

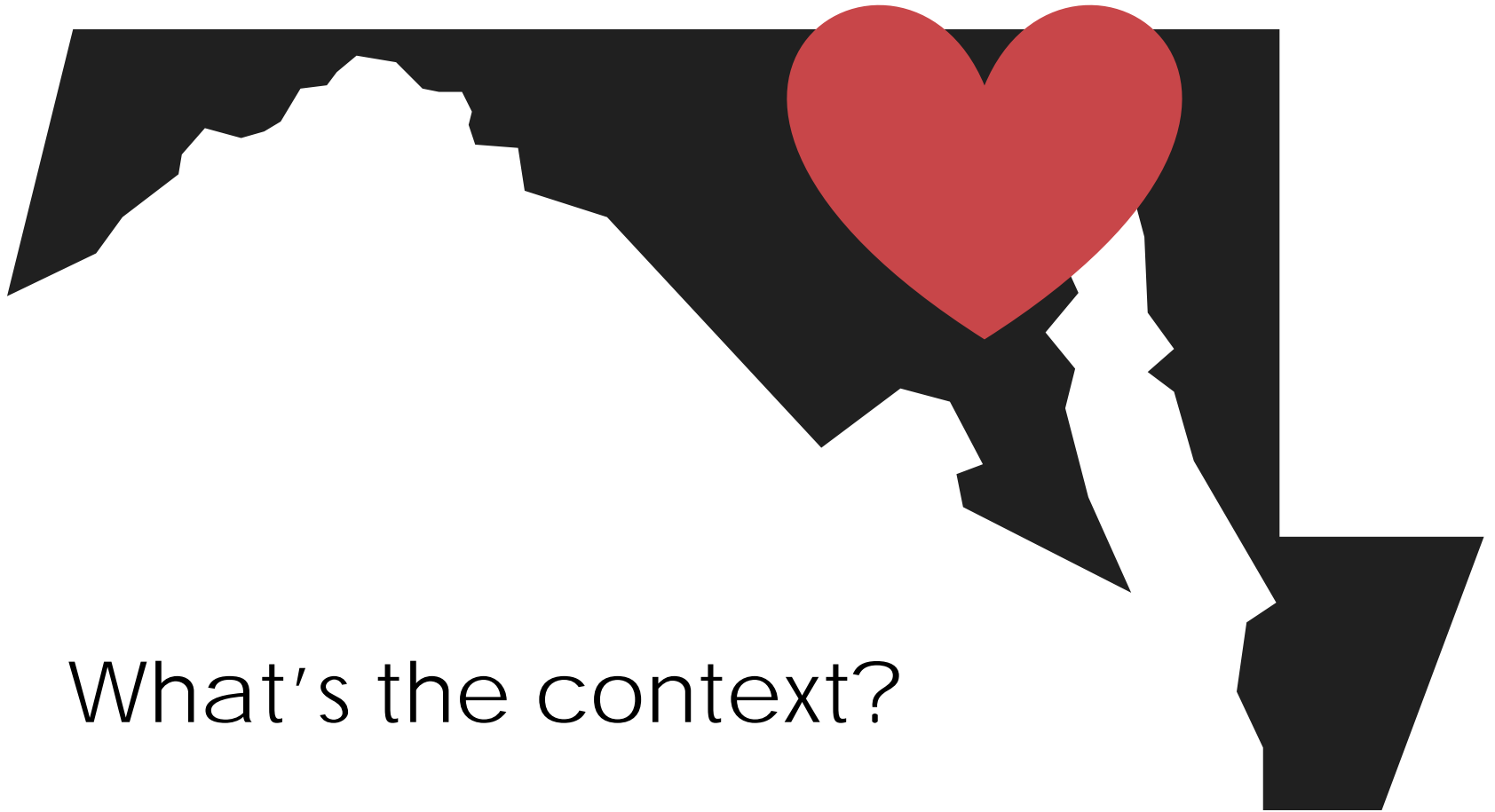
Maryland Workforce Development Learning Collaborative

