



Capital Health

QUALITY WORKBOOK #1

T O O L S



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Capital Health

QUALITY WORKBOOK

TOOLS

PURPOSE

The purpose of the workbook is to:

- Share a variety of tools that can assist teams with quality improvement initiatives.

ASSESSMENT AND PLANNING TOOLS TO FACILITATE CHANGE

Selecting the most appropriate tool may depend on the type of project and the team's level of understanding.

Methods to Incorporate Change

- Make It Easy To Do The Right Thing:
 - Create constraints to prevent undesired actions (for example, staff take breaks in shifts to ensure safe coverage).
 - To reduce the possibility of errors, make decisions automatic (for example, sliding scale insulin order)
 - Make information and resources readily available (for example, unit dose medication system with MAR sheet)
- Shape the Demand:
 - Increasing capacity does not always result in a decrease in demand. Shaping the demand can be done through various methods.
 - Decreasing the demand for service through change in process.
 - Substituting a service by providing the service in another location or in another way.
 - Reframing the need and decreasing the perception of the need for service.
- Match Capacity to Demand:
 - Capacity may vary from different times of day, week to week, even various months of the year. Often simple changes can be made which aligns the system with demand. Think of ways to adjust current capacity to match peak demand times.

- Organizational Change
 - Promote a culture of improvement.
 - Motivate staff and physicians to identify and prevent errors through effective team performance and communication.

- Reduce Unintended Variations
 - Decrease inconsistencies – write and follow guidelines or procedures.
 - Provide information necessary to make an informed decision.

- Redesign the System
 - Change one or more of the processes or tasks that make up the system.
 - Standardize; use automation.

TOOLS

There are various tools that can assist you and your team in achieving your quality improvement goals.

Use the following tools alone, or together to clarify the goal or assist in making recommendations for change or implementing an identified change.



Brainstorming

- This is a common method for a team to creatively and efficiently generate a high volume of ideas on any topic by creating a process that is free of criticism and judgment.

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- Use When
 - You want to move away from the “same old way” of thinking by creating more and more ideas that team members can build upon.
 - You want to get all the team members involved.

- You want each individual to be creative while focusing on the team's common purpose.
- How to Do It:
 - Identify the appropriate team to conduct the brainstorming session. Are there other individuals that are not part of the regular team that should be involved?
 - Develop a draft topic statement. This will help with the identification of who should attend the session.
 - Convene the team. Clarify the topic and ground rules.
 - Generate ideas – can be either structured (team members contribute ideas in turn) or unstructured (team members give ideas as they come to mind).
 - Recruit someone to record the ideas on a flipchart. Try to use the same wording that the speaker used.
 - Team members should be encouraged to ask for clarification, if necessary.
 - Generate ideas through several cycles or phases. Ask questions like “Are there other ways of looking at this question that we haven’t considered?”
 - Clarify the ideas and conclude the brainstorming session.

The Creativity Tool Memory Jogger Pages 31-34

- Sample Ground Rules:
 - Encourage everyone to participate.
 - Never criticize ideas.
 - Think of ideas that are unusual or creative.
 - Come up with as many ideas as possible in the time allowed.
 - Build on other team members' ideas.

