



Getting Back to Basics:

Observations and the Scientific Method

Kelly Fisher, Seattle Children's Hospital

Stephanie Daclison, The Everett Clinic

October 2015



Seattle Children's[®]
HOSPITAL • RESEARCH • FOUNDATION

Focus of Today's Dialogue

- Identify strategies for:
 - “Planning” before “doing”
 - Engaging people in observations
 - Making the scientific method accessible to all

Essential Elements of Lean

Today's focus



Individual mindset



Organizational culture

- Relentless curiosity
- Driven by the need to understand, explore, and improve
- Freedom to experiment, practice, fail
- “Can do” mentality
- Customer focused

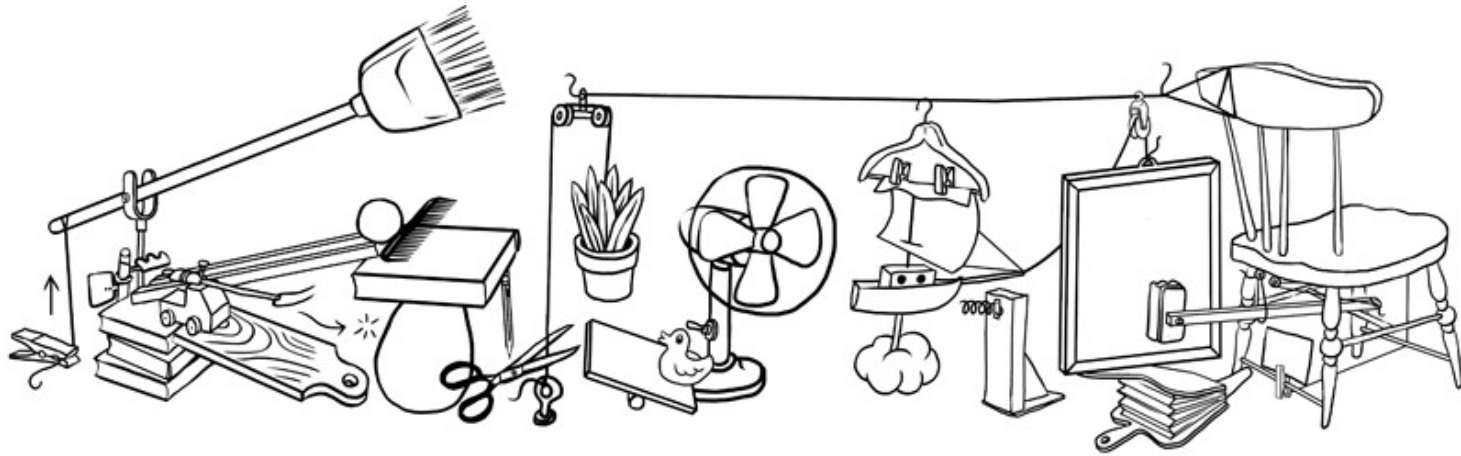
