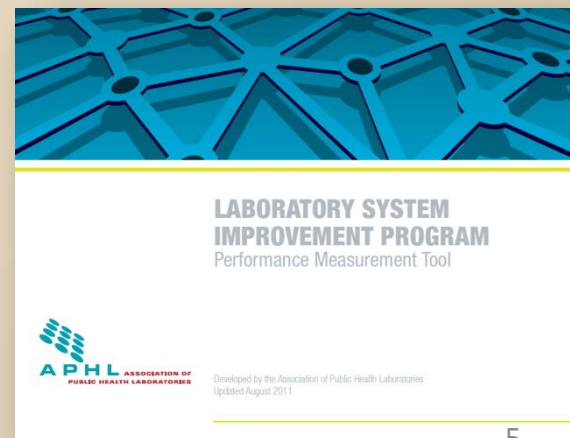


Laboratory Systems Improvement Program (L-SIP)

- Developed in partnership with APHL, CDC
- Nationally Recognized: Assessments done in more than 25 states
- Focuses on the *Public Health Laboratory system*
- Model Standards & Key Indicators
- Uses framework of Ten Essential Public Health Services

**Provides the WHAT
(optimal performance level)**

Source: http://www.aphl.org/aphlprograms/lss/performance/Documents/L-SIP_Assessment_Tool.pdf





Malcolm Baldrige

- Developed through NIST
- Nationally Recognized: 59 state/local/regional programs
- Method to manage *organizational systems*
- Universal criteria
- Process & results maturity level
- Used by top organizations in the US:
IBM, Boeing, Henry Ford Health System

