



# PROCESS IMPROVEMENT Webinar 4

For Dementia Care Programs  
Sponsored by Division of Social  
and Health Services



# Performance Excellence

- Washington State Quality Award (WSQA)
  - Champions the concepts and tools of the Baldrige Criteria as a strategic approach to excellence.
  - Patterned after the Baldrige Award and utilizes this model as the primary standard for performance evaluation and improvement.
  - One of approximately 35 state programs in the nation.



# WSQA

Non profit organization dedicated to improving the way we live, learn and work in WA by helping organizations improve through the use of the Baldrige Criteria for Performance Excellence



# Logistics

- Voice options: phone (long distance charges), PC w/microphone or just listening
- Raising hand, lowering hand
- Questions and Chat
- Poling questions
- Recording webinar



# Role Call

- Please answer poll question on screen
- Organization Name
- Name of participants
- Role of participant in organization
- Project Objective
- Project Status

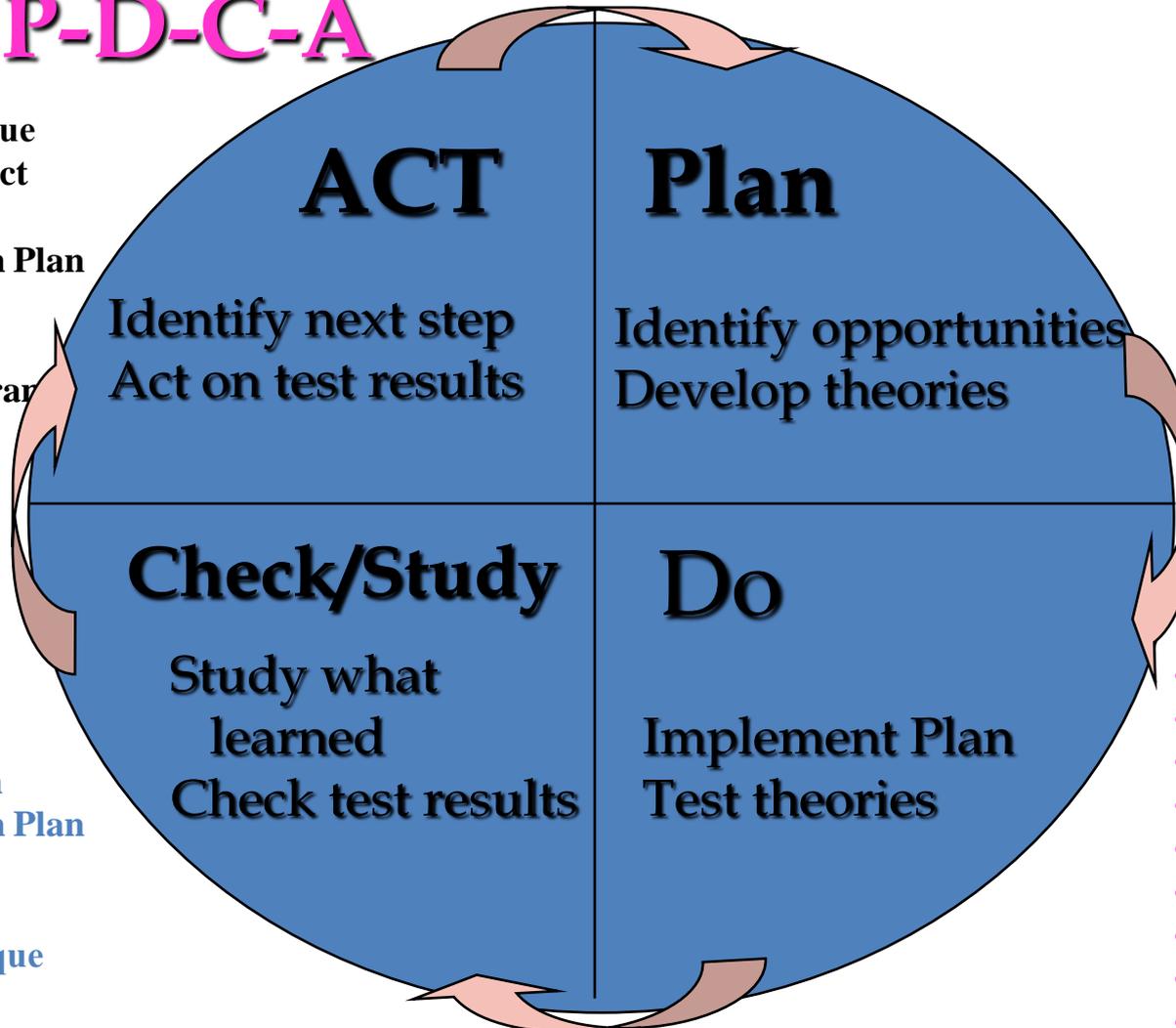


# Problem Solving Cycle

## P-D-C-A

- Brainstorming
- “Why” technique
- Cause and Effect
- Pareto Chart
- Data Collection Plan
- Check Sheets
- Sampling Plan
- Fishbone Diagram

- Check Sheet
- Flow Chart
- Interviews
- Surveys
- SIPOC
- Checklists
- Gaining Buy-in
- Data Collection Plan
- Sampling
- Fishbone
- “Why” Technique



- Brainstorming
- Check sheet
- AIM
- Histogram
- Pareto Chart
- Flow Chart
- Cause and Effect
- Problem Statement
