QUICK WINS

Solutions

ACI Redesign Methodology

Quick wins

When generating ideas, you'll notice that some solutions can be implemented faster than others. Identifying and implementing these quick wins will keep your project moving forward and show stakeholders that you're serious about embedding change into your organisation.

Solutions

The purpose of this phase is to develop and agree on solutions to your identified problems. Solutions are generated, designed, prioritised and then tested with key stakeholders, to make sure they are effective.

Key points

1. Look for quick wins

Quick wins are solutions that can be implemented faster than others and have a positive impact on the organisation. There are a number of reasons you should start by implementing a quick win:

• It shows that the project team means business.

• It drives momentum by helping you realise benefits quickly.

• It has a positive impact on the project and workplace.

• It takes the pressure off the project team to get things done.

2. Determine if it's it a quick win

Solutions are defined as quick wins if they are easy, fast and economical to implement, and able to be easily reversed. A quick win is a change that is visible and will have immediate impacts. It doesn't need to be profound, but stakeholders should generally agree that it is a good thing.

3. Plan how to implement a quick win

The Plan, Do, Study, Act (PDSA) framework is a useful tool for implementing a quick win. By using this approach you will be able to test the change on a small scale to see if it is having the effect you predicted. You will then know whether the change needs to be adopted more widely, adapted (changed and retried) or abandoned (because it is not working)

4. Communicate the change

Remember to take the time to communicate the change well to all involved stakeholders. The communication should include what is changing, why, when, and who to contact if they want more information. You may need a reference or `how to' one page document to help people understand and make the change.

Considerations and tips

It's important to identify the quick win possibilities early. Prioritise them in your implementation plan and clearly communicate the outcomes.

Is it a quick win?

A win isn't always necessarily a quick one! Make sure the quick win is easy and efficient to implement, and more complex changes have realistic timeframes.

Assess the risk

You will still need to do a risk assessment for a quick win solution. As with any solution implemented for your project, you need to ensure risk of adversely affecting another process is minimised and managed.

Capture

Small wins can be overlooked in final evaluations. Make sure you have a way of capturing the impact of the quick wins both in the short and long term.
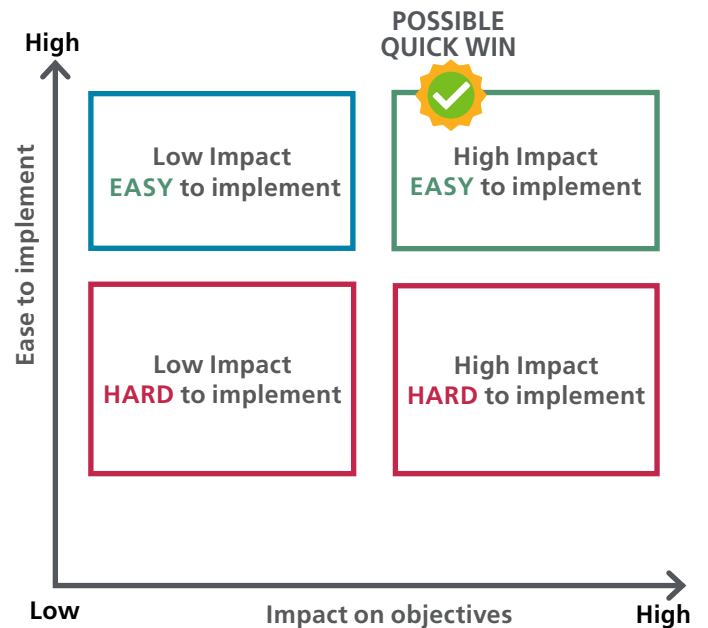
Celebrate!

Communicate and celebrate your quick wins. This will help give the project momentum and keep your stakeholders on board.

Elements of a quick win

Determine ease and impact

Further information

[My Health Learning Log in Form](#) – Redesign Solution Design (202465315): Prioritising Solutions and Making Quick Wins

Next steps

Once you have identified your quick wins you will need to work on the remaining solutions for your project and lay out your solution priorities.

Solutions

ACI Redesign Methodology

Existing solutions

Before you start brainstorming ideas, it's a good idea to see if other organisations have implemented a solution to a similar problem. This will help you understand what worked and what didn't, as well as help you design solutions using a contemporary, best practice approach.

Solutions

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Key points

1. Conduct a literature scan

Conducting a literature scan is a good starting point for generating solution ideas. Firstly, make sure you begin with a clear understanding of what you are looking for. Then review published research in journals, articles or newsletters to highlight other approaches to similar questions. The Innovation Exchange website is a great resource to discover other projects and their associated solution ideas.

2. Benchmark your service

Benchmarking compares the performance of your organisation or department against similar services so you can determine areas for improvement, set goals and learn from the success of well performing services.
You can source benchmarking data from relevant websites (e.g. BHI, ACI, Health Roundtable) or visit and speak directly with relevant organisations.

3. Build trust through quality

Being able to refer to your research and literature scan is a useful way to underpin the quality of your solution development. This is also helpful in gaining the trust and support of your stakeholder group and builds credibility for your project

4. Present the information

Information that is easily accessible is paramount for stakeholder engagement. Formal reports may not always be the best approach. Good visual tools, such as a process map linking each step with the relevant literature or a summary table providing a high-level overview of literature scan outcomes, may be preferable.

