

Workshop:

Problem Solving and Leading & Sustaining Change

An Introduction to Problem Solving

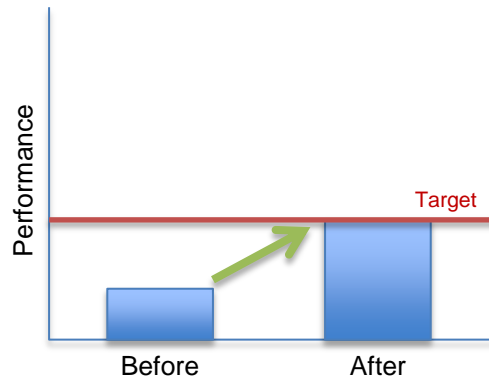
A structured approach to
problem solving & improvement

Problem solving

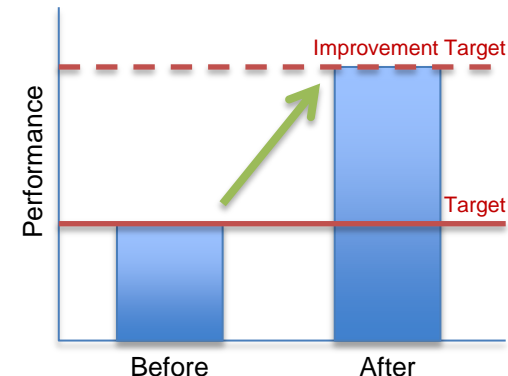
Not just for problems...



Problem Solving



Improvement Project



- The **processes** for problem solving & an improvement project are the **same**
 - The only difference is the current performance:

Problem Solving:	Current performance is not achieving current expectation
Improvement Project:	Current performance meets current expectation

Why structured problem solving?



“That neighbourhood implemented gates and it improved their safety.”

“We should have a gate”



Why structured problem solving?



- To manage human instinct
 - Generally, people are inclined to fix problems
 - 'Fixing' without first understanding often leads to wasted effort & frustration
- To facilitate collaboration
 - A structured framework makes problem solving predictable
 - Staff can engage and collaborate because they know what to expect from the process
- To build individual and organisational capability
 - A structured approach allows individuals to learn quickly
 - Organisational improvement capability relies on individual problem solving capability
- To make problem solving more successful
 - Put simply, a structured approach to problem solving is far more effective than an ad-hoc approach

Which approach is best?

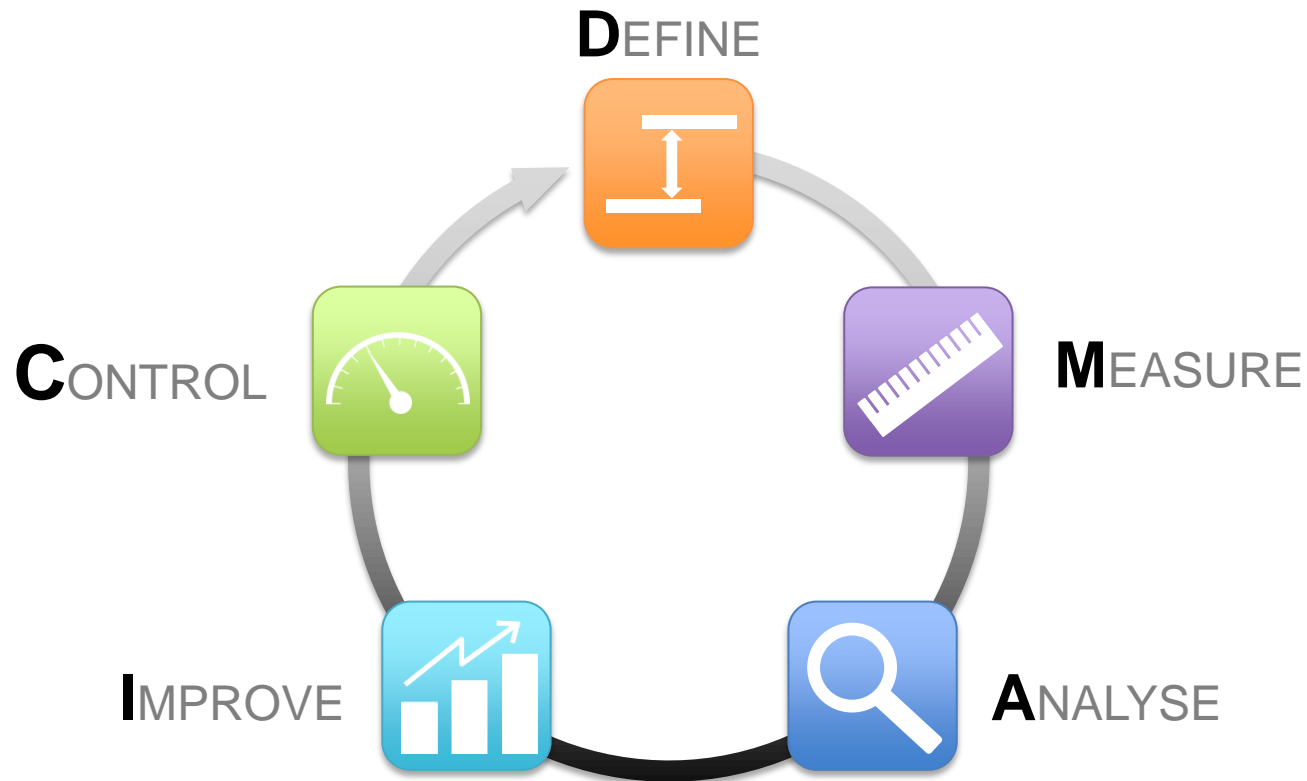


- Practical problem solving (PPS)
- 8-D - 8 “Disciplines” or “Dos”
- C4 – Concern, Cause, Countermeasure, Confirm
- DMAIC - Define, Measure, Analyse, Improve, and Control
- Plan – Do – Check – Act / Plan – Do – Study – Act

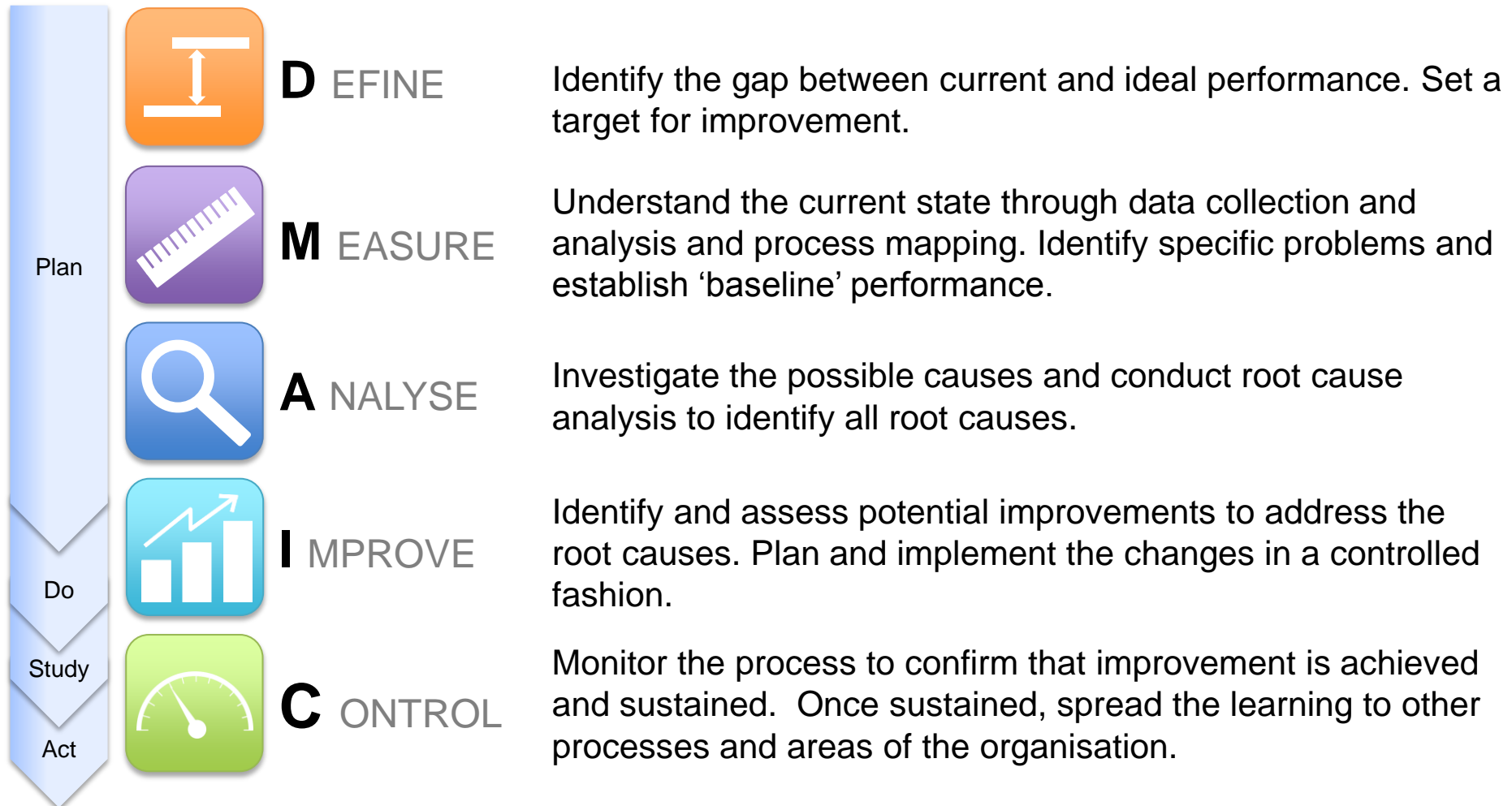
**All are great – Fundamentally, they
all cover the same steps**



Key steps of problem solving



Key steps of problem solving



Before jumping in...



- Team roles & responsibilities
 - Project Sponsor
 - Project Lead
 - Project Team
 - Problem Solving SME

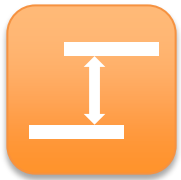
- Project Structure

- Project timing & reporting

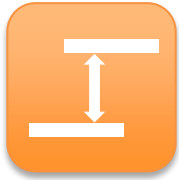
Before jumping in...

- Teamwork is critical to effective problem solving
- Problems cannot be effectively addressed by individuals
- The Leader needs to establish a team of all relevant people
- There is no hierarchy in the team – everyone must be free and encouraged to contribute





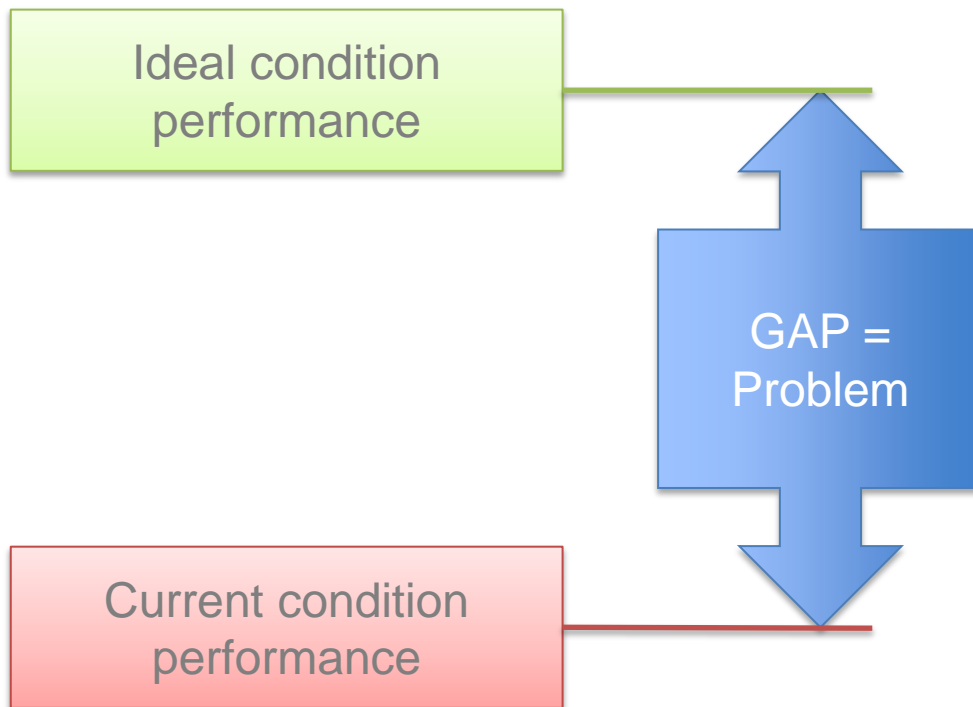
Define



Define

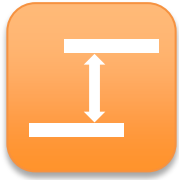


The definition of a problem is a gap between the current and the ideal conditions.



- The ideal condition should be aligned with organisational policy and direction
- The gap (problem) should be quantifiable

Note, while not ideal, in the initial absence of data required to quantify a problem, the process can proceed to the **Measure** phase where the appropriate data can be collected.



Define



- At this stage, a **target** for the project should be set.
- The target will **not** always be to **eliminate** the **GAP** – often the gap will be too big to achieve with one project
- The target should be **SMART**:

Specific

The scope should be clear

Measurable

The target should be objectively measurable

Appropriate

The ideal condition should be aligned to organisation direction

Realistic

The scope and target are realistic given the resource, time & authority available

Timebounded

Time for successful achievement is clear



Measure



Measure



There are two goals to the measure phase:

1. Understand the current process and performance
 - Establish a depth of knowledge of the process
 - Identify specific areas & problems for improvement focus
2. Establish 'baseline' performance with reliable data
 - Collect data to ensure that the impact of the future changes can be objectively assessed



Measure



4Ws & 1H of the **problem**:





WHAT?	<p>What specific problems are occurring?</p> <p>E.g. The main problem may be errors on paperwork. To understand what, you should understand what type of errors (spelling mistake, missing info, wrong info, etc.)</p>
WHEN?	<p>When do the problems occur (& when don't they occur)?</p> <p>E.g. The main problem may be errors on paperwork. To understand when, you should understand when they occur (days of the week, weeks of the month, are there any patterns, etc.)</p>
WHERE?	<p>Where are the problems originating or identified?</p> <p>E.g. The main problem may be errors on paperwork. To understand where, you should understand where they originate or are found (specific steps in a process, specific part of the building, etc.)</p>
WHO?	<p>Who is involved with the problems (& who is not)?</p> <p>E.g. The main problem may be errors on paperwork. To understand who, you should understand who is involved when the problems occur (specific departments, new/ old staff, etc.)</p>
HOW MUCH?	<p>Understand, in a quantifiable manner, how much the problem is affecting the organisation & it's customers</p>



Measure



TOOLBOX

-  Process Mapping (& Value Stream Mapping)
-  Check sheet
-  Pareto Analysis
-  Scatter diagram

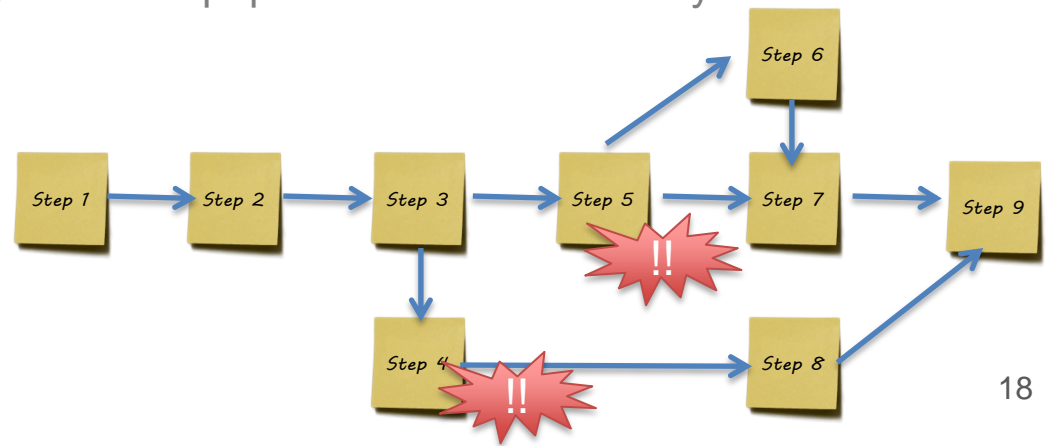


Measure



Process Mapping

- A process that is not understood cannot be improved
 - Understand process inputs and outputs
 - Understand process relationships, dependencies & bottlenecks
 - Identify what data is required to understand the process properly
- A process map is a step by step visualisation of the process
- Capture what actually happens - not what is supposed to happen!
- Keep it simple – post-it notes, butcher's paper & white boards are your friend!





