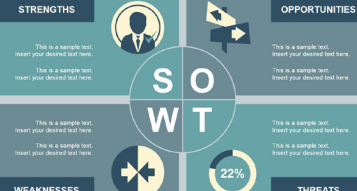
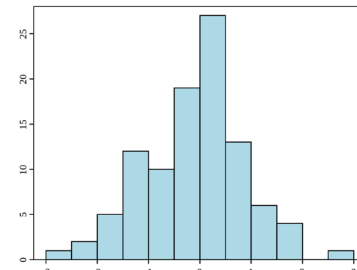
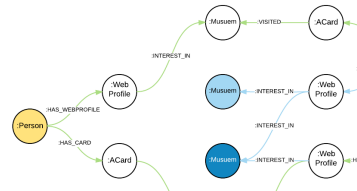



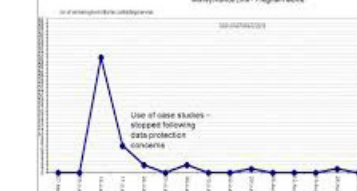

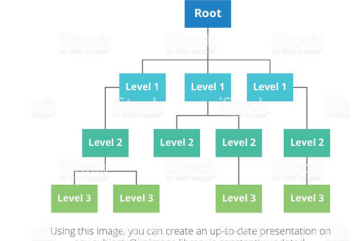


Quality Improvement: Tools for Making Adjustments

Adapted from the Crook County Health & Human Services Quality Improvement Toolbox.

Implementing public health modernization may require making adjustments to the process along the way. Throughout planning and delivery, it's important to regularly pause and review current actions to identify opportunities for improvement. The list below identifies various tools that can be used to make mid-course adjustments. You can review the purpose beside each tool to see what activity might work best for your team's current circumstances.

