

Overcoming the Whirlwind to Achieve Wildly Important Goals: *Performance Management Using the 4 Disciplines of Execution*

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Livingston County Health Department

Session Objectives

- Participants will be able to describe each of the four disciplines of execution and how they relate to human tendencies in any industry.
- Participants will be able to describe each of the four disciplines of execution and how they relate to performance management in public health.
- Participants will be able to construct a plan to implement the four disciplines to produce a focused performance management system.

BACKGROUND

Livingston County, Michigan

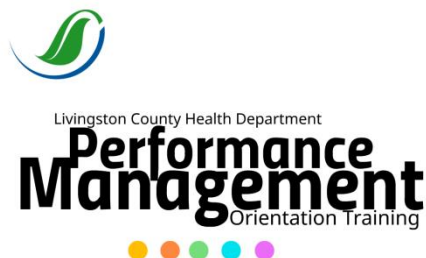
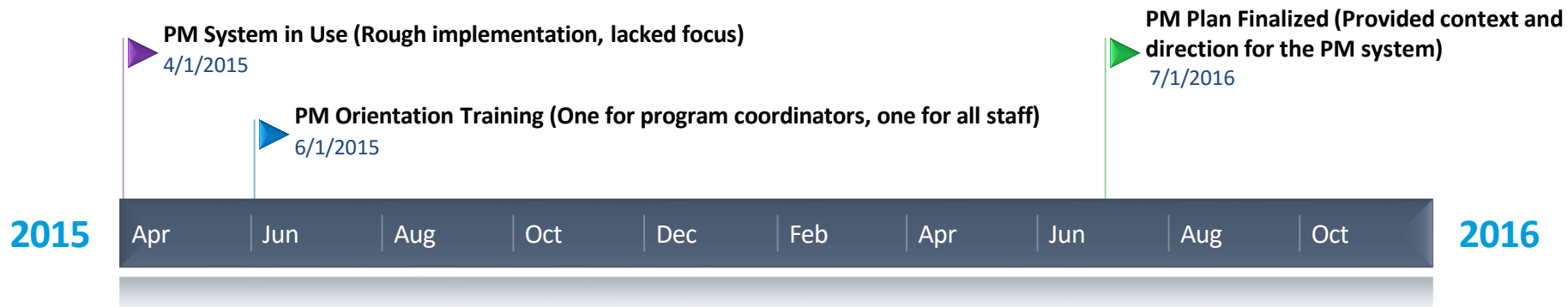
Category		# of Employees
Total # of employees		47
# of FTE		37.95
# Paid by grants/contracts		5
Sex		
	Female	37
	Male	10
Age		
	<20	0
	20-29	4
	30-39	9
	40-49	12
	50-59	13
	>60	9
Employees <5 years from retirement (Avg. age =62)		
	Tier 1	7
	Tier 2	5
	Tier 3	2



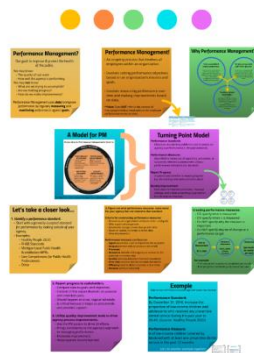


“what if we don’t change anything at all and something magical just happens?”

PM at LCHD



Updated: March 2, 2015
Adapted from Embracing Quality in Public Health,
MPHI Office of Accreditation and Quality Improvement.



All-Staff Meeting
September 29, 2015
8:30-9:30 a.m.

Chelisea Moxlow
Health Promotion Coordinator
Accreditation Coordinator

The Problem

- LCHD implemented our PM system but:
 - Our employees were not engaged
 - Our goals and KPIs lacked focus
 - PM was forgotten about on a regular basis
 - The “how” of PM was unclear
 - The whirlwind was the priority (all. the. time.)

