

 **GENERATE IDEAS - get creative**

DESIGN



BRAINSTORM IDEAS THAT WILL MAKE AN IMPROVEMENT

A great way to generate ideas is to brainstorm with your team. Brainstorming combines a relaxed, informal approach to problem solving with lateral thinking. It encourages people to come up with thoughts and ideas that can, at first, seem a bit crazy.

Helpful tips to think about:

- Defer judgement
- Encourage wild ideas
- Build on the ideas of others
- Stay focussed on the topic
- One conversation at a time
- Be visual - use sticky notes or a flip chart
- Go for quantity



HOW DO THESE DIFFERENT IDEAS COMPARE AGAINST THE GOAL?

Once you have all your ideas you will need to review and compare your options. It is really important that you reflect back to your original goal that you set in your Deep Dive phase. Ask whether each chosen idea / solution would help achieve your goal.

Helpful tips to think about:

- What are your design principles? – what are the ‘MUST HAVES’ that the ideas should have. For example – must be an electronic process, must take less time than the current process, must not require investment etc. You can use the MoSCoW Prioritisation tool to create these.
- Do you need to give priority to different design principles?



TOP TIPS!

✓ Remember, we are looking to test a change. If this doesn't work you will return to the idea list to see what else could work.



KEY TOOLS AND TEMPLATES

There are lots of tools on our pages that can help with both generating and assessing ideas – look out for Breaking the Rules, Fresh Eyes, MoSCoW, among others.



AGREE THE CHANGE WITH THE GROUP

You can now agree your change with the group/ team and any stakeholders that are working with you on this.

To help you decide and prioritise which one / ones you will test first - there is a helpful tool called the Impact Vs Effort Matrix which can help guide you in this.

Unable to reach a consensus? It's important to understand the sticking points. Try using the tool – 6 Thinking Hats to encourage the group to look at the most popular idea from different perspectives.

Helpful tips to think about:

- For larger projects you may want to undertake a options appraisal. This is a comprehensive analysis of the different options available, this is particularly important if the change is significant (i.e. will affect many people, require investment etc).



DESIGN THE CHANGE

This is where you can start discussing the finer detail and what this will mean and feel like for staff and the service user/ patients. It's a great idea to involve your service users and stakeholders again at this phase as they can design the changes with you. This will ensure it considers everyone's needs. Speak to your Co-Production Lead for more info.

Once you have designed your change, you may want to pilot or test your solution in a smaller way to help you understand if it will work. This can help make it more manageable and will mean that any further tweaks easier to make.

Helpful tips to think about:

- Process/pathway maps of the 'to be' (new process/pathway) are essential at this stage. These can vary in detail depending on the size of the change, but even for the smallest change, these can be beneficial.



TOP TIPS!

- ✓ Be careful! It can be tempting to undertake multiple changes at the same time – but how will you know what the impact is of each change? You may want to consider this in your decision making.



KEY TOOLS AND TEMPLATES

There are lots of tools on our pages that can help with deciding on a change to test these include - 6 Thinking Hats, Impact vs Effort, among others. To create the detail – process/pathway maps are key tools.



AGREE WHAT SUCCESS LOOKS LIKE

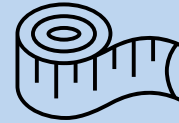
You should have articulated some of this in your goal but check back as a group:

How will you know if your improvement / change has made a difference? How will you know if you have achieved your goal?

List the benefits and improvements that your change will bring about. Again, think about how this will feel for your patient /service users and staff.

Helpful tips to think about:

- Completion of an action plan or project plan isn't in itself successful, it's the 'so what' of all changes that truly matter.
- Speak to your stakeholders to ensure you fully understand their view. This should be an ongoing dialogue, as you move through the Think QI model you gain knowledge and experience, keep checking in with stakeholders, it's essential.



DECIDE HOW YOU ARE GOING TO MEASURE THE IMPACT OF CHANGE

It is important to think about what measures and controls we can put in place to check whether the improvements / change we make has made a difference.

Think about what data / information you can collect during and after your change to evidence this. You can compare these with the baseline (starting) measures that you collected in the Deep Dive phase.

There are 3 key measures used in improvement:

- **Process** – impact to the systems and processes of the department/service. i.e. average daily clinician hours available for appointments
- **Balancing** – are changes designed to improve one part of the system causing new problems in other parts of the system? i.e. shorter 1st appointments increase follow up appointments.
- **Outcome** – reflect the impact on the service user and show the end result of your improvement work. i.e. impact to health and wellbeing – outcome of a contact.



TOP TIPS!

- ✓ For all measures think about the duration of measurement as well as method. For larger changes, some benefits may not be seen for some time, establishing robust measuring mechanisms may be critical at this stage.



KEY TOOLS AND TEMPLATES

There are some helpful resources in our Data for Improvement pages on this. To learn more about using data for improvement why not come along to one of our training sessions?