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Maryland Department of Health
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Objectives

By the conclusion of this presentation, participants will:

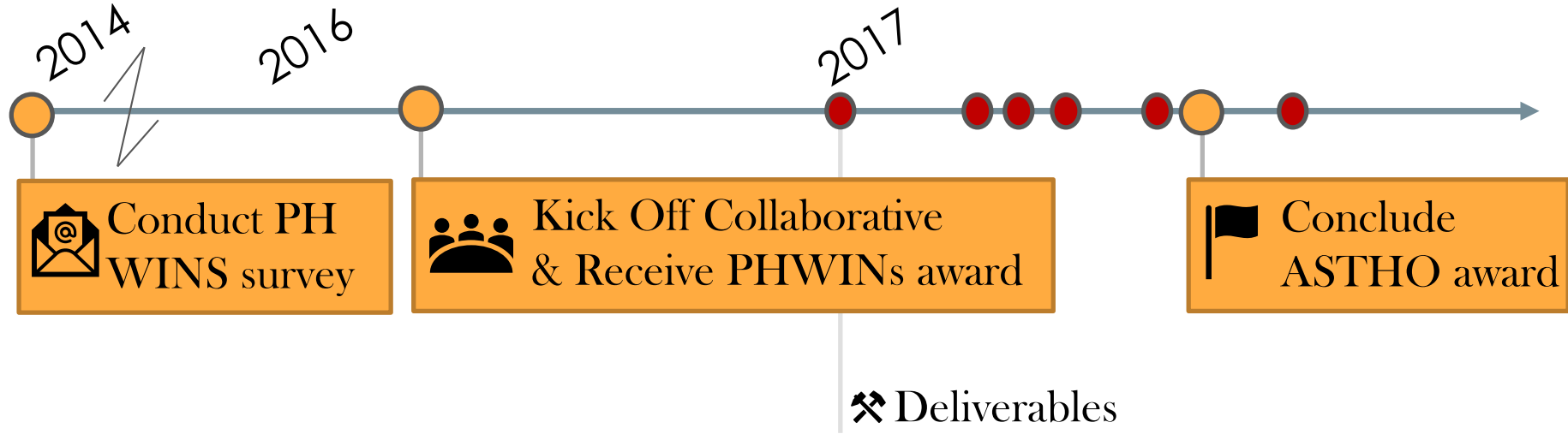
1. Familiarize with the context of workforce development in Maryland's department of health.
2. Learn about Maryland's experience with PHWINS through two of our projects:
 - 1) workforce development plan and 2) onboarding checklist.



What's the context?



Timeline





Maryland



MARYLAND
Department of Health



Minority Health & Health Disparities



Behavioral
Health



Developmental
Disabilities



Health Care
Financing



Operations



Public Health
Services



Regulatory
Programs



MARYLAND
Department of Health

Workforce Development



MARYLAND
Department of Health



Minority Health & Health Disparities



Public Health
Services



Information Technology 

HR/ Training Services 



Laboratories



Preparedness & Response



Prevention & Promotion



Population Health



And more!



Overview of Deliverables

- Onboarding checklist
- Access for all staff to Learning Management System
- Training needs assessment
- Quality Improvement Plan
- Quality Improvement Training
- Professional Development Policy
- TRAIN procurement
- Workforce Development Plan
- Continuity of Operations Planning