- Surveys
- Fishbone Diagram
- SIPOC
- Prioritization Matrix
- Sampling
- Data Collection Plan

- Tick Sheet
- Histogram
- Flow Chart
- Force Field Analysis
- Contingency Diagram
- Cost Justification
- Gaining Buy-in
- SIPOC
- Judgment Model



# Webinar 1 Review

- Quality Assurance Vs Process Improvement
- Forming a Team
- Team Roles
- Selecting a Project
- Brainstorming



# Web 2 Summary

- Web 1 Review:
  - Team roles
  - Brainstorming
  - Problem statement
- Affinity Diagram
- Fishbone Diagram
- 5 Whys
- Meeting guidelines



# Web 3 Summary

- Web 1 Review:
  - Team roles
  - Brainstorming
  - Problem statement
- Web 2 Review
  - Affinity Diagram
  - Fishbone Diagram
  - 5 Whys
  - Meeting guidelines
- SIPOC
- Flow Charting
- Contingency Diagram
- Data Collection



# Assignment Review

- Problem Statement- Webinar 1
- Root Cause Analysis- Webinar 2
- Cause and Solution- Webinar 3



# Completing Assignment 1, 2 & 3

- How much of the homework did you complete (check all that apply)?
  - Project identified
  - Team identified
  - Problem statement written
  - Affinity Diagram
  - Fishbone Analysis
  - 5 Whys
  - Contingency Diagram
  - Flowchart
  - Data gathering
  - Agenda
  - None
- What were the major difficulties with the homework?



# Prioritization Matrix Judgment Model

P-D-C-A

- List all output variables
- Rank and weigh importance
- List all input and process variable
- Weigh correlation factor (or run a multi variant correlation analysis)
- Calculate importance
- Highlight the critical few



