



Miami-Dade County
HEALTH
DEPARTMENT
www.dadehealth.org

Miami-Dade County Health Department

**The Road to Performance Excellence... Transforming
a County Health Department**

"Tips on Getting Started and Staying Focused"

What is Public Health?

- **The organization and application of public resources to**
 - **Protect us from risks to our health and safety we cannot control**
 - **Help us change behaviors to promote and protect own own health**

Operating Law

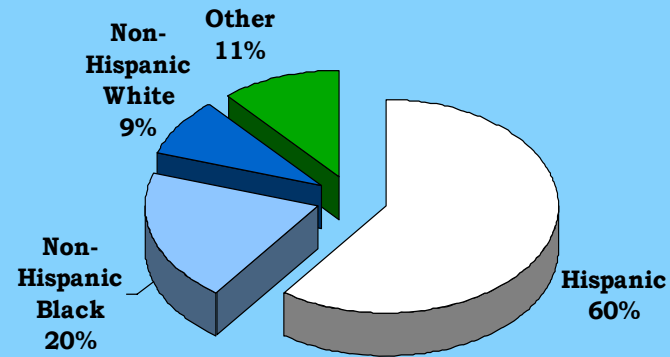
- **Florida Statutes Chapter 154**
 - **The County Health Unit Enabling Act**
 - Enabled counties to organize county health units to promote, protect, maintain, and improve the health and safety of all citizens and visitors of the state

Core Public Health Functions

- **Assessment**
- **Policy Development**
- **Assurance**

MDCHD Profile

- Eighth Largest County in the US
- Population - 2.5 million



Source: Catch Study 2004/ ESRI Business Information Solutions

- MDCHD Budget - \$63 Million
- MDCHD Employees - 900
- Number of Services Provided Annually – estimated 1,928,000

MDCHD's Mission, Vision, Values

- **Mission**

To promote and protect the health of our community through prevention and preparedness today, for a healthier tomorrow

- **Vision**

To be a World-Class Public Health System



- **Values**

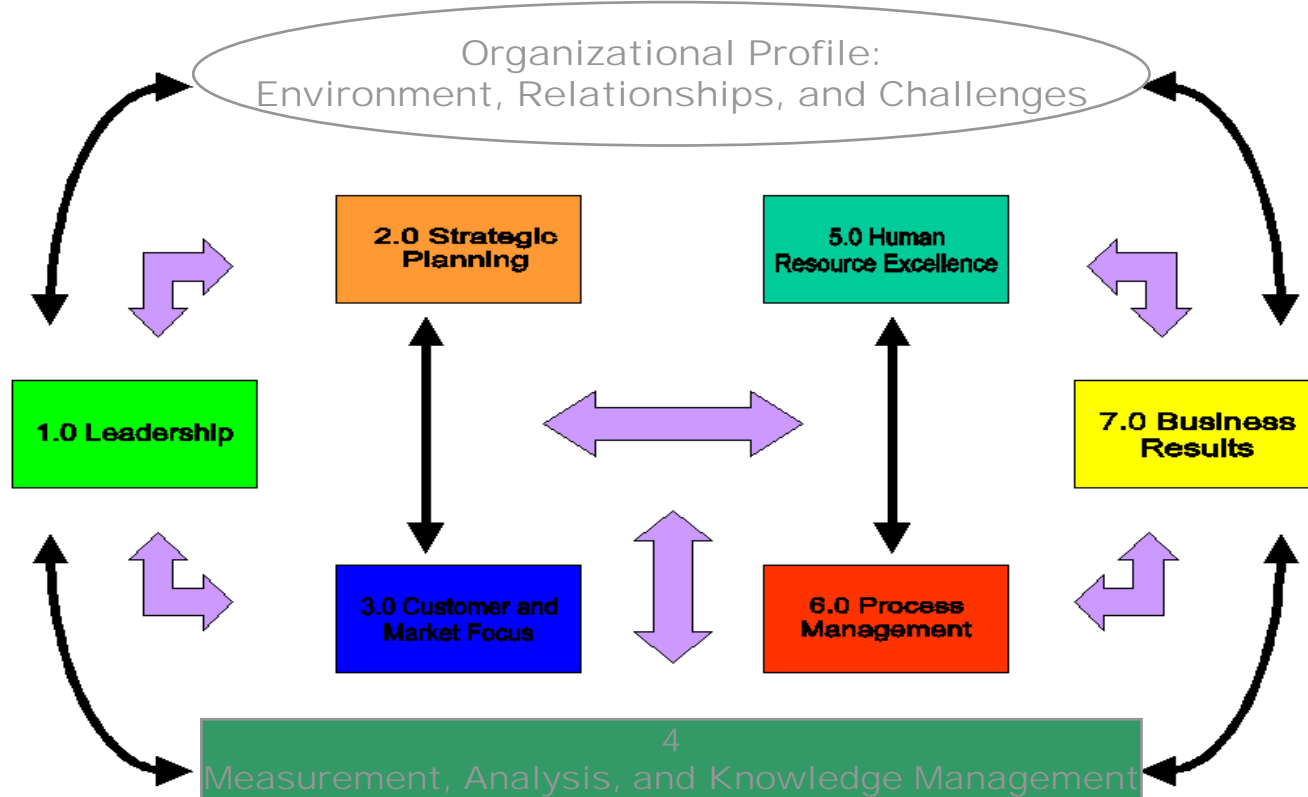
Integrity, Customer/Community Focus, Accountability, Teamwork, Excellence, Respect for People

Strategic Priorities '06 -'07

- 1. Prevention and Preparedness**
- 2. Return on Investment**
- 3. Service Excellence**

