Public Health Foundation

We improve public health and population health practice to support healthier communities
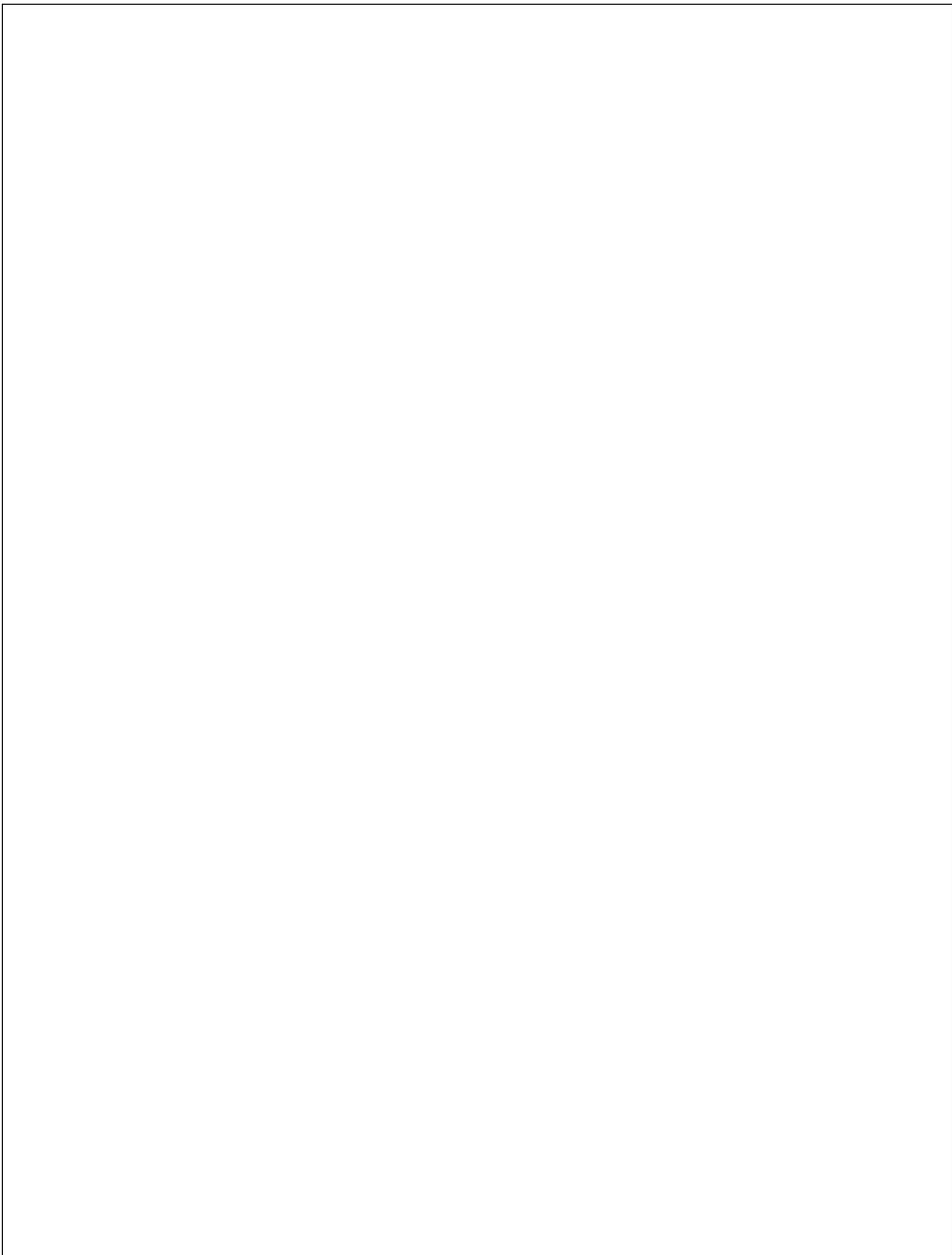
Performance Improvement Learning Series Catalog

Technical Assistance and Training for Performance Management, Quality Improvement, Leadership, and Workforce Development in Public Health

Contact our team to obtain technical assistance and training:
Ron Bialek | rbialek@phf.org | 202-218-4420

www.phf.org/technicalassistance

Guide to Public Health Foundation
Performance Improvement Technical Assistance and Training Services