From Manufacturing to Public Health



Photo credit: Dane Moxlow

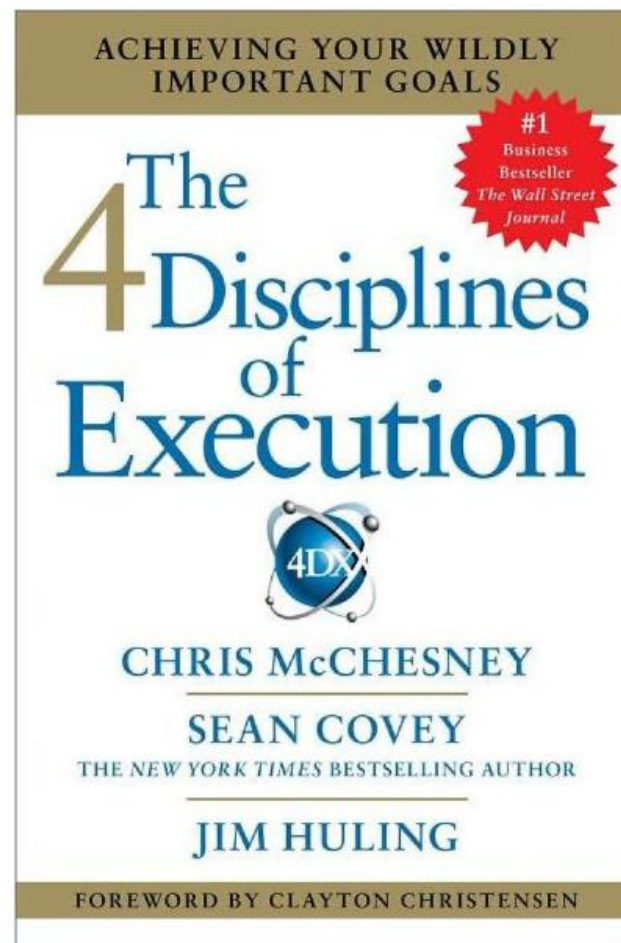


Public Health
Prevent. Promote. Protect.

THE 4 DISCIPLINES OF EXECUTION (4DX)

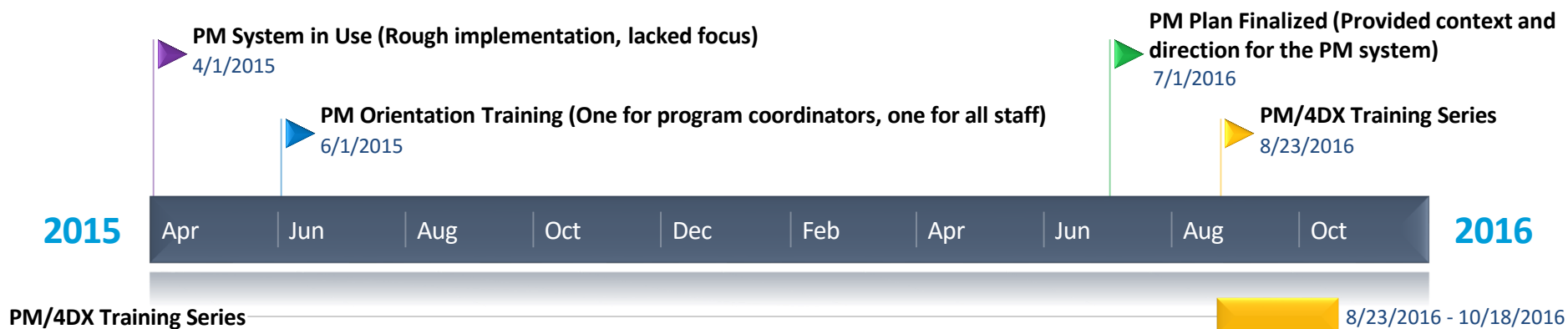
The 4 Disciplines of Execution

“The 4 Disciplines exist for one reason: to execute on a plan in the midst of the whirlwind of distractions. Most people are so busy just maintaining the business—just keeping their heads above water—most of the time they can't even hear you, let alone execute on your most important priorities. The 4 Disciplines focuses your team's energy on a winnable game in the midst of distraction.”



<http://the4disciplinesofexecution.com/>

PM at LCHD

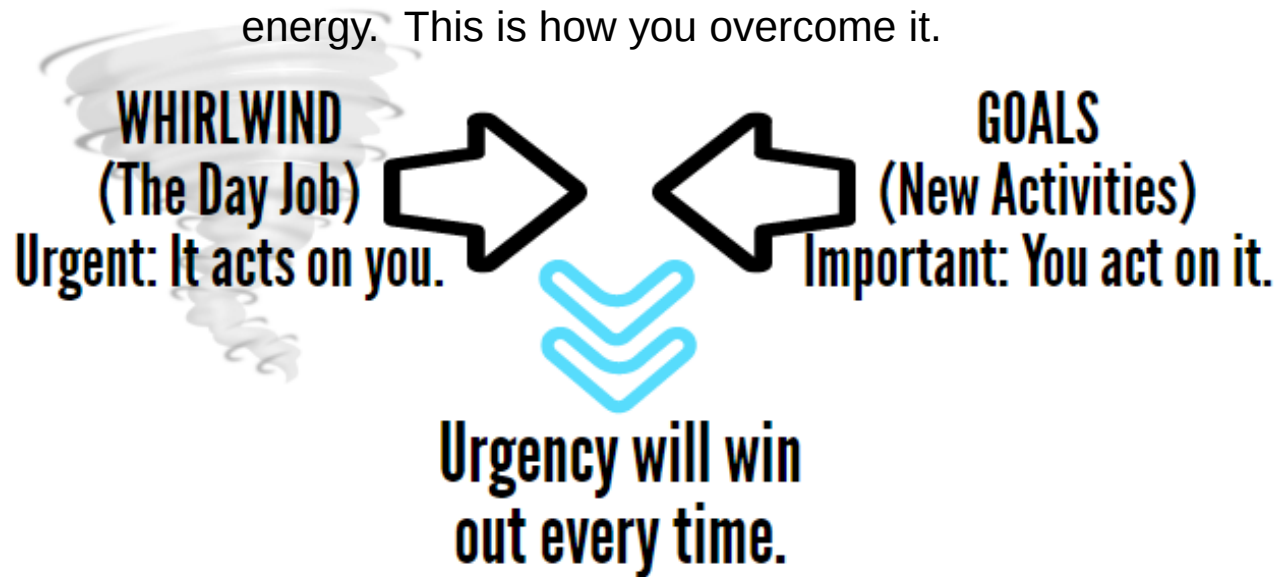


- **PM/4DX Training Series**

- Required for all staff
- August 23 – October 18, 2016
- Series composed of 5 trainings
 - 2 sessions offered per training for scheduling
 - “Homework” assignments after each training to be completed before next training

Overcoming the Whirlwind

Important goals that require you to do new and different things often conflict with the "whirlwind" of the day job, made up of urgencies that consume your time and energy. This is how you overcome it.