Provides the HOW

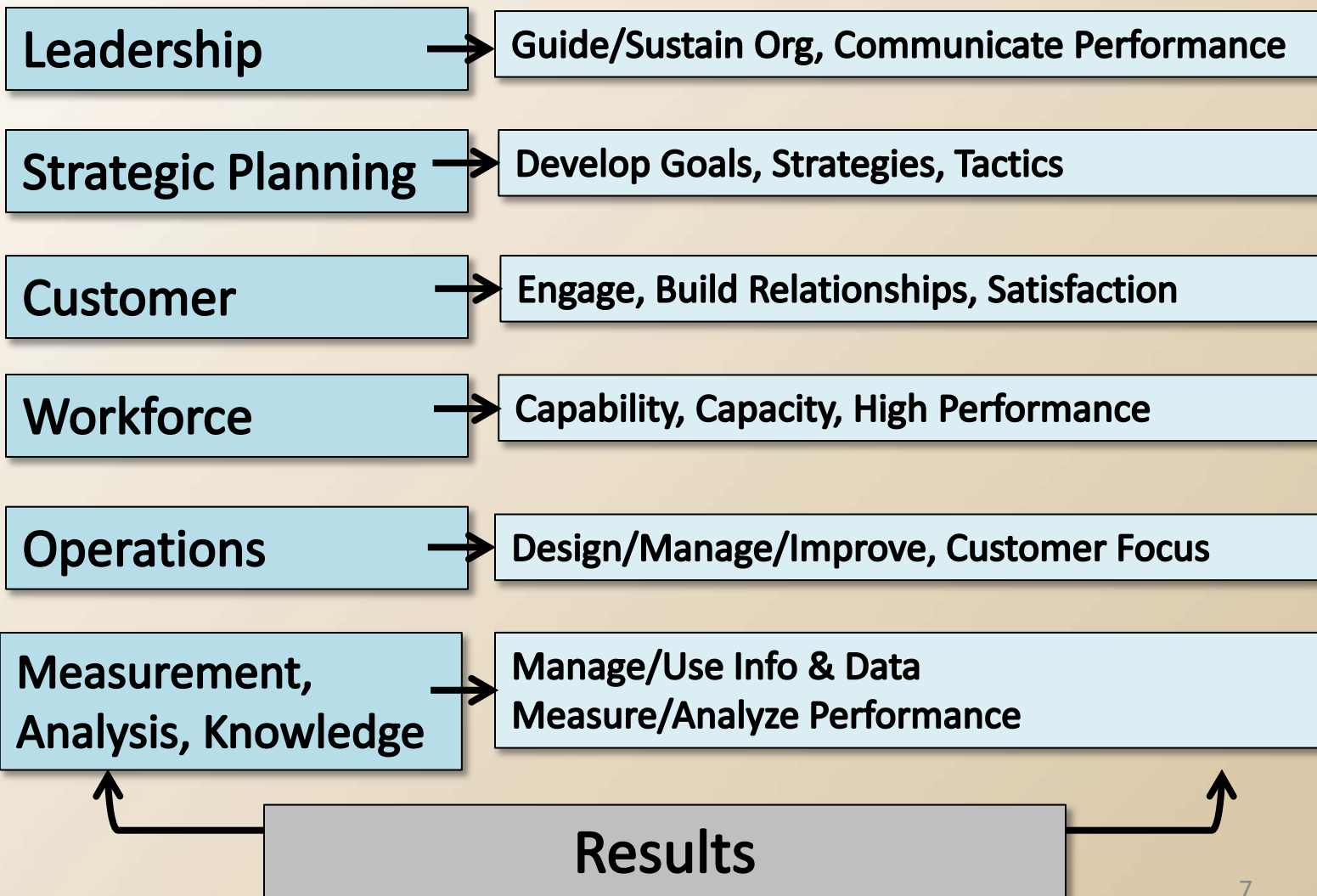
Source: <http://www.nist.gov/baldrige/>

2011–2012
Criteria for
Performance
Excellence