Measure



VSM - Current State Map



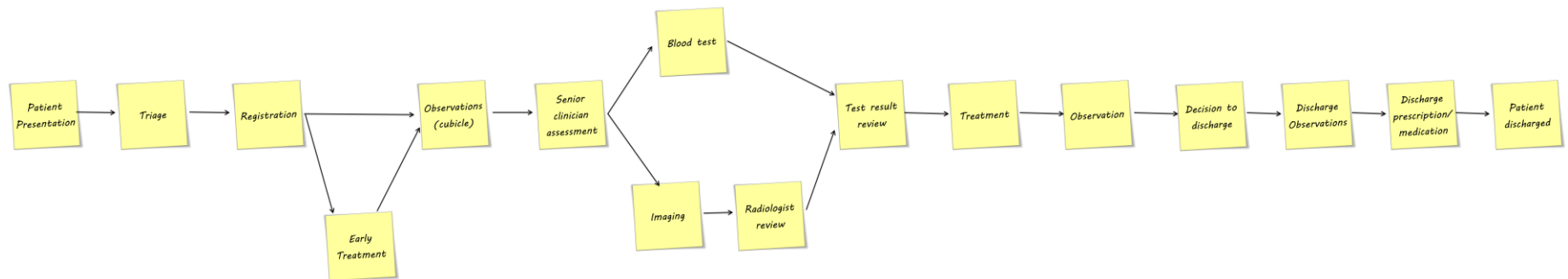
“We never had any problems until you started your Value Stream Mapping”



Measure

VSM - Current State Map

a. Identify the main steps

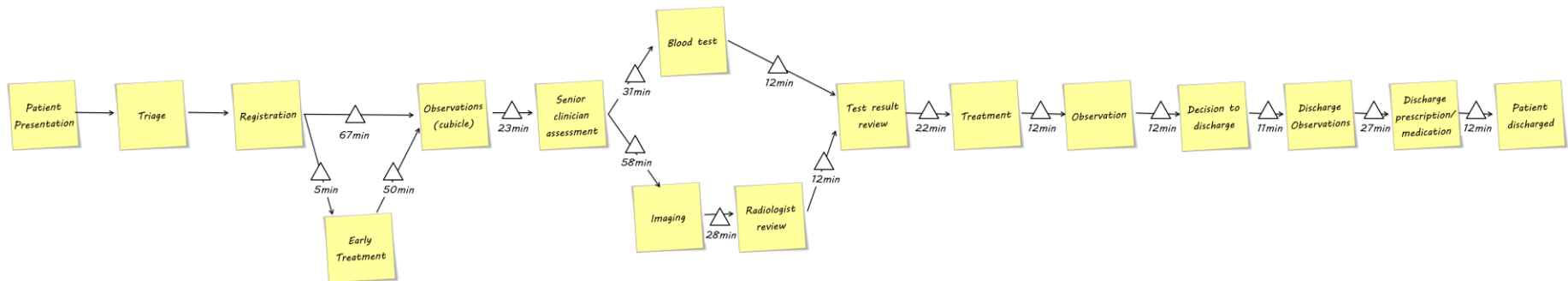




Measure

VSM - Current State Map

b. Identify waiting time between steps

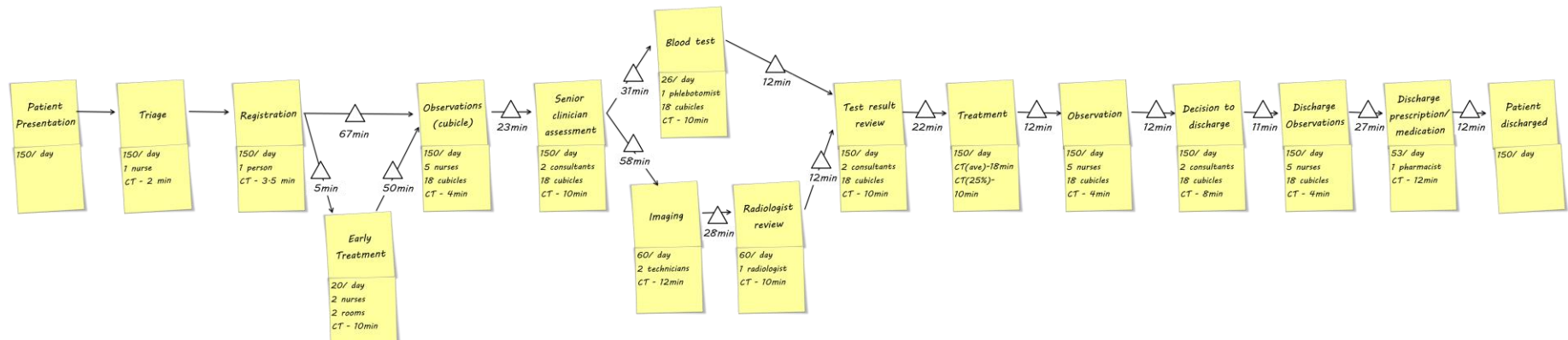




Measure

VSM - Current State Map

c. Add process information

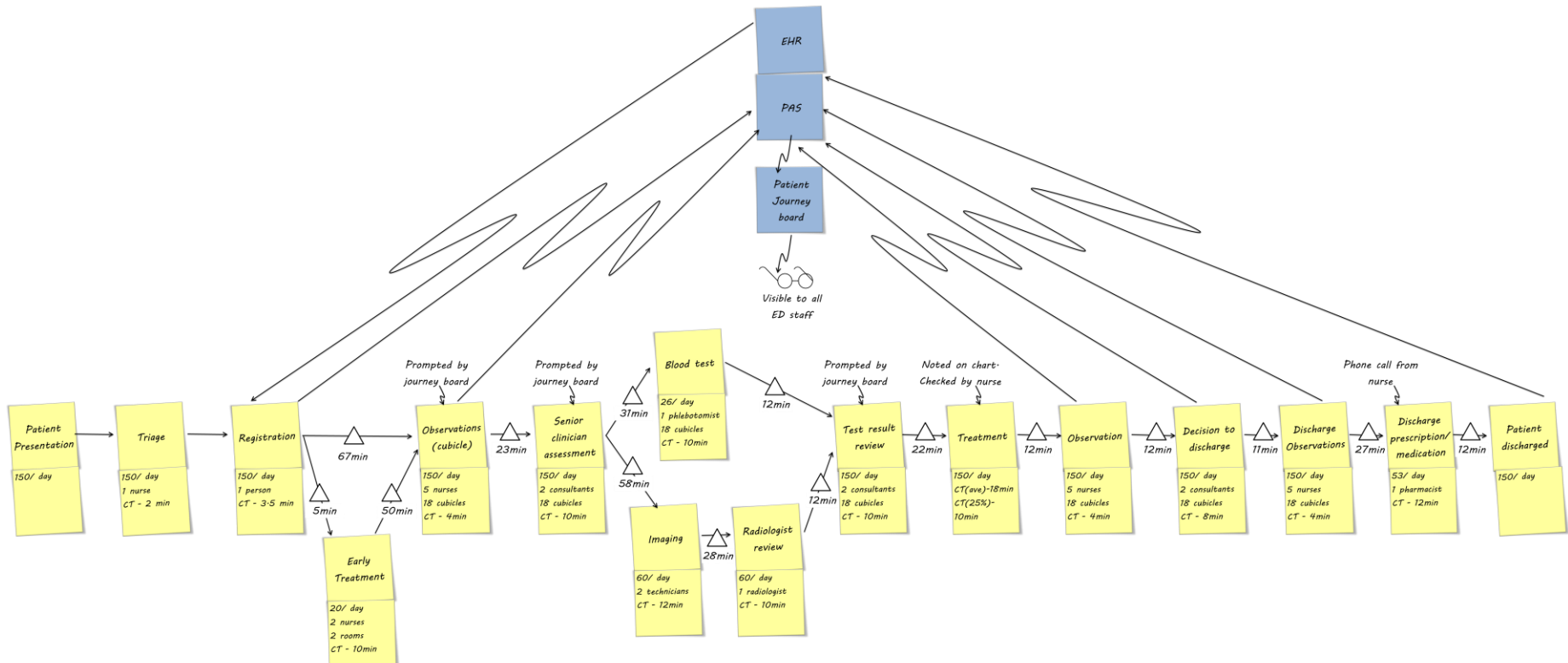




Measure

VSM - Current State Map

d. Add information flow

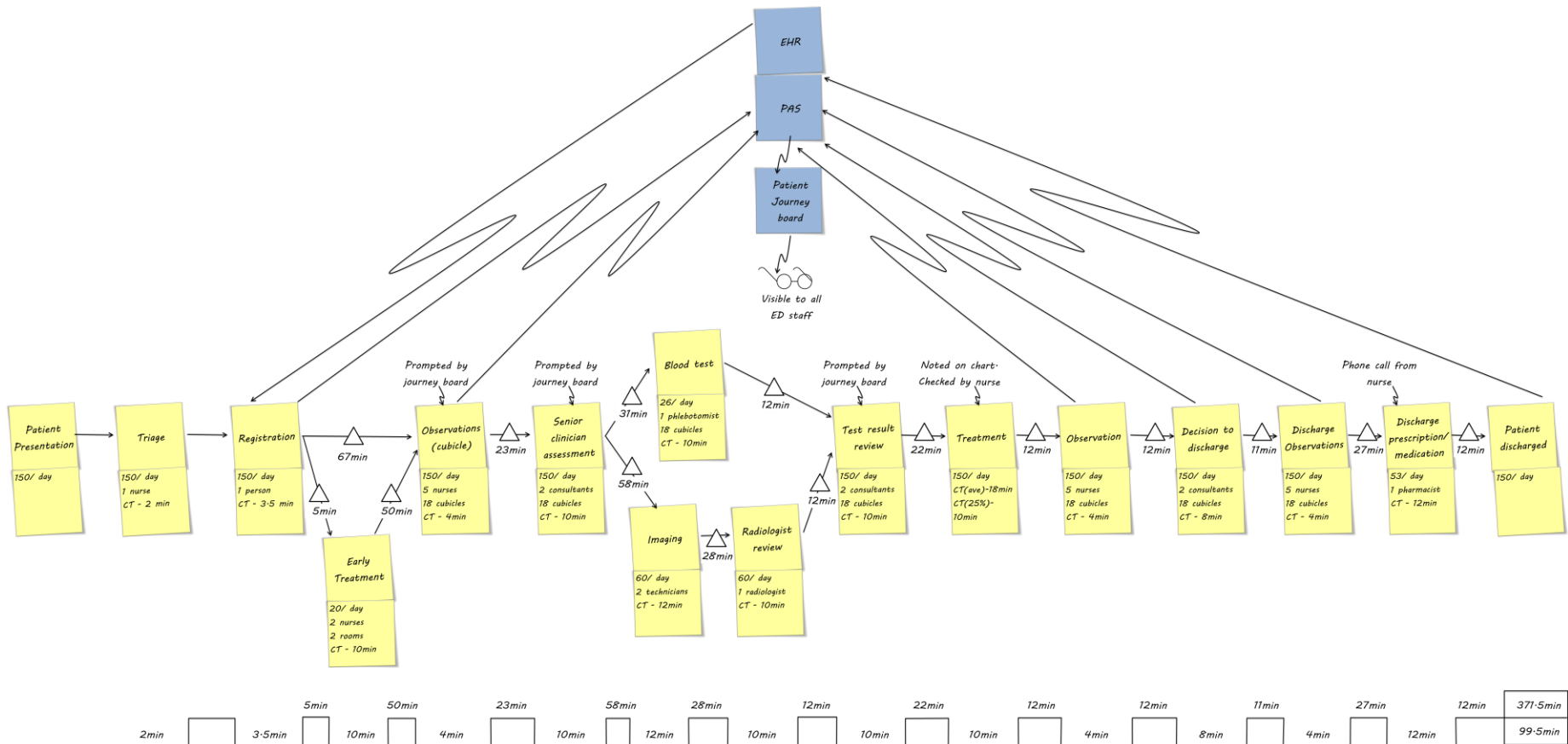




Measure

VSM - Current State Map

e. Plot the value added and lead time

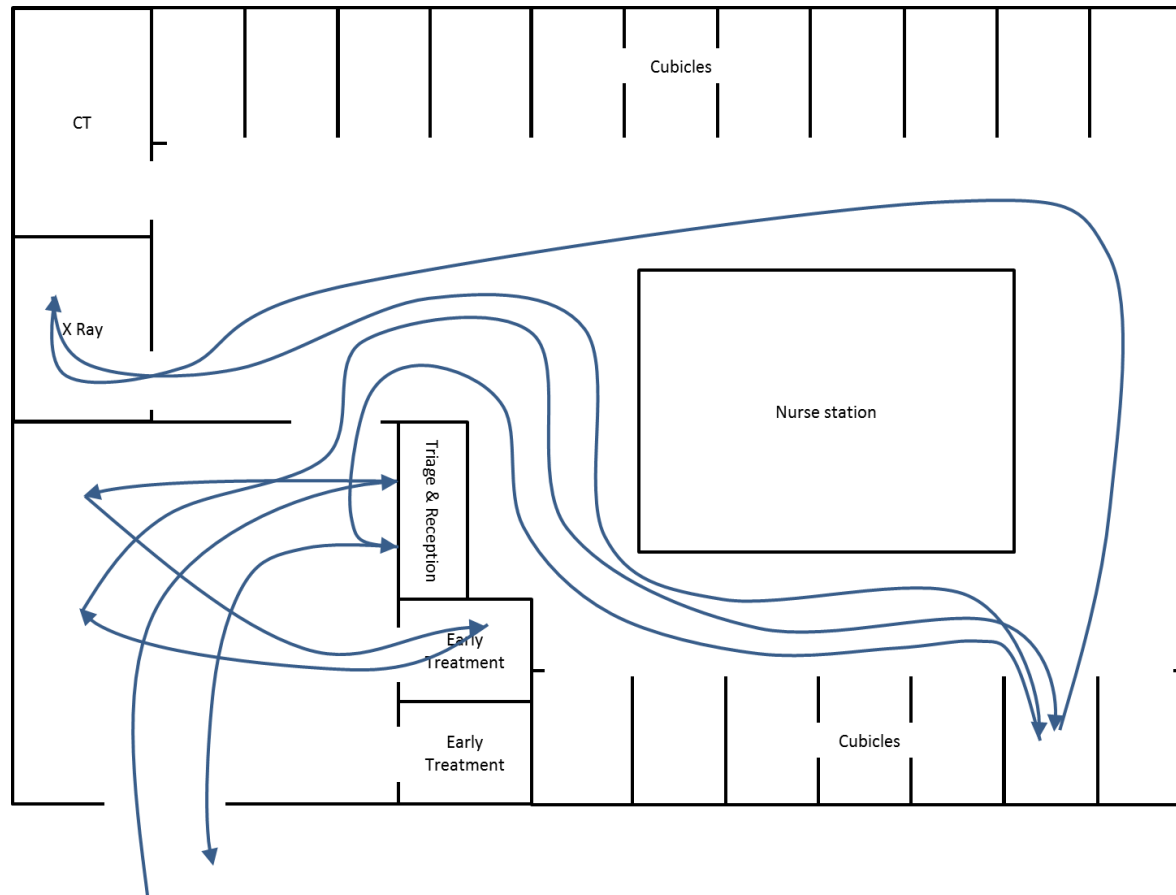




Measure

VSM - Current State Map

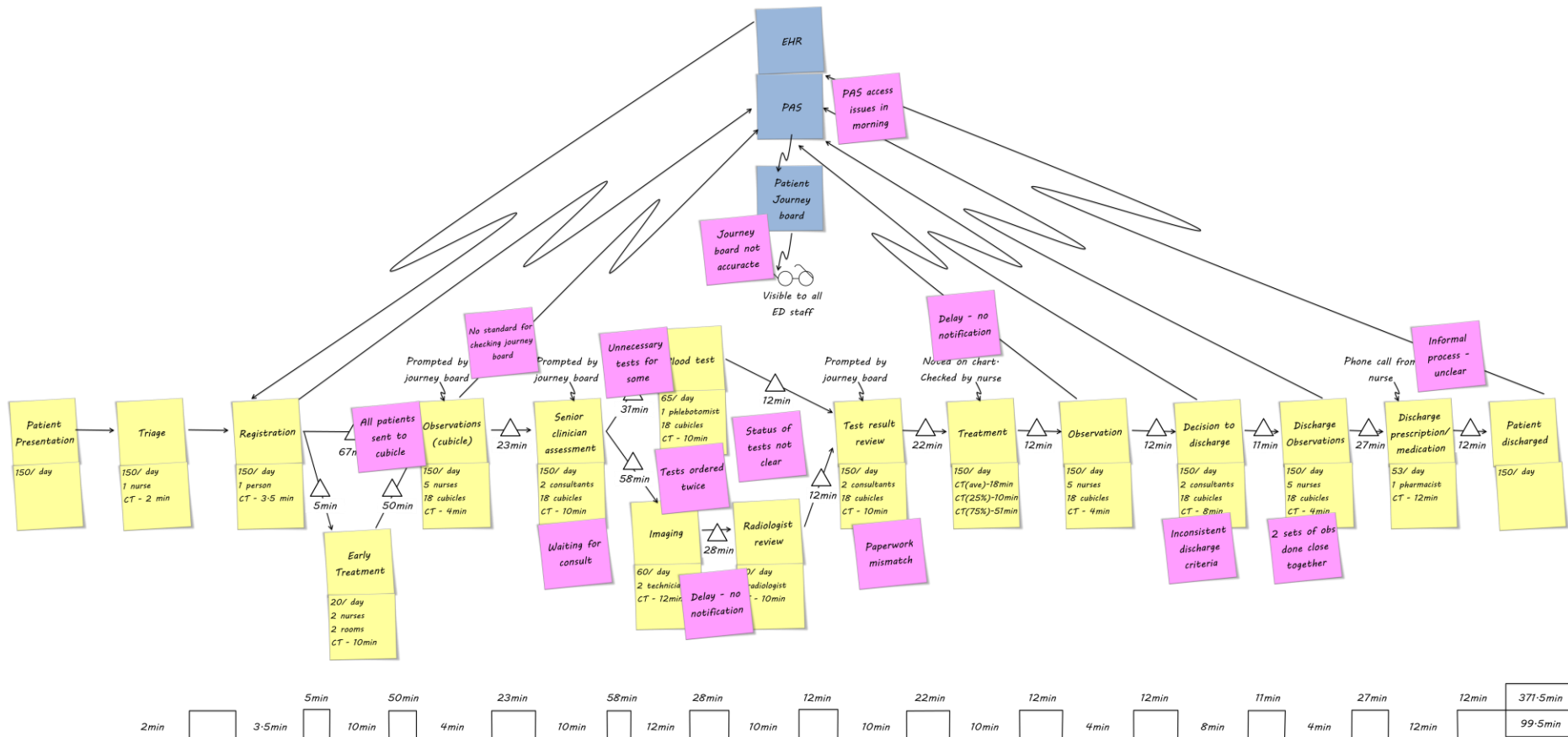
f. Map the process movement





Measure

VSM - Identify problems



(this is actually part of the "Analyse" stage)



Measure



Check Sheet

- Often the required data to properly understand the process will not be immediately available
- When sufficient data is not available it must be collected
- Checksheets are a quick and easy way to collect data

Type of Defect		Count		Score						
Dirty				12						
				42						
Project: Admissions Process Redesign										
Location: ABC Hospital		Date: mm/dd/yyyy		15						
Name: Andy Kallengrude		Time		30						
		6:45	7:00	7:15	7:30	7:45	8:00	8:15	8:30	10
People in Line	25									8
	20									18
	15									24
	10									22
	5									
	0									
Total		8	7	23	29	20	22	6	5	

- Design the Check sheet with the user in mind
- Collect as much detail as practically possible (4Ws, 1H)
- Respect those you are asking to collect the data – involve them and clearly explain the purpose