Considerations and tips

Ensure there is a solid foundation and evidence base to create robust solutions that will garner stakeholder buy-in. Start by covering the following points

Like for like

When reviewing benchmarking data, it is important to compare similar things. Look at comparable time periods, service types, population sizes, locations, etc. to accurately compare your performance with your peers.

Benchmarks

It is good idea to focus on what other teams are doing well and how you can learn from them, rather than how you can achieve exactly the same results.

Quality

Consider the quality of the information or data you have collected. Just like any other research, ensure the source is reputable, current and relevant.

Involve stakeholders

Even if you have identified some possible solutions, it is always good practice to problem solve with your stakeholders to gather their input and ideas.

Literature Scan Summary

Literature Scan Summary	Article 1	Article 2	Article 3
Overview research article			
Key message			
Background			
Data collection			
Key findings			

Finding existing solutions

Further information

My Health Learning Log in Form – Redesign Solution Design (202465315): Introduction to Solution Design

Innovation Exchange, Agency for Clinical Innovation – www.aci.health.nsw.gov.au/ie

Clinical Excellence Commission – www.cec.health.nsw.gov.au/about/about-cec

NHS Improvement Hub – https://improvement.nhs.uk/improvement-hub/

Next steps

Once you understand the solutions that currently exist, it is time to start considering one or more solutions to address your issue. Next, think about ways to work with your team to brainstorm and identify which solutions will help you to achieve your project objectives

SOLUTION STATEMENT

Solutions

ACI Redesign Methodology

Solution statement

A solution statement is a detailed blueprint of the design of each solution you have prioritised. It tells the why and how it will solve the problem and provides a clear direction or vision on how your solutions will move the project forward.

Solutions

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Key points

1. Describe the solution

Start by giving a brief background on the issue including data, the root causes and the need for change. Then move onto the solution itself, briefly describing the change you are going to implement, with sufficient detail for your stakeholders to get a clear picture. Demonstrate how the solution addresses the issues from the diagnostics phase.

2. Determine feasibility

This section relates to how easy or difficult it will be to implement the solution. Is it feasible that you will be able to implement this solution to achieve success? Think about the resources required, the level of disruption, timeframe, potential risks and alignment with organisational priorities. You can display the feasibility as a rating (a scale of low to high).

3. Highlight cost and benefits

Provide details on the expected cost of implementing the solution, and the ongoing cost when it is business as usual. Costs can then be balanced with benefits. Highlight how this solution will benefit patients, staff and the service. Be clear on how success will be measured (through key performance indicators). Highlight any broader benefits expected and try to provide measures for them so you can prove impact as you evaluate.

4. Appoint a solution owner

The owner (or sponsor) of the solution is key to success and is someone who has the authority to make the change happen, who can be held accountable for implementation. Commonly, the owner is also the department manager who is in charge of the process or area impacted by the change. This does not mean the owner works alone; the team is there to support and assist, but final responsibility lies with the owner.

Redesign Methodology – Solutions

Considerations and tips

Your solution statement is a key element to get stakeholders on board and ensure they are aware of the plans and in agreement with the solutions.

Support your solutions

It's a good idea to back your solution statement with literature or research that supports the validity of your solutions. This will help bolster the credibility of your solutions and build trust in their worth. Y You can attach relevant reference documents to the statement.

Impact tables

Consider using an impact table to highlight where your solution will benefit. You could use the triple aim standards (health outcomes; patient and staff experience; cost) and add other areas which are relevant to project and organisational goals. The more areas a solution benefits, the stronger the solution will be.

Demonstrate integration

Explain how the solution will align (or require changes) to current processes (e.g. procedures or guidelines), organisational roles and responsibilities, technology and the physical layout of the environment. Include the flow-on effects for processes or services that occur before or after the change you are making.

Templates

It's a good idea to use a template for your solution statements to keep them consistent and easy to understand. This can help with comparisons and cross-checking across solutions. We have provided one for you, or you can design your own covering all the key elements.

What areas does this solution impact?

Does the solution have a positive impact on	Yes	No
Patient flow/access	☐	☑
Patient outcomes	☑	☐
Patient experience	☐	☑
Patient safety	☑	☐
Staff experience	☑	☐
Waste reduction	☑	☐

Solution template elements

Project name	Solution title
The Solution • Background • Issues addressed • The solution description	**Feasibility** • ease of implementation • scope • time frame
Cost • implementation cost • ongoing cost • balance cost with benefits	**Benefits** • impact on KPIs • benefits to patients • benefits to staff

Further information

My Health Learning Log in Form – Redesign Solution Design (202465315): Solution Design Statements

Next Steps

Now that you have clear and agreed solutions to take forward, it is time to implement! Having the solutions clearly documented will help others understand and start preparing to change.

