TOOL: Selecting Changes

While all changes do not lead to improvement, all improvement requires change. The ability to develop, test and implement changes is essential for any individual, group or organization that wants to continuously improve. As a sponsor/leader, work with your co-leads to ensure that change efforts teams tackle are in line with regional/national goals and work toward the four points on the Value Compass, with the member/patient at the center.

EXAMPLES OF POSSIBLE CHANGES TO TEST

Producer/Patient Interface	To benefit from improvements in quality of products and services, the patient must recognize and appreciate the improvements
Focus on the Product or Service	Although many organizations focus on ways to improve processes, it is also important to address improvement of products and services
Improve Work Flow	Improving the flow of work in processes is an important way to improve the quality of goods and services produced by those processes
Optimize Inventory	Inventory of all types is a possible source of waste; understanding where inventory is stored in a system is the first step in finding opportunities for improvement
Eliminate Waste	Look for ways to eliminate any activity or resource in the organization that does not add value to an external customer.
Focus on Variation	Reducing variation improves the predictability of outcomes and helps reduce the frequency of poor results
Error Proofing	Redesigning systems makes it less likely that people will make errors. One way to error-proof a system is to make the information necessary to perform a task available in the external world, not just in one's memory. Write it down or make it inherent in the product or process
Change the Work Environment	Changing the work environment itself can be a high-leverage opportunity for making all other process changes more effective
Manage Time	Organizations gain competitive advantage by reducing the time to develop new products, waiting times for services, lead times for orders and deliveries and cycle times for all functions in the organization

Source: Institute for Health Improvement **www.ihi.org/IHI/Topics/Improvement/ImprovementMethods/HowToImprove** (KP Intranet only)