



## From Ideas to Action: Identifying Change Ideas for Quality Improvement

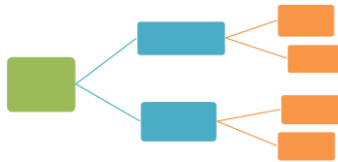
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### Outline

- Improvement learning structure: driver diagram
- Changes: sources and methods
- Change concepts and alternatives
- Lateral thinking: out of the rut



## IMPROVEMENT LEARNING STRUCTURE: DRIVER DIAGRAM

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### Why Use a Driver Diagram?



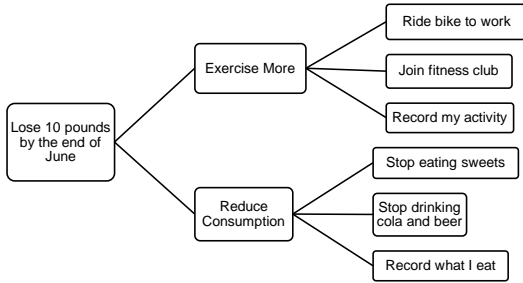
### Driver Diagrams help answer planning questions, like:

- HOW could we achieve our aim?
- What are ALL the changes?
- Are there priorities (emphasis)?
- Are there alternatives?
- What is the sequence?
- Who will do what when?

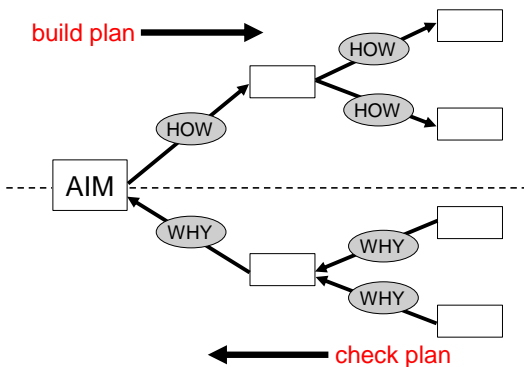
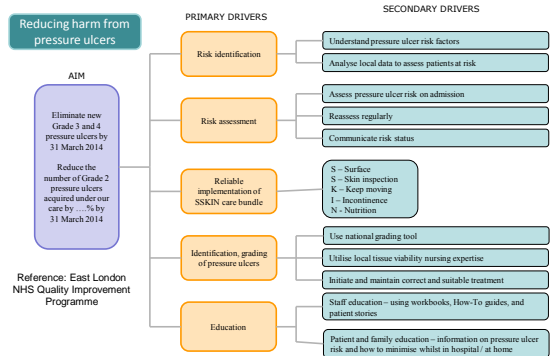
### What is a driver diagram?

- A means of developing your theory of how you will achieve your aim.
- A plan of organized change: development, testing and implementation.

### A simple example



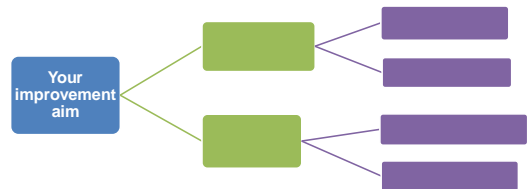
### Healthcare QI example



### Exercise What are you improving?



- 5 minutes:
- Sketch a starter driver diagram



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## How to construct

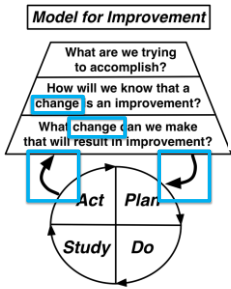
1. Start with a SMART aim statement.
2. Identify change concepts and ideas
3. Group and organize ideas under themes or primary drivers (concepts).
4. Draw, review, and revise regularly.

## CHANGE: SOURCES AND METHODS

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**The Model for Improvement**  
*Associates in Process Improvement (API)*