Tool	Purpose	Example																																																		
Activity Network Diagram/ Gantt Chart	Used to schedule sequential and simultaneous tasks <ul style="list-style-type: none">Gives team members the change to show what their piece of the plan requires and helps team members see why they are critical to the success of the project.Helps teams focus its attention and scarce resources on critical tasks.																																																			
Affinity Diagram	Used to gather and group ideas <ul style="list-style-type: none">Encourage team member creativity by breaking down communication barriers.Encourage ownership of results and helps overcome "team paralysis" due to an array of options and a lack of consensus.																																																			
Brainstorming	Used to gather bigger and better ideas <ul style="list-style-type: none">Encourage open thinking and gets all team members involved and enthusiastic.Allow team members to build on each other's creativity while staying focused on the task at hand.																																																			
Cause and Effect/ Fishbone	Used to find cause and effect <ul style="list-style-type: none">Enables a team to focus on the content of the problem, not the problem's history or differing personal issues of team members.Creates a snapshot of the collective knowledge and consensus of a team around a problem.Focuses the team on causes, not symptoms.																																																			
Check Sheet	Used to count and accumulate data <ul style="list-style-type: none">Creates easy-to-understand data – makes patterns in the data become more obvious.Builds a clearer picture of "the facts", as opposed to opinions of each team member, through observation.	<table><tr><th>Complete</th><th>Priority</th><th>% Complete</th><th>Project</th><th>Task</th></tr><tr><td><input checked="" type="checkbox"/></td><td>1</td><td>100%</td><td>Budget</td><td>Objectives: define, write</td></tr><tr><td><input checked="" type="checkbox"/></td><td>1</td><td>100%</td><td>Budget</td><td>Business case: ROI vs Finance, i</td></tr><tr><td><input checked="" type="checkbox"/></td><td>2</td><td>0%</td><td>Budget</td><td>Funding: multiple sources?</td></tr><tr><td><input checked="" type="checkbox"/></td><td>2</td><td>25%</td><td>Budget</td><td>Funding: share costs w/larger p</td></tr><tr><td><input checked="" type="checkbox"/></td><td>2</td><td>75%</td><td>Budget</td><td>Funding: periods</td></tr><tr><td><input checked="" type="checkbox"/></td><td>2</td><td>50%</td><td>Budget</td><td>Funding: terms, %</td></tr><tr><td><input checked="" type="checkbox"/></td><td>3</td><td>50%</td><td>Budget</td><td>Funding: periods, stability</td></tr><tr><td><input checked="" type="checkbox"/></td><td>3</td><td>25%</td><td>Budget</td><td>Funding: rest: norm v. hard</td></tr><tr><td><input checked="" type="checkbox"/></td><td>4</td><td>100%</td><td>Budget</td><td>Prior budgets: forecast v actual</td></tr></table>	Complete	Priority	% Complete	Project	Task	<input checked="" type="checkbox"/>	1	100%	Budget	Objectives: define, write	<input checked="" type="checkbox"/>	1	100%	Budget	Business case: ROI vs Finance, i	<input checked="" type="checkbox"/>	2	0%	Budget	Funding: multiple sources?	<input checked="" type="checkbox"/>	2	25%	Budget	Funding: share costs w/larger p	<input checked="" type="checkbox"/>	2	75%	Budget	Funding: periods	<input checked="" type="checkbox"/>	2	50%	Budget	Funding: terms, %	<input checked="" type="checkbox"/>	3	50%	Budget	Funding: periods, stability	<input checked="" type="checkbox"/>	3	25%	Budget	Funding: rest: norm v. hard	<input checked="" type="checkbox"/>	4	100%	Budget	Prior budgets: forecast v actual
Complete	Priority	% Complete	Project	Task																																																
<input checked="" type="checkbox"/>	1	100%	Budget	Objectives: define, write																																																
<input checked="" type="checkbox"/>	1	100%	Budget	Business case: ROI vs Finance, i																																																
<input checked="" type="checkbox"/>	2	0%	Budget	Funding: multiple sources?																																																
<input checked="" type="checkbox"/>	2	25%	Budget	Funding: share costs w/larger p																																																
<input checked="" type="checkbox"/>	2	75%	Budget	Funding: periods																																																
<input checked="" type="checkbox"/>	2	50%	Budget	Funding: terms, %																																																
<input checked="" type="checkbox"/>	3	50%	Budget	Funding: periods, stability																																																
<input checked="" type="checkbox"/>	3	25%	Budget	Funding: rest: norm v. hard																																																
<input checked="" type="checkbox"/>	4	100%	Budget	Prior budgets: forecast v actual																																																
Control Charts	Used to recognize sources of variation <ul style="list-style-type: none">Serves as a tool for detecting and monitoring process variation. Provides a common language for discussing process performance.Helps improve a process to perform with higher quality, lower cost, and higher effective capacity.																																																			
Data Points	Used to turn data into information <ul style="list-style-type: none">Determines what type of data you have.Determines what type of data is needed.																																																			
Flowchart	Used to illustrate a picture of the process <ul style="list-style-type: none">Allows the team to come to agreement on the steps of the process. Can serve as a training tool.Shows unexpected complexity and problem areas. Also shows where simplification and standardization may be possible.Helps the team compare and contrast the action versus the ideal flow of a process to help identify improvement opportunities.																																																			

