

APPENDIX A: STORYBOARD TEMPLATE

LOCAL HEALTH DEPARTMENT NAME: Osceola County Health Department (OsCHD)
 ADDRESS: 1875 Boggy Creek Road, Kissimmee, FL 34744
 PHONE NUMBER: 407-343-2035
 SIZE: 300 staff
 POPULATION SERVED: 260,000
 PROJECT TITLE: Ensuring a Competent Public Health Workforce

PLAN
Identify an opportunity and Plan for Improvement

1. Getting Started

OsCHD prioritized weaknesses identified using NACCHO's *Local Health Department Self-Assessment Tool*. Based on linkage to our strategic plan (with input from an employee SWOT), we chose ES VIII, B-9 as our opportunity for improvement. *LHD provides a program of continuing education for staff...to improve employee skills and knowledge in accordance with their professional needs.*

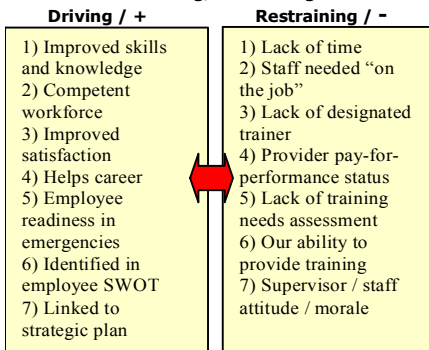
2. Assemble the Team

We expanded the scope of our Employee Training Team (ETT) and charged them with addressing an improved employee training program using the Model for Improvement/PDCA framework. Focus was on non-supervisory due to fewer training opportunities.

Aim Statement: By Nov. 2008, we will improve our program of continuing education for staff to improve their skills and knowledge to help them be more effective in their work. We will accomplish this by identifying three overall areas of deficiencies so that in-service training sessions can be developed.

3. Examine the Current Approach

The ETT used a Force Field Analysis to look at driving/restraining forces.



Once the drivers and restrainers were identified, we focused on the restraining forces to remove the barriers preventing growth in our employee training program.

4. Identify Potential Solutions

We identified the lack of a training needs assessment as a key barrier. The ETT used an Individual Development Plan (IDP) to obtain the employee's and their supervisor's input as to what skills and knowledge they saw as deficiencies. We planned to identify the top three common areas and use those to target initial employee education sessions.

5. Develop an Improvement Theory

If 50% of non-supervisory staff completes IDPs by September 2008, **then** we will be able to identify three areas of deficiencies common among staff at this level so we can create a coordinated program of continuing education that would contribute to an improvement in skills and knowledge levels in 50% or greater of the participants.

DO
Test the Theory for Improvement

6. Test the Theory

PDCA Cycle 1: We provided customer service training (one of the top three deficient areas identified) for 248 staff and tested their increase in knowledge using a pre- and post-training survey.

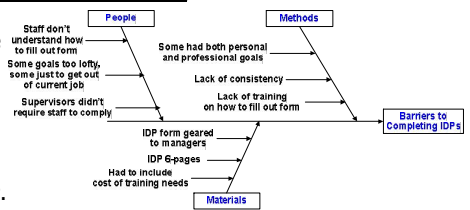
CHECK
Use Data to Study Results of the Test

7. Check the Results

	Knowledge improved	No Change
Target = $\geq 50\%$	41%	59%

n=49

Only 22% of participants submitted a post-training survey. Sample size not considered sufficient to produce reliable results.



A Fishbone Diagram showed the root cause of why training did not meet target of increased knowledge in 50% of participants: group too large to facilitate customer service interactive training. Other factors were faulty sound system in back of room and distractions such as getting water from front of room.

ACT
Standardize the Improvement and Establish Future Plans

8. Standardize the Improvement or Develop New Theory

PDCA Cycle 2: We took lessons learned from first session to plan next training on billing/coding. Group size reduced to 77 and sound system not a factor. There were no artificial distractions in front of room. 61% of participants submitted post-training survey which increased reliability of results.

	Knowledge improved	No Change
Target = $\geq 50\%$	81%	19%

n=47

9. Establish Future Plans

The ETT will use the lessons learned in the two PDCA cycles to continue developing a coordinated program of continuing education to improve employee skills and knowledge in accordance with their professional needs. Sustainability will be achieved through linkage to OsCHD's 2008-2013 Strategic Plan and leadership's commitment to continuing both the employee training / education program and furthering our accreditation preparation efforts as well.