THE CHALLENGE:

To execute your most important goals in the midst of the whirlwind!

HOW:

- Execute 4DX*.
- Be prepared to battle the whirlwind.

*4DX is NOT designed for managing your whirlwind; it is a set of rules for executing your most critical strategy in the midst of it.

Overcoming the Whirlwind

4DX:

- 1.) Focus on the wildly important.
Strategic goals & performance measures.
- 2.) Act on the lead measures.
AKA our measures tracked monthly.
- 3.) Keep a compelling scoreboard.
Performance Management System.
- 4.) Create a cadence of accountability.
Don't let the whirlwind stop progress.

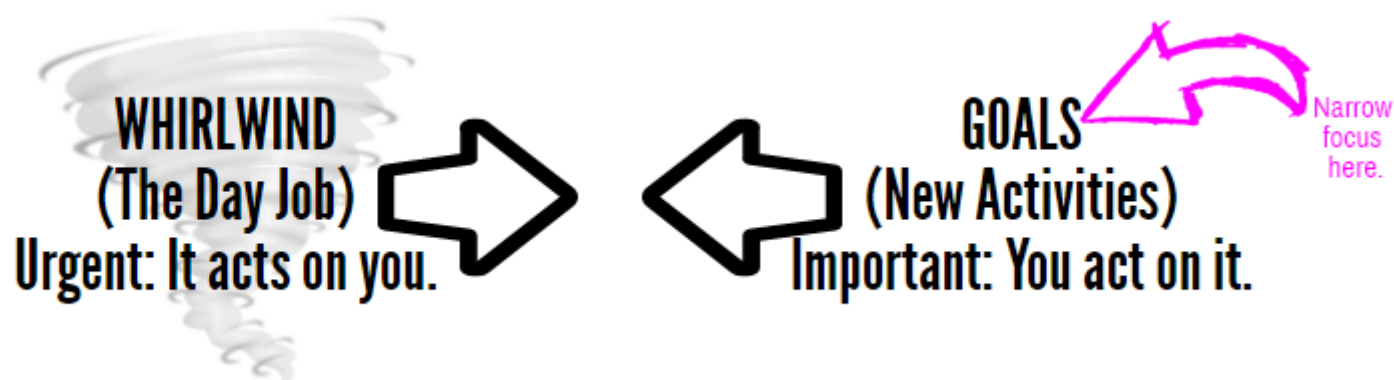


4DX is a continuous process,
not a one-time event.

4DX is NOT a new project. It is a framework to more efficiently and effectively execute what we already do.

1. Focus on the Wildly Important

The first discipline is to focus your finest effort on the one or two goals that will make all the difference, instead of giving mediocre effort to dozens of goals.



Wildly important goals (WIGs) are goals you must achieve with total excellence beyond the whirlwind (ex: strategic priorities).

LCHD WIG:
Achieve national & cycle 6 state
accreditation status by July 1, 2018.

THE CHALLENGE:

Determine your WIG, achieve it, and make it a natural part of your team's operation.*

1. Focus on the Wildly Important

Rules of Focus:



You'll want to
cheat on the rules,
even just a little.
Fight that urge!

- 1.) No team focuses on more than two wildly important goals at the same time.
Don't overload a team, leader, or person.
- 2.) The battles you choose must win the war.
Goals at lower levels must ensure the success of higher level goals.
- 3.) Senior leaders can veto, but not dictate.
Teams choose their own goals.
- 4.) All goals must have a finish line in the form of from X to Y by when.
We call them SMART goals.

*This does NOT mean you abandon your other important goals.
They are still on your radar, but they don't require your finest
diligence or your effort right now.
If you achieve a WIG, you can move on to another goal.

2. Act on the Lead Measures

The second discipline is to apply disproportionate energy to the activities that drive your lead measures. This provides the leverage for achieving the lag measures.

LAG MEASURE

- By the time you get this data the result has already happened; they lag.
- Tells you if you've achieved the goal (aka an outcome measure).
- Hard to do anything about it before it's already happened.
- Example: how often your car breaks down on the road.

