

Optimizing Your Workforce

For Revenue Management Improvement – A Four Step Approach

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Speaker Introduction

Governing, Organizing, and Leading Business Transformations



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VP, Portfolio Marketing
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Our Agenda

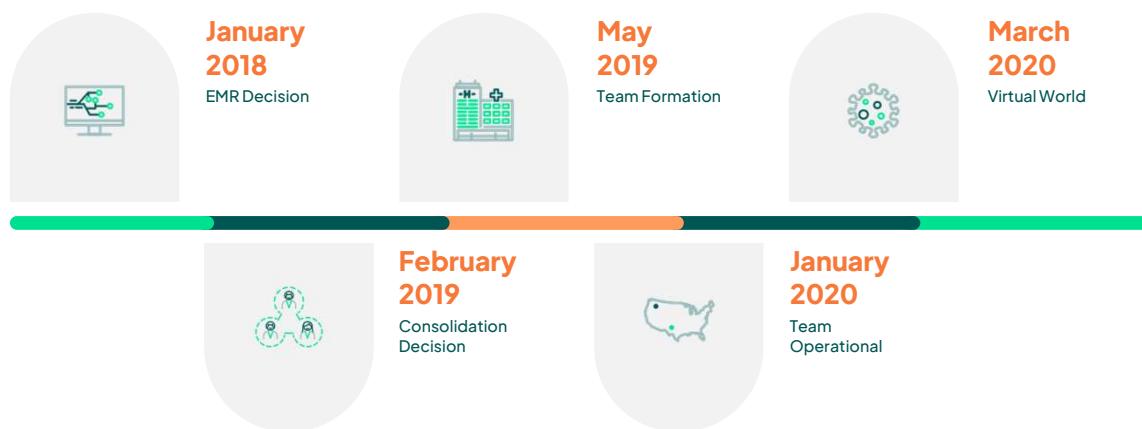
1. Why is Optimizing Your Workforce Important?
2. A Four-Step Approach to Success
 - Prepare Your Interface
 - Plan With the End in Mind
 - Use Data to Measure Effectiveness
 - Plan for Opportunities

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Why is this important to an organization like Trinity Health?