Project Management Memory Jogger Page 46



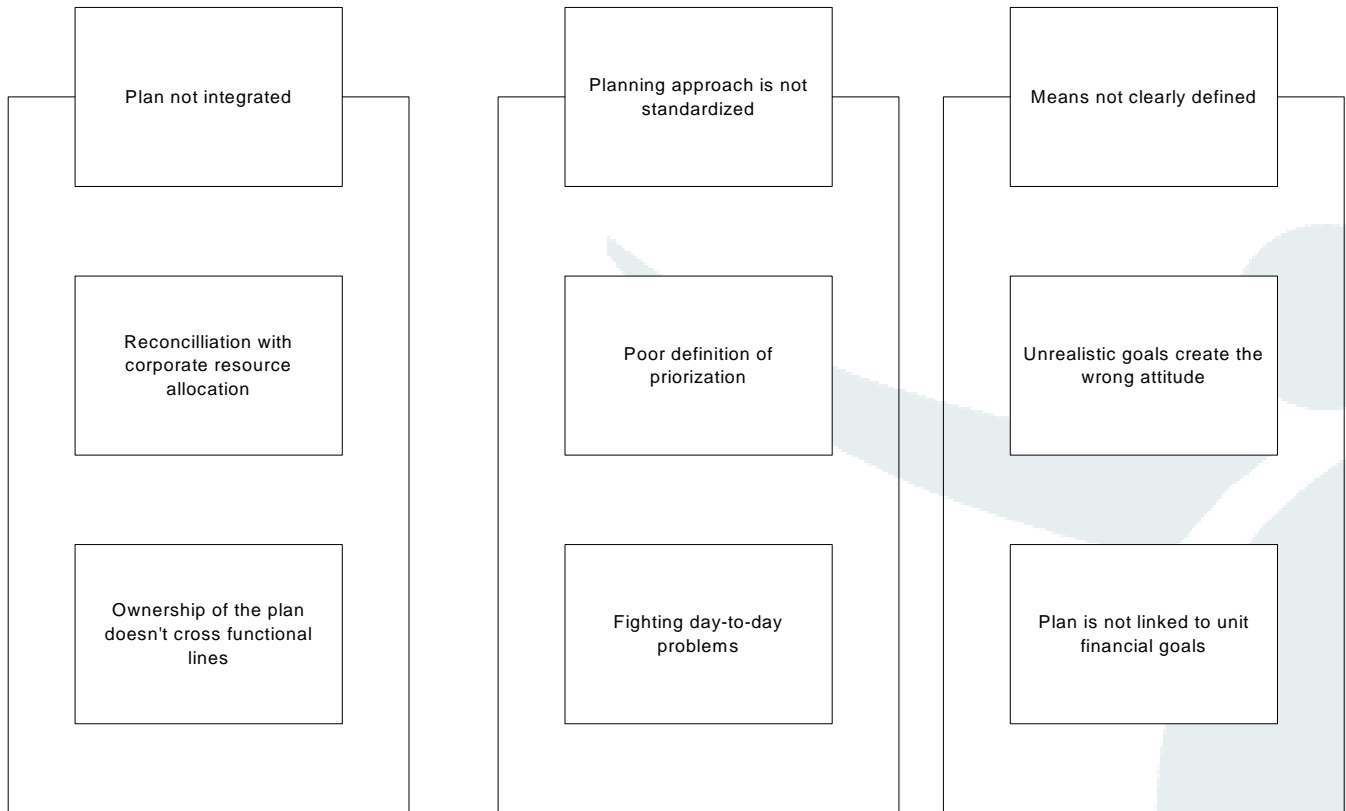
Affinity Diagram

- When you need to find the major themes out of a large number of ideas, opinions, issues. It groups those items naturally related and then identifies the one concept that ties each grouping together. It is a creative, rather than logical process that produces consensus by sorting cards rather than by discussion.
- Use when:
 - Chaos exists.
 - The team is drowning in a large volume of ideas and needs to sort them into themes.
 - Broad issue and themes must be identified.
- How To Do It:
 - Phrase the issue under discussion in a full sentence.
 - Brainstorm at least 20 ideas or issues, recording each idea on a sticky note.
 - Without talking, sort ideas simultaneously into 5-10 related groupings (sorting in silence allows the group to focus on the connections and not on emotions).
 - Sorting will slow down when everyone begins to feel comfortable with the groupings.
 - For each grouping, create summary or header cards using consensus.

The Memory Jogger II Pages 12-16

EXAMPLE:

Why does our Business planning approach need to be improved?

