



Department of Human Services Leadership Model

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Who we are...

DHS employs 11,000 employees and delivers services through six operational divisions:

- ❖ Public Health
- ❖ Addictions and Mental Health
- ❖ Children, Adults and Families
- ❖ Medical Assistance Programs
- ❖ Seniors and People with Disabilities
- ❖ Administrative Services Division

What is Transformation

Transformation is the catalyst for changing the way DHS delivers services by:

- Improving service delivery;
- Increasing organizational efficiency; and
- Enhancing effectiveness in meeting the DHS mission.

Lean

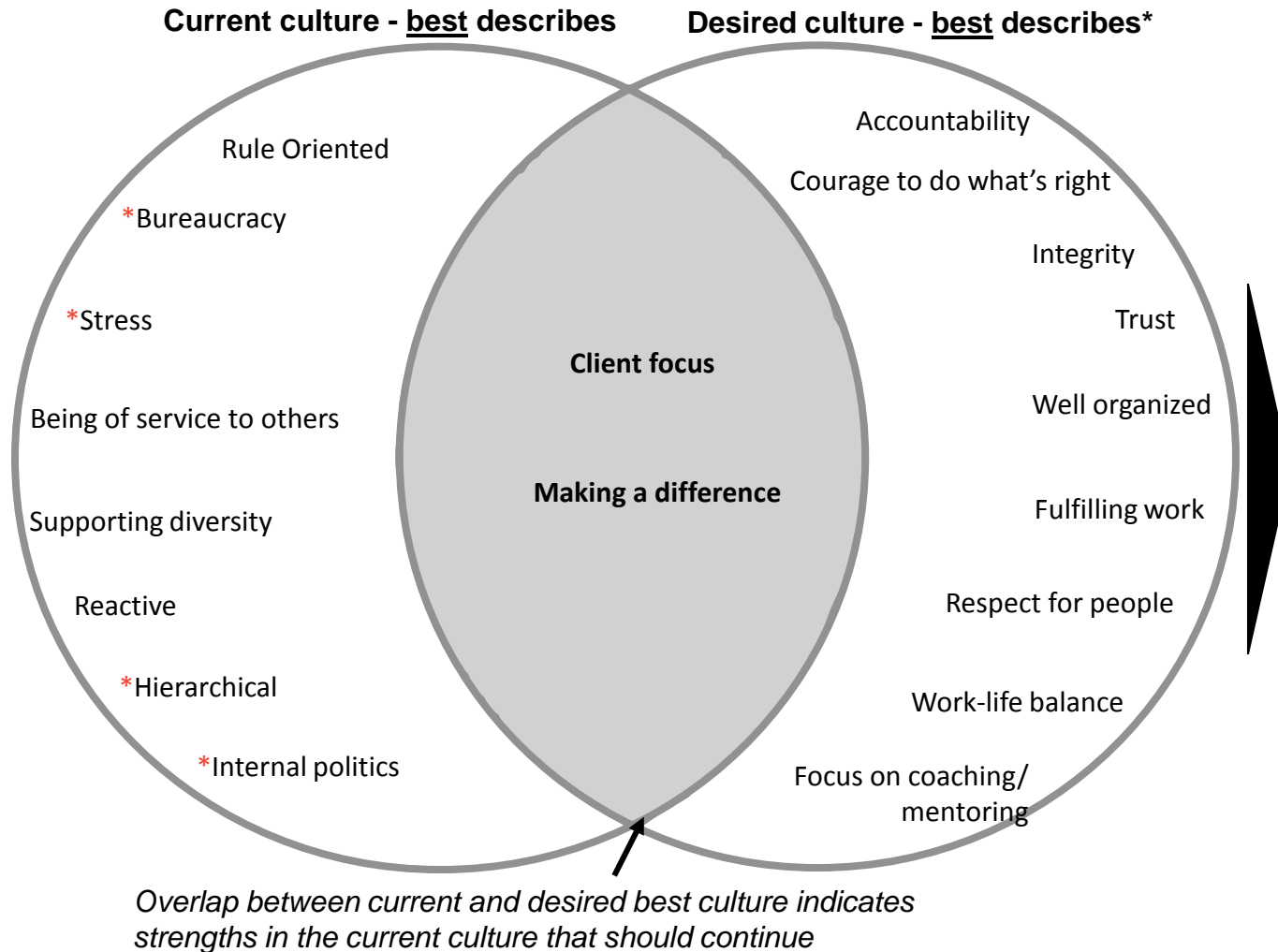
Trained and empowered workforce drives value optimization/waste elimination (Lean) based on job knowledge, best demonstrated practices and Six Sigma type quality tools.

Lean is:

- The relentless pursuit of waste
- Listening and responding to the voice of the customer
- A leadership approach
- A management philosophy
- A set of tools
- Streamlining of processes
- Building in quality

RESULTS FROM THE VALUES SURVEY REVEALS LITTLE OVERLAP BETWEEN THE CURRENT CULTURE AND THE DESIRED CULTURE

Top 10 values selected by respondents



- Current culture is filled with a number of limiting values
- Moving forward, employees want to remove these limiting values and focus more on the meaningful and purposeful actions in their work
- Respondents also express a desire for more accountability – Accountability was the most selected value in a desired culture

5 *themes of* Transformation

DOING THE RIGHT WORK THE RIGHT WAY

FROM...