Sterling/Baldrige Model

Sterling Criteria Framework: A Systems Perspective

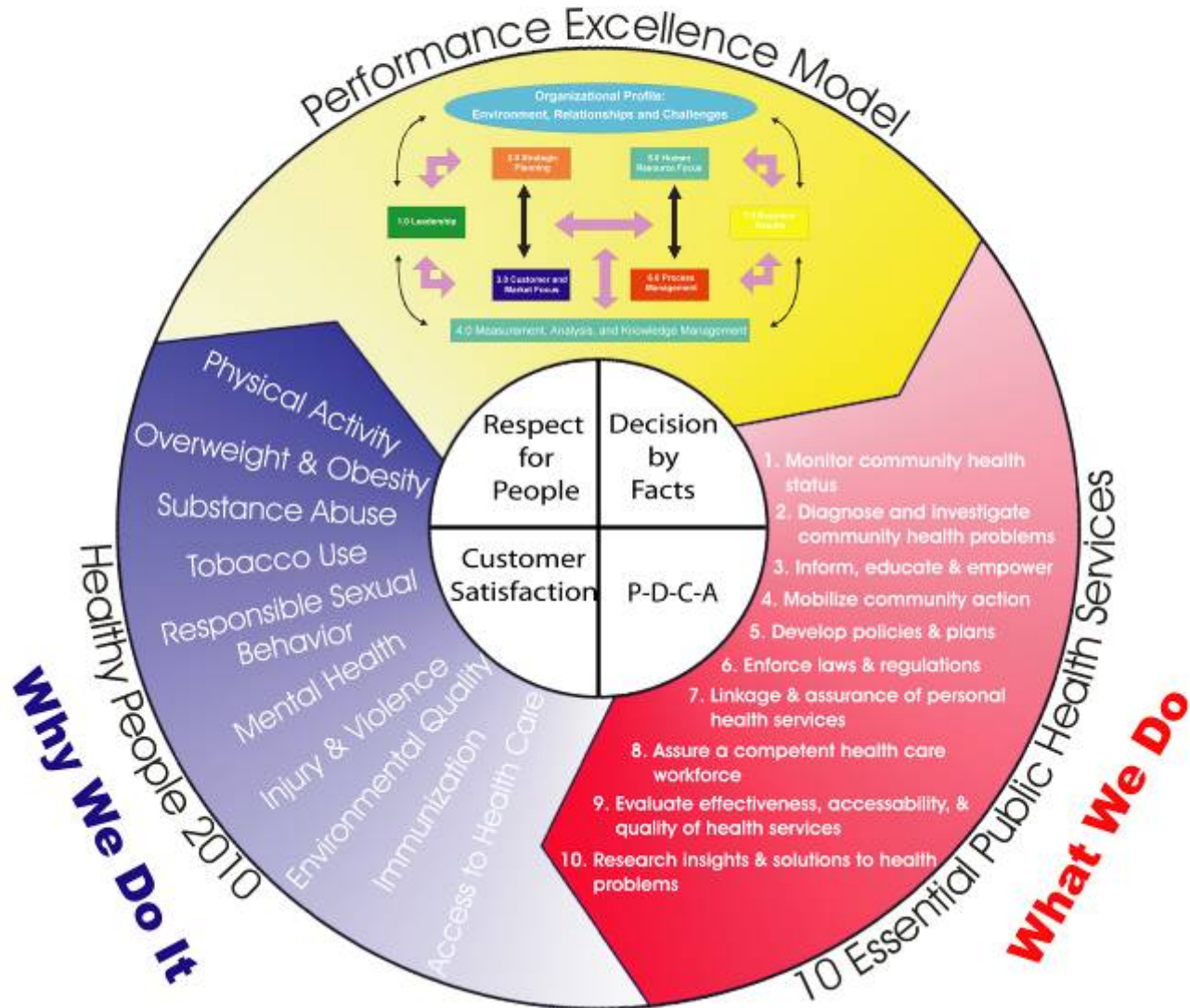


Why the Sterling/Malcolm Baldrige Performance Excellence Model?

- **Nationally/internationally recognized as a framework to help measure performance and plan in an uncertain environment**
 - **Applicable to small/large, public/private, service/manufacturing, one office or multiple sites across the globe**
 - **Establishes a common language**
 - **Facilitates education, networking, sharing of best practices**
- **Facilitates the alignment of resources with approaches**
 - **Improve communication, productivity, and effectiveness**
 - **Achieve strategic goals**

Public Health Model

How We Do It





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Our Performance Excellence Journey

1997-2006

Why we embarked on this journey..

- **At a “Crossroads”**
 - **Needed a drastic organizational culture change**
 - Transition from HRS
 - Low staff satisfaction and morale
 - Reactive vs. proactive culture
 - Budget shortfall
 - Data rich – information poor
 - Lack of systematic processes for evaluating organizational effectiveness/performance, and communication/feedback from internal and external customers



Year One... First Steps

- **Top Leadership Commitment**
- **Established an Entity to Drive Quality**
- **Adopted an Organizational Performance Excellence Model**
- **Identified Quality Mentors**
- **Initiated Leadership Development/Buy-In**
- **Conducted an Organizational Self-Assessment**



Why Conduct an Organizational Self-Assessment?

- **Helps to identify successes and opportunities for improvement**
- **“Jump Starts” a change initiative**
- **Helps to focus the organization on common goals**
- **Assesses performance against self and benchmarks**
- **Aligns resources with strategic objectives**

Benefits of an Organizational Self-Assessment

- **Bottom Line: Results**
 - **Improved customer satisfaction and loyalty**
 - **Higher return on assets**
 - **Greater employee productivity and satisfaction**

Years Two and Three...

- **Initiated Strategic Planning Process**
- **Focused Meetings "PAL"**
- **Employee Buy-In**
 - **Listening points, training, communication, charter teams**





Years Two and Three...

- **Sterling Examiner at MDCHD**
- **Implemented Process Management**
 - Identified Key Core/Support Processes
 - Identified Customer Groups
 - Process Management Training
- **Customer Focus**
 - External Customer Satisfaction Survey
 - QIC Story Employee Team
- **Improved Strategic Planning Process**
 - Conducted a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Putting Together the Quality Toolbox

Strategic Plan

Managing Key Processes

EMPLOYEE RECOGNITION

**Performance Improvement
Teams**

Leadership Development

EMPLOYEE DEVELOPMENT

**Enhancing
Communication**

**Performance
Management**



A close-up photograph of several interlocking brass gears, showing their metallic texture and the precision of their teeth. The gears are set against a dark red background.

Gearing Up...Year Four

- **Decision to Pursue the 2001 GSA**
 - **GSA Application November 2000**
- **Initiated Business Reviews**
- **Implementation of 360-Degree Evaluation at Director Level**
- **Development of Technological Infrastructure**
- **Individual Development Plans (IDP's) at SL Level**

2001 Sterling Quality Achievement Recognition for Focus on Creating Value





Years Five and Six Keeping the Momentum...

- **Environment**
 - Change in leadership
 - Silos
 - Approach vs. deployment
 - Quality still seen as separate entity
- **Follow-up Visit from Sterling Council and GSA Team Leader**



Years Five and Six Keeping the Momentum...