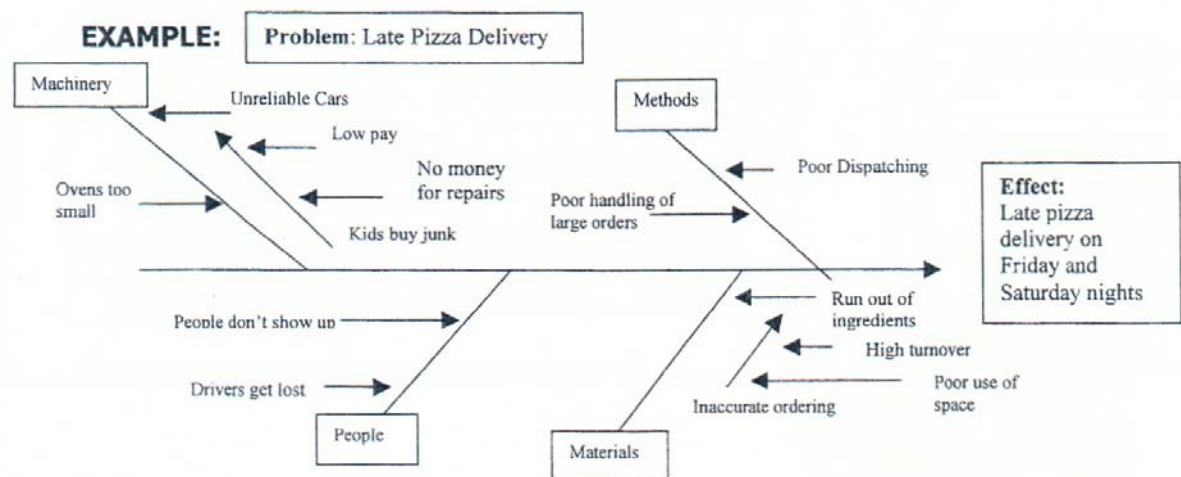


Cause & Effect / Fishbone Diagram

- Allows a team to identify, explore and display graphically, in increasing details all of the possible causes related to a problem or condition to discover its root cause(s).
- Use When:
 - You want to focus the team on the content of the problem, not the history of the problem or differing personal interests of team members.
 - You want a snapshot of collective knowledge and consensus of a team around a problem. This builds support for the resulting solutions.
 - You want to focus a team on causes, not symptoms.

- How to do it:
 - Generate the causes needed to build a Cause & Effect Diagram using either brainstorming or check sheets.
 - Construct the Cause & Effect/Fishbone Diagram on a large sheet of paper (flip chart). Allow for plenty of space. Draw in the “backbone”.
 - Place the problem statements in a box on the right hand side of the paper.
 - Draw major cause categories or steps in production or service process. Connect them to the “backbone” of the fishbone chart.
 - Place the identified causes in the appropriate category.
 - Continue on until you believe you have identified all the root causes.
 - Question each cause – Why does it happen? Or What could happen?
 - Interpret and test for root cause. Look for causes that appear repeatedly within or across major cause categories, select a root cause through consensus, or gather data to determine the frequency of different causes.

The Memory Jogger II Pages 23-28

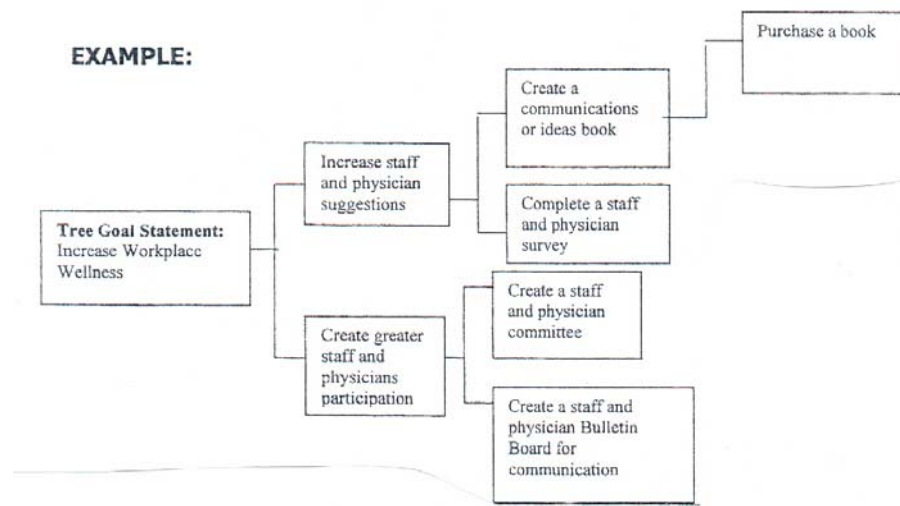


Tree Diagram

- When you need to systematically map out in increasing detail the full range of paths and tasks that needed to be accomplished to achieve a primary goal and each related sub-goal.
- Use when:
 - Broad objectives must be broken down into specific implementation detail.
 - All of the implementation options must be explored.
 - Assignable tasks must be created.

- How to do it:
 - Choose the Tree Goal statement. Work hard to create a clear action oriented statement.
 - Ensure you have consensus on the statement.
 - Generate the major tree headings, which are the major sub goals to pursue. An easy way to do this is by brainstorming.
 - Avoid getting too detailed too quickly.
 - Use sticky notes to maintain the flexibility of the diagram.
 - Break each major heading into greater detail. Ask the question – What needs to happen to achieve the goal statement?
 - Review the completed tree diagram for logical flow and completeness. Ask if there is anything that has been forgotten.
 - Draw the connecting lines.

The Memory Jogger II Pages 156-161



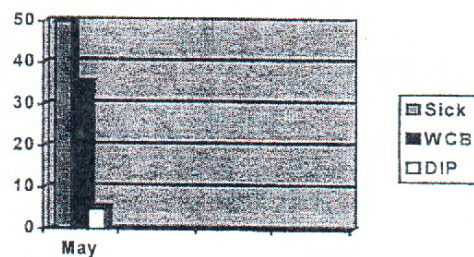
Pareto Chart

- When you need to focus efforts on problems that offer the greatest potential for improvement. A pareto chart shows the relative frequency or size in a descending bar graph.
- Use when:
 - A team needs to focus on causes that will have the greatest impact if solved.
 - Need to display the relative importance of problems in a simple, quickly interpreted visual format. Based on the proven Pareto principle 20% of the sources cause 80% of any problem.
 - When you don't want to shift the problem, where solutions remove some causes but worsen others.