Confusing processes and inadequate tools that lead to long wait times and high error rates

TO...

DEVELOPING WORLD-CLASS PEOPLE AND CULTURE

FROM...

An organization where people complain about bureaucracy holding them back

TO...

People being excited to come to work

es, programs, tools and policies around efficient and effective

and feel supported in the important work they do, and a culture geared toward anticipating and adapting to change

Process aligned service

GETTING MORE WITH THE PUBLIC DOLLAR

FROM...

Buying products and services in a

ENGAGING WITH OUR PARTNERS FOR IMPROVED PERFORMANCE

FROM...

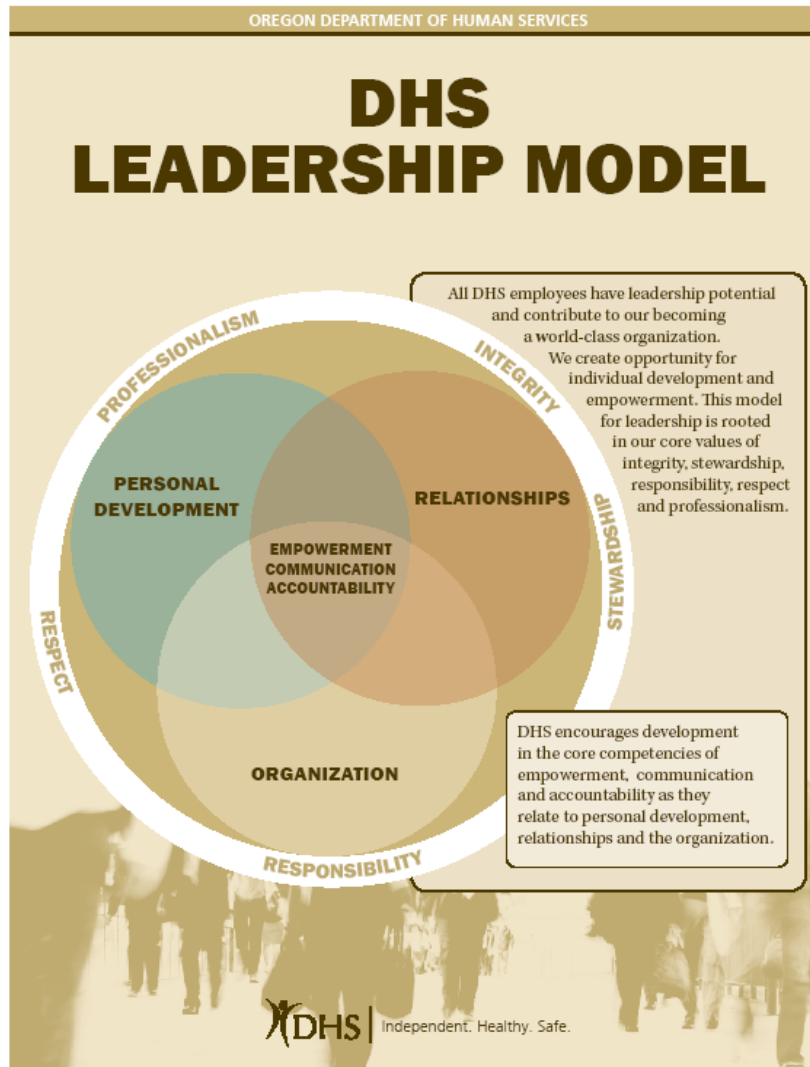
Having inconsistent insight into their needs

WORKING TOGETHER ACROSS DIVISIONS

FROM...

A silo mentality where each division is

Foundational piece



Leadership development philosophy

“The new leadership will not be provided by ‘take charge’ elite but will emerge from the capacity that lies within each and every person. It will be a leadership that does not presume to have all the answers, but one that seeks to empower others”

- Annabel Beerel “Leadership through Strategic Planning,” 1998

A new paradigm - Leadership at all levels

Leadership IS

- Leadership happens at all levels of the organization
- Vital to our current and future success