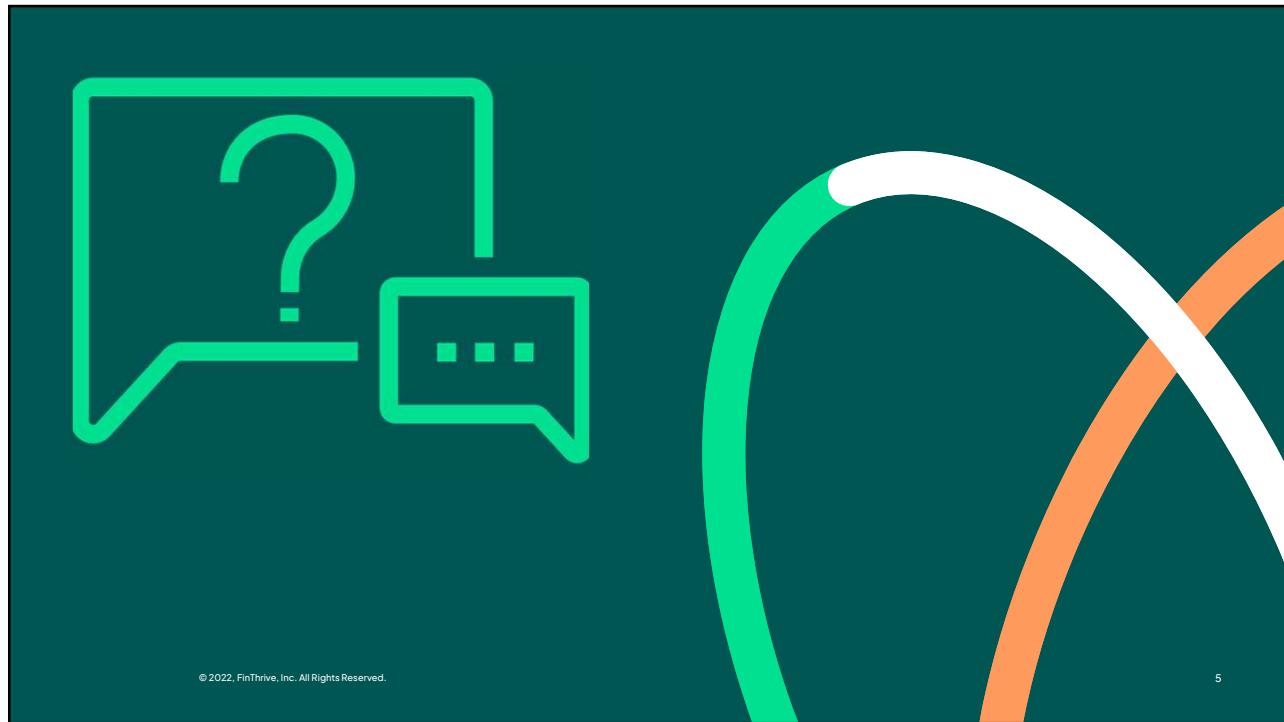


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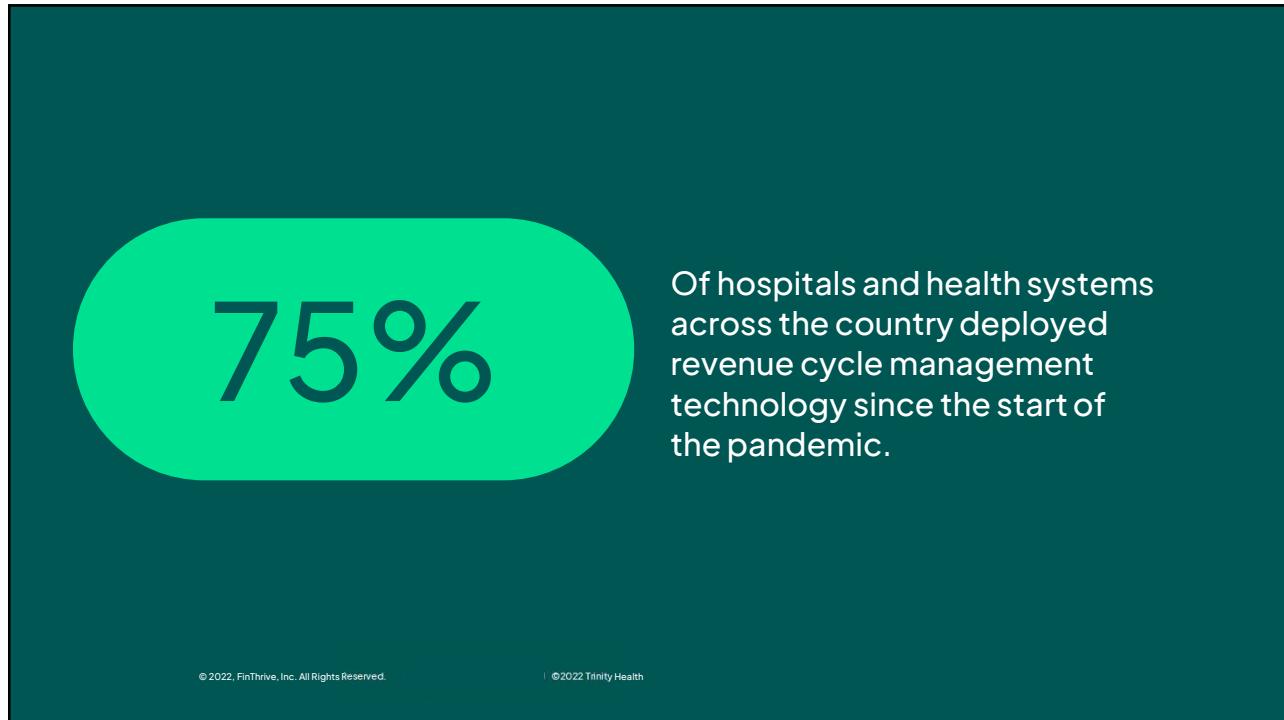
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But how does that technology look now?



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Step 1: Program Your Interface

Designing Strategically for Adult Learners

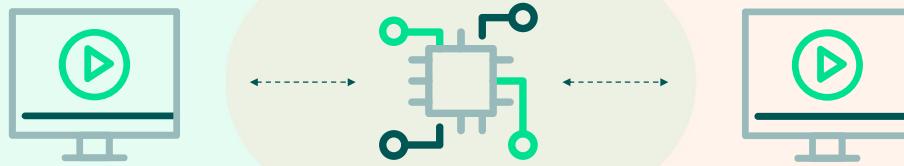
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Interface:

The place at which independent and often unrelated systems meet and act on or communicate with each other



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But what is the interface between the technology you own and the outcomes you need from it?



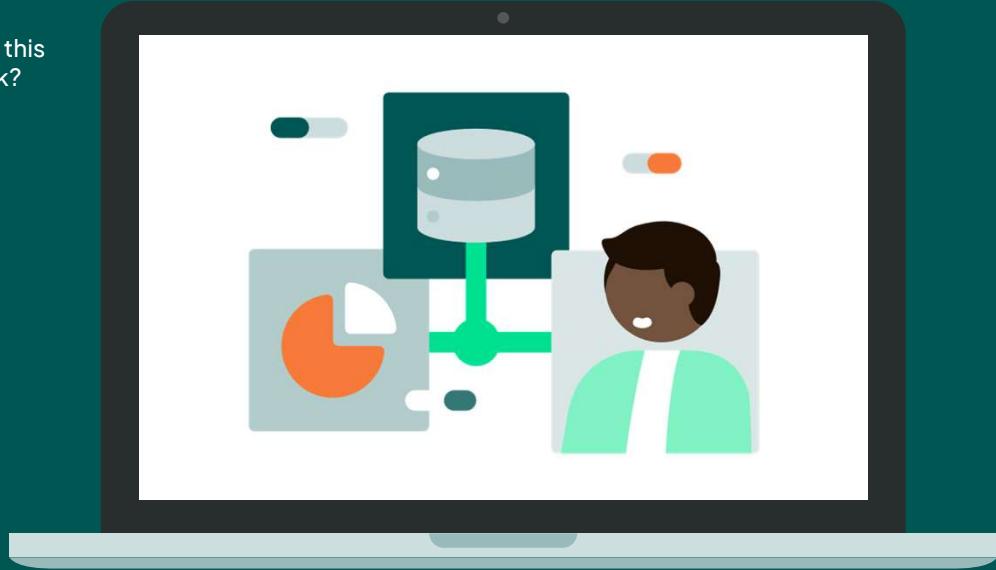
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But how does this interface work?



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Programming Your Interface

Design Strategically to Ensure Readiness

- Start with the “why” your staff need to learn something new/different
- Incorporate and build on their experiences
- Have self-directed learning content and opportunities available
- Focus on the problems or challenges the learning will help them solve
- Construct learning with examples of real-world scenarios for them to work through
- Find what motivates your learners and incorporate that into your program

Incorporating these elements will shape your training programs to really draw in your audience.



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Step 2: Plan With The End In Mind

- Data Collection
- Data Measurement
- Data Organization
- Data Reporting
- Data Display

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Data Collection



What are you going to measure?

- Transparency
- Accountability
- Line of Sight
- Visual Management
- Performance Evaluation
- Coaching
- Stakeholder Reporting
- Technology



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Data Measurement



What are you going to measure?