Measure

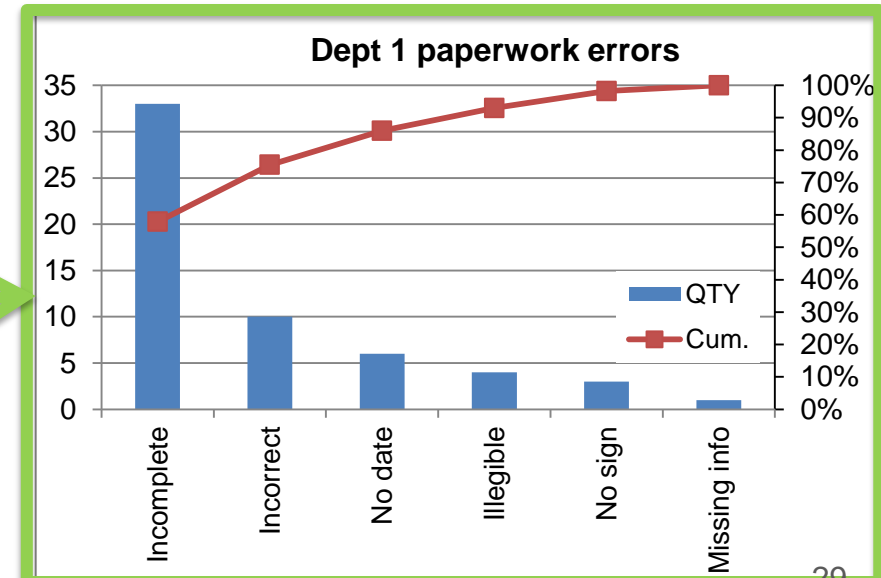
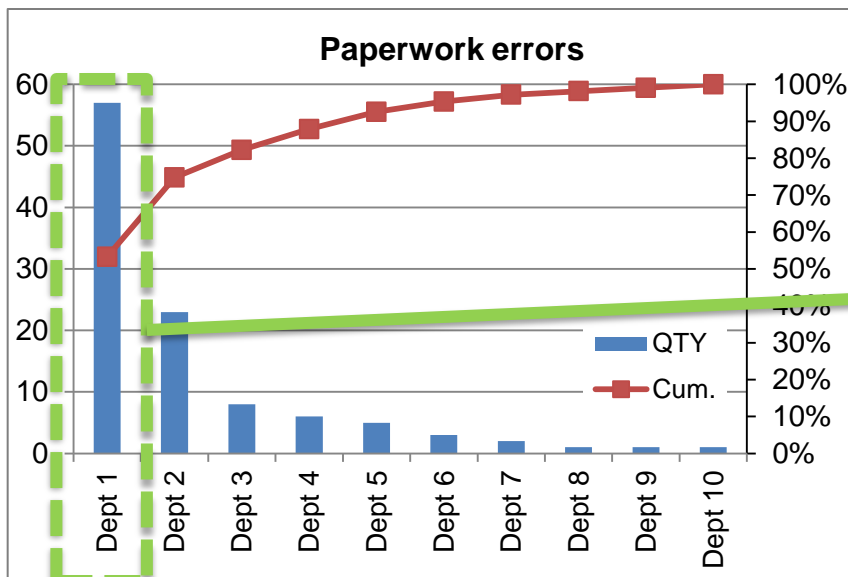


Pareto Analysis

- Commonly known as the 80:20 rule

80% of problems can be attributed to 20% of causes

- Pareto charts can help stratify data and focus efforts where the most problems are





Measure

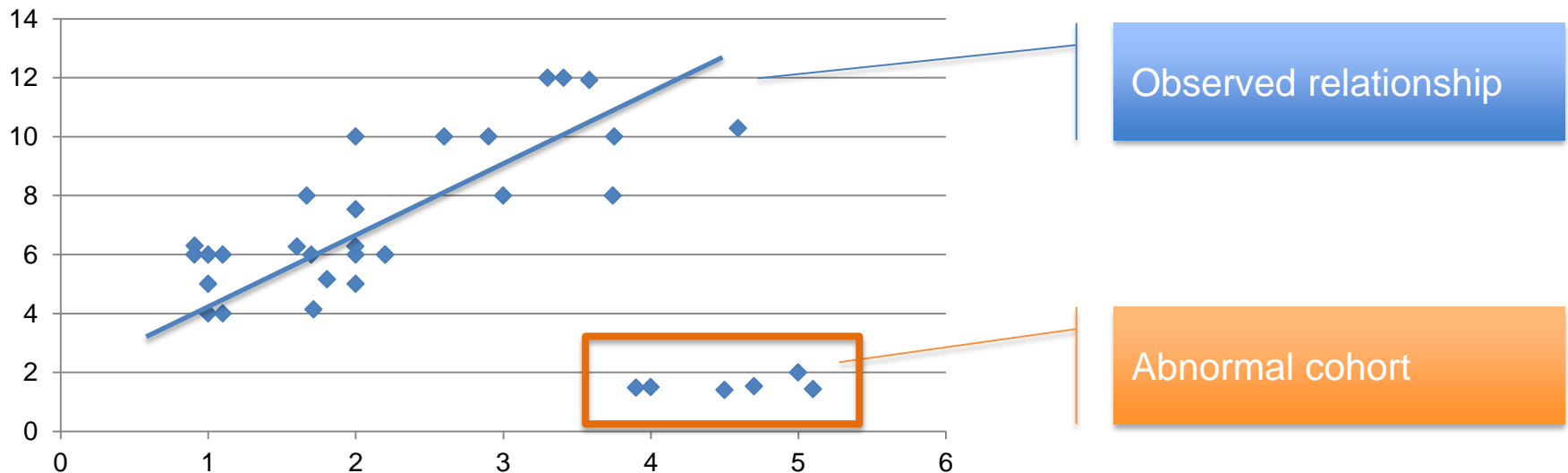


Scatter Diagram

- Scatter diagrams are used to identify relationships/ correlations

Note: Correlation does not infer causation

- Understanding relationships can help better understand the current state and identify abnormal conditions





Analyse



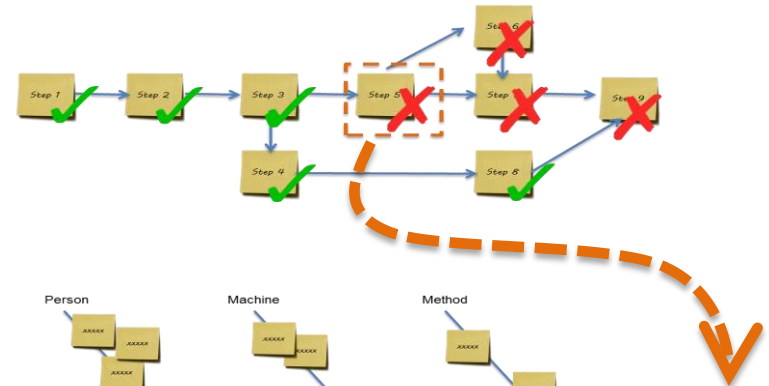
Analyse



The Analyse phase is a structured approach focussed on identifying the **Root Causes** of the problem

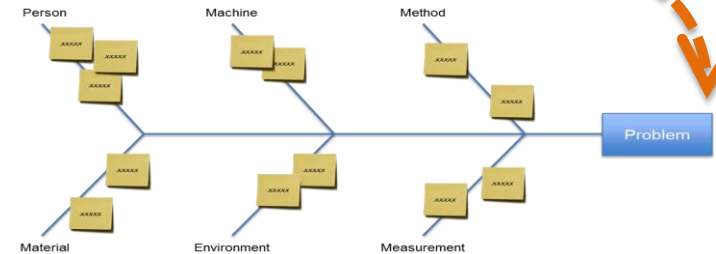
1. Point of Cause

WHERE?



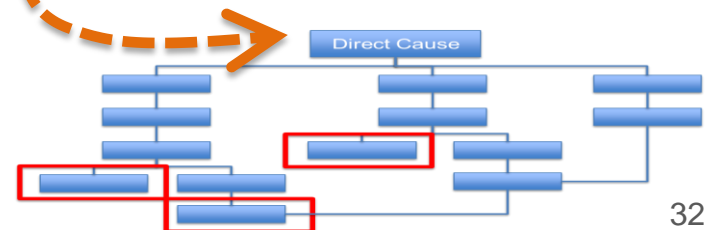
2. Direct Causes

WHAT?



3. Root Causes

WHY?








Analyse



TOOLBOX

-  Process Mapping – Point of Cause analysis
-  Fish bone diagram (Ishikawa diagram) – Possible causes
-  5-Why analysis – Root cause analysis

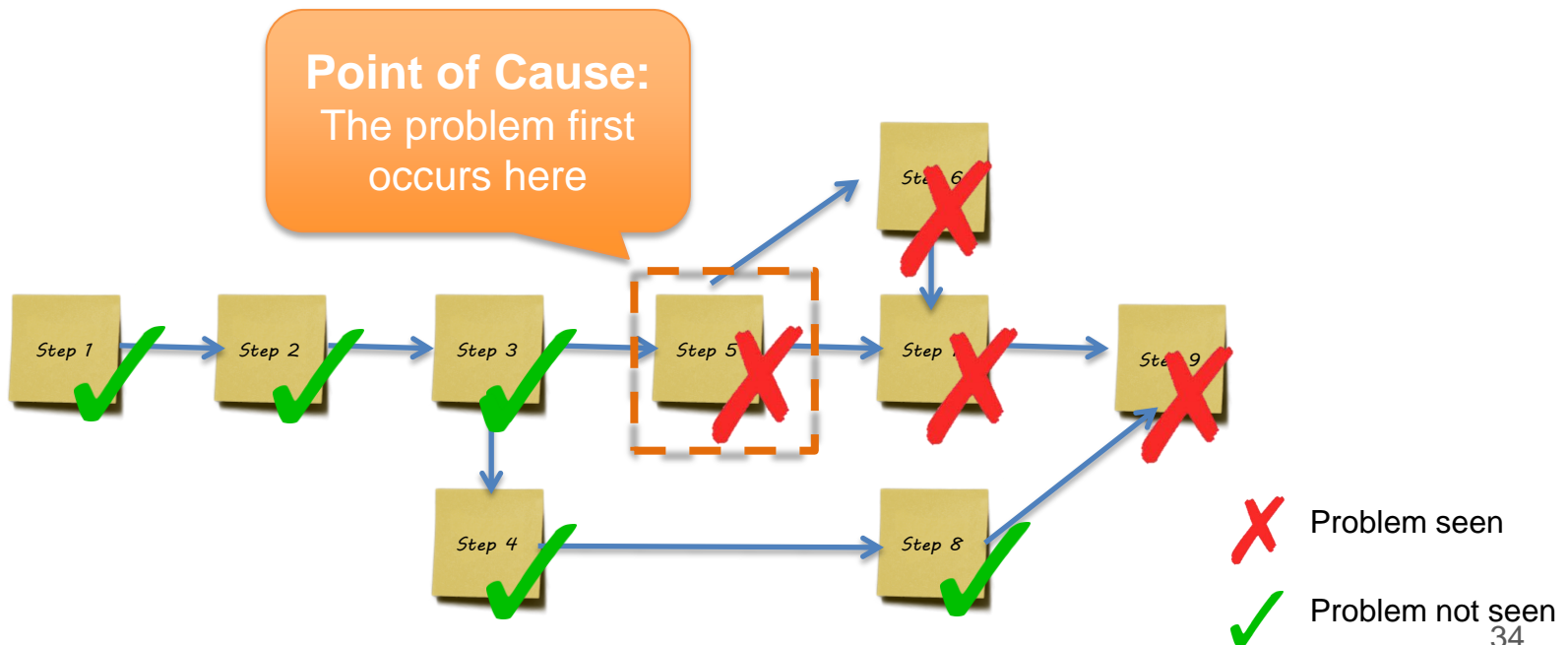


Analyse



Point of Cause

- The point of cause is where the problem is occurring
- If the Measure phase is completed correctly, this will be a simple task
- Use the process map and the collected data to isolate the problem





Analyse



Cause & Effect

- Identifying all possible causes should be done as an open brainstorming session
- Unusual cause ideas should be welcomed
- Discussion, interaction and idea building should be encouraged
- Use a 'Fish-bone' diagram to frame the thinking

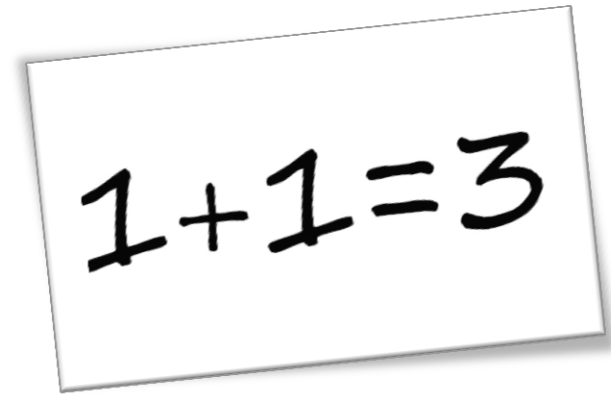


Analyse



Cause & Effect (Brainstorming)

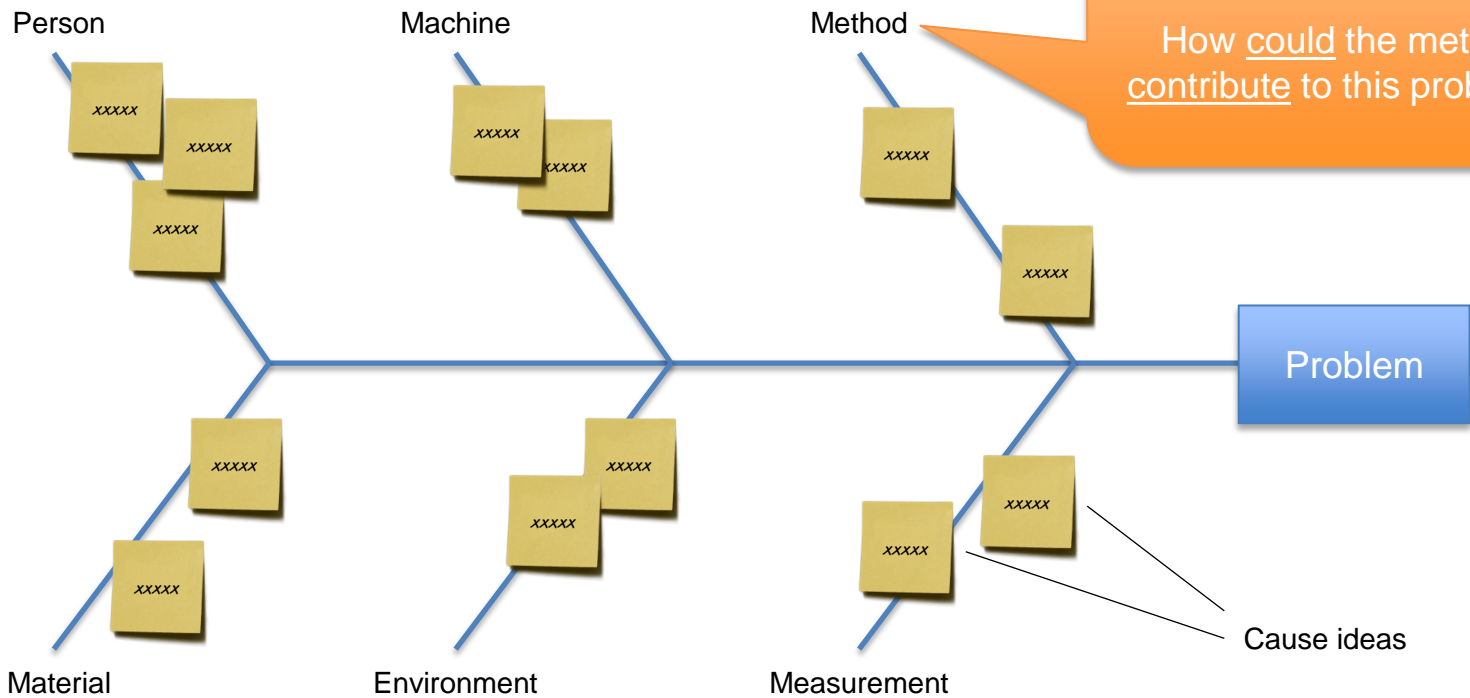
- Focus on Quantity of ideas, not quality
- **Teamwork** will generate synergy of ideas
 - Combine ideas
 - Build on ideas
- Use sticky notes on a wall or a whiteboard for ease





Analyse

Fish-bone diagram



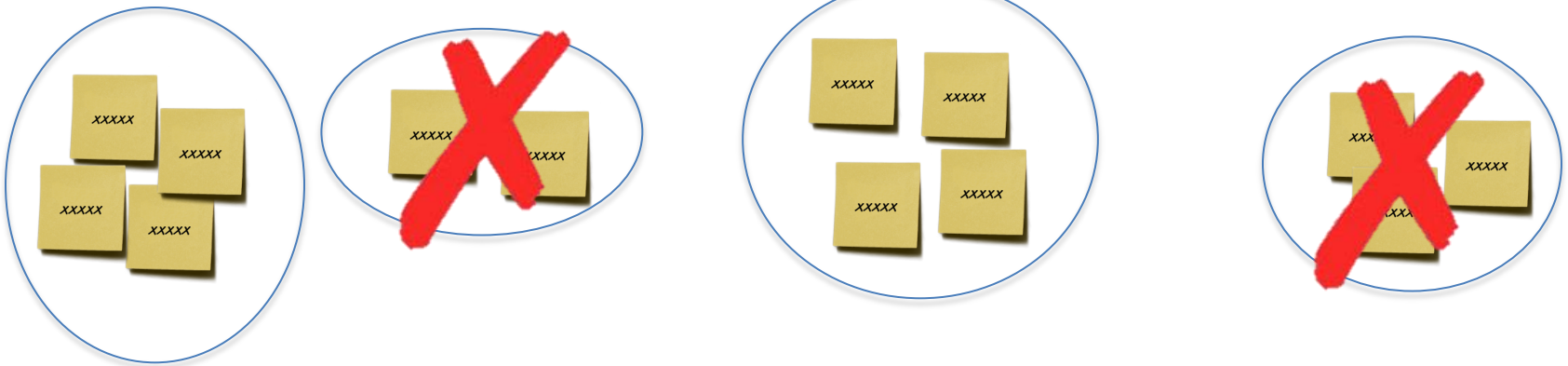


Analyse



Fish-bone diagram

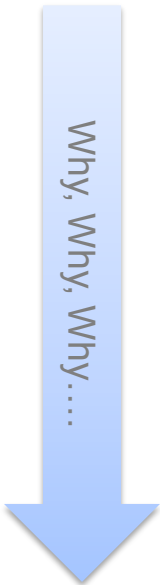
- Once the brainstorming is complete, group the ideas into common themes/ ideas
- Confirm or eliminate cause ideas using data and process observation



- The confirmed causes are called **Direct Causes**



- Once the **Direct Causes** are identified, its time to investigate the root cause
- Root cause analysis is conducted using **5-why analysis**





Analyse



When to stop asking “why?”