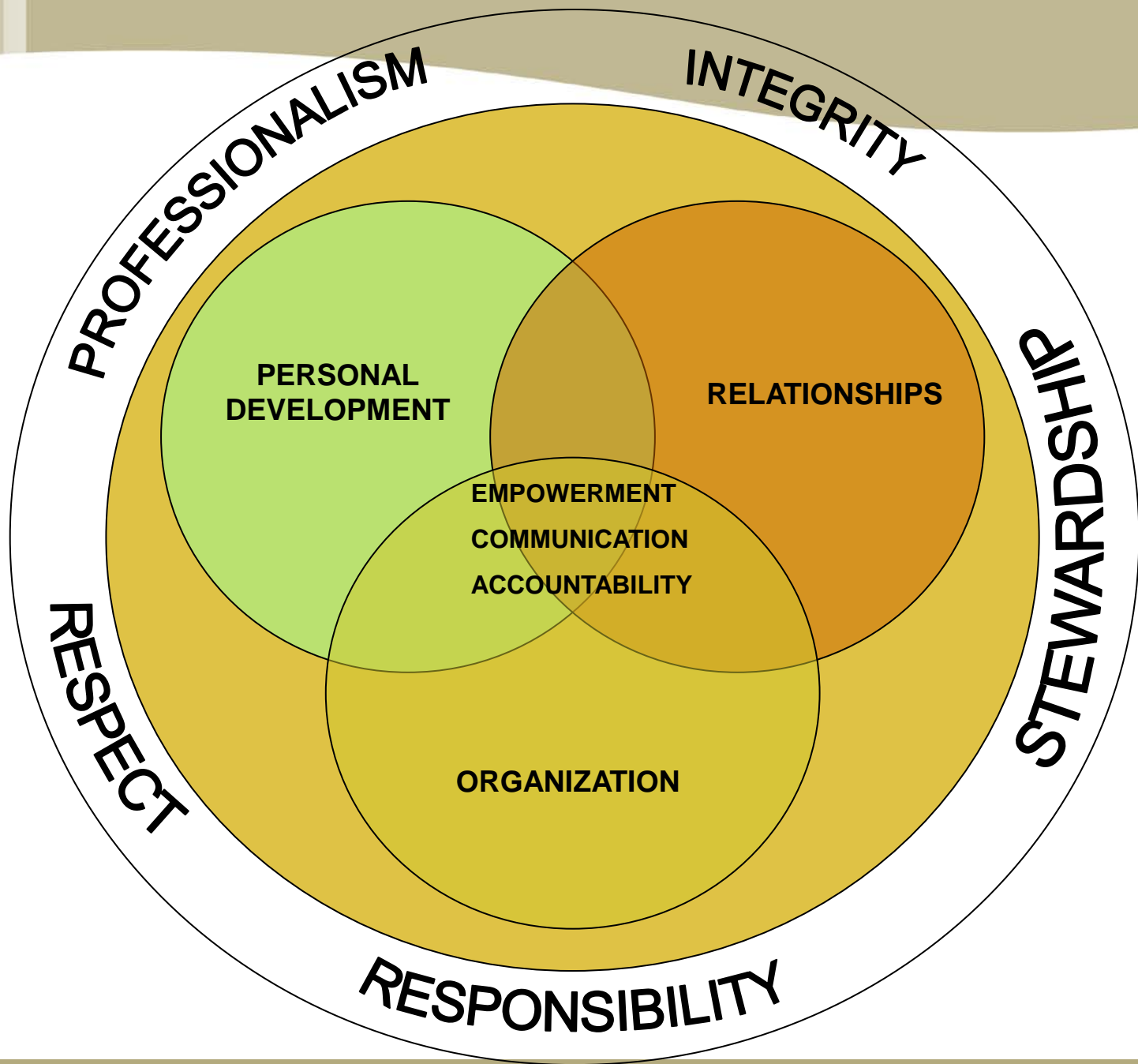


A new paradigm - Leadership at all levels

Leadership is NOT

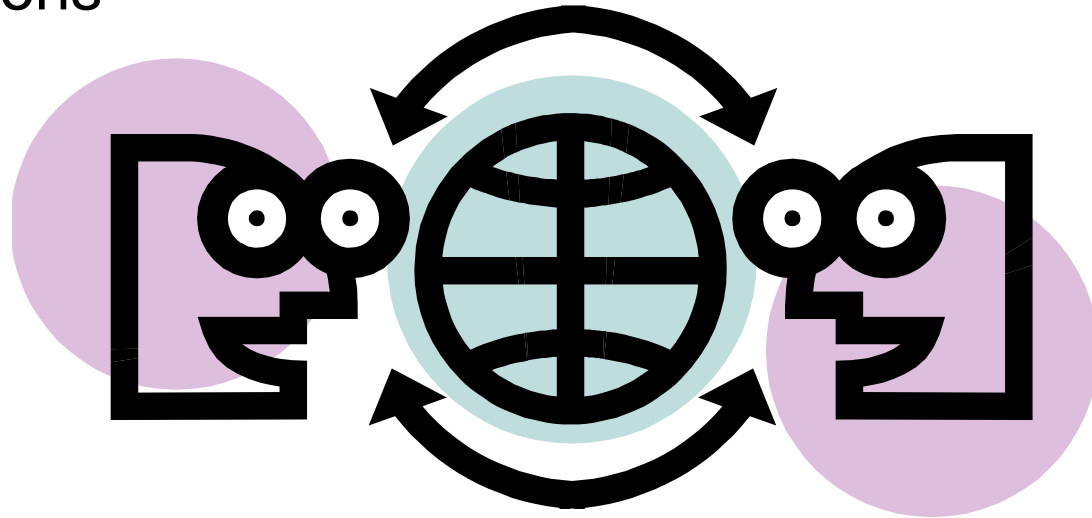
- Not just a position
- Not just for those aspiring to formal leadership positions





How are we doing this?

- Training
- Executive Development and Coaching
- Leadership Development Programs
- Performance Feedback System
- Lean Daily Management System
- Communications



Questions?