Solutions

ACI Redesign Methodology

(diagram: circular ACI Redesign Methodology wheel with segments labelled SUSTAINABILITY, INITIATION, DIAGNOSTICS, SOLUTIONS, IMPLEMENTATION)

Prototyping and testing

The purpose of testing a solution is to improve the effectiveness and usability of a change. It prevents introduction of a change that doesn't work, which is a potentially costly mistake. It is also a great way to build staff buy-in

Solutions

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Key points

1. Use Plan, Do, Study, Act (PDSA) cycles

Plan, Do, Study, Act (PDSA) cycles are a good way to test solutions because they are easily monitored, incremental and adaptable. Tests of small changes are designed (plan) then tested (do) against a prediction of what will happen. The outcome is measured and assessed (study) – was the hypothesis supported? It can then be adjusted according to results (act). PDSA cycles can gain team buy-in and create momentum.

2. Do prototyping

Prototyping means creating a representation of a solution that enables you to show or demonstrate it to others to get their feedback. Prototypes may be rough drawings or a cardboard model representation, or a more complex video or computer generated design. When testing prototypes, have some set questions to ask the audience. This will help you to gain important feedback that you can use to strengthen the solution.

3. Role play

A great way to get people to better understand the solution is to 'play it out' so they can experience or see it for themselves. Role playing a good way to test how something will run or interact with different parts of a system. It can be low level, with team or stakeholders taking specific roles, or more high-tech in a simulation lab or workplace. Feedback can then be given to build the solution.

4. Test the concepts

After you compose a clear description of each solution in a conceptual format (which may be enhanced with a drawing or photograph), you should test them. Ask your stakeholders to consider each concept and rate it in terms of how it would meet the project objectives. Record what they like about it and their suggestions on how to improve it. This can be done several times as you refine the concepts.

Considerations and tips

Don't be afraid to be creative with this activity – but don't spend all your time making the prototype look amazing. After all, it's about making the change!

Range of stakeholders

It's important to test your potential solutions with the people that will be impacted by them. Consider relevant staff, patient or carer groups, and other consumers. Seek the widest possible range to improve the quality and diversity in testing. Be clear that nothing is set in stone and be ready for honest feedback!

When it doesn't pass the test

After testing, you may find that the solution you originally planned is not going to work. Although this may be frustrating, consider it a positive that it was discovered early. You can either adapt or abandon the solution based on the feedback, and you can re-test any amended solutions.
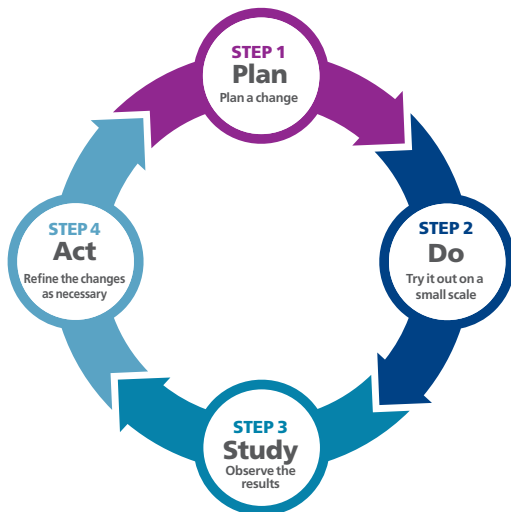
Consider how you test

Consider using the 1:3:5 method. This means you start small and test your change with one person or place. You then modify it and test it with three, then modify it again and test with five. Live testing in pilot stages can be helpful; for example you can start testing with one patient or for one hour, and then take it wider.
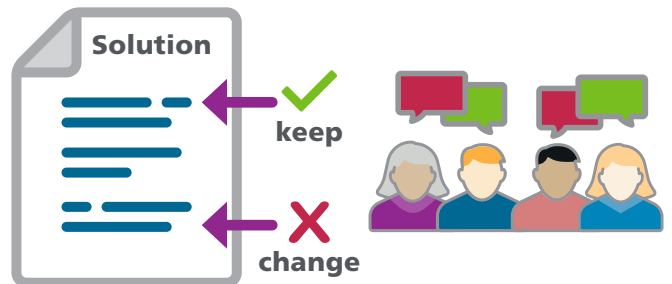
Don't test forever

You need to determine how much testing is enough. If you have tested widely with key stakeholders and incorporated their feedback effectively, then you should have faith that the solution is ready for implementation and doesn't need further testing.

Plan, Do, Study, Act - PDSA

STEP 1
Plan
Plan a change

STEP 2
Do
Try it out on a small scale

STEP 3
Study
Observe the results

STEP 4
Act
Refine the changes as necessary

Solution prototyping and testing

Present solution to key stakeholders for feedback

Solution

keep ✓

change ✗

Stakeholders vote on what they like or what they want to change

Further information

My Health Learning Log in Form – Redesign Solution Design (202465315)

PDSA template – www.aci.health.nsw.gov.au/search?q=PDSA

Science of improvement: Testing change – www.ihi.org/resources/Pages/HowtoImprove/ScienceofImprovementTestingChanges.aspx

Plan-Do-Study-Act Worksheet – www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx

Next steps

Once you have tested and agreed on the design, build the resources to apply the solution and move on to implementation. Involve champions who have been involved in testing to support implementation. Be honest about any ongoing challenges.