- It won't always take **5** ‘whys’ to reach the root cause
- Stop asking why if...
 - The causes start becoming more vague (rather than more specific)
 - The causes are outside of the scope of the project
 - The causes become a matter of individual personality

Common mis-conceptions

- X** 5-why analysis is linear (once answer to every why)
 - 5-why analysis is messy and branches out
 - Just answer the question “why?” - don't worry about what it looks like
- X** There is only 1 root cause to any problem
 - Most problems cannot be effectively eliminated by addressing only 1 root cause



Improve



Improve

The Improve phase involves identification, development and implementation of improvement actions for each root cause.

- 1. Identify possible improvements**
- 2. Assess potential improvements**
- 3. Implement agreed improvements**



Improve



TOOLBOX

 How-How Diagram

 Decision Matrix



Improve



Solution Development

- Multiple solutions for each Root Cause should be identified
- Solutions should be developed primarily by the staff from the area that will be affected
- For complex solutions, a **How-How Diagram** can help simplify and guide a team's thinking process



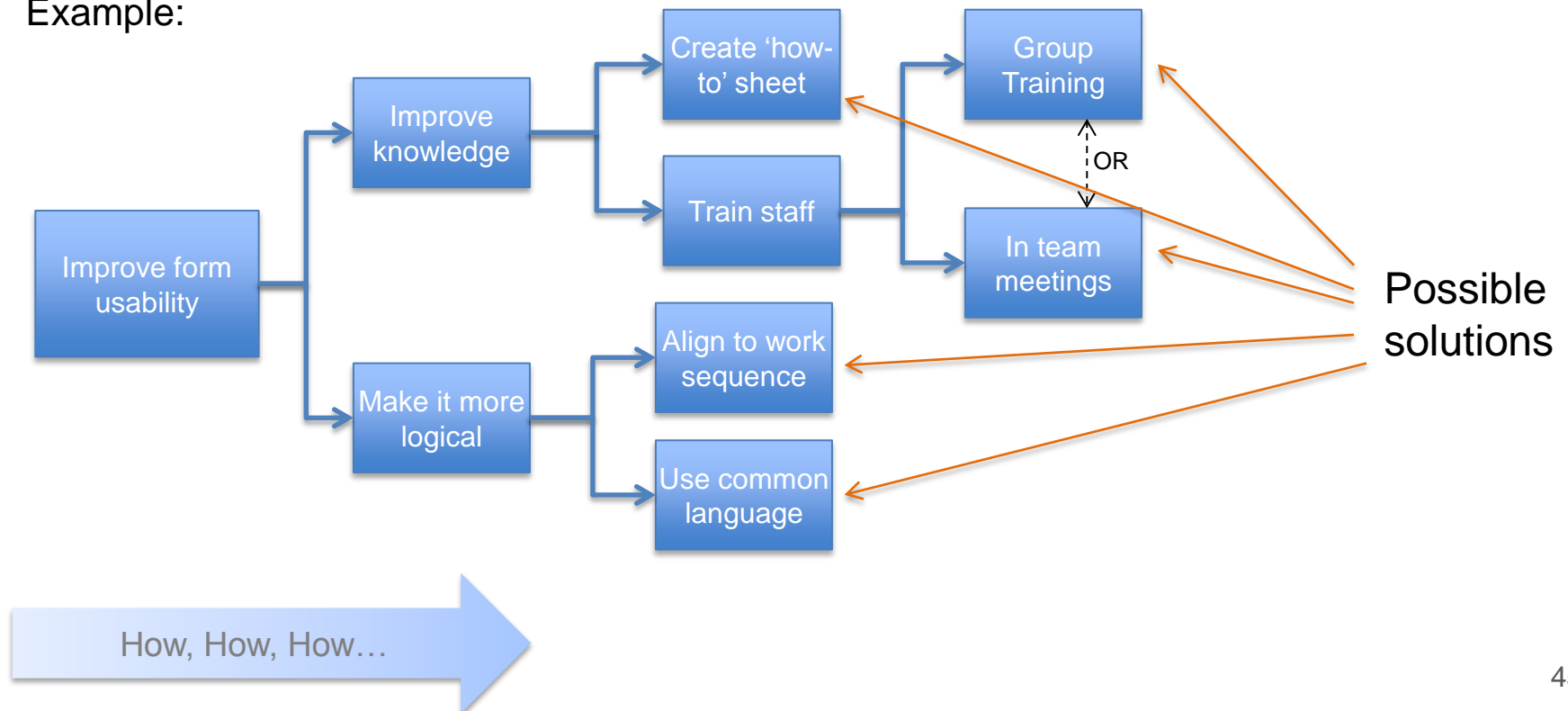
Improve



How-How Diagram

- By repeatedly asking “How?” you can explore the possible solutions

Example:





Improve



Assessing possible solutions

- Not all proposed solutions should be implemented
- Solutions should be assessed for effectiveness and cost

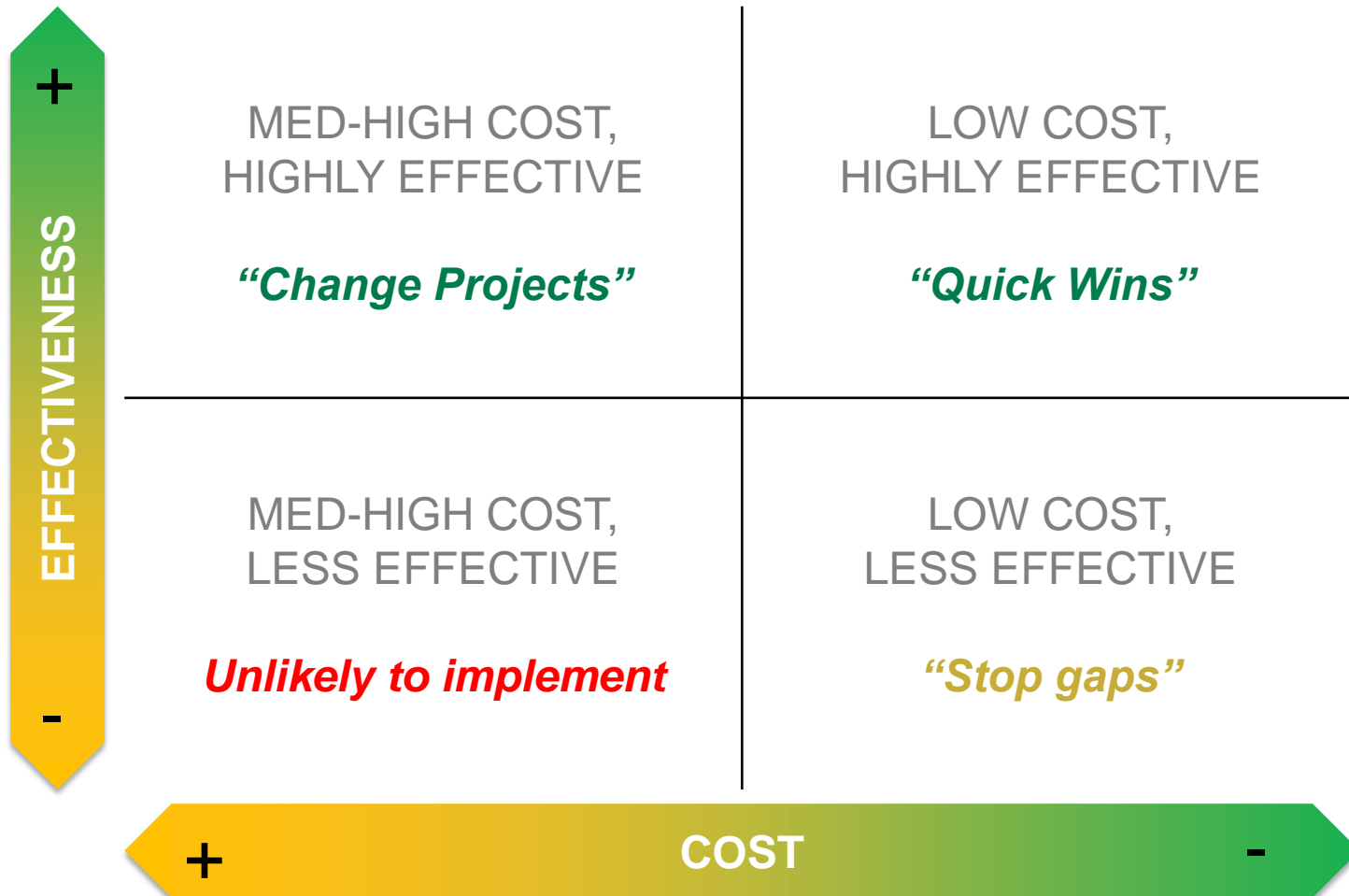
Effectiveness	Cost
Efficacy (assuming 100% adherence)	Efforts & cost to implement
Ability for solution to be sustained	Training costs
Suitability for all scenarios	Effort & cost to maintain



Improve



Decision Matrix





Improve



Solution Implementation

- Once solutions and improvements have been agreed and appropriately approved, they must be implemented in a controlled way
- The implementation process will vary for each change but should consider:
 - Implementation sequence & schedule
 - Communication of changes
 - Training (directly affected staff and potentially up and down stream stakeholders)
 - Update of standards (forms, training material, policies, etc.)



Improve



Solution Implementation

Implementation sequence & schedule

- Plan the implementation in stages
 - Wards/ units
 - Patient cohorts
 - Campuses...
- Document the plan
- Refer to the plan often (regular management)



Improve



Solution Implementation

Communication of changes

- Initial communication should come from project team members
- Not just at implementation timing!
- Consider different communication styles



Improve



Solution Implementation

D.O.P.E. Personalities – communicating with them

- Be systematic
- Listen
- Talk about teamwork
- Don't rush

Doves



Owls



- Be systematic
- Provide analysis
- Don't get personal

- Develop relationship
- Be enthusiastic
- "what's in it for them"



Peacocks



Eagles

- Be direct
- Talk about facts
- Expect to talk about results



Improve



Solution Implementation

Training

- Changing the way you work takes effort
- Provide structured training
- Expect that the process will slow down for some time

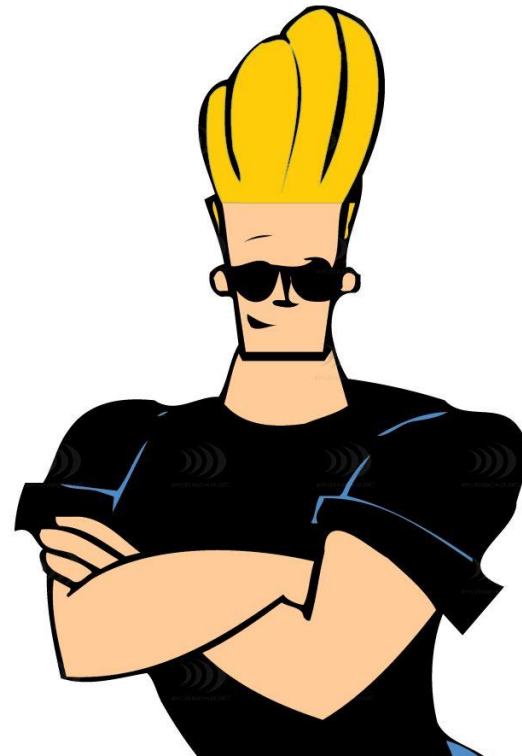
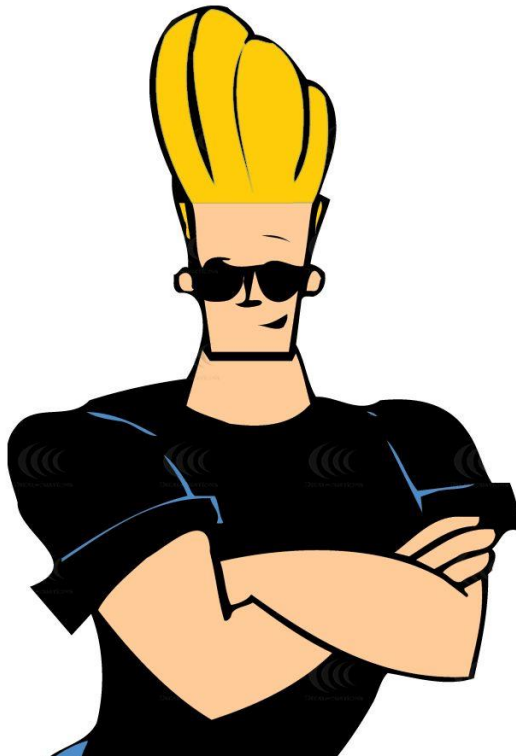


Improve



Solution Implementation

Training





Control



Control



The Control phase ensures that improvements are achieved, sustained and that the lesson's learnt are shared.

- 1. Monitor performance of the process**
- 2. Share the improvement and lesson's learnt**



Control



TOOLBOX

 Statistical Process Control (SPC) tools

 Run Chart

 Control Chart

 A3 reporting



Control



Statistical Process Control (SPC)

- SPC is an approach to performance monitoring that primarily uses data
- Some level of SPC should be conducted during and after the implementation of change in a process
- SPC will allow you to:
 - Monitor the effectiveness of the changes
 - Objectively measure success
 - Monitor performance to ensure there are no unintended consequences to the changes (e.g. quality, leadtime, etc.)



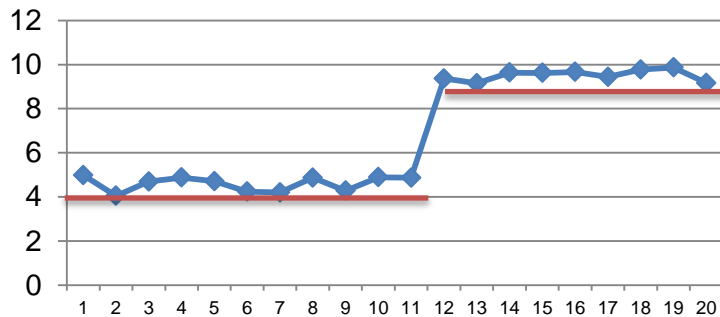
Control



Statistical Process Control (SPC)

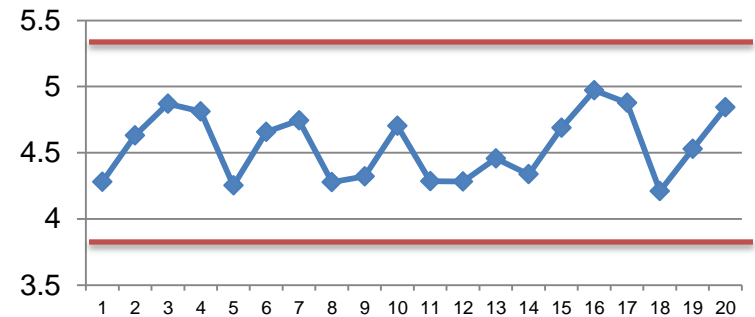
- There are many SPC tools but the basic tools that will be used most often are:

1. Run Charts



- Monitor change over time
- Used to monitor the impact of discrete changes (assuming different implementation timing)

2. Control Charts



- As the name suggests, used to ensure the process is 'in control'
- Often used to monitor peripheral processes to ensure no detrimental impact after change
- Can be used to monitor variation reduction projects



Control



Statistical Process Control (SPC)

- The cadence of review should reflect the importance and volatility of the data being measured **(Expect problems!)**
- High frequency of checking early until actions are proven
- Not all actions will work first time – be prepared to check and adjust



Control



Sharing the learning

- The process of successfully addressing a problem or implementing an improvement is something that should be celebrated, shared and spread.
- Problems and solutions are rarely unique to individual departments, units, wards, etc.
- **A3 reporting** provides a vehicle for sharing success



Control



A3 reporting

- The purpose of an A3 report is to **tell a story** that is easy to understand

EXAMPLE		Author/ sign off
1. DEFINE: Initial Problem	4. ANALYSE: CAUSE & EFFECT	
2. MEASURE: Current Condition	5. ANALYSE: ROOT CAUSE	
3. ANALYSE: Point of Cause	6. IMPROVE: IMPROVEMENT ACTIONS	
	7. CONTROL: RESULTS	

- Space is limited – focus on what's important
- The amount of space should align with the length of time spent on each phase – typically most on MEASURE & ANALYSE
- Tell a story – anyone should be able to read and understand it



Control



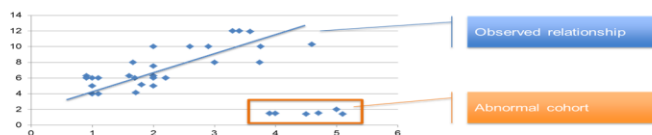
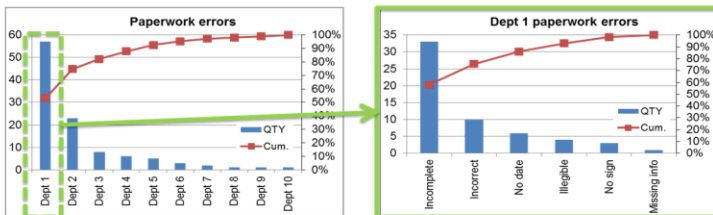
PROBLEM SOLVING REPORT