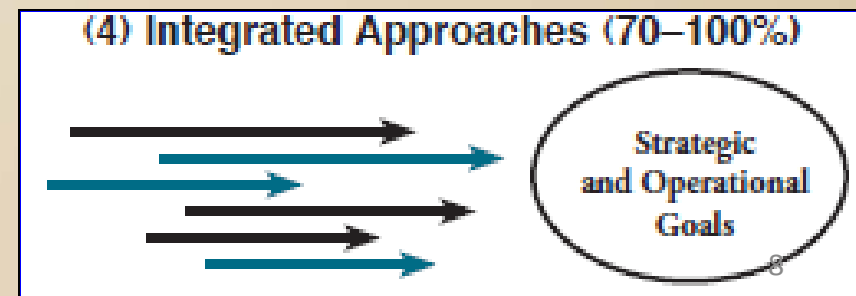
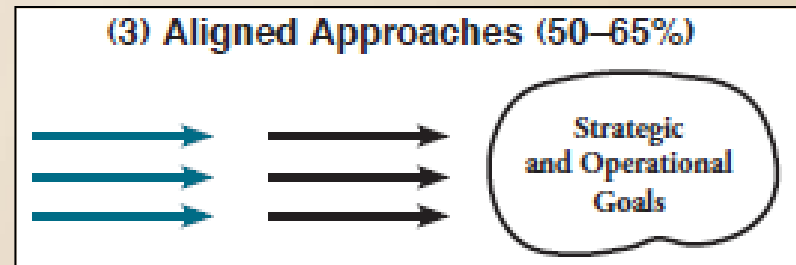
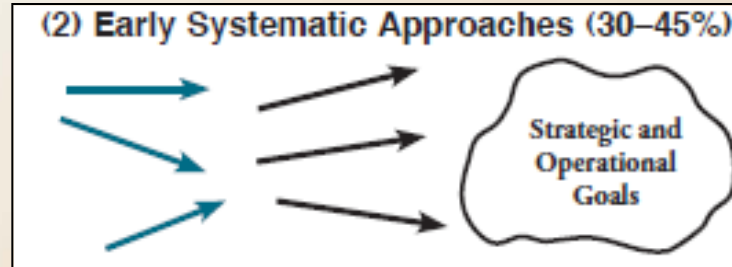
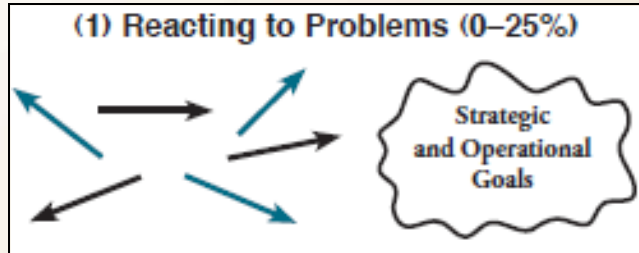


