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# Welcome to the Performance Improvement Managers Network Call

## Engaging Leadership and Gaining Buy-in

### September 20, 2012

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1-888-566-8978 or 1-517-623-4997, code: 3478212



Centers for Disease Control and Prevention

Office for State, Tribal, Local and Territorial Support

# Agenda

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## Today's Presenters:

Jim Pearsol

Association of State and Territorial Health Officials

Deb Wilcox

Vermont Department of Health

Kristin Adams

Indiana State Department of Health

Deb Koester

OSTLTS Consultant

Moderators:

Melody Parker & Trina Pyron, CDC/OSTLTS

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## Outline

- ❑ Perspectives On 'Engaging Leadership and Gaining Buy-In'
- ❑ Top Ten Questions to consider on 'Engaging Leadership and Gaining Buy-In'

## Objectives

- ❑ To develop an understanding of ways in which PIMs can be engaged in 'leading the way'
- ❑ To understand how these ideas can be adapted to suit the needs of your health department
- ❑ To create a list of possible action-items for implementing or improving ways for engaging leadership



# **PERSPECTIVES ON ENGAGING LEADERSHIP AND GAINING BUY-IN**

## Key Issues

- **Demands are increasing while funds are decreasing**
  - “Emerging” areas of practice in 2001 are now widespread\*
  - Few areas of practice are decreasing\*
  - Economic recession means increased need in population

\* Madamala, Sellers, Beitsch, Pearsol & Jarris (forthcoming). Structure and Functions of State Public Health Agencies, 2007. *The American Journal of Public Health*.

## Key Issues (cont'd)

### □ Categorical funding

- Social determinants of health
- Fragile and underfunded infrastructure
- Aging workforce in need of training

### □ Sustainable funding

- Efforts to repeal ACA = uncertainty
- Federal budgets = uncertainty + cuts
- State and local budgets = cuts

# Another “new normal” for public health

A federal, state, and local “budget pandemic”

## New strategies for a new public health:

- ❑ Adjusting PH to Health Reform
- ❑ National Prevention Strategy
- ❑ Integration, winnable battles, policy models
- ❑ Performance, Accountability, and QI
- ❑ Regionalization/cross-jurisdictional models
- ❑ Health technology data and information
- ❑ New partnerships

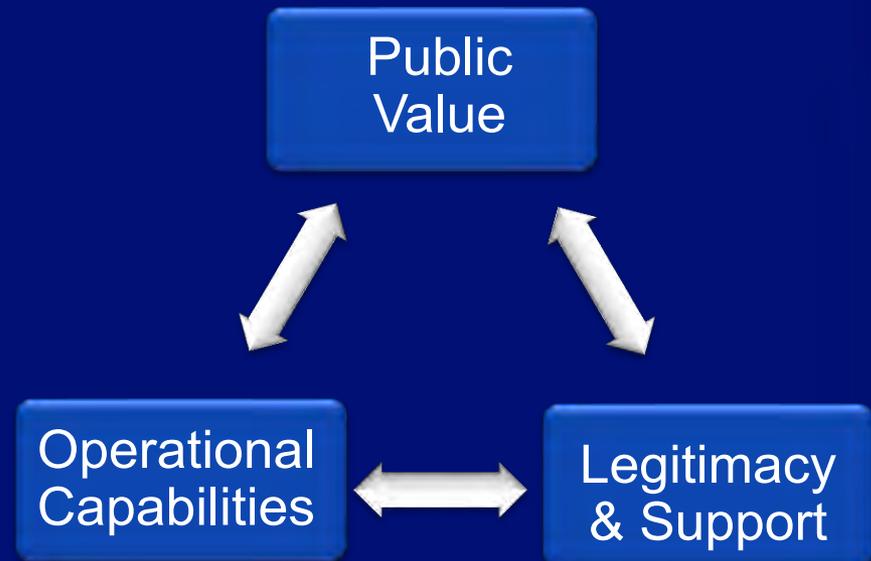


# Creating Value

The concept of value creation for the public health system.

