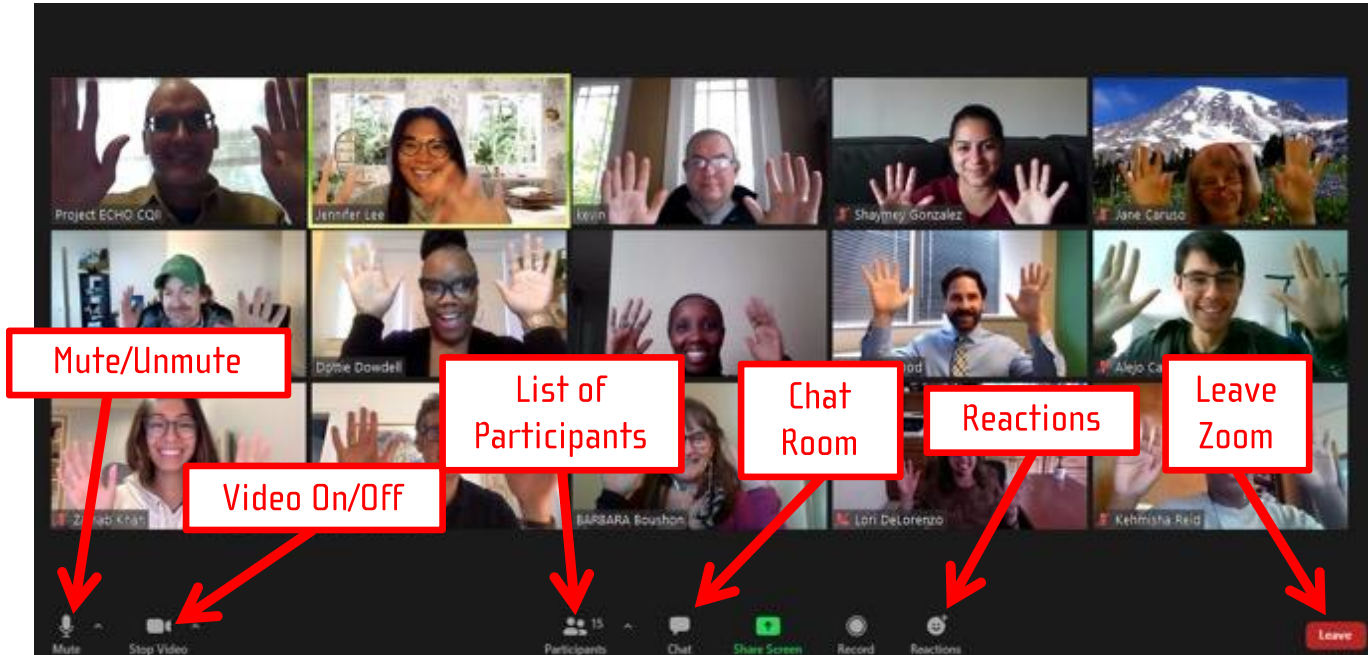# Bootcamp QI 101:

Class 3: Generating and Prioritizing Ideas for Change

Reminder about Basic Zoom Functions

Good Practices for Zoom Participation

✚ **Re-label your Zoom tile** to state your name

✚ **Keep video on** and mute your line when needed

✚ **Use the chat room** to ask for clarifications, post questions, or share your wisdom

Please be reminded that we will record our session for later replay!

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Picture Consent

- You allow us to take pictures from our training events and post them on SharePoint
- You have the right to revoke your consent for pictures that are publicly posted
- At no time will individual names be used to identify you, unless you sign the appropriate release form

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Learning Objectives for Today

By the end of this class, you will have a better understanding of:

- The next two steps in the Model for Improvement
- How to generate and prioritize improvement ideas

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Homework Review

Model for Improvement: Step 2 How Will We Know a Change Is an Improvement

How Will You Know?

- This is where you think about how to measure the effect of the change you make

- This brings up the idea of having measures to show if your improvement idea is working

- Remember our wait time example (decrease the amount of time that a person with HIV speaks to a case manager)

- Your initial observations (data collection) are your baseline

Remember These Measures?

— Measure the amount of time between the PWH arriving and seeing the case manager

— Measure the amount of time between the intake being concluded and the time it takes to see the case manager

These give you an idea if your intervention is working

How Will You Know?