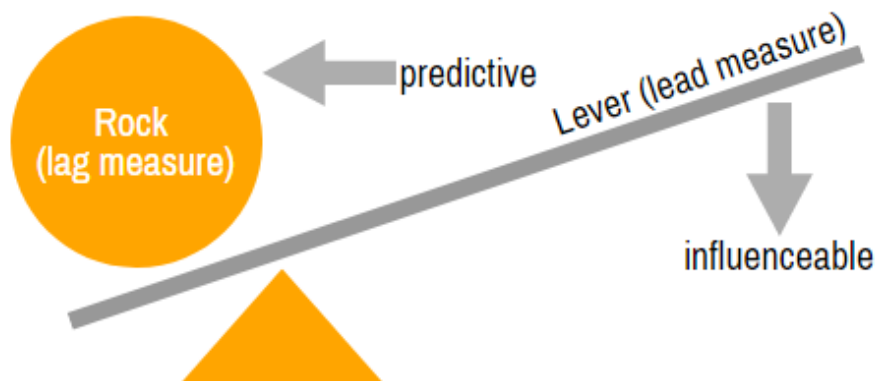
LEAD MEASURE

- These are **predictive**: if the lead measure changes you can predict that the lag will too.
- Tells you if you are likely to achieve the goal (aka a process measure).
- Is within your control and gives you a 'heads up' on whether you'll achieve the goal; **influenceable**.
- Example: how often your car receives routine maintenance.

2. Act on the Lead Measures

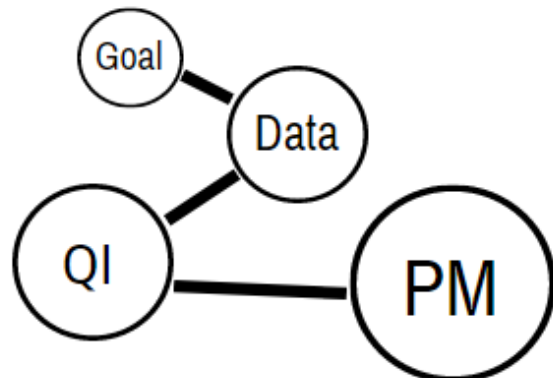
THE CHALLENGE:

Isolate and consistently track the right levers.



How to choose the right levers:

- 80/20 activities: 20% of your effort will go towards the WIG; the other 80% to the whirlwind.
- Too many lead measures will dissipate pressure; be intentional with your measures!
- Remember, they must predict your goal AND be something your team can influence.



Remember: Without **data**, you can't drive performance on the **lead measures**;
without lead measures, you don't have **leverage** to impact your WIG.

LCHD PM System

Livingston County Health Department

Performance Management System

Mission: Livingston County Department of Public Health will protect, preserve, and promote the health and safety of the people of Livingston County.

Vision: Livingston County will be a safe and healthy community where all people realize their fullest health potential and live enriched and productive lives.

MONTHLY DATA DASHBOARD

Wildly Important Goal (WIG)	Performance Measure (Key Performance Indicator)	Target	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Total
SP: Implement efforts to achieve financial sustainability by July 1, 2020 (Strategic Plan - Financial Goal).	# of hours coded to Medicaid Outreach.	317.1 (3805.2 annually)	316.5	271.0	409.0	319.5	283.0	258.8	303.1	331.6	451.9	295.0	281.6	275.6	3796.6
WIC: Reduce the number of WIC Management Evaluation indicators not met from 6 to 3 by July 1, 2018.	% of clients scheduled for evaluation appointment	100%	100.0%	100.0%	79.0%	100.0%	93.0%	100.0%	100.0%	93.0%	93.0%	93.0%	100.0%	86.0%	94.8%
	% of Medical Justification forms completed correctly	100%	100.0%	0.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	92.0%	100.0%	100.0%	90.0%	90.2%
CD: Increase the percentage of high-risk persons who are aware of their Hepatitis C virus infection from 45% to 50% by July 1, 2018	Mean # of days to complete Hep C cases in MDSS	40 days	25	25	34	64	39	29	29	29	29	28	28	25	32

by July 1, 2018

Mission: Livingston County Department of Public Health will protect, preserve, and promote the health and safety of the people of Livingston County.

Vision: Livingston County will be a safe and healthy community where all people realize their fullest health potential and live enriched and productive lives.

Division: Personal/Preventive Health Services

Program: Children's Special Health Care Services

WIG: Increase the number of CSHCS families who receive a plan of care from 140 per year to 200 per year by July 1, 2018.

Performance Standard (KPI Origin)	Performance Measure (Key Performance Indicator)	Target	2013	2014	2015	2016	2017	Date KPI Added	Date KPI Edited	KPI Data Source	Reporting Period for KPI
CSHCS: Increase the number of CSHCS families who receive a plan of care from 140 per year to 200 per year by July 1, 2018 (FSR).	Number of Plans of Care for CSHCS enrollees.	150	126	115	140	167		7/21/2015		FSR Reports	Quarterly
STI: Decrease total Chlamydia cases from 140 per 100,000 to 120 per 100,000 for Livingston County by July 1, 2018.	Number of Plans of Care for CSHCS enrollees.	200	126	115	140	167		5/27/2016 (changed target from 7/21/16)		FSR Reports	Quarterly
Increase the % of clients offered a Transition Plan of Care (ages 14-21y) which will increase the number of CSHCS families who receive a Plan of Care (MPR 6.3)										(s:) drive > QUALITY IMPROVEMENT > Team CSHCS Transition Age 14-21 > Data - Scoreboard	Ongoing
Average % contacts per month for transition ages 14-20.		50%	N/A	N/A	N/A	58%		10/18/2016			

3. Keep a Compelling Scoreboard

The third discipline is to make sure everyone knows the score at all times, so that they can tell whether or not they are winning.