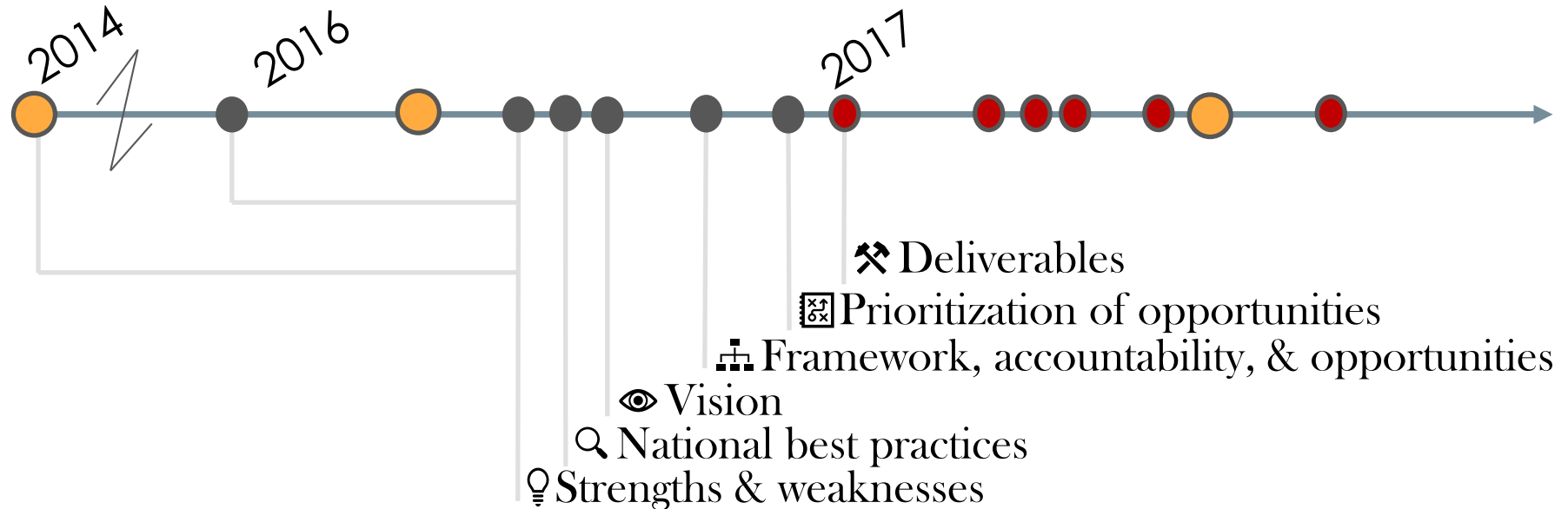


Workforce Development Plan

A Deliverable



Process



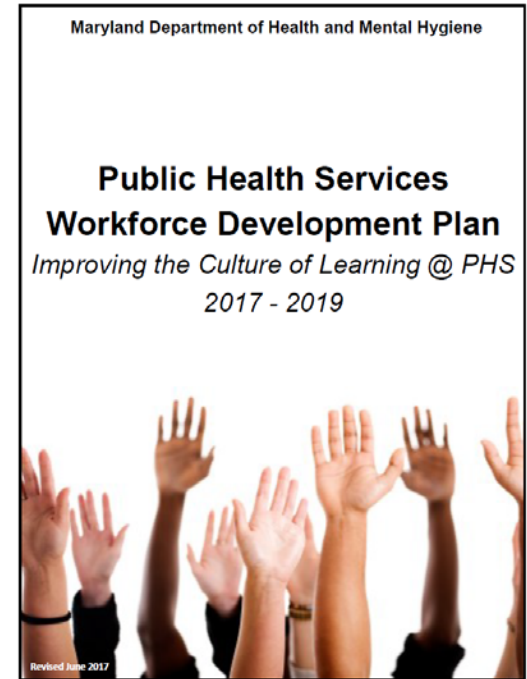


Vision

A culture of learning in which leadership and employees are engaged and supported in continuous learning.

