

BUILDING A ROADMAP FOR AN OUTCOMES- DRIVEN STAFF DEVELOPMENT PROGRAM

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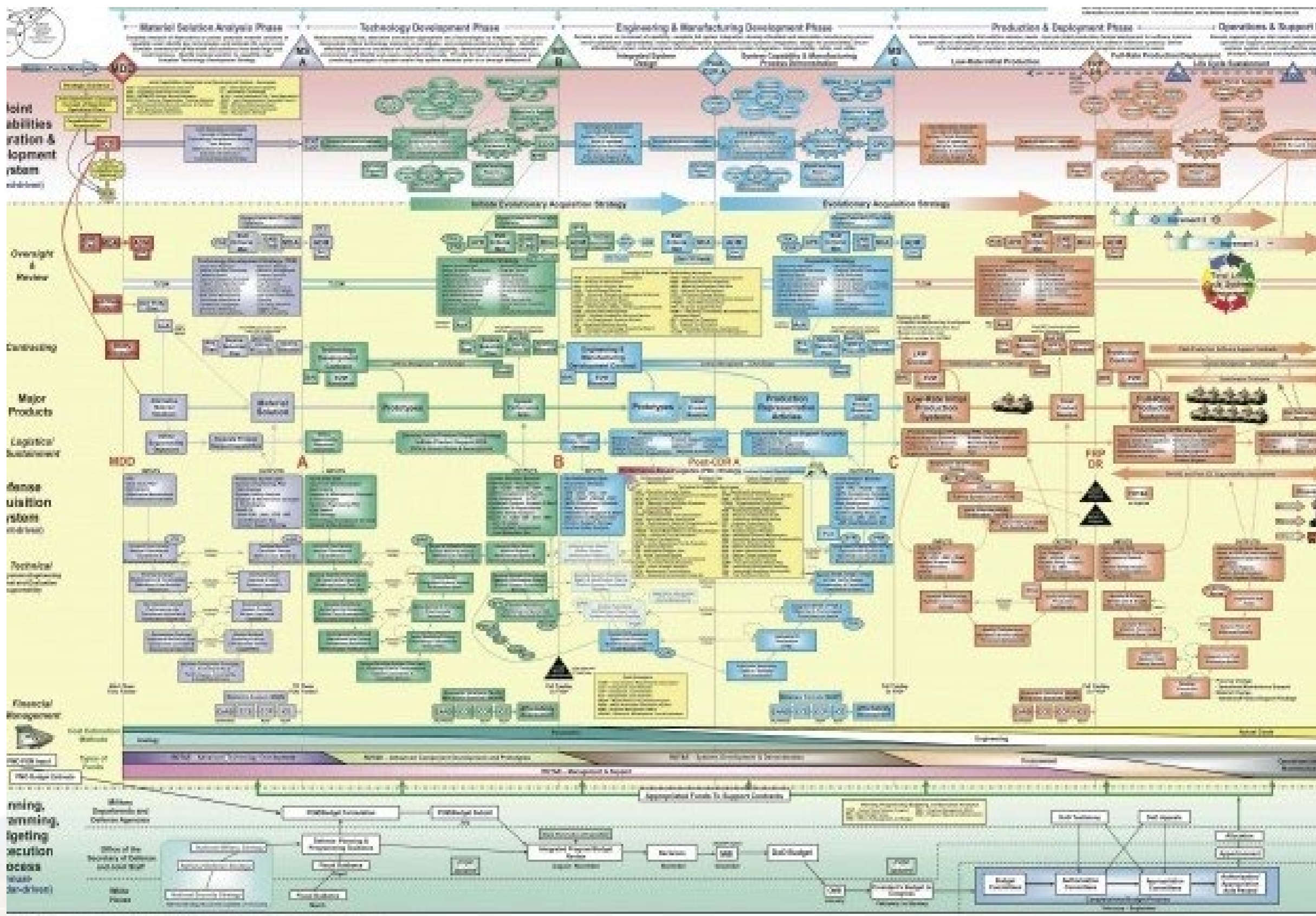
BOISE STATE UNIVERSITY

TODAY'S SESSION

- *Overview of our process for conducting meaningful Needs Assessments*
- *Establishing concrete Goals/outcomes for Staff Development Programs*
- *Introduction to application of concepts*



The Plan:



GAPS IN TYPICAL STAFF PROFESSIONAL DEVELOPMENT

- *One and Done without a vision*
- *Lack of commitment from managers and leaders to follow-through or incorporate change themselves*
- *Lack of Application of concepts*

WORSE YET...