# Judgment Model

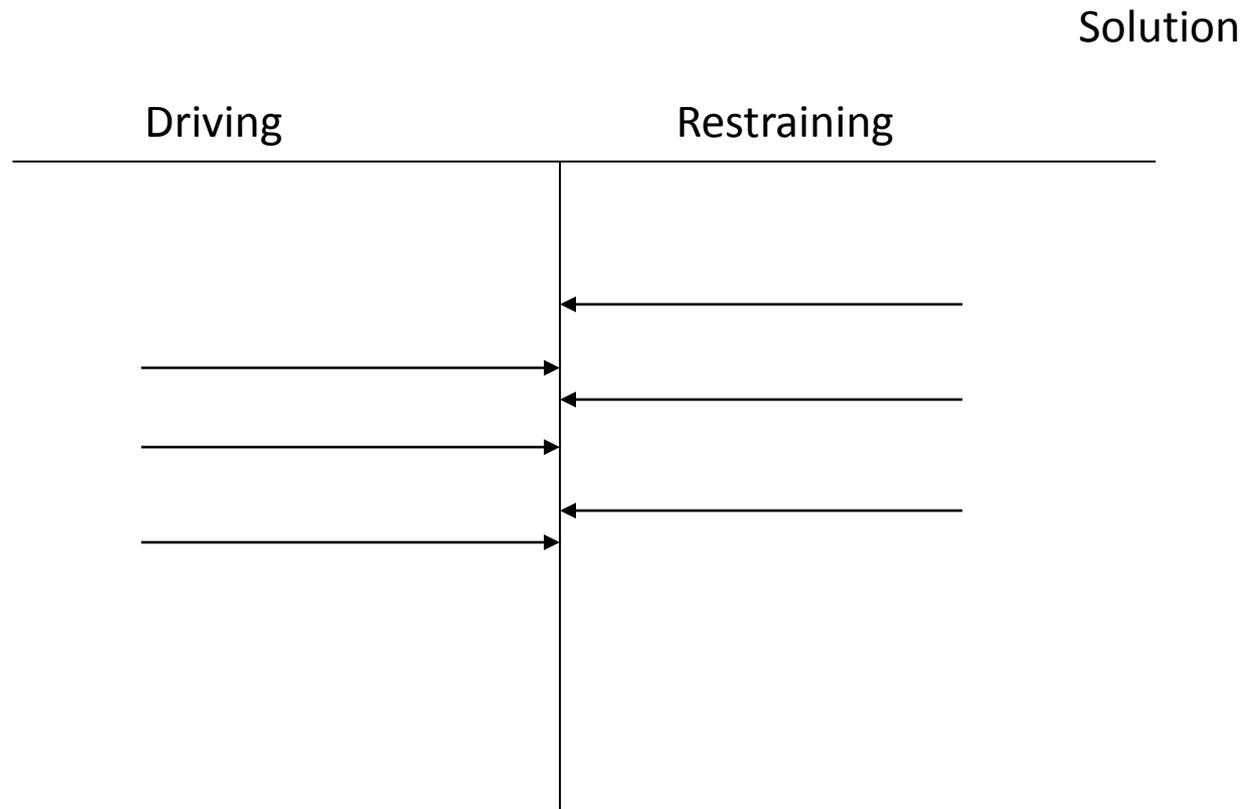
Alternative	Return On Investment	Time to Implement	Patient Safety	TOTAL
A				
B				
C				
Scale	1- Costs Money with no financial return 2- 0 3 \$0-\$400 4 \$401-\$1000 5 \$5000 +	1- 2 Yrs 2- 1-2 years 3 9 mo-1 yr 4 3-9 mo 5 < 3mo	1 no impact 2 Very low likelihood 3- moderate risk/benefit 4 significant benefit 5 addresses hi risk and hi impact	

1- 5 Scale,  
Define 1 through 5



# Force Field Analysis **P-D-C-A**

- Identify potential stumbling blocks





# Cost Justification

P-D-C-A

**Output:** Financial justification for a solution.

## **Examples of Use:**

- Selecting between two mutually exclusive solutions
- Justification for a new piece of equipment

**When to use:** When expenditure is required and there will be a financial benefit associated with the solution.

**Benefits of the tool:** Allows the team to understand the business aspects of the solution. Can provide excellent supporting data to gain support in the implementation of the solution.



