



THE UNIVERSITY OF  
**CHICAGO**

SCHOOL OF SOCIAL SERVICE ADMINISTRATION

# Quality Improvement in the Social Services, Part 2



*Curtis McMillen, Ph.D.*

# We'll talk about...

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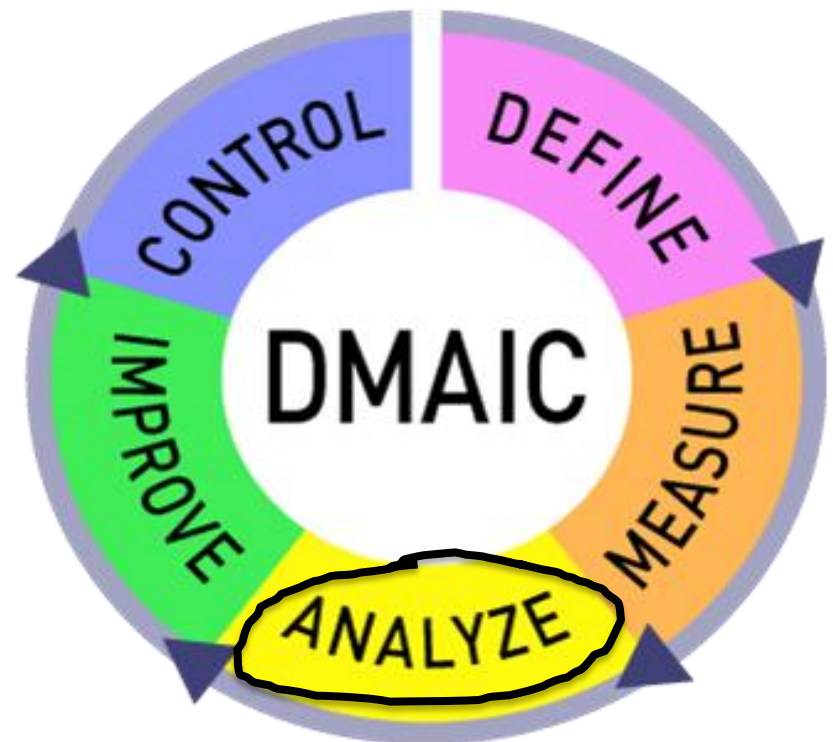
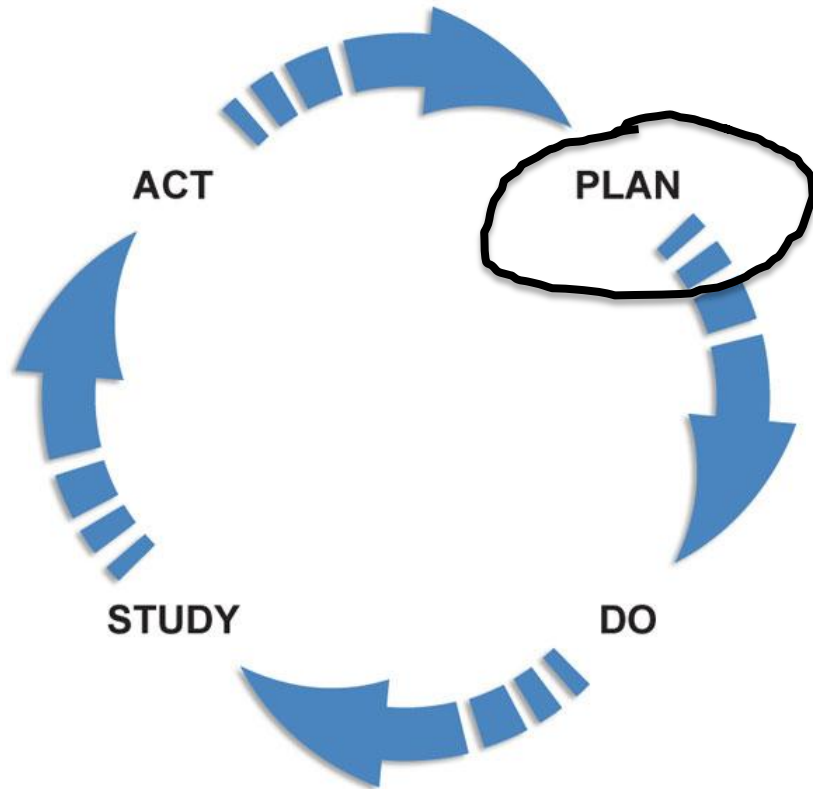
*Tools for quality improvement*