	Page	Length	Accreditation	Leadership and Change Management	Performance Management	Population Health	Quality Improvement	Strategic Planning	Workforce Development
Action Plan Technical Assistance	4	Varies	●				●		
Addressing Challenges Documented By PHAB	5	2 days	●				●		
Advanced Tools of Quality Improvement (QI)	5	2 days					●		
Aligning Accreditation Plans	5	Half day	●		●			●	
Aligning Job Descriptions with Core Competencies	6	Varies	●						●
Are You Ready Innovation?	6	Varies		●		●			
Assessing Leadership and Culture	6	Half day	●	●	●		●		
Becoming a Community Chief Health Strategist	7	Varies	●	●		●			
Building and Improving a Performance Management (PM) System	7	1 day plus 2 webinars	●		●				
CHIP Tune-up	8	Varies	●				●		
Customer Service Tune-up	9	Half day		●	●		●		●
Designing Innovations in Public Health Practice	9	1 day	●	●					
Developing a Workforce Development Plan	10	1 day	●						●
Developing High-performance Teams	10	Half day		●					●
Developing the Population Health Workforce	11	1 day				●			●
Facilitating Development of an Agency's Strategic Plan	11	1-3 days	●		●			●	
Facilitation and Teaming Tune-up	12	Half day	●				●		
Getting the Most from Limited Public Health Clinical Services Dollars: Using Quality Improvement in Your Clinic Settings	New	Up to 2 days					●		
Implementing Innovative Solutions	12	1 day	●			●	●		
Introduction to Quality Improvement (QI)	13	Up to 2 days	●				●		
Leading Change and Innovation	14	Half day		●					
Mapping Solutions with Population Health Driver Diagrams	14	Varies				●	●		
Meeting Current or New Clinical Services Grant Requirements	New	Up to 1 day					●		
Optimizing Response to Emerging Environmental Health Threats	14	Varies					●		
Organizational Assessment and Improvement Planning	15	Varies	●		●				
Partnering to Plan and Implement Change	15	1 day	●	●					

	Page	Length	Accreditation	Leadership and Change Management	Performance Management	Population Health	Quality Improvement	Strategic Planning	Workforce Development
Performance Management (PM) Tune-up	16	1-2 days	●		●				
Preparing a Quality Plan	16	1 day	●				●	●	
Putting Lean to Work in Your Organization	16	1 day					●		
QI Tune-up	17	1 day	●	●			●		
Rapid Cycle Innovation Using *Kaizen*	17	2-3 days plus 1 webinar					●		
Solving a Population Health Challenge	18	Varies				●			
Strategic Communications Planning Workshop	19	Up to 1 day	●				●		●
Train-the-Trainers in QI	19	Two 2-day workshops	●				●		
Transformational Leadership Training	20	Varies		●		●			

Purpose and Objectives of the Performance Improvement Learning Series

Purpose: To provide public health agencies, hospitals and health systems, and other organizations with a wide variety of Performance Improvement (PI) services that will aid departments, agencies, and divisions in the implementation and expansion of performance management, quality improvement, and workforce development efforts.

Utilization: These services cover the entire scope of PI technical assistance and are best utilized in a sequence of learning that leads to a desired future state. Specific quality improvement (QI) projects would be best served by the *Basic* services. Assisting other teams and QI project leaders would necessitate the *Intermediate* services. Transforming an organization requires the *Advanced* services, designed to foster cultural transformation.

PHF can designate the correct sequence of services that builds upon past training or an established knowledge base. PHF knows how to assess current experience levels in order to help organizations advance to the next level performance.

The PI learning series has a combination of technical assistance, training, consultation, coaching, and mentoring that will help an organization to:

- Be a public health QI leader
- Be on the cutting edge of quality and innovation
- Acquire training that teaches the latest QI tools and techniques
- Identify and develop improvement objectives and align them to strategies
- Control costs, improve efficiency, improve morale, and engage clients with desired services
- Develop a culture of QI within a public health organization, encouraging everyone to improve the quality of services and programs continuously
- Analyze "root causes" of problems instead of treating symptoms
- Develop and use metrics and data collection to improve analytical capabilities
- Maintain the QI momentum for constant progression

Action Plan Technical Assistance
Categories: Accreditation, Performance Management, Quality Improvement

Use quality improvement principles and tools to get to the root cause of barriers to becoming accredited, and to address those barriers systematically and successfully. Duration: Half day

A health department asked to create an accreditation Action Plan is at a crossroads in the evolution of its culture of quality. Choosing to embrace this challenge is a test of the organization's commitment to continuous improvement.

A health department can engage PHF's experts to:

- Review site visitor feedback and recommendation
- Help the Accreditation Team identify root causes and identify a process for improvement, including action steps, team assignments, and a specific timeline for implementing the Action Plan
- Help improve the performance management system
- Help identify a process for tracking improvement, including metrics to monitor
- Help update the strategic and quality plans
- Coach the Accreditation Team on using the tools of QI to make the Action Plan successful

Addressing Challenges Documented by PHAB
Categories: Accreditation, Quality Improvement

Approach annual reports and specific challenges documented by PHAB as opportunities to practice QI.

Even accredited health departments have areas for improvement. The stakes are high as they must report on progress annually to PHAB, and ultimately will be applying for reaccreditation.

The difficulties of implementing an improvement plan are a test for QI capacity and for reaccreditation. This service focused on helping health departments respond to improvement areas identified by PHAB. This service helps accredited health departments improve performance by launching QI projects to address shortcomings that remain the weakest links in the health department's profile.

