

Kansas Department of Health & Environment
Performance Management & Quality Improvement
Training Strategy and Implementation Plan

July 2019



KDHE Performance Management and Quality Improvement

Training Strategy and Implementation Plan

Purpose

The purpose of this training plan is to promote a system-wide culture of performance management (PM) and quality improvement (QI) within the Kansas Department of Health and Environment (KDHE). This is to be accomplished by improving visibility and awareness of existing PM/QI work, and through providing training opportunities to increase the application of PM/QI methods at KDHE.

Background

A strong agency infrastructure is directly linked to a workforce that understands and promotes QI as a critical component of performance management. Therefore, the QI training plan was designed to provide an adaptive and supportive training framework for KDHE. As an excerpt of the broader agency-wide QI Plan, this document seeks to align goals and objectives to the KDHE Strategic Plan and KDHE Workforce Development Plan to assure the implementation of an efficient and effective QI training program. To assure that the agency is integrating QI practices into our daily work, it is essential that all employees have the knowledge, skills, and attitude to make continuous PM/QI a habit.

In November 2018, a Performance Management Self-Assessment (PM SAT) was conducted within the agency. Analysis of the cross-cutting questions of the PM SAT revealed a need for PM/QI training at all levels. Responses pointed to a need for training: to help staff use performance standards, help staff select performance measures, effectively analyze and report performance data, to help managers and staff use quality improvement tools, and to help managers manage performance.

Goals

In response to the PM SAT findings, the agency's performance improvement manager (PIM) and QI Council developed a set of PM/QI Competencies for staff at all levels at KDHE. The competencies were compiled by the PIM after an analysis of several available resources and are aligned with the Public Health Foundation's [Competencies for Performance Improvement Professionals in Public Health](#). Input from the QI Council helped to further refine and clarify each organizational level. The attached competencies (see Appendix A) will be used to develop tailored training for staff at KDHE.

PM/QI goals, objectives, and performance measures are developed by the QI Council. Progress on performance measures will be monitored regularly through the QI Council SharePoint Teams Page. The QI Council will review the goals, objectives, and measures on a regular basis and adapt them as necessary. See Table 1 for detailed listing of the goals, objectives and measures related to this PM/QI training plan.

Implementation

The agency's Performance Improvement Manager and QI Council will work in collaboration with the agency's workforce development committee/Domain 8 accreditation team to ensure that a mix of PM/QI trainings will be offered to staff at all levels throughout the calendar year. Staff who have been trained on specific PM/QI topics and who have attended a basic facilitation course are eligible to facilitate or co-facilitate trainings as needed. Topics of PM/QI training are included in the detailed training menu in Appendix B.

Staff will be notified of additional training opportunities as they become available. Those who require specialized, discipline-specific training in performance management or QI can utilize KS-TRAIN to search for existing opportunities. If the offerings do not meet a learner's needs, the QI Council Training Committee should be contacted for assistance in identifying or developing the content needed.

Table 1: QI Council Training Goals and Objectives

Training Goal 1: Improve visibility and awareness of existing PM/QI work at KDHE						
Objective	Performance Measure	Baseline/Target	Data Source/Cycle	Activities	Responsible Party	
A.	Increase the availability of standardized QI training opportunities for KDHE staff	Number of standardized QI training opportunities made available	Baseline 1 (online, NEO) 4 12/31/19 8 12/31/20 12 12/31/21	Training Sign-in Sheets; Pre/Post Surveys Annually	Develop, promote, and deliver online or in-person training	QI Training Subcommittee Performance Improvement Manager Trained QI Coaches
B.	Communicate QI training opportunities, activities, and successes internally and externally	Frequency of internal and external QI communications (examples from Friday Flash, Meeting Minutes, KDHE Intranet, Agency E-mail Messages, Public Health Connections, KDHE Website)	Baseline 2 per month (Friday Flash) 4 12/31/19 8 12/31/20 12 12/31/21	PM/QI outreach tracking spreadsheet Annually	Submit articles for internal and external publications, post meeting minutes to intranet, develop messages to be sent via email to all KDHE staff	QI Council and Communication Subcommittee Performance Improvement Manager Supervisors and Staff

Training Goal 2: Increase ability to apply PM/QI methods at KDHE						
Objective	Performance Measure	Baseline/Target	Data Source/Cycle	Activities	Responsible Party	
A.	Increase/maintain the number of QI Coaches/Leaders providing technical assistance	Number of QI Coaches actively providing QI assistance to staff	Baseline: 11 20 by 12/31/19 20 by 12/31/20 20 by 12/31/21	QI Council Annual Report to ELT	Recruit QI Coaches/Leaders Make QI Train-the-Trainer training available	QI Council Training Subcommittee Bureau Directors QI Coaches
B.	Increase the number of bureaus/offices with staff trained on PM methods	Number of bureaus/offices with staff trained on PM methods	Baseline: 4 6 by 12/31/19 20 by 12/31/20 20 by 12/31/21	Training Sign-in Sheets; Pre/Post Surveys Annually	Develop, promote, and deliver in-person training as programs are available	Performance Management Work Group QI Council/Training Subcommittee Performance Improvement Manager

