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.
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

ACT
- Identify next step
- Act on test results

Plan
- Identify opportunities
- Develop theories

Check/Study
- Study what learned
- Check test results

Do
- Implement Plan
- Test theories

- 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**

- **ACT**
  - Identify next step
  - Act on test results

- **Plan**
  - Identify opportunities
  - Develop theories

- **Check/Study**
  - Study what learned
  - Check test results

- **Do**
  - Implement Plan
  - Test theories

- **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
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

Class exercise
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
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 30th – Spokane
- December 2nd - Lacey

Format:
- Problem Statement (all 3 elements)
- Root Cause (tools used & causes)
- Solutions
- Implementation (tools used, plan)
- Results/ outcome
- Next Project
Contact Information

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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.