Quality Improvement in the Social Services, Part 3: Improvement Ideas

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We'll talk about…

Menus for Improvement Ideas

Tools for Generating Improvements

Tools for Choosing Improvements

How we make decisions left to our own devices

Issue: Persons A,B, C, D and E are going to order out for lunch. But where?

<u>Dialogue:</u>

A: Geno's has good delivery. They know where we are.

B: I vote Mexican.

D: I don't have much money.

B: We do Geno's too much.

A: I'll loan you money if you need it.

D: What are the options that are nearby?

A: Everyone loves Italian.

B: Mexican is cheap.

E: That Geno's delivery guy is hot.

A: Geno's! Geno's! Geno's! Geno's!

Known Problems with Brainstorming

- *It is really hard to kill the specter of negativity.*

- *Often, no new ideas are generated.*

- *Often, no good ideas are generated.*

- *Too easy to settle on a pretty decent idea instead of striving for a great idea.*

- *Bad ideas are not rejected.*

- *Group think.*

Making Brainstorming Work

You need:

- *a diverse team at the table.*

- *a skilled facilitator who is not the user.*

- *to encourage like crazy.*

- *to not invite personalities toxic to the task.*

    -- wet blankets who see every flaw

    -- attention seekers

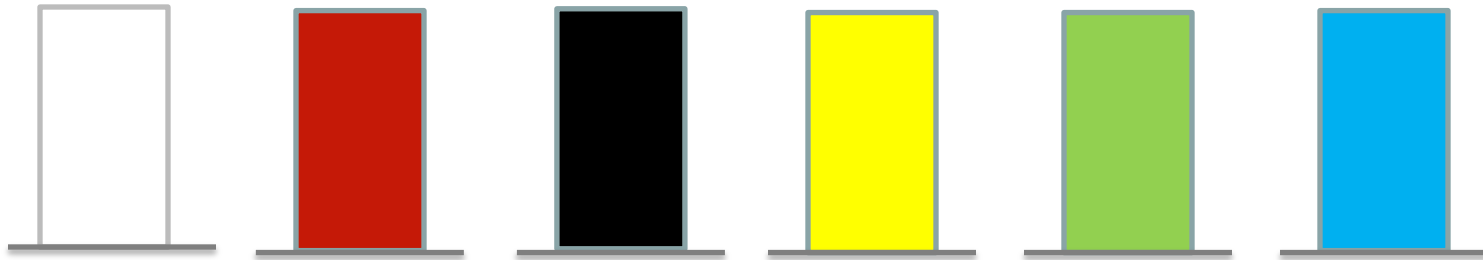- *to realize you are not done until you decide.*

One Alternative to Unstructured Brainstorming

The Six Hats
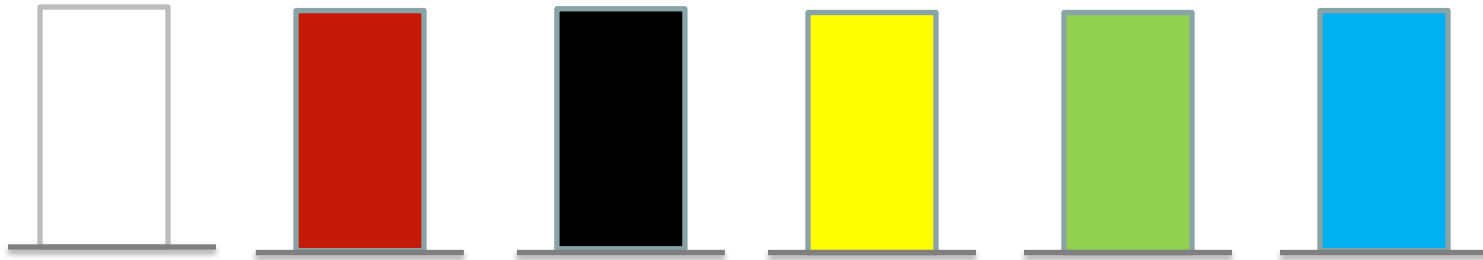
De Bono, Edward. (1985, 1996).The six hats. MICA Management.