SOLUTIONS PRIORITISATION

Solutions

ACI Redesign Methodology

Solutions prioritisation

You are likely to have many ideas about solutions to your problem. Trying to address them all may seem a daunting task! You will need to determine which solutions are most likely to be successful and place them in order of priority.

Solutions

The purpose of this phase is to develop and agree on solutions to your identified problems. Solutions are generated, designed, prioritised and then tested with key stakeholders, to make sure they are effective.

Key points

1. Address the root cause

Start by asking whether each solution will address the root cause of the problem. This will help you select ideas that are within the project scope and have a direct impact on your objectives and goal. Solutions can be sorted by assessing the potential impact on KPI's, the appeal to staff and patients, the likelihood to succeed, if it is a breakthrough, and if it meets the guiding principles.

2. Affinity grouping

An Affinity diagram is a tool that gathers ideas and organises them based on their relationships. After grouping similar solution ideas, label these groups with their common theme or underpinning idea. You may find strong or repeated ideas coming through under certain themes that will help you determine focus or priority for stakeholders. This exercise helps you to eliminate duplication and see the bigger picture.

3. The Solution Prioritisation Matrix

An alternate option is to give each idea two scores: one based on its probability of success and another based the results it will likely achieve (1 = low or minimal results, 10 = high or maximum results). Plot the ideas on the Solution Prioritisation Matrix and look at the ones that fall into the high results and high probability of success quadrant. These are the best ideas to develop further.

4. Designing solutions

Although a number of ideas may appear to be successful, they need to be expanded and designed into workable solutions. You can start this process by using a structured solution design tool to build ideas and details about how it could work in reality. Consider who or where it will impact, the expected benefits, how it will work, how it could be implemented and how you know it will be effective.

Considerations and tips

Sorting through your solutions can be easier if you have a good plan and helpful tools. Rating systems, quick wins and testing can help you keep on track and narrow many ideas into a few.

Rating solutions

There are many factors you can use to prioritise the strength of your solutions: time scale, resource dependence, cost, disruption level, impact on objectives, impact on staff or patient experience. You can create a scoring system and take the highest scored solutions forward.

Quick wins

Some of the solutions may be easier to implement than others. Highlight these 'quick win' options and consider doing these first to get momentum for change and early success or wins. Take a look at the quick wins factsheet for more.

Vote on solutions

Hold a stakeholder workshop to vote on the priority solutions. Set criteria such as most likely to succeed, most innovative or best for consumers. People can put a sticker on the solutions they feel best meet the criteria. The highest scoring are considered to go through to test.

Stakeholder engagement

Don't prioritise on your own! Involving stakeholders will bring differing perspectives and knowledge on why particular ideas might work. This also helps keep the process transparent. Be clear that from this point there is a lot more work to build on and refine the ideas into actionable solutions.
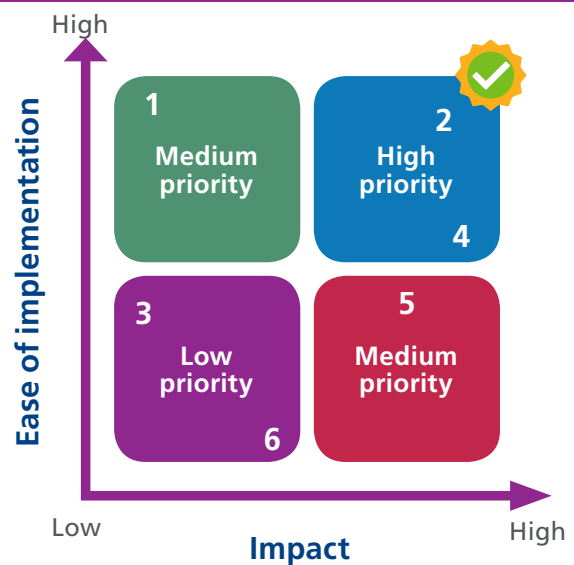
Affinity grouping

Capture ideas
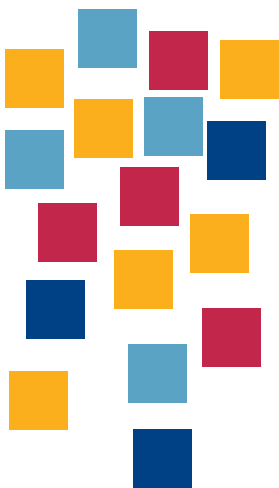
Label themes

Solutions prioritisation matrix

Plot the solutions in relation to ease and impact on the matrix

Further information

My Health Learning Log in Form – Redesign Solution Design (202465315): Prioritising Solutions and Making Quick Wins

Next steps

Now that you have rated, scored and prioritised your solution ideas and fleshed them out, it's time to put them to the test. Creating prototypes and testing simulations will help you strengthen and build robust solutions ready to implement.

ENABLERS AND BARRIERS

Solutions

ACI Redesign Methodology

Enablers and barriers

When designing the project solutions, it's important to identify the enablers and barriers. Consult your sponsor, steering committee and project team to help identify and either manage barriers or utilise enablers as appropriate.