Objective	Performance Measure	Baseline/ Target	Data Source/ Cycle	Activities	Responsible Party	
C.	Each bureau/program within KDHE will report on at least one QI project annually to the QI Council SharePoint Teams Page	Percentage of bureaus/programs reporting at least 1 QI project	Baseline: 35%, 8/23 total bureaus/programs (2018) 43%, 10/23 total bureaus/programs by 12/31/19 50%, 12/23 projects per bureau/office by 12/31/20 75%, 17/23 projects per bureau/office by 12/31/21	QI Council SharePoint Teams Page PHAB Annual Report Annually	Promote use of documentation forms (A3, Just-do-it, etc.) Encourage celebration of QI successes	Division of Public Health Administrator Performance Improvement Manager Performance Management Workgroup Bureau/Program Directors

Monitoring, Evaluation and Reporting

The QI Council is responsible for monitoring, evaluating, and reporting progress on the QI plan. The QI plan goals and objectives are included in the agency-level performance measure tracking system and are aligned with the KDHE Strategic Map priorities. Progress reports will be generated and submitted annually or as needed to the Executive Leadership Team. In addition, QI plan progress reports will be made available for all staff to view on the KDHE intranet in the *Quality Improvement* section.

Monitoring and evaluation of staff satisfaction with PM/QI trainings will be conducted through pre- and post-training surveys. Staff will also be surveyed regularly to assess current application and practices of PM/QI methods through the PM SAT or the National Association of County and City Health Officials (NACCHO) Quality Improvement Self-Assessment Tool (QI SAT) 2.0.

Monitoring, evaluating, and reporting progress on QI projects at the program, unit, section, or bureau level should be done on a regular basis. It is important for QI team members to assess progress on all QI projects that they implement. When reporting QI project to the PIM, staff should include documentation of tracking of progress on goals, objectives, and activities of each QI project. The format for tracking agency-level performance measures is available for teams to use for program-level tracking and reporting purposes.

Revision to Strategy

As progress reports are developed and shared with the ELT, QI Council, and staff, changes to the PM/QI Training strategy and QI Plan are likely to be made. The QI Council will revise the QI plan on an annual or as-needed basis, utilizing the Plan-Do-Study-Act (PDSA) framework for problem-solving to adapt, adopt, or abandon activities based on the actual outcomes and/or lessons learned from PM/QI activities.

**Appendix A: KDHE QI Council
PM/QI Competencies for Staff**

New Staff	Current Staff	QI Leaders	Management/Supervisors
<p>Intro to QI Explain the agency's approach to QI and where it fits in the strategic plan/performance management framework</p> <p>Describe general principles of quality improvement (QI) and benefits in public sector (including achieving equity for both internal and external customers)</p> <p>Describe what PDSA is and how it is used</p>	<p>Applied QI Describe the performance management system structure at KDHE Utilize QI tools (below) and techniques in daily work to enhance personal efficiency Apply PDSA (below) in conducting QI projects Participate and contribute knowledge and insight to at least one QI project/team annually Communicate QI successes and lessons learned with supervisor</p> <hr/> <p>Demonstrate proficiency in the following PDSA skills:</p> <p>Plan: Organize and document action plan that describes how to implement a problem solution. Define what is to be achieved in observable, measurable terms. Apply/utilize QI/Lean tools and techniques (see next page). Identify and describe features of a work activity, process, or setting that do or do not add value to the customer/stakeholder.</p> <p>Do: Engage in improving programs, policies, & services. Reduce waste in daily work.</p> <p>Study: Collect and analyze qualitative/quantitative data to infer the preferred action. Use information to determine current status and compare to expected results. Explain variation and make predictions.</p> <p>Act: Determine whether results of changes should be standardized, adapted, or abandoned. Communicate and implement change. Extract learning from the outcomes of past performance to make improvements. Share knowledge with others by developing standard work.</p> <p>Working with others: Lead and participate in teams effectively (conflict management, communication styles). Participate in the refinement of another's proficiencies. Motivate colleagues to achieve program and organizational goals. Work on interdisciplinary teams to improve cross-cutting processes.</p>	<p>Lead and Support QI Efforts Promote/foster a culture of quality improvement Share resources on QI/PM with KDHE staff Practice using QI skills to help others at KDHE (through co-facilitation of workshops, technical assistance, etc.) Communicate QI successes and lessons learned with QI Community of Practice and/or Council</p>	<p>Lead and Support QI Efforts Support: Identify and address resistance or barriers to sustaining the quality culture View employees as the agency's greatest asset Maintain resources needed for QI success (time, training, supplies, staff etc.)</p> <p>Promote: Promote a culture of quality improvement Promote a culture of utilizing data and other evidence in problem-solving and decision-making Promote a culture of teamwork and interdisciplinary collaboration.</p> <p>Enact: Incorporate QI into job descriptions and performance appraisals, strategic plans, policies, and services Select/prioritize QI projects Evaluate program performance Act as a role model by continuously using QI methods</p> <p>Reward: Communicate QI successes and lessons learned to other staff Recognize staff who practice QI Motivate personnel to achieve program and organizational goals</p>