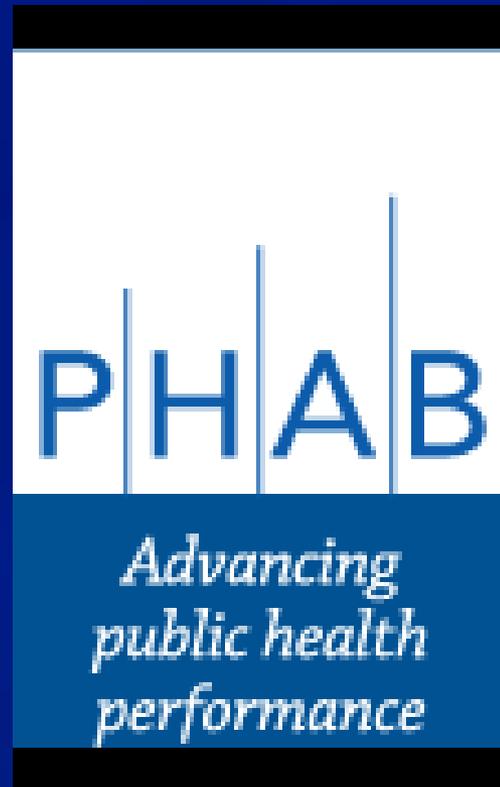
Any public sector organization must bring its strategies into alignment by meeting three broad tests:

- *Does this produce value for the public we serve?*
- *Is it able to attract support and money from the political system to which we're ultimately accountable?*
- *Can it feasibly be accomplished given our resource equation?*



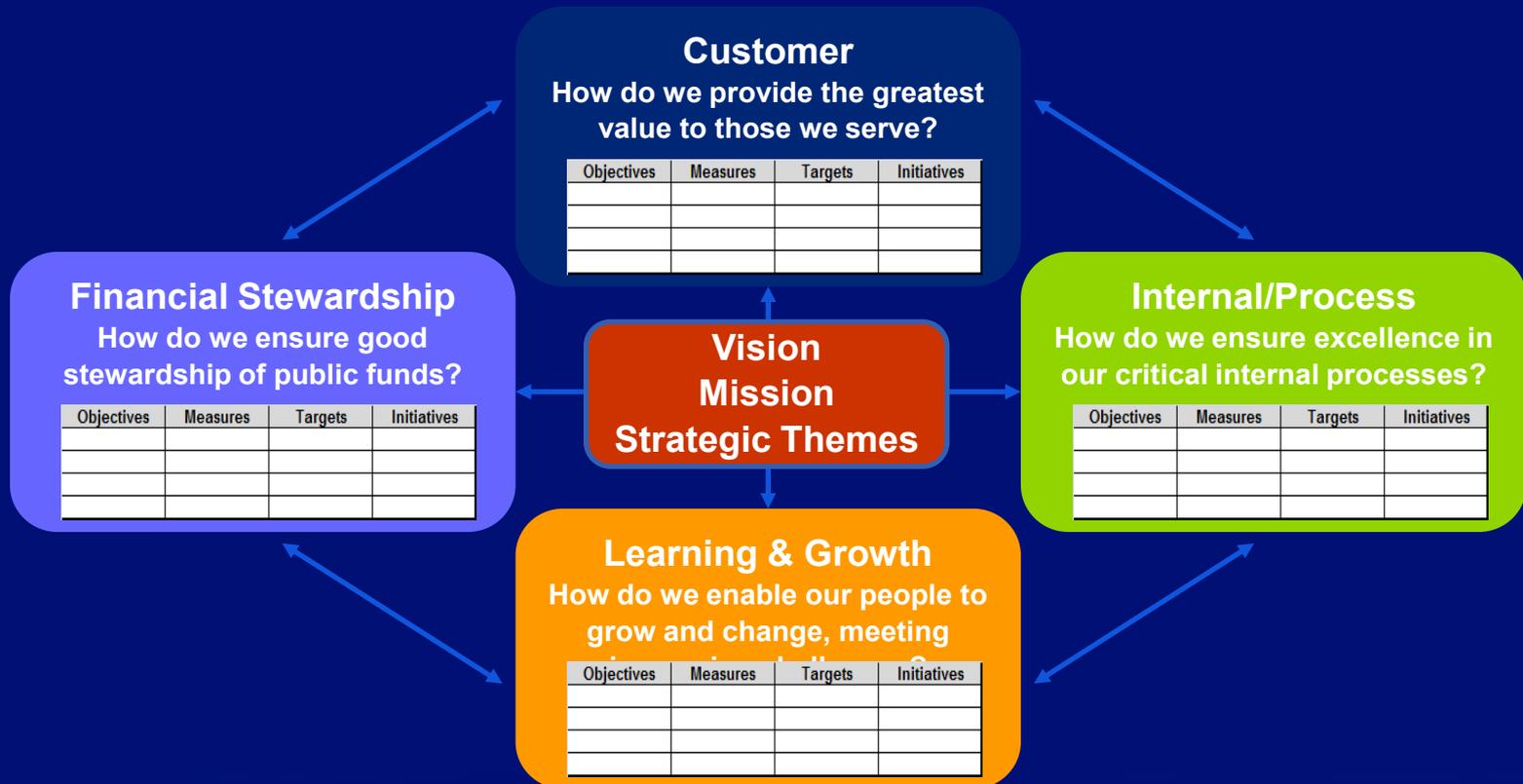
The “**Strategic Triangle Test**” for Creating Public Value Mark Moore, *Creating Public Value*