Solutions

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Key points

1. Identify enablers

Think about the processes, procedures or positions already in place or other projects and priorities of the organisation that can help make the change happen. What or who can help your project to succeed? Aligning your project with these factors will make the change easier. For example, if your change is about improving patient experience, it aligns with mandatory accreditation standards that are already in place.

2. Harness champions

It is important to remember that enablers can be organisational (e.g. the way the service currently works, personnel/key people in the organisation). Personnel enablers can also be known as champions. When these influential people, or champions talk about your change in a positive way, this supports the implementation of your change through gaining the interest and motivation of others.

3. Identify barriers

If possible, consider and predict the potential barriers to implementing your change. A risks and issues log may shed light on this, however more barriers may arise as you move towards the part of the project when you identify how to change human behaviours, and additional costs or changes in organisational priorities. It is important to remember that both people and processes can be barriers.

4. Be aware

Being aware of the likely barriers enables you to develop strategies to manage or minimise them. Completing an AIM (Accelerating Implementation Methodology) implementation risk forecast or using a readiness for change survey can provide valuable information to support planning. Consult widely with managers of teams where the change is happening to find out what other changes are going on, when they are scheduled and how they will impact your change.

Considerations and tips

Remember to use your sponsor/s, steering committee and project team to help you identify and encourage enablers and manage barriers. Below are a number of additional ways you can do this.

Enabler questions

Questions that may assist in identifying and using enablers are:

• What processes/procedures currently exist that support implementation?
How can they be used?

• Who currently supports these?
Who can connect you with relevant people?

• Who has expertise/interest/skills? Who is influential? How can we involve them?

Strategies and tools

A variety of tools can help you identify enablers and barriers in your organisation. These include, but are not limited to, key role maps, process maps, risks and issue logs, and brainstorming sessions and workshops. Fact sheets are available for these activities.
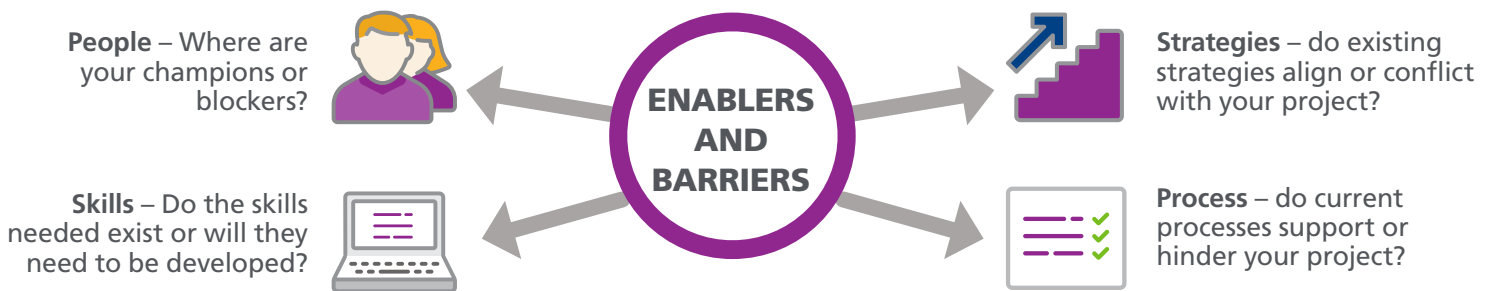
Barrier questions

Questions that may assist in identifying personnel barriers are:

• What could block implementation?

• What has slowed implementation in the past? How do we make this time different?

• What is the frame of reference of the people whose behaviour needs to change?

• What's in it for them?

Unknowns and surprises

Sometimes barriers arise that could not have been planned for – a key priority suddenly changes, funding is withdrawn or delayed, equipment is not available or sponsors change. Established robust governance processes and good documentation are essential to regrouping and deciding on a course of action.

Identify where enablers and barriers lie

People – Where are your champions or blockers?

Skills – Do the skills needed exist or will they need to be developed?

ENABLERS AND BARRIERS

Strategies – do existing strategies align or conflict with your project?

Process – do current processes support or hinder your project?

Further information

My Health Learning Log in Form – Redesign Implementation (202464792): Asses the climate, Develop target readiness.
(AIM Individual Readiness Assessment IRA and Implementation History Assessment IHA)

Key Role Maps, NSW Health – www.health.nsw.gov.au/pfs/Pages/keyroles.aspx

Key Role mapping: Your Battlefield Map for Successful Change – www.imaworldwide.com/blog/key-role-mapping-your-battlefield-map-for-successful-change

Next steps

Identifying and addressing barriers and using or leveraging enablers will help strengthen your solutions. Include these in your cost benefit analysis and solution statement as you prepare to move into the implementation phase.

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COST BENEFIT ANALYSIS

Solutions

ACI Redesign Methodology

Cost benefit analysis

Understanding the impact of your project in terms of costs and benefits can guide decision-making about which of your solutions to progress. Your analysis should provide a compelling case for investment and be based on both clinical effectiveness and value for money and for patients.