 Reliability Consistency of results over time Participants and conditions However, reliable does not mean valid	 Validity Measuring accuracy Crosschecking information Quantitative against Qualitative	 Time Recency impacts results Recency improves quality	=  Generalizability How applicable the results of your data are to achieving your desired outcome
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Data Organization



Begin with the end in mind by determining your current state - SIPOC


Supplier
 Kirkpatrick Model
 Likert Scale
 Tableau
 Your Vendors


Input
 Evaluation data from instruments you create
 Assessment data from instruments you create- or from the HIS System vendor


Process
 Design and Delivery of your program
 Knowledge Transfer

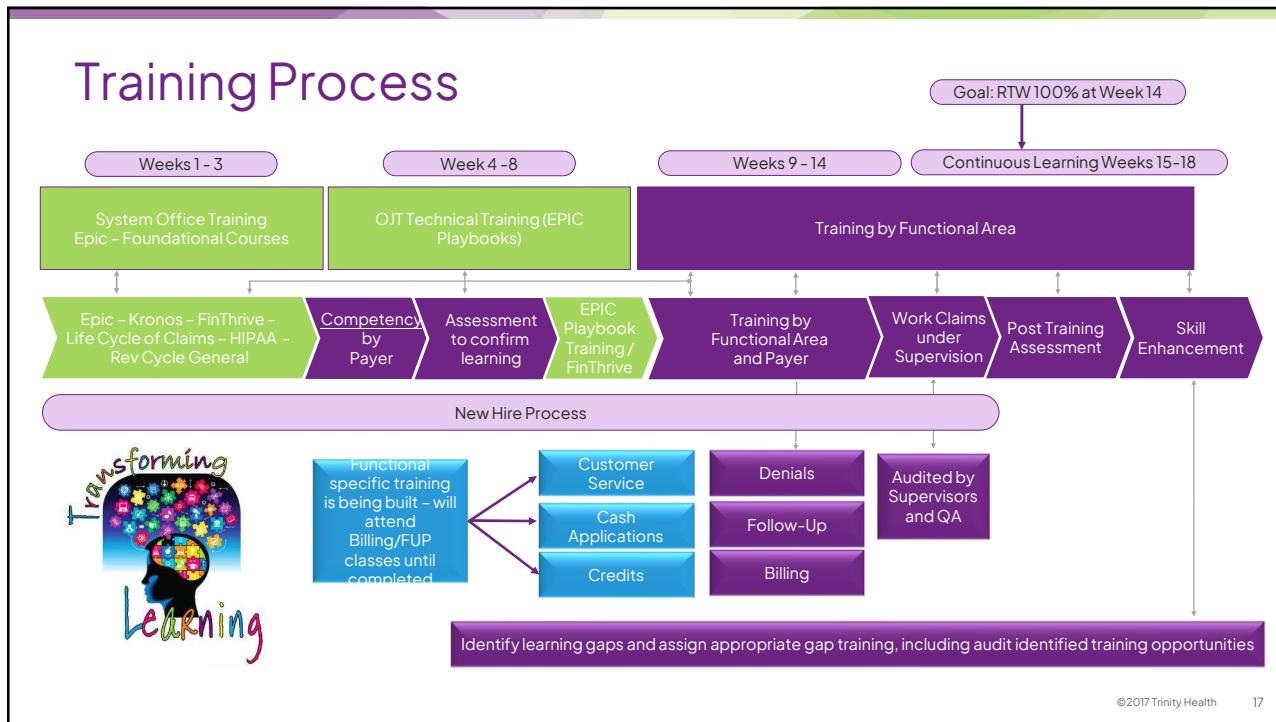

Output
 End User Ratings
 Scores
 Dashboard


Customers
 End Users
 Stakeholders

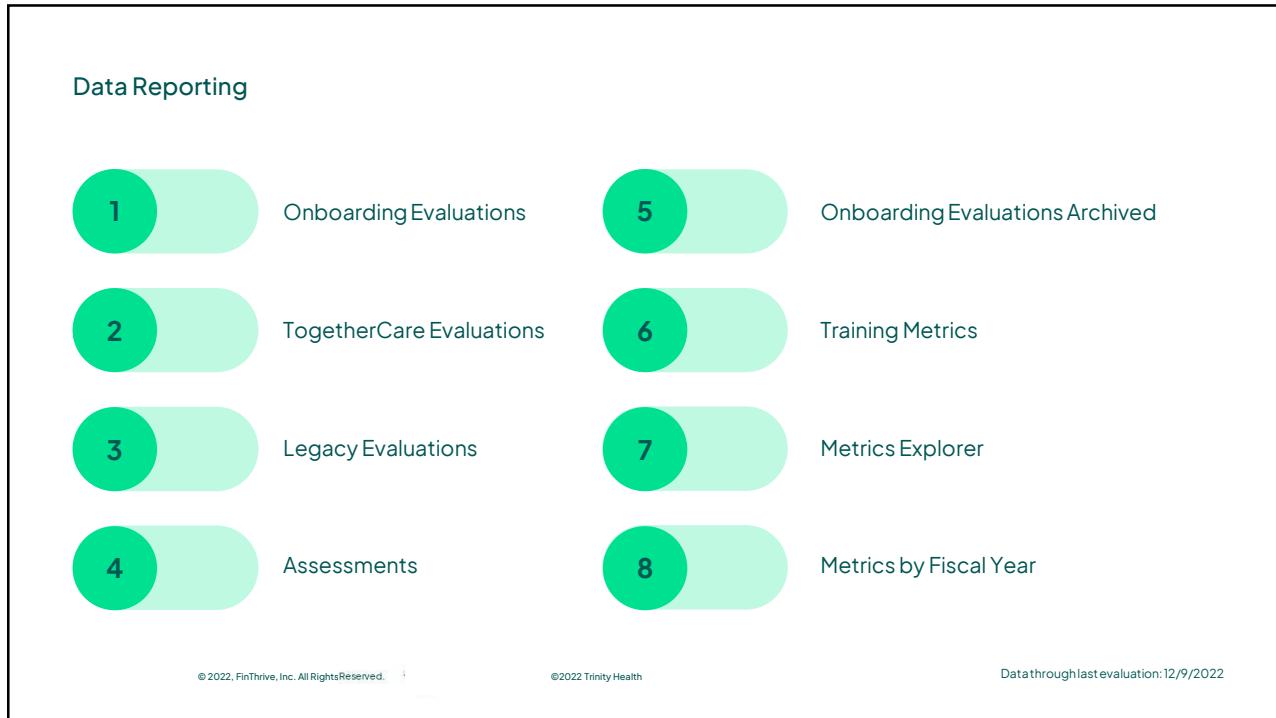


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Basic Visual Management

1 Target Performance
2 Current Performance
3 Outcome Calculation
Likert Averages
Net Promoter
Time Period
Level One: Reaction
Level Two: Impact
4 Line of Sight
5 N (larger is better)
6 Historical Trend