Author/ sign off

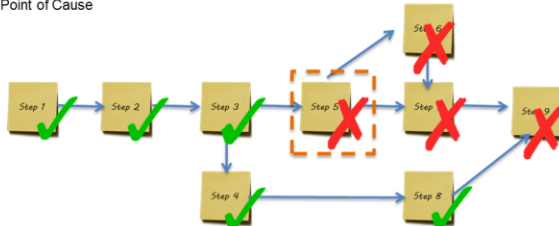
1. DEFINE: Initial Problem



2. MEASURE: Current Condition



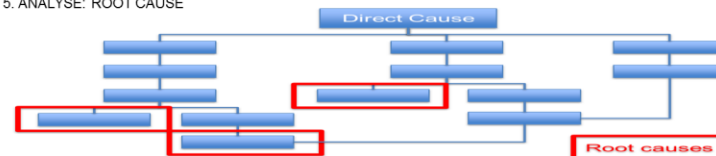
3. ANALYSE: Point of Cause



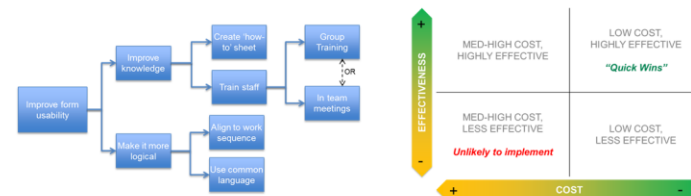
4. ANALYSE: CAUSE & EFFECT



5. ANALYSE: ROOT CAUSE



6. IMPROVE: IMPROVEMENT ACTIONS



7. CONTROL: RESULTS



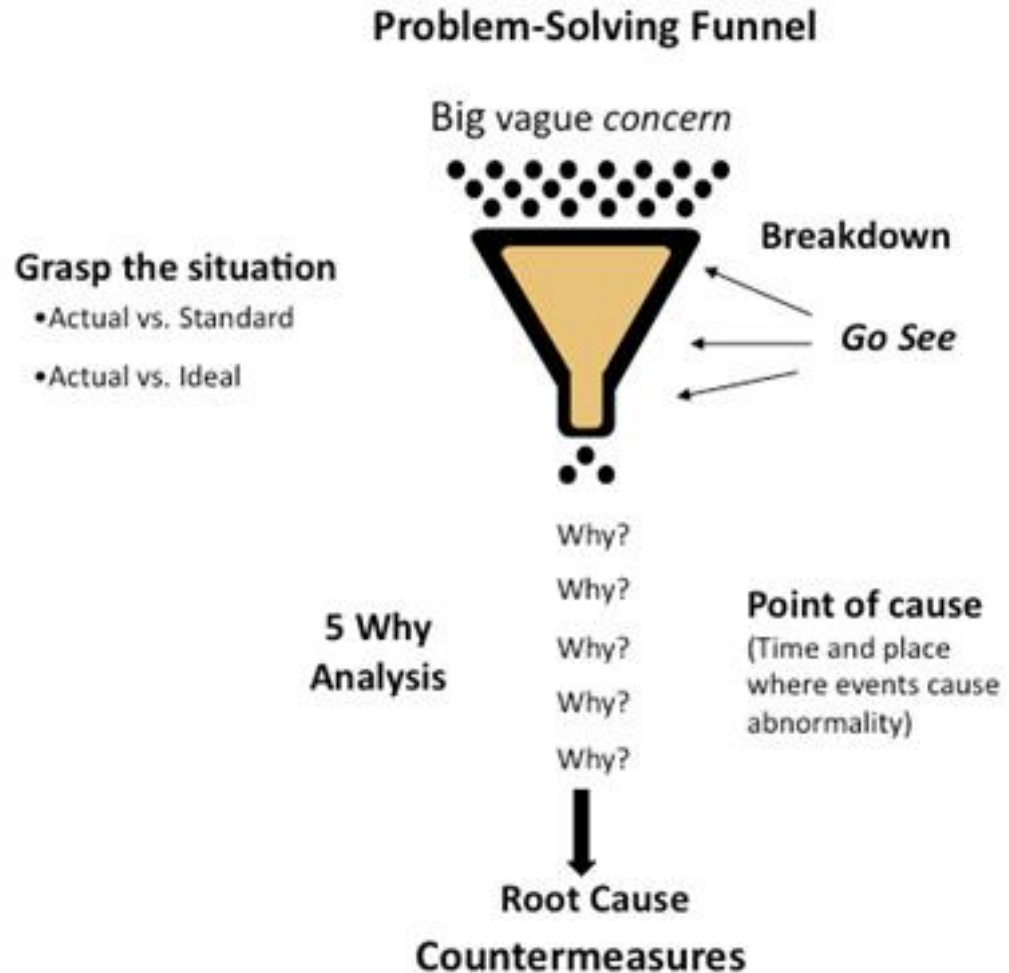
That's great but...



**If one doesn't have time to prevent problems recurring,
where does one find the time to keep on fixing them?**

Coaching through problem solving

- Manage the process, not the outcome
- Ensure all steps are followed, even when they seem trivial
- Manage enthusiasm to 'jump ahead'



Coaching through problem solving



- All steps of the problem solving process are important but some may require extra focus to ensure an effective result
- Recognise the key focus points:
 1. Problem Definition & Cause & Effect Investigation (same risk)
 - Be aware of individuals' bias
 - Avoid jumping to conclusions
 - Allow everyone to be heard
 2. Create & Follow Schedule
 - Be disciplined in following up
 - Manager's should also follow up

Coaching through problem solving



Problem Definition and Cause & Effect Analysis

- An open mind is a key requirement for effective problem solving
- Often people think they 'already know' what is causing the problem
 - If this is not managed, the problem solving process becomes useless
- An effective Leader will carefully guide the team through this process

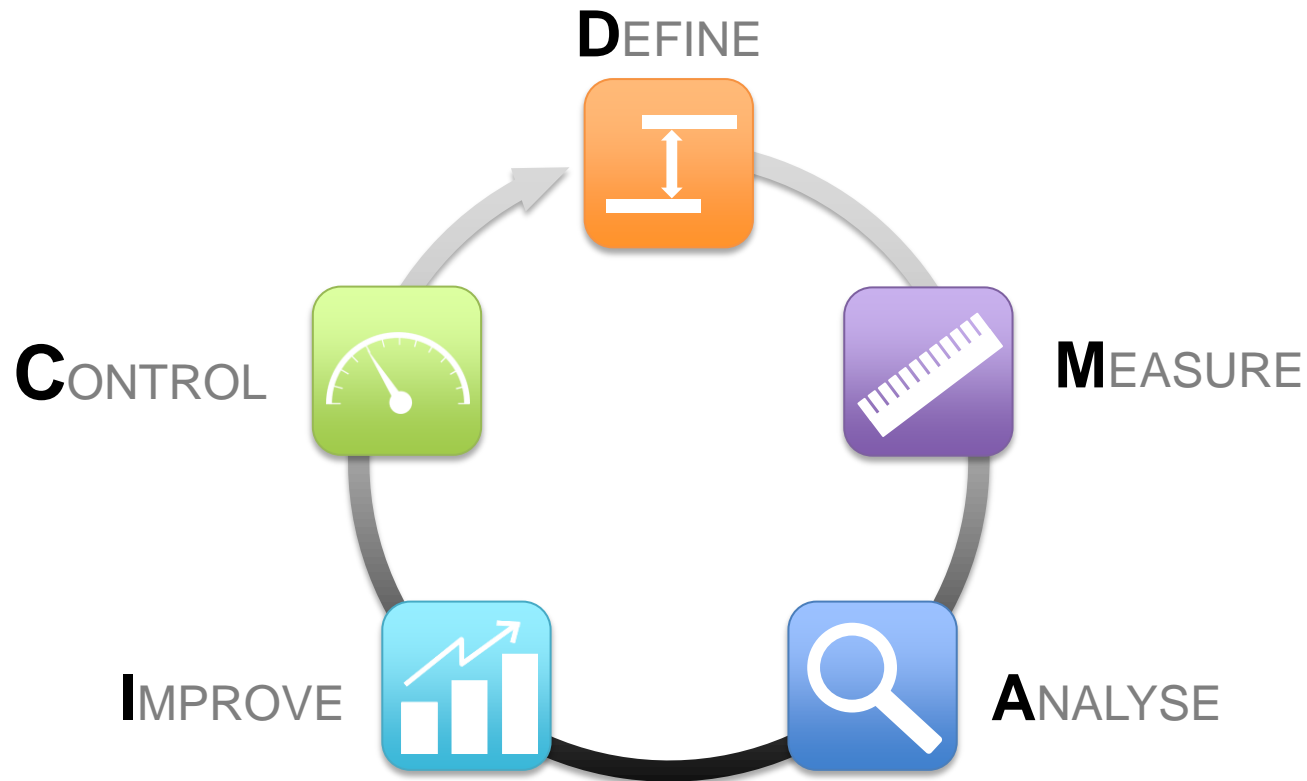
Coaching through problem solving



Create & Follow Schedule

- Once a countermeasure has been agreed, develop an implementation plan
- Make sure the plan includes:
 - ✓ Standardisation
 - ✓ Training (of all staff)
 - ✓ Increased cadence of management at implementation
 - ✓ Confirmation of effectiveness (multi checks over time)
- Monitor the plan (who, when, how?)
- Share the results – A3 reporting

Key steps of problem solving



A large, stylized 'V' graphic that spans across the middle of the slide. It is composed of several overlapping triangles in shades of blue, orange, and light blue, creating a geometric pattern. The right side of the slide has a solid light blue background.

Leading & Sustaining Change



But ideas are cheap; plenty of armchair generals have proposals for winning wars, some of them quite clever, but only those who can shape and manage a force capable of doing the job ultimately succeed.

- General Stanley McChystal, US Army (retired)

Leading & Sustaining Change



Performance



Time (weeks)

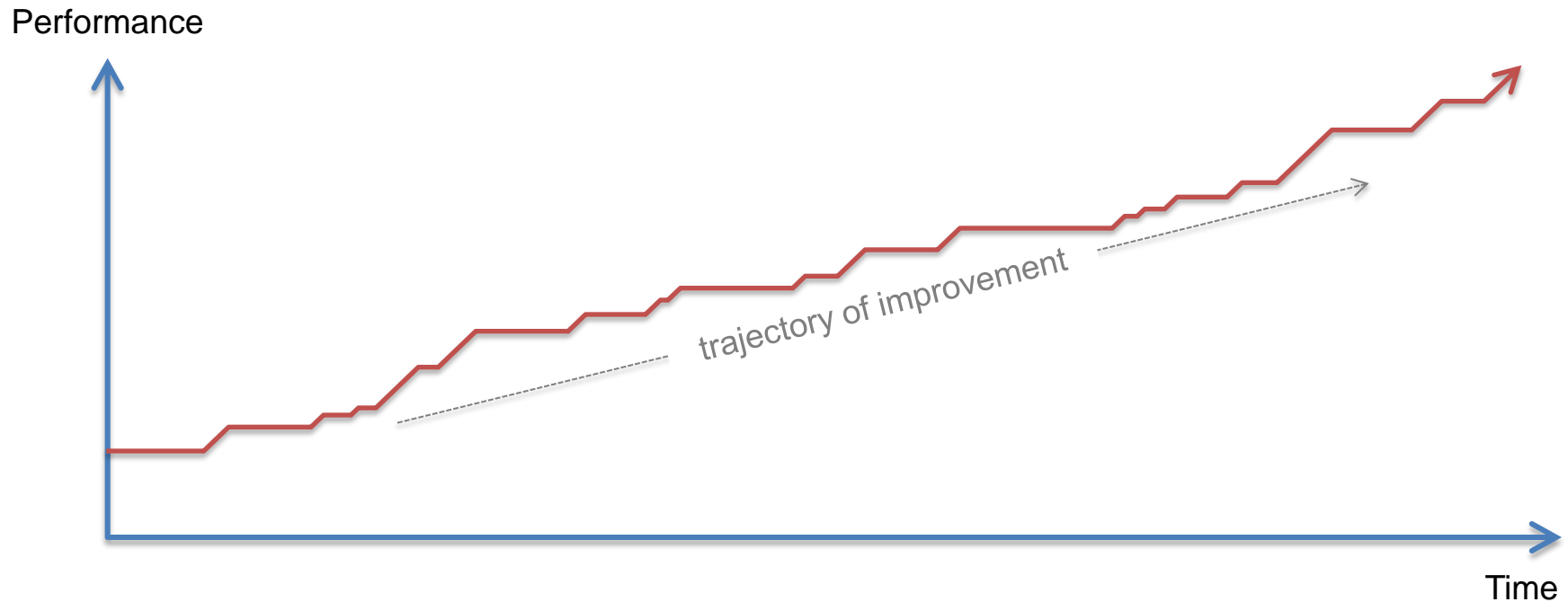
...what now?

Time (years)

Leading & Sustaining Change



- Sustaining a discrete improvement is important – but it's not enough
- The goal is to sustain the **trajectory of improvement**



The iceberg of success



SUCCESS !

What we see



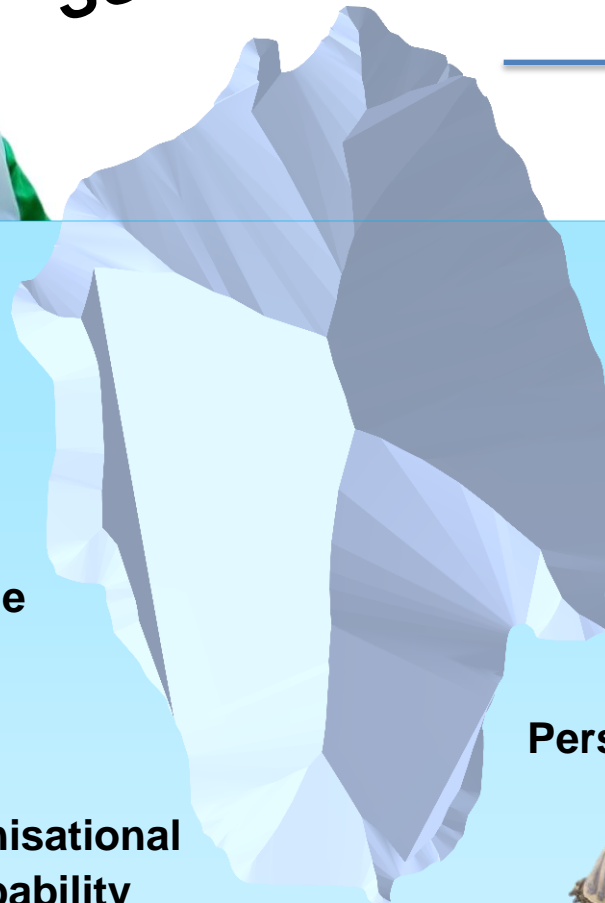
Failures



Discipline



**Organisational
capability**



What we don't see

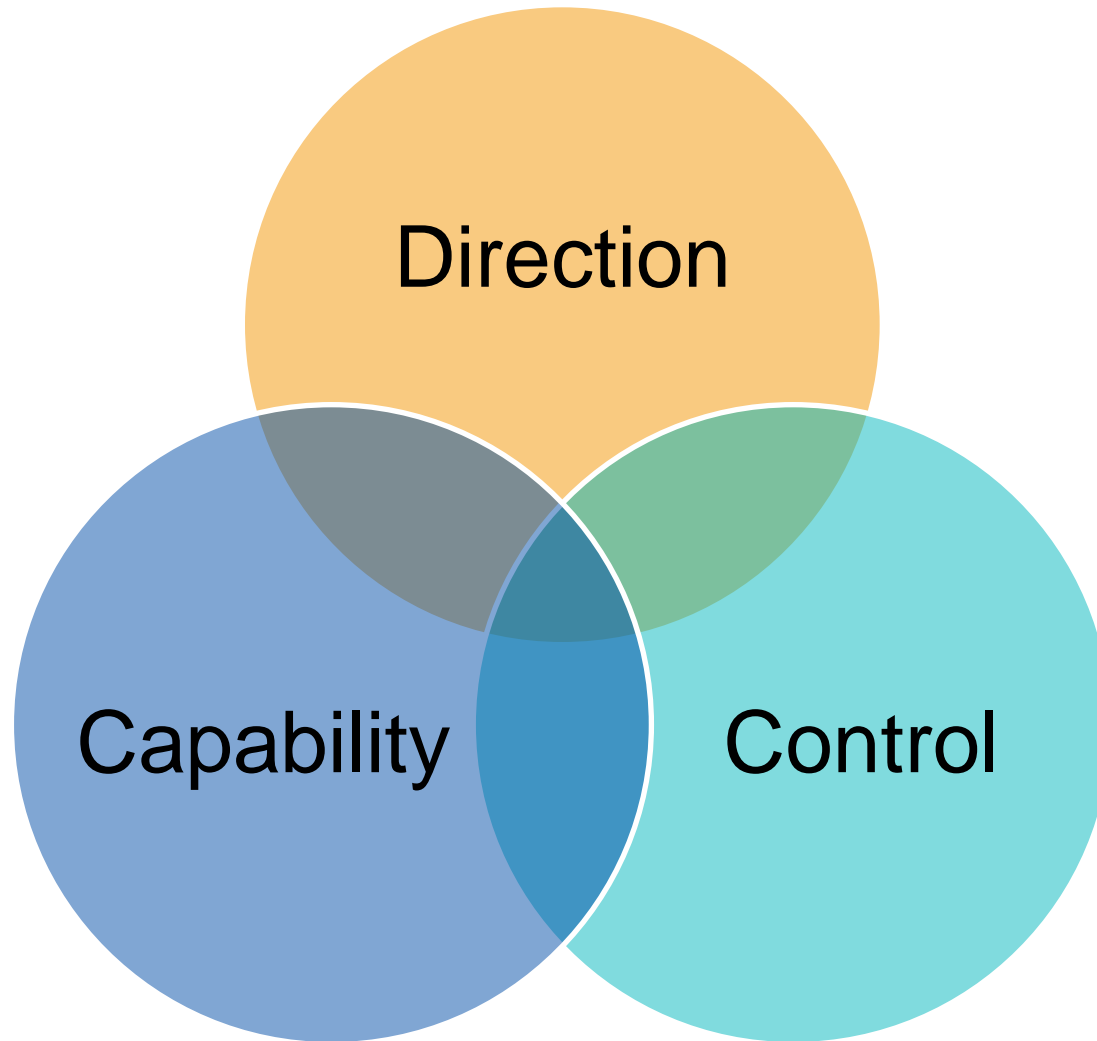
Leadership



Persistence



Leading & Sustaining Change



Leading & Sustaining Change



Leading & Sustaining Change



Leadership

- Where are we going?
- Organisational Behaviours
- Targets
- Trust the process
- Leadership style

Leadership

Where are we going?





Leadership

Where are we going?



Why?

Vision & Purpose



How?

Strategic Plan



What?