Baldrige Criteria





Aligning Processes





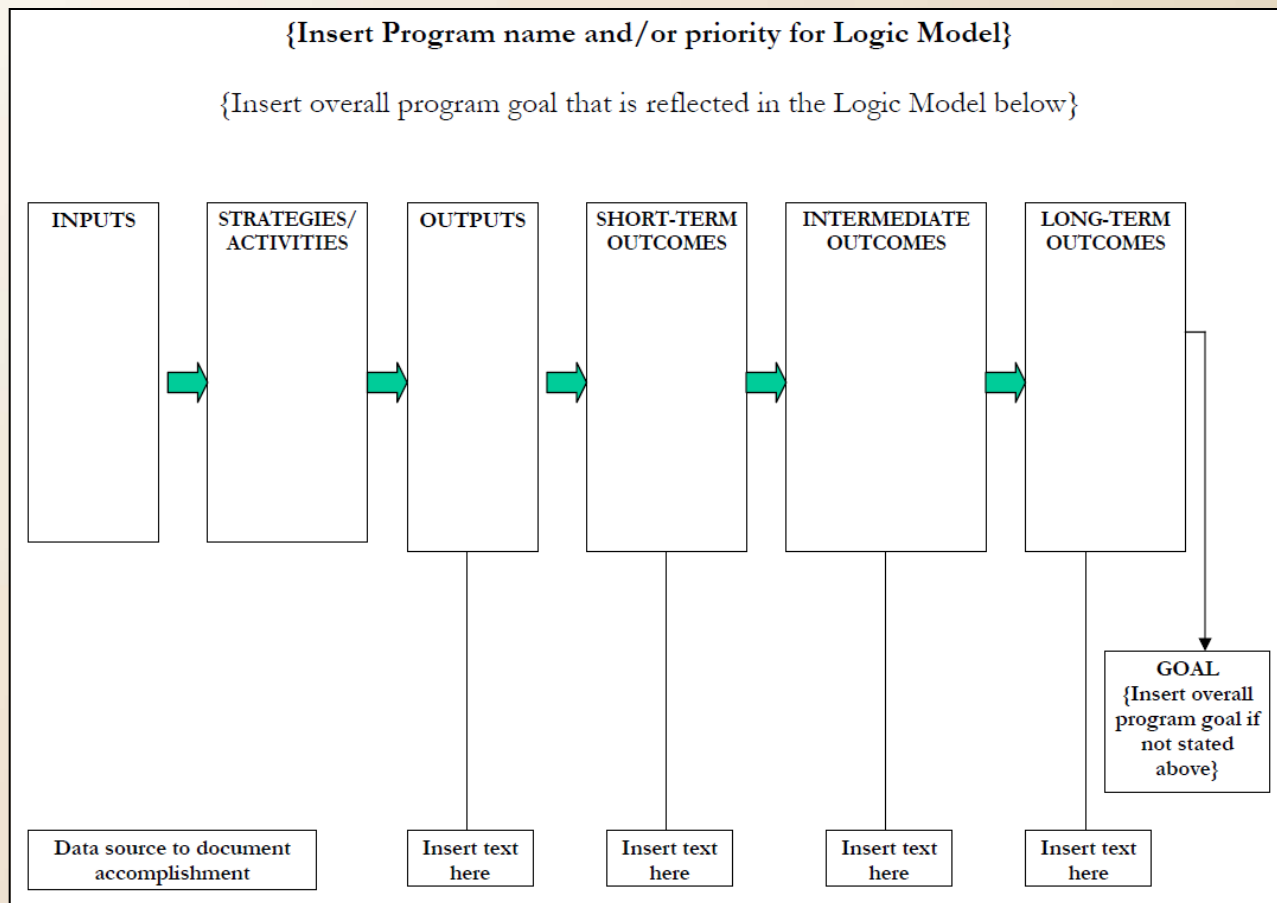
Baldrige Scoring

Factor	0-5%	10-25%	30-45%	50-65%	70-85%	90-100%
Approach	No systematic approach to Item requirements is evident; information is anecdotal.	The beginning of a systematic approach to the basic requirements of the Item is evident.	An effective, systematic approach, responsive to the basic requirements of the Item, is evident.	An effective, systematic approach, responsive to the overall requirements of the Item, is evident.	An effective, systematic approach, responsive to the multiple requirements of the Item, is evident.	An effective, systematic approach, fully responsive to the multiple requirements of the Item, is evident.
Deployment	Little or no deployment of any systematic approach is evident.	The approach is in the early stages of deployment in most areas or work units, inhibiting progress in achieving the basic requirements of the Item.	The approach is deployed, although some areas or work units are in early stages of deployment.	The approach is well deployed, although deployment may vary in some areas or work units.	The approach is well deployed, with no significant gaps.	The approach is fully deployed without significant weaknesses or gaps in any areas or work units.
Learning	An improvement orientation is not evident; improvement is achieved through reacting to problems.	Early stages of a transition from reacting to problems to a general improvement orientation are evident.	The beginning of a systematic approach to evaluation and improvement of key processes is evident.	A fact-based, systematic evaluation and improvement process and some organizational learning, including innovation, are in place for improving the efficiency and effectiveness of key processes.	Fact-based, systematic evaluation and improvement and organizational learning, including innovation, are key management tools; there is clear evidence of refinement as a result of organizational-level analysis and sharing.	Fact-based, systematic evaluation and improvement and organizational learning through innovation are key organization-wide tools; refinement and innovation, backed by analysis and sharing, are evident throughout the organization.
Integration	No organizational alignment is evident; individual areas or work units operate independently.	The approach is aligned with other areas or work units largely through joint problem solving.	The approach is in the early stages of alignment with basic organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is aligned with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is integrated with organizational needs identified in response to the Organizational Profile and other Process Items.	The approach is well integrated with organizational needs identified in response to the Organizational Profile and other Process Items.

GUIDANCE: The overall score is not intended to be a numerical average of the elements above. You should select the range and score that are most descriptive of the organization's achievement level for the Item.