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Step 3: Use Data to Measure Effectiveness

The Kirkpatrick Model

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Measurement Using Kirkpatrick's Model



The Kirkpatrick Model is an internationally recognized tool for evaluating and analyzing the results of educational, training and learning programs.

It consists of four levels of measurement.

Level 1

- **Reaction**
- Enjoyment

Level 2

- **Learning**
- Knowledge Transfer

Level 3

- **Impact**
- Behavior Change

Level 4

- **Results**
- Return on Investment

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Measurement Using Kirkpatrick's Model



Level 4

Level 3

Begin with Measuring Levels 1 and 2

The degree of difficulty in determining true causality increases with each level

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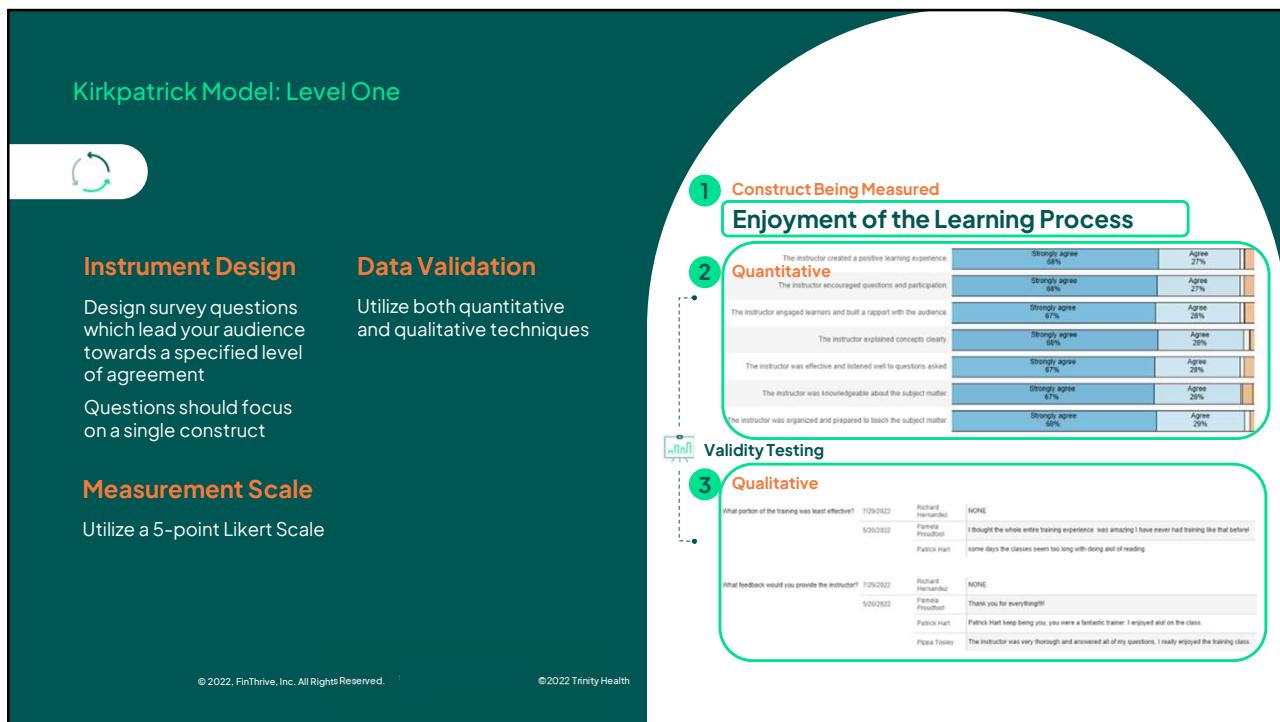
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Kirkpatrick Model: Level One



This diagram illustrates the Kirkpatrick Model at Level One. It features a central white circle with a green arrow icon, surrounded by four colored boxes: orange, teal, yellow, and red. The orange box contains the 'Instrument Design' section, the teal box contains 'Data Validation', the yellow box contains 'Measurement Scale', and the red box contains 'Enjoyment of the Learning Process' with a 'Validity Testing' section below it. Each section includes a brief description and a screenshot of a survey interface with Likert scale data.