You determine which tool to use by:

- The complexity of the task

- What type of data you have

- What mathematical operations you can perform on your data

How Will You Know?
Real World Example

- What sort of chart would you use to track the data?

- What do you perceive the problems to be in decreasing wait times?

- How will you address them to improve?

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How Will You Know?
Real World Example

- What do you perceive as potential problems in reducing wait times?

How Will You Know?
Real World Example

- Were the examples offered previously in the exercise feasible?

- Will they answer the question "How will you know…"

- Don't over think these; remember Occam's Razor

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Model for Improvement: Step 3: What changes can we make that will lead to improvement?

What Change Can We Make That Will Result in Improvement?

- This is the third step in the Model for Improvement
- Let's revisit the diner example again

What Change Can We Make That Lead to Improvement?

Remember the diner?

- The owners brainstormed with the employees and came up with the following ideas:
  - Change the menu
  - Move to a new location
  - Change the layout of the serving, dining, and food prep areas
  - Have the regulars phone in their orders
  - Add another cash register
  - Have regulars send orders in by email
- They collected data over time on each of these points

So Many Ideas – What to Do

- But what do you do with a plethora of ideas like this?
  - Try to test them all?
  - Try one at a time?
  - Prioritize them?

- Writing tasks out can actually make you more effective*

- Let's examine how to generate ideas and focus

*Masicampo, E. J., & Baumeister, R. F. (2011, June 20). *Consider It Done! Plan Making Can Eliminate the Cognitive Effects of Unfulfilled Goals*. Journal of Personality and Social Psychology. Advance online publication. doi: 10.1037/a0024192

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A Word About Change

- Peter Scholtes, a great management thinker and professor, clarified this when he said, "*People don't resist change, they resist being changed.*"

- *'People don't hate improvement; they hate being told what to do'*

Generating Ideas for Change

Generating Ideas

- There are a number of ways to generate ideas
- Idea generation should be a group process; involve staff who are involved in the process you want to improve
- Consumers are an especially important part of this process
- Can be structured or unstructured
  - Structured: ideas are given in turn
  - Unstructured: ideas spoken as they come to an individual

Brainstorming

- Brainstorming generates a lot of ideas from a group
- It encourages creativity and "wild" ideas
- Write down the ideas on chart paper so everyone can see them
- Post-it notes work too
- Use to generate ideas around a very specific topic
- Choose a skilled facilitator

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Brainstorming:
Role of Facilitators

- Enforce the idea that there is no hierarchy in the exercise; everyone is equal
- Set the tone of the exercise
  - No idea is EVER criticized
  - No judgmental comments are ever given
  - Assure everyone that every idea is welcomed and will be logged
- Be careful of the language used
  - Do not say "I like that idea" or "that's a good idea"
  - If an idea has been tried before and didn't work, write it down anyway
- The facilitator should confirm that they wrote what the speaker meant

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Start the Brainstorm

- First, carefully write down each ideas as presented

- Over time, the group will exhaust all their ideas

- Secondly, group similar ideas

  - Give the group time to review the ideas

  - Get the group consensus on which ideas are close to each other

- Lastly, rank the ideas in order of importance; vote on each idea!

  - One person, one vote; ask individuals to vote on each item

  - Fists of Five allows individuals to hold up one (not so important) to 5 (very important) fingers to indicate their level of interest in the idea

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Brainstorming Summary

- Brainstorming is one way of collecting and prioritizing ideas
- It should be composed of a multidisciplinary group
- All members' ideas should be respected and not judged
- All staff are equals; no management hierarchy

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Now That You Have Your Change Ideas

- What you have just done is come up with ideas you can test
  - Do you work on a few ideas at once?
  - How do you sort through the priorities?