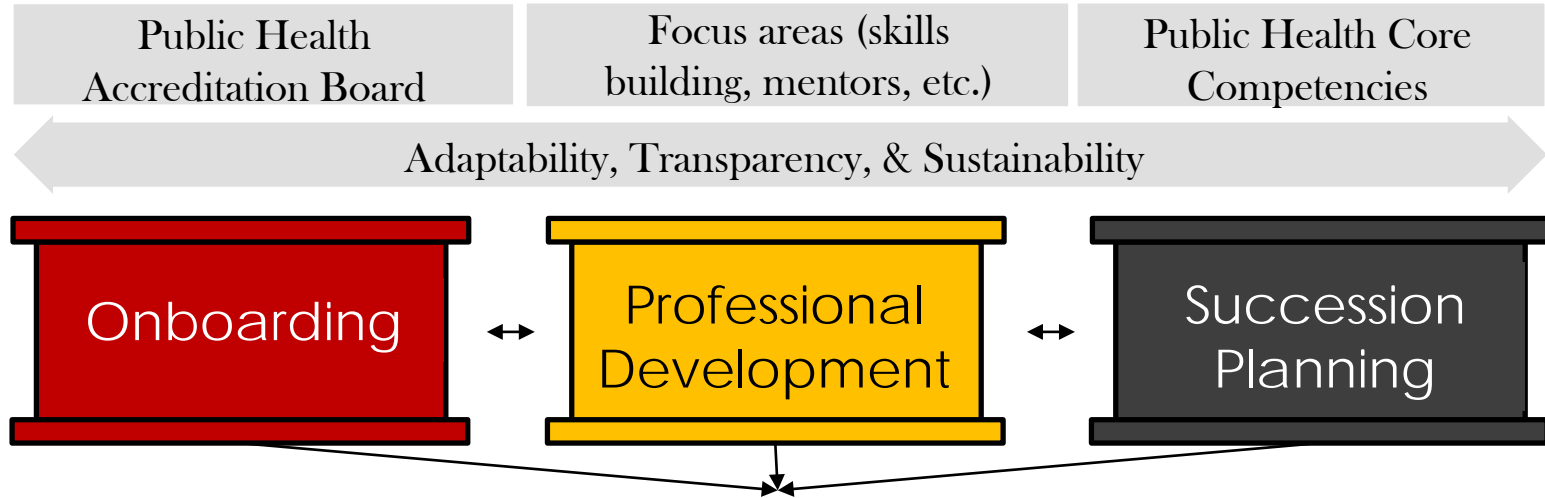
This is achieved through skills building, mentorship, leadership development, assessment and evaluation, in an adaptable, sustainable, and transparent framework that will foster health equity.

Image: Cover page of Workforce Development plan.





Framework



Quality Improvement & Measurement

- Local/ Short Term Outcomes
- Global/ Long Term Outcomes



Culture of learning





Prioritization



Quality Improvement & Measurement

- Onboarding checklist
- Registration access for all staff to Learning Management System
- Training needs assessment
- Quality Improvement Plan
- Quality Improvement Training
- Professional Development Policy
- TRAIN procurement
- Workforce Development Plan
- Continuity of Operations Planning



Training

- QI training was provided to members of Workforce Collaborative and QI Council.
- From this training, teams gained knowledge and applied tools to address workforce issues through QI Projects.

Image: QI training instructor writes on flip chart as participants watch on.

"Not only was it beneficial for our current agenda, I am sure the tools and knowledge will carry me throughout my work career."

