Promoting & Celebrating Innovation

AFPA Webinar
November 12, 2014
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Start with a Story
Innovative and FUN!

HCAHPS Music Video
White County MEDICAL Center

http://www.youtube.com/watch?v=aAaxKcYBXm8
Improve Stage in Review

- **PDCA/PDSA**
- **Tips for testing changes**
  - Stay a cycle ahead
  - Scale down the scope of tests
  - Pick willing volunteers
  - Avoid the need for complete consensus, buy-in, or political solutions
  - Don’t reinvent the wheel!
  - Reflect on the results of every change
  - Be prepared to end the test of a change
- **Difference between testing & implementing a change**
- **Be prepared to “Traverse the Trajectory”**
Tool Options for Analysis & Innovation

• Good for analysis or problems & innovation for solutions
  – 5 Whys
  – Fishbone Diagram
  – Affinity Diagram
  – Pareto Charts
  – High Performers – Best Practices

• Bottom line: The “Sky’s the Limit” – be creative!
5 Whys Example

Problem

Why?

Why?

Why?

Why?

Why?

Why?

Why?

Why?

Root cause
Fishbone Diagram: What is it?

• Visual tool to see how causes lead to effects
• Focuses on all the possible CAUSES or SOLUTIONS for a problem, not the symptom (problem) itself
• Example: All the reasons why a phone or call light was not answered

Source: pg 130 “Lean Healthcare Pocket Guide” pg. 90 “A Lean Guide To Transforming Healthcare”
When to Use the Fishbone

• When there are varying opinions about the root cause or solution for a given problem
• The Fishbone method fits well with 5 Whys
• The 5 Whys help team members drill into the root cause of the problem by taking a long hard look at potential causes or solutions
Fishbone Diagram: What is it?

- Primary “Bones” of the fish may be:
  - Resources
  - Timing
  - Equipment
  - People (staff, family, patient or other)
  - Policies or Procedures (MD or Hospital)
  - Communication
  - Inputs and Materials
  - Funds/payment
Affinity Diagram: What is It?

• It is a diagram that brainstorms at least 40-60 ideas or issues, with 6-10 groupings that are clumped by related concepts.

• Typically done utilizing post it notes, which foster a more creative environment, where individuals can then rearrange related ideas and concepts.

Source: (pg 92 “A Lean Guide To Transforming Healthcare”)
Affinity Diagram: What is It?

• Usually done in complete silence because:
  – It forces individuals to focus on the content of the idea, not the originator
  – It allows people the freedom to determine new combinations without feeling defensive
  – People tend to avoid old battles and are now working together, thus it fosters alternative ideas and solutions
Pareto Chart: What is It?

• A charting technique used for focusing attention on the most important problems, or the problems that could have the greatest impact if they are resolved.

• A Pareto Chart is a bar graph that ranks count data in descending order from left to right.

• A Pareto Chart helps illustrate the “Vital Few and Trivial Many Rule” or 80/20 rule.
  – In one interpretation, that is 80% of the problems result from 20% of the causes.
High Performers – Best Practices

1. Keep it local
   – Involve frontline staff in system-wide efforts
   – Unit-based teams

2. Take five – high five
   – Give them time and space to be creative
   – Service Champions model
3. Be Positively Deviant!

– Idea that the answers lie within

– Set expectations & empower them with the belief that they can make a difference
4. Project your Patients’ Voices
   – Early
   – Often

5. Say “Yes!” or “What’s the worst that can happen?”
   – As much as possible
   – Ask “why not?”
HCAHPS & VBP Getting Creative
Looking Ahead

• At our December webinar – we’d like to feature several teams and hear about their learnings and progress through this cohort
  – THANK YOU to those of you who have already agreed to present
  – Still looking for a few more volunteers

• Presentation Overview
  – 3-5 minute synopsis of:
    • Where you started?
    • What you did?
    • Where you’re at?

• If you’d like to volunteer – please contact Janiece Gray at janiece.gray@dtaassociates.com
Questions?

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