- **Refinement of Strategic Planning Process**
- **Deployment, Deployment, Deployment**
- **Comparative Data and Benchmarking**
- **A Second GSA Application**

2002 GSA Winner!



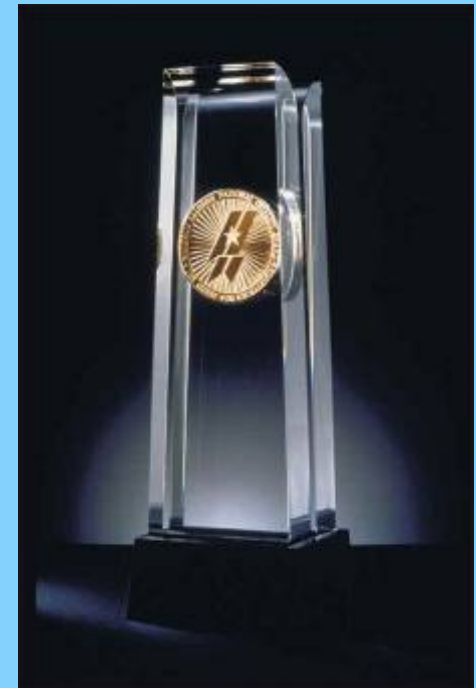


Years Six through Nine Going to the Next Level...

- **New Leadership**
- **GSA Feedback Report**
- **Sterling/Malcolm Baldrige Examiners**
- **Programmatic Retreats/Self-Assessments**
- **Refinement of Strategic Plan/Key Processes**
- **Improved Communication and Data Analysis**
- **Benchmarking and Comparative Data**
- **Improved the Business Review Process**
- **Evolution to Human Systems Model**
- **Executive Leadership Development & Coaching**
- **Systematic Reward and Recognition**
- **Improved Customer Listening Points**
- **Listening Tours and "Shadow" Visits**
- **Development of Public Health Competencies**

Years Six through Nine Going to the Next Level...

- 2006 GSA Application
- Malcolm Baldrige Award
 - 2006 Nonprofit Pilot



Second Time GSA Recipient 2006!