The Six Hats Explained

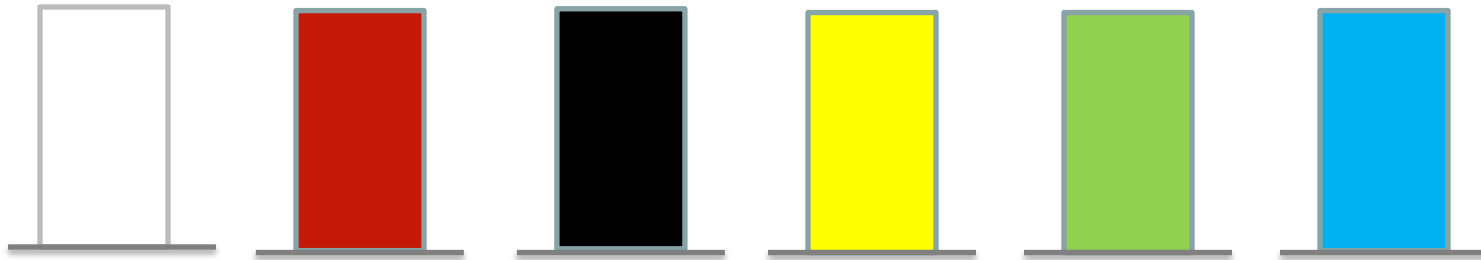|					
Neutral & objective. "Give me the facts."	Emotional view. "How does this feel?"	Careful & cautious. "Tell me why this won't work."	Sunny & positive. "Let's dream this out."	Fertile growth. Creativity. New ideas. "Let's think outside the box."	Cool. Thinking about thinking. "Are we asking the right questions?"

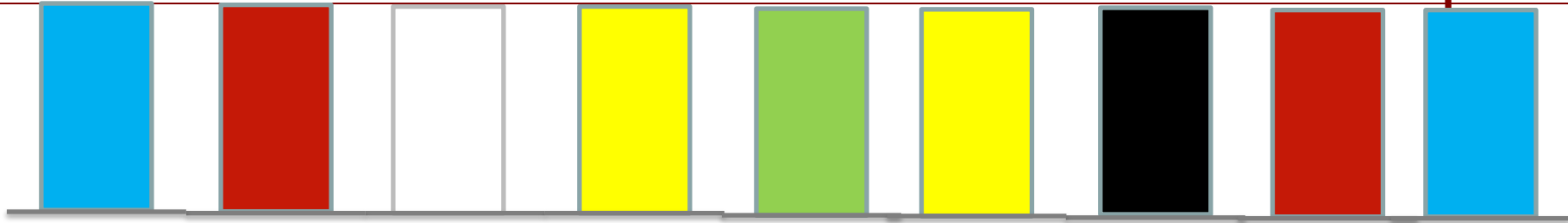The facilitator calls for certain kinds of thinking as needed.
-- "Let's do some black hat thinking here."

-- OR –

There is a preset order to the sequence.

Six Hats Preset Order Example

BLUE – Why we are here. What we are thinking about. Definitions. What we want to achieve.

RED – Gets the strong emotions out of the way. Express feelings.

WHITE – What information do we have? What does this tell us?

YELLOW – Let's imagine this problem solved. What does that look like?

GREEN - What ideas do people have?

YELLOW – Let's take the best idea we have. How would that work in an ideal world?

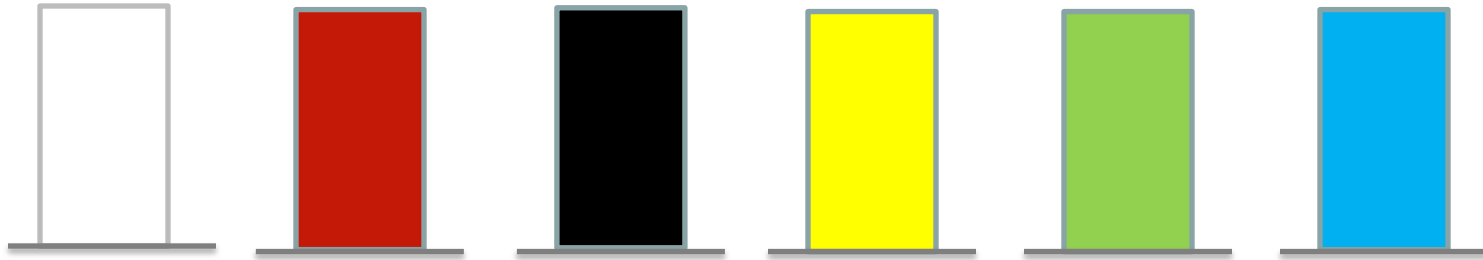BLACK HAT – Let's see where the challenges are with these ideas.