# ACCREDITATION



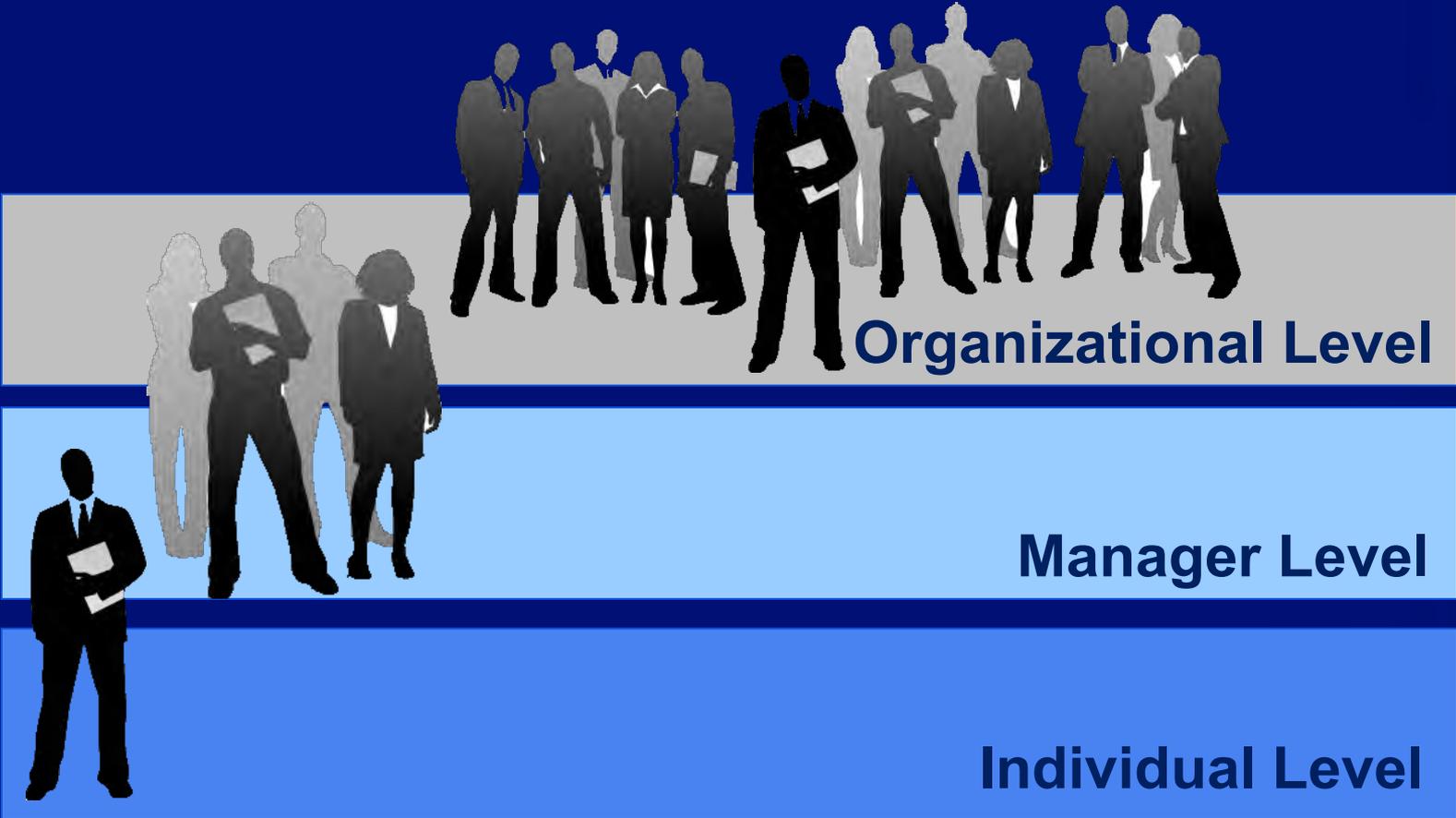
# Perspectives

Lenses used to help an organization view and assess its performance in a balanced way





# Engaging Leadership and Gaining Buy-In





**WHERE DO YOU  
FIT IN YOUR  
ORGANIZATION?**

## Key elements of success

- ❑ Demonstrate visible leadership by agency senior staff
- ❑ Define QI as scalable (PDCA applies at all levels of an agency).
- ❑ Create agency, division, unit, and staff “line of sight” for QI.
- ❑ Identify champions at every level of agency (leadership is not defined by job title)
- ❑ Link to accreditation readiness: Use QI process to close gaps in documentation for accreditation

## **Leadership Competencies In Organizational Improvement...**

- **Ability to apply the principles of Deming’s “System of Profound Knowledge”**
  - Systems thinking
  - Variability in work processes
  - Theory of knowledge
- **Create an urgency to change – establish momentum**
- **Ability to build organization strategy, culture, and techniques for sustained performance management and quality improvement**



# Engagement and Buy-In: 'Top Ten' Questions From Leadership

## **'Top Ten' Questions From Leadership**

- 1) Why does leadership engagement and buy-in matter?**
- 2) Who is your leadership?**
- 3) Why this? Why now?**
- 4) Why do it at all?**