POOR PD CREATES PERCEPTIONS AMONG STAFF

- *Flavor of the Day*
- *Sign-in, Check-out*
- *Reduced potential for improved outcomes for staff members, teams, organization*

WHY DOES THIS HAPPEN?

- *Lack of follow-through at all levels*
- *Past experiences cement attitudes and perceptions about PD in our own minds*
- *Lack of time (perceived or real)*
- *PD typically first expense cut during belt-tightening (as determined by senior leadership, direct supervisors, employees themselves)*

THE RESULT

- *Loss of Competitive Edge over time*
- *Loss of Motivation amongst team*
- *Loss of creative and innovative opportunity*



CASES USED FOR THIS CONVERSATION

- *Boise State University Adult and Organizational Outreach Team*
- *Primary Health Medical Group Operations Management Team*

(Plus Nearly 20 years interacting with organizations around this topic...)



DRIVERS FOR OUR TEAMS

- *Boise State = Emergence of Online Programs*
- *Primary Health = Rapid Expansion of Clinics*



WHAT WE ARE SEEKING THROUGH OUR PROFESSIONAL DEVELOPMENT

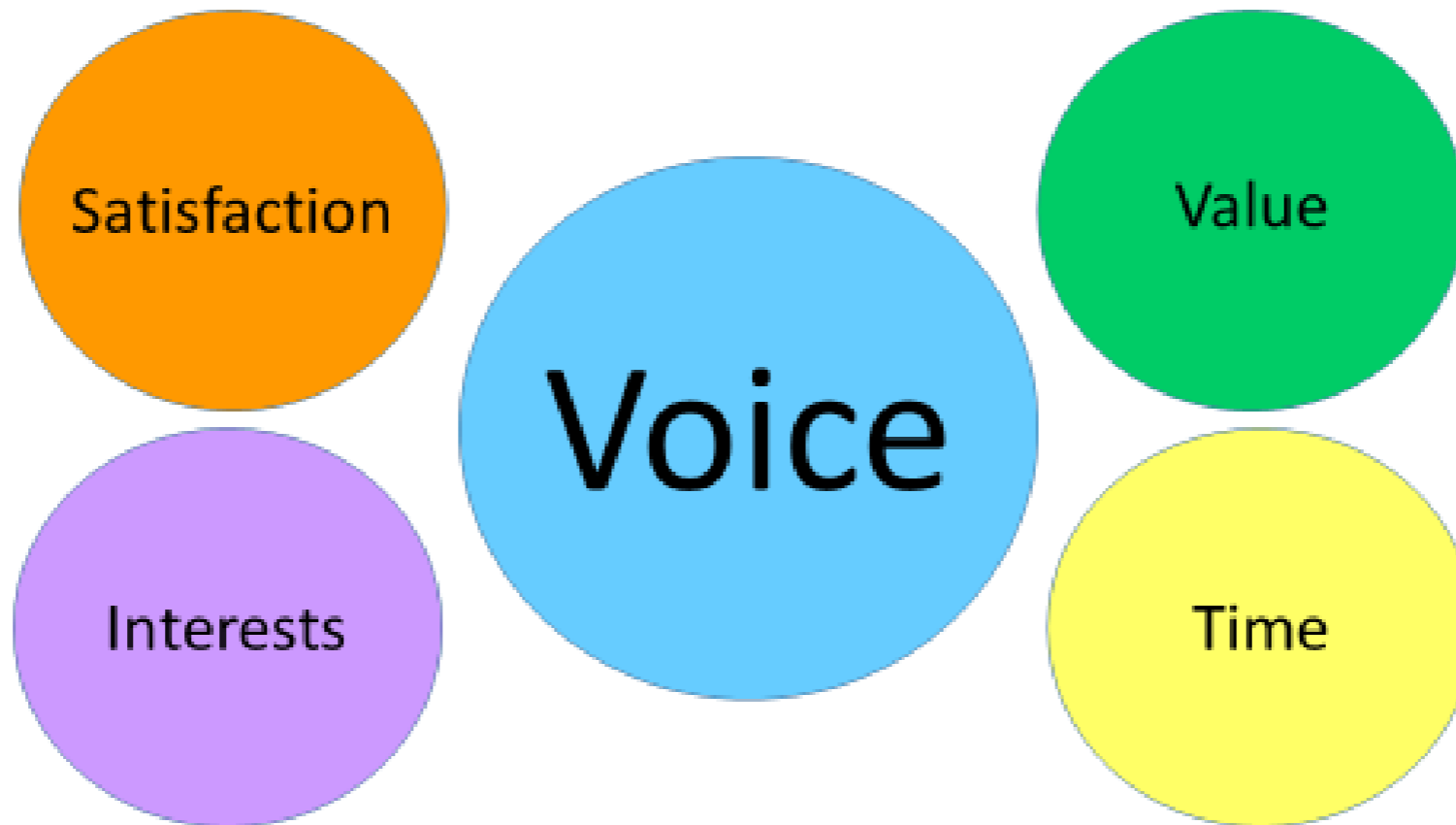
- *Rapid adjustment to “new realities”*
- *Tangible short and long-term outcomes*
- *Improved customer outcomes*
- *Improved organizational efficiency*
- *Improved employee recruitment, performance, satisfaction, retention, and succession*
- *Improved team integration throughout organization*
- *Improved process of identifying organizational needs and developing solutions*