Instrument Design
Design survey questions which lead your audience towards a specified level of agreement
Questions should focus on a single construct

Data Validation
Utilize both quantitative and qualitative techniques

Measurement Scale
Utilize a 5-point Likert Scale

1 Construct Being Measured
Enjoyment of the Learning Process

2 Quantitative

	Strongly Agree	Agree
The instructor created a positive learning experience	65%	27%
The instructor encouraged questions and participation	65%	27%
The instructor engaged learners and built a rapport with the audience	67%	29%
The instructor explained concepts clearly	65%	26%
The instructor was effective and listened well to questions asked	67%	29%
The instructor was knowledgeable about the subject matter	67%	29%
The instructor was organized and prepared to teach the subject matter	60%	29%

3 Qualitative

What portion of the training was least effective?	Richard Hernandez	Pamela Proschot	Patrick Hart	None
7/29/2022				I thought the whole entire training experience was amazing I have never had training like that before
5/29/2022				some days the classes seem too long with doing a lot of reading

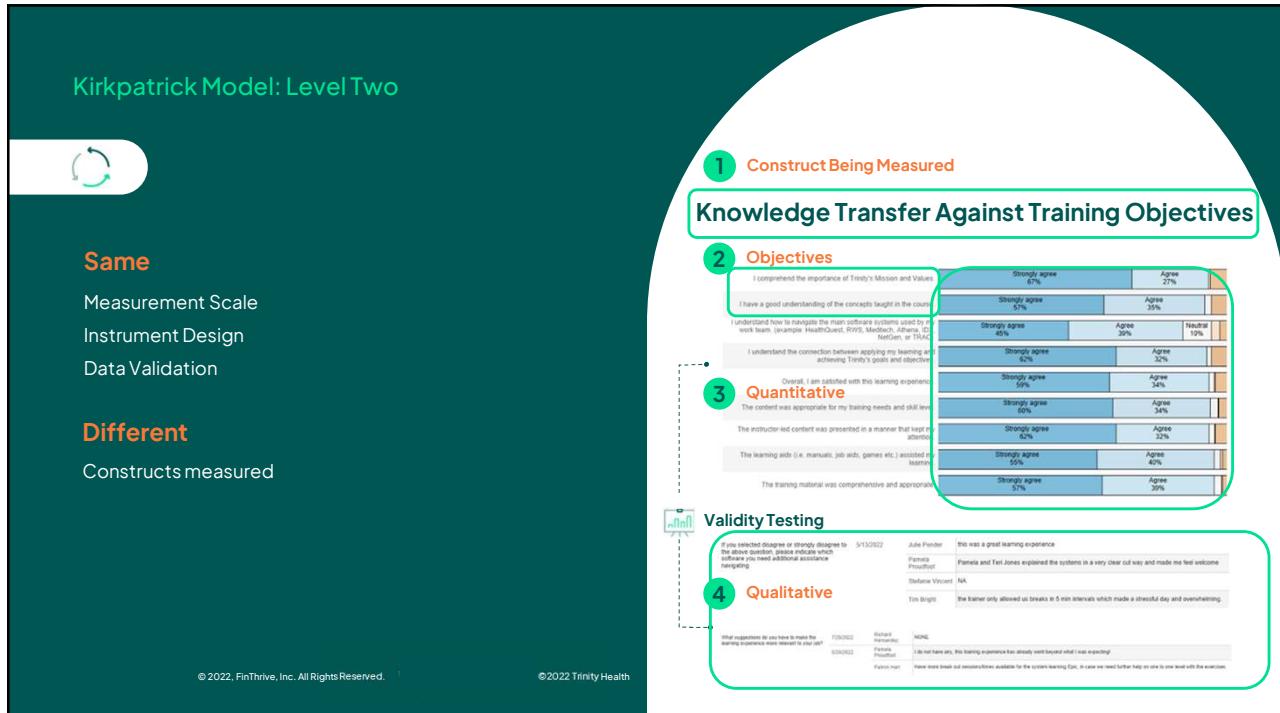
4 Validity Testing

What feedback would you provide the instructor?	Richard Hernandez	Pamela Proschot	Patrick Hart	None
7/29/2022				Thank you for everything!
5/29/2022				Patrick Hart keep being you, you were a fantastic trainer. I enjoyed a lot on the class
Popa Tooley				The instructor was very thorough and answered all of my questions. I really enjoyed the training class

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Kirkpatrick Model: Level Two



This diagram illustrates the Kirkpatrick Model at Level Two. It features a central white circle with a green arrow icon, surrounded by four colored boxes: orange, teal, yellow, and red. The orange box contains the 'Same' section, the teal box contains 'Different', the yellow box contains 'Constructs measured', and the red box contains 'Knowledge Transfer Against Training Objectives' with a 'Validity Testing' section below it. Each section includes a brief description and a screenshot of a survey interface with Likert scale data.

Same
Measurement Scale
Instrument Design
Data Validation

Different
Constructs measured

1 Construct Being Measured
Knowledge Transfer Against Training Objectives

2 Objectives

	Strongly Agree	Agree
I comprehend the importance of Trinity's Mission and Values	27%	27%
I have a good understanding of the concepts taught in the course	57%	35%
Understand how to navigate the main software systems used by our work team (example: HealthQuest, RYRIS, MyChart, NetGen, or TRAQ)	45%	26%
I understand the connection between applying my learning and achieving Trinity's goals and objectives	62%	32%
Overall, I am satisfied with this learning experience	59%	34%
The content was appropriate for my training needs and skill level	60%	34%
The instructor-led content was presented in a manner that kept me engaged	52%	27%
The learning aids (i.e. manuals, job aids, games etc.) assisted in learning	55%	40%
The training material was comprehensive and appropriate	57%	39%

3 Quantitative

	Strongly Agree	Agree
The instructor-led content was presented in a manner that kept me engaged	57%	27%
The learning aids (i.e. manuals, job aids, games etc.) assisted in learning	55%	40%
The training material was comprehensive and appropriate	57%	39%

4 Qualitative

What suggestions do you have to make the learning experience more relevant to your job?	Julie Pender	Pamela Proschot	Stefanie Vincent	Tim Bright
7/13/2022				This was a great learning experience
7/13/2022				Pamela and Terri Jones explained the systems in a very clear cut way and made me feel welcome
7/13/2022				NA
7/13/2022				Tim Bright: the trainer only allowed us breaks in 5 min intervals which made a stressful day and overwhelming