*Root cause analysis (fishbone diagrams / five whys)*

*Other assessment tools (SIPOC, process flow value stream maps)*

*Creating a picture for your problem*

# Improvement Frameworks



# Root Cause Analysis

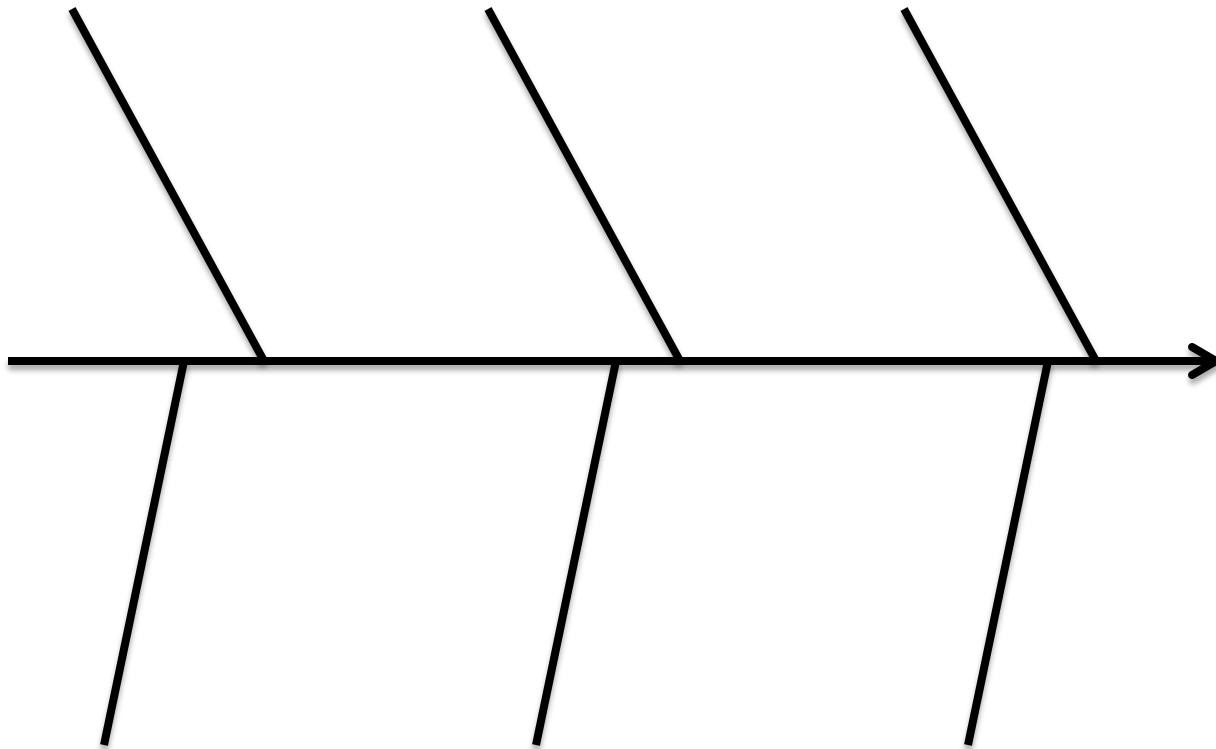
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- Forces your team to ask questions about what is going on.
- Considered a critical step in the improvement processes
- It is analytical

