



# PROCESS IMPROVEMENT Webinar 5

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

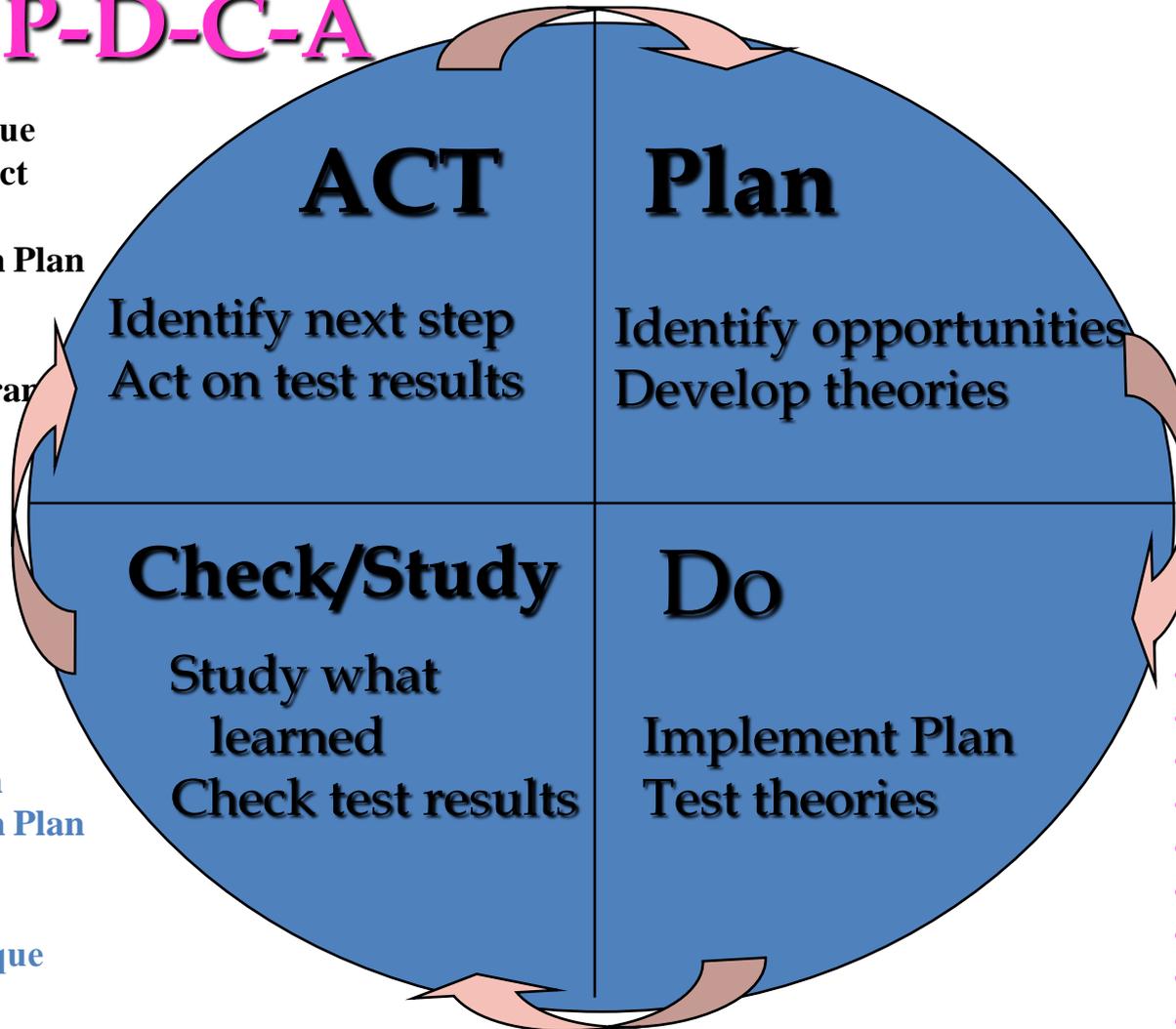


# Problem Solving Cycle

## 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



# Web 4 Summary

- Judgment Model to review alternative solutions
- Cost Justification
- Force Field Analysis to evaluate a solution
- Gaining Buy-in
- Implementation Plan