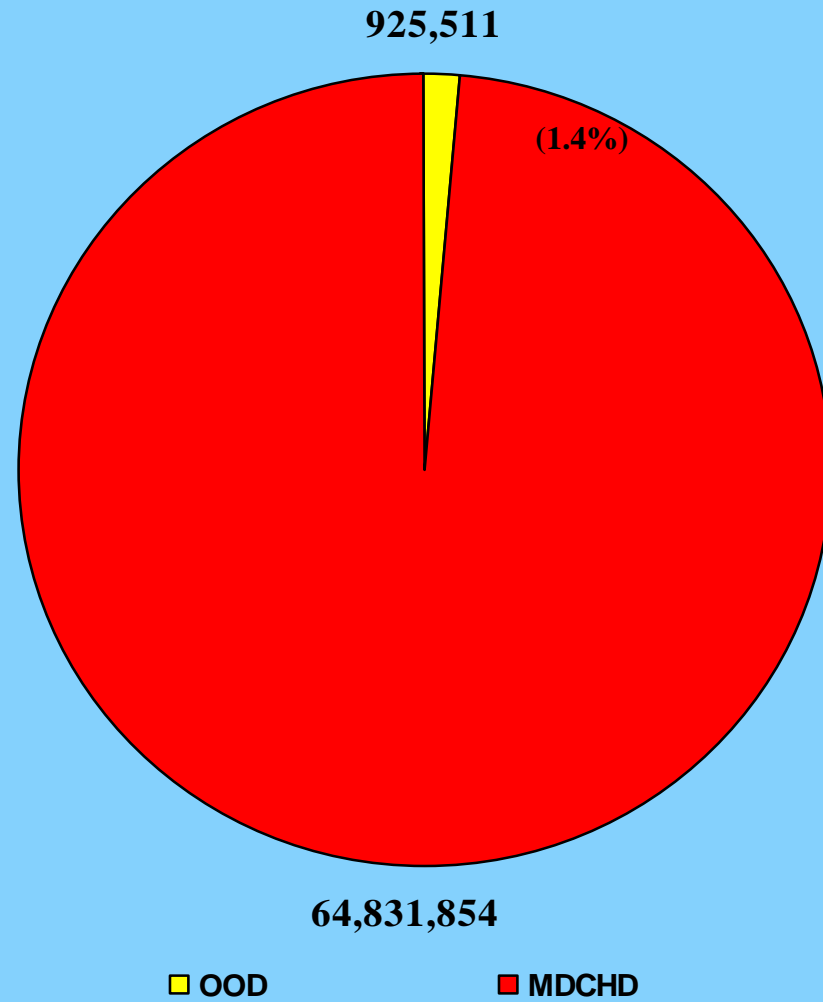


Infrastructure to Drive Quality

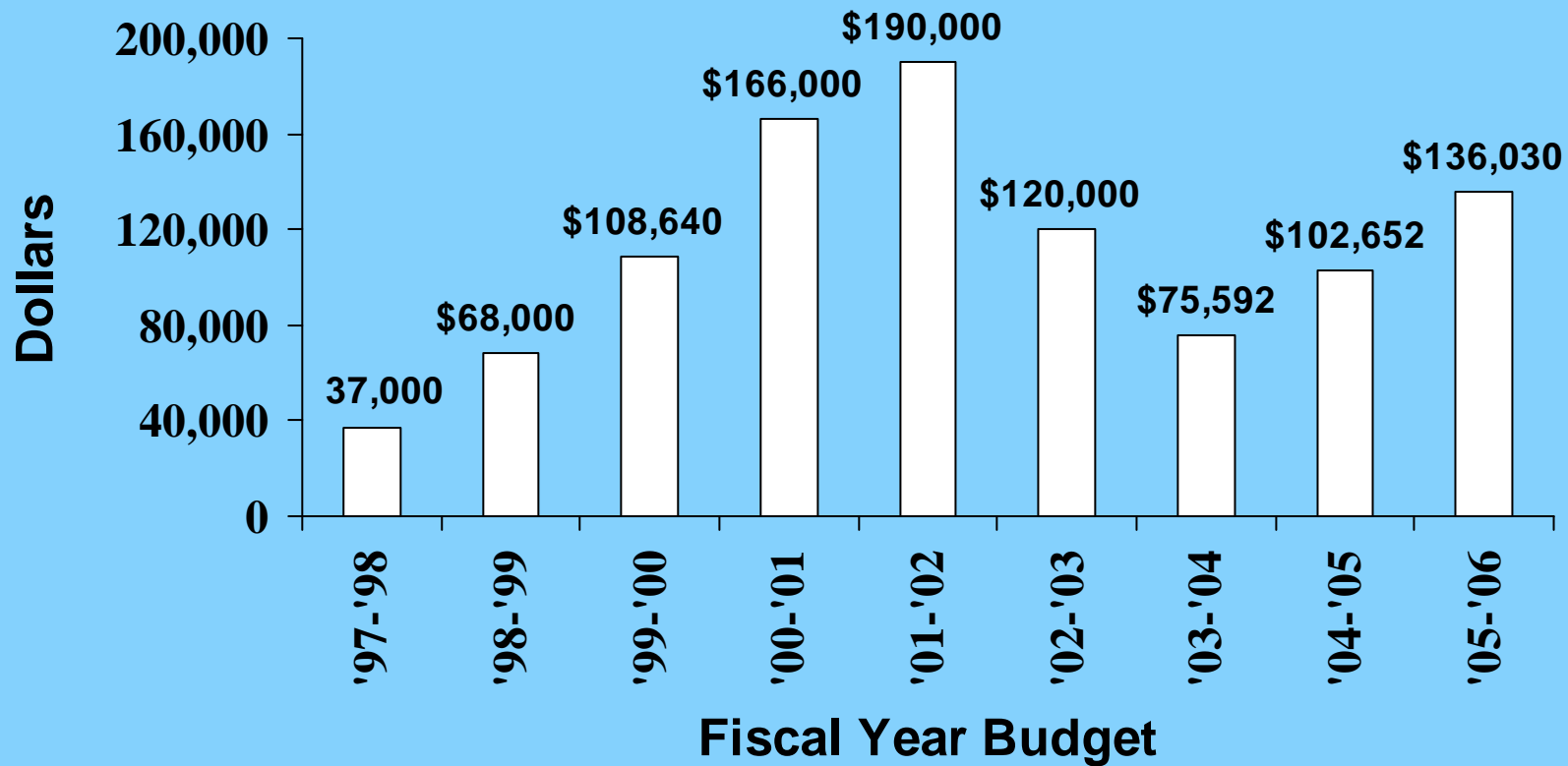
- **Staffing**
 - Four full-time staff dedicated to drive the process
- **Key Processes**
 - Workforce Development
 - Customer Service and Satisfaction
 - Self Assessments (Sterling/Baldrige)
 - Employee Involvement and Recognition
 - Strategic Planning and Business Review Process
 - Process Management and Business Results



Office of Organizational Development Budget 2006-2007



MDCHD's Consultant/Outsourcing Expenditures





MDCHD's Criteria for Selecting Consultants...

- **Practitioners with specialized knowledge/expertise/hands-on experience that:**
 - **Demonstrate ability to provide training at all levels**
 - **Facilitate internal development**
 - **Utilize creative, flexible, diverse, collaborative and practical approaches to enhance performance and momentum**
 - **Are neutral and able to act as a sounding board**
 - **Bring an outside dimension to the organization**
 - **Foster a "life after consultant" plan**
 - **Are cost-effective**



MDCHD's Use of Consultants

- **Training**
 - Performance excellence, process management, facilitation, leadership, customer service, diversity
 - Train-the-trainer
- **Consultation**
- **Employee, customer and partner surveys**
- **Executive Leadership Development and Individual Coaching**
- **Strategic Planning**
- **Strategic Planning Process**
- **Guidance with GSA Applications and Site Visits**
- **Organizational and Programmatic Assessments**
- **Team Building**

Overall Return on Investment

- **Measurable Value**
 - Improved organizational effectiveness outcomes
 - Improved fiscal/human resource accountability
 - Improved employee/customer satisfaction
 - Improved value creation outcomes
 - Births to Teens, Infant Mortality, Vaccine Preventable Diseases, Unintended Pregnancy, NIR, Children Under 2 Fully Immunized, TB Patients Completing Therapy, STD Field Record Closure, Percent of WIC Infants Breastfed
- **Intangible Value**
 - “Priceless”



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Our Key Business Results

**Florida Peer CHDs: Broward, Duval,
Hillsborough, Orange**

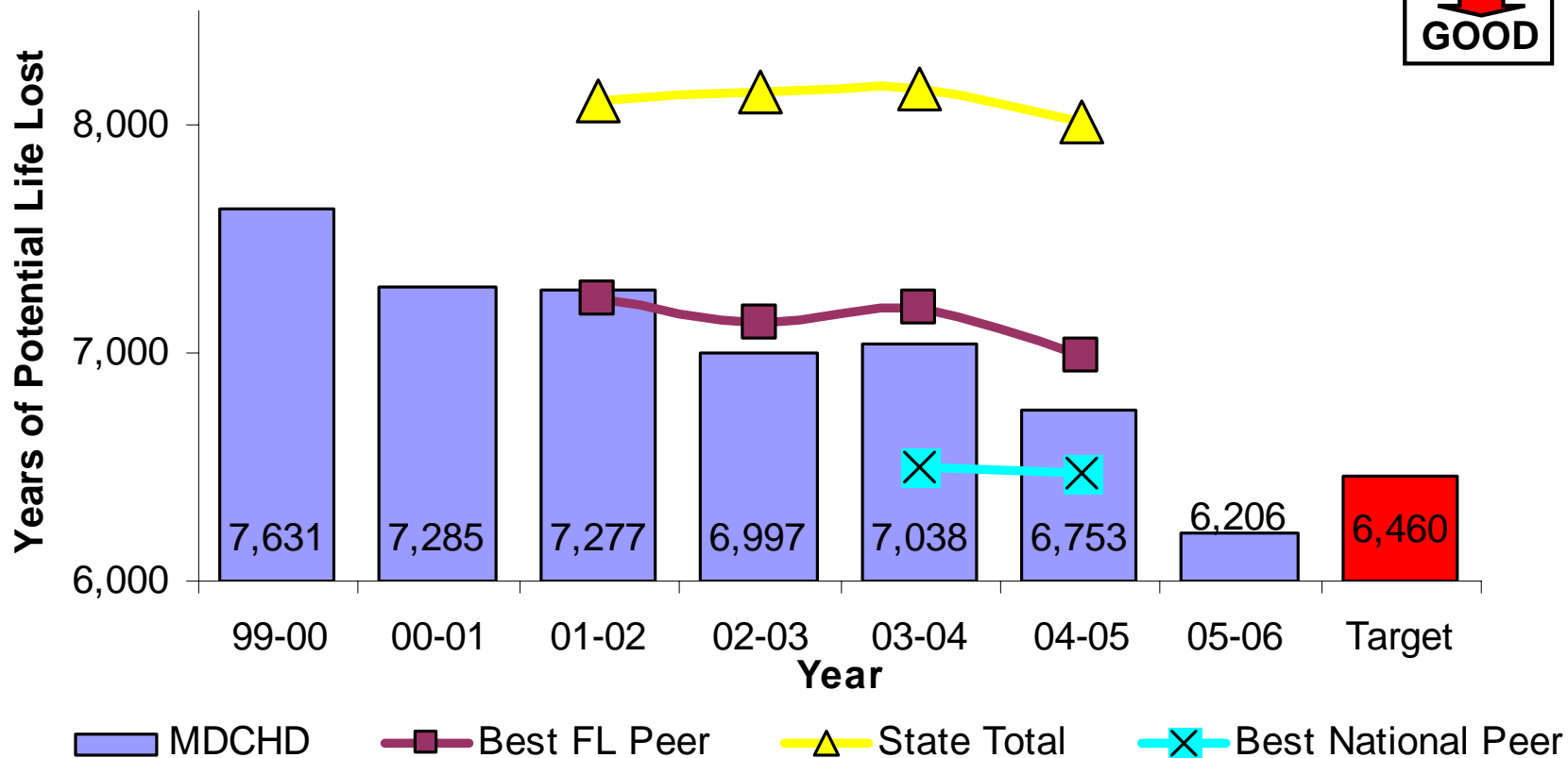
**National Peer CHDs: Queens, NY; Los Angeles
County; Bexar County, San Antonio; Dallas, TX;
Harris County, Houston**