This is the discipline of engagement. People play differently when they're keeping score.



Can see at a glance if
they're winning?
= Engaged

VS.



Don't know the score?
= Disengaged

THE CHALLENGE:

Play to win. If we operate exclusively in the whirlwind we're giving everything we have just to sustain our day to day operation and survive.

3. Keep a Compelling Scoreboard

A Players' Scoreboard

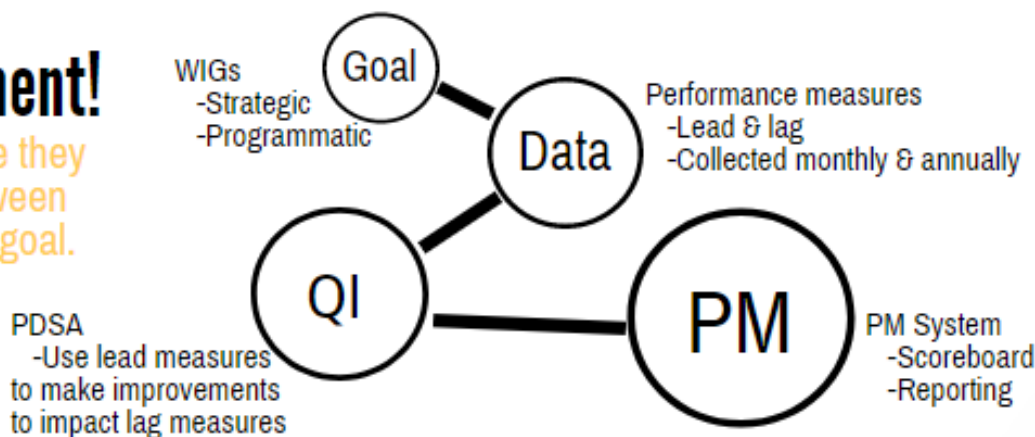


Is it simple? It should only show the data needed to play the game.
Can we see it easily? Without a visible scoreboard our goals get lost in the whirlwind.
Does it show lead & lag measures? We need to see both to watch the bets play out.
Can we tell at a glance if we're winning? Use the five second rule.

(our performance management system)

Results drive engagement!

When team members keep score they understand the connection between performance and reaching their goal.



4DX

LCDPH

Achieve national & cycle 6 state accreditation status by July 1, 2018.

STRAT PLAN

Implement efforts to achieve financial sustainability by July 1, 2020 (Strategic Plan—Financial Sustainability Goal).

EP

Increase the number of emergency preparedness partnerships exercised by LCDPH from 0 to 3 by July 1, 2018.

FINANCE

Maintain expended amount of all supply line items at or below 90% of the budgeted amount by July 1, 2018.

HP

Increase the number of Prescription for Health participants from 0 to 125 by July 1, 2018.

MRC

Increase the types of public health volunteers represented on the MRC from 3 categories to 6 categories by July 1, 2018.

CD

Increase the percentage of high-risk persons who are aware of their Hepatitis C virus infection from 45% to 60% by July 1, 2018.

CSHCS

Increase the number of CSHCS families who receive a plan of care from 140 per year to 200 per year by July 1, 2018.

HEARING

Increase the number of grade-eligible hearing screens from 5,289 to 5,400 by June 30, 2018.

IMMS-1

Increase the percentage of children aged 24 to 36 months who receive the recommended doses of DTaP, polio, MMR, Hib, hepatitis B, varicella, pneumococcal conjugate vaccine and Hepatitis A from 71% to 80% by May 1, 2018.

IMMS-2

Increase the percentage of teenagers 13 years to 18 years who are complete for 1 Tdap, 3 polio, 2 MMR, 3 Hep B, 2 Varicella, 1 MCv4 and 3 HPV from 31% to 70% by May 1, 2018.

STI

Decrease total Chlamydia cases from 167 cases per 100,000 to 142 cases per 100,000 for Livingston County by July 1, 2018.

VISION

Increase the number of grade-eligible vision screens from 8,549 to 8,700 by June 30, 2018.

WIC

Reduce the number of WIC Management Evaluation indicators not met from 6 to 3 by July 1, 2018.

CH&S

Increase the total number of annual outreach actions from 16 to 24 by July 1, 2018.