- Prioritize the priorities; use the Priority Matrix
  - A simple tool that helps you understand what you can realistically do
  - Helps you set your improvement priorities
  - Always get group consensus
  - This is the next step after a brainstorming session

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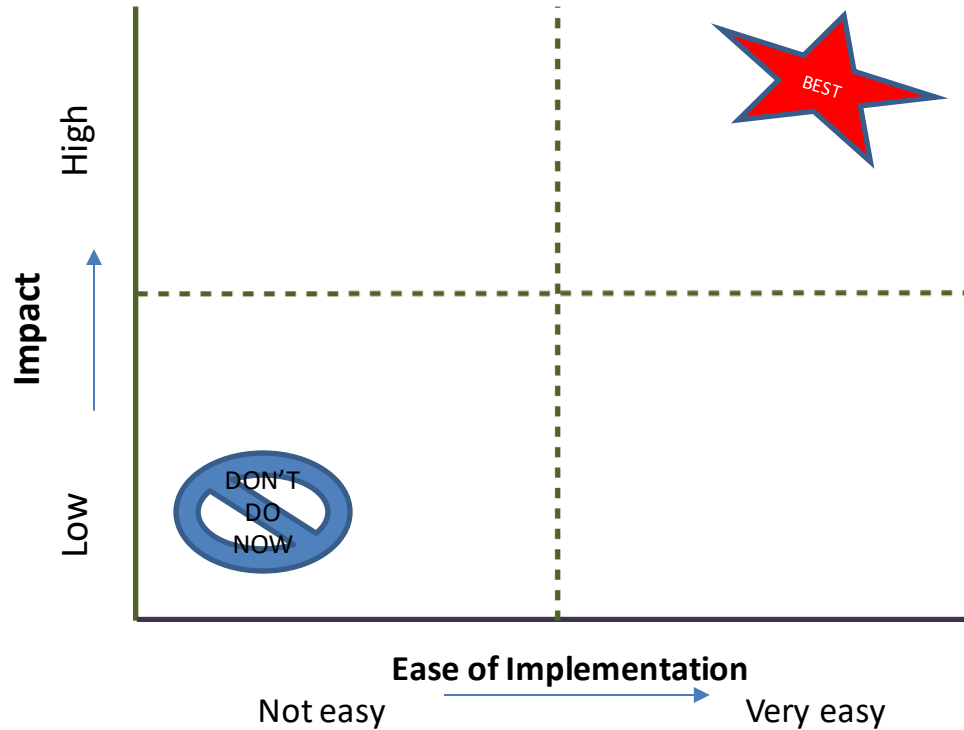
Priority Matrix

Priority Matrix

The Priority Matrix helps you to

- Evaluate the impact and ease of implementation

- Gain additional clarity on moving forward with improvements

- Take into account available resources

Remember, it's a guide and does not take into account organizational or legislative imperatives

Now That You Have Prioritized Your Ideas

- You have a list of agreed-to priorities for improvement

- Remember we discussed having a structured methodology

- Would you test all of your ideas at once? No!