Advanced Tools of Quality Improvement (QI)
Category: Quality Improvement

Learn to use QI to synthesize a lot of information, identify the critical areas to focus on, and guide the decision making process at the strategic level. Duration: 2 days

- Learn the seven advanced tools of QI and how they are interrelated
- Understand why the advanced tools of QI take a system approach of continuous refinement of the issue and as we move from one tool to the next in a defined sequence of application
- Understand how the advanced tools when used in a sequence can be of tremendous help to management solving complex problems
- Learn how one tool is the input to the next tool and how each tool helps the team to have a constant process of refinement and insight into the issue they are investigating
- Understand how to use two prioritization tools to help identify which factors are influencing each when it is difficult to identify the relationship between factors
- Understand how to breakdown broad improvement objectives into specific implementation tasks and measures of success
- Learn how to identify what could go wrong during an improvement plan so that countermeasures can be deployed to keep the project on schedule. It is a way to "error proof" a solution
- Understand how the advanced tools produce visual diagrams that can replace a tremendous amount of text, and often the message is easier to understand; visual diagrams save time by simplifying communication and adding valuable structure to the problem-solving process

Aligning Accreditation Plans
Categories: Accreditation, Performance Management, Strategic Planning

Prepare for successful implementation of plans through a perspective that aligns the various plans required for accreditation and ensures that performance management effectively supports the plans simultaneously. Duration: Half day

This workshop uses a performance management model based on quality improvement (QI) principles, the essential services of public health, and the domains of the Public Health Accreditation Board (PHAB). Participants will:

- Review the PHAB requirements for the Community Health Improvement Plan, Strategic Plan, Workforce Development Plan, Performance Management System, and Quality Improvement Plan

- Explore a framework for aligning these plans and documenting the alignment
- Identify local barriers to completing plans and action steps to make progress

Aligning Job Descriptions with Core Competencies
Categories: Workforce Development

Through one or more workshops, develop checklists or other tools to align employee job descriptions with the Core Competencies for Public Health Professionals. Duration: Varies

Includes a combination of the following:
- Overview of the Core Competencies for Public Health Professionals
- Technical assistance developing checklists of relevant competencies based on current and future needs; uses the tools of quality improvement to involve those doing the various jobs to develop checklists
  - Cross-cutting for all employees
  - Specific to categories of employees
- Consultation with the organization's staff development committee and/or staff from specified employee categories to gain buy-in and use of the competencies checklist and to integrate into daily work

Are You Ready for Innovation?
Categories: Leadership and Change Management, Population Health

Explore Transformation. Understand the forces influencing changes on a community scale, as well as innovation in how the hospital addresses longstanding health challenges. Duration: Varies

- Identify and describe a population health challenge (from a CHNA or other local data source)
- Designate leaders in the anchor organization to champion the change effort
- Assess risks, opportunities and readiness for change
- Understand change resistors and the role of effective teams
- Understand the culture of the anchor organization, community and neighborhood
- Explore past and existing partnerships and perceptions in the community

Assessing Leadership and Culture
Categories: Quality Improvement, Performance Management, Leadership and Change Management, Accreditation

Understand the role of agency leadership and the impact of agency culture in developing a robust quality infrastructure. Session focuses on assessing current culture, building trust for change, understanding constructive conflict, building commitment for change, and rationale for accountability. Duration: Half day

- Finding gaps in the current leadership approach
- Finding gaps in the current culture
- Six key ingredients of a culture of quality, commitment, and accountability
- Building the culture of quality
- Responding to resistance

- Inhibitors to empowerment and responsiveness
- Steps for action planning

Becoming a Community Chief Health Strategist
Categories: Accreditation, Leadership and Change Management, Population Health

Develop and apply knowledge to bridge competency gaps and lead multi-sector health improvements. Duration: Varies

Effectively leading the health improvement strategy for an entire community requires a shift from organizational thinking to community focused thinking. The Community Chief Health Strategist leads a multi-sector approach to focus community resources on improving specific health outcomes. Part of a community multi-collaborative health approach, a Community Chief Health Strategist is an engaged change leader (or group of leaders) who builds community coalitions that investigate and take action to make meaningful progress on a community health issue. This can be a position shared by the leaders of multiple community health organizations. This consultative engagement helps those who aspire to this level of leadership to gain knowledge, practice and refine their capacity to lead these complex change initiatives. The engagement includes:
- Designating leaders in the anchor organization to champion the change effort
- Assessing the individual or organization's readiness for such a role, including population health competencies and characteristics
- Understanding the culture of the anchor organization, community and neighborhood
- Understanding the 10 characteristics of a successful anchor organization
- An interactive overview on change leadership, problem selection, and use of QI tools to plan and implement a solution
- Facilitated launch of projects involving key stakeholders to address entrenched health challenges
- Coaching to achieve clear objectives with assessment of progress along the way
- Ongoing evolution as a leader to apply effective approaches to additional health challenges

This engagement incorporates innovation tools that provide a means for understanding complex situations and making appropriate response plans. These seven Breakthrough Thinking Tools and seven Advanced QI Tools enable sequenced responses at the system level involving many individuals who work on a solution at different levels of their organizations.

As a result of this engagement the organization can assume a role beyond its walls, as an anchor facilitating multi-sector initiatives that involve numerous community stakeholders.