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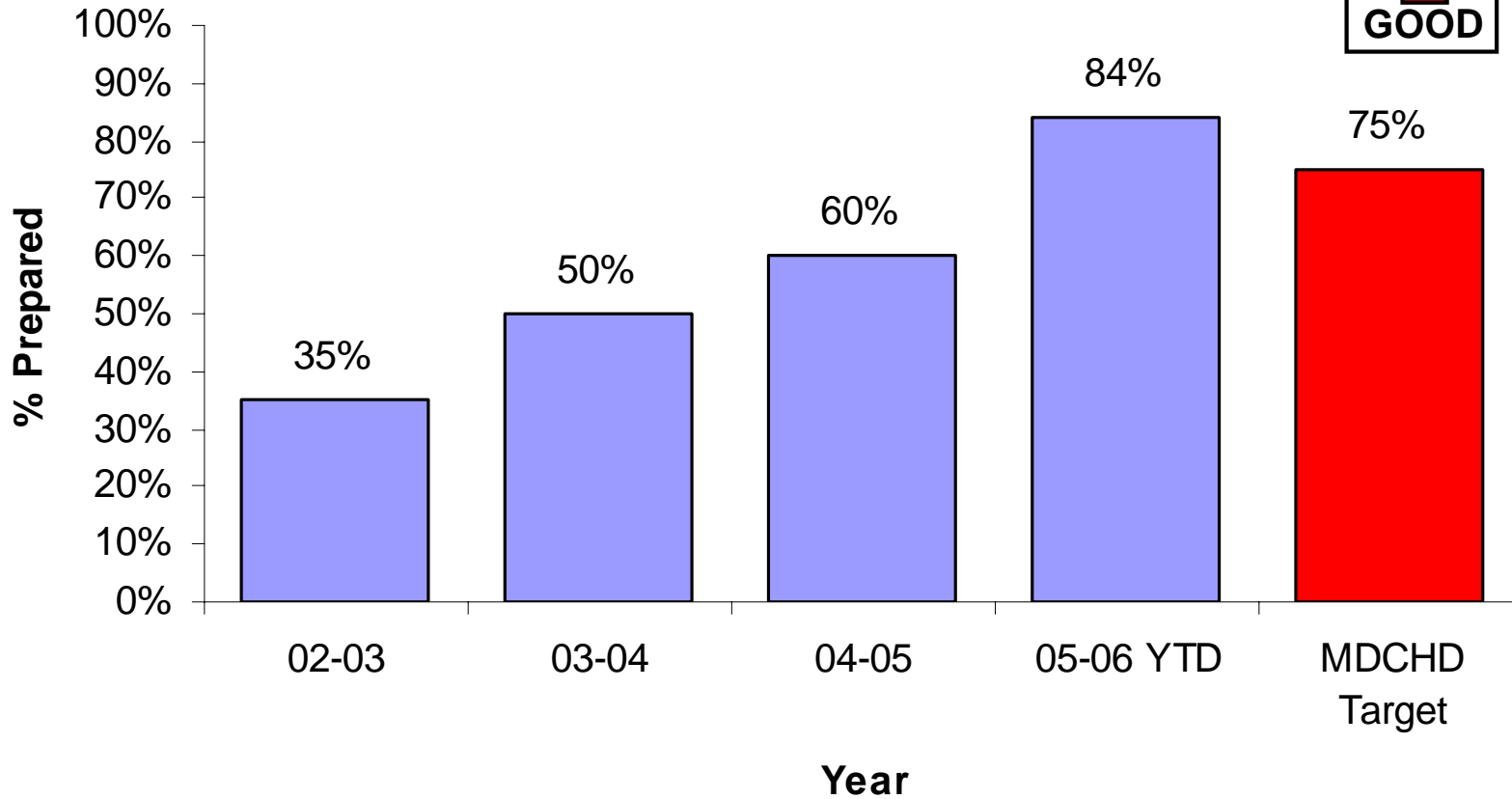
Priority 1. Prevention and Preparedness

Years of Potential Life Lost Prior to Age 75(per 100K Pop.)



Source:
 MDCHD Office of Epidemiology March 2006
 Florida CHARTS October 2005

Percent Total Preparedness



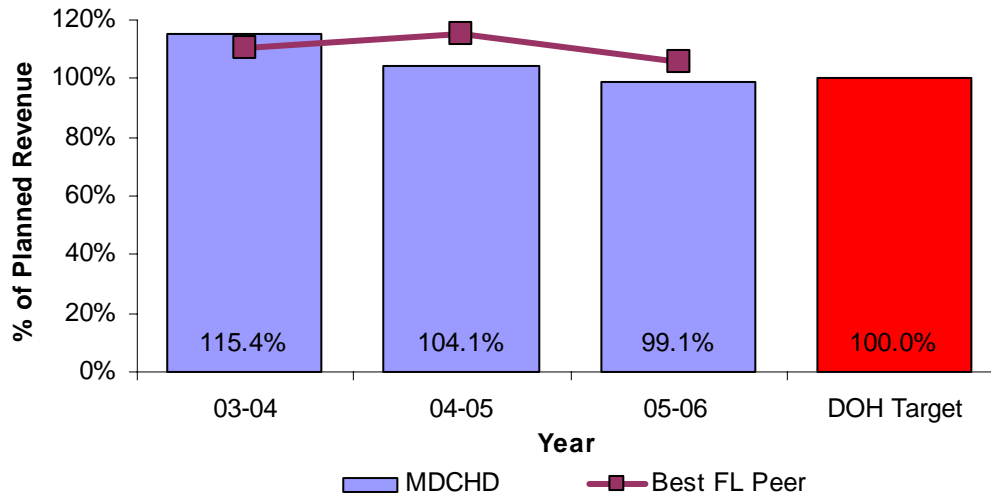
Source:
MDCHD Office of Organizational Development
MDCHD Indicator Matrix and Training Database
July 2006



