

Built For Zero.

COMMUNITY SOLUTIONS

| | 101: Lenses to Understand & Improve Complex Systems | 102: Setting Aims & Measurement Strategies | 103: Putting Improvement into Practice |
|------------------------|--|---|---|
| Materials | Slides (09-15-20) Recording | Slides (09-29-20) Recording | Slides (10-13-20) Google Meet recording |
| Objectives | <ul style="list-style-type: none"> • Differentiate between complex and technical problems • Describe effective mindsets, behaviors, and “lenses” for improving complex systems • Introduce defining features of the Model for Improvement | <ul style="list-style-type: none"> • Learn to identify and develop strong ‘aim statements’ • Understand the difference between measuring for accountability (judgment), research, and improvement • Describe three different types of measures and building a balanced “family” of measures • Using operational definitions to clarify your improvement work | <ul style="list-style-type: none"> • Explore three mindsets that are critical to improvement work • Learn the basic framework of Plan-Do-Study-Act to organize your tests of change • Identify your next steps for practicing and engaging others in quality improvement methods • Recap the entire QI Foundations training and tie-up loose ends |
| Content Outline | <p>Complex v. Technical Challenges</p> <p>Designing for Change:</p> <ul style="list-style-type: none"> • Behaviors/skills for responding to complex problems • New mindsets/attitudes for improvement <p>Growth Mindset: Research, Spotting ‘Fixed Mindsets’, and Tips for cultivating</p> <p>4 Lenses of Curiosity (a.k.a. Deming’s System of Profound Knowledge):</p> <ul style="list-style-type: none"> • Understanding Variation • Appreciation for Systems • Theory of Knowledge • Psychology/Human Behavior <p>Three core MFI questions</p> <p>Why <u>this</u> model for improvement</p> | <p>Why <i>this</i> Model for Improvement</p> <p>5 Key Principles for Improvement</p> <p>Aim Statements: Why, how to construct, and several examples</p> <p>Three <u>purposes</u> of measurement:</p> <ul style="list-style-type: none"> • Accountability (judgment) • Research • Improvement <p>Three <u>types</u> of measures</p> <ul style="list-style-type: none"> • Process • Outcome • Balancing <p>Operational Definitions</p> <p>Value of viewing data over time</p> | <p>QI 102: Recap & Suggested Action sharing</p> <p>Critical Mindsets for Improvement Work</p> <ul style="list-style-type: none"> • Growth Mindset • Embrace Failing Forward • Bias Towards Action <p>MFI Question 3: What changes can we make that will result in improvement?</p> <ul style="list-style-type: none"> • Identifying Change Ideas • ‘Driver Diagram’ introduction • Change <i>Concepts</i> (v. Change <i>Ideas</i>) • A <i>change</i> is different from a <i>test of change</i> <p>The P-D-S-A Cycle</p> <p>Sequence of Improvement</p> <p>Guidance for testing a change</p> <p>Key points on P-D-S-A tests</p> |

Built For Zero.

COMMUNITY SOLUTIONS

| | 101: Lenses to Understand & Improve Complex Systems | 102: Setting Aims & Measurement Strategies | 103: Putting Improvement into Practice |
|--------------------------|---|---|---|
| Suggested Actions | <ul style="list-style-type: none"> Note when you observe (or exhibit) fixed mindsets, and moments where you demonstrate a 'growth mindset' (see slides 21-22) Identify (alone or with teammates) one 'Lens of Curiosity' that is a strength for you, and one that presents a growth opportunity Introduce your team (or a coworker or family member) to one of the frameworks or concepts we discussed today | <ul style="list-style-type: none"> Observe the processes you engage in at work. Do you have a way of measuring whether that process is leading to progress toward your aim? Create a family of measures with your team - outcome, process, and balancing measures Identify 1-2 things that are not operationally defined in your work. Put that down on paper | <ul style="list-style-type: none"> Start (or complete) a proposed "measurement tree" for your Coordinated Entry / rehousing system Identify one change concept and idea you would like to test related to a piece of your Coordinated Entry System 'Plan' a P-D-S-A for a small test of one change idea Complete a process map of your Coordinated Entry System |
| Recap / Summary | <ul style="list-style-type: none"> #1 job of all improvers is to be curious. Homelessness = complex problem. Technical solutions won't work. Complex problems are more like pitching a bird, than a baseball (video). Improvement behaviors: Data analytics, Human-centered co-design, Quality Improvement, and Facilitation/Meeting Design. Improvement attitudes: Growth Mindset, Embrace failing forward, Bias toward action. Four Lenses of Curiosity: Understanding Variation, Appreciation of Systems, Theory of Knowledge, Human Behavior/Psychology. 'Model for Improvement' is flexible, iterative, empowering. | <ul style="list-style-type: none"> Strong 'aim statements' will help stakeholders clarify their shared purpose, inform the ultimate intervention designs, and create accountability as they are shared A strong aim statement specifies: What's expected to happen (outcomes of interest), for whom (population served), where (local boundaries), and by when (timeframe) Three basic uses for data: 1) Accountability (Judgment); 2) Research; 3) Improvement Three key types of measures used for improvement projects: Process, Outcome, and Balancing measures Operational definitions assign communicable meaning to ambiguous concepts (e.g. "on-time" arrival) We must look at data over time to understand whether changes are associated with real (i.e. non-random) improvements | <ul style="list-style-type: none"> A growth mindset, bias towards action, and embrace of 'failing forward' are vital attitudes for achieving new breakthroughs. P-D-S-A and Model for Improvement move the design of change ideas from conference room to applied settings. P-D-S-A key points: Tests cannot be too small; Bring intention to your work; One test almost always leads to another; Helps you be thorough, systematic, and learn. A <i>change</i> is different from a <i>test</i> of a change. 'Driver diagrams' are one key tool for making your theory of change explicit and allow others to buy-in or share their theory. When considering your confidence in a change idea, associated costs/risks, and willingness of key people/groups, almost always in testing mode. Only high confidence, low risk, high willingness should be implemented. |