FOOD

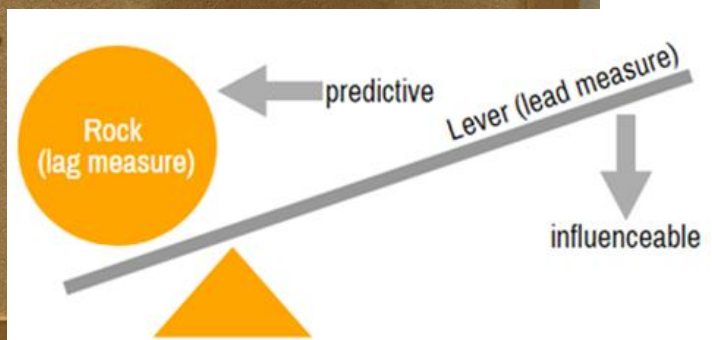
Decrease the number of enforcement hearings annually from 6 (2016) to 3 by December 31, 2017.

WASTE

Reduce the number of failed septic systems noted in 2015 of 76 by 5% by July 1, 2018.

WATER

Reduce the number of unapproved well permits (due to unsafe and non-submitted water samples) 16% in 2014 to 10% by July 1, 2018.



4. Create a Cadence of Accountability

The fourth discipline is to create a cadence of accountability, a frequently recurring cycle of accounting for past performance and planning to move the score forward.

Disciplines 1-3 set up the game, but until you apply Discipline 4, your team isn't in the game.

**This discipline literally makes the difference between successful and failed execution.*

THE CHALLENGE:

Stay focused in spite of the whirlwind.

How?

- Each session, commit one or two specific actions that will directly affect your lead measure(s).
- Report your results to each other in the next session.

4. Create a Cadence of Accountability



Team members are accountable to each other.

- Follow-through is handled in a disciplined way.
- Personal commitments are made to the entire team.

Commitments:

- Developed by the team members, not bosses.
- Might change regularly.
- Are often actions that the whirlwind devours first.
- Must meet two standards:
 - Must represent a specific deliverable.
 - Must influence the lead measure.
- Sessions are like science experiments:
 - Team members commit to try new ideas to influence the scoreboard, test hypotheses, and bring back the results.



Regular WIG Sessions.

- Consistency establishes a cadence.
- Sessions are sacred; they always happen.
- The whirlwind is NOT allowed in.



Sessions are focused.

- Discussion limited to moving the scoreboard.
- 30 minute limit.
- Schedule a meeting specifically for a WIG session OR
- Use regularly scheduled meetings and designate a portion of the agenda as the WIG session.

Parkinson's Law:

Work expands so as to fill the time available for its completion.

If you actively schedule commitments into your week, the whirlwind is less likely to draw your focus away from the goal.

WIG Session Agenda:

- I. Account: Report on commitments.
- II. Review the scoreboard: Learn from successes & failures.
- III. Plan: Clear the path & make new commitments.



LIVINGSTON COUNTY HEALTH DEPARTMENT

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(517) 546-9850

www.lchd.org

PERSONAL/PREVENTIVE HEALTH SERVICES

P: (517) 546-9850

F: (517) 546-6995

ENVIRONMENTAL HEALTH SERVICES

P: (517) 546-9858

F: (517) 546-9853

WIG Session for [program name]

Agenda

Date

Time

Location

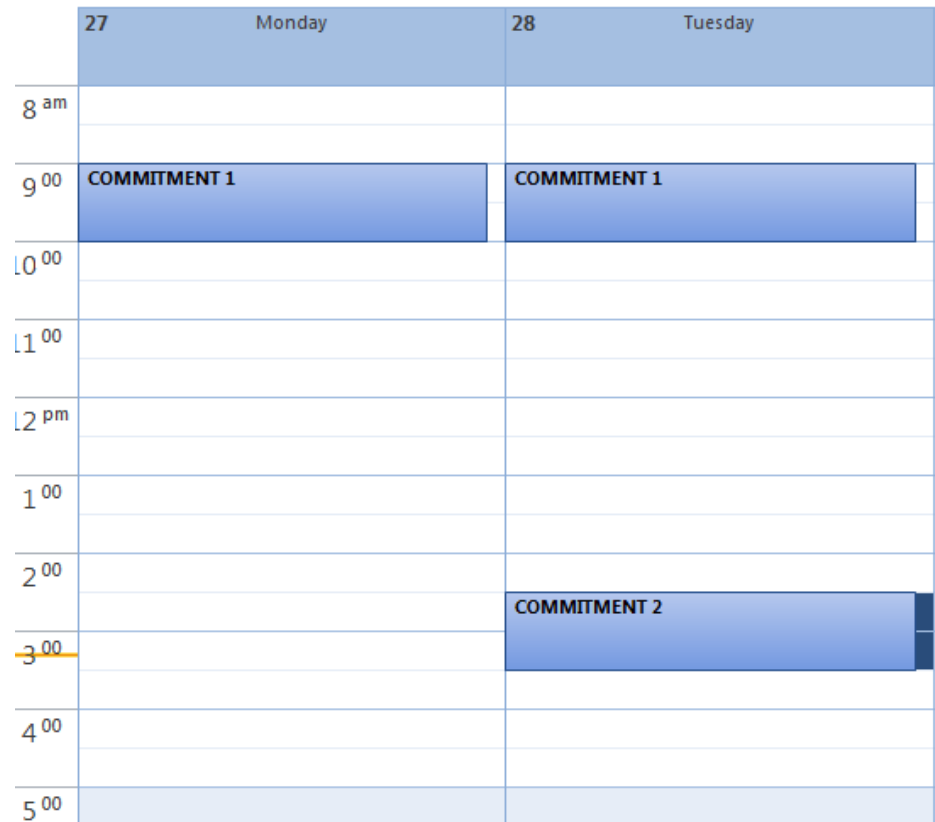
Note: red text denotes examples for discussion. They may or may not be included in the agenda.