# Assignment Review

- Problem Statement- Webinar 1
- Root Cause Analysis- Webinar 2
- Cause and Solution- Webinar 3
- Implementation- Webinar 4



# Completing Assignment 1, 2 & 3

- How much of the homework did you complete (check all that apply)?
  - Project identified, problem statement
  - Root Cause: Affinity, Fishbone, 5 Whys, Flow chart
  - Implementation: Force Field, gaining buy-in, cost justification
  - Meeting tools: agenda, preparation
  - None
- What were the major difficulties with the homework?

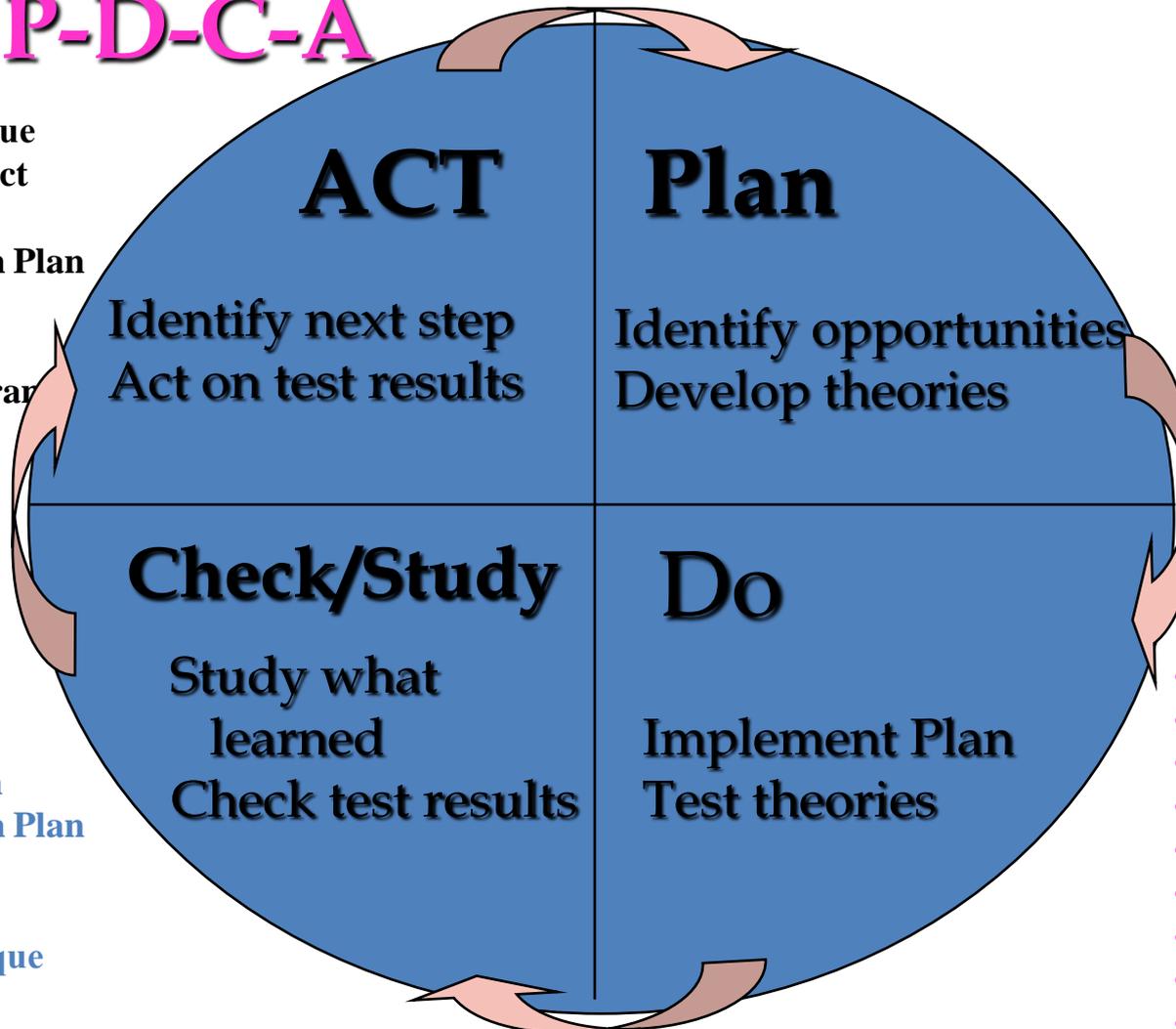


# Walking through a project

## 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



# Act

- Select a project based on:
  - Your organizational strategies
    - Vision for where you want your organization to be in the future
  - Scope that project with a strong problem Statement

## **Example:**

We have too many falls.

Reduce resident falls by 50%, with improvements implemented within 3 months and data showing results by Month 4

Benefits: reduce resident transfer, resident quality of life, family confidence in our facility, reputation of our facility, morale of staff



# Plan

- Identify causes of problem
  - Fishbone
  - Contingency
  - 5 Why's
  - Flow chart
- Gather data to support or disprove theories

## **Example**

Patients are not steady

patients spend a great deal of time immobile

Patients do not want to work on mobility

Potential solution: Identify a program that encourages and trains staff to emphasize mobility of residents



# Do

- Research solutions
- Cost Justification if needed
- Evaluate solutions if alternatives are mutually exclusive
- Identify implementation plan
- Force Field Analysis to identify potential roadblocks
- Gain buy-in

Example:

Determine cost of mobility program

Outline steps to implementation (training, special equipment, etc)

Present to those affected (staff, families)

Begin with a small group of residents, track results



# Check

- Get feedback on pilot from key involved stakeholders
- Monitor data to determine if desired results are being achieved
- Adjust implementation as needed

Example:

Get feedback from staff and families

Review fall data

Complete full implementation

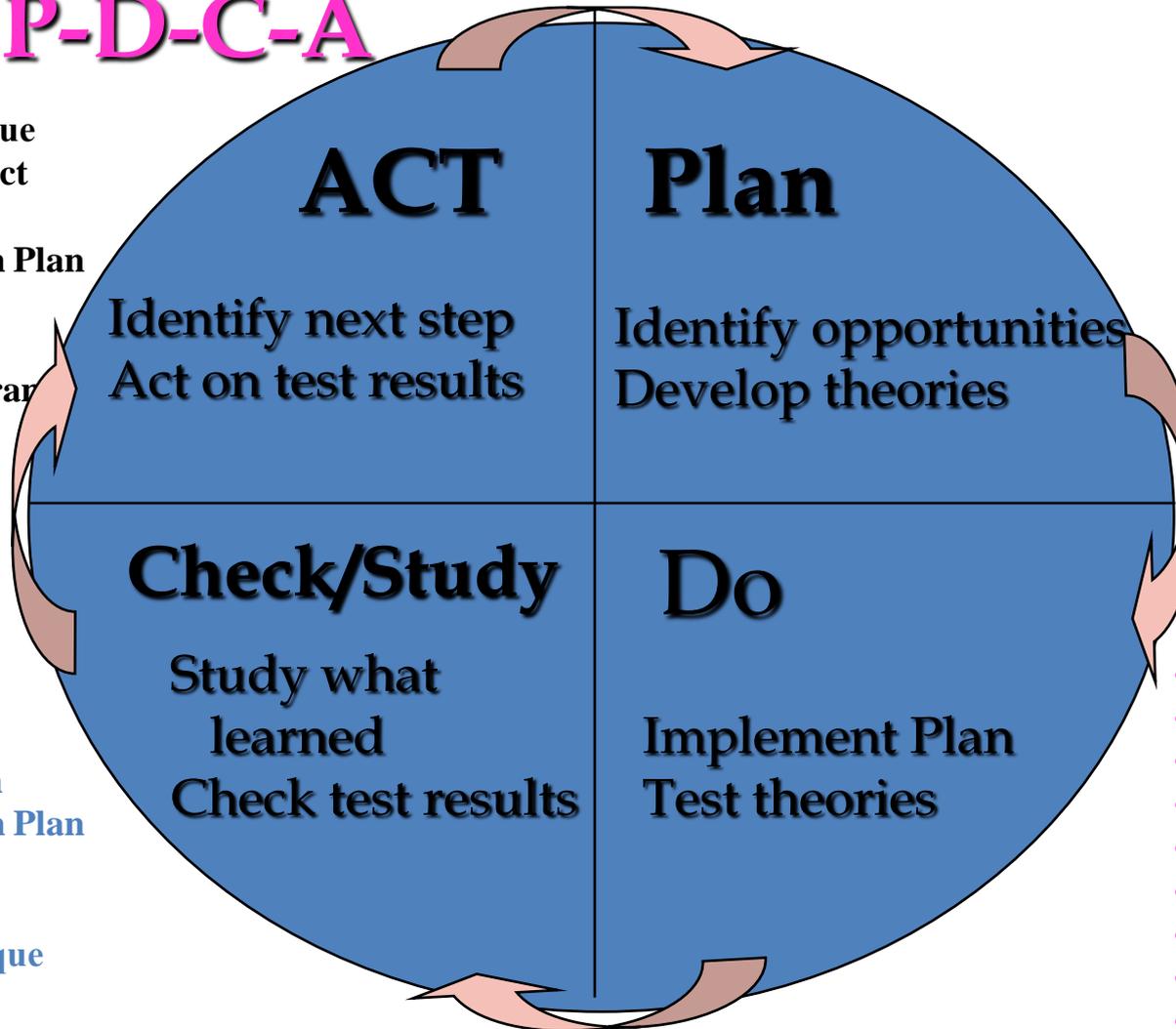


# Problem Solving Cycle

## 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

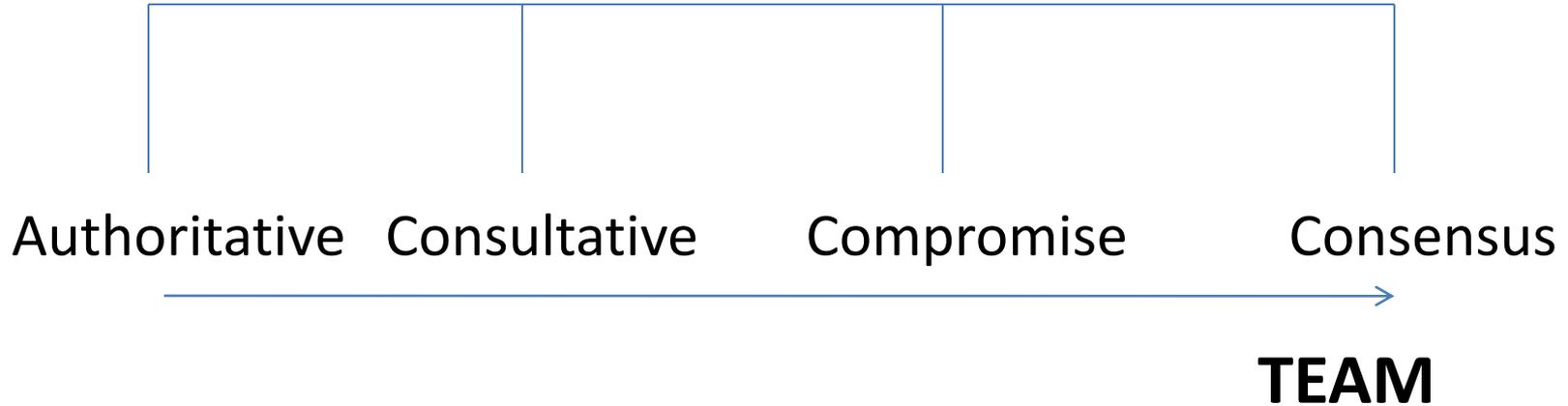


# MEETINGS

- Planning
- Guiding
- Managing



# When to Form a Team



Based on:

- Criticality
- Acceptance
- Timeframe



# Meeting Management

- When to Meet?
- Purpose of Meeting?
- Who to Meet?