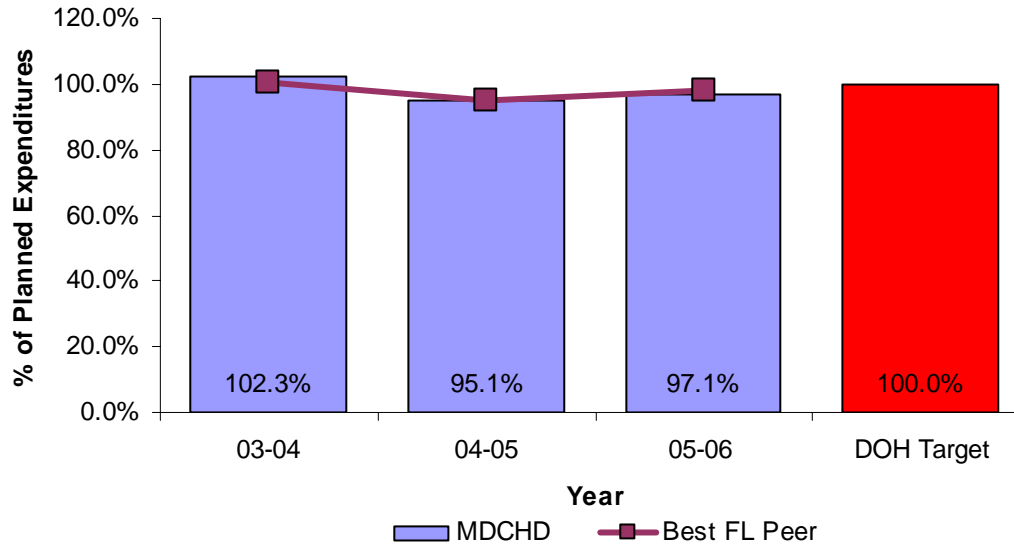
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Priority 2. Return on Investment

Actual to Planned Revenue Ratio (Current)

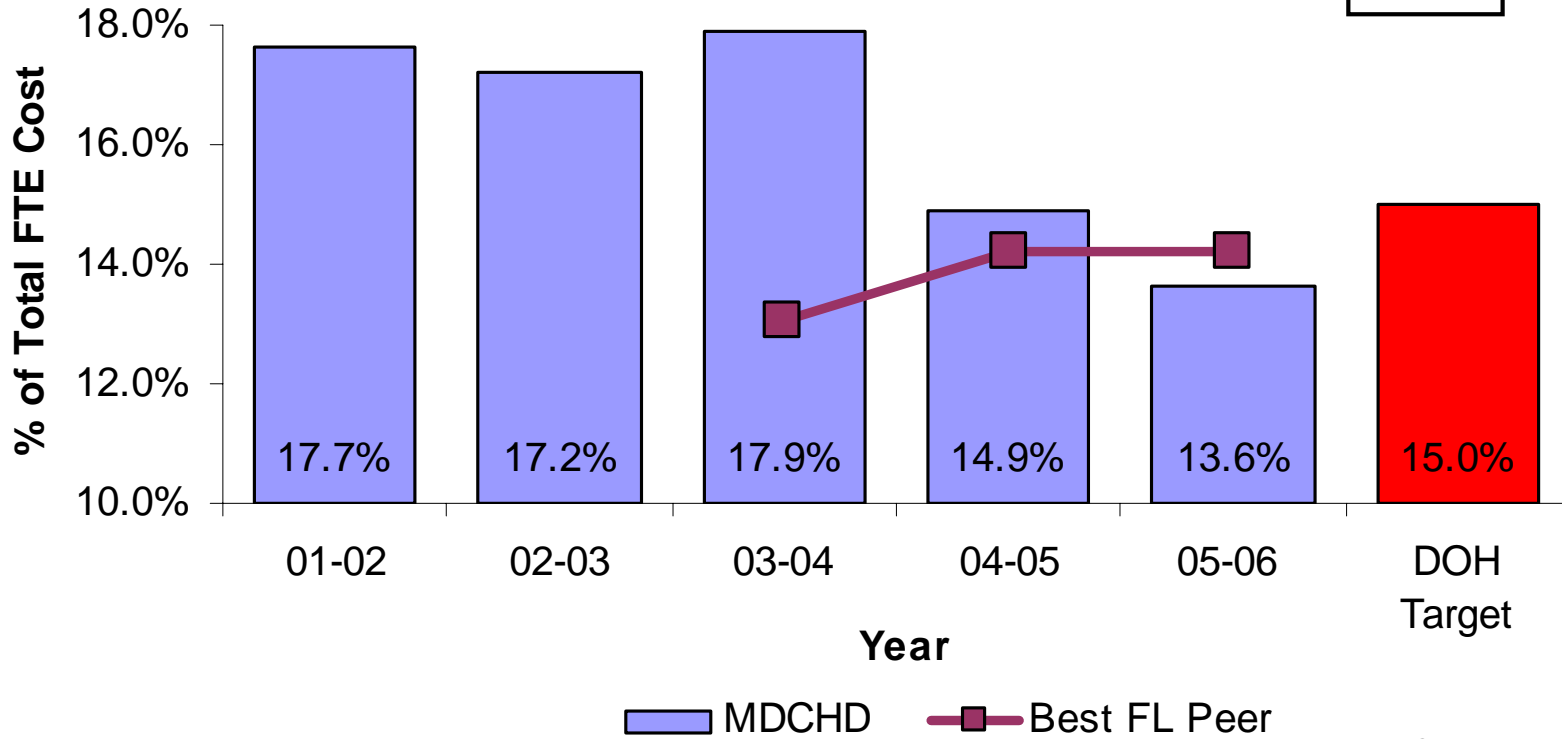


Actual to Planned Expenditure Ratio (Current)