- You use a methodology to test your ideas

- The most discussed methodology in the Ryan White Community is the Plan, Do, Study, Act (PDSA) Cycle
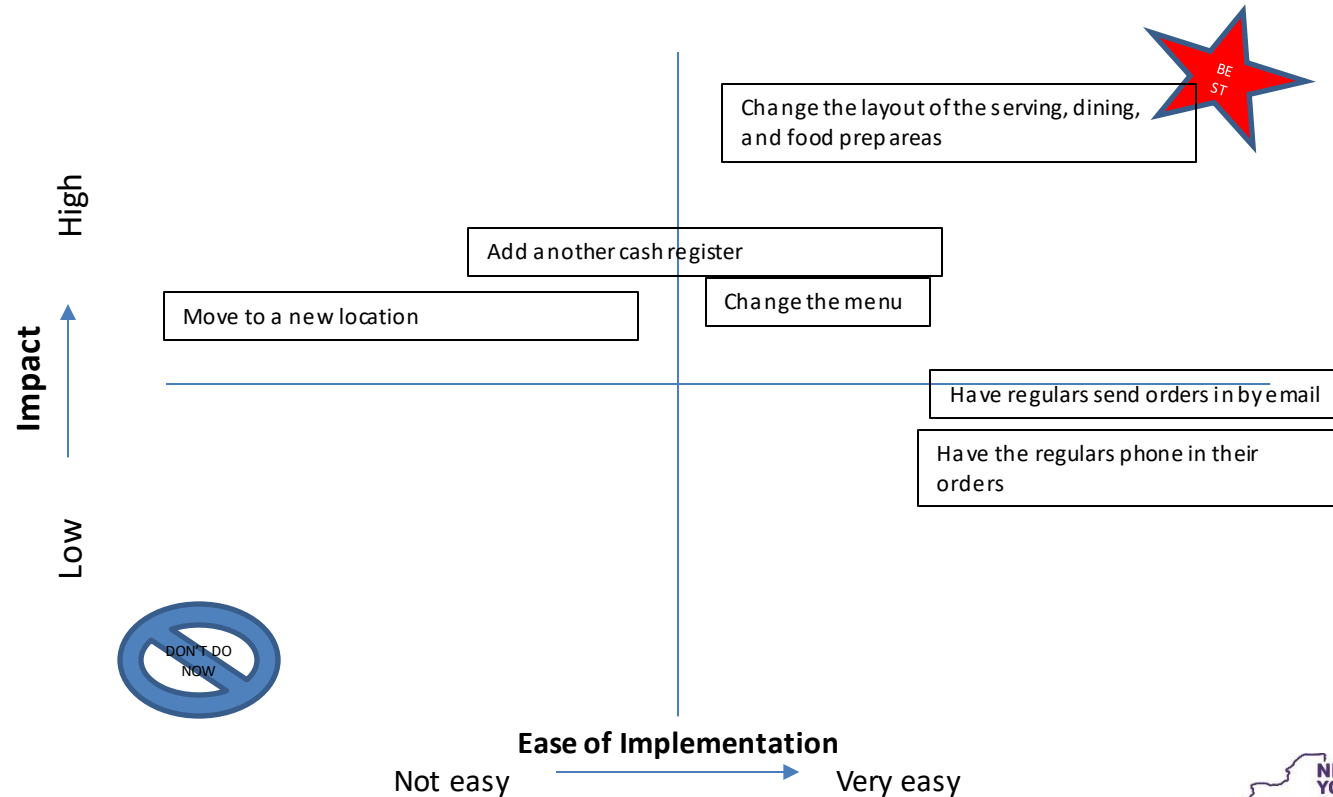
What You have Learned So Far

- We went through the Model for Improvement

- We generated ideas for change

- We learned one way to prioritize ideas

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Homework

Use the ideas we came up with today and build a priority matrix (see next slide)

Fillable Priority Matrix

Change the layout of the serving, dining, and food prep areas

BE ST

High

Add another cash register

Move to a new location

Change the menu

Impact

Have regulars send orders in by email

Have the regulars phone in their orders

Low

DON'T DO NOW

Ease of Implementation

Not easy

Very easy

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Additional Resources

- "Getting Things Done" by David Allen

  https://youtu.be/gCswMsONkwY

- Foundation and History of the PDSA Cycle

  https://deming.org/uploads/paper/PDSA_History_Ron_Moen.pdf

- Brainstorm Exercise information

  https://www.youtube.com/watch?v=YXZamW4-Ysk

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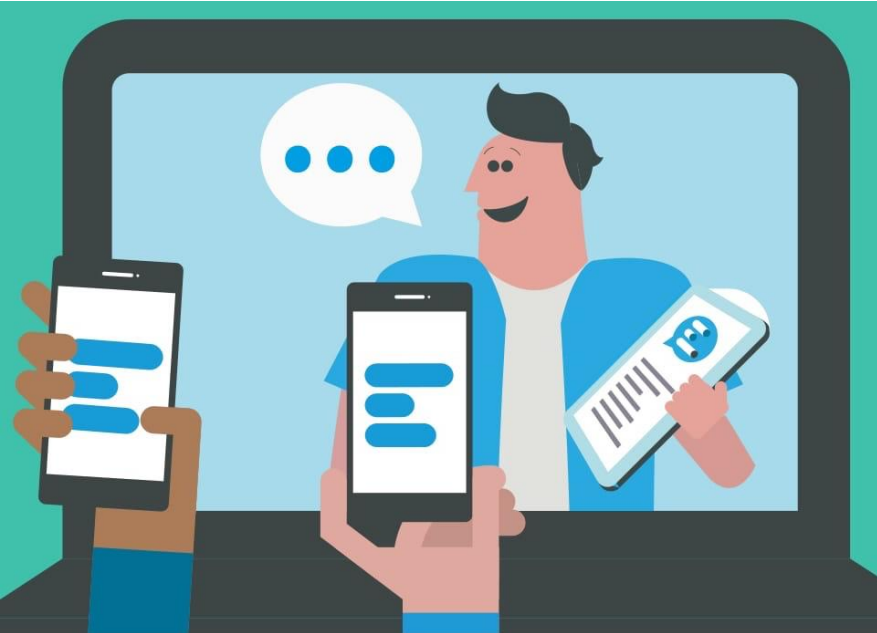
Aha Moments and Wrap Up