Building and Improving a Performance Management (PM) System
Categories: Performance Management, Accreditation

*Learn the basics of Performance Management in a QI environment that requires different performance standards, rewards structures, and feedback.
Duration: 1 day plus 2 webinars*

The goal of this interactive session is to give public health agency managers and staff practice working with a performance management (PM) system model so they can start to develop or improve an organization-wide PM system in their agency. Many agencies monitor population health data to assess needs, develop health

improvement plans, suggest policies, or identify and respond to hazards. But few concurrently analyze operational performance data to improve performance of programs, services, and partnerships in ways that advance population health. Also, while many public health agencies have used QI (QI) techniques to improve narrowly-defined processes, few have built upon that experience to use performance data systematically to make performance improvement part of their regular operations and culture. Interest in PM systems has increased with their inclusion in Public Health Accreditation Board (PHAB) standards. This workshop helps public health agencies act on that interest.

PHF experts present a PM system model organized as a "Plan-Do-Check-Act" (PDCA) QI cycle that incorporates elements of the "Turning Point" framework for public health performance management as well as health assessments, health improvement plans, and strategic plans. Participants use tools provided to draft goals, objectives, performance measures, and a QI Plan for a public health program. They will use a "driver-outcome" approach to focus measures and improvement plans on improving population health. They will structure their sample program for reporting on performance and QI in an electronic Excel workbook they can use in their agencies for that and other programs. PHF experts then then present a PDCA approach to deploying a PM system, and facilitate participants in identifying and grouping stakeholders in ways to help determine how best to engage each group for successful deployment. Additional content and exercises will focus on reviewing and improving a PM system over time, including keeping performance measures relevant to the goals, objectives, and priorities of the agency and the population it serves.

CHIP Tune Up
Categories: Accreditation, Quality Improvement

Apply quality improvement tools to help get the CHIP off the shelf and into practice. Duration: 1 day

Managing the process to develop a CHIP and then getting it implemented in the community is important for every health department. This interactive workshop will explore why health departments have problems translating the CHIP into practice. To realize the desired improvement results, the health department must involve community partners. Too often, these community partners see the CHIP as the domain of the health department – just a planning process that they endure every few years. If the CHIP is not well-managed and regularly tuned-up, it loses momentum, becomes irrelevant to community, and falls to the wayside. If the CHIP implementation is not managed successfully, projects get started but never get completed, lots of time is wasted, and staff and community partners lose interest and revert back to their silos.

The CHIP Tune-up helps a health department analyze the current state, identify ways to involve the community and partners, and then develop a CHIP Adoption Plan to align with community partners' strategic plans. This workshop is for the agency that has completed the CHIP, and wants to assure plans move to action. The workshop includes:

- Inviting key community partners to be part of the process
- Understanding and overcoming the barriers that cause inertia
- Getting enthusiasm back and keeping it alive
- Using quality improvement tools help make the CHIP a true community health improvement tool

- Identifying innovative solutions to get the CHIP off the shelf and into the community
- Initiating collaborative action on the pressing CHIP community health issues
- Building communication plans to sell the CHIP throughout the community
- Designing effective meetings to keep partners engaged

Customer Service Tune-up
Categories: Leadership and Change Management, Performance Management, Quality Improvement, Workforce Development

Identify customers, develop ways to assess customer satisfaction, and design plans to use that feedback to improve performance. Duration: Half day

Workshop learning objectives include:
1. Understanding the purpose and importance of customer satisfaction data in developing the performance management system, especially as it relates to QI.
2. Identifying current "customer" groups.
3. Inventorying current customer satisfaction efforts - including collection, analysis, conclusions and actions taken as a result.
4. Identifying resources and processes for acquiring customer satisfaction information.
5. Developing team-based plans for action to evaluate effectiveness and efficiency through customer satisfaction feedback.

The workshop uses QI Tools to design program specific Customer Satisfaction Action Plans, and offers a guided process to create action-oriented plans that address the following components:
- What are the customer wants and needs?
- What are the agency wants and needs?
- What would it take to "wow" the customer?
- What do we need to know?
- Opportunities to assess satisfaction.
- Design: Method selection and question selection.
- Analysis: Who, when, how often?
- Plans for using the data.

Designing Innovations in Public Health Practice
Categories: Accreditation, Leadership and Change Management

An interactive workshop that focuses on how to design public health innovations. Duration: 1 day

Albert Einstein famously said, "We can't solve problems by using the same kind of thinking we used when we created them."

This workshop creates conditions for individuals and teams to change their thinking to foster public health innovation. Public Health 3.0 is a call to action for public health agencies to create innovations in organizational structures, funding, and partnerships. Innovation involves deliberate application of information, imagination, and initiative. According to the Public Health National Center for Innovation, "Public health innovation refers to the development of a new process, policy, product, or program that increases quality, impact, and efficiency." This interactive workshop will focus on how to design innovations. It simply is not enough to say, "be novel and creative." This workshop will function as an innovation lab, offering practice with

quality improvement tools that help foster new ideas and approaches to current practice that will improve processes, outcomes and customer experiences.

Objectives include:
1. Defining innovation in multiple ways.
2. Assessing individual innovation adeptness.
3. Identifying and using quality improvement tools to support innovative thinking and processes.
4. Practicing with the SCAMPER tool for creative brainstorming.