Appendix A: KDHE QI Council PM/QI Competencies for Staff

New Staff	Current Staff	QI Leaders	Management/Supervisors
	<p>Utilize the following QI/Lean tools and data analysis techniques as needed:</p> <ul style="list-style-type: none"> • Cause & effect (Fishbone) diagram • Pareto chart • Process map/Flow chart • 5 Whys • Multi voting • Brainstorming • Check sheet <ul style="list-style-type: none"> • SWOT analysis • Affinity diagram • Force field analysis • Prioritization matrix • Interrelationship diagram • PICK chart <ul style="list-style-type: none"> • Control chart • Histogram • Scatter diagram • Stratification • Run chart • Process/Gemba Walk • Swim lane mapping <ul style="list-style-type: none"> • Huddle Board • 5S Organization • Work flow/Kanban Board • Logic Model • Gantt Chart • 8 wastes 		
<p>Performance Management: Understand the basic function and components of a performance management system (basic concepts & terms)</p> <p>Describe the performance management system structure at KDHE</p> <p>Understand how goals & objectives set direction for programs</p> <p>Describe how goals & objectives fit into a performance management system</p>	<p>Performance Management: Describe current program goals & objectives</p> <p>Identify/select relevant program standards and measures</p> <p>Contribute to the development of program goals & objectives</p> <p>Understand how to measure performance</p> <p>Analyze and report performance data</p> <p>Identify gaps in performance for program QI</p>	<p>Performance Management: Advocate for the use of evidence</p> <p>Describe the benefits of visual management to others</p> <p>Model visual management tools in daily work</p> <p>Promote reporting performance measures in agency system</p> <p>Assist other staff in identification/selection of program standards and measures</p>	<p>Performance Management: Align goals and objectives throughout the division to achieve overarching organizational and strategic goals/objectives</p> <p>Evaluate data and other evidence of program performance</p> <p>Use evaluation results to make improvements</p> <p>Utilize the performance management system to achieve the division-wide objectives and division mission & vision</p> <p>Communicate/report performance results</p> <p>Identify gaps in performance for big QI</p> <p>Organize and run effective meetings</p>

Note: each column of competencies builds upon the next, meaning that Current Staff are expected to also understand the same information as New Staff. Management/Supervisors should be familiar with all competencies.

These competencies were developed through KDHE QI Council input after an analysis of other state and local QI plans, input from partners with Iowa Department of Natural Resources, Continual Impact's Raphael L. Vitalo PhD. and Christopher J. Bujak, and the Public Health Foundation's Competencies for Performance Improvement Professionals in Public Health.

Appendix B: Training Menu for KDHE Staff

Course	Audience	Delivery Method	Level	Purpose
Introduction to Organizational Excellence at KDHE – Introduction to PM/QI methods	All Employees <u>Required</u> as of September 1, 2019, to be completed by March 31, 2020. New employees must complete training within six months of hire.	Online via KS-TRAIN	Basic	Introduces the purpose and principles behind PM/QI tools and methods
QI 101 Introduction to QI	All Employees <u>Optional</u> , as needed	Face-to-face with QI Coaches; just-in-time training	Basic	Provides a refresher about basic QI methods
QI Projects Kickoffs – Applied QI	Employees on QI Project Teams <u>Optional</u> , as needed	Face-to-face with QI Coaches; just-in-time training	Intermediate	Provides the information and various tools to organize and plan a QI project from start to finish
Quality Improvement Skill Building – Additional PM/QI tools and techniques	All Employees <u>Optional</u> , as needed throughout the calendar year	Online via KS-TRAIN; face-to-face with QI Coaches; just-in-time training	Basic-to-Intermediate	Provides the information on various tools and techniques used for PM/QI
Introduction to the KDHE Performance Management System – Tracking and reporting agency-level performance	Employees responsible for agency-level performance data entry and management <u>Required</u> as of September 1, 2019, to be completed by March 31, 2020. New employees with this responsibility must complete training within six months of hire.	Face-to-face with QI Coaches and/or PM work group members	Basic	Provides a basic understanding of QI Council/PM SharePoint Teams page, and how to update measure status
Managing Performance at KDHE – For Supervisors and Program Managers	All Supervisors and Program Managers <u>Required</u> as of January 1, 2020, to be completed by June 30, 2020. New employees must complete training within 12 months of hire.	Online via KS-TRAIN; face-to-face with QI Coaches; just-in-time training	Intermediate	Provides a supplement to KDHE supervisory training on how to lead and support PM/QI at KDHE