Using Logic Model Methodology



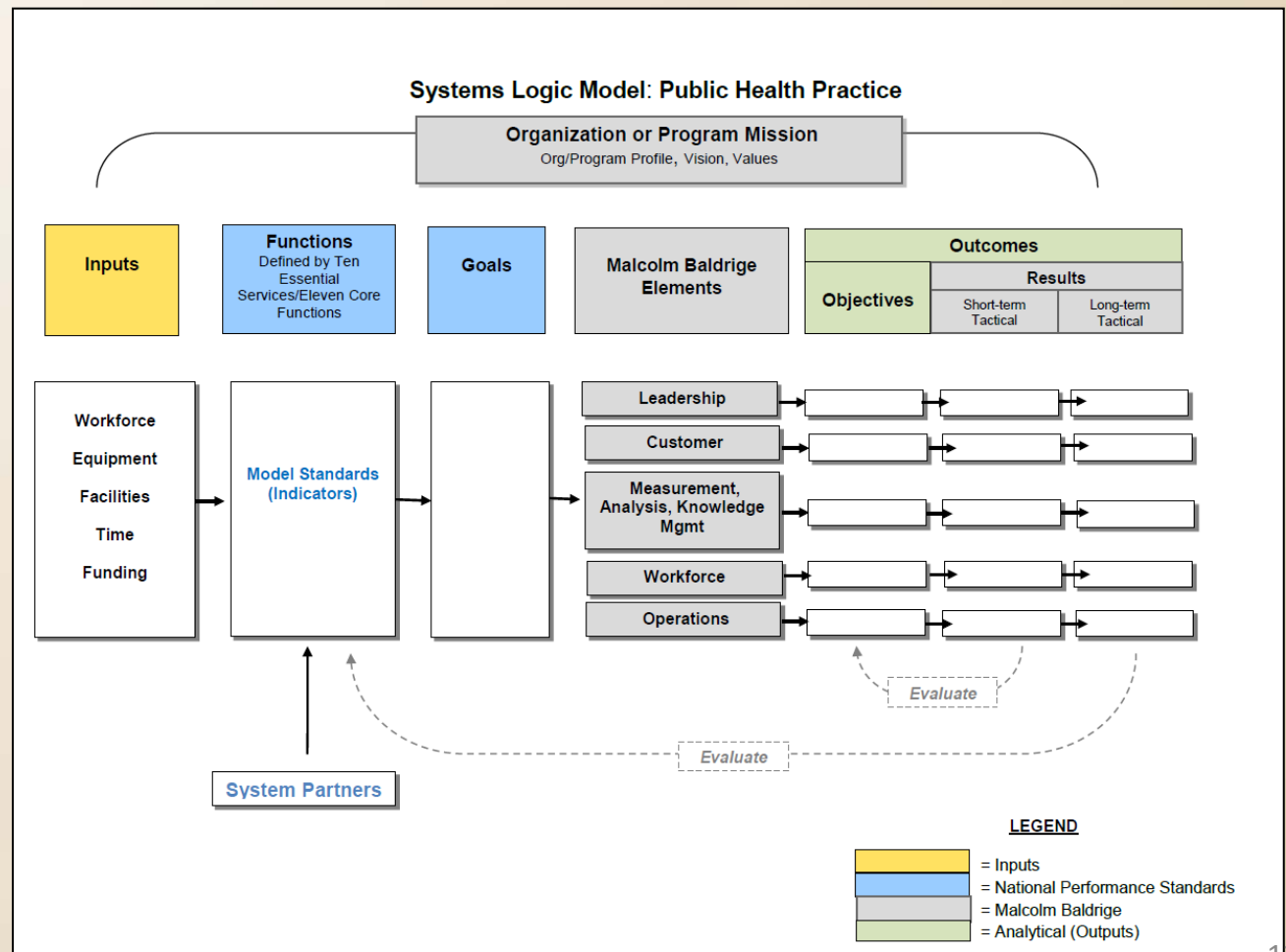


An Innovative Approach

- Incorporate organization or program focused **improvement plans that will combine industry best practices with organizational best practices**
- **National Performance Standards** provides **industry best practices** in order to identify weaknesses
- **Baldrige Performance Excellence Program** provides **organizational best practices** in order to create a method to fix weaknesses



Combining L-SIP (What) & Baldrige (How)





The Foundation

Purpose: Fundamental reason that you exists. Inspires and guides the setting of values.

Mission: Overall function of an organization or program. Answers the question, “What are you attempting to accomplish?”

Vision: Desired future state. Describes where you are headed, what you intend to be, and how you will be perceived in the future.

Values: Guiding principles and behaviors that embody how an organization or program its people are expected to operate. Reflect and reinforce the desired culture, support and guide the decision-making of your workforce, and help accomplish the mission and attain the vision.



Step One

- Determine scope of enterprise to improve and identify key stakeholders to invite to the evaluation process.
- Complete the Baldrige Profile.