Developing a Workforce Development Plan
Categories: Workforce Development, Accreditation

Strategies for developing and implementing a successful plan that will meet PHAB standards and the needs of any public health organization. Duration: 1 day

- Understanding key elements and activities of a workforce development plan, the purpose of these activities, and what resources are available to accomplish these activities
- Assessing and developing strategies to overcome challenges and resistance that may be encountered in developing and implementing a successful workforce development plan
- Developing implementation processes, including tasks, responsibilities, targets, measures, and timelines
- Establishing a post-implementation strategy for continuous improvement
- Meeting PHAB documentation standards

Developing High-performance Teams
Categories: Quality Improvement, Performance Management, Leadership and Change Management, Workforce Development

Explore reinforcement of good teaming, team sustaining practices, and team focus on organizational goals. Understand tips and techniques of how to be a coach to facilitate breakthroughs with employees and teams. Duration: Half day

Teaming to make QI a reality is an essential ingredient of any sustainable quality effort.
- Team facilitation
- Building effective teams
- The basics of teamwork and leadership
- Developing a Team Charter
- Team roles and relationships
- The four stages of team development
- Effective communication for team leaders
- Personal styles and feedback techniques
- Working in virtual teams
- Growing, nurturing, and sustaining teams
- Working together with dignity and respect
- Getting your point across: Giving and receiving constructive criticism
- How to run effective meetings
- What is coaching?
- How to coach
- Matching coaching approach to individual needs
- Developing a coaching plan
- Ground rules for coaching

- Working with clients
- Working with difficult clients
- Facilitating breakthroughs

Developing the Population Health Workforce
Categories: Workforce Development Population Health

Identify gaps in population health competencies within a hospital or health system workforce and use QI tools to develop a plan for bridging those gaps.
Duration: 1 day

- Understanding and identifying population health competencies
- Assessing gaps in population health competencies
- Developing strategies to overcome challenges and resistance to bridging gaps
- Developing implementation processes, including tasks, responsibilities, targets, measures, and timelines
- Establishing a post-implementation strategy for continuous improvement

Facilitating Development of an Agency's Strategic Plan
Categories: Performance Management, Strategic Planning, Accreditation

Develop the basics of a strategic plan with on-site facilitation and monthly conference calls, and a final one-day session to finalize the plan. Duration: 1-3 days

Remote Consultation
- Review vision and mission statements
- Conduct self-assessment of the agency's past strategic plan and accomplishments
- Review the Community Health Assessment (CHA) and Community Health Improvement Plan (CHIP)
- Review Mobilizing for Action through Planning and Partnerships (MAPP) Assessment
- Scope out the current and future political and funding landscape
- Identify core assumptions that will guide the agency over the next few years
- Discuss current measurement system – data availability vs. data required
- Advise the health director on the composition of the strategic planning team
- Conduct a one-hour webinar with the strategic planning team to prepare for the first session

Days 1-2 (on-site)
- Overview of strategic planning
- Review of the agency assessment – briefing book
- Discuss potential modifications to the vision or mission
- SWOT analysis of the current reality
- Prioritize the strategic goals to drive the agency forward
- Understand the status of the top five strategic goals – baseline
- For each of the five strategic goals, develop
  - Three-year objectives
  - One-year targets to be achieved
  - Measures to track the progress toward objectives and targets
  - Activities to be undertaken
  - Assign responsibilities for the tasks and timeline for completion

Follow-up Activities (Remote or on-site)
- Review the draft strategic plan with staff and makes any modifications based on feedback

- Finalize strategic plan and deploy to operating units for implementation
- Review operational plans to ensure that they meet the needs of the strategic plan
- Design and facilitate the first review process six months after the strategic plan's deployment
- Facilitate yearly self-assessments and strategic plan refreshing sessions as required

Facilitation and Teaming Tune-up
Categories: Quality Improvement

Improve QI facilitation and teaming dynamics in order to strengthen and support QI practice. Duration: Half day

Effectively facilitating and managing quality improvement (QI) activities are important for every health department to achieve desired improvement results, improve processes, and improve customer satisfaction. Experienced facilitators can help teams overcome process and performance problems; without them, improvement teams can flounder and ultimately not achieve their improvement objectives.

As the backbone of a QI program, the facilitation and teaming skills of a QI leaders need to be updated and tuned-up on a regular basis. This helps to ensure the QI does not lose momentum, gradually become irrelevant to employees, and fall to the wayside like many programs before.

This facilitation and teaming tune-up helps a health department improve QI facilitation and teaming dynamics to support and strengthen QI practice, and adds new tools to help rejuvenate in-house QI experts and practitioners.

Objectives include:
1. Understand the purpose and importance of good facilitation and teaming skills.
2. Identify current facilitation and teaming problems.
3. Understand the difference between a mentor, coach, and facilitator and their roles and responsibilities in a robust QI program.
4. Develop team-based plans for next steps with facilitation expertise to help strengthen QI practice.

