ASTHO’s PM/QI Peer Network
Engaging Leadership in PM/QI

Association of State and Territorial Health Officials

4/19/2018
Engaging Leadership in Performance Management and Quality Improvement

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Presented by:
Susan Ramsey
Pearls of Wisdom Consulting
sramsey_1@comcast.net
253-606-0956
More than 25 years in public service for the State of Washington retired in 2013, served as the Director for the Office of Performance and Accountability with the Washington State Department of Health

Past co-chair for the Standards and Accreditation Workgroup for the Public Health Improvement Partnership in Washington State representing the state and 35 local health departments

National trainer and presenter for performance management, quality and strategic planning, and accreditation in more than 10 states and for ASTHO, PHAB, NNPHI, and RWJF

Public Health Accreditation Board and Malcolm Baldrige site reviewer

Member of the PHAB Evaluation and Quality Improvement Committee

Washington State Reviewer and led the State Department of Health to become nationally accredited in 2013

Owner and Managing Consultant of Pearls of Wisdom Consulting, based in Olympia, WA
Who Determines Success?

Empower People

Inspire People

Leadership

Lead Change

Shared Vision
Today’s Topics

• Components of Performance Management (PM) & Quality Improvement (QI) management
• Foundational core values, mindsets & practices leaders need to adopt to support the PM & QI journey
• What you can do (or help your leader do) to adopt PM & QI mindsets and practices
Specific Topics Leaders Commonly Misunderstand or Are Unaware of

1. Three of the core values that underlie PM & QI management
2. Key performance indicators
3. Visual management
4. Go and see (Gemba) leadership
5. The environmental “don’t” destroys PM & QI efforts
Laws of Leadership

- Everything rises and falls on leadership
  - John C. Maxwell
Effective Leadership:

Nature or Nurture?

Continuous learning, challenging one’s mindsets, experimentation and practice
This graphic of the Turning Point PM System was refreshed in 2012 by PHF to include:

- Visible Leadership
- Transparency
- Strategic Alignment
- Culture of Quality
- Customer Focus

Performance Management and Quality Improvement
Performance Management and Quality Improvement Components

- Strategy deployment (hoshin planning)
- Value stream management
- Key performance indicators (three levels, including customer and operational metrics)
- Disciplined process management via clear owner & KP’s
- Daily kaizen
- PDSA Problem Solving (& A3 management)
- Performance dialogues/huddles/standups
- Go & see (Gemba) management
- Humble inquiry
- Continuously seeking voice of the customer
- Purposeful meetings and reporting
- Lean accounting
- Consensus management

Core Values/Principles/Philosophy
- Humility
- Respect
- Curiosity
- Transparency
- Relentless pursuit for perfection
- Customer value
- Flow/waste elimination
- Just in time
- Visual management
- Work standardization

Analytical tools
- Value stream analysis & mapping
- Metric-based process mapping
- Root cause analysis: Five Why’s, Fishbone, Pareto, Problem tree, FMEA

Waste Countermeasures
- Standard work
- Quality at the Source/Error proofing
- 5S/Visuals
- Pull systems: One-piece flow, FIFO lanes, Kanban
- Cells/co-location
- Level loading
- Work balancing
- Batch size reduction
- Set up and change/over reduction
- Work segmentation
- Autonomation
- Cross-training-multi-functional workers
## PM & QI Transformation: People Development Needs

| Executives/Leaders       | - QI mindsets (humility, respect, curiosity, etc.)  
|                          | - Gemba-based leadership  
|                          | - PDSA problem solving  
|                          | - Strategy deployment  
|                          | - Key performance indicators (including customer & operational) |

| Middle Managers          | - QI mindsets (humility, respect, curiosity, etc.)  
|                          | - Gemba-based leadership  
|                          | - PDSA problem solving  
|                          | - Strategy deployment & basic QI look  
|                          | - **Process management** & KP’s |

| Front Lines              | - PDSA problem solving  
|                          | - **Waste identification**  
|                          | - Daily kaizen |

| Internal PM/QI Council   | - All of the above  
|                          | - **Advanced QI analysis tools & counter measures**  
|                          | - All else (disposition, business acumen, psychology, etc.) |
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Do you think or do you know?
USE FACTS AND DATA TO REPLACE RUMORS, INNUENDO, AND HALF-TRUTHS
“Must”:

**NO FEAR**

#8 of Deming’s 14 points of
*Out of the Crisis*
“People aren’t your problem. Your problem is that your work systems and processes don’t allow people to shine.”
The People Who Do the Work are the Experts
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Purpose of Visual Management

1. Communicate work steps: who, what, when, where & how
2. Communicate status
3. Communicate performance
4. Communicate abnormalities, make problems visible
In a PM & QI Organization

Visual management reigns supreme.