RED HAT – How does this potential solution feel to people?

WHITE HAT – What data do we need?

BLUE HAT – How was our thinking today?

The Six Hats?

Neutral & objective. "Give me the facts."

Emotional view. "How does this feel?"

Careful & cautious. "Tell me why this won't work."

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Fertile growth. Creativity. New ideas. "Let's think outside the box."

Cool. Thinking about thinking. "Are we asking the right questions?"

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Nominal Group Technique

1. State the purpose.
2. Each person writes down as many ideas as possible in a set time period.
3. Each member states one idea at a time and it is recorded. No discussion.
4. Ideas need not be from the person's list. New ones are allowed and encouraged.
5. You may pass.
6. Continue until set time or until all pass.
7. Strike from list by consensus.
8. Prioritize using multi-voting (or list reduction).

No Idea is Really New: using lists

Eliminate things not used	Listen to consumers
Change the order of processes	Take care of basics
Use reminders	Give people access to information
Use differentiation	Reduce demotivating aspects
Use a coordinator	Use automation
Develop contingency plans	Remove intermediaries

Langley et al. (2009). The Improvement Guide, 2nd ed. San Francisco: Jossey-Bass.

No Idea is Really New: SCAMPER

SCAMPER (credited to Bob Eberle)

S- Substitute

C- Combine

A- Adapt

M- Modify

P- Put to another use

E- Eliminate

R - Reverse

No idea is really new: 40 Strategies from TRIZ

Segment –divide it into parts	Preliminary anti-action	Partial or excessive action
Take out – take out the interfering part	Preliminary action	Add another dimension
Merge	Beforehand cushioning	Periodic action
Universality – make a part perform multiple functions	Do it the other way around	Continuity of useful action
Nest it	Dynamics – make it moveable	Introduce feedback
Use an intermediary	Make it self-service	Use cheap copies

Tate, E,. & Dome, E. (1997). How to help TRIZ beginners succeed. TRIZ Journal. April.

Follow Up Tools: Narrowing Choices

List reduction exercises.

Multi-voting.

Multiple picking out.

Paired comparisons.

Multi-Voting

1. Display options. Combine duplicates.
2. Number items.
3. Decide how many items on reduced list.
4. Decide how many votes each person gets(let's imagine 5).
5. Each member chooses five. Ranks them. Best=5.
6. Tally.
7. If decision clear, multi-voting ends.
8. Discuss the vote. Look for discrepancies (some think this is great; for others, not on the list). What is that about?
9. Repeat steps 4, 5, 6 with smaller numbers of items.

Follow Up Tools: What to anticipate?

Benefits and barriers: structured exploration of the benefits of a change and the barriers that will be encountered.
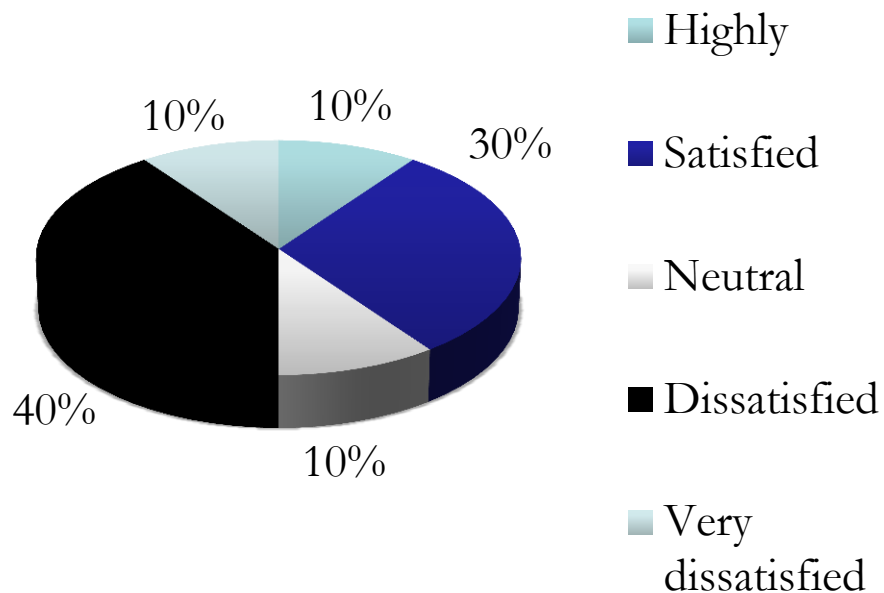
Potential problem analysis: problems/ causes/ preventive action/ contingency plans