- 5) What does PM/QI do?**
- 6) How are PM/QI different than evaluation? I thought we were doing program planning. Isn't that enough?**
- 7) What's in it for me?**
- 8) How do we make this a success?**
- 9) What do you need from me?**
- 10) What's next?**

# #1 Why Does Leadership Engagement and Buy-In Matter?

- ❑ Sets vision
- ❑ Mechanism for support (time/resources)
- ❑ Ongoing communication/promotion
- ❑ Custom content
- ❑ Leadership buy-in  Staff buy-in

## KEY MESSAGES

- Leaders don't have to be doing something with it every day.
- Want them to understand why it's important to the organization.
- Can contribute to spread throughout the organization as a spokesperson that supports it.
- Influence of Leadership on Followership

## # 2 Who Is Your Leadership?

- ❑ **Define your leadership**
- ❑ **Essential individuals**
  - Health Officers
  - Deputy Health Officers
  - Administrator
  - CFO
  - COO
  - Program Managers

### **KEY MESSAGES**

- **Consider formal and informal leadership**
- **Create opportunities**
- **Create teams**
- **Engage all employee classifications**

## # 3 Why This? Why Now?



### KEY MESSAGES

- Providing them with the information and the tools they need
- An organization pursuing quality directs and focuses its energies.
- Benefits of accreditation, PM and QI