Force Field Analysis	Used to identify positives and negatives of change <ul style="list-style-type: none"> • Presents the “positives” and “negatives” of a situation as they are easily compared. • Forces people to think together about all aspects of making the desired change as a permanent one. 	 <p>A SWOT analysis diagram showing four quadrants: STRENGTHS (top-left), WEAKNESSES (bottom-left), OPPORTUNITIES (top-right), and THREATS (bottom-right). The center contains the letters S, O, W, and T. Each quadrant contains placeholder text: 'This is a sample text. Insert your desired text here.' A circular arrow icon is in the center, and a '22%' gauge is in the bottom-right quadrant.</p>
Histogram	Used to identify process centering, spread, and shape <ul style="list-style-type: none"> • Displays large amounts of data by showing the frequency of occurrences. • Provide useful information for predicting future performance. • Helps indicate there has been a change in the process. • Illustrate quickly the underlying distribution of the data. 	 <p>A histogram showing the frequency distribution of data. The x-axis ranges from -3 to 3, and the y-axis ranges from 0 to 25. The bars are blue, and the distribution is roughly bell-shaped, centered around 0.</p>
Interrelationship Diagram	Used to look for drivers and outcomes <ul style="list-style-type: none"> • Encourages team members to think in multiple directions rather than linear. • Explores the cause and effect relationships among all issues. • Allows a team to identify root cause(s) even when credible data doesn't exist. 	 <p>An interrelationship diagram showing a network of nodes and arrows. Nodes include 'Person', 'Web Profile', 'ACard', 'Museum', and 'Web Profile'. Arrows indicate relationships, with labels like 'INTEREST_IN', 'HAS_CARD', 'VISITED', and 'HAS'. The diagram shows a complex web of interdependencies.</p>
Nominal Group Technique	Used to rank for consensus <ul style="list-style-type: none"> • Allows every team member to rank issues without being pressured by others. • Makes a team's consensus visible. • Puts quiet team members on an equal footing with others. 	 <p>A diagram illustrating the Nominal Group Technique process. It shows three steps: 1. individual suggestions (represented by icons of people), 2. group discussion and merging of items (represented by a central circle with arrows), and 3. ranking of items (represented by a bar chart). The final output is a ranked list of items.</p>
Pareto Chart	Used to focus on key problems <ul style="list-style-type: none"> • Helps team focus on those causes that will have the greatest impact if solved. (Based on premise that 20% of the sources cause 80% of the problems) • Progress is measured in a high visible format that provides incentive to push on for more improvement. 	 <p>A Pareto chart showing the frequency of problems. The x-axis lists categories, and the y-axis shows frequency. The bars are blue, and a red line connects the tops of the bars, showing a steep decline in frequency from left to right.</p>
Radar Chart	Used to rate organizational performance <ul style="list-style-type: none"> • Makes concentrations of strengths and weaknesses visible. • Clearly defines full performance in each category. • Captures the different perceptions of all the team members about organizational performance. 	 <p>A radar chart showing organizational performance across multiple categories. The chart has several axes, each representing a different performance metric. The data is plotted as a blue area, showing the relative performance in each category.</p>
Run Chart	Used to track trends <ul style="list-style-type: none"> • Monitors the performance of one or more processes over time to detect trends, shifts, or cycles. • Allows a team to compare a performance measure before and after implementation of a solution to measure its impact. 	 <p>A run chart showing performance over time. The x-axis represents time, and the y-axis represents a performance measure. The data is plotted as a blue line, showing fluctuations and trends over the period.</p>
Scatter Diagram	Used to measure relationship between variables <ul style="list-style-type: none"> • Supplies the data to confirm a hypothesis that two variables are related. • Provides a follow-up to a Cause & Effect Diagram to find out if there is more than just a consensus connection between causes and the effect. 	 <p>A scatter diagram showing the relationship between two variables. The x-axis is labeled 'Quality characteristic XXX' and the y-axis is labeled 'Quality characteristic YYY'. The data points are blue dots, showing a positive correlation between the two variables.</p>
Tree Diagram	Used to map the tasks for implementation <ul style="list-style-type: none"> • Allows all participants to check all of the logical links and completeness of every level of plan detail. • Reveals the real level of complexity involved in the achievement of any goal, making potentially overwhelming projects manageable, as well as uncovering unknown complexity. 	 <p>A tree diagram showing the hierarchy of tasks for implementation. The root node is 'Root', which branches into 'Level 1' nodes. Each 'Level 1' node further branches into 'Level 2' nodes, which then branch into 'Level 3' nodes. The diagram illustrates the logical structure and complexity of the project.</p>