

MIT 502: The Systematic Approach to Performance Improvement

Pulmonary Rehabilitation Performance Improvement

- Perceptual Analysis
- Performance Analysis
- Feasibility Analysis
- Gap Analysis

Context and Conditions

Pulmonary Rehabilitation Performance Improvement was the project completed for MIT 502: The Systematic Approach to Performance Improvement. Dr. Arnold Murdock was the instructor for this course taken during the fall of 2006.

Pulmonary Rehabilitation is a small department within New Hanover Regional Medical Center and had recently obtained its own, however small, space. While the staff and patients were enjoying many aspects of the new environment, they were having difficulty implementing a new schedule that worked best for all personnel.

To solve this problem, a performance analysis was conducted to identify human and organizational performance gaps within the department. Strategic solutions were identified and a change plan was prepared. The project was an individual one and was completed within one summer session.

Scope

MIT 502 required the student to identify an opportunity to improve the performance of a group of individuals and then to design a strategy to implement the change. A perceptual analysis was initially conducted with the staff members of Pulmonary Rehabilitation, followed by a performance analysis. The performance analysis was directed at determining the performance of four main groups within the system, the organizational system, the management system, the physical and technical system, and the human and social system. Other tasks addressed within the scope of this project included developing a list of potential causes, determining the intervention strategies, creating an implementation schedule, identifying risks, determining costs and resource needs and designing an evaluation plan.

The final report was written using Pershing's 6 phases of performance improvement model as a guide. This begins with the perceptual analysis to provide a background and description of the performance issues and identify the stakeholders and their related perceptions of the performance problem. A performance analysis identified the gap, the difference between what is happening and what should be happening, in each of the four aforementioned performance levels. The performance intervention strategies defined potential solutions directed at each of the four performance areas and a project management plan was created for implementation. A feasibility analysis was conducted to identify potential risks, costs and needed resources. And finally the

evaluation plan was designed to provide checks to ensure the solutions closed the performance gaps.

Role

The project was completed within the strict confines of a summer session, basically the month of July. The project was an individual one, so I served as the performance technologist, analyzing the four levels of performance and completing each phase of Pershing's performance model as listed above and prepared the final report.

Reflection

This course provided me with new insight into the field of Instructional Technology, that of human performance technology. It is important to consider many possible solutions to a problem within an organization and remember that training may not necessarily be the best solution. The short summer time frame created its own project constraint. I missed the team support as this was an on-line course and an individual project, however, the project did improve my skills in working independently and completing tasks within a tight time frame.