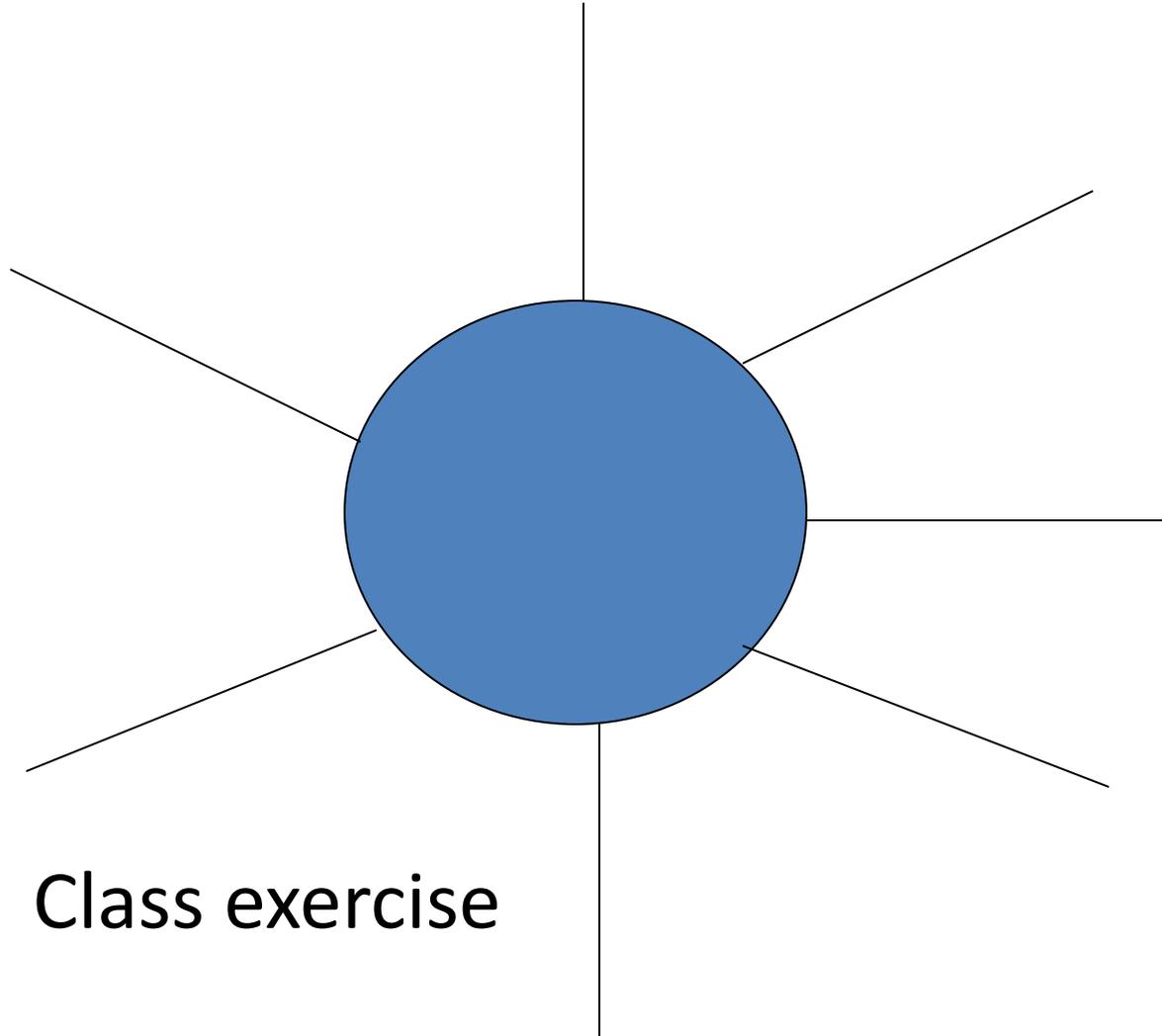
# Team Roles

- Leadership Team
- Sponsor
- Facilitator
- Lead
- Members



# Contingency Diagram

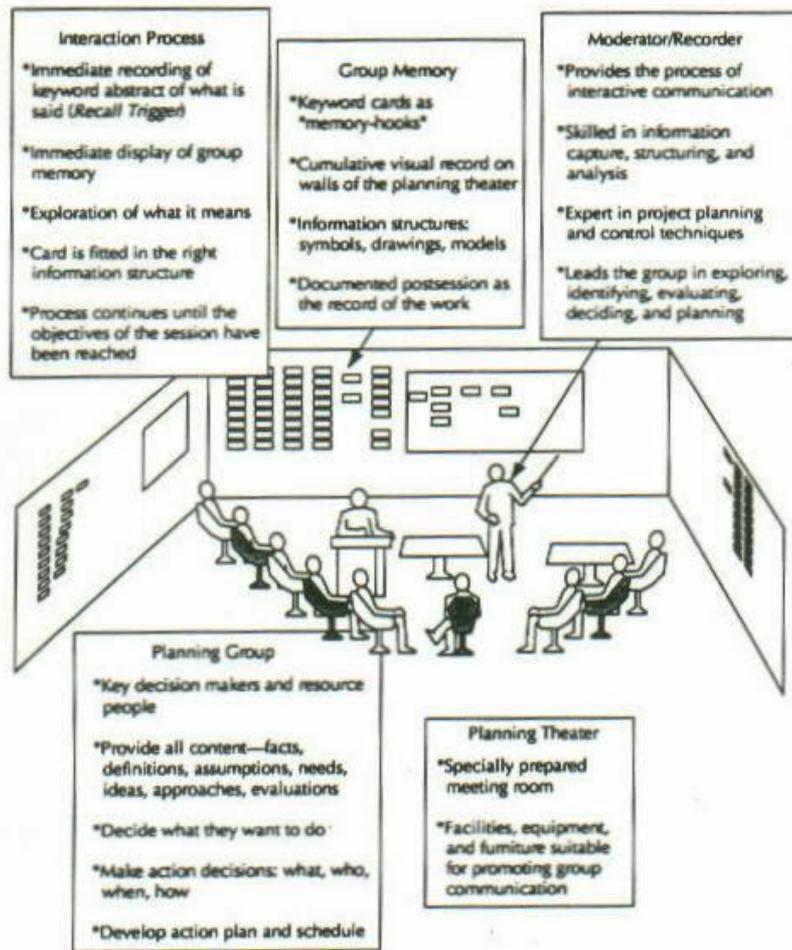
P-D-C-A





# Managing Meetings

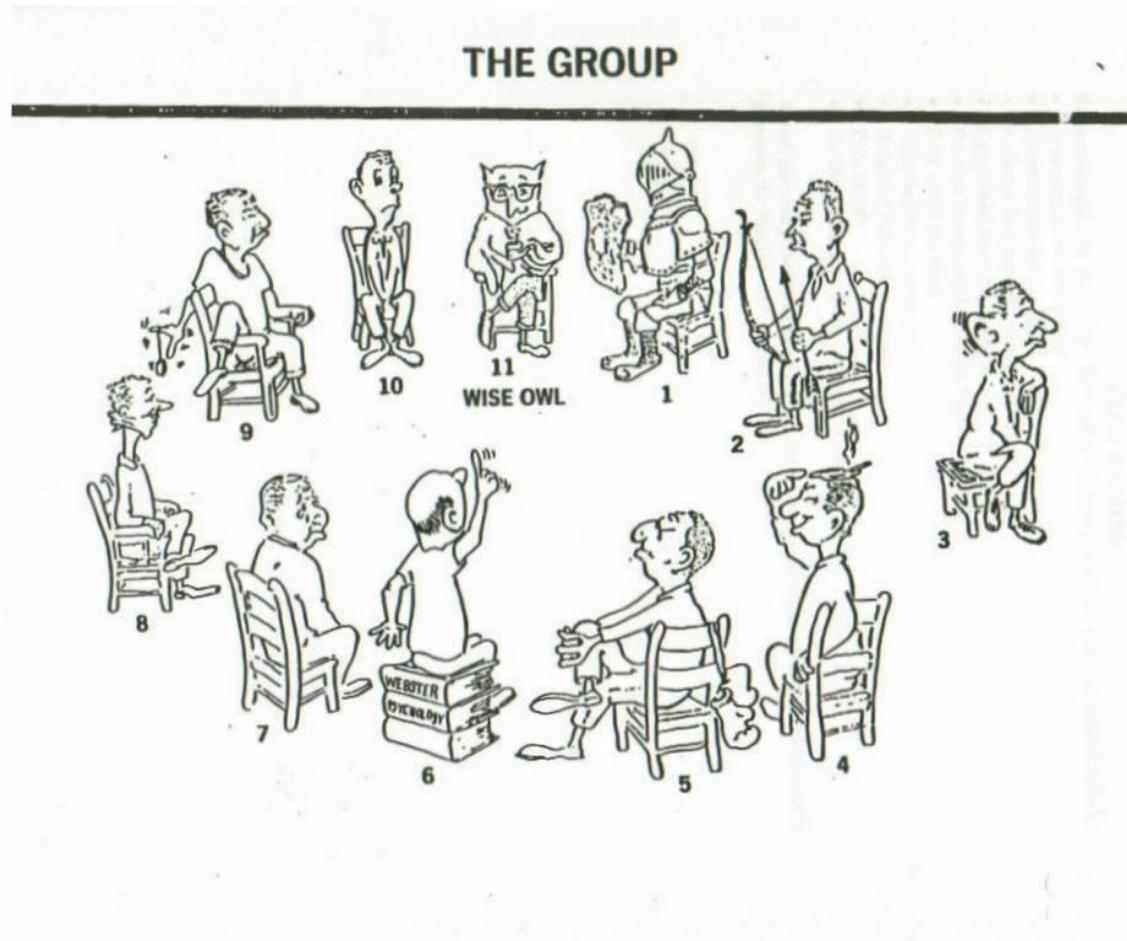
- Set Clear Goals
- Provide Structure and Content
- Establish meeting guidelines.
- Review action items from previous meeting.
- State start and end times for the meeting on the agenda. **START ON TIME.**
- Invite the proper people.
- Encourage Participation
- Keep Focus
- Record thoughts in a visible place. Use a parking lot if needed.
- Prioritize issues.
- Meeting Summary
- Follow Up Dates and Responsibilities



Source: R. Gillis, "Strategies for Successful Project Implementation," in M. Fangel, ed., *INTERNET Handbook of Project Start-Up* (Hilleroed, Denmark: INTERNET Committee on Project Start-Up, 1989).



# Meeting Management





# 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 5 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
- Web 4
  - Judgment Model
  - Cost Justification
  - Force Field Analysis
  - Gaining Buy-in
  - Implementation Plan
- Web 5
  - Walk through PDCA
  - Meeting Management



# Presentation of Projects

- November 30<sup>th</sup> –Spokane
- December 2<sup>nd</sup>- Lacey
- Format:
  - Problem Statement (all 3 elements)
  - Root Cause (tools used & causes)
  - Solutions
  - Implementation (tools used, plan)
  - Results/ outcome
  - Next Project



# 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.