Implementing Innovative Solutions
Categories: Quality Improvement, Performance Management, Accreditation, Population Health

Take action to address population health challenges through a collaborative, coordinated, and continuous process involving community partners. Duration: 1 day

Addressing health improvement priorities and making population health improvements can benefit from a well-coordinated, inclusive, and focused Community Health Improvement Plan (CHIP) and implementation strategy. While hospitals, health systems, health departments, and other organizations have had success in developing well-coordinated Community Health Needs Assessments (CHNAs or CHAs), moving from that assessment to the creation and implementation of a CHIP has been far more challenging. Once the CHIP is developed, additional effort is needed to ensure effective selection of strategies and improvement interventions, coordination of efforts across community organizations, and

12

development of objectives, targets, and measures. It also is essential to have in place a process for improvement, so that strategies and interventions can be adjusted along the way to ensure that progress is indeed made towards achieving objectives and reaching targets. PHF can help organizations and communities develop, implement, and continuously improve CHIPs that are focused on making measurable improvements to the health of the population.

Includes a combination of the following activities:
- Constitute a team of representatives from local organizations to design a CHIP implementation plan
- Develop baseline measures and achievement targets (e.g., fiscal, capacity, programmatic, process, output, outcome) and timelines for high-priority areas
- Develop an implementation strategy and tracking/monitoring system to ensure achievement of improvement targets
- Develop a communication and performance management reporting system to keep all community partners informed of progress, completed and outstanding assignments, meetings, and due dates
- Implement quality improvement processes so that strategies and interventions are adjusted as necessary to better assure success

Introduction to Quality Improvement (QI)
Categories: Quality Improvement, Accreditation

Option 1: Overview of Quality Improvement
Learn about the QI process, focusing on the history, tools and methodologies for a successful QI program. Duration: Half day
- QI in public health
- Prioritizing issues
- What is quality?
- Difference between QA and QI
- Overview of PDCA Model, process, and tools
- How to use the Plan-Do-Check-Act (PDCA) Cycle
- Valuing customer needs
- Using the tools of QI
- QI in daily work
- Implementation challenges
- How to overcome resistance to QI
- Being a change leader

Option 2: Quality Basics
Focus on the basic tools of QI that help improvement teams achieve measurable results. Duration: 1-2 days
- Overview of QI
- Teaming basics
- Developing AIM statements
- Valuing customer needs
- Becoming a customer-centric organization
- Obtaining baseline data
- Using the tools of QI: Flow Charts and Cause and Effect Diagrams
- Prioritizing potential problem areas
- Data collection fundamentals
- How will we know if we are successful?
- Documenting the impact of QI interventions
- QI in daily work
- How to overcome resistance to QI

- Launching QI projects
- Being a change leader

Leading Change and Innovation
Category: Leadership and Change Management

Learn techniques to make innovative change management a reality as an essential mark of a long-term sustainable QI culture. Duration: Half day

- The challenges of change
- Aligning individual goals and organizational goals
- Planning for effective change in the workplace
- Understanding the triggers of change and dealing with resistance to change
- Refereeing dialog on change within the organization
- Developing the change plan and an approach to personal change
- Embracing and accelerating change

Mapping Solutions with Population Health Driver Diagrams
Categories: Quality Improvement, Population Health

Facilitate mapping the primary and secondary drivers to address a specific community health challenge. Duration: Varies

This service is a facilitated intervention for guiding a team in:
1) Developing a population health driver diagram, and/or
2) Using the population health driver diagram as a framework to identify specific community actions that can be implemented to achieve health improvement related to a health challenge.

Creating the population health driver diagram and determining actions that will address a community health challenge both require engaging individuals and organizations in the community with expertise related to the health challenge and the ability to take action to address the health challenge. Requires advance remote consultation, data gathering, team selection, and discussions prior to and following one or more on-site visits. Includes a combination of the following activities:
- Develop an understanding of the purpose and value of a Population Health Driver Diagram
- Decide on the scope of the community health challenge to be addressed
- Articulate the urgency of the community health challenge
- Draft a Population Health Driver Diagram working with organization lead
- Constitute a local team of experts to refine and finalize the Population Health Driver Diagram AIM or outcome statement, and primary and secondary drivers
- Facilitate discussion with potential partners to identify opportunities for interventions
- Develop baseline measures and achievement targets
- Plan next steps to implement interventions, monitor performance, and evaluate efforts

Optimizing Response to Emerging Environmental Health Threats
Categories: Quality Improvement

Apply quality improvement (QI) principles to health department surveillance, prevention, education, and mitigation initiatives in response to the threat of environmental health challenges. Duration: Varies

Drawing upon tested process improvement techniques, a PHF performance improvement expert will guide the health department team in identifying and resolving barriers to efficient systems related to management of vector-borne diseases and other environmental health threats. The service incorporates the use of QI tools into the following action steps:

- Assisting health department staff in mapping the current state of existing systems.
- Guiding the team in mapping the desired future state.
- Identifying opportunities to streamline steps, remove bottlenecks, and cut waste.
- Helping to prioritize action steps through facilitated discussion
- Project planning for implementation.