Solutions

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Key points

1. Identify one-time costs

Identify the costs that will be required in your solution as a once off. Costs such as wages for project staff, travel and communications should be listed. Although these costs are not long-term they will be required throughout the project duration. Anticipate implementation costs associated with acquisitions (equipment, venue hire) and implementation (training, developing IT system, staff time) for the full period of the project.

2. Identify recurring costs

Ongoing costs for running and maintaining the change once it is business as usual may include staffing costs, rent, equipment and maintenance. If your solution requires a long -term investment then be clear on how this impacts on budget over time. These costs need to be balanced with benefits. While costs are nearly always expressed in dollars, benefits can be monetary, efficiency or experience and outcome measures.

3. Identify benefits

Benefits usually refer to anything that improves the use of resources and the patient experience of care. Consider how your solution may do the same with less input (staff, equipment, time) or do more with the same (improve throughput or decrease length of stay). Include benefits to organisation and service (KPIs, productivity, waste), health outcomes (impact of disease, self-management) or benefits such as staff satisfaction, patient experience and safety.

4. Quantify costs and benefits

Combine costs and benefits into a simple measure of total benefits as a proportion of total costs. Your local finance staff may be able to help you to quantify benefits. A cost:benefit ratio (CBR) greater than one implies that total benefits of a program outweigh the costs and can provide a strong basis to approve it. This will be important to support the worth and value of your project and chosen solutions.

Considerations and tips

Resources in health are precious and in high demand. This is all the more reason to provide a clear and accurate cost benefit analysis for your stakeholders to prove the value in your solutions.

SMART benefits

Align your benefits with your project objectives. Outline each benefit using the SMART framework to assess if it is specific, measurable, achievable, relevant and timely. Your stakeholders need to understand exactly how your benefits will be measured to see the value in your project or solutions.

Business case

If your solution requires funding, you may need to prepare a business case. As well as including the case for change, a business case provides a detailed analysis and explanation of the expected costs and benefits of each proposed solution and the impact of the `do nothing' scenario.

Think lean

Consider the lean methodology in helping you identify the benefits and how you are eliminating waste of resources that are not creating value for the consumer. The seven wastes in lean are: motion, transport, inventory, overproduction, over-processing, defects and waiting.
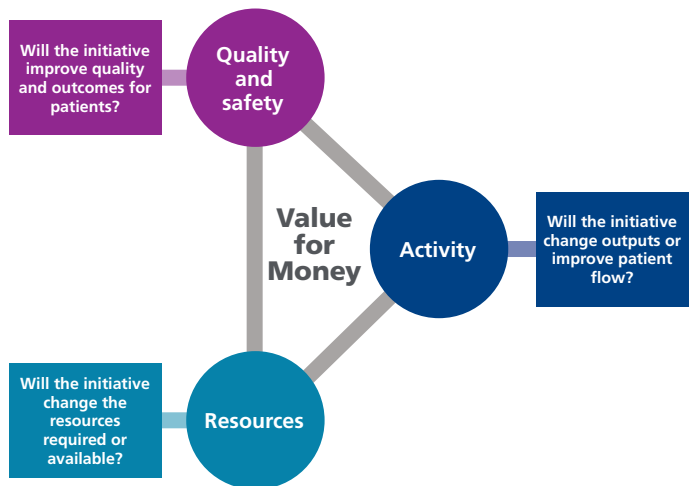
Measure value

Avoid vague descriptions of benefits like 'improve' or 'maximise'. Instead, keep the measures clear and as tangible. If it's not possible to have a direct numerical measure, use satisfaction scales, such as a decrease in complaints. Highlight the value to the consumer as often as you can.

Cost benefit ratio

$$CBR = \frac{\text{Total Benefits \$}}{\text{Total Costs \$}}$$

Benefits

A REAL BENEFIT requires an improvement in at least one of these areas without impacting negatively on the others.

Will the initiative improve quality and outcomes for patients?

Quality and safety

Value for Money

Activity

Will the initiative change outputs or improve patient flow?

Will the initiative change the resources required or available?

Resources

Further information

– Redesign Solution Design (202465315): Cost Benefit Analysis

Next steps

A good cost benefit analysis will help you further prioritise the solutions to take forward. You will then need to develop a statement that summarises each solution in terms of design, feasibility, benefits and costs. This will help stakeholders to understand your proposed solutions design in detail.
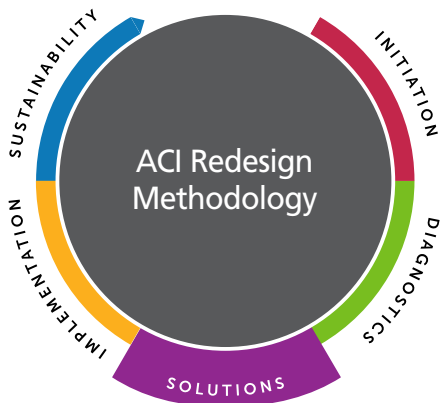
Solutions

Know the context

Whether it's an idea or solution that is already implemented elsewhere, or a new solution, you will need to contextualise it to your workplace. Knowing the local context is key to designing and implementing your solutions.

Solutions

The purpose of this phase is to develop and agree on solutions to your identified problems. Solutions are generated, designed, prioritised and then tested with key stakeholders, to make sure they are effective.