Operational Plans



The most important but is uninspiring without understanding the Purpose

Leadership

Organisational Behaviours





- Establishing organisational behaviours becomes the “**How**” for an organisation
- Established and agreed behaviours form the basis for what is commonly called ‘culture’
- Leadership plays the critical role in establishing and maintaining them



Example Organisational Behaviours:

Challenge the status quo

Continuous Improvement of everything we do

Go, see & study to deeply understand the real condition

Respect for each other

Team work

Leadership

Targets



“You get what you measure”



- These will change as the maturity of an organisation's improvement capability changes
 - **Low capability** – focus on quantity of activity (engagement)
 - **High capability** – focus on quality of activity (results)
- Targets should be appropriate for each level (S.M.A.R.T)
- Be aware of unintended behaviours that your measures may elicit



Leadership

Trust the process



“

"Every system is perfectly designed to get the results it gets."

”

– W. Edwards Deming

Leadership

Trust the process

- The right process will get the right outcome
- Only by focusing on the process can we affect the outcome
- When we become entirely focussed on the outcome we become fire fighters



Leadership

Trust the process



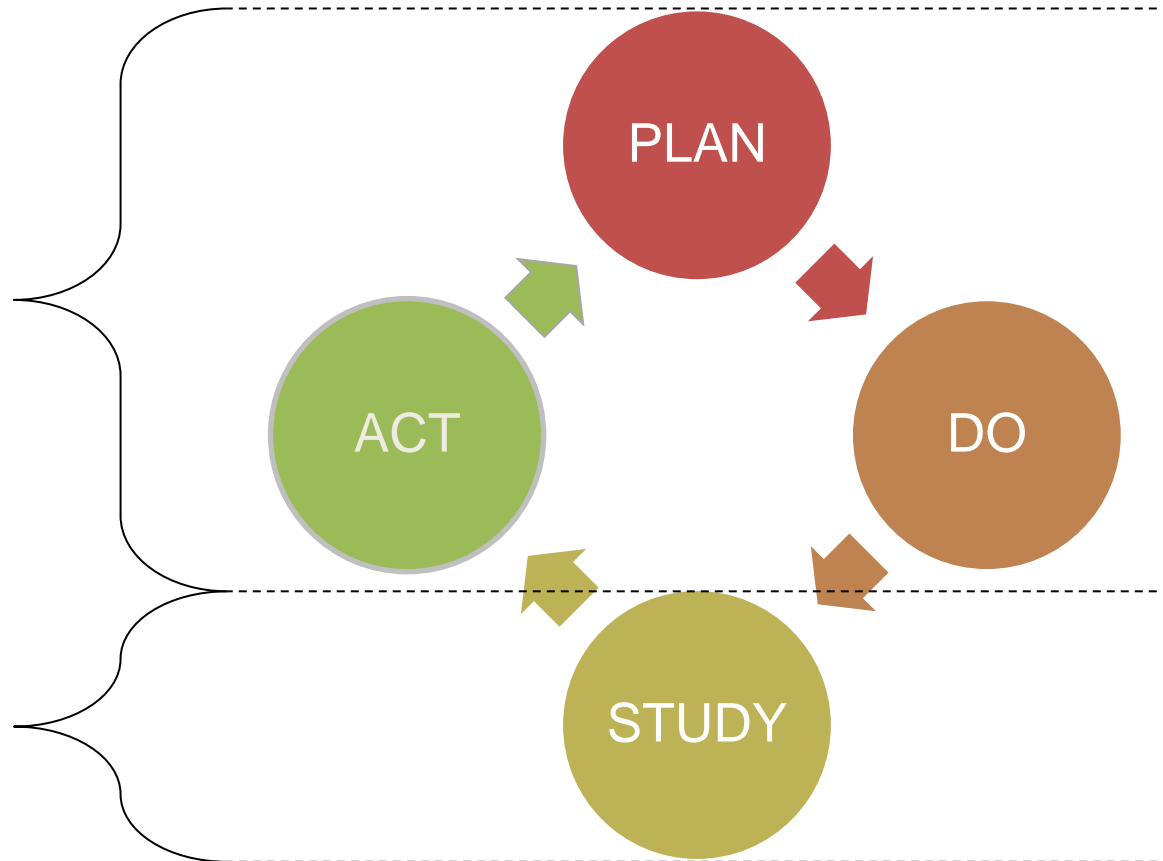
The right process will get the right outcome

PROCESS

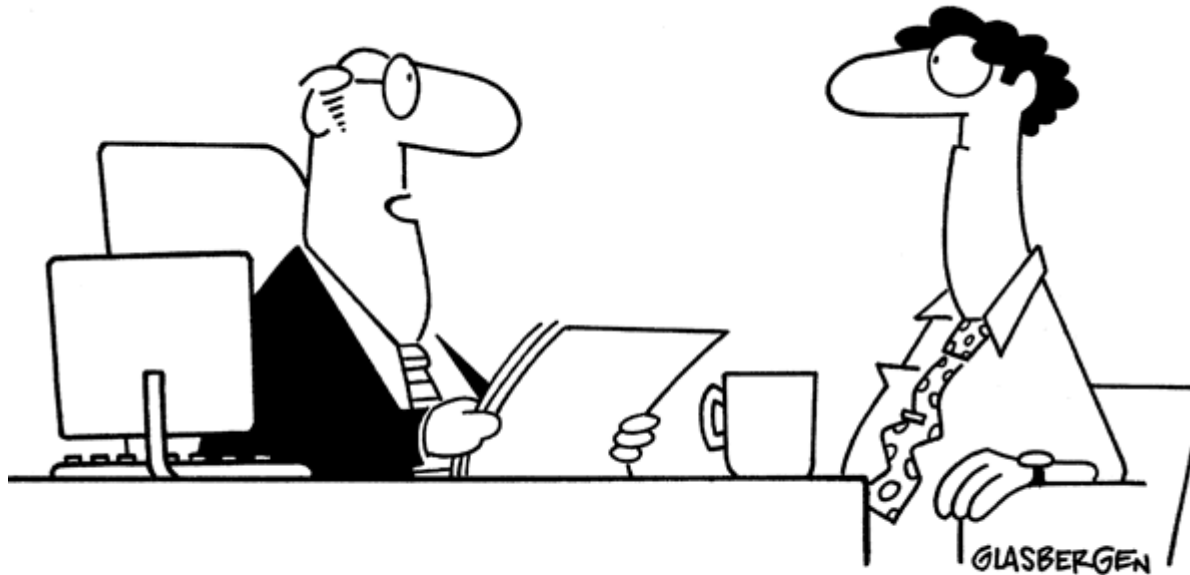
focus

OUTCOME

focus



Leadership style



“I haven’t read your proposal yet, but I already have some great ideas on how to improve it!”



Leadership

Leadership style



“Lead as if you have no power”

- Consider yourself as a coach or teacher
- Allow team members to own what they do and provide them with the necessary support

Manager

“You need to focus on this area”

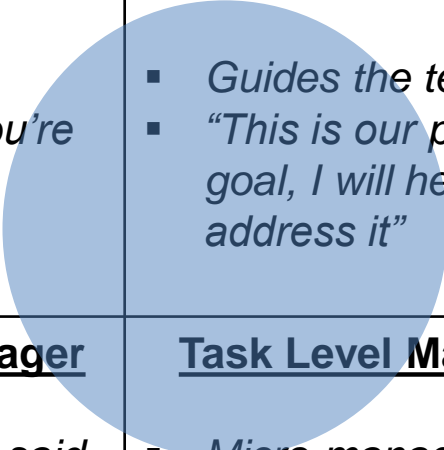
Leader

“What is your next focus area?”

Leadership

Leadership style



Leadership Style				
		Bottom-Up	Top-Down	
Team Facilitator		<ul style="list-style-type: none">▪ <i>Motivator</i>▪ <i>“Tell me what you’re doing”</i>	<u>Coach, Teacher</u> <ul style="list-style-type: none">▪ <i>Guides the team</i>▪ <i>“This is our problem/ goal, I will help you address it”</i>	
		<u>Hierarchical Manager</u> <ul style="list-style-type: none">▪ <i>“Do it because I said so”</i>	<u>Task Level Manager</u> <ul style="list-style-type: none">▪ <i>Micro-manager</i>▪ <i>“I want you to do this task and do it like this”</i>	
		Functional / General	Deep, thorough	
		Process/ Product/ Service Understanding		

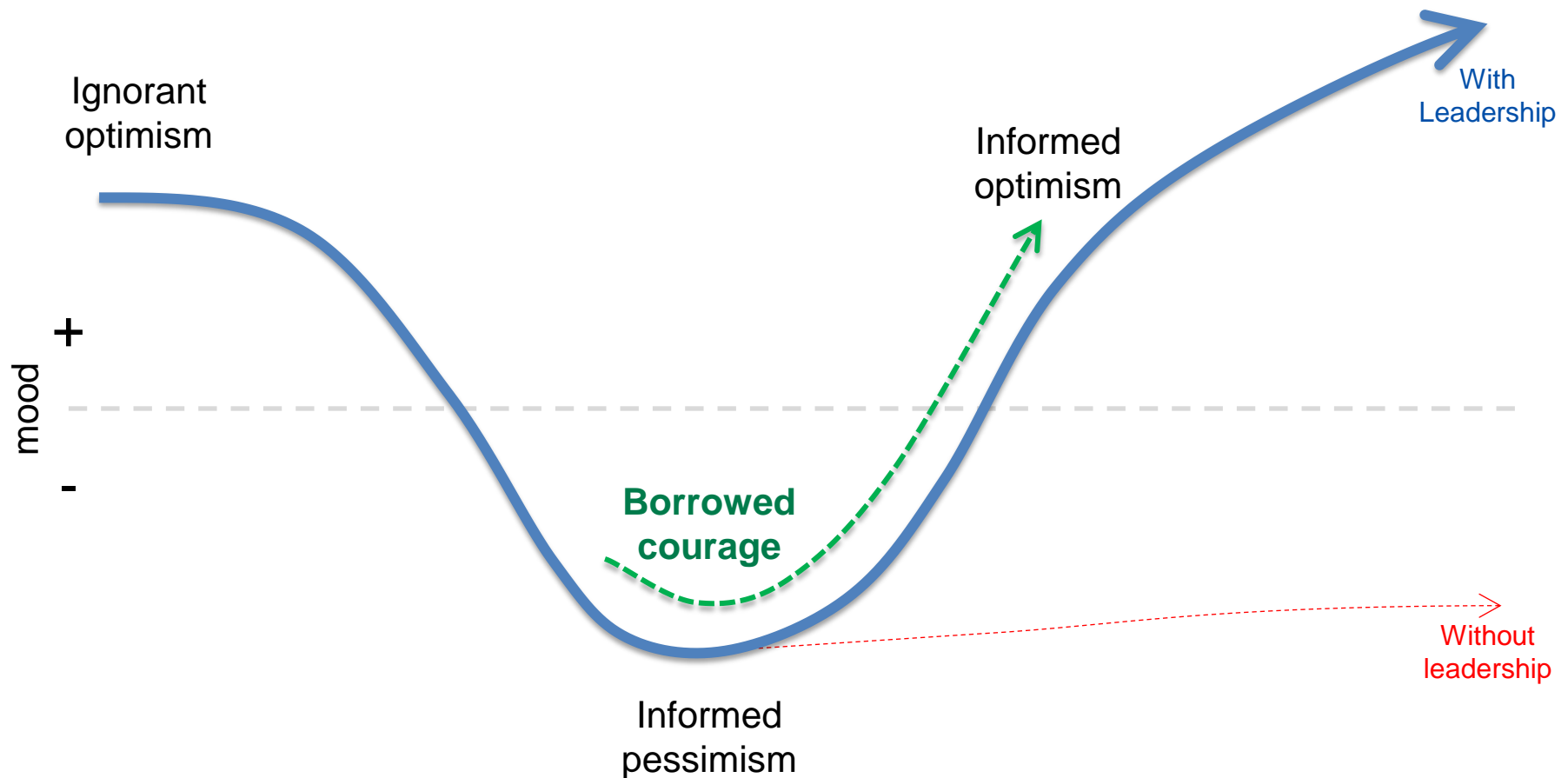
- To drive improvement, Leaders must drive organisational learning
- Only through learning can an organisation improve
- A Leader understands the process deeply through practicing "Go, see, study"

Leadership

Leadership style



The emotional curve of change:



Leading & Sustaining Change

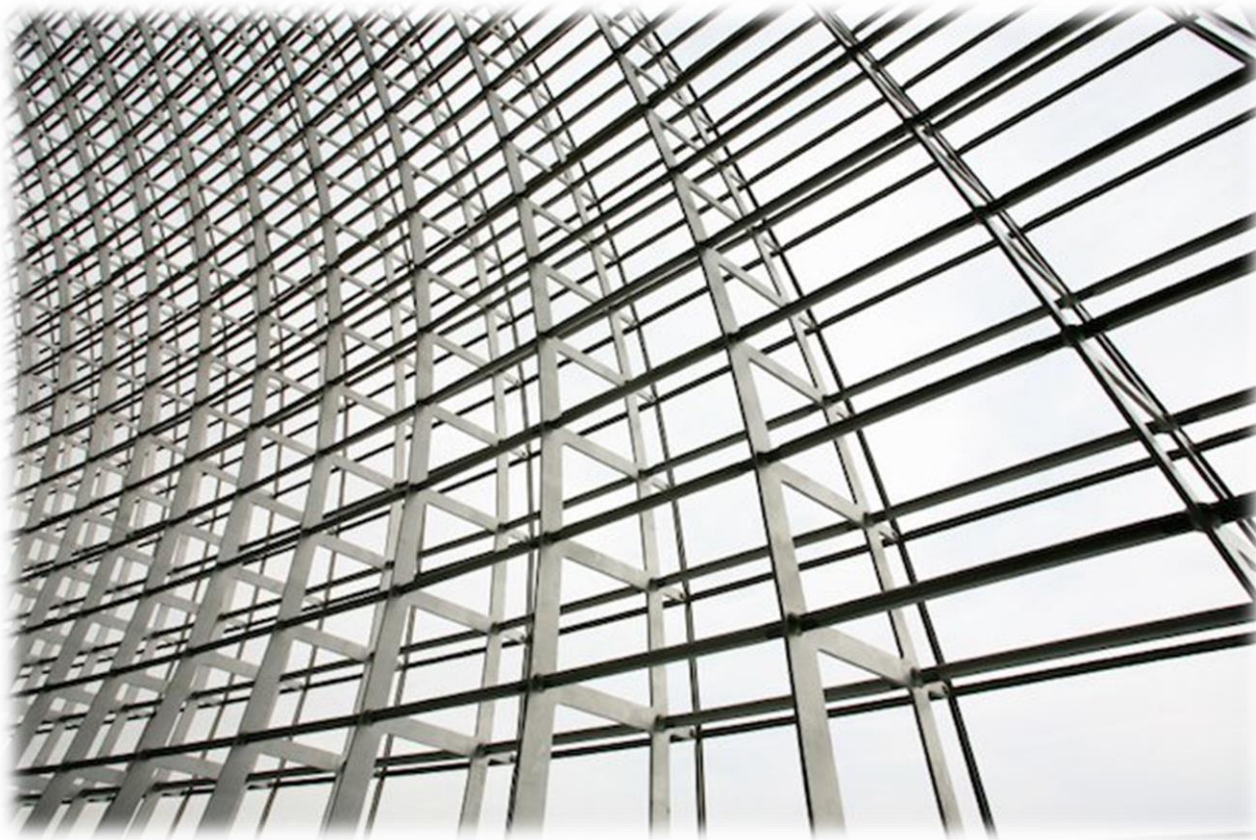



Organisational
Capability

- Improvement & Problem Solving framework
- Organisational knowledge
- Time
- Reward & Recognition

Organisational
Capability

Improvement & Problem Solving framework





Organisational
Capability

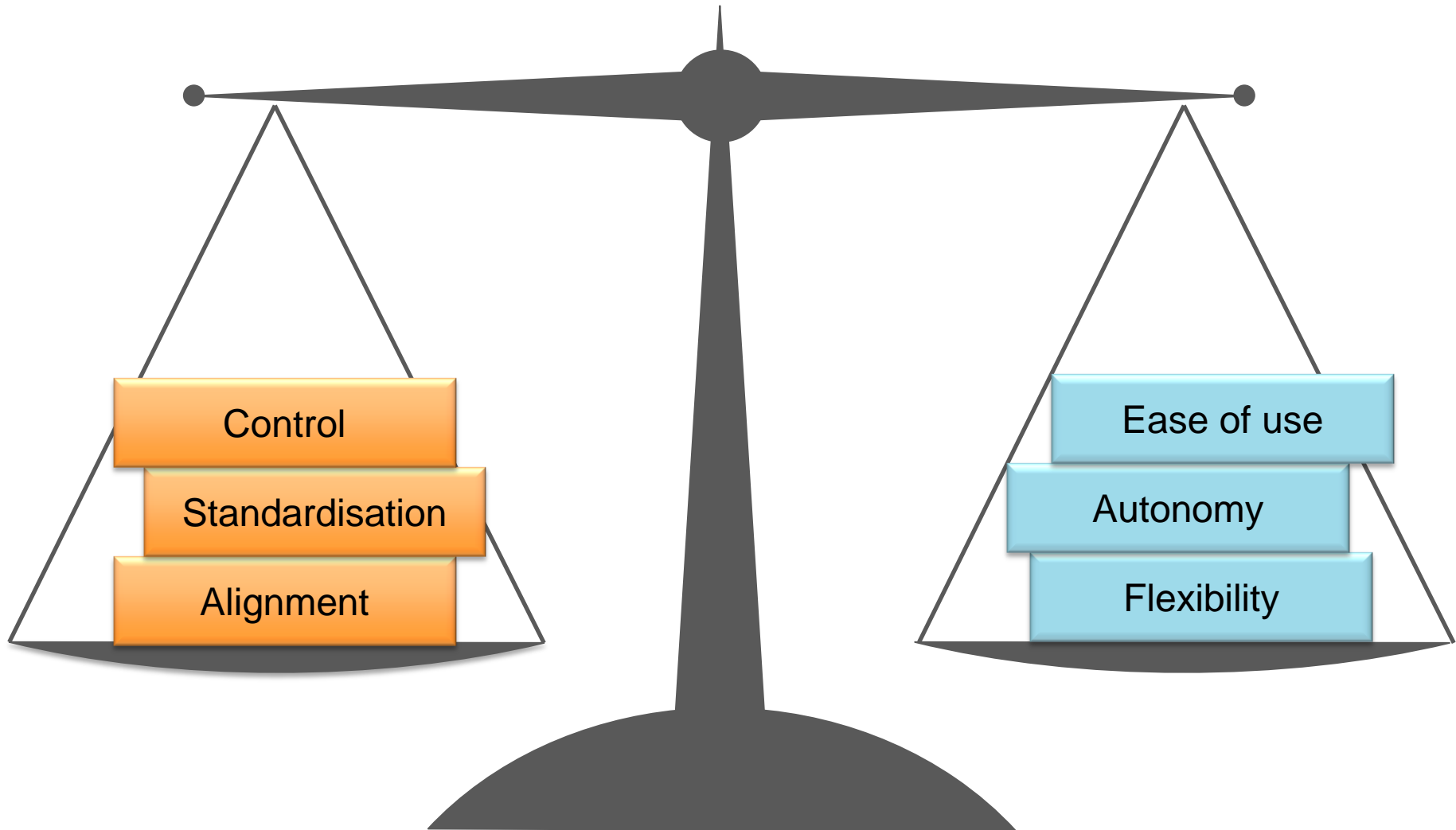
Improvement & Problem Solving framework



- If I identify a problem, what do I do?
- If I have an improvement idea, what do I do?
- If I need help problem solving, who do I see?