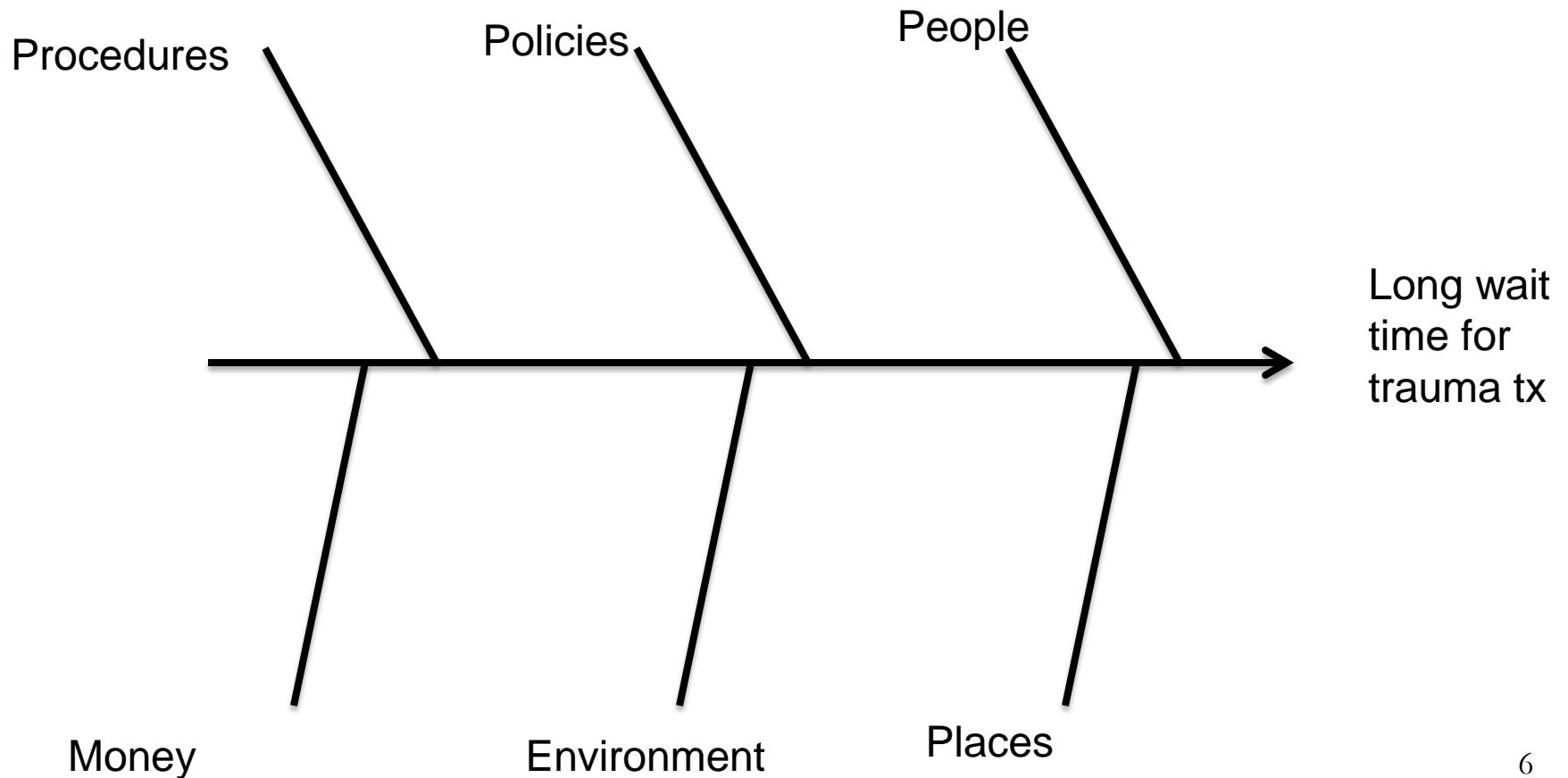
# Fish and Bone = Cause and Effect Diagrams