The Scientific Method as Roadmap



The Challenge



Simple = Accessible



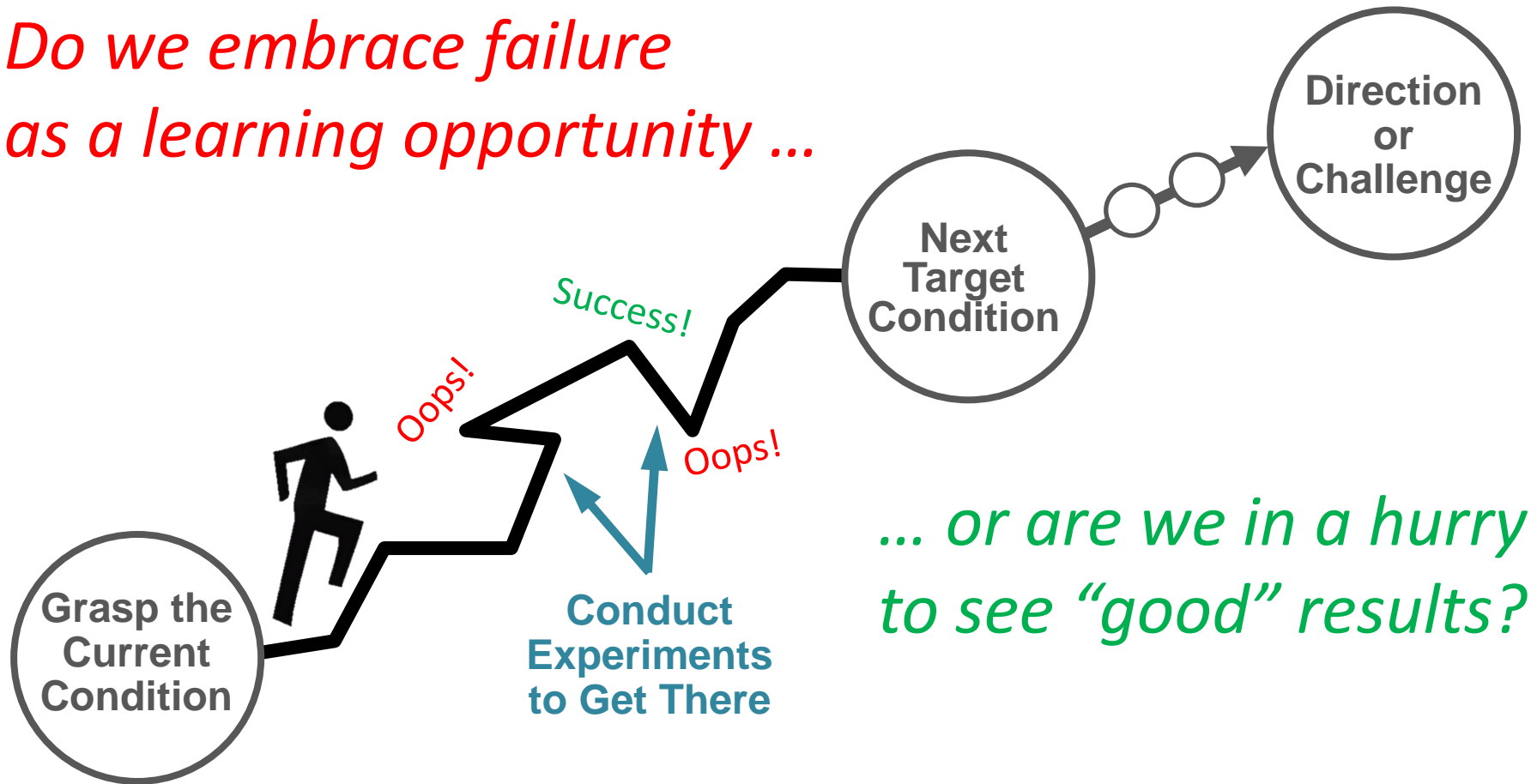
Are lean tools too complex?

“Perfection is achieved not when there is nothing more to add, but when there is nothing left to take away.”

– Antoine de Saint-Exupery

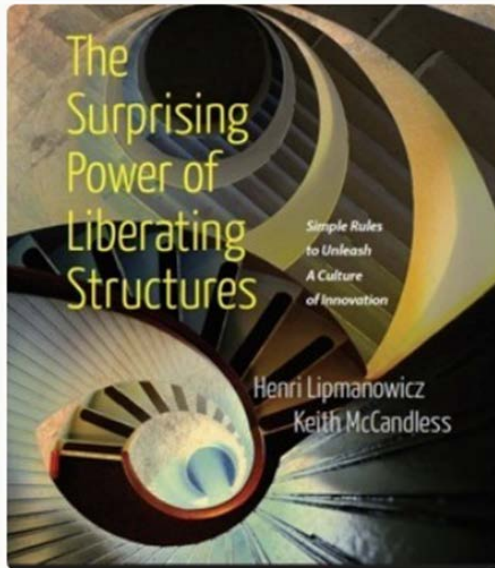
Improvement Kata (Routine): The Value of Experimenting

*Do we embrace failure
as a learning opportunity ...*



*... or are we in a hurry
to see “good” results?*

Today's Topics



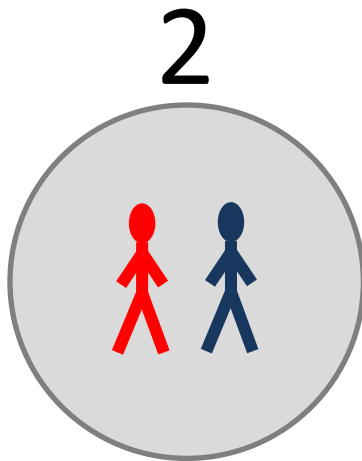
- Introduce the challenge
- Stop counterproductive activities & behaviors
- Get a consult on your challenge
- Q&A and wrap-up