Organisational
Capability

Improvement & Problem Solving framework



Organisational
Capability

Organisational knowledge

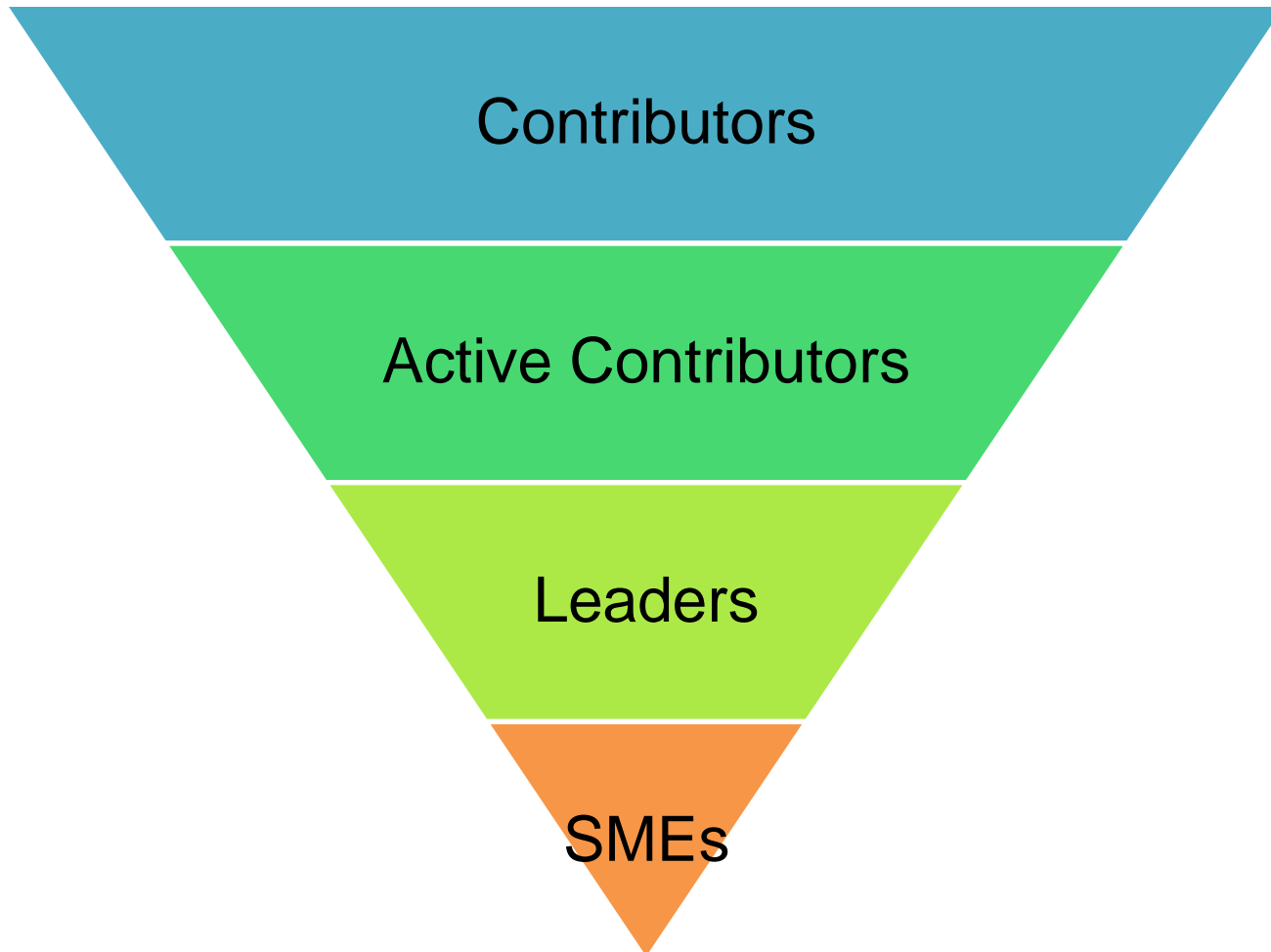




- People solve problems... if they know how
- How are people trained in problem solving:
 - Formal training
 - Doing (involvement in projects)
 - Leading (leading projects)

Organisational
Capability

Organisational knowledge



Organisational
Capability

Time



Organisational
Capability

Time



Forget the sugar coating... **Improvement doesn't come for free!**

Investment in “off-process” time is needed for:

- Data collection
- Team problem solving
- Training

Organisational
Capability

Reward & Recognition





Reward & Recognition is an important way of advertising the importance of improvement efforts

- Informal
- Project Based
- Formal

Leading & Sustaining Change



Daily
Management

- Standardisation
- Appetite for problems
- Visual Management
- Cadence of management
- Front line awareness

Daily
Management

Standardisation





Daily
Management

Standardisation



Q. What should be standardised?

A. The minimum amount of standardisation to consistently achieve the right result.



- Predictability
- Reliability
- Ease of training

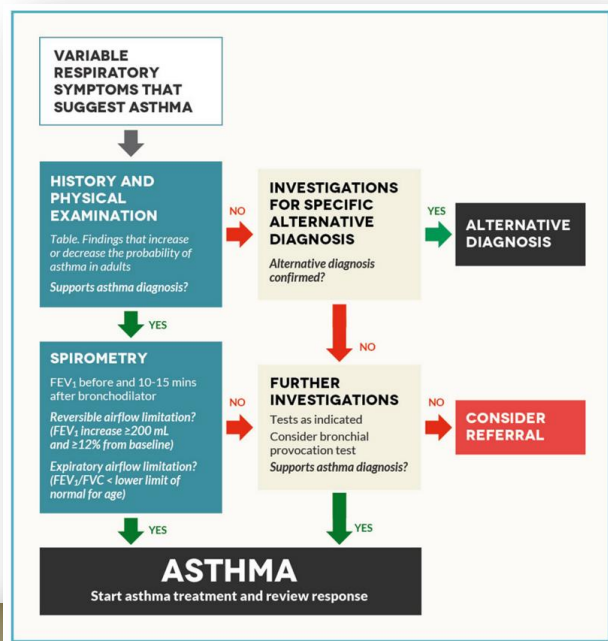


Easy to see when a problem occurs!

Without standardisation, everything's a problem and nothing's a problem.

Daily Management

Standardisation



Peninsula Health
PROGRESS NOTES
Report Documentation Guidelines:
1. Confirm/complete Patient identification
2. Document in BLACK INK only
3. Note Date & time of report
4. Identify as Medical, Nursing, Allied Health, Other
5. Complete report - clear, concise, legible
6. Sign report, print name & professional designation
7. Draw through any blank lines between reports
8. Refer to Medical Record Documentation Policy for specific documentation requirements

UR NUMBER: _____
SURNAME: _____
GIVEN NAMES: _____
DATE OF BIRTH: _____
Please fill in if no Patient Label available

App. 3101/17 Print Code: 16262

WARD ROUND RECORD

Date: / / WR attendees: _____
Time: _____ Consultant: _____ Days as in-patient: _____

Ward Round Notes: _____
Diagnoses / current issues: _____

Examination findings: _____
Relevant investigation results: _____

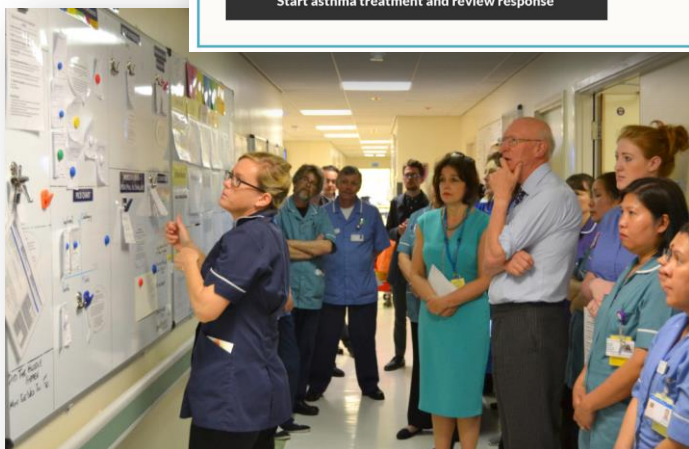
Plan: _____
Patient Timeline - circle estimated days until discharge
3-7 8-10 11-14 15-18 19-22 23-26 27-30
Ensure patient, family / carers are aware of estimated days until discharge and involved in discharge planning

Daily checklist:
Cognition Assessment? Y / N / NA
Removes IV cannula? Y / N / NA
Reviewed antibiotics? Y / N / NA
IV to oral switch? Y / N / NA
VTE prophylaxis? Y / N / NA
Remove IDC? Y / N / NA
Resus Plan complete? Y / N / NA
Ceiling of care? Ward ICU

Doctor's name (print): _____ Signature: _____ Pager: _____
DO NOT DOCUMENT IN THE MARGINS

PROGRESS NOTES

MS/551800



Room #: _____ Phone #: _____ Date: _____ Day: _____

Nurse: _____
Assistant: _____
Physician(s): _____

Patient/Family Goal/Questions: _____

Tests/Procedures/Treatments: _____

Very Good Care Means to ME: _____

Patient Reminders: _____

PAIN CONTROL IS OUR GOAL!
How is your pain?
1 2 3 4 5 6 7 8 9 10
No pain Mild to Moderate Severe Worst imaginable Worst

Next Dose Available after: _____
Pain Management Goal: _____

Hourly Rounding

Times: _____

NAIVED RESPONSE TEAM
Share the number of your ward safety of our patients is a priority. Our Nurse Response Team is ready should there be a change in your or your loved one's condition. If you notice a change or are concerned, please call us. Name: _____ Telephone Number: _____

Let us know about your health and safety
We care about your health and safety
If you need us, call us
Have you checked your hand? Please you checked your hand?



a must!

Failure is ~~not an option~~

Step 1 – accept that problems happen

Appetite for problems



The human cost of not addressing problems...

- ✗ Delays
- ✗ Errors
- ✗ Duplication
- ✗ Confusion
- ✗ Variation
- ✗ Backlogs

Lead to...



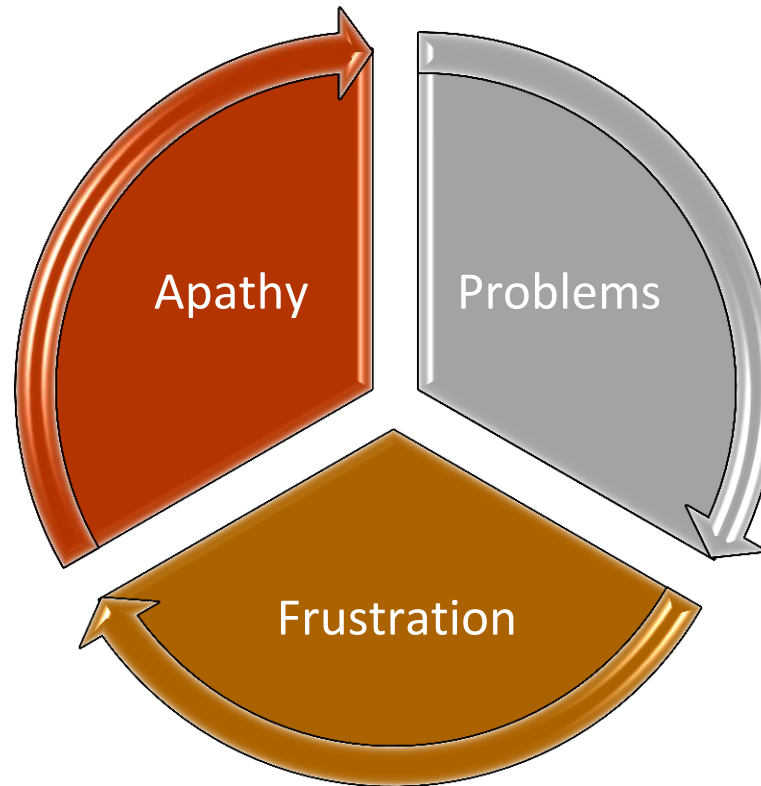


But it gets much, much worse...

At some point, some people will stop caring.

Their desire to “do a good job” is diminished and their effort to improve the process stops altogether.

Problems are accepted as ‘normal’.



Problems are identified but not addressed.

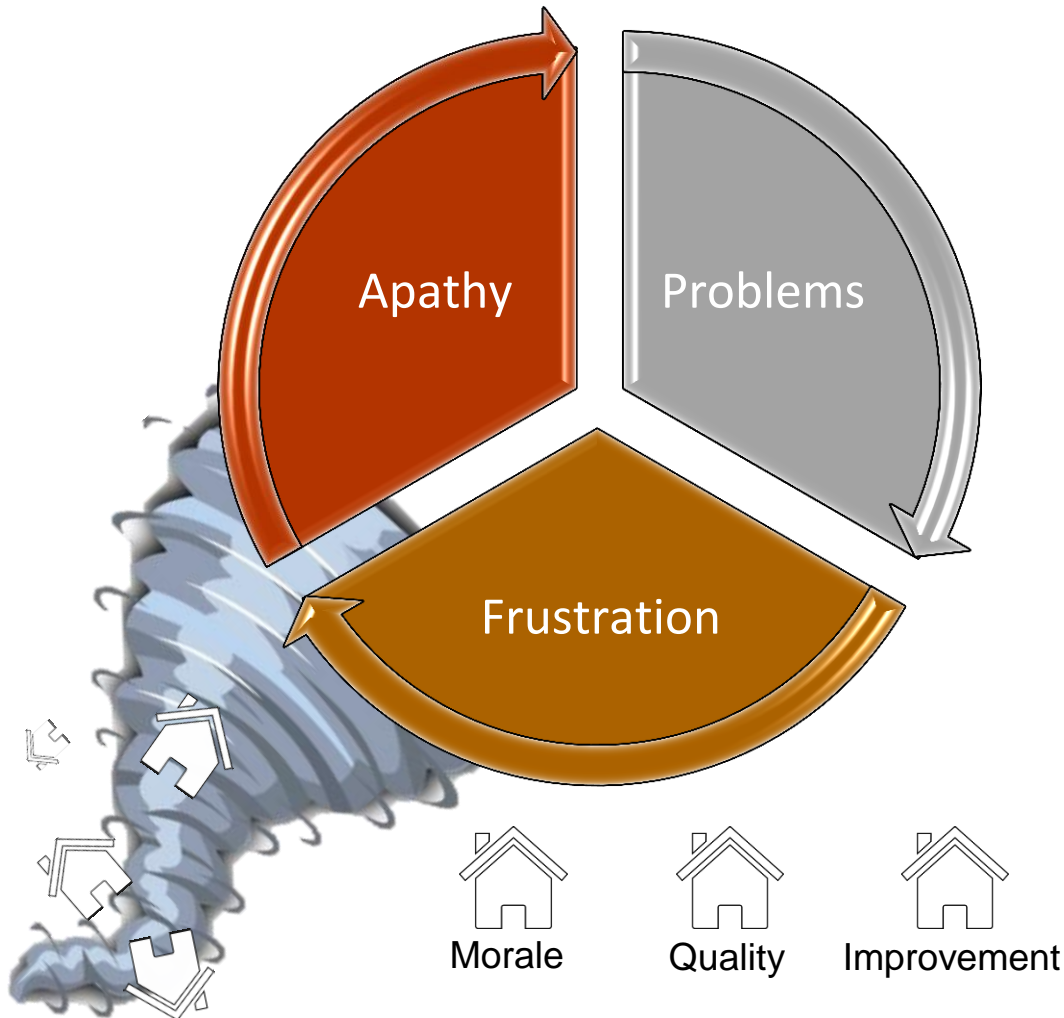
“Too busy to improve”

People become frustrated, especially at long-running and re-occurring problems.

Appetite for problems



But it gets much, much worse...

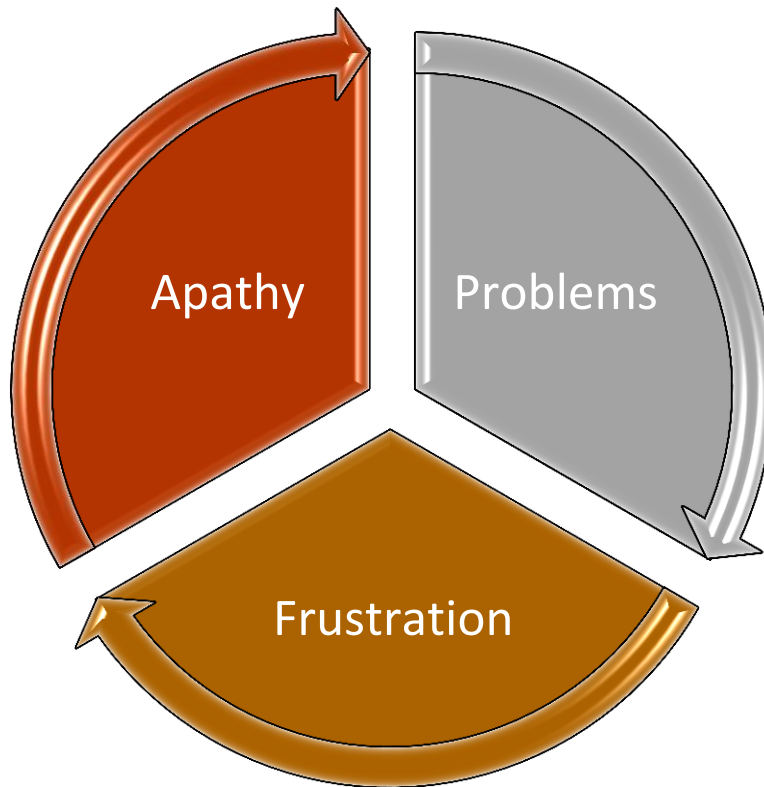


- If it's not addressed, this cycle can effectively ruin the culture of an organisation
- Instead of discussing ideas for improvements, the discussions are about "how bad this place is..."
- **Respect** and **Teamwork** are lost
- Improvements cannot be made or sustained

Appetite for problems



There is a way forward...