Organizational/Program/Enterprise Description		Responses
Environment	1.a.	What are your organization's/program's main products and services? What are those most dependent on your response time?
	1.b.	What are the delivery mechanisms used to provide your products and services to your customers (users and potential users)?
	2	What is your organizational/program culture? What are your stated purpose, vision, mission and values ?
	3	What is your workforce profile? What are your workforce segments? What are their key requirements and expectations? What are their education levels? What are your organization's/program's workforce and job diversity, organized bargaining units, key benefits, and special health and safety requirements?



Step Two

- Perform the L-SIP Assessment as a measure of how well the enterprise is currently functioning.

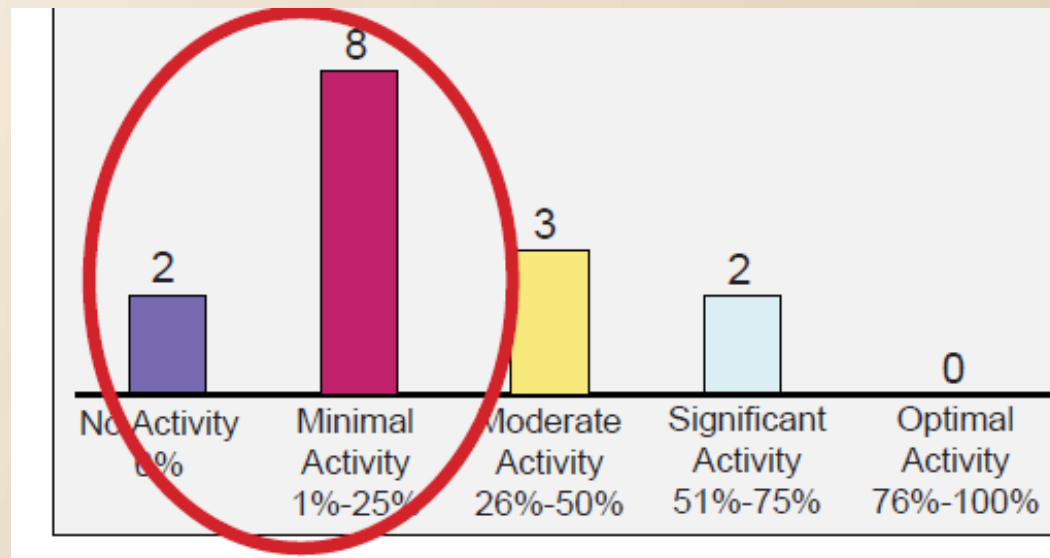
ESSENTIAL SERVICE #8: ASSURE A COMPETENT PUBLIC HEALTH AND PERSONAL HEALTHCARE WORKFORCE	8.1: Defined Scope of Work and Practice	8.1.1- All laboratories within the SPH Laboratory System identify position requirements and qualifications; assess competencies; and evaluate performance for all laboratory workforce categories across the entire scope of testing.
	8.2: Recruitment and Retention of Qualified Staff	8.2.1- The SPH Laboratory System maintains an environment to attract and retain highly qualified staff.
	8.3: Assuring a Competent Workforce	8.3.1- The SPH Laboratory System works to assure a competent workforce by encouraging and supporting staff development through training, education, and mentoring.
8.3.2- The SPH Laboratory System identifies and addresses current and future workforce shortage issues.		
		system
	Moderate Activity	Greater than 25%, but no more than 50% of the activity described within the question is met within the state public health laboratory system
	Significant Activity	Greater than 50%, but no more than 75% of the activity described within the question is met within the state public health laboratory system
	Optimal Activity	Greater than 75% of the activity described within the question is met within the state public health laboratory system



Example: L-SIP Assessment

Essential Service #8- Assure Competent Public & Personal Health Care Workforce

PHL Model Standard 8.3- Assuring a Competent Workforce





Step Three

- Identify critical and urgent performance gaps from the Assessment consensus scores and reframe into Goals/Objectives for improvement.

