Expect the Unexpected: EHDI Workforce Development and the Benefits of Cross Training and Succession Planning

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Strategic Planning

- Vision
- Strategies
- Objectives
- Tactics
- Performance Measures
Massachusetts Vision Areas

1. Awareness and Education, Building a Constituency
2. Family Support
3. Stakeholder Engagement
4. Policy
5. Surveillance and Evaluation
6. Interventions
7. Infrastructure
Family Support Strategic Priority

- Annual Family Forum
- Active Facebook Page
- Active E-mail list and Weekly Informational Blasts
- Parent Trainings and Conference Calls
- Family Events
  - Providing opportunities for parents to engage with one another while their children are having fun
    - Art event, children’s museums, indoor play spaces, circus
Team Approach

• Articulate a “team” vision
• Develop clear goals and objectives
• Value retention
• Attract a diverse workforce
• Cross-train staff
• Plan for succession
MA Vision: Providing Strong Leadership to Create Positive Outcomes for Children with Hearing Loss and Their Families

- Janet Farrell, Program Director 1998 (law passed)
- Sarah Stone 2000
- Amarilys Triana 2006
- Richard Wentworth 2008
- Kathy O’Connell 2011

47 years of combined experience/dedicated to EHDI

- Epidemiologist TBH (CDC)
How can we reduce turnover?

- Identify high potential workers who demonstrate a connection to the vision
  - parents, consumers and a diverse workforce that represents the population served
- Establish a good workplace culture
  - Create benefited staff positions
  - Allow flexible schedules that respect the balance of work and family/life
- Promote good morale and be willing to listen
- Find ways to maximizing skills and talents
- Keeping work interesting
- Establish a career path whenever possible
Sustainability and Documentation

• Laws, Regulations, Guidelines and Policy
  – Birth facility regulations
  – Birth facility guidelines
    • Protocol checklists
    • Training guidelines
    • Risk indicator algorithm
    • Readmission algorithm
  – DPH approved audiological guidelines
    • Protocol checklist
• Childhood Hearing Data System Manual
• Promote the mission to stakeholders and families through written materials
Example: Losing a “KEY” staff person

- Program Epidemiologist
  - Responsible for EHDI System
  - Only staff person who knows SAS
  - Submitted EHDI data
  - Analyzed data for stakeholders and grants
  - Annual reports, facility reports

- How did we prepare
  - Documentation, documentation, documentation
  - Childhood Data System Manual
  - Prioritized workload
  - Identified internal staff who could help
  - Hired a consultant
# EHDI-IS Systems and Program Manual

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Challenges to EHDI System

• Organizational changes
• Resignation of key staff
• Training
• Emerging demographics/language needs
• Decreased budgets
• Competing priorities
• Other factors
Evaluate and Improve

• Goals and objectives should be measurable
• Continuous QI that demonstrates the value and impact of the work
• Disseminate data to stakeholders
• Gather and use feedback from stakeholders, particularly families
Next Steps Planning with Staff

Employee Performance Review should be on-going/year round process
• Check in early and often
• Encourage positive behaviors
• Identify long and short term goals
• Identify evaluation measures
• Identify relevant staff and stakeholders
• Be realistic and logical
• Empower those making next steps
• Express your thanks for good work

http://www.mass.gov/employment-equal-access-disability/hr-policies/masshr/workforce
Cross-training

• Can start as early as the interview process
  – Ascertain skills that could be used in more than one position
• Good protection against employee illness, resignations, family emergency, vacation leave
• Employees learn new skills, less
• Helps employees learn new skills
• Employers who care about employees skills development may have the benefit of employee satisfaction and motivation

Coaching

COACH stands for these five steps:
• Connecting with the employee
• Observing his or her job performance
• Assessing overall performance to select a high Return on Investment area for coaching
• Conversing with the employee about performance-improvement ideas
• Honing the employee's skills

http://www.mass.gov/anf/employment-equal-access-disability/hr-policies/masshr/workforce-enhancement-programs/topic-1-what-is-coaching.html#overview
Providing Feedback

• Focused – “what and how”
• Frequent
• Appropriate environment
• Given with attention
• Actionable (change, sustain)
• Balanced (motivational, developmental)
Succession Planning

- Organizational changes
  - Take the time to educate new leadership about EHDI
- Recognize internal leadership/cross-train
- Document responsibilities, including workflow
- Organize lists of contacts and stakeholders
- Develop timeline for known deadlines
- Document staff duties and timelines
- Keep everything in one place
Take Advantage of Resources

• Commonwealth’s Human Resource Training Modules
• On-line and In-Person Training
  – Work and family balance
  – Caring for the Caregiver
  – Five Golden Rules of Goal Setting
  – Workplace Well Being: A State of Mind
• State Employee Volunteer Program
• Investigate what your state has to offer
Points to Consider

• Develop a list of staff and key stakeholders who contribute to the work
• Have each staff member develop a list of current functions and those of key stakeholders
• Develop timelines for quality assurance/quality improvement
• Use benchmarks/best practices
• Identify gaps and areas for improvement
• Use coaching, mentoring and provide feedback
• Take time to cross-train staff and identify areas where staff may have interests
• Document the work and process through algorithms and policy
Resources

• United States Office of Personnel Management
  – OPM.gov

• http://www.mass.gov/anf/employment-equal-access-disability/hr-policies/masshr/workforce-enhancement-programs/topic-1-what-is-coaching.html#overview
Questions?