Improvement Cycle Simulations

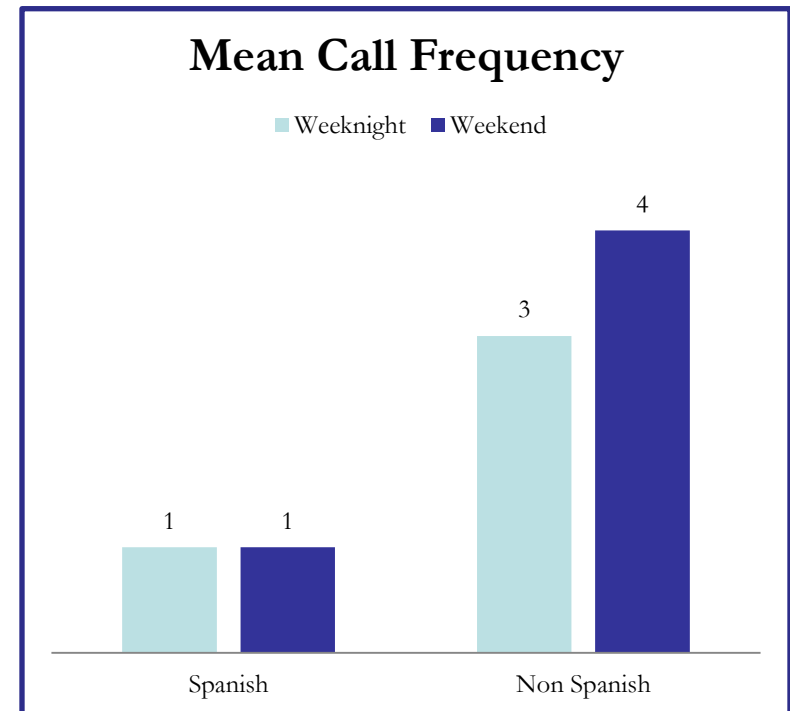|	Crisis Response Agency	Refuge for Human Trafficking
Agency context	Small single program agency	New program within large, well-resourced sophisticated social service agency.
Problem (s)	Staff turnover; staff hates being on call; burden to Spanish speaking staff; no client information when on call.	Not getting referrals; not getting paid.
What assessment tools does your team need to use?	**Cause and Effect Diagram? Five Whys? SIPOC? Process Flow Chart? Value Stream Map? Can you draw a picture for your problem?**	

PDSA Cycle 1: Crisis Response Agency

Clinician Satisfaction in %

2 Spanish Speakers

Annual turnover rate= 63%
Median length of stay = 8 months

- Highly
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

10%   10%   30%
40%   10%

Mean Call Frequency

■ Weeknight   ■ Weekend

Spanish: 1, 1
Non Spanish: 3, 4

Jail Referral Process:

Victim gets pamphlet

Jail Human Trafficking Victims:

6 intakes per month at jail

Typically from females arrested on prostitution charges

Jail assessment protocol:

**Relies on self-report
Excludes males**

CYCLE 2 CHARTER:

What are we trying to accomplish?
A remedy is chosen for the (turnover/ low census) problem.
How will we know a change is an improvement?
When a potential remedy has been chosen and deemed acceptable by key stakeholders.
Description: Given results from Cycle 1, choose a potential remedy that can be piloted next week.
Expected Results:
Consensus developed around a potential remedy to pilot.
Boundaries:
Initial activities:
                        1) Choose proper idea generation tool.
                        2) Generate ideas.
                        3) Choose proper decision tool.
                        4) Choose potential remedy.
                        5) Run it by other stakeholders for acceptability.
Time frame: One week.
Limitations: Don't initiate pilot without sponsor's approval.

Sponsorship: Agency Director