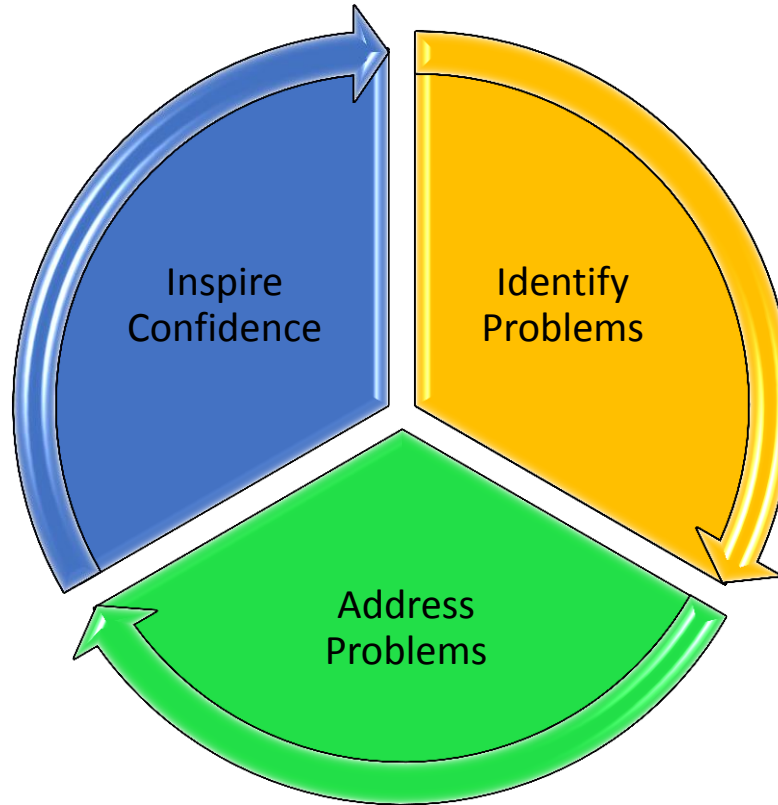
- Break the cycle by removing the fuel for the fire
- Make **Problems** the common enemy
- Focus on what everyone can agree on – **Problems!!**

Daily
Management

Appetite for problems



There is a way forward...



Encourage the
identification of
problems

View it as a genuine
opportunity

Drive problem solving through team activities. Develop
improvement targets.

Daily
Management

Visual Management





Daily
Management

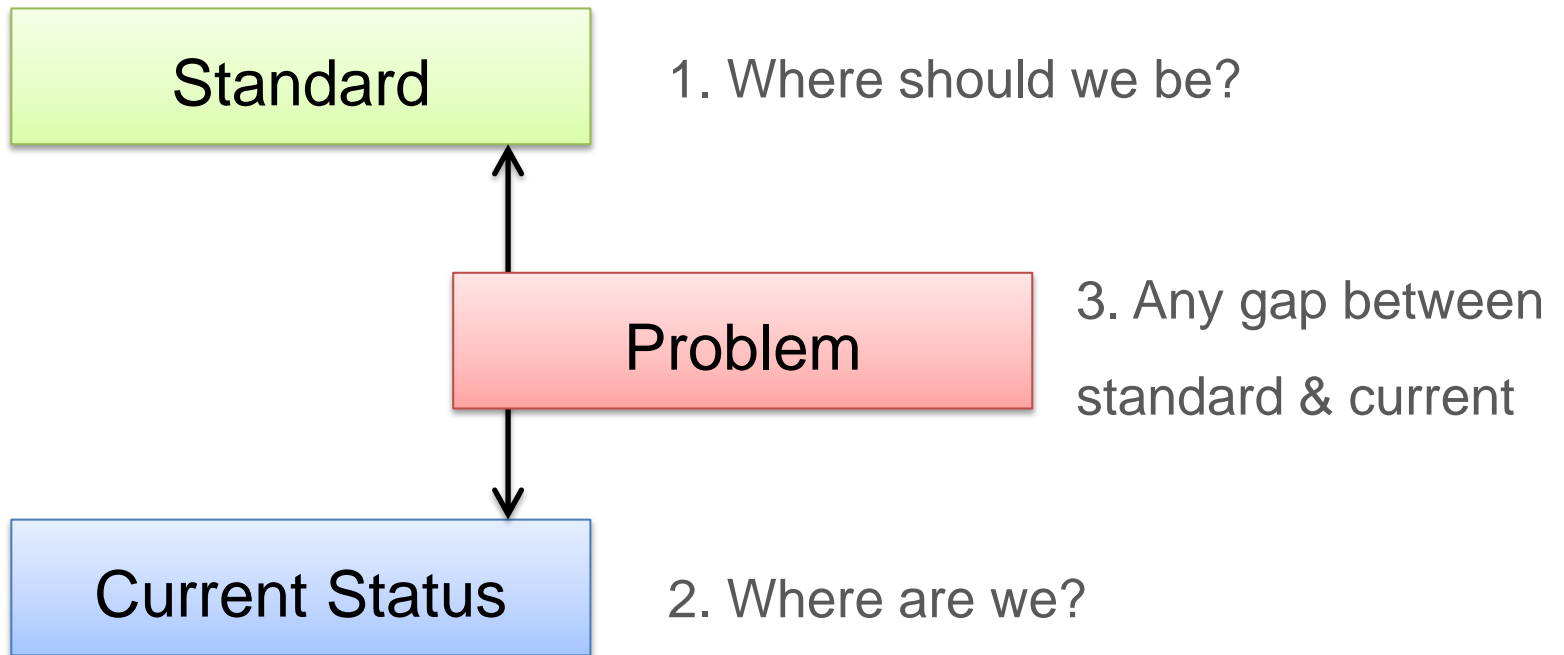
Visual Management



Visual Management is a set of tools we use
to **quickly** interpret our environment and
help us decide what we need to **do**.



Visual Management should show:



Daily
Management

Visual Management



Standard

Current Status



Problem

Daily Management

Visual Management



ALICE 09 South

As of: Thu May 12 09:45:23 2011

Room	Patient	Off Unit	Attending MD	Nurse	CA	Resident	R	0	4	0	20	16	12
9101-A 53952 [D]			GPA Kenyon, C	Lynnetta 44444		Pooleperry, L 99999							
9102-A 53953			GIS Walker, T			Pooleperry, L 99999							
9103-A 53954 [D]			PUL Gerard, C	Lynnetta 44444									
9104-A 53955			GIS Walker, T										
9105-A 53956			GIS Walker, T			Friedman, A 33333							
9106-A 53957			PUL Gerard, C										
9107-A 53962			PUL Gerard, C										
9108-A 53962 [D]			SSP Fleisher, G	Lynnetta 44444	Vic 55555	Pooleperry, L 99999							
9109-A 53963 [D]			GIS Walker, T		Vic 55555								
9110-A 53964 [D]			GIS Walker, T										
9111-A 53965			GIS Walker, T			Pooleperry, L 99999							
9112-A 53966			PUL Gerard, C		Vic 55555								
9113-A 53967			GIS Walker, T	Lynnetta 44444									
9114-A 53968			GIS Walker, T		Vic 55555	Friedman, A 33333							
9115-A 53969			GPA Kenyon, C	Lynnetta 44444		Friedman, A 33333							
9116-A 53970			CYS Gerard, C			Friedman, A 33333							
9117-A 53971			GIS Walker, T		Vic 55555								
9118-A 53972			CYS Gerard, C		Vic 55555	Friedman, A 33333							
9119-A 53973			GIS Walker, T										
9120-A 53977 [7]		3.79 Hrs	PUL Gerard, C										
9121-A 53982 [D]			GIS Walker, T		Vic 55555								
9122-A 53987 [D]			PUL Gerard, C			Sarathkumara, S 44444							
9123-A 53989			GIS Walker, T	Lynnetta 44444		Sarathkumara, S 44444							
9124-A 53979 [D]			GIS Walker, T										
9165-0													

Showing 1 to 25 of 25 entries





Visual

- Simple
- Relevant
- Easy to update

*Easy to do. Often
done well.*

Management

- Updated regularly
- Reviewed regularly
- Problems actioned

*More difficult. Often
poorly done.*

Daily
Management

Cadence of management

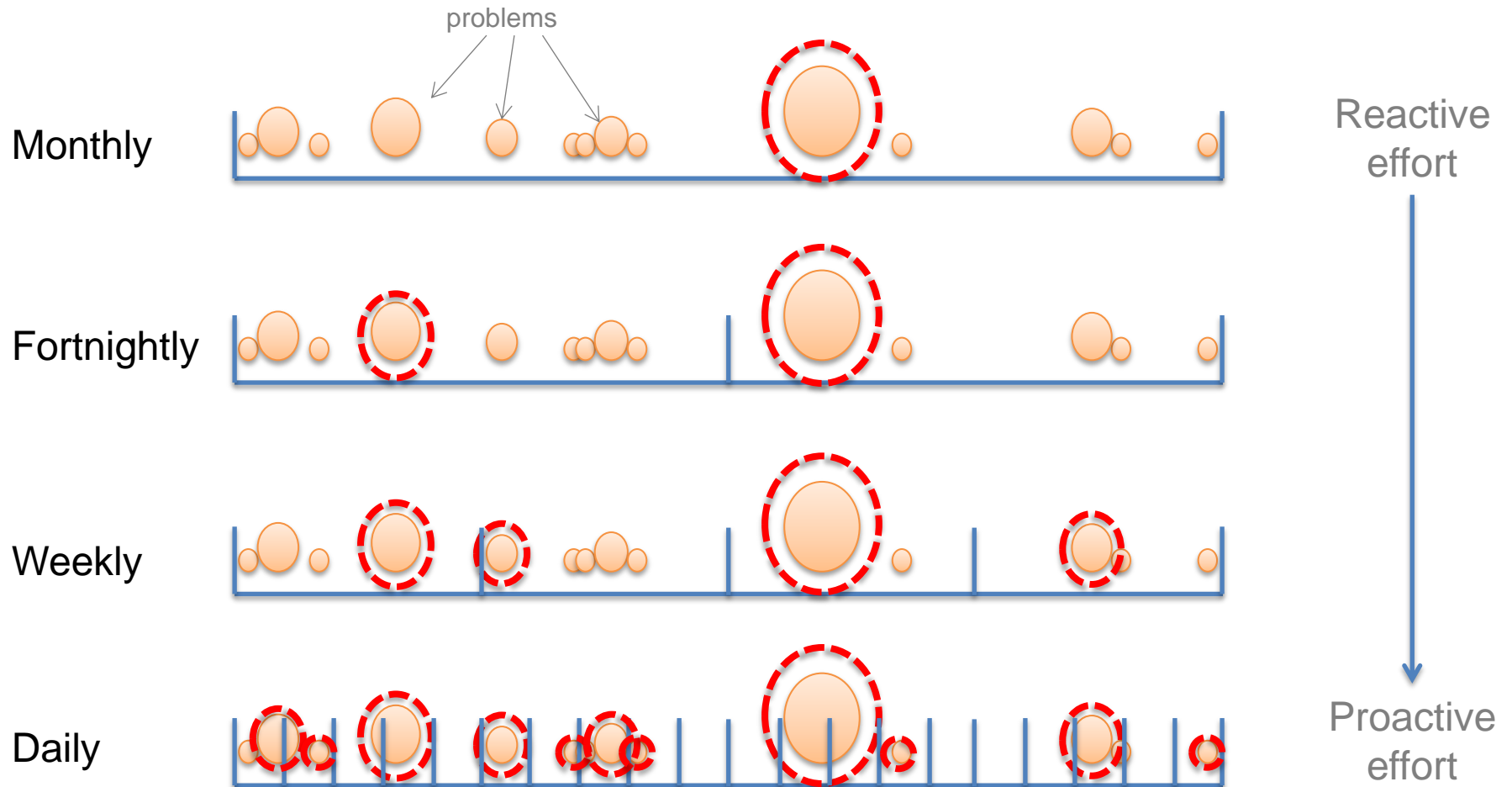


Big problems start small...



Daily
Management

Cadence of management



Daily
Management

Cadence of management



Daily Management

Penalty Enquiries
(03) 9200 8112
(see back for Privacy Requirements)
Website: www.fines.vic.gov.au

Victoria Police
Traffic Infringement Notice in relation to an
Offence detected by a Road Safety Camera
Enforcement Agency: Victoria Police
Infringements Act 2006
Infringements (Reporting and Prescribed Details and Forms)
Regulations 2006

Obligation Number
1111111111

Infringement Notice – to The Operator

Traffic Infringement Notice Date	8 Aug 2012	Date of Offence	11 May 2012	Approximate Time of Offence	08:05AM
Traffic Infringement Notice Number	2222222222	Permitted Speed	50km/h	Alleged Speed	58km/h
Vehicle Registration Number	ABC123	The alleged speed is 8km/h less than the detected speed or 25% less if over 100km/h.		Detected Speed	58km/h
1- 009803 SAMPLE SAM 1 SAMPLE STREET SAMPLETOWN VIC 3076		PENALTY DUE		DUE DATE	
		\$153.00		17 Sep 2012	

FURTHER COSTS WILL BE INCURRED IF NO ACTION IS TAKEN BY THE DUE DATE

Location of Issuing Officer:	Traffic Camera Office	Issuing Officer:	Officer in Charge	Demerit Points:	1
Code:	1826	Infringement Penalty:	\$153.00		
Infringement Offence:	EXCEED SPEED LIMIT IN A VEHICLE OTHER THAN A HEAVY VEHICLE BY LESS THAN 100km/h				

Monthly Reporting

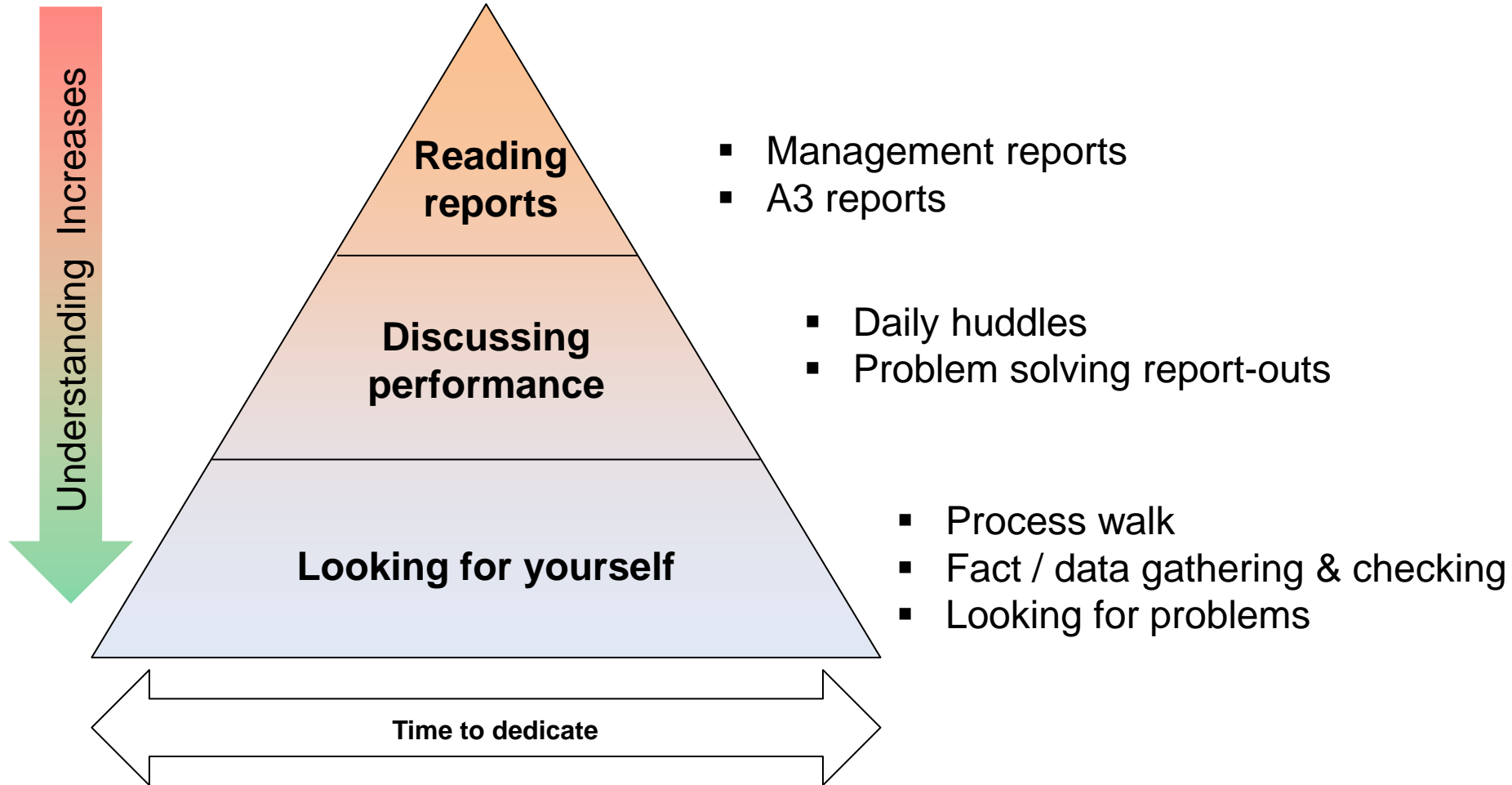
Daily
Management

Front line awareness



Daily
Management

Front line awareness



Front line awareness



Walk the process regularly but don't be a tourist



Leading & Sustaining Change



TABLE DISCUSSION

In your own Health Services...

Examples of
things that work



Examples of
things that don't
work

Recap



Problem Solving Skill



DEFINE



MEASURE



ANALYSE



IMPROVE



CONTROL

Prerequisites for Problem Solving



Knowing how to solve a problem is a small (but very important!) part of the puzzle