Cheat Sheet for Quality Tools

CLINICAL EXCELLENCE COMMISSION

Brain Storming with 'post it notes'	Brainstorming
	1. Participants write (**in silence**, to cut through the authority gradient) on '**post it notes' all the reasons / causes they can think of, that contribute to the problem:** • one idea per 'post it note' • use as many 'post it notes' as needed • ideas need to be specific (phrases) e.g. "Education" although a good idea, is not specific enough. It needs to be "education not available to staff", "education not available to patients", "materials provided for education inadequate" etc. 2. Stick the 'post it notes' on a **flat surface** (eg: wall or table)

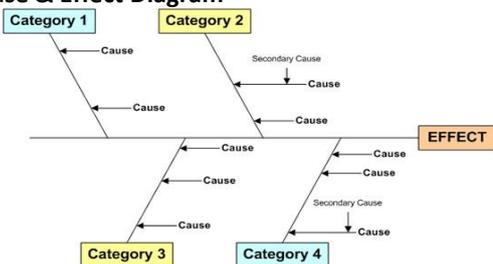| Brainstorm using Five Whys	TASK: When you are brainstorming in silence maybe use the 5 Whys technique to try and drill down to the root cause of the problem.
The **5 Whys** is a technique to find the root cause of a problem **The Five Whys** **PROBLEM: Why was the Washington Monument deteriorating?** Why • Because of the **strong chemicals** needed to clean it Why • Because there was lots of **pigeon poo** on the monument Why • Because there were lots of **spiders** at the monument Why • Because there were lots of **flies & moths** at the monument Why • Because the **lights were turned on at dusk** **SOLUTION:** Turn the lights on later to stop the chain of causes	1. State the PROBLEM and ask 'WHY' does it exist? 2. Document the ANSWER and ask 'WHY' does it exist? 3. Repeat 5 or more times until you reach the ROOT CAUSE. **In summary:** • When attempting to solve a problem, a common error is to **stop too soon** when you're **hunting down the 'cause'**. • People keep taking the first or second simple answer, **blinded by the symptoms** or settling for the first 'apparent' cause. • The 1st 'cause' offered is *almost never* **the real root cause.** • And it's only when you find the **real cause/s** - not just symptoms -- that you can **take really effective action** to remove the cause and prevent the problem cropping up again. • It's important to note that the purpose of the 5 whys **isn't to place blame**, but rather to **uncover the root cause** of why something unexpected occurred. *Source: Mapwright www.mapwright.com.au/5-whys-method.html*

Affinity Diagram	Affinity Diagram
	The Affinity Diagram process follows brain storming. After brainstorming the 'post it notes' are in no particular order. The team needs to sort them into categories. 1. Team members silently begin to read and then **arrange the 'post it notes' into categories (similar care processes, themes or pathways).** 2. A **main category HEADING** is assigned at the end of this process. 3. Re-read all the 'post it notes' & **remove any double ups.** 4. Take a **photo** of the Affinity Diagram (so information is not lost)

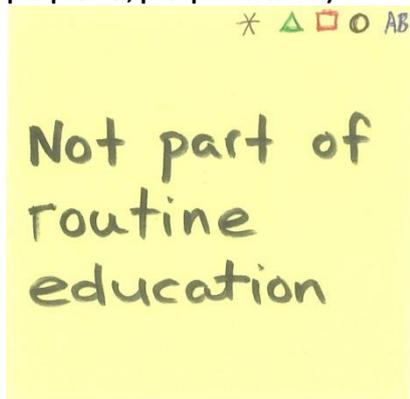| Cause & Effect Diagram	Cause & Effect Diagram (also called Ishikawa / Fishbone diagram)
	The information in the Affinity Diagram is then used to make a Cause & Effect (C&E) Diagram (on butchers paper). A C&E Diagram is a graphical display of an organised list of **possible causes** or factors, focused on **one problem/'effect'.** 1. Count the number of 'category' headings from Affinity Diagram and then sketch out (on butchers paper) a **basic skeleton** (bones) of the C&E Diagram (the number of headings equals the number of bones). 2. On the right hand side **write the 'Problem'** (Effect) ie: the **specific problem** you are trying to solve ie: 'Poor Pain Management'. 3. Document each **'Category' Heading from the Affinity Diagram** at the end of each bone. 4. Then **document relevant causes** (sub-categories) from that 'Category' down each bone. **For more explanation please watch this video**: https://www.youtube.com/watch?v=zhkHG3O3xwE

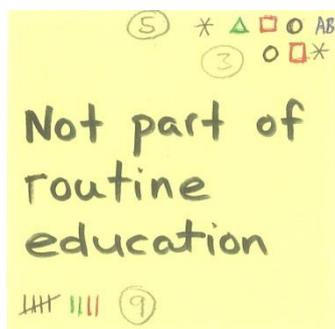|	Multi Voting (consensus method for prioritizing issues)

Multi Voting
(1 vote per person, per 'post it note')
 	
The removed 'post it notes' must not be thrown away but kept to one side for review later to ensure that a really important issue was not inadvertently discarded
	1) Each participant chooses their own **symbol** to vote with ie: a star, square, triangle, circle or their initials. *This is so they can recognise where they have voted.*
	2) **On the Affinity Diagram:** Read all 'post it notes' and check all **double ups are removed**
	3) **Count** the number of 'post it notes'**. Record the total.**
	   • The idea is to **remove half** of the original 'post it notes'
	   • e.g. if there are 42 'post it notes' the first time around, you want to end up with 21 'post it notes' for the next round of voting.
	3) To achieve this, participants must vote on the 'post it notes' by <u>reviewing all</u> but <u>voting on half</u> by placing their own symbol (in the top right corner) on the notes they feel contribute most to the problem (e.g. review all 42 but vote (place their symbol) on the 21 most important).
	   • The voting demonstrates what individual participants perceive contributes most to the problem (from their own perspective).
	4) At the end of the voting, the votes (**symbols**) on each 'post it note' are counted.
	   • 'Post it notes' **with 0, 1 or 2 votes (symbols) are discarded** (keep them – just in case).
	❖ If there are <u>more than 30</u> 'post it notes' left at this stage, the voting process would be repeated (steps 3 to 4).
	❖ **Final round:** The remaining 'post it notes' would then be counted, again the 0, 1 and 2's are discarded and the participants keep half of the remaining 'post it notes' for **Weighted Voting.**

Weighted Voting
 	
	Weighted Voting
	1) **Count** the number of 'post it notes'. **Record the total**.
	2) **# Votes = half the total:** In this round if there are 20 'post it notes' left, then each participant would have 10 votes each (**half the total**) to distribute amongst the 'post it notes'.
	3) The number of votes (use 'strokes' this time and place in bottom left corner) in this round **can be allocated to the most important issue** that each participant feels is the main contributor/s to the problem
	   • ie: Participant can place **all** their votes on one 'post it note' or spread amongst the 'post it notes'.
	4) The 'post it note' with the **most votes** (strokes) is deemed **the most important issue contributing to the problem**.
	   • The 'post it' with the 2nd most votes is perceived as the 2nd most important contributor etc
	   • Remove 'post it notes' with no votes
	5) The remaining 'post it notes' are ready to build the **Pareto Chart**