Sharein Greene, Office of Controlled Substances Administration





Onboarding Checklist

A Deliverable



Onboarding



Start Date



Location



Floor & Rm



Dress code



Security



Meet coworkers



Badge



Orientation



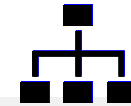
Paperwork



Log in



Phone



Org Chart



PH 101



Training



Meet Partners



Work Plan





Problem

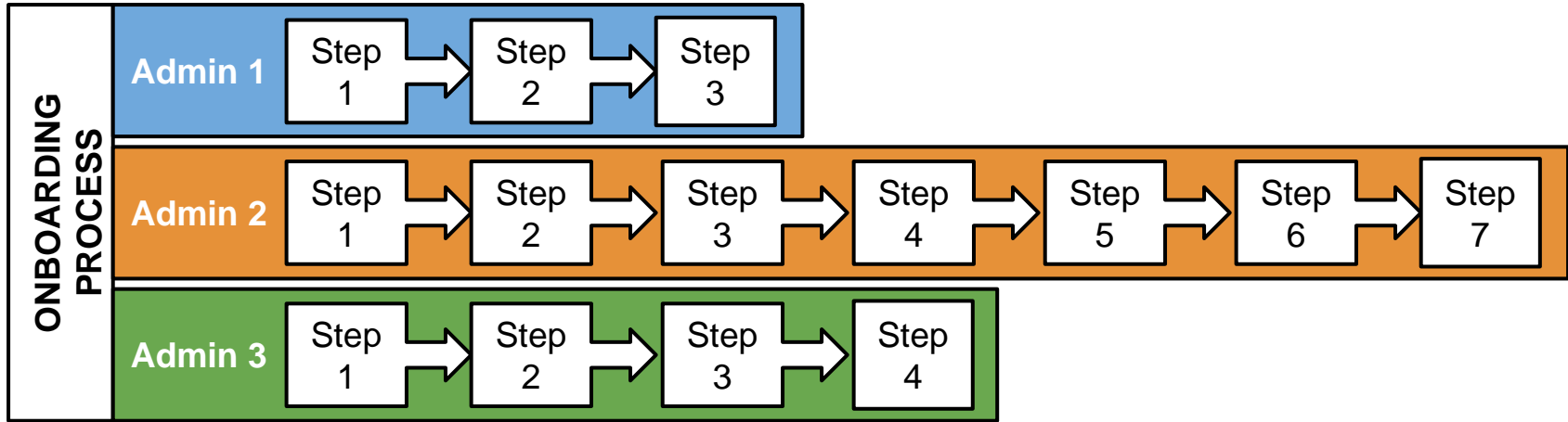
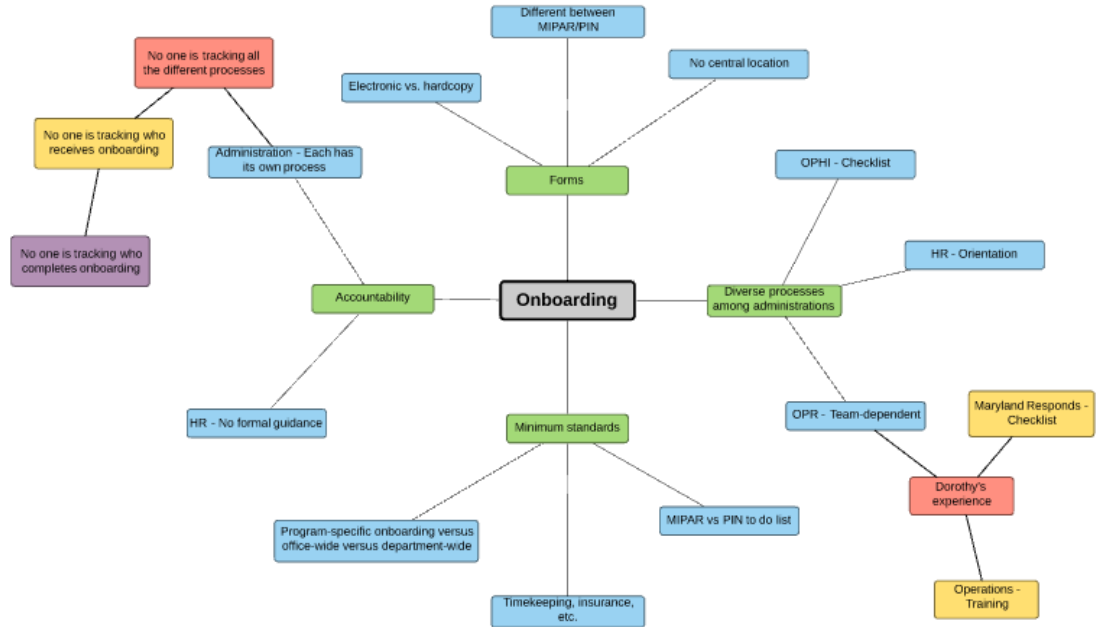


Figure 1: The onboarding process varies greatly amongst administrations. Some administrations have many steps in the onboarding process while other offices have fewer steps. This variation can contribute to different levels of knowledge about one's role, administrative tasks, and program activities.