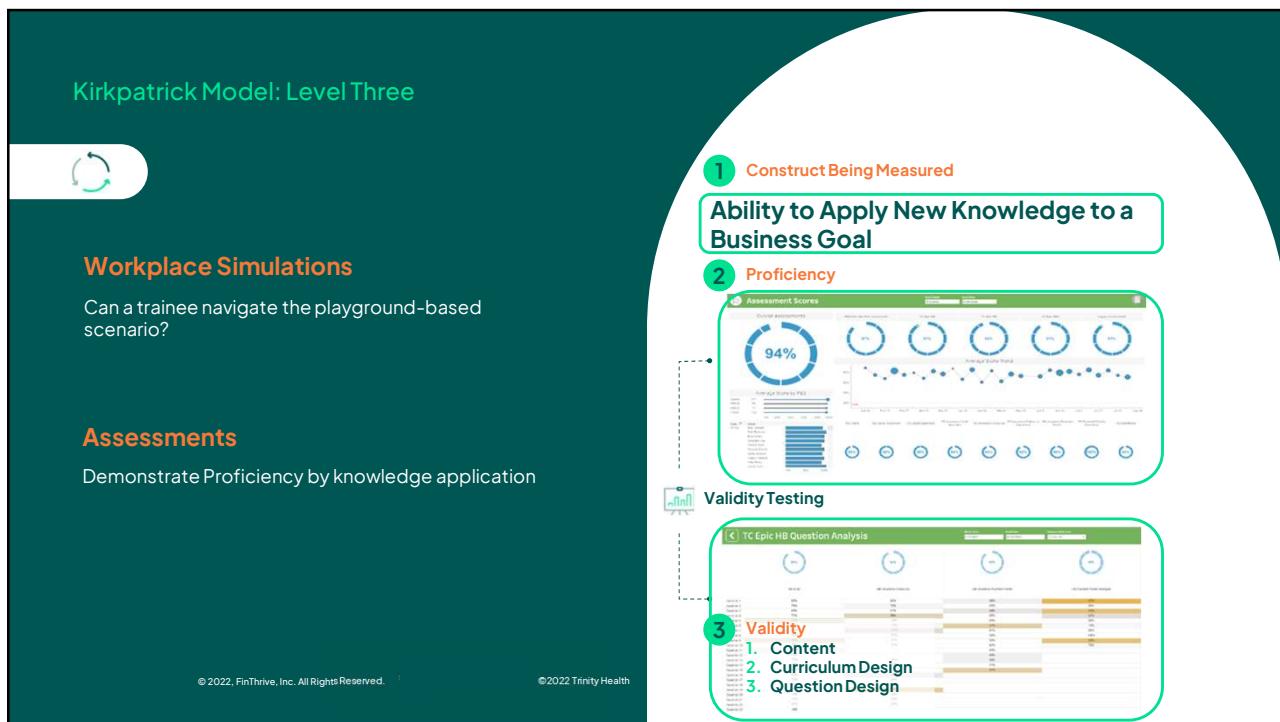
Validity Testing

What suggestions do you have to make the learning experience more relevant to your job?	Julie Pender	Pamela Proschot	Stefanie Vincent	Tim Bright
7/13/2022				This was a great learning experience
7/13/2022				Pamela and Terri Jones explained the systems in a very clear cut way and made me feel welcome
7/13/2022				NA
7/13/2022				Tim Bright: the trainer only allowed us breaks in 5 min intervals which made a stressful day and overwhelming

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Kirkpatrick Model: Level Three



Workplace Simulations
Can a trainee navigate the playground-based scenario?

Assessments
Demonstrate Proficiency by knowledge application

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1 Construct Being Measured
Ability to Apply New Knowledge to a Business Goal

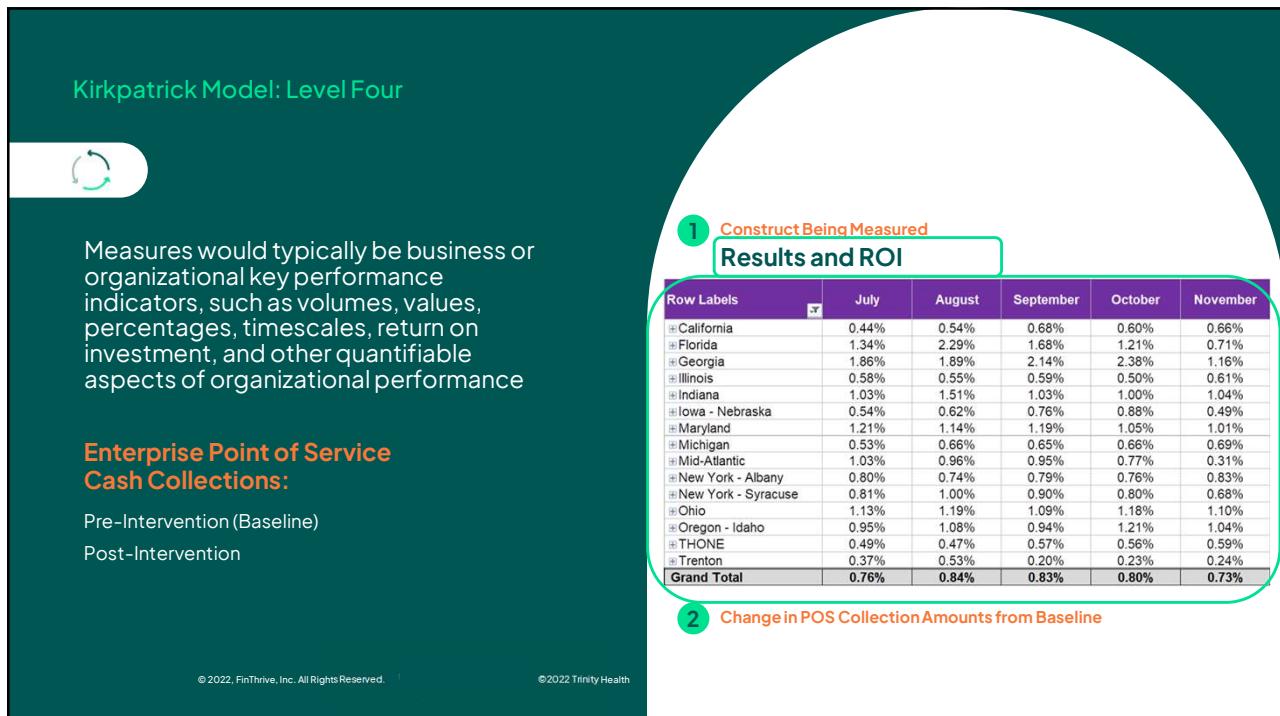
2 Proficiency


Validity Testing


3 Validity
1. Content
2. Curriculum Design
3. Question Design

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Kirkpatrick Model: Level Four