Source:
FDOH Administrative
Snapshot Report
June 2006

Administrative Rate (Current)



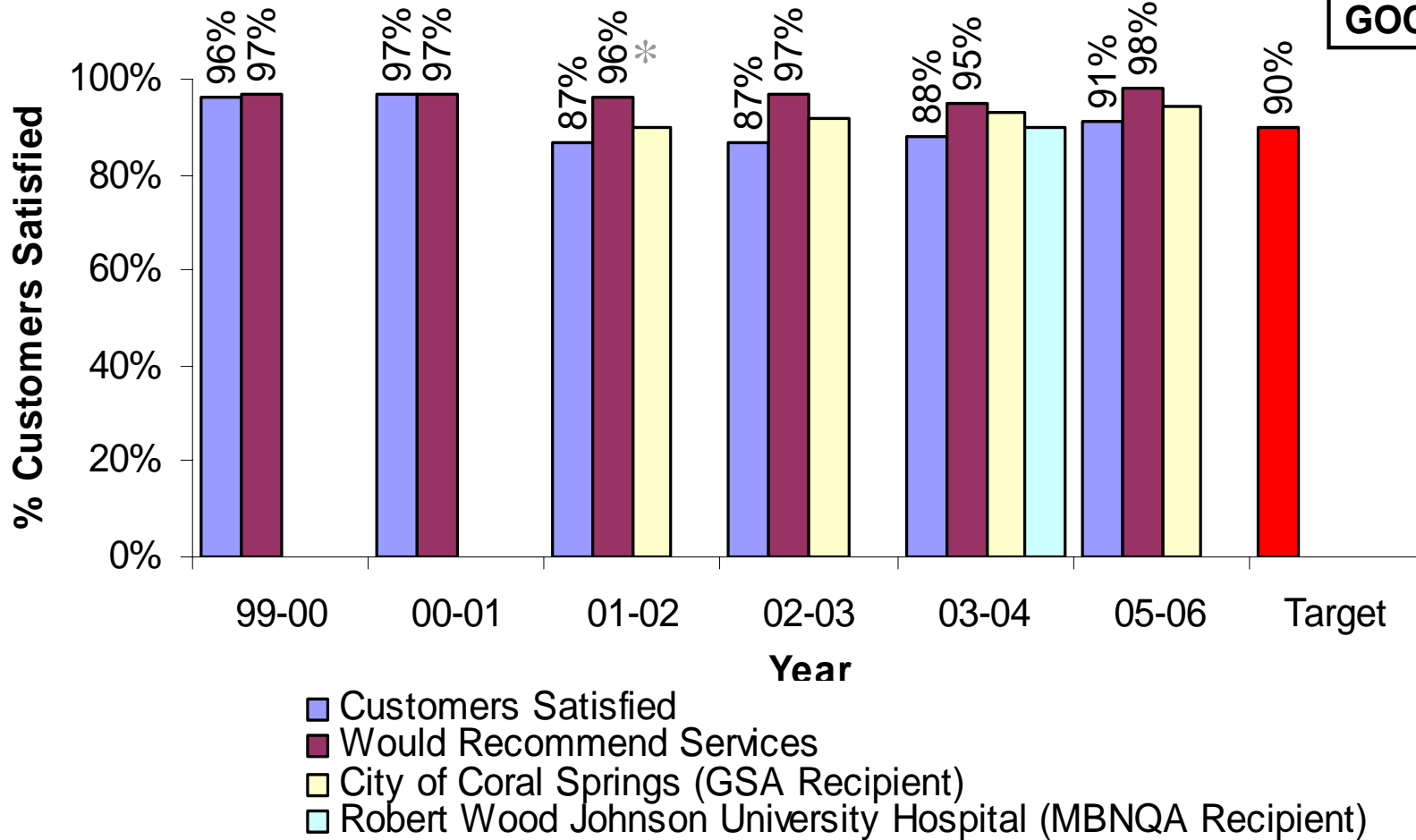
Source:
FDOH Administrative
Snapshot Report
June 2006



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Priority 3. Service Excellence