Kaoru Ishikawa credited with the visual – 1950

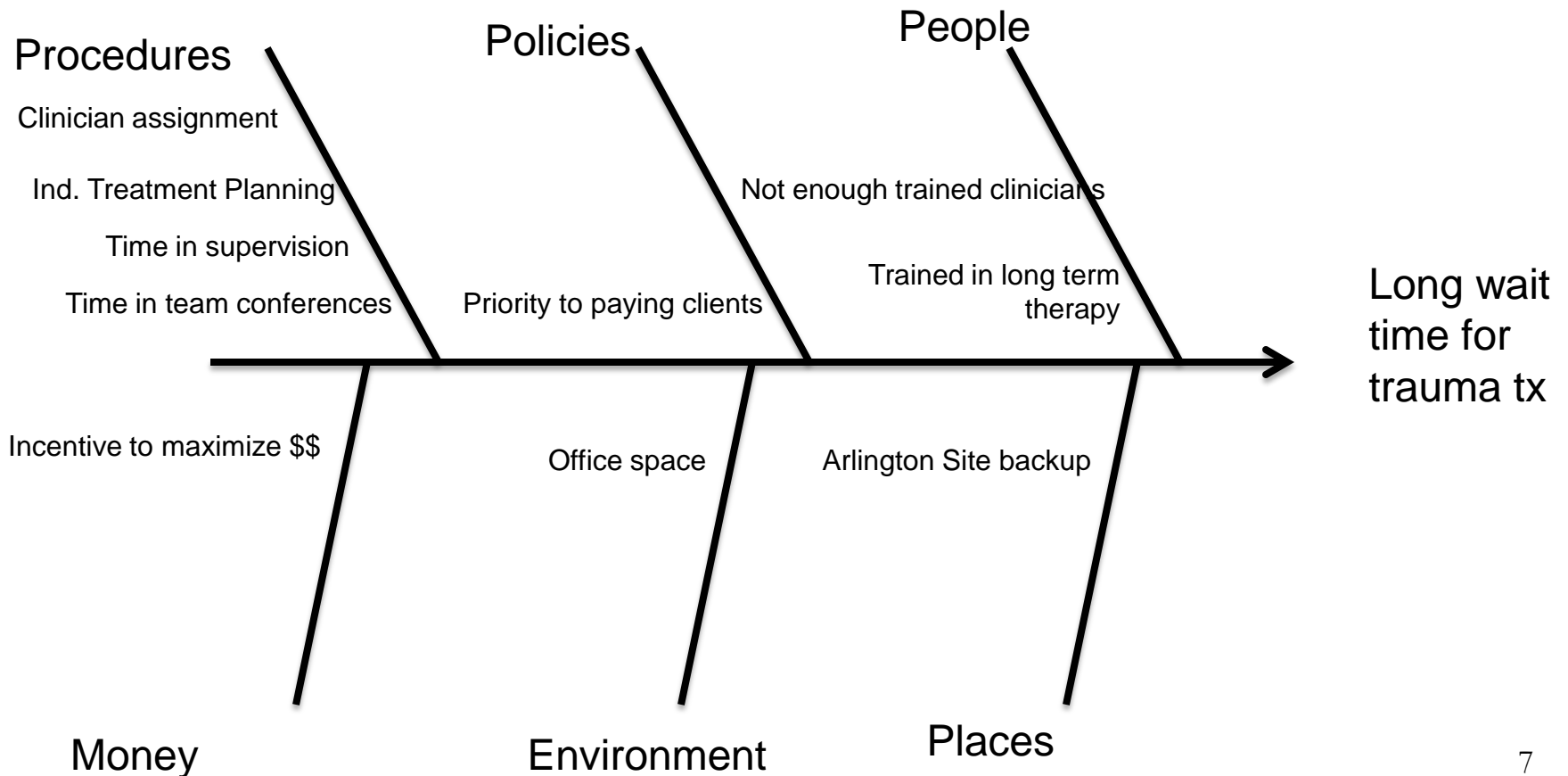
Visualizes potential relationships between the effect (the problem) and possible causes, in crucial domains