Measures would typically be business or organizational key performance indicators, such as volumes, values, percentages, timescales, return on investment, and other quantifiable aspects of organizational performance

Enterprise Point of Service Cash Collections:
Pre-Intervention (Baseline)
Post-Intervention

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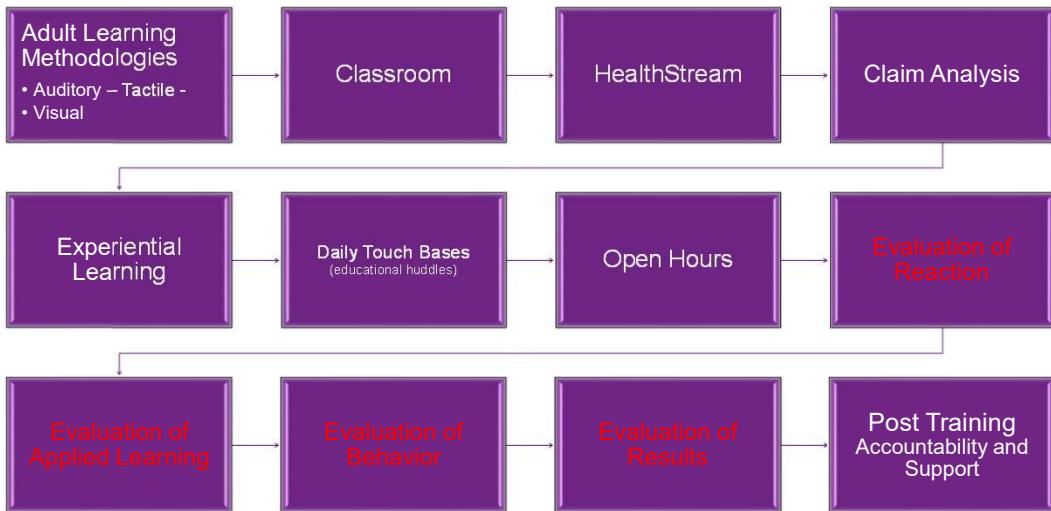
1 Construct Being Measured
Results and ROI

Row Labels	July	August	September	October	November
California	0.44%	0.54%	0.68%	0.60%	0.66%
Florida	1.34%	2.29%	1.68%	1.21%	0.71%
Georgia	1.86%	1.89%	2.14%	2.38%	1.16%
Illinois	0.58%	0.55%	0.59%	0.50%	0.61%
Indiana	1.03%	1.51%	1.03%	1.00%	1.04%
Iowa - Nebraska	0.54%	0.62%	0.76%	0.88%	0.49%
Maryland	1.21%	1.14%	1.19%	1.05%	1.01%
Michigan	0.53%	0.66%	0.65%	0.66%	0.69%
Mid-Atlantic	1.03%	0.96%	0.95%	0.77%	0.31%
New York - Albany	0.80%	0.74%	0.79%	0.76%	0.83%
New York - Syracuse	0.81%	1.00%	0.90%	0.80%	0.68%
Ohio	1.13%	1.19%	1.09%	1.18%	1.10%
Oregon - Idaho	0.95%	1.08%	0.94%	1.21%	1.04%
THONE	0.49%	0.47%	0.57%	0.56%	0.59%
Trenton	0.37%	0.53%	0.20%	0.23%	0.24%
Grand Total	0.76%	0.84%	0.83%	0.80%	0.73%

2 Change in POS Collection Amounts from Baseline

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Applied Learning Systems – Actionable Learning



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Step 4: Plan for Opportunities