BUILDING OUR ROADMAPS

- *Detailed Professional Development Needs Assessment*
- *Clearly articulated goals/outcomes for specific training programs/efforts*
- *Direct application of concepts to identified needs or challenges*



Employee Satisfaction Survey



ANALYSIS AND VALIDATION

ENLIGHTENED TRIAL AND ERROR SUCCEEDS OVER THE LOAN GENIUS

~PETER SKILLMAN

- *Analyze results and summarize*
- *Review and validate with internal leadership*
- *Review and validate with external experts/colleagues*



REVIEW OF ORGANIZATIONAL GOALS/METRICS

- *Review for alignment with results of Professional Development needs assessment*
- *Identify any misalignment with organizational goals/metrics and results of training needs assessment*
- *Establish specific goals for the Professional Development activity/program*

DEVELOPMENT OF STAFF PROFESSIONAL DEVELOPMENT PLAN

- *Addresses Short and Long-Term needs*
- *Incorporates Professional Development needs assessment and organizational goals to close gaps*
- *Identifies training resources (internal and/or external)*****
- *Incorporates senior leadership to identify and support application of skills/knowledge*

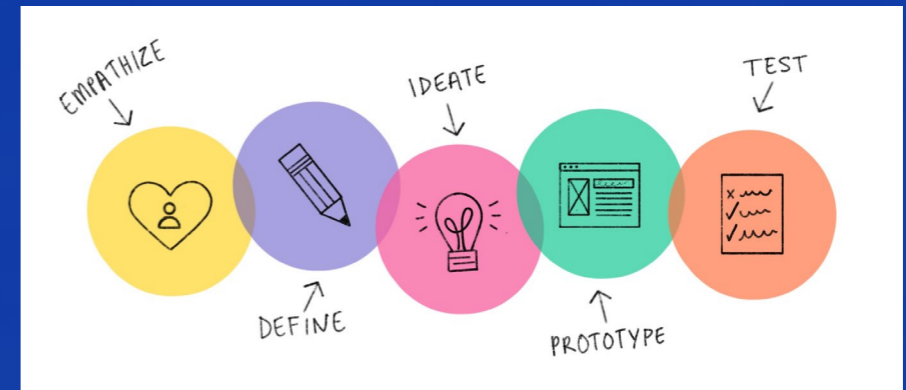
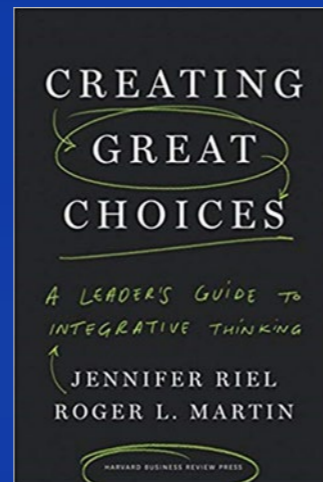