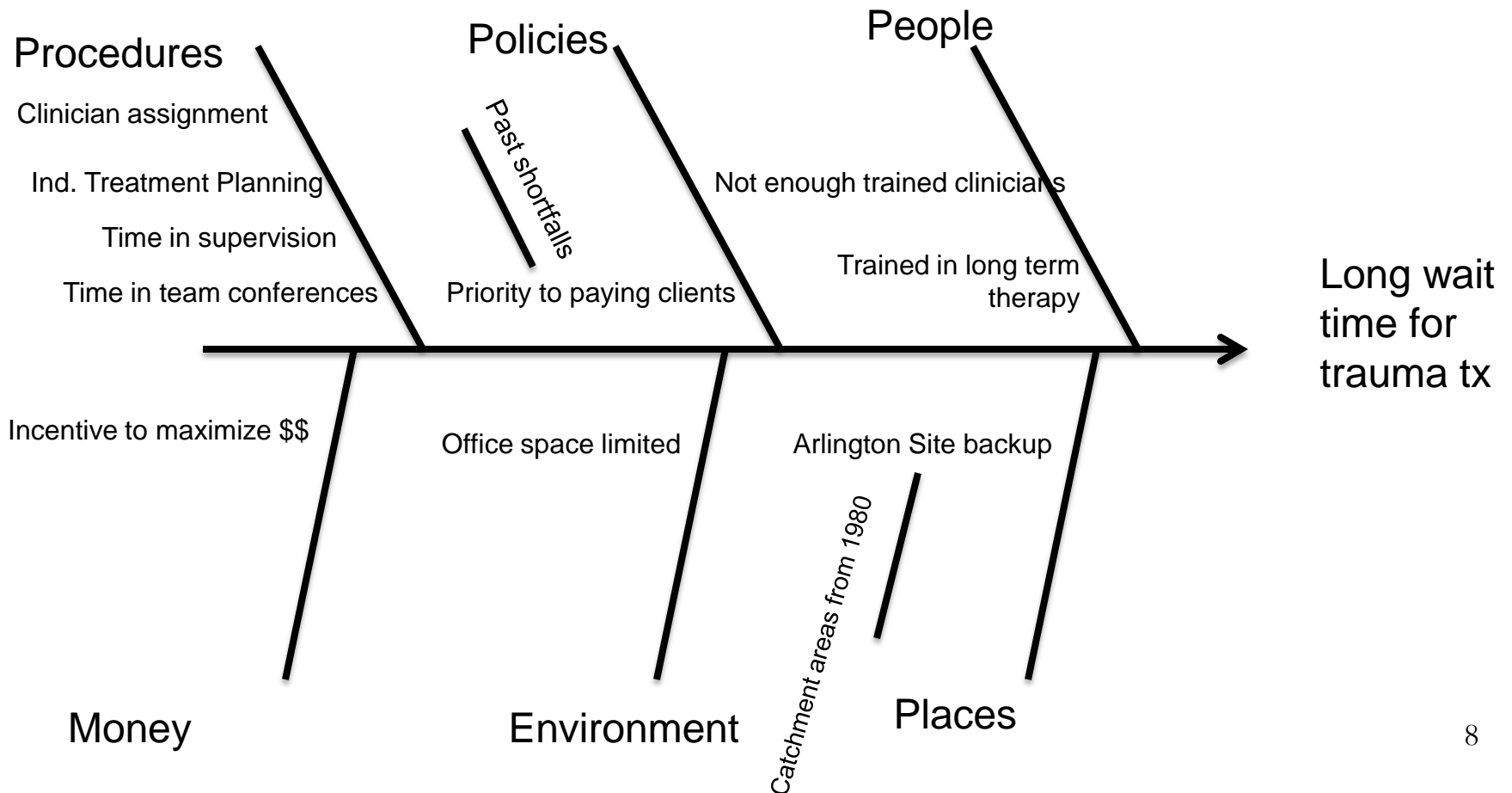
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# Cause and Effect Diagrams

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Identify many possible causes of the problem

Focused on how or what not who

Goal is to identify many causes – then pick which ones to address

Have to have the right people in the room, local knowledge

Can be used with the 5 whys

# Going deeper with root causes: The 5 Whys

Problem	Don't partner with psychiatrist
Why?	Afraid to look stupid in front of physician
Why?	Don't know much about diagnoses / medications
Why?	Never received training in them
Why?	Hire case managers without social work background
Why?	Couldn't afford social work case managers

Problem	Assessments are cookie cutter
Why?	Emphasis on completing in short time frame
Why?	Paid per assessment, not by time
Why?	