Key points

1. Establish credibility

You need to gain insight into whether or not the staff or consumers believe and trust in the data and evidence for change. Test the credibility of the evidence with the staff – if it doesn't speak to them, consider how you can build the credibility. You may be able to access literature or experts. In some cases, you may need to test the change with them to gain the trust that it will work.

2. Identify resources

Identify the resources required for the change, and determine if it is feasible in the workplace. Determine what is available and the gaps in resources. Does the current physical design of the workplace need to change? Is the equipment you need in place, or are approvals required to purchase the necessary resources? You should also consider human resources and people's time and energy, which are essential for success.

3. Engage the sponsor

Explain the change in sufficient detail to enable the governance team to assist with approving the solution for the local environment. In order to make decisions, the sponsor and steering committee need to understand how the change will fit and be implemented. Make sure you have consulted frontline staff from the impacted areas so you can highlight to sponsors the potential enablers, barriers and flow-on effects.

4. Assess local context

Assess the local context before you attempt to implement change. Factors such as ward or department climate, culture and leadership engagement play a key role. Consider how the history of change adoption, networks and communication, resources and tension for change can influence how the change might be integrated into practice. Understand the factors that will promote or inhibit the change to inform the development and planning of implementation strategies.

Considerations and tips

Don't assume just because a solution has evidence and has worked elsewhere that it will be easy to implement in any setting. Most settings have unique features.

Owning the change

Build ownership by working with local teams to design the local solutions. Inclusiveness is vital in gaining trust and engagement with the change at a local level. If the people impacted by the issue helped design the solution, they are far more likely to engage with it.

Local flexibility

Building flexibility into the change allows local teams to adapt and adjust it to fit their context. Acknowledge what is core to the change and what is flexible. If you can't involve them in the `what' to do, involve them in the `how' we will do it.

Tailor to needs

You will need to determine what local teams need in the way of procedures, education and support. Build materials and communications that are relevant to them and tailored to their needs. Pay attention to local detail and be guided by what the teams are saying and asking for.

Monitor and adjust

Design how you will monitor each solution as it is implemented so you can provide feedback to the team. This ensures you are on target and helps to determine if the change is progressing within the local environment. Allow for adjustments as necessary and keep the local teams involved.

Design with the stakeholders

Build ownership by working with local teams to design the local solutions
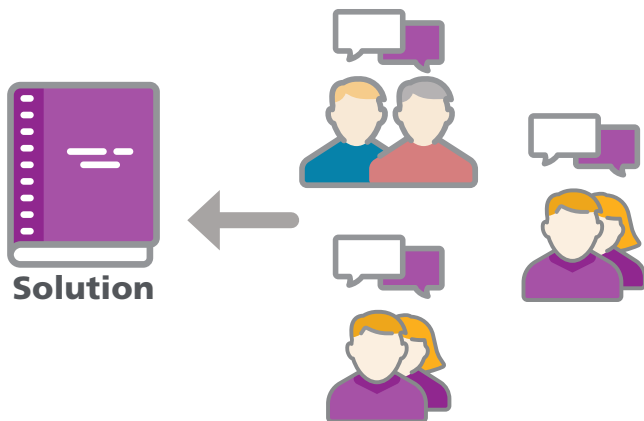
Know the context
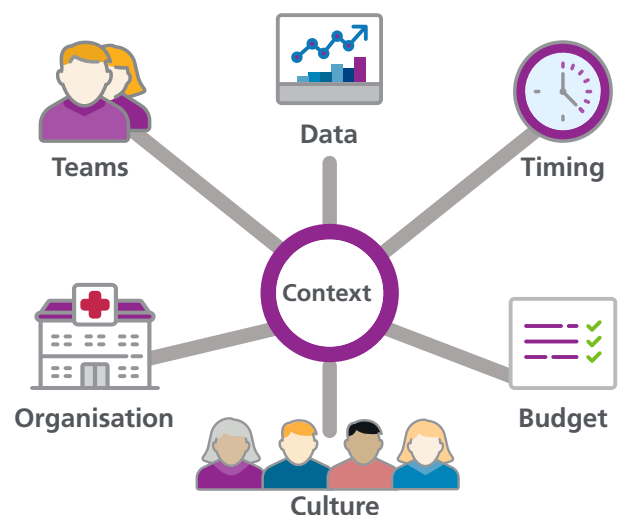
Further information

My Health Learning Log in Form – Redesign Solution Design (202465315)

Consolidated Framework for Implementation Research - Constructs – https://cfirguide.org/constructs/

The behaviour change wheel: A new method for characterising and designing behaviour change interventions – www.ncbi.nlm.nih.gov/pmc/articles/PMC3096582/

Next steps

Respecting the context will avoid trying to force solutions that don't fit and are 'square pegs in round holes'. Designing the solutions around the local context will set you up well to start prioritising and putting them to the test.