# Cost Justification Exercise

The Accounting department is evaluating the purchase of a new microfiche processor. The Cost of the new processor is \$5,000. The old processor can be sold for \$500. The Cost of materials to run the new processor is \$100/year. The cost of materials to run the old processor was \$200 per year. The new processor requires an annual routine servicing which will cost \$200. The old machine has continual maintenance problems, which cost an average of \$1000 per year. In addition the old machine was continually out of order which caused delays in obtaining information needed for the FDA on three separate occasions last year.



# Cost Justification Exercise

INITIAL

NEW

OLD

Total Initial:

ANNUAL

Total Annual:

New Benefits = Total Annual Savings (–) Total Annual Costs

Net Costs = Total Initial Cost (–) Total initial Savings

New Cost/Net Benefit



# Gaining Buy-in

P-D-C-A

**Output:** Support for a solution by key members in the organization.

## Examples of Use:

- Implementing a new performance system,
- Purchasing a new piece of test equipment

**When to Use:** Whenever there is solution to be implemented that will affect individuals outside the team.

**Benefits of the tool:** Provides others with an opportunity to learn of the solution first hand. Provides the team with an opportunity to identify concerns and gather supporting information



# Gaining Buy-In Steps

- Brainstorm a list of individuals. Beside the individual, list possible concerns.
- Prepare
- Meet with the individuals -Ask for input and share your data. -If needed, gather additional information and meet again with the individual.
- Ask for the individuals support.

# Commitment Scale- Rath and Strong Terminology

Level of Commitment	Sales	Management	Customer
Enthusiastic			X
Supporting			
Compliant		X	
Hesitant			
Indifferent			
Uncooperative	X		
Opposed			
Hostile			



# Gaining Buy-In Exercise

You work with the Marketing department of Slick Sal's Slinky Company. You would like to expand the sales territory to include the European Market (which has an extreme shortage of slinkys). Currently selling only in the US.

Who might you want to meet with to discuss this plan? List the concerns you may encounter and the type of information that you would want to have available to address these concerns?



# Implementation Plan

- Gantt Chart- time line for implementation
- Steps to consider
  - Piloting
  - Producing/purchasing support items (equipment, forms, etc)
  - Training and notification
  - Implementation
  - Follow up with users
  - Track progress
- Control- Monitoring Success