- I. Welcome
- II. Account: Report on commitments
 - Example: "Last time we met, I committed to doing X. I did X and I learned Y."
 - OR "Last time we met, I committed to doing X. I did NOT do X. Here's why..."
- III. Review the scoreboard: Learn from successes & failures
 - What do our lead measures look like?
 - What do our lag measures look like?
 - What has been successful?
 - What has not worked in moving the scoreboard? Why?
- IV. Plan: Clear the path & make new commitments
 - Example: "I can clear your path on that problem. I'll do X by Y."
 - OR "I'll complete X by Y."
- V. Adjourn

Next meeting: _____

WIG Commitments

- Parkinson's Law
- You may find yourself looking forward to WIG work because it's not whirlwind work.
- It's a chance to do something bigger for the agency.



Wildly Important Goal (WIG)	Performance Measure (Key Performance Indicator)	Target	2015 Baseline	2016 Total (%s are averaged)	Progress Indicator*
SP: Implement efforts to achieve financial sustainability by July 1, 2020 (Strategic Plan - Financial Goal).	# of hours coded to Medicaid Outreach.	317.1 (3,805.2 annually)	4,127.3	3,796.6	
WIC: Reduce the number of WIC Management Evaluation indicators not met from 6 to 3 by July 1, 2018.	% of clients scheduled for evaluation appointment	100%	50%	94.8%	
	% of Medical Justification forms completed correctly	100%	75%	90.2%	
CD: Increase the percentage of high-risk persons who are aware of their Hepatitis C virus infection from 45% to 60% by July 1, 2018	Mean # of days to complete Hep C cases in MDSS	40	80	32	
	% of high-risk individuals contacted about their infection	75%	N/A	41.7%	
	# of provider education activities				

This report will be distributed to all LCHD staff and the Leadership Team for review. Questions for consideration include:

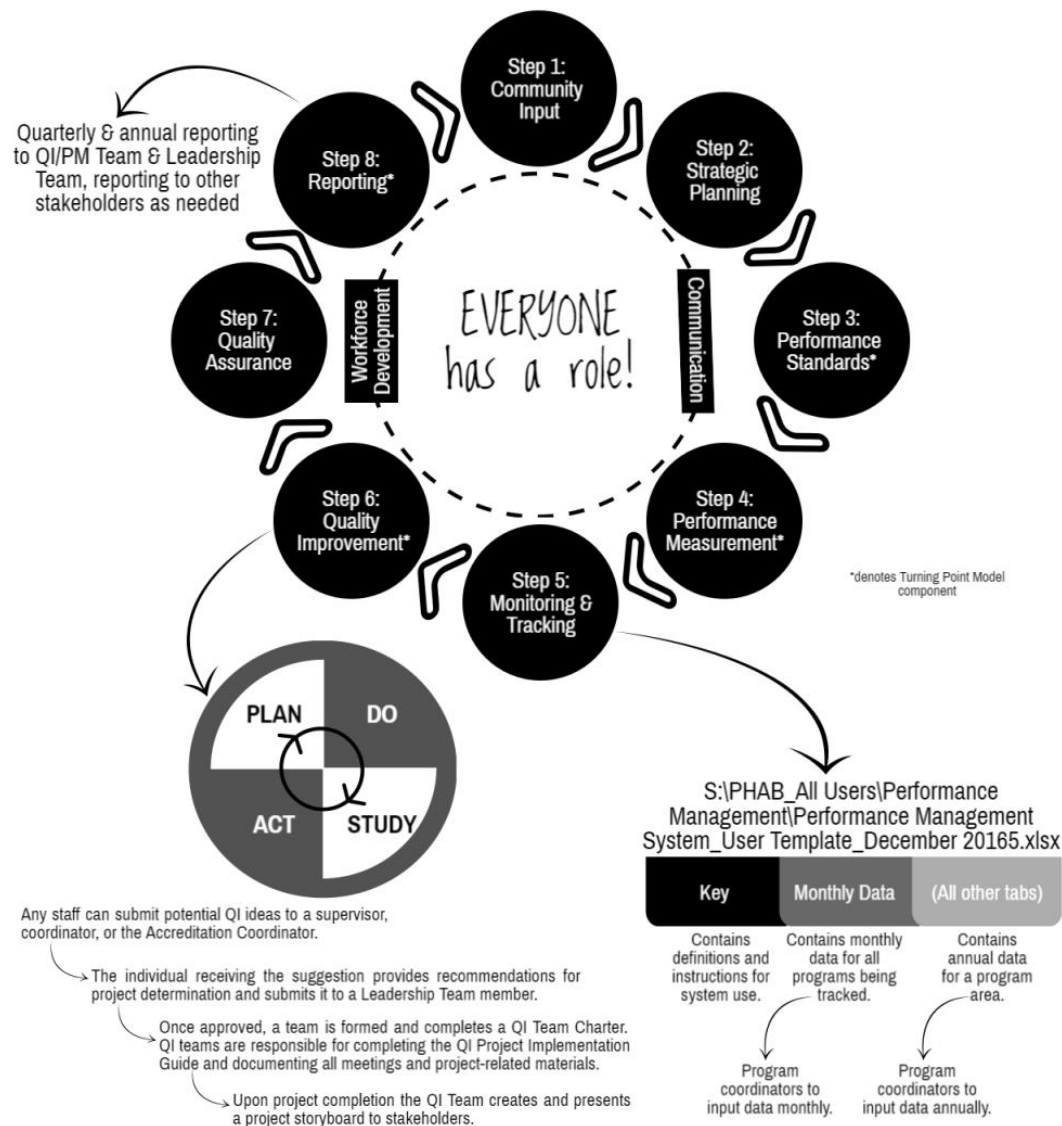
- Based on the first year of data, is the target still appropriate for the program?
- Are there barriers to entering your data at the beginning of each month? If so, how can those barriers be addressed to ensure timely data entry?
- If the status is **green**:
 - What contributed to being at/close to the target? Is there still room for improvement? Should the target change?
 - Is the indicator helpful to the program? If no, what is a better indicator to track?
- If the status is **yellow**:
 - Why is there only moderate progress? Should a quality improvement process or tools be used to investigate?
 - Is the indicator helpful to the program? If no, what is a better indicator to track?
- If the status is **red**:
 - What contributed to missing or being below the target? Should a quality improvement process or tools be used to alter a process involved in the measure or WIG?
 - Is the indicator helpful to the program? If no, what is a better indicator to track?
- For all statuses:
 - What needs to happen to ensure data collection and entry takes place on schedule?



