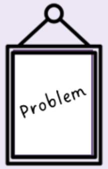
Think QI

Deep Dive • Design • Deliver • Evolve

FIRST STEPS – getting started

DEEP DIVE



DEFINE THE PROBLEM/IMPROVEMENT AREA

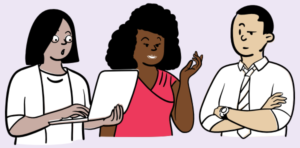
WHAT – are the signals that it is a problem? (data, information)

WHO – is it a problem for/will it impact? (stakeholders)

WHY – did it or does it happen? (data, information)

WHEN – does it happen? (timing)?

WHERE – is the problem/improvement area (scope)?



BUILDING THE TEAM AND AGREEING HOW TO WORK TOGETHER

Don't go it alone. Create a team to help you.

Helpful tips to think about:

- Who wants to be involved and can champion the improvement / change –those closest to the problem often know the answers!
- How can service users and stakeholders help shape the improvement/changes – service users are our experts!
- Who else might be affected and how can they be involved?
- What expertise/skills or resources will you need?
- Who will provide question and constructive challenge?
- How often and when will you meet?
- How will you track your progress?

AGREEING THE GOAL

A goal is a clear, meaningful statement of what you will achieve and what success will look like. It should show what the impact will mean for service users. A good goal will help keep everyone focussed and on the same page.

E.g., To ensure that no patient waits longer than 3 weeks for a routine appointment and we see an increase in patient satisfaction

TOP TIPS!

✓ Defining the problem or improvement area is a critical first step so don't be tempted to race ahead without this initial agreement of what the focus is.

KEY TOOLS AND TEMPLATES

Check out our project management templates to use at the beginning of an improvement project.

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INVESTIGATE – gather insights

DEEP DIVE

GATHER DATA/INTELLIGENCE

Gather data or information to help build a picture of the current situation and collect your baseline (starting) measures. We need to compare the before and after to understand the impact.

Helpful tips to think about:

- Where is the problem occurring? Is it within one area or across a service?
- What is the timeframe over which the problem is occurring or has occurred? Is it a historic issue?
- How big a problem is it? – what is the impact of the issue for service users, staff and other stakeholders?

ASK THE PEOPLE INVOLVED OR AFFECTED

People that are affected, have an interest or investment in what we are doing are called **stakeholders**.

Helpful tips to think about:

- Brainstorm and list all the people who are likely to be affected by your improvement/change.
- Think about who will have influence or power over it or who will have an interest in its successful or unsuccessful conclusion e.g. managers, clinicians, administrators, service users, partner organisations/agencies, Government, interest groups, the public, the press.
- Some of these may have power either to block or advance your improvement/change. Some may be key to designing the change / solution (co-production.) Some may want to be kept informed.

TOP TIPS!

✓ Use the team to identify all information needed, brainstorm how this information/data can be obtained.

✓ You may identify data/information that isn't collected - it may be important to make arrangements for this to be done.

KEY TOOLS AND TEMPLATES

Check out our Data for Improvement and Tools and Resources pages which have lots of helpful tools and guides to help you.

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ANALYSE – conclude & share

DEEP DIVE

IDENTIFY THE ROOT CAUSE

Once all data, information and feedback has been collated, analysis can commence to identify any underlying causes (the root cause of the problem).

Helpful tips to think about:

- Often we see the effects/symptoms of a problem. Whilst reacting to these provides short term relief unless we identify and address the root cause they will keep appearing.
- Focus on HOW and WHY something happened, not WHO was responsible.
- Realise that there can be, and often are, multiple root causes.

REDEFINE/REFRAME THE PROBLEM/IMPROVEMENT AREA

Armed with all your information and understanding you are now in a much better place to redefine what the problem is and what improvement you want to see.

This may look very different from how you originally described the problem.

Don't panic! That's the entire reason for taking this approach!

OTHER POINTS TO REMEMBER

RESEARCH AND LEARNING FROM OTHERS

Don't re-invent the wheel! Take some time to do some research – what have other teams, trusts or organisations done?

WHEN TO ASK FOR HELP

If you're not sure how to get started or you have made a start and are not sure where to go next – help is at hand. You can either speak to your service manager or contact the Improvement and Transformation Team.

Extra support needed? Corporate support services, funding – you will need to involve your service manager.

TOP TIPS!

- ✓ For simple problems the 5 WHYS tool is really helpful.
- ✓ Think you have multiple causes? Pareto, Fishbone analysis or Fault Tree analysis are designed for these situations.
- ✓ Think about how you want to communicate the findings

KEY TOOLS AND TEMPLATES

There are lots of really helpful tools and 'How to' Guides that can help you with your Deep Dive. Look out for Pareto analysis, Fishbone analysis and others identified on the intranet.