PROFESSIONAL DEVELOPMENT DELIVERY AND APPLICATION PHASE

- *Crystal clear communication to the staff what the purpose, structure, and outcomes will be*
- *Clearly articulated expectations for the team regarding what is expected of them*
- *Clearly stated commitment from leaders regarding their focus on the process*
- *Professional Development offerings/program is delivered*
- *Application of skills to “real world” environment conducted*

APPLICATION PHASE (THE SECRET SAUCE)

- Adapted from:



LET'S PRACTICE DEVELOPING A "CHALLENGE"

- www.menti.com

WHAT ARE THE ISSUES YOU ARE FACING IN YOUR ORGANIZATION?

- The **Big Idea** that needs to be dealt with
- A Big Idea is a broad theme or concept that can be explored in multiple ways and is important to you and the larger community. Examples of big ideas include Growth, Patient Satisfaction, Supplies, Sustainability, and Employee Recruitment.



HOW MIGHT WE BEGIN IMPROVING ON THE “BIG IDEA”?

- *What are the **Essential Questions** associated with your big idea?*
- By design, the big idea allows for the generation of a wide variety of essential questions that reflect personal interests and the needs of the organizations (e.g. Why is this important to me? Where does this concept intersect with my work? etc.). At the end of the **Essential Questioning** process is the identification of one Essential Questions that has meaning to the team and their work.

ISSUE A CHALLENGE FOR YOUR TEAM

- *What **Challenge** are you going to issue to your team to solve?*
- The **Challenge** turns the **Essential Question** into an opportunity to apply learning to an organizational issue that needs to be solved or improved upon related to the Big Idea. A challenge is immediate, actionable, and builds excitement for a tangible outcome.

HELPING THE TEAM GET STARTED WITH APPLICATION OF KNOWLEDGE

- *What are the **Guiding Questions**?*
- *What are the **Guiding Activities**?*
- *What are the **Guiding Resources**?*

SOLUTION(S) AND TESTING

- *How much time will your teams have to develop a solution based on the Challenge you've issued?*
- *How will you determine if a solution is worthy of testing?*
- *How will you select from many possible solutions coming from the team?*

ASSESSMENT OF SOLUTION

- *What is your timeline for assessment of the solution?*
- *Who will conduct the assessment for effectiveness?*
- *What metrics will you use to assess success or failure?*

RECALIBRATION

- *Based on the assessment, recalibration might be needed to improve on a good solution*
- *How will you recalibrate?*
- *How much time will you give to revision of the solution?*

DISCARD OR TURN INTO STANDARD PRACTICE

- *Not all solutions are winners... Fail fast and move on but reflect on what you learned*
- *How will you decide to keep or discard an idea?*
- *Rapid iteration and decisions to keep or kill are essential.*
- *If converted to standard practice, how often will you reassess?*
- *Failure to review on a regular basis is a trap for collecting outdated processes, over taxing staff, and risking competitive advantage*

RINSE AND REPEAT ANNUALLY:

- *The heavy lift on this process happens on the first effort. Don't waste the momentum.*
- *Set individual and team goals that align with organizational goals/metrics*
- *Assess gaps and related PD needs*
- *Deliver Professional Development opportunities that benefit the individual, team, and org.*
- ***Apply new skills based on challenges identified by senior leadership and/or team***
- *Support, support, support*
- *Communicate, communicate, communicate*

QUESTIONS?



Thank You!

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