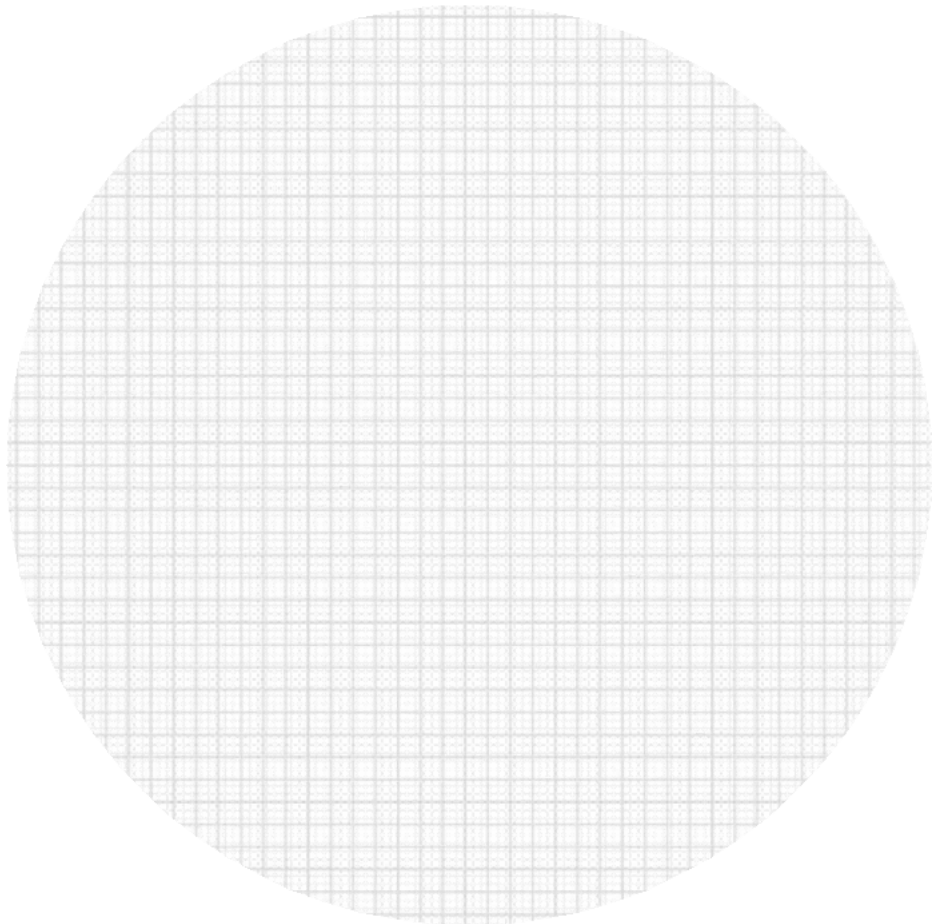




Change Concepts Worksheet



Change Concepts Worksheet

A change concept is a general notion or approach to change that has been found to be useful in developing specific ideas for improvement. With your QI team, choose a few relevant change concepts from the list of 72 below. For each change concept you select, generate a short list of change ideas related to that general concept. Rank your ideas in order of preference for testing.

Change Concepts	Ideas
Eliminate Waste: <i>What activities or resources don't provide value to your patients or customers?</i>	
<ol style="list-style-type: none"> 1. Eliminate things that are not used 2. Eliminate multiple entries 3. Reduce or eliminate overkill 4. Reduce controls on the system 5. Recycle or reuse 6. Use substitution 7. Reduce classifications 8. Remove intermediaries 9. Match the amount to the need 10. Use sampling 11. Change targets or set points 	
Improve Work Flow: <i>How can you change the work flow so that the process is less reactive and more planned?</i>	
<ol style="list-style-type: none"> 12. Synchronize 13. Schedule into multiple processes 14. Minimize handoffs 15. Move steps in the process close together 16. Find and remove bottlenecks 17. Use automation 18. Smooth workflow 19. Do tasks in parallel 20. Consider people as in the same system 21. Use multiple processing units 22. Adjust to peak demand 	
Optimize Inventory: <i>How can you reduce costs associated with the maintenance of inventory?</i>	
<ol style="list-style-type: none"> 23. Match inventory to predicted demand 24. Use pull systems 25. Reduce choice of features 26. Reduce multiple brands of the same item 	
Change the Work Environment: <i>What would make the environment better able to support improvement?</i>	
<ol style="list-style-type: none"> 27. Give people access to information 28. Use proper measurements 29. Take care of basics 30. Reduce demotivating aspects of the pay system 31. Conduct training 32. Implement cross-training 33. Invest more resources in improvement 34. Focus on core process and purpose 35. Share risks 36. Emphasize natural and logical consequences 37. Develop alliances and cooperative relationships 	

Enhance the Producer/Customer Relationship: <i>How can you better understand and respond to the customers' needs?</i>	
<ul style="list-style-type: none"> 38. Listen to customers 39. Coach the customer to use a product/service 40. Focus on the outcome to a customer 41. Use a coordinator 42. Reach agreement on expectations 43. Outsource for "free" 44. Optimize level of inspection 45. Work with suppliers 	
Manage Time: <i>How can you reduce 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?</i>	
<ul style="list-style-type: none"> 46. Reduce setup or startup time 47. Set up timing to use discounts 48. Optimize maintenance 49. Extend specialist's time 50. Reduce wait time 	
Manage Variation: <i>How can you reduce the frequency of poor results?</i>	
<ul style="list-style-type: none"> 51. Standardization (create a formal process) 52. Stop tampering 53. Develop operational definitions 54. Improve predictions 55. Develop contingency plans 56. Sort product into grades 57. Desensitize 58. Exploit variation 	
Design Systems to Avoid Mistakes: <i>How can you reduce the probability of making an error for a given opportunity?</i>	
<ul style="list-style-type: none"> 59. Use reminders 60. Use differentiation 61. Use constraints 62. Use affordances 	
Focus on the Product or Service: <i>What improvements can you make to the design of the product or service?</i>	
<ul style="list-style-type: none"> 63. Mass customize 64. Offer product/service anytime 65. Offer product/service anyplace 66. Emphasize intangibles 67. Influence or take advantage of fashion trends 68. Reduce the number of components 69. Disguise defects or problems 70. Differentiate product using quality dimensions 71. Change the order of process steps 72. Manage uncertainty — not tasks 	