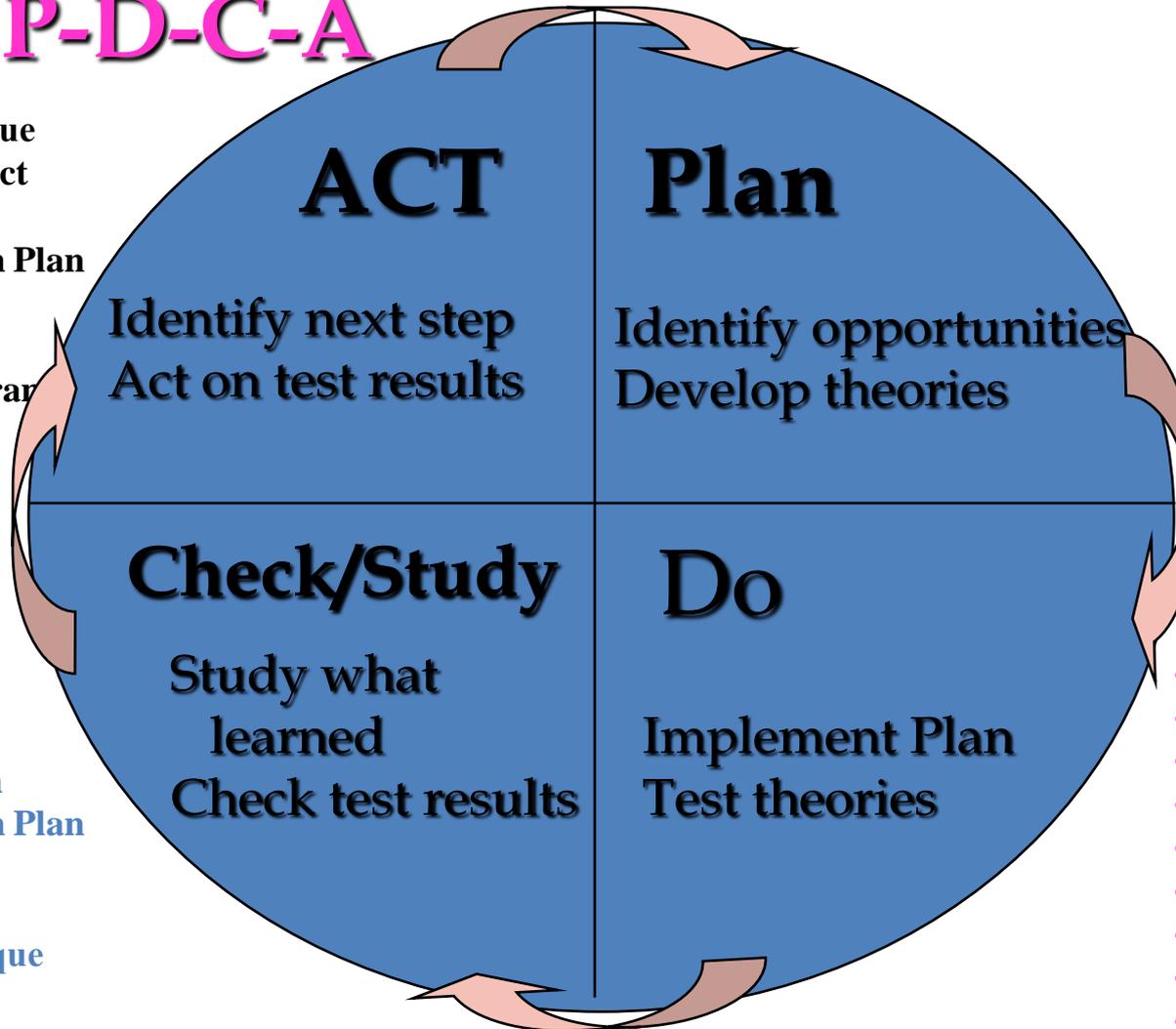


# Problem Solving Cycle

## P-D-C-A

- Brainstorming
- “Why” technique
- Cause and Effect
- Pareto Chart
- Data Collection Plan
- Check Sheets
- Sampling Plan
- Fishbone Diagram

- Check Sheet
- Flow Chart
- Interviews
- Surveys
- SIPOC
- Checklists
- Gaining Buy-in
- Data Collection Plan
- Sampling
- Fishbone
- “Why” Technique



- Brainstorming
- Check sheet
- AIM
- Histogram
- Pareto Chart
- Flow Chart
- Cause and Effect
- Problem Statement
- Surveys
- Fishbone Diagram
- SIPOC
- Prioritization Matrix
- Sampling
- Data Collection Plan

- Tick Sheet
- Histogram
- Flow Chart
- Force Field Analysis
- Contingency Diagram
- Cost Justification
- Gaining Buy-in
- SIPOC
- Judgment Model