# SIPOC

S	I	P	O	C
Suppliers	Inputs	Process	Output	Customers

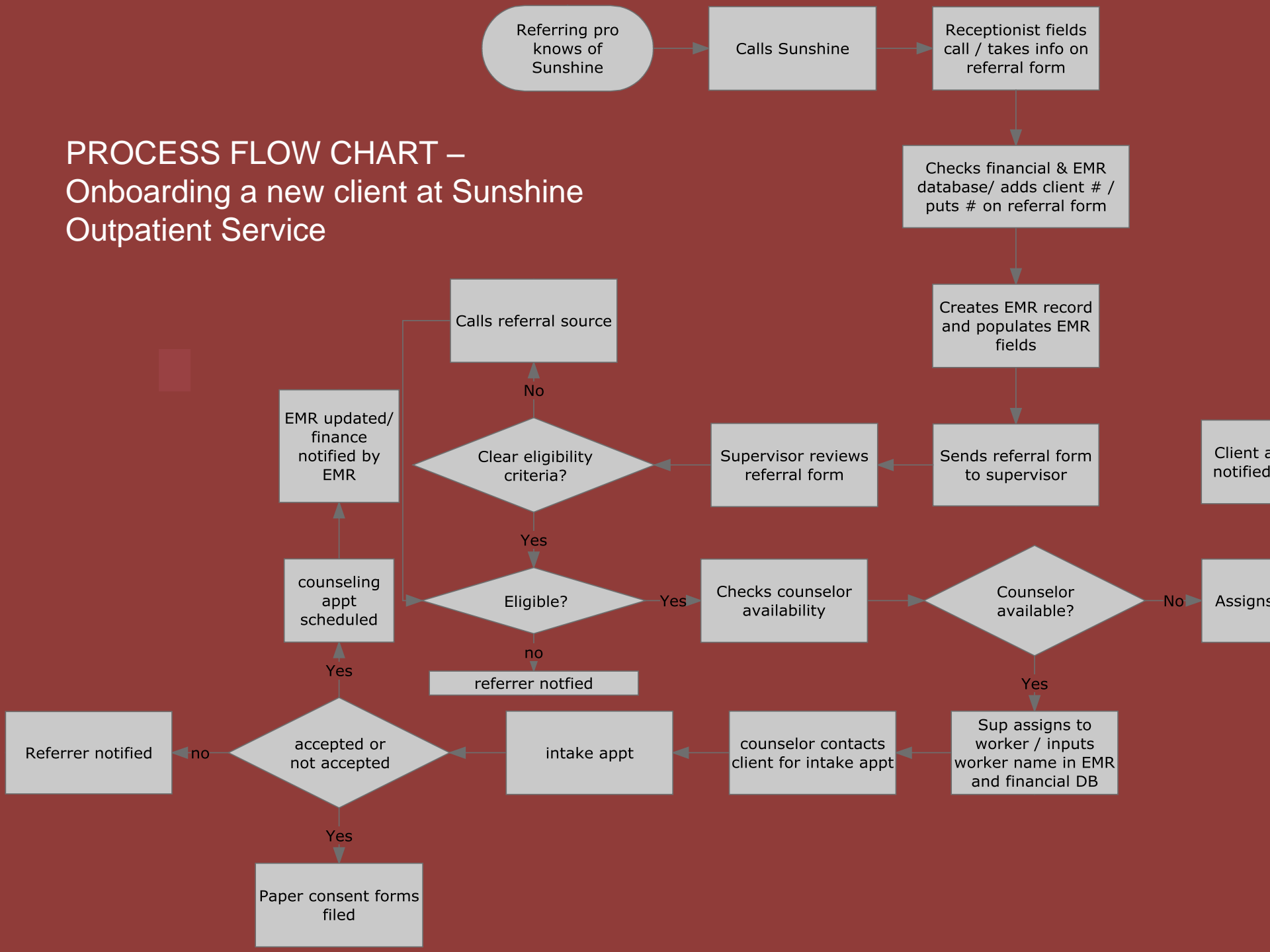
# SIPOC: filing my tax return

S	I	P	O	C
Suppliers	Inputs	Process	Output	Customers
Government	Tax forms and guidance	Collect tax information	Completed Tax Returns	Government tax agencies
Employer	Wage statements	Hire accountant	Copy for you	You
Charities	Donation receipts	Review info with accountant	Copy for accountant	Accountant
Investment firms	Interest statements	Accountant completes online forms		
Bank	Mortgage statement	Accountant files		
		Pay accountant		
		Pay government		

# SIPOC: Onboarding new client at Sunshine Outpatient

S	I	P	O	C
Suppliers	Inputs	Process	Output	Customers
Referring pro	Phone call	Referrer knows of us	Client #	Referring pro
Receptionist	Referral form	Calls receptionist	Record in database	Consumers
Consumer	Call/ interview	Receptionist takes info on referral form	Completed referral form	Finance office
		Receptionist checks database/assigns client #	Completed intake assessment form	
		Sends form and prior records to sup	Decision to enter outpt counseling made	
		Sup determines eligibility and availability	First appt.	
		Sup assigns intake to worker or to waitlist		
		Worker does intake interview – schedules appt		

# PROCESS FLOW CHART – Onboarding a new client at Sunshine Outpatient Service



# What a Process Flow Chart Might Tell You

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Where are the delays?

Where are the bottle necks?

Where are the value added activities?

