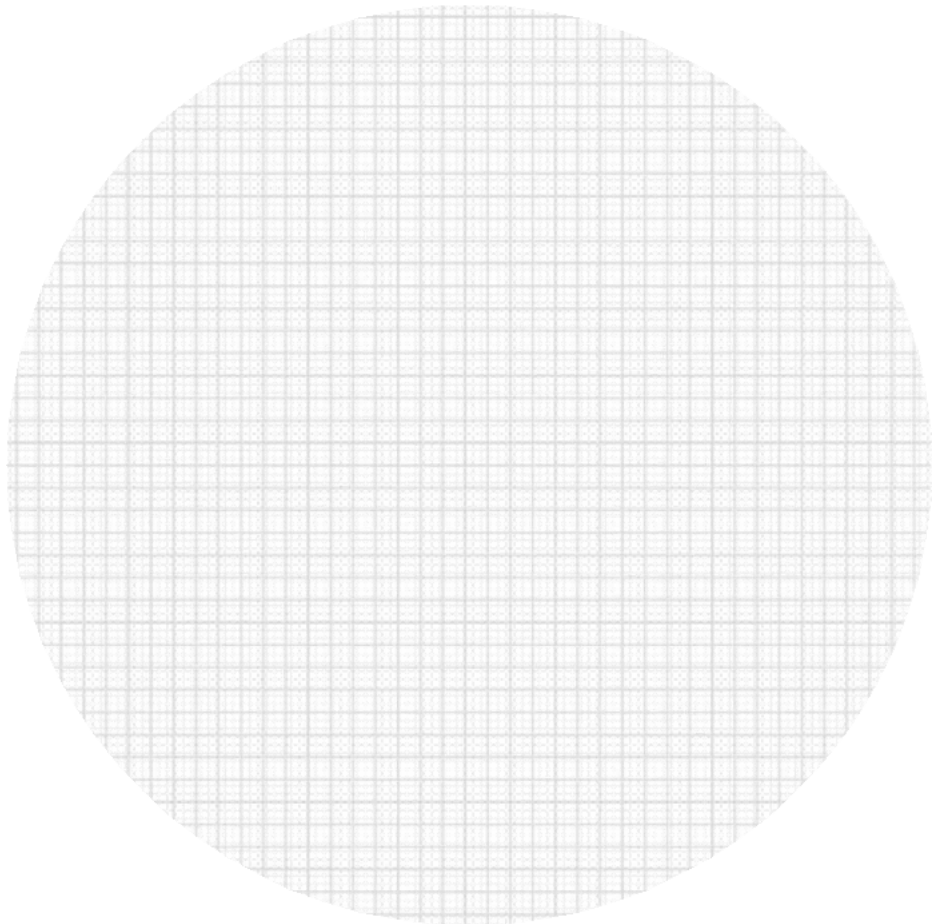# Change Concepts Worksheet

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 - *What activities or resources don't provide value to your patients or customers?*	
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 - *How can you change the work flow so that the process is less reactive and more planned?*	
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 - *How can you reduce costs associated with the maintenance of inventory?*	
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 - *What would make the environment better able to support improvement?*	
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	

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Enhance the Producer/Customer Relationship - *How can you better understand and respond to the customers' needs?*

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 - *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?*

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 - *How can you reduce the frequency of poor results?*

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 - *How can you reduce the probability of making an error for a given opportunity?*

59. Use reminders
60. Use differentiation
61. Use constraints
62. Use affordances

Focus on the Product or Service - *What improvements can you make to the design of the product or service?*

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

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