Livingston County Health Department Performance Management System

Goal:

Foster a culture of performance management and continuous quality improvement throughout LCHD.



Summary

4DX:

- 1.) Focus on the wildly important.
Strategic goals & performance measures.
- 2.) Act on the lead measures.
AKA our measures tracked monthly.
- 3.) Keep a compelling scoreboard.
Performance Management System.
- 4.) Create a cadence of accountability.
Don't let the whirlwind stop progress.



4DX is a continuous process,
not a one-time event.

4DX is NOT a new project. It is a framework to more efficiently and effectively execute what we already do.

EXECUTING WHAT YOU'VE LEARNED

Tips, Tricks, & Lessons Learned

- Start anywhere, start small, but just start.
- But, 4DX is all or nothing.
- Identifying the right WIGs is not the big win.
- Empowering individuals is key.
- Implementation will require that you support your staff.
- Implementation takes time.
 - This is a culture change for most agencies, so don't expect immediate acceptance.
 - The culture change should be a forever change that drives continuous improvement.
 - 4DX = a discipline that keeps on giving back.

Tying PM to the CHA, CHIP, & SP

Livingston County Department of Public Health Strategic Map 2016-2020				
Guiding Principles				
Our Vision Livingston County will be a safe and healthy community where all people realize their fullest health potential and live enriched and productive lives.		Our Mission Livingston County Department of Public Health will protect, preserve, and promote the health and safety of the people of Livingston County.		
Our Values Knowledgeable • Competent • Effective • Courteous • Positive • Accountable • Respect • Honesty				
Community Health Assessment & Improvement				
CHIP Priorities 1. Substance Abuse 3. Mental Health 5. Communication 7. Chronic Disease 9. Affordable Housing 2. Health Education & Promotion 4. Healthcare Integration 6. Dental Health 8. Transportation 10. Sexually Transmitted Diseases				
Strategic Goals				
Goal 1: To develop a competent and satisfied workforce that successfully meets the needs of the department.	Goal 2: To increase public visibility & awareness of Livingston County Department of Public Health programs and services.	Goal 3: To strengthen current and develop future collaborative partnerships.	Goal 4: To implement efforts to achieve financial sustainability.	
Performance & Quality Improvement				
Guiding Questions How do we hear from our community? How do we approach community problems? Where do we want to be? How do we know where we are? How are we doing? How can we do better? How can we keep doing good things? How do we share success stories & challenges?				

Resources Available to You

- Online 4DX-Performance Management Training Series
 - Learning Session #1:
http://prezi.com/faxddl216g7/?utm_campaign=share&utm_medium=copy
 - Learning Session #2:
http://prezi.com/fddf-fdibnm/?utm_campaign=share&utm_medium=copy
 - Learning Session #3:
http://prezi.com/wpiqtxttmkgh/?utm_campaign=share&utm_medium=copy
 - Learning Session #4:
http://prezi.com/qmfb9ooywrvy/?utm_campaign=share&utm_medium=copy
 - Learning Session #5:
http://prezi.com/ua4cgpzkliho/?utm_campaign=share&utm_medium=copy
- Sample PM and/or QI Plan, PM System, and SP-PM Quarterly Progress Report available upon request.

Questions?

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