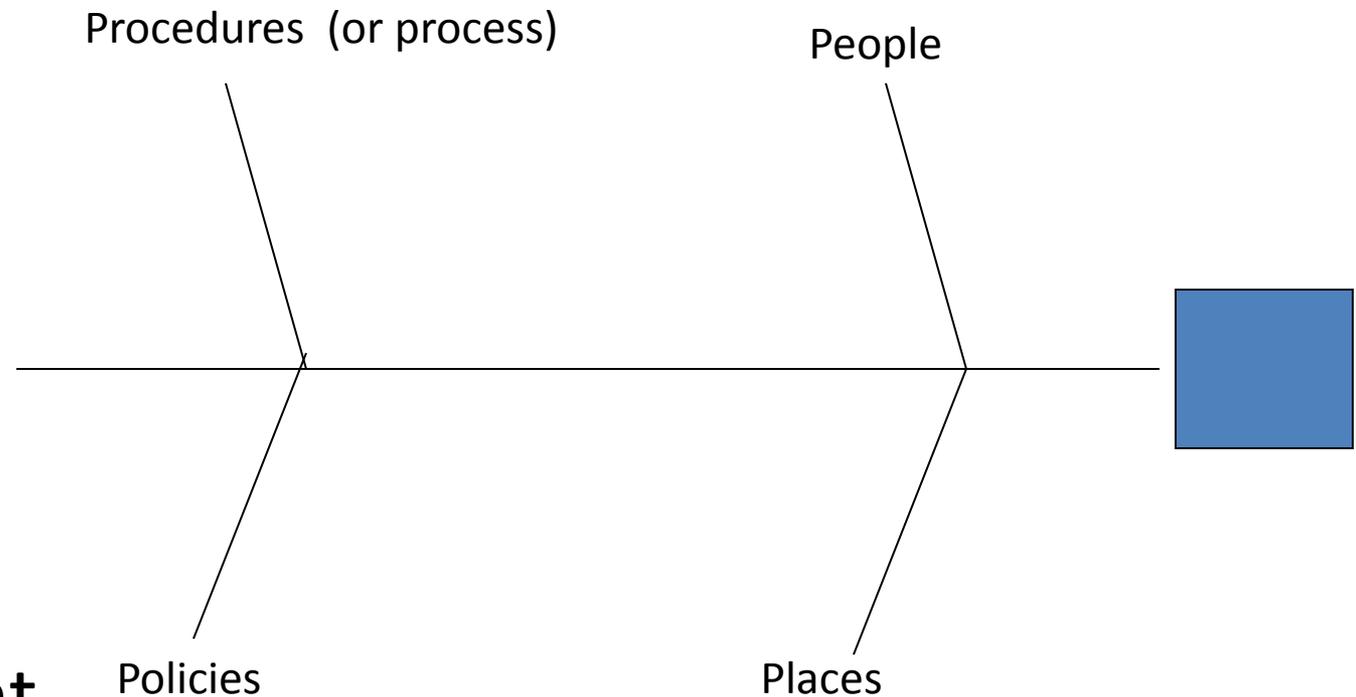
# Assignment Webinar 4

- Use the Judgment Model to review alternative solutions
- Conduct a cost justification
- Conduct a Force Field Analysis to evaluate a solution



# Barrier to Implementation

- People
- Place
- Process
- Policies/  
Equipment





# Coaching Support

- These webinars contain up to 20 hours of 1:1 support
- Telephone or e-mail
- Create a problem statement and e-mail it for feedback
- Use the coaching time!



# Coaching Support

- These webinars contain up to 20 hours of 1:1 support
- Do you anticipate any issues with the homework
- Telephone or e-mail
- Any support needed for Judgment Model, Cost Justification or Force Field Analysis
- Use the coaching time!



# Web 4 Summary

- Web 1 Review:
  - Team roles
  - Brainstorming
  - Problem statement
- Web 2 Review
  - Affinity Diagram
  - Fishbone Diagram
  - 5 Whys
  - Meeting guidelines
- Web 3 Review
  - SIPOC
  - Flow Charting
  - Contingency Diagram
  - Data Collection
- Judgment Model
- Cost Justification
- Force Field Analysis
- Gaining Buy-in

DON'T FORGET TO DO ASSIGNMENT 3!



# Web 5

- Going through a project
- Plan for Administrative Meetings
- Meeting Management



# Contact Information

Jennifer Sprecher

[www.wsqa.net](http://www.wsqa.net)

[jennifer@wsqa.net](mailto:jennifer@wsqa.net)

360-697-2444 (Office)

206-713-5444 (Cell)



If you always do what  
you've always done,  
you'll always get what  
you've always got.



# Moving Forward

Improvement is a way of life

PDCA is the process for making improvement happen

Thank you.