Time for Some Polling Questions
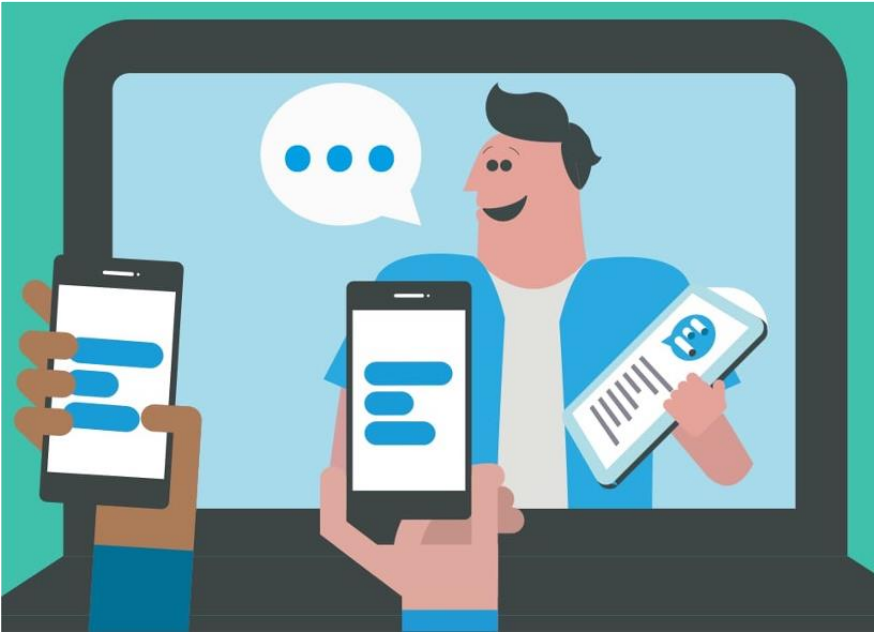
How helpful was today's session to learn about quality improvement?
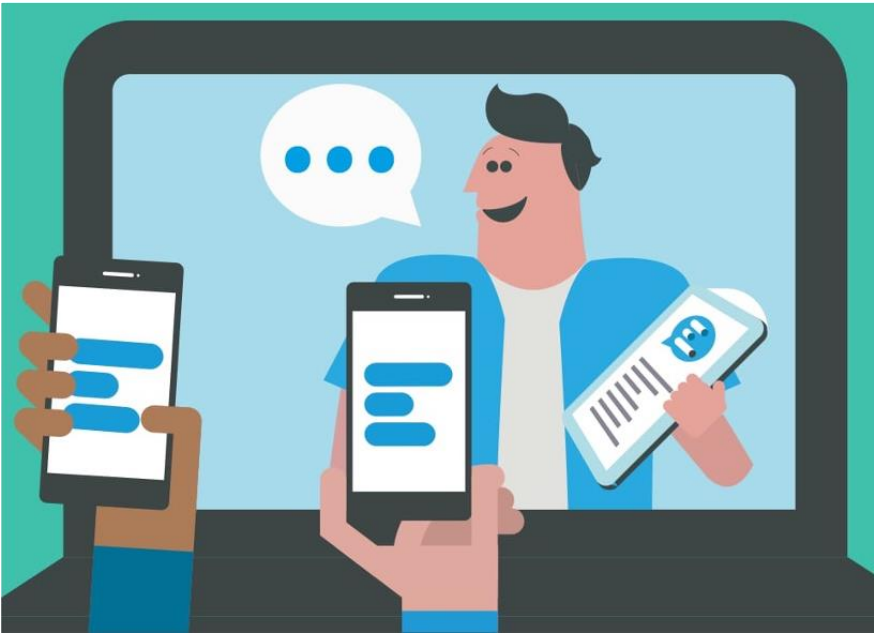
[Select one]

Time for Some Polling Questions

How engaged were you in today's session?

[Select one]

Time for Some Polling Questions

How likely will you implement the lessons learned of this session when working with your programs?

[Select one]

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