Engaging Leadership and Gaining Buy-In
Guest Speakers

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Session Outline

• Perspectives On ‘Engaging Leadership and Gaining Buy-In’

• Top Ten Questions: Small Group Work and Sharing
Session Objectives

• To develop an understanding of ways in which you 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
Engaging Leadership and Gaining Buy-In
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

Key issues (con’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
Key Concepts: Perspectives

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

Customer
How do we provide the greatest value to those we serve?

Financial Stewardship
How do we ensure good stewardship of public funds?

Internal/Process
How do we ensure excellence in our critical internal processes?

Learning & Growth
How do we enable our people to grow and change, meeting increasing challenges?

Vision
Mission
Strategic Themes

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Organizational Structure
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
The Quality Leadership Triangle

- Collect/monitor data
- Data driven decisions
- Dedicate adequate resources
- Communicate and implement strategy

Based on: Maureen Bisagnano, The Institute for Healthcare Improvement
The Quality Leadership Triangle

- Lead by example
- Teamwork
- Customer driven
- Clear work plans and goals

Based on: Maureen Bisagnano, The Institute for Healthcare Improvement
The Quality Leadership Triangle

- Strategy
- Quality Leadership Triangle
- Culture
- Technique

- Train staff on QI tools and methods
- Develop QI structure

Based on: Maureen Bisagnano, The Institute for Healthcare Improvement
The Macro Vision

*Macro* refers to the executive level of the agency.

The Micro Vision

*Micro* refers to all of the managers, faculty, and staff.
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?
‘Top Ten’ Questions From Leadership

6) How are 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?

8) How Do We Make This a Success?

9) What Do You Need From Me?

10) What’s Next?

Bonus Question: What Strategies Are Helpful During Leadership Transition?
#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
  • 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/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?

- Accreditation
- Application of PM/QI
- Impact ($$, time, health)
- Process
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 leader 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
Engaging Leadership and Gaining Buy-In

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