Organizational Assessment and Improvement Planning
Categories: Performance Management, Accreditation

A team of experts complete a customized organizational assessment focused on agency-wide review and improvement. Duration: Varies

The engagement is a comprehensive health department review that includes visits to the agency for purposes of data gathering, discussion, and reporting of findings and recommendations. The assessment and improvement report may include any combination of the following topic areas, depending upon the organization's priorities:

- Internal systems to support a community health assessment
- Internal systems to address community health needs
- Observance of established statues and regulations
- Alignment of programs with community policies and initiatives
- Relationship of agency performance and processes to community health outcomes
- Fiscal management
- Performance on key performance metrics
- Workforce competencies
- Consistency with national standards, including accreditation standards
- Organizational strengths and weaknesses

Partnering to Plan and Implement Change
Categories: Performance Management, Leadership and Change Management, Accreditation, Population Health

Identify partners and launch high-performing teams for community health improvement projects. Duration: 1 day

This workshop helps an organization determine which partners to involve in each of their community health improvement projects. The focus will be on:
- Team member selection to get the right community partners involved on each project
- Making high-performing teams through a teaming process, defined roles and responsibilities, and establishing collective accountability

Performance Management Tune-up
Categories: Accreditation, Performance Management

Develop a more mature performance management system that truly reflects and drives toward the goals of the various plans developed for accreditation.
Duration: 1-2 days

The service can focus on one or more of the following to drive performance management to a new level of excellence:
- Aligning measures with plans and desired health outcomes
- Implementing the various PHAB plans with the performance management system at the hub
- Putting performance management software to optimal use
- Using the performance management system to select and prioritize future quality improvement projects

Preparing a Quality Plan
Categories: Quality Improvement, Accreditation, Strategic Planning

Explore an agency's readiness for the requirements of accreditation Domain 9 and uncover the gaps that need to be addressed in the Quality Plan. Utilize an interactive on-site session to develop a quality plan for a public health agency that will (1) define improvement areas, (2) prioritize improvement actions, (3) control and align the process, and (4) develop a living plan document.
Duration: 1 day

The facilitated process helps a public health agency understand the effectiveness of its processes, programs, and interventions. The assessment looks at the robustness of the agency's QI initiatives and implementation activities. A PHF QI expert helps the agency team explore accreditation readiness and uncover the gaps needing to be addressed in the Quality Plan. The Quality Plan is updated through this process to ensure that actions recommended are consistent with the vision in the plan. If they are not, then the participants need to reconcile the differences.
- Topic areas in the quality plan
  - Overall policy
  - Administrative and guidance structure
  - Improvement project selections process
  - QI capacity required
  - Training
  - Roles and responsibilities
  - Customer focus
- Hardwiring continuous improvement through the quality plan
- Visibility of management support and commitment
- Centrality of customer satisfaction

Putting Lean to Work in Your Organization
Category: Quality Improvement

An interactive session to understand and apply the principles of Lean to the public health agency, with a focus on finding specific Lean areas in need of improvement.
Duration: 1 day

- Principles of Lean
- 5 S System and its application
- Flow through the facility/organization from the customer's perspective

- Lean audits and lean forms
- Responding to audit findings
- Removing waste on a continual basis
- Potential cost savings
- Improved customer/client satisfaction

QI Tune-up
Categories: Accreditation, Leadership & Change Management, Quality Improvement

Rejuvenate current in-house QI experts and keep QI deeply embedded in an organization. Duration: 1 day

Keeping quality improvement (QI) deeply embedded in an organization can be a challenge. Often a health department's greatest QI capacity rests with a few dynamic individuals. High turnover among health department staff creates a persistent risk of losing QI capacity and momentum.

If a QI program it is not managed successfully and tuned-up on a regular basis, it can slowly become irrelevant, and fall to the wayside; projects get started and never get completed; employees lose interest in the process and revert back to their previous crises management style.

This QI tune-up program helps a health department analyze current practice, close the gaps, and introduces new tools to help rejuvenate current in-house QI experts. Content includes:
- Pre-Mortem Analysis - Understanding and overcoming the barriers that cause inertia – get the enthusiasm back and keep it alive-
- Why QI projects never get completed
- Developing collaborative action planning – training to completion – selecting good QI projects using the Sponsor Questions Checklist
- Communication skills to promote QI throughout the health department
- Team Selection – really getting the right people on the right project
- QI Tune up
  - Review and enhance some of the basic tools with new approaches
  - New tools to help enhance practitioner skills:
- Successful QI project management for team leaders, sponsors, and members using the Managing Daily Disruptions and Distractions Matrix

Rapid Cycle Innovation Using *Kaizen*
Categories: Quality Improvement, *Kaizen*

Apply the Kaizen approach through an intensive, facilitated process improvement event. Utilize a recurring Plan-Do-Check-Act (PDCA) approach to solve a problem facing a team or organization in a brief period of time. Duration: 2-3 days plus pre-workshop webinar and collaborative planning

The Public Health Foundation (PHF) offers technical assistance to facilitate a Kaizen event. Kaizen is Japanese for "improvement" or "change for the better." This offering enables an organization to analyze and improve a troubled process over a brief, intensive period, during which participants learn the *Kaizen* approach and process improvement tools. The process begins with a pre-workshop webinar to introduce concepts and prepare for the event. This is followed by a facilitated on-site change process that incorporates process improvement tools, data utilization, process redesign, and communicating about the change.
- Defining a Rapid Cycle Improvement (RCI)