From Stephen Covey's *The Seven Habits of Highly Effective People*

	Time = High Urgency Project=High Impact	Time = Low Urgency Project = Low Impact
High Importance	Quadrant 1: Urgent and Important	Quadrant 2: Important but Not Urgent
Low Importance	Quadrant 3: Urgent but Not Important	Quadrant 4: Not Urgent and Not Important



“SMART” Goals

Specific	Clear and unambiguous.
Measurable	Concrete criteria for measuring progress toward the goal.
Attainable	Realistic and attainable- not extreme.
Relevant	Choosing goals that matter- drive the team, department, & organization forward.
Time-bound	Grounding goals within a time frame, giving them a target date- establish a sense of urgency.



Defining a Goal/Objective

- **Goal/Objective:** A result or desired end-point to be achieved by an organization, program, or enterprise to support the vision of an organization, program, or enterprise, ensure improvement within the PH system, and align all stakeholders with a clear awareness of what they must do.

New Goal: Sustain a competent workforce to meet existing and emerging health issues



Step Four

- Perform Baldrige Criteria for Performance Excellence evaluation based on your new Goal/Objective.

Baldrige Criteria and Key Questions		A	D	L	I	Points	Sub Total
Leadership	Organizational processes that include: Senior leaders' actions guide/ sustain organization. Senior leaders communicate/encourage high performance work Governance system & approach to leadership improve. Ensure legal/ethical behavior, fulfill societal responsibility, support key communities.	50%	10%	10%	20%	100	20
Customer	Organizational processes that include: Listening to customers & gain satisfaction/dissatisfaction information. Engage customers to serve their needs & build relationships. Determine product/service offerings & communication mechanisms to support customers. Build customer relationships.	40%	15%	15%	15%	100	25
Measurement and Knowledge Management	Organizational processes that include: Measure, analyze, review, improve performance using data/information. Manage information, organizational knowledge, information technology. Ensure quality/availability of needed data, information, software, hardware for workforce, suppliers, partners, collaborators, customers.	30%	40%	10%	15%	100	30
Workforce	Organizational processes that include: Manage workforce capability/ capacity. Maintains a safe, secure, supportive climate. Engage, compensate, reward workforce to achieve high performance. Assess workforce engagement & use results to achieve higher performance. Workforce & leader development to achieve high performance.	65%	50%	15%	15%	100	45
Operations	Organizational processes that include: Design, manage, improve work systems to deliver customer value, prepare for potential emergencies, achieve success/sustainability. Design, manage, improve key work processes to deliver customer value, achieve success/sustainability.	60%	20%	20%	15%	100	30
Strategic Planning	Organizational processes that include: How you develop a strategic plan that addresses strategic challenges and advantages related to the mission, vision and values of the organization. It also takes into consideration core competencies and short and long term objectives.	15%	10%	10%	15%	100	15



Example

New Goal: Sustain a competent workforce to meet existing and emerging health issues

Baldrige Criteria and Key Questions		A	D	L	I	Points	Sub-total
Workforce	Organizational processes that include: Manage workforce capability/capacity. Maintains a safe, secure, supportive climate. Engage, compensate, reward workforce to achieve high performance. Assess workforce engagement & use results to achieve higher performance. Workforce & leader development to achieve high performance.	50	15	5	5	100	25



Step Five

- For each Goal/Objective, develop specific improvement plans based on the lowest Baldrige scores.
- Plans include Strategies/Sub-strategies, Tactics
 - Performance Metrics/Targets
 - Owners
 - Timelines



Step Five

- **Strategies/Sub-strategies:** Planned actions, activities, or projects to support a specific Goal/Objective, including responsible person(s), timelines for completion, and performance metrics/targets. A key component to developing Action Plans.
- **Tactics:** Planned daily actions, activities, and projects to support Strategies/Sub-strategies, including responsible person(s) and timelines for completion. A key component to developing Action Plans.