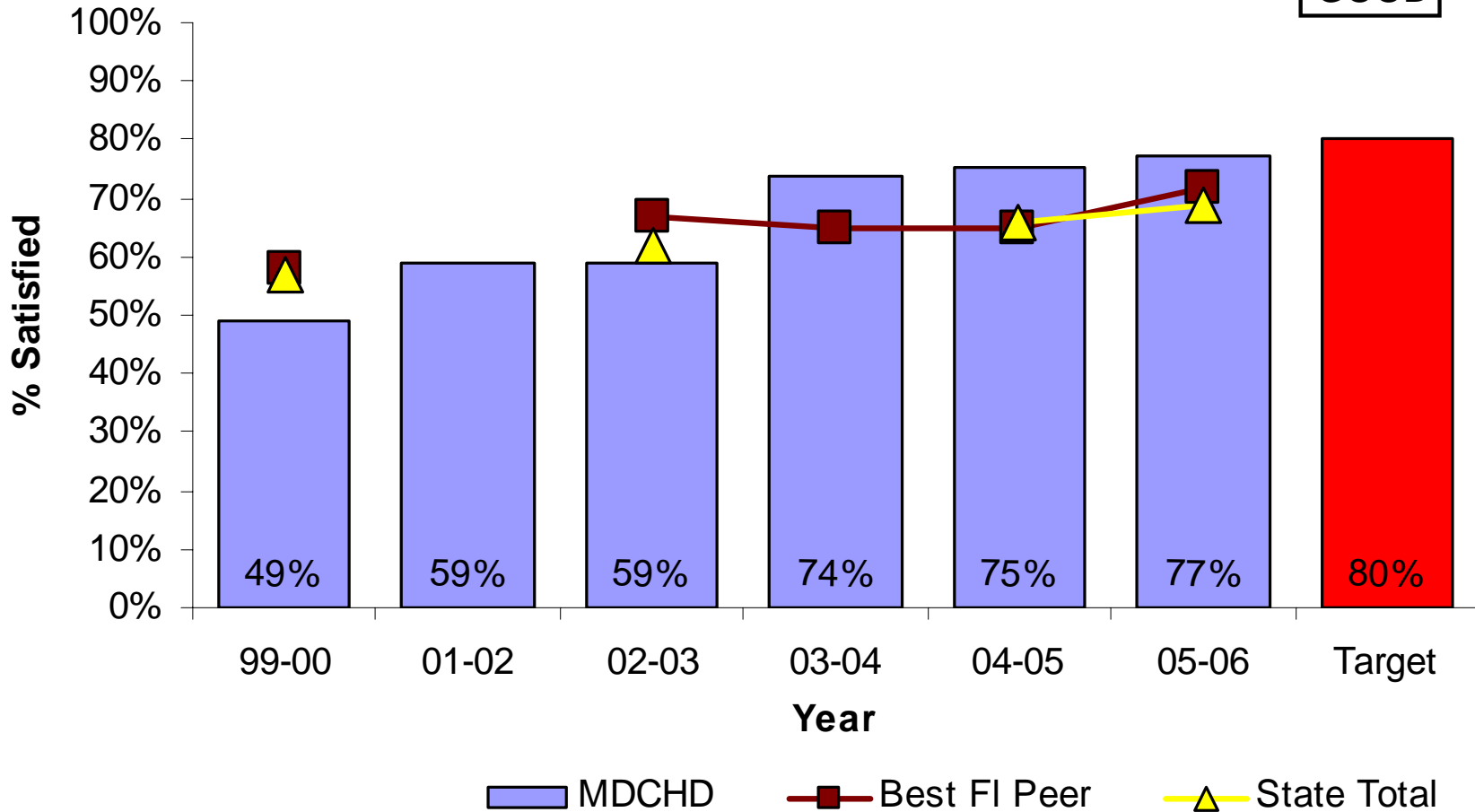
External Customer Satisfaction Survey



* Survey deployment improvement

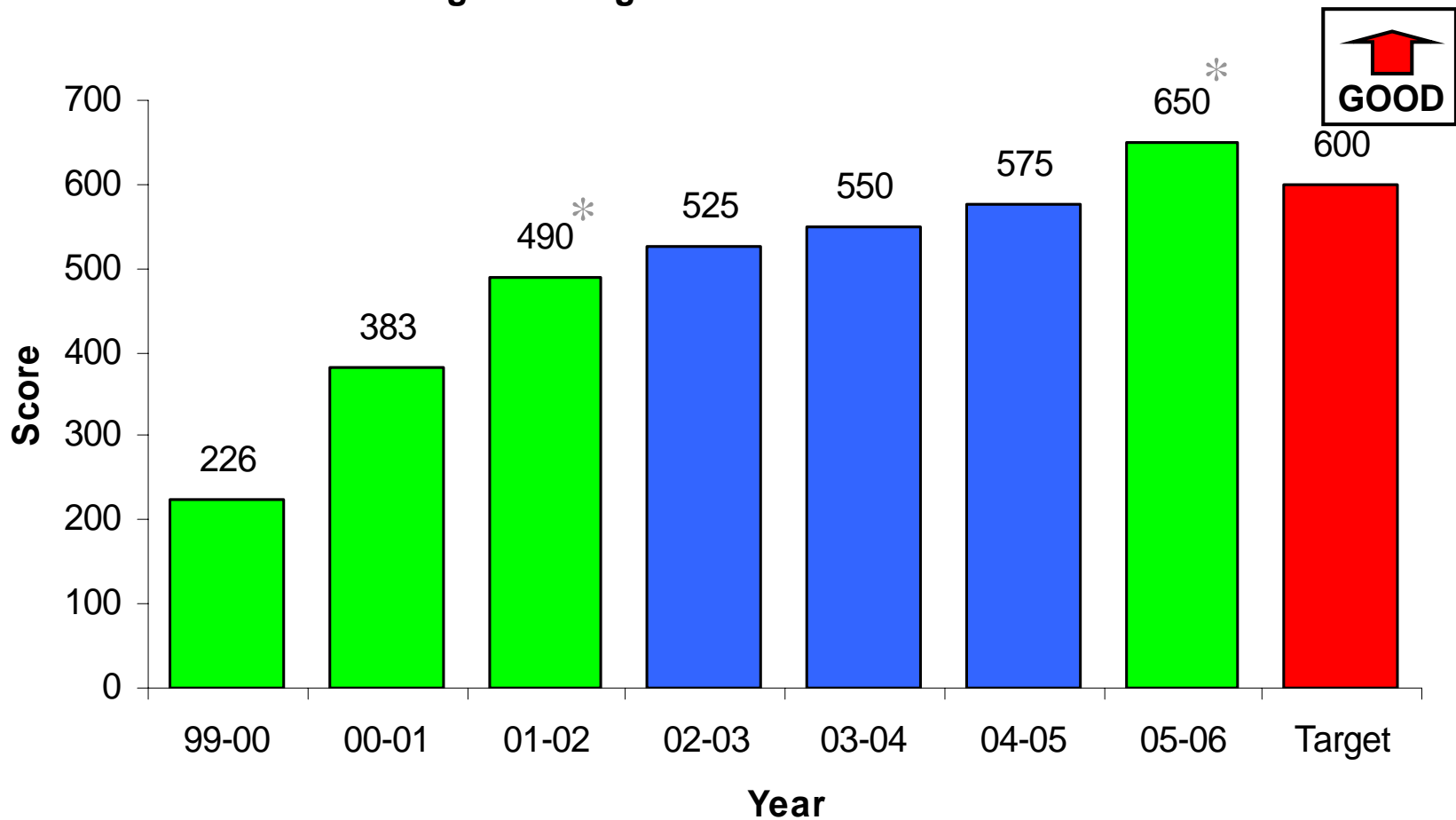
Source:
MDCHD External Customer
Satisfaction Survey Results
March 2006

Employee Satisfaction Survey



Source:
DOH Office of Performance Improvement
DOH Employee Satisfaction Survey
Results
June 2006

Baldrige/Sterling Performance Excellence Score



 = External assessment

 = Internal assessment

* GSA Recipient

Source:
MDCHD Office of Organizational Development
MDCHD Indicator Matrix
Florida Sterling Council
GSA Feedback Report
June 2006

Lessons Learned...

- **Top leadership commitment and support is critical for success!**
- **Keep it simple!**
- **Have a plan and dedicated resources**
- **Have fun and celebrate!**
- **Be persistent and persevere**
- **Recognize that even the smallest improvements are milestones**
 - **“it’s about progress not perfection”**



Maintain the Focus On...

- **Leadership and Strategy**
 - Future and Alignment
 - Succession Planning
- **Market and Human Resource Focus**
 - Customers, stakeholders, employees
- **Work Systems and Analysis**
 - Process, information, and results



In Closing...

“The criteria has enabled us to not only sustain our direction, but to continually measure and improve how service is delivered to our customers.”

**Lillian Rivera, RN, MSN
Administrator
Miami-Dade County Health Department**