- Issue identification
- Gains from short cycles of change
- RCI as a means to developing a broad base of QI knowledge in the agency
- Reinforcing QI knowledge through quick deployment on the next project

Variation: Modular *kaizen* Technical Assistance
Categories: Quality Improvement, *Kaizen*

Minimize disruptions by ensuring actions are executed only after checks are completed and baseline as well as sustaining measurements of disruption are in place. Duration: 2-3 days

The Limited Information Collection Principle is based on the premise that a problem cannot be solved by throwing data at it. Instead, it is important to gather information that is useful and relevant, continually questioning what purpose the information serves.
- PHF's QI experts work with the client using the Modular *kaizen* process by starting with "check" in the PDCA cycle to investigate and understand the situation to see if the disruption has a special cause or whether it is a normal variation of a standard process
- The Limited Information Collection Principle guides data collection of performance measures to establish the severity and urgency of the disruption, estimate who and what is impacted, and estimate the disruption timeline
- Action plans are developed, trialed, analyzed, implemented, and monitored

Solving a Population Health Challenge
Category: Population Health

Improve outcomes and foster sustainable improvement to priority population health challenges. Duration: Varies

Many hospitals and health systems experience challenges in the transition from assessing and prioritizing population health needs (in either a Community Health Needs Assessment or an internal dashboard audit) to identifying and implementing innovations that achieve measureable improvements. This often is due to the complexity and longstanding nature of the health challenges being addressed and the need to create and manage solutions that involve diverse stakeholders.

Population health challenges demand comprehensive solutions. PHF will see that you move from assessing needs to implementing strategies that achieve results. PHF experts have helped over 500 public and private organizations solve improvement and performance problems of all types. Recognizing that hospitals and communities have unique characteristics, we tailor our assistance to accelerate change; our population health experts customize their approach to fit with your hospital's culture and priorities. Topics include:
- What health challenge needs improvement?
- Are you ready for innovation?
- How will you lead change and innovation?
- What will you transform?
- What is your change plan?

Strategic Communications Planning Workshop
Categories: Workforce Development, Accreditation, Communications, Population Health

Learn how to build a strategic communications plan that delivers the right message, in the right place, at the right time, to the target audience. Duration: .Up to 1 day

This workshop is for communications staff, subject matter experts, and program staff who are involved in planning programs, executing communications plans, and crafting messages for the public. Topics include:
- Using a "Planning Before You Communicate" spreadsheet to build a strategic communications plan
- Learning to identify your target audiences for communications and their wants and needs
- Defining objectives, key messages, dates for communications, and partners
- Strategizing when, where, and how to use various communications tactics for different purposes
- Outlining a plan for collecting and measuring data on how effective the communication was received
- Discussing how to improve the communication plan based on data analysis

Option 1: Horizontal/Cross Cutting
Workshop focuses on an overall communication strategy to be used across the organization, and managed through a coordinated workshop and process

Option 2: Vertical/Programmatic Focus
Workshop focuses on a communication strategy for a specific initiative (e.g., Accreditation, CHIP)

Train-the-Trainers in QI
Categories: Quality Improvement, Accreditation

Become an in-house QI trainer to help sustain and expand your organization's quality capacity. Duration: Two 2-day workshops

The purpose of the two workshops is to provide the participants with the tools and techniques they will need to be successful in the implementation and the expansion of QI in their organizations.

- Be a public health QI leader
- Be on the cutting edge of quality and innovation
- Be able to support your organization with training that has the latest QI tools and techniques
- Be able to identify and develop improvement objectives and align them to your strategy
- Be able to help influence and develop a culture of QI within your organization that encourages everyone to improve the quality of services and programs continuously
- Be skilled in analyzing root causes of problems and not treating symptoms
- Be skilled in developing and using metrics and data collection to improve analytical capabilities
- Be able to keep the QI momentum always moving forward

Transformational Leadership Training
Categories: Leadership and Change Management, Population Health

Build the leadership skills necessary to work with traditional and non-traditional partners to improve their community's health. Duration: Varies

This training series covers concepts required for transformative coalition leadership, with a focus on the following:

- Change management
- Ensuring internal alignment
- Finding and utilizing evidence based resources
- Obtaining and interpreting the Voice of the Community
- Translating the voice of the community into a working driver diagram
- Developing action based coalitions
- Recruiting new members for the coalition stakeholders team
- Leading effective meetings
- Consensus building tools such as the Agree/Add/Change Matrix
- Selecting projects to implement
- Measurement techniques to keep the coalition on track
- Sustaining coalitions

Training is delivered in eight half-day sessions with practical assignments to complete between sessions. Training may also be delivered in any combination of two, four, or six sessions chosen from the following:

#1: Are You Ready to Change Your Approach to Improving Community Health?
#2: The Transformative Community Coalition Health Leader
#3: Leadership Styles and Roles
#4: How to Lead Community Population Health Improvement Coalitions
#5: The Voice of the Community
#6: Understanding, Measuring, and Analyzing Community Health Improvement
#7: Developing and Sustaining a Community Health Improvement Coalition
#8: Innovation