Change:  
 a key to  
 improvement

Langley, Nolan, Nolan, Norman, Provost;  
 The Improvement Guide, 1996



Evidence

Experience

Current State

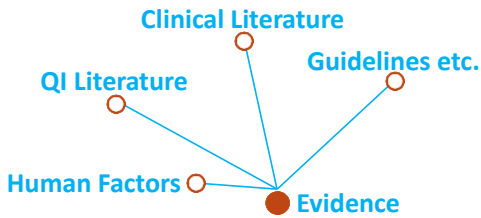
Concepts

Creativity



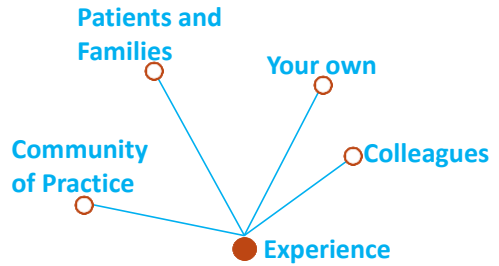
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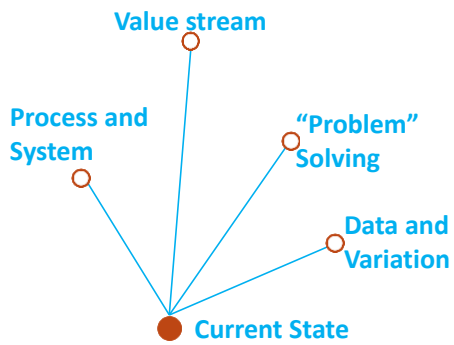
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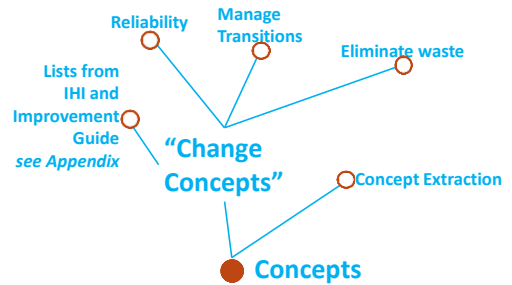
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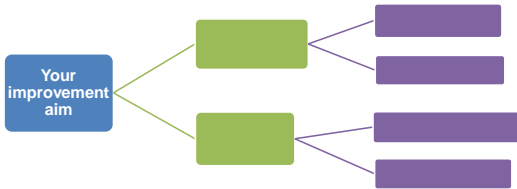
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## Exercise Where are change ideas?



5 minutes:

- Your sources and methods



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## CHANGE CONCEPTS AND ALTERNATIVES

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## Concept are useful “fixed points”



- A concept is a general idea
- Ideas and concepts on a continuum
- Concepts are keys to more ideas (alternatives)

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## Change Concept



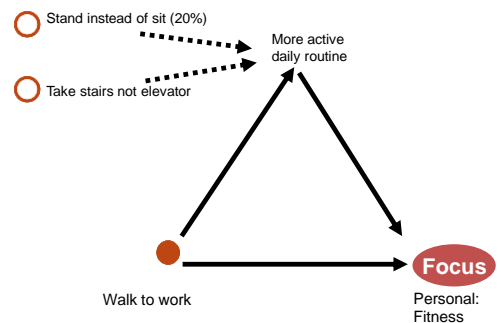
- A change concept is a general idea for change.
- Use change concepts to develop specific process changes in a local context.

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## Using Change Concepts *to find more* Change Ideas

- Concept Triangle
  - Using ideas to breed more
- Using Provided Change Concepts

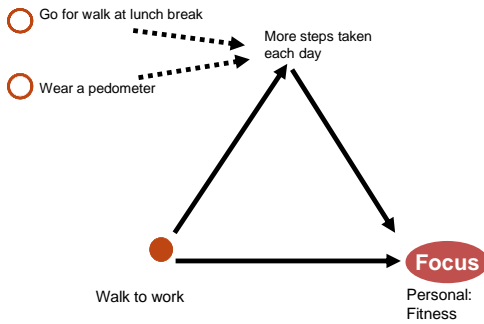


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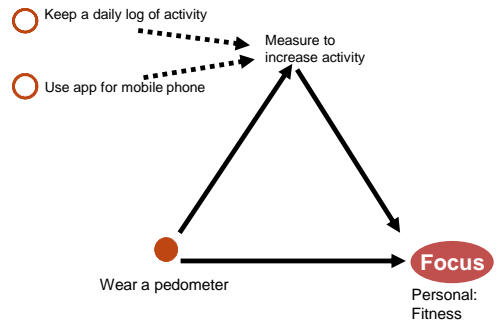


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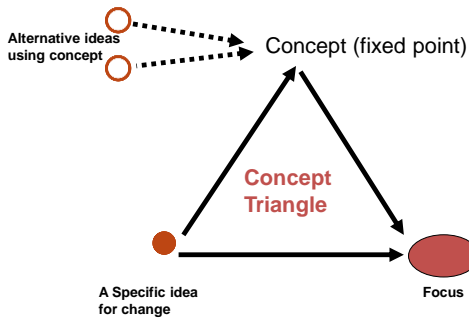




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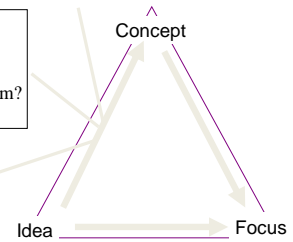
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Questions to help you to EXTRACT a concept.