Individual Reflection, Then Dialogue



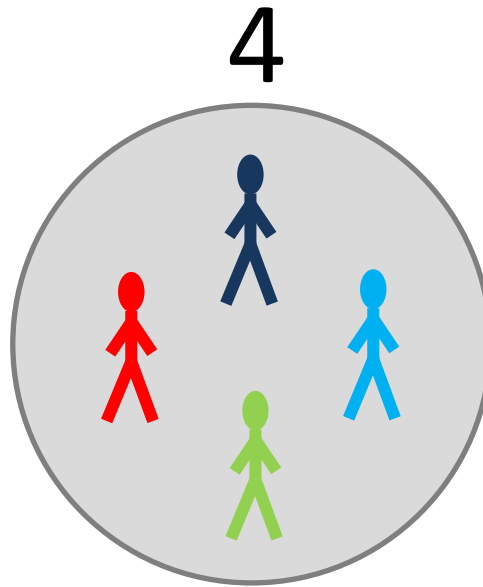
5 min

By yourself



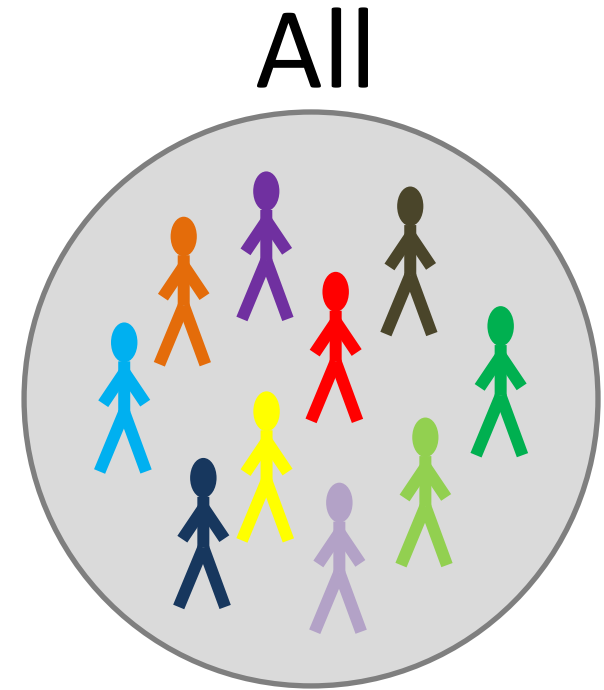
3 min

In pairs



3 min

Join another pair



5 min

Share themes
with whole group



Stop Counterproductive Activities & Behaviors

In your next process improvement,
how can you ensure that you achieve the worst “scientific experiment” imaginable?

- Superficial understanding of the problem
- Skip observation
- Jump right to solutions

Ensuring the Worst Possible Outcome

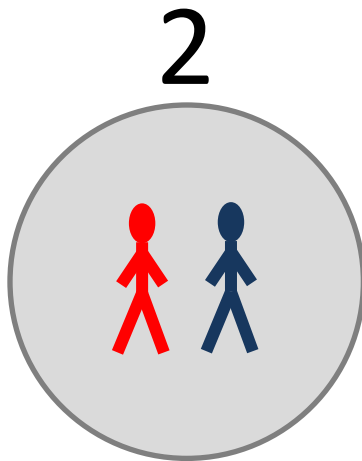
1. Make a list of everything you can do to achieve the worst **“scientific experiment”** imaginable.
2. Go through this list item by item and ask yourself, *“Is there anything I’m currently doing that in any way, shape, or form resembles this?”* Be brutally honest.
3. Decide which ONE activity you will stop doing.