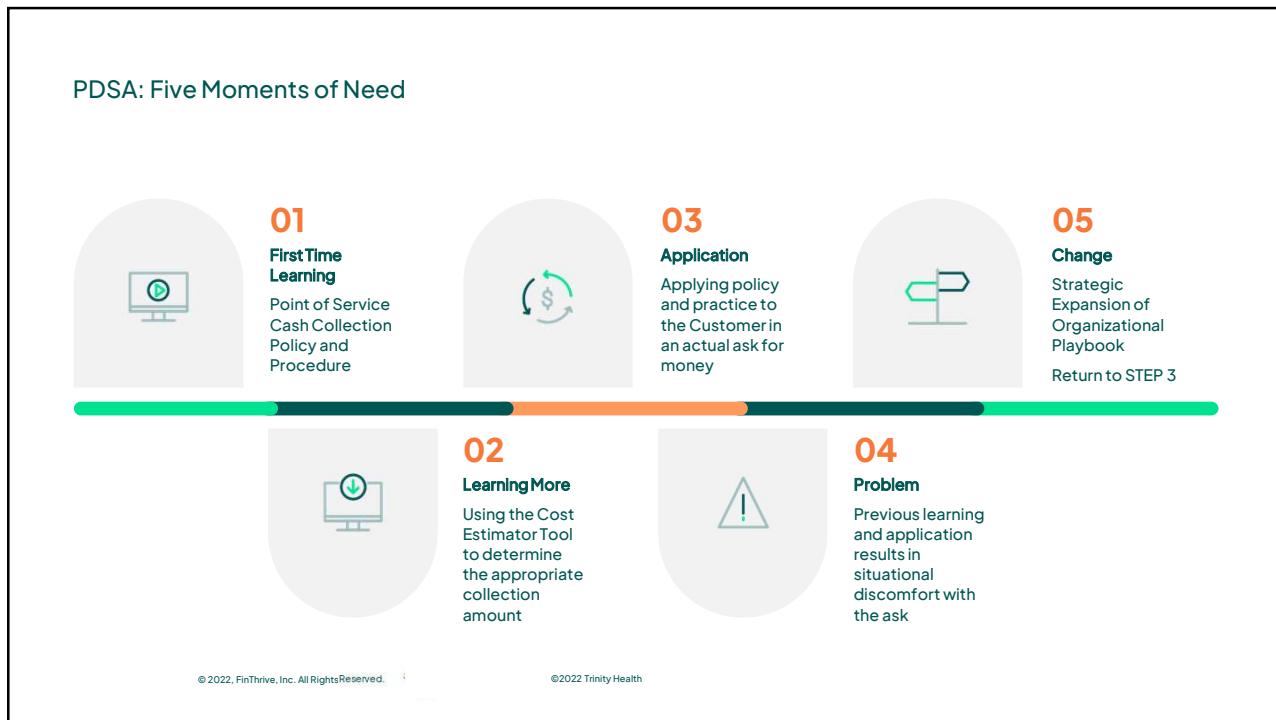
Plan, Do, Study, and Act

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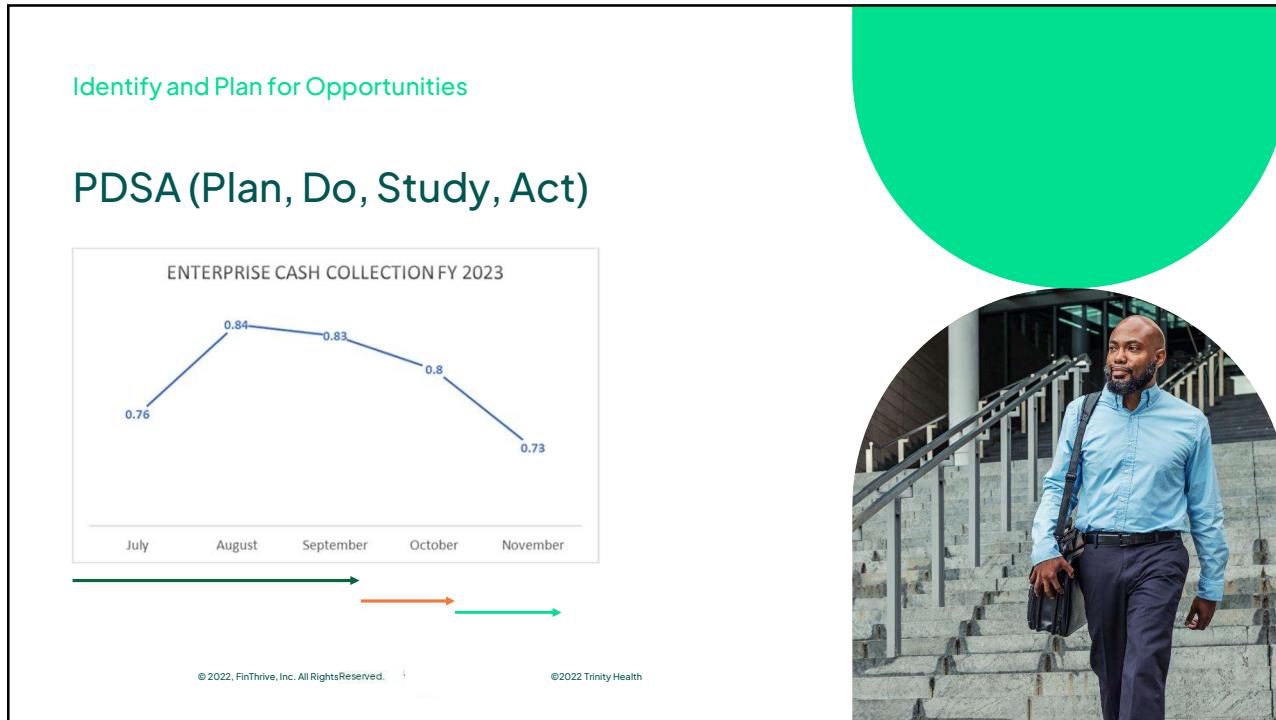
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Identify and Plan for Opportunities



Data Review Process

- The team reviews the data weekly
- Leadership meets on Outcomes weekly
- We conduct Root Cause Analysis to isolate performance issues
- We immediately implement changes and fall forward rapidly
- They create Individual Development Plans if needed
- We review and revise content consistently with a Review Committee
- Customer Recovery happens immediately
- We are objectively able to quantify our Value Equation
- We are amazingly effective and display an amazing trend

Bringing it All Together

Step 1: Program Your Interface

- Design and execute strategically
- Start with the "why"
- Incorporate experience and personal motivators
- Have self-directed opportunities available
- Use real examples during training for problem solving

Step 2: Plan With the End in Mind

- Ensure you understand what success looks like for you
- Know how you will measure that success
- Use the SIPOC framework to plan and design
- Determine how you will collect and share data

Step 3: Measure Effectiveness

- Utilize the Kirkpatrick Model
- Strive to achieve a Level 3 or Level 4 measurement
- Review data often and share transparently
- Conduct root cause analysis to identify opportunities

Step 4: Plan for Opportunities

- Inspect what you Expect
- Plan, Do, Study and Act
- Act quickly to address root causes
- Address all 5 Moments of Need with your education program

Our Experience



Once you know what you have, use that

We started with paper evaluations.

We started with paper assessments and manual scoring.

All of which were then scanned and uploaded daily from 3 different brick and mortar locations.

We used Excel for a Visual Management dashboard.

We had no standardized content.

We had not yet implemented Epic.

Data Analytics was not yet created.

It was one step at a time.

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Questions?

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Thank you!

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