- When you need progress to be measured in a highly visible format which will provide incentive to push on for more improvement.
- How to do it:
 - Decide which problem you want to know more about.
 - Choose the causes or problems that will be monitored, compared and rank ordered by brainstorming or with existing data.
 - Choose the most meaningful unit of measurement such as frequency or cost.
 - Choose the time period for the study.
 - Gather the necessary data on each problem category whether by “real time” or reviewing historical data.
 - Compare the relative frequency or cost of each problem category.
 - List the problem categories on the horizontal line and frequencies on the vertical line.
 - Interpret the results. Generally the tallest bars indicate the biggest contributors to the overall problem, but the most frequent or expensive is not always the most important. Always ask: What has the most impact on the goals of our department/care group/unit/clients?

The Memory Jogger II – Pages 95-99

Example: Paid leaves from work (in days) for May for Department X



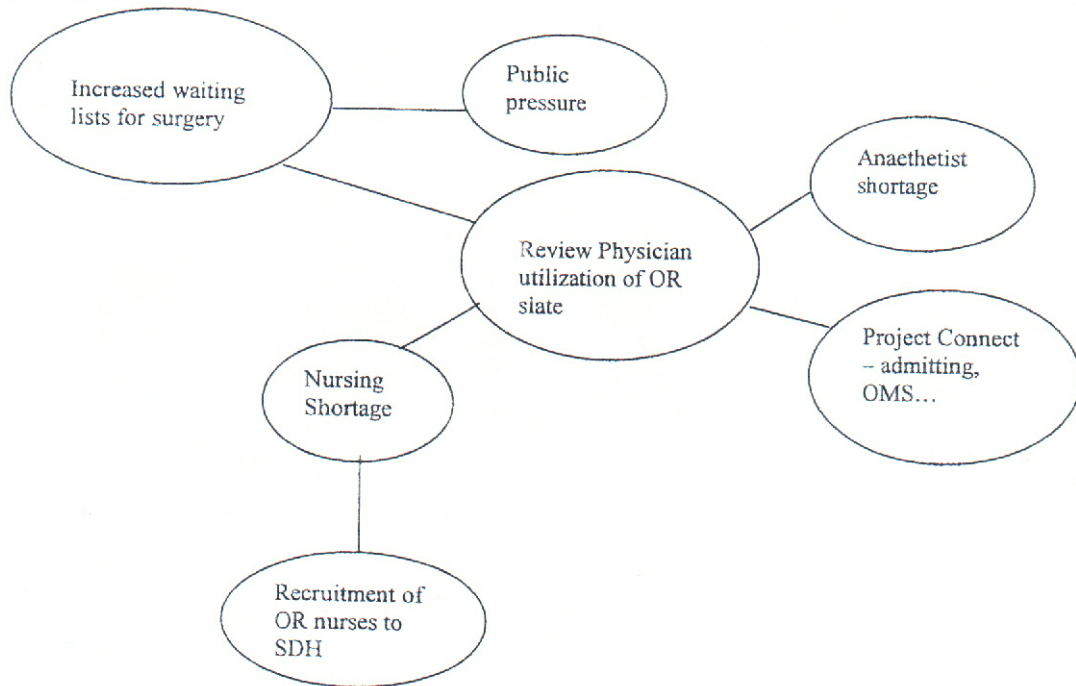
Mind Map

- When you want to graphically break down a goal or problem into increasing levels of detail to better understand the existing knowledge about it.
- Use when:
 - You want to provide the team with a way to talk about, document, organize and share its knowledge on a topic.
 - You want to build a picture of current knowledge on a topic to identify gaps that must be filled so the team can reach its goal.
 - You want to identify connections between key pieces of knowledge around a specific issue.
- How to do it:
 - Write the topic (or draw a picture that represents it) in the center or extreme side of a sizeable piece of paper (flip chart, newsprint).
 - Brainstorm ideas around the topic. For each major idea, draw a line from the main topic.

- If the idea is a variation on an existing idea, relate the new idea back to the existing idea.
- Continue thinking, drawing, and recording until the ideas (or the people involved) are exhausted.

Creativity Tools Memory Jogger Page 55 and Page 63

EXAMPLE:



REFERENCES AND NOTES

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