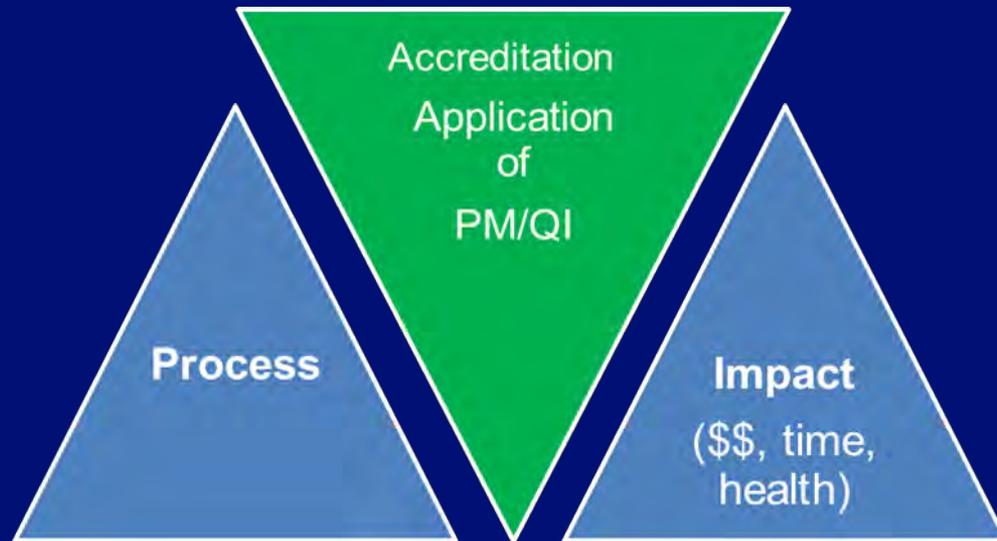
## #4 Why Do It At All?

- ❑ **Quality: cornerstone of any business**
- ❑ **Impact**
- ❑ **Need**
- ❑ **Accreditation**
- ❑ **Efficiency**
- ❑ **Core Values and Mission**

### **KEY MESSAGES**

- **PM/QI not about the tools – it's about what we can do to improve the public's health.**
- **It's about customer needs. What does the public need from public health in your state or community?**
- **What are your leadership's priorities and how does PM, QI and Accreditation support that?**
- **What is your organization about and how does PM/QI/Accreditation support that?**
- **An organization achieves quality by mastering the methodology of improvement.**

## #5 What Does PM/QI Do?



### KEY MESSAGES

- Focus is on processes, not people
- Building culture for PM/QI is key
- Don't go too deep (3 to 4 key points)
- Provide a couple of real examples
- **ASTHO**
- **NACCHO**
- **RWJF**

**Website  
Resources**

**#6 How is PM/QI different than evaluation? I thought we were doing program planning and evaluation already. Isn't that enough?**



## #7 What's In It For Me?

- ❑ Alignment with leadership priorities
- ❑ Alignment with state health priorities
- ❑ Return on investment
- ❑ Quality affects leadership's bottom line
- ❑ Cost of quality
- ❑ Organizational culture

### KEY MESSAGES

- Be prepared
- Use facts
- Ensure content is specifically related to their context – every leaders has a vision
- Short list of how plan aligns with leadership priorities
- Examples of cost savings from QI efforts

## #8 How Do We Make This a Success?

- ❑ **Cost**
- ❑ **Time**
- ❑ **Expectations**
- ❑ **Who needs to be involved**
- ❑ **What the roll out looks like**

### **KEY MESSAGES**

- **Budget projection**
- **Time required of leadership and staff**
- **Present a best case/worst case scenario**
- **Results will be a work in progress**
- **Have list ready of who should be involved**

## #9 What Do You Need From Me?

- ❑ **Approval**
- ❑ **Established start date**
- ❑ **Messaging to the organization**

### **KEY MESSAGES**

- **Need approval for strategic planning group, QI teams, etc. – be specific**
- **Have a timeline prepared with recommended start date**
- **Timing is everything - tie the initiative into something else that makes sense for the organization**
- **Top five enablers of PM/QI**
  - Time
  - Resources
  - Education/Training
  - Evidence of Improvement
  - Support from Leadership/Management

## #10 What's Next?

- ❑ Leave your leadership with only 2-3 action items
- ❑ Assure them you can handle the rest

## **Bonus Question:**

**Strategies During Leadership Transition**

# Resources

**ASTHO Accreditation and Performance/Quality Improvement**

**Resources: <http://www.astho.org/Programs/Accreditation-and-Performance/Quality-Improvement/>**

**NACCHO Accreditation Preparation and QI**

**<http://www.naccho.org/topics/infrastructure/accreditation/index.cfm>**

**Quality Improvement and Accreditation Readiness in State Public Health Agencies**

**<http://www.rwjf.org/publichealth/product.jsp?id=73797>**

# Questions & Discussion

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*All lines are open and live!*

*Please remember to use your mute button or \*6*

# Thank you!

Please send your questions and  
comments to:

*[pimnetwork@cdc.gov](mailto:pimnetwork@cdc.gov)*



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