The Structure of Improvement Plans



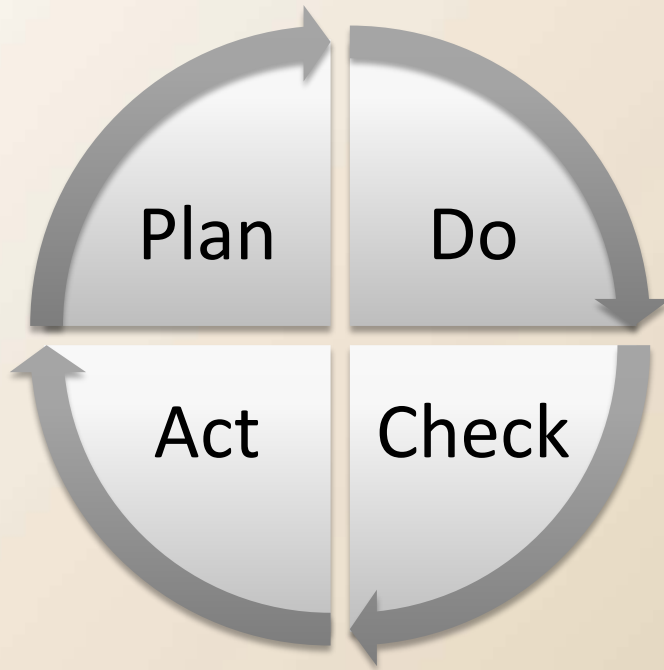


Example: Strategies and Tactics





PDCA and DMAIC





Using DMAIC to Build Tactical Plans

Define: What you currently know.

- A problem statement
- The customer(s)- direct, indirect, stakeholders
- What are the critical process outputs?
- The target process

Measure: The data collection step

- Define the measurement plan
- Test the measurement system
- Collect the data

Analyze: Analyze the data collected

- Identify gaps between current performance and goal performance
- Identify how the process inputs (Xs) affect the process outputs (Ys)
- List and prioritize potential opportunities to improve (OFIs)

Improve: Identify creative solutions to fix problems

- Focus on the simplest and easiest solutions
- Create a detailed implementation plan
- Deploy improvements

Control: Monitor the improvements to ensure continued success



Example: Tactical Plans

Tactic: Build a training program with expectations, monitor and measure performance

- Collect data: Identify organization needs, resources available
- Collect data/trending: retention rate, number of hours of con-
ed by job class, staff satisfaction, RETURN ON INVESTMENT
(current dollars invested, outcomes, changes in efficiency)
- Identify root cause analysis and opportunities for improvement
- Benchmark other orgs and capture successful program traits to
develop model
- Identify targets/performance goals
- Design program (resources, promotion, application,
orientations, roles, timeline)
- Educate staff- communications plan
- Deploy program
- Monitor change in performance metrics and achieving targets
- Obtain feedback from staff and improve program



Example: Tactical Plans

Tactic: Expand cross-training to entire organization

- Collect Data: Identify organization needs (assessment of program gaps, skills needed)
- Collect data/trending: staff satisfaction, number of currently cross trained, RETURN ON INVESTMENT-(labor time investment in cross training, impact to efficiency/response time)
- Identify root cause analysis and opportunities for improvement
- Benchmark other orgs and capture successful program traits to develop model
- Identify targets/performance goals
- Design program (promotion, application). Align skillset to program needs
- Educate staff- communications plan
- Deploy program
- Monitor change in performance metrics and achieving targets
- Obtain feedback from staff and improve program



Deploying Improvement Plans

- Communicate-Communication-Communicate
- Prioritize Strategies & Tactics
- Identify meaningful performance metrics & establish targets
- Create milestones, metrics, due dates & assign responsibility for completion
- Continue to evaluate progress using L-SIP & Baldrige
- Apply CQI
- Regular report-out on progress & accountability



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