

Message from Annette

Hi Folks,

Representatives from across the division met on April 24th to start the process of developing a Strategic Plan for Family Health Services. Through a series of guided team building activities, a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) and brainstorming, we identified three division-wide goals. The goals are:

- Goal 1: Enhance customer and market focus.
- Goal 2: Improve employee focus.
- Goal 3: Increase organizational efficiency and effectiveness.

The group was committed to make the Strategic Plan useful in setting our division priorities, guiding our actions, and keeping a focus on excellence. These goals reflect commitment and are not “pie in the sky,” but ideas around which we can DO specific things to continue to advance our efforts. We started to develop strategies and key activities but that work is not complete. The next step is to get feedback from across the division. Your input and support are critical. We want Family Health Services to be a place where people want to work and where we are known for our excellent customer care and high quality services.

Annette

Background on Achieving Customer Excellence (ACE) Team

The Division of Family Health Services accepted the Sterling Challenge as an integral part of the division’s strategic plan and commitment to performance excellence. To learn more about Sterling Criteria see page 2 and also visit the Sterling web site at: <http://www.floridasterling.com/>

The Achieving Customer Excellence (ACE) Team was formed in 2001 and gathered a baseline assessment of external customer feedback from the county health departments and private providers. The team also conducted the division’s first Customer Satisfaction Survey in 2001. Lessons learned from this first survey attempt provided three focus areas: communication, training, and resources (and to develop a simpler survey tool!). The ACE Team moved forward and developed an eight question survey that could be repeated and measured over time. This customer satisfaction survey was conducted by email in February 2006 and measured four key satisfaction levels: communication, training, resources, and assistance. Results from the division survey and findings from the Department of Health Employee Satisfaction Surveys (ESS) in 2004 and 2006 were used to establish an action plan to improve customer service for both internal and external customers of the division’s programs and services.

Employee Satisfaction Survey (ESS)

The ESS arrives on May 19th. Let’s strive to have the highest response rate in the department as our own division goal. The ESS results are used to make work better for all. Good news! Based on your feedback, this year’s survey has been improved with a revised format and fewer questions - taking only about 20 minutes to complete!



TIP:

The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand. **Vince Lombardi**

ACE Team Recognition

The membership of the ACE Team has changed over the years but the dedication, service and commitment to Achieving Customer Excellence has remained constant. For past, present and future members we salute your efforts and recognize the following: *Kim Barnhill, Connie Betterley, Jody Blalock, David Blodgett, Paul Boisvert, Danielle Branciforte, Deborah Burch, Sarah Cawthon, Barbara Colston, John Cowart, Brenda Crosby, Jan Davis, Marlene DuBois, Barbara Gray, Jennie Hefelfinger, Mary Heintz, Sue Higgins, Sarah Howell, Joyce Hughes, Paula Johnson, Katherine Kamiya, Becky Keyes, Rhoda Lawrence, Nancy Linehan, Karen Mica, Cheryl Miller, Craig Musgrove, Sharon Peacock, Frank Penela, Annette Phelps, Erin Posey, Mary Shafer, Flossie Smith, Dan Thompson, Stephen Tullis, Loretta Weaver, Elizabeth Woodsmall, Carol Vickers* and others who have helped in large and small ways since 2001.



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- Bureau of Child Nutrition Programs
- Bureau of WIC and Nutrition Services
- Bureau of Family and Community Health
- Bureau of Chronic Disease Prevention and Health Promotion
- Office of Surveillance Evaluation and Epidemiology
- Public Health Dental Program

ACE Team Accomplishments

The ACE team in coordination with our division administration continues to provide guidance and assistance to improve Family Health Services' customer (both external and internal) satisfaction. This is accomplished through the following activities:

- **Regular informal gatherings** (open to all staff) with our Division Director to learn more about what matters in our work place and to address topics including: what we do well as a division, what we can do to improve our services, how can we improve communication, and what opportunities lie ahead that we can plan for now. Just knowing we have a Division Director that is accessible and open to customer (external and internal) ideas and thoughts is wonderful.
- **The staff break room** is available on the first floor and provides a place to eat away from your desk and to relax out-of-sight of agency customers and co-workers. An anonymous Suggestion Box is provided for comments, questions or concerns and responses are provided on the division email distribution list by the Division Director. Changes are underway to improve the ambiance of the room and make it a more comfortable and pleasant destination. A lending library of books and magazines is planned in conjunction with Read for Health.
- **Quarterly Division Award Ceremonies** are both rewarding and informative. Agency as well as division updates are provided and internal customers are recognized for their achievements through our employee awards program. Quarterly awards include Employee of the Quarter, Team of the Quarter, Star Achiever(s), Leadership Award(s), and the ACE Customer Service Award. Our division also hosted it's first Holiday Open House in 2007 – each bureau organized refreshments and activities highlighting programs and encouraging folks to visit, snack (healthy!), and learn more about the services each bureau provides across the state.
- **Customer service training events** at the program, bureau, and division level including “*Who Moved My Cheese,*” “*Give'em the Pickle,*” and “*FISH!*” Not aware of these great tools? Check out the DOH Training Resource Library with the Office of Performance Improvement!
- **ACE Customer Service Quarterly Award** was recently added to our Division's Employee Awards Program. The qualifications for a division employee to be nominated for this award include demonstrates an outstanding level of commitment to the vision, mission and values of the Department of Health, demonstrates knowledge and understanding of the work of the Division of Family Health Services, exemplifies a kind and courteous demeanor, and responds in a timely manner. Our first recipient of this award was Lat Penland followed by Theresa Bivens and Wes Payne. This award is unique in that nominations may come from headquarters, county health departments, or field staff.
- **Quarterly Division newsletters** are designed to be not so much about a program but what a program is doing that is promoting customer service. This newsletter (as well as past ones) is a tool to share with both external and internal customers on how the division and bureaus are providing customer service and sharing solutions and ideas on ways to improve. Each newsletter includes an ACE Tip on how a specific program and/or bureau provide customer service through day to day activities.
- **The ACE web site** contains useful information including division survey results, newsletters and a customer feedback link. The feedback link provides customers a means to send the ACE Team questions, comments, and solutions anonymously or personally. The ACE website is accessible via our DOH intranet or internet. Check it out at <http://www.doh.state.fl.us/family/ace/index.html>.

Sterling Criteria for Performance Excellence

LEADERSHIP – Addresses how your senior leaders guide your organization in setting organizational values, directions, and performance expectations. Attention is given to how your senior leaders communicate with employees, review organizational performance, and create an environment that encourages high performance.

STRATEGIC PLANNING – Addresses strategic and action planning, deployment of plans, and how accomplishments are measured and sustained. The category stresses that customer-driven quality and operational performance are key strategic issues that need to be integral parts of your organization's overall planning.

CUSTOMER & MARKET FOCUS – Addresses how your organization seeks to understand the voices of customers and other stakeholders and of the marketplace with a focus on delighting customers, building loyalty, and meeting customers' expectations as well as their requirements. The category stresses relationships as an important part of an overall listening, learning and performance excellence strategy.

MEASUREMENT, ANALYSIS AND KNOWLEDGE MANAGEMENT – Is the main point within the criteria for all key information about effectively measuring and analyzing performance and managing organizational knowledge to drive improvement and organizational competitiveness.

HUMAN RESOURCE FOCUS – Addresses key human resource practices directed toward creating and maintaining a high performance workplace and developing employees to enable them and your organization to adapt to change.

PROCESS MANAGEMENT – Is the focal point within the criteria for all key work processes including those that support production and delivery of products, programs, and services.

ORGANIZATIONAL PERFORMANCE RESULTS – Provides a results focus that encompasses your customer's evaluation of your organization's products, services, and programs, your overall financial, budgetary and market performance, your employee and work system results, your governance structure and social responsibility, and results of all key processes and process improvement activities. Through this focus, the criteria's purposes – superior value of offerings as viewed by your customers, other stakeholders, and the marketplace; superior organizational performance as reflected in your operation, clinical, legal, ethical, and financial indicators; and organizational and personal learning – are maintained.