Individual Reflection, Then Dialogue



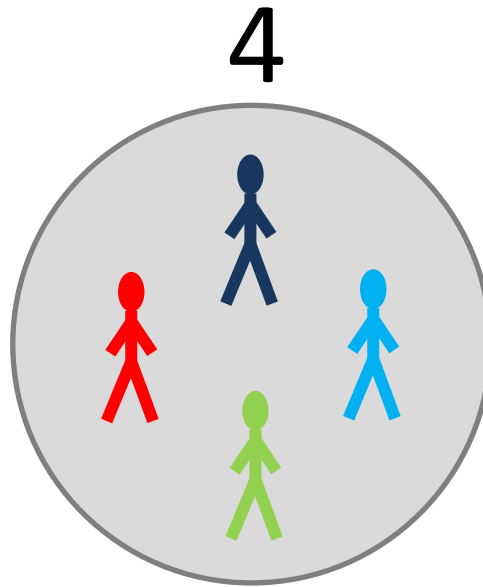
5 min

By yourself



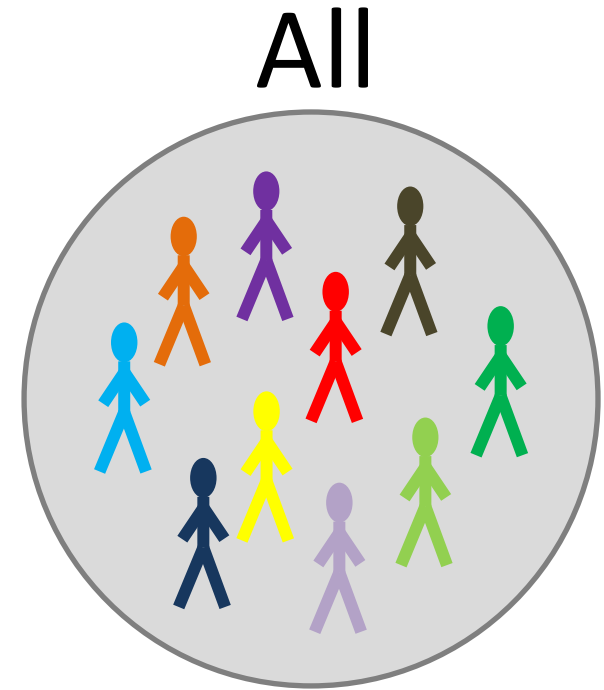
3 min

In pairs



3 min

Join another pair



5 min

Share themes
with whole group



From Creative Destruction to Innovation ...



Get a Consult on Your Challenge

- Think of a time when you **felt pressured to implement a “solution” quickly**, but your **problem analysis was incomplete**.
- What happened? What did you say/do? What did other people say/do?
- Get ready to tell the story of what happened.



Get a Consult from Two Peers



1. One “client” presents challenge, answers clarifying questions.
2. Client turns his/her back.
Consultants: What could your colleague do that would better serve them or the situation?
3. Client re-joins the conversation.
Client: Name 1 or 2 ideas that helped you see the challenge in a new way.

Reflection on Consultation Experience

- What was it like, having two peers discuss your challenge?
- What was it like, problem-solving someone else's situation?
- Themes, insights, breakthrough ideas

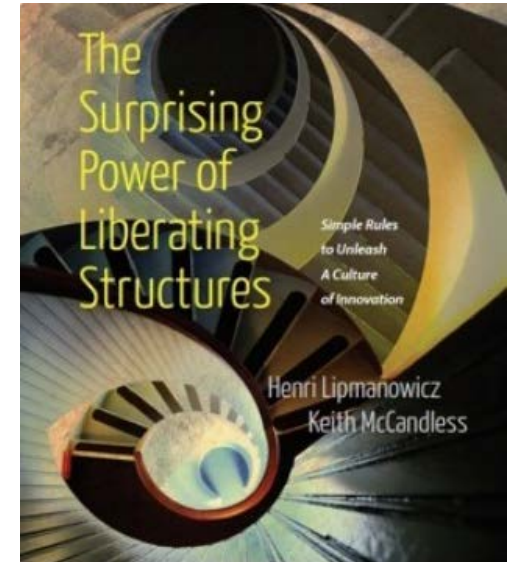
Wrap Up

- ☑ We introduced the challenge
- ☑ We identified one counterproductive activity or behavior we'll stop doing
- ☑ We consulted with each other

→ **What questions do you have?**

→ **What are your take-aways?**

Thank You



We'd like to thank our colleagues at Seattle Children's Hospital and The Everett Clinic. Special thanks to Keith McCandless and Fisher Qua, our Liberating Structures coaches.