**Purpose Concepts**  
What are we trying to do?  
What is the purpose?

**Mechanism Concepts**  
How does it work?  
How is the purpose achieved?  
What is the operating mechanism?  
What is happening?

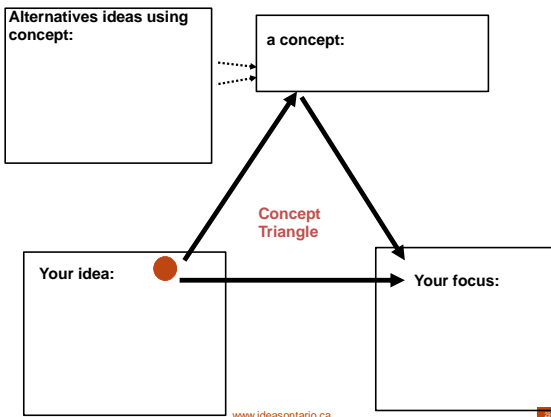
**Value Concepts**  
Why is it useful?  
What does it provide?  
Why is this worthwhile?



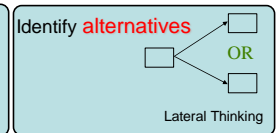
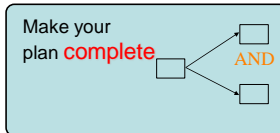
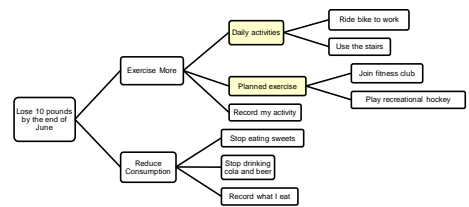
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## Concept Thinking

- Strengthen your Driver Diagram with better thinking
- No leaps of faith, show the mechanism, purpose or value

See *The Improvement Guide* or the IHI app

## CHANGE CONCEPTS

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### *Reducing Delays and Waiting Times* Redesign the System



- Do tasks in parallel
- Use multiple processes
- Minimize handoffs
- Use pull systems
- Move steps closer together
- Use automation
- Consider people to be in the same system
- Use multiple processing units
- Convert internal steps into external steps

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Re 14

### *Reducing Delays and Waiting Times* Shape the Demand



- Eliminate things that are not used
- Insert an informative delay
- Combine services
- Triage process flow
- Extinguish demand for ineffective work
- Relocate the demand
- Anticipate demand

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Re 14

### *Reducing Delays and Waiting Times* Match Capacity to Demand



- Improve predictions
- Smooth the work flow
- Adjust to peak demand
- Identify and manage a constraint
- Work down the backlog
- Balance centralized and decentralized capacity
- Use contingency plans

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## LATERAL THINKING: OUT OF THE RUT

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Re 14

# Random Entry



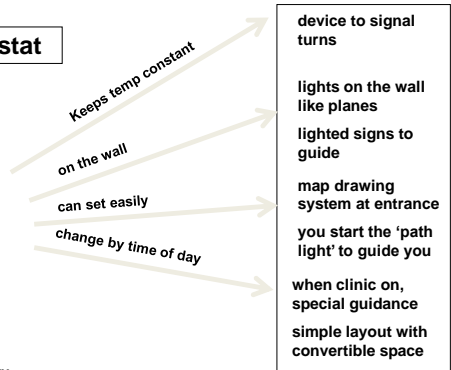
- Deliberate act to cut across established patterns
- Words hold many concepts and are a convenient way to get a new starting point
- Other 'random' stimuli can be used

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thermostat

Focus:  
Way finding in hospitals



Random Entry

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Random Word  
(from the word list)

What comes to mind when you think of this word?

Focus

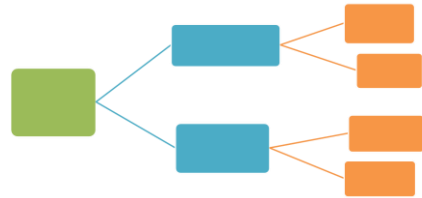
What do you need new ideas on?

Ideas

|  |
|--|
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CribNotes and random word list (12 x 60) provided

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## References

1. de Bono, Edward, *Serious Creativity*. Harper Perennial: Toronto, 1992.
2. Langley, Gerald J., Ronald Moen, Kevin M. Nolan, Thomas W. Nolan, Clifford L. Norman and Lloyd P. Provost, *The Improvement Guide*. Jossey-Bass: San Francisco, 2009.

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