Problem

The team brainstormed the following root causes:

- No checklist or standard format;
- Forms are all over the place;
- No accountability;
- Variation between offices; and
- No minimum standards.



Plan

What was our improvement theory?

If there is an onboarding checklist:

- Then employees will complete the checklist.
- Then employees will report onboarding checklist was very useful.
- Then all employees will rate their level of knowledge of basic administrative tasks as high.
- Then all employees will rate their level of knowledge of basic program activities as high.

Plan

How we developed a solution and action plan, including time-framed targets for improvement:

Plan	Design onboarding checklist and survey.	5/17
Do	Implement onboarding checklist & survey for new <i>and existing staff</i>	5/17 - 9/17
Study	Staff complete measures at 30 days and 90 days	9/17
Act	Analyze effectiveness; propose next steps.	9/17

Do

	A	B	C	D	E	F
1	Onboarding checklist				%Completion of Checklist:	0
2	Activity	Time	Day	Point of Contact	Resource	Status
3	PRE-ARRIVAL PREPARATIONS	125	TOTAL TIME:			
4	Submit "Network Access Request."	5	Pre-arrival	Supervisor -> OIT form	https://drive.google.com/open?id=0B...	Not yet started
5	Give name to security	5	Pre-arrival	Supervisor	http://visitors.maryland.gov/	Not yet started
6	Complete inventory of their work space	30	Pre-arrival	Supervisor	EXAMPLE	Not yet started
7	Complete checklist of actions on the "New Employee Initial Cube Need List" (QDrive)	30	Pre-arrival	Supervisor	EXAMPLE	Not yet started
8	Provide cube name plate	10	Pre-arrival	Supervisor	EXAMPLE	Not yet started
9	Set up physical mail box for employee.	5	Pre-arrival	Supervisor		Not yet started
10	Sign employee up for new employee orientation	10	Pre-arrival	Supervisor	Email tammi.speights@maryland.gov	Not yet started
11	Send to employee: start date & time	5	Pre-arrival	Supervisor		Not yet started
12	Send to employee: standard work hours 7am - 6pm (pick 8.5 hour window)	5	Pre-arrival	Supervisor		Not yet started
13	Send to employee: dress code policy	5	Pre-arrival	Supervisor	https://drive.google.com/open?id=0B...	Not yet started
14	Send to employee: notice to bring state ID for ID badge	5	Pre-arrival	Supervisor		Not yet started
15	Send to employee: parking/ commuting information	5	Pre-arrival	Supervisor	Provide standard info and link to bus if loc	Not yet started
16	Send to employee: notice about activating new email address	5	Pre-arrival	Supervisor		Not yet started
17	ORIENTATION & ID BADGE	475	TOTAL TIME			
18	Share this onboarding checklist with staff and walk through list of activities.	10	Day 1	New staff		Not yet started
19	Attend new employee orientation	420	Day 1	New staff		Not yet started
20	Complete State ID form.	5	Day 1	New staff	http://mcp.maryland.gov/DocumentCenter/View/103...	Not yet started
21	Take State ID form to 201 for 1st floor approval.	20	Day 1	New staff		Not yet started
22	Take State ID photo and receive new ID Badge.	30	Day 1	New staff		Not yet started
23	ADMINISTRATIVE TASKS	475	TOTAL TIME			
24	Review and sign off on inventory of work space	5	Day 2	New staff	EXAMPLE	Provide completed inventory
25	Introduction: Sign into computer, explain uses of Google versus Network drive (e.g., Q drive)	10	Day 2	Supervisor -> new staff		Not yet started
26	Complete IRMA Form	5	Day 2	New staff	https://drive.google.com/open?id=0B...	Not yet started
27	Call Help Desk to set up printing - need State ID card and PCA to charge	10	Day 2	New staff	Help desk x76534 + PCA	Not yet started
28	Update email signature	5	Day 2	New staff	Use Director's as a template	Not yet started
29	Sign up for the HUB.	15	Day 2	New staff	PIN employees. https://stateofmaryland.com/... MIPAR employees. https://stateofmaryland.com/... Other employees. Email helpdesk@stateofmaryland.com	Not yet started
30	Provide office map	5	Day 2	Supervisor -> new staff	EXAMPLE	Q:\OfficePopHealth\improve\