ACI Redesign – Solutions: Know the context

GENERATING SOLUTIONS

Solutions

ACI Redesign Methodology

SUSTAINABILITY · INITIATION · DIAGNOSTICS · SOLUTIONS · IMPLEMENTATION

Generating solutions

Generating solutions is about discovering ways of bridging the current state to the future, improved state. There are many different ways to problem solve. Techniques are most successful when the process is inclusive, inquisitive and creative. The more solutions you generate, the more likely your problem will be solved!

Solutions

The purpose of this phase is to develop and agree on solutions to your identified problems. Solutions are generated, designed, prioritised and then tested with key stakeholders, to make sure they are effective.

Key points

1. Brainstorming principles

Brainstorming is a common technique to generate solutions. The principles of brainstorming centre around encouraging participation, with an emphasis on creativity and idea-generation in a non-judgmental atmosphere – every idea is considered! Be clear about the problem you are trying to solve and encourage diverse thinking. Allow groups to build on each other's ideas to uncover new possibilities and grow and stretch possible solutions.

2. Brainstorming techniques

There are many different brainstorming techniques and you need to consider which works best for your needs. Good practice is to start with individuals brainstorming ideas then share and build on them with the group. This will encourage diverse and collaborative thinking. Facilitate the discussion to encourage creativity and ensure that people don't get stuck on critiquing details at this stage.

3. Quantity first, quality second

Try to generate a diverse and large number of solutions. It's okay if some ideas are similar (you can theme and prioritise later). Encouraging free thinking can produce all kinds of ideas that may not have otherwise surfaced – this stage is about quantity over quality. The first solutions generated tend to be the most traditional or common, but with additional time and creative techniques, more innovative solutions tend to emerge.

4. Encourage creativity

Take the time to think about how you will get the most out of your stakeholders. Set up an environment that promotes creativity and free thinking. Find a comfortable space and consider using colour or images for inspiration. Warm up the participants with a quick activity to get them in the right frame of mind for generating ideas, then minimise distractions during the brainstorming.

Considerations and tips

Ensure stakeholders have a clear understanding of the problem and the guiding principles used to assess solutions (see below diagram).

Run a solution workshop

The more you prepare for a workshop the better. Plan for the room and materials needed, as well as who to invite and how the session will flow. Don't forget to follow up with participants afterwards and update them on progress.

Keep an open mind

For problem solving to be successful you need to have an open mind and be willing to consider every possibility. Think about your stakeholders' perspectives and how you will manage their expectations as well as your own. Remember all participants will have their own frame of reference (including you)!

Consumer focus

Ensure that the solutions are not all organisational or service focused. A good solution should be human centred. Help your stakeholders keep a consumer focus by prompting them with quotes or journey maps from consumer perspectives. Ask how the proposed solution solves the consumer problem?
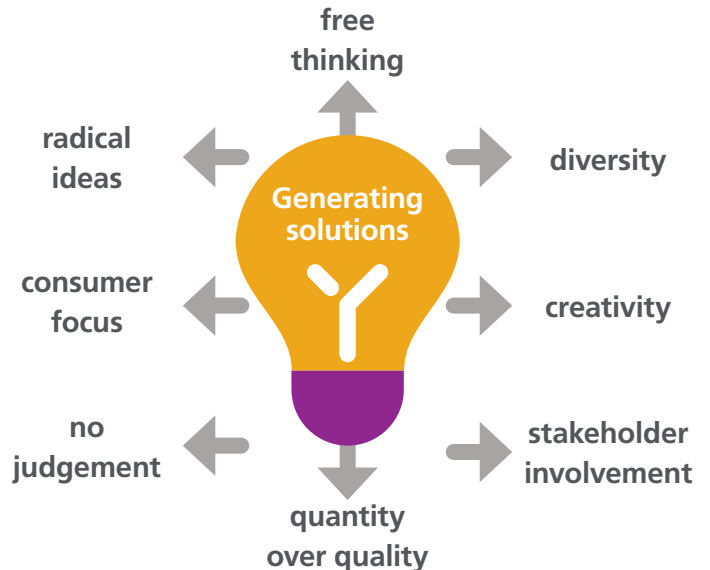
Include stakeholders

It is vital that as many stakeholders are involved as possible. Think about how you can provide the opportunity to different stakeholder groups to participate (either individually or in groups). This will ensure you capture solutions from different frames of reference as well as promoting stakeholder engagement.

Solutions guiding principles

Patient Flow/ Access	Solutions should aim to ensure patients are provided with equitable, timely and efficient access to appropriate emergency care
Patient Outcomes	Solutions should help achieve better patient outcomes
Patient Experience	Solutions should aim to provide care that is respectful of, and responsive to, consumer rights, needs, values and preferences
Patient Safety	Solutions should be safe for all stakeholders, including consumers, carers, staff, the community, and other parties
Staff Experience	Solutions should recognise the valuable contributions of all staff to the patient journey
Waste	Solutions should not increase waste within the health care system.

Generating solutions

free thinking
radical ideas
diversity
Generating solutions
consumer focus
creativity
no judgement
stakeholder involvement
quantity over quality

Further information

Next steps

Now that you have generated a number of ideas that could help you to achieve the objectives of your project, it's time to narrow them down. Identify 'quick wins' and solutions with the most impact on service and consumers that you are going to take forward.