There’s no guessing about performance.
Keeping Score
Key Performance Indicators (KPIs): Three

How are we doing?
Key Performance Indicators (KPIs): Leadership Level

Henry County HD, Ohio
Key Performance Indicators: Value Stream Level

- Dental
- Pediatric
- Family Planning
- Prenatal
- WIC
- Nutrition
- Tuberculosis
- STD

Patients Did Not Keep Appointment

- Jessamine County Radon Testing Results

Test Results in pCi/L
- 0.0-20
- 21-40
- 41-80
- 81-160
- 161+

Pearls of Wisdom Co
# Key Performance Indicators: Function/Dept. Level

<table>
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<tr>
<th>LINE No.</th>
<th>MON.</th>
<th>TUE.</th>
<th>WED.</th>
<th>THURS.</th>
<th>FRI.</th>
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In a PM & QI Organization

...there’s no guessing about abnormalities
Make Problems VISIBLE
In a PM & QI Organization

..there’s no guessing about who, what, where, when, or how
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Gemba-Based Leadership

Go and See

Ask Why

Show Respect
3 Types of Gemba Walks

- Daily management (KPI-based Leader Standard Work)
- Regular cadence
- 3 levels: supervisor, manager, senior leader

- Coaching for specific problem solving
- As needed
- Reactive

- Understand reality
- Understand the whole
- Keep “in the know”
- Identify improvement priorities
# Leader Gemba Walk-KPI Reviews

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Supervisors &amp; Team Leads</th>
<th>Middle Managers</th>
<th>Senior Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td>Daily</td>
<td>Weekly</td>
<td>Monthly</td>
</tr>
<tr>
<td>When</td>
<td>Beginning of each day or shift</td>
<td>Regular cadence; consistent day/time</td>
<td>Regular cadence; consistent day/time</td>
</tr>
<tr>
<td>Where</td>
<td>Each work area or dept KPI board</td>
<td>Each work area or dept KPI board</td>
<td>Visit each division</td>
</tr>
<tr>
<td>Length</td>
<td>10 minutes</td>
<td>3-5 minutes per board</td>
<td>10 minutes per board</td>
</tr>
<tr>
<td>Who attends</td>
<td>Supervisor or Team Lead and frontline staff (max 20 people)</td>
<td>Managers for cross-functional areas 6-8 people</td>
<td>All senior leaders, including C-level</td>
</tr>
<tr>
<td>Agenda</td>
<td>• Yesterday’s performance&lt;br&gt;• Today’s plan (any constraints?)&lt;br&gt;• Issues or trends to be aware of</td>
<td>• Yesterday’s performance&lt;br&gt;• Status on requests for support&lt;br&gt;• Additional support needed</td>
<td>• Performance compared with targets&lt;br&gt;• Quick resolution of problems?&lt;br&gt;• Concerning trends? New developments?</td>
</tr>
<tr>
<td>Post Meeting</td>
<td>Escalate issues as needed</td>
<td>Talk with staff about what surfaced; assure commitments are kept</td>
<td>Adjust business plan? Provide coaching?&lt;br&gt;Consider org needs for transformation</td>
</tr>
</tbody>
</table>
Additional Gemba Walks: Purpose

• Understand current reality
  – Understand what the team is focused on (what their priorities are)
  – Learn about obstacles to staff success
  – Surface and correct misunderstandings
  – Discover the need for additional improvement

• Communicate and reinforce organizational vision, goals & priorities

• Assure alignment of department goals and improvement activities
Your Action Plan

1. Help your teams develop 2-5 KPIs and create dashboards that show their real-time score.

2. Remove fear from the equation. Problems are gaps. Be matter-of-fact and non-emotional.

3. Institute regular Gemba walks in every area you oversee. Discuss KPIs, improvement activities, and corrective action (e.g., who, what, by when, who else is involved, etc.)

4. Have your teams create written standard work and job aids for all key processes.
What can lower level leaders within the organization do to help drive the senior staff to take a more proactive approach to PM & QI Management?

- **Starts with a conversation.** *Where do we want to go? What environment do we want to create? Define true north. Where are we now? How do people behave? Then we have a gap? What causes them to behave this way? What do we need to do about it?*
To Learn More . . .

Reading

• *The Toyota Way to Lean Leadership* (Likert & Convis)
• *The Simple Leader* (Meyer)
• *The Lean CEO* (Stoller)
• *Out of the Crisis* (Deming)
• *The Effective Executive* (Drucker)
• *(ASTHO) Performance Management Leadership Guide*
Thank You – Questions?

Contact Information:

Pearls of Wisdom Consulting
Susan Ramsey
253-606-0956
sramsey_1@comcast.net
Thank you!

Questions, comments, ideas for future topics?
Jamie Ishcomer, jishcomer@astho.org