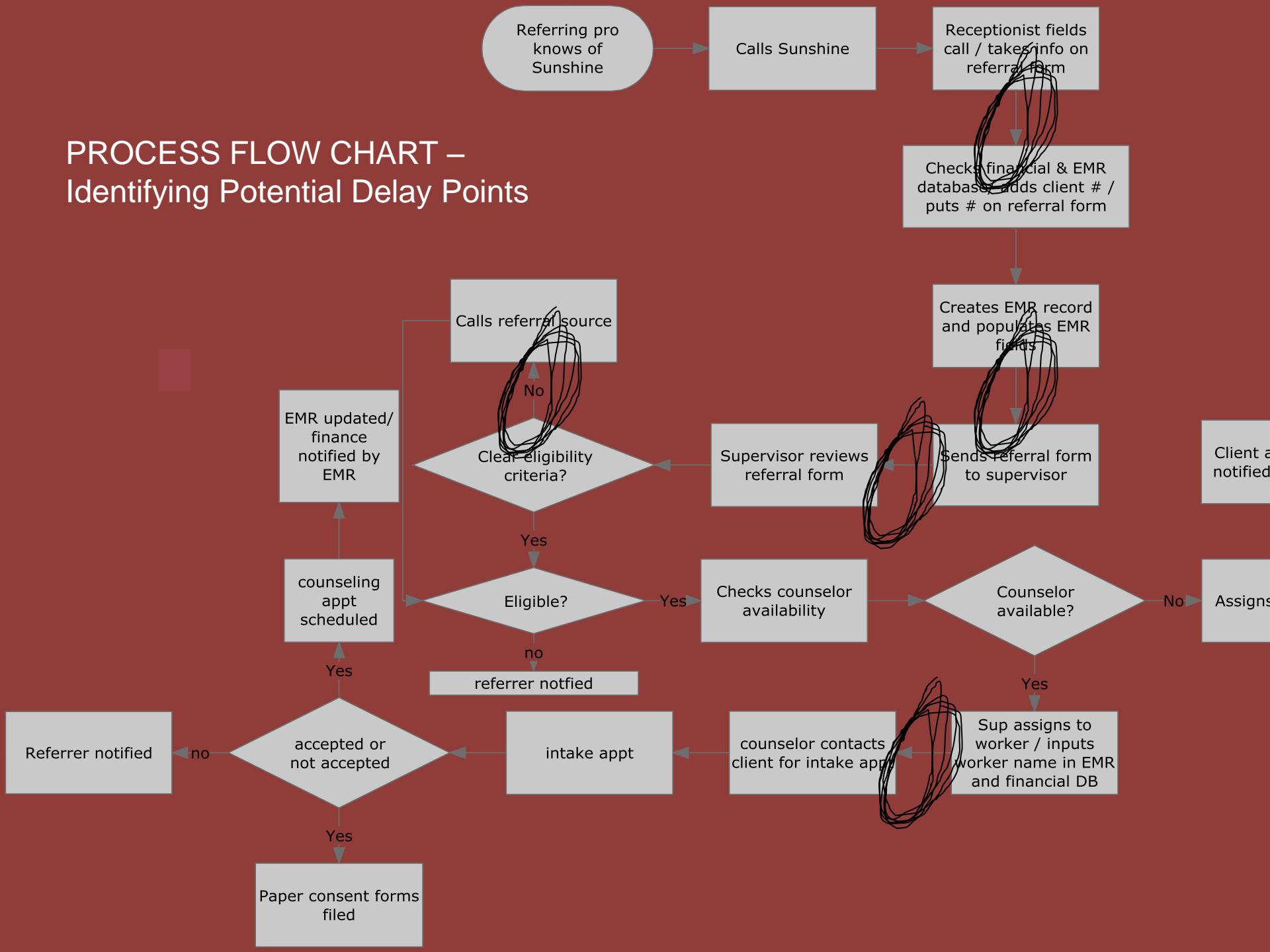
Where is the waste?

What steps can be eliminated?

What steps need to be added?

Is this the process we want to standardize?

# PROCESS FLOW CHART – Identifying Potential Delay Points





# Value Stream Map

1. Works from a process flow map.
2. Adds to it information on value added classification
3. Adds on time

From there you can create a bunch of metrics

Process	1	2	3	4	5	6	7	8	9
Value added?	VA	BVA	W	W	BVA	VA	W	W	W
Time in seconds	300	30	30	500	6000	30	90	3000	15

  
Box Score Matrix

# Your Problem Needs a Picture

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# Improvement Cycle Simulations

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

# Our Simulation Process