Image: Screenshot of google spreadsheet. Column titles are:

- Activity
- Time
- Day
- Point of Contact
- Resource
- Status



Study

Objectives	New Employees (N=9)			Current Employees (N=16)		
	Baseline	30 Day	90 Day	Baseline	30 Day	90 Day
% Complete	0	60.7%	98.7	55.6%	82.6%	100%
Useful	0	2.6	3	2.9	3	3
Admin Knowledge	0	2.2	2.7	3	2.9	3
Program Knowledge	0	2.4	3	3	3	3

Table 1: Results comparing new and current employees' evaluation of the onboarding process. A score of 0 is low, while a score of 3 is high.

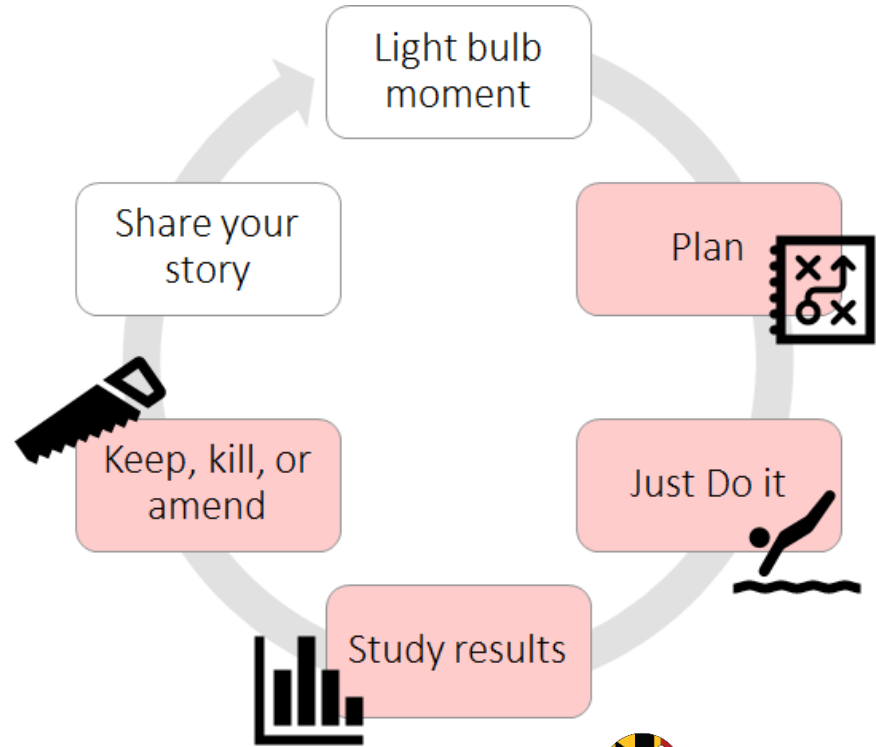


Act

Next Steps:

1. Apply feedback/ lessons learned to improve checklist.
2. Identify another, larger office to replicate study.
3. Continuous process improvement.

Image: Plan-do-study-act model used for continuous process improvement. Image states “light bulb moment; plan; just do it; study results; keep, kill, or amend; and share your story.”





Reflections

Successes and Challenges



Workforce Development Learning Collaborative

Major factors in success:

- Creation of a Workforce Development Plan;
- Executive leadership attended meetings and participated in process. Staff across all administrations participated in process;
- Application of quality improvement tools; and
- Alignment with Strategic Plan, PHAB, PH WINs, and QI Council.

Image: Workforce Collaborative member holds plaque for participation in WDLC.





Workforce Development Learning Collaborative

Major Challenges:

- Change in Secretary, Deputy Secretary, Chief of Staff, and Director of Performance Improvement; and
- Competing priorities (PIN cuts, budget cuts).



Questions & Comments

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