

# Getting Back to Basics:

## Observations and the Scientific Method

Kelly Fisher, Seattle Children's Hospital

Stephanie Daclison, The Everett Clinic

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# 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

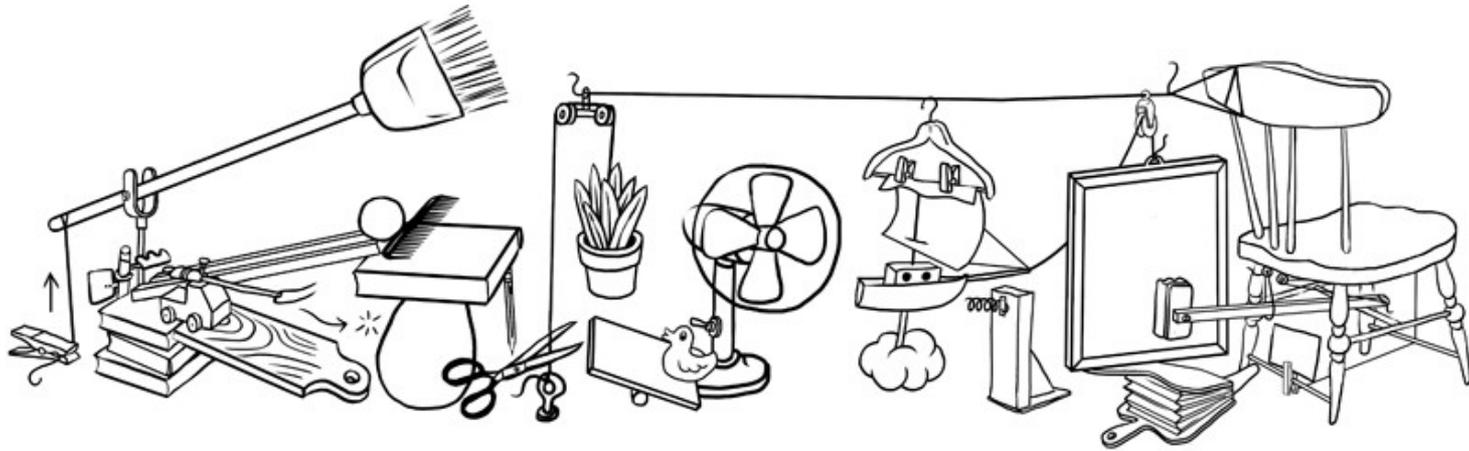
# The Scientific Method as Roadmap



# 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.”

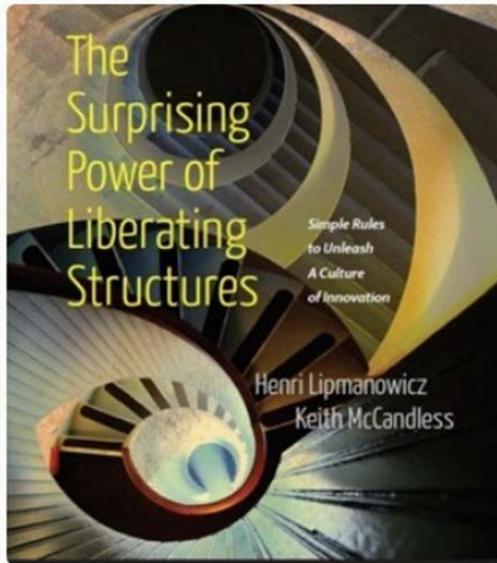
– Antoine de Saint-Exupery

# Improvement Kata (Routine): The Value of Experimenting

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

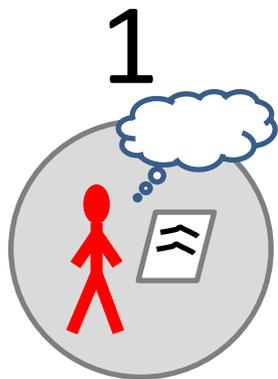


# Today's Topics



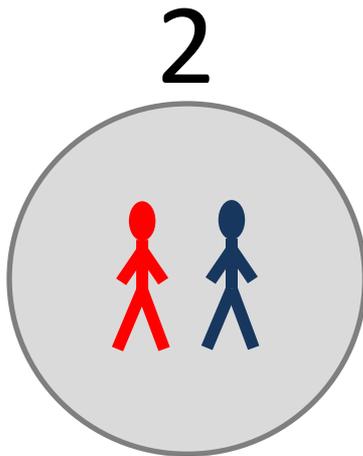
- Introduce the challenge
- Stop counterproductive activities & behaviors
- Get a consult on your challenge
- Q&A and wrap-up

# Individual Reflection, Then Dialogue



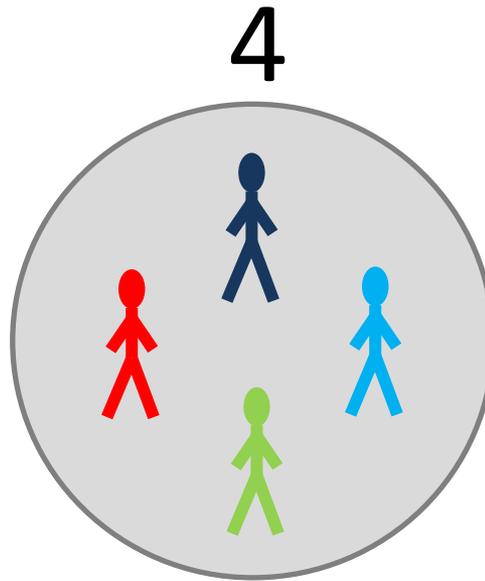
5 min

By yourself



