



QUALITY IMPROVEMENT NEWSLETTER

Creating a Culture of Continuous Improvement

November 26, 2025

Strengthening Quality Improvement and Performance Management Across MDH

To further build a culture of performance and quality across the entire Maryland Department of Health (MDH), three PHS staff members transitioned to the Office of the Secretary (OOS) as of October 15, 2025. The Quality Improvement (QI) and Performance Management (PM) team within PHS had previously created tools, such as the [Performance Management Implementation Guide](#), and established infrastructure including the QI Council and Steering Committee that strengthened PM and QI. This staff transition aims to elevate this performance and quality work and collaboratively expand best practices for PM and QI across MDH.

Dr. Katherine Feldman now serves in OOS as MDH's Chief Performance Officer and Director. She is joined by Laura Lee Wight, the Strategic Initiatives and Engagement Manager leading implementation of the State Health Improvement Plan (SHIP), and Nimasha Fernando, the Performance and QI Program Manager. Continuing PM and QI work in PHS are being lead by Pamela Tenemaza, PHS Strategy and Performance Manager, and Hana Bekele, Public Health Improvement Coordinator, who will continue collaborate with the staff who transitioned to OOS.

If you have any questions related to QI, PM, or SHIP please contact MDH.PHSQI@maryland.gov.

Building a Culture of Continuous Improvement at MDH

The MDH QI Council has launched its third cohort of MDH colleagues dedicated to advancing a culture of continuous improvement across MDH. Through hands-on projects

and collaboration, Council members aim to make measurable improvements to MDH's effectiveness and efficiency.

The 2025-2026 Council includes 22 members from 10 MDH offices and administrations: Board Of Nursing, Laboratories Administration, Office of the Deputy Secretary for Public Health Services, Office of Health Care Quality, Office of Human Resources, Office of Population Health Improvement/Office of Controlled Substances Administration, Office of Preparedness & Response, Office of the Secretary, Prevention and Health Promotion Administration, and the Vital Statistics Administration.

Look out for more information about the meaningful, measurable improvements the QI Council aims to drive this year! To learn more about the QI Council, please email MDH.PHSQI@maryland.gov.



QI Council members during the Council's October 15, 2025 virtual meeting.

Vote on this Newsletter's New Title

This newsletter will be expanding to include PM as well as QI. Help us pick the newsletter's new title by voting [here!](#)

MDH Shares Performance Management Innovation on a National Stage

MDH leadership in PM was showcased at the [NNPHI Open Forum conference](#) in Pittsburgh this past October. Public health professionals from across the country came to the conference to learn, share ideas, and exchange strategies for improving performance, efficiency and innovation in public health systems.

Pam Tenemanza presented MDH's journey to develop and implement the Performance Management Implementation [Guide](#) and associated [Workbook](#), which is a framework that helps program staff state their program's purpose; identify their customers; create

meaningful goals and specific, measurable, attainable, realistic, and time-bound (SMART) objectives; and develop meaningful performance metrics.

If you would like to learn more about the Performance Management Implementation Guide reach out to MDH.PHSQI@maryland.gov.



Caption: Pamela Tenemaza, Public Health Services Strategy & Performance Manager, presented a lightning talk highlighting MDH's PM Implementation [Guide](#) and [Workbook](#).

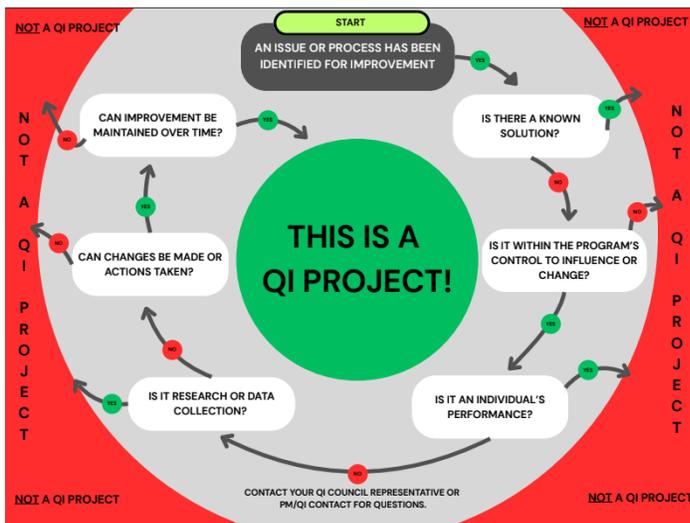


Caption: MDH colleagues who attended the Open Forum Conference. From left to right: Nimasha Fernando, Laura Lee Wight, Pamela Tenemaza, and Vanessa Lamers.

QI Learning Corner

Do you encounter challenges with any of your processes? Could those challenges be addressed through a systematic approach to improvement?

Introducing the new [QI Quick Check Tool](#), a visual aid to remind colleagues to think about ideas for QI projects. After the QI Steering Committee requested a visual reminder to keep QI front-of-mind, Pamela Tenemaza led the PM/QI team to create and design this tool in Canva. The gameboard-like design is intended to be simple, quick to use, and easy to print so colleagues can post the tool for ready access at their desks.



QI and PM Trainings & Events

[Sign-up here](#) to register for upcoming QI trainings, PM information sessions, and other upcoming events. Whether you are new to QI or need a refresher, these events are a great opportunity to build your skills, meet other aspiring changemakers, and contribute to

continuous improvement across the Department.

Wondering which training to attend? Here are our suggestions:

- **New MDH staff** - Introduction to QI Training and the PM Information Session.
- **Colleagues looking for tools to make their work more efficient** - Intermediate QI Training.
 - Be sure to attend the Introduction to QI Training if you are new to QI.
- **Anyone interested in leading changes and improvements** - Advanced QI Training.
 - Be sure to attend the Intermediate QI Training first. Also attend the Introduction to QI Training if you are new to QI.
- **Managers, Supervisors, Directors, and any colleagues who want to track how their work contributes to MDH’s bigger goals** - PM Information Session.

PM/QI by the Numbers

These numbers capture the PM/QI team’s performance in October, representing activities moving us towards our larger goals and objectives.

4.8	15	16+
Average rating (out of 5 stars) for our 4 Performance Management Learning Bursts held in October.	Attendees at our first QI Advanced Training on October 1, 2025.	Follow-up meetings with QI Council members and QI Steering Committee members to discuss QI project ideas.

3 NUMBERS CAPTURING THE PM/QI TEAM'S OCT. PERFORMANCE



4.8 STARS



Average rating (out of 5 stars) for our 4 Performance Management Learning Bursts held in October.

15 ATTENDEES

At our first QI Advanced Training on October 1, 2025.

16+ FOLLOW-UP MEETINGS



With QI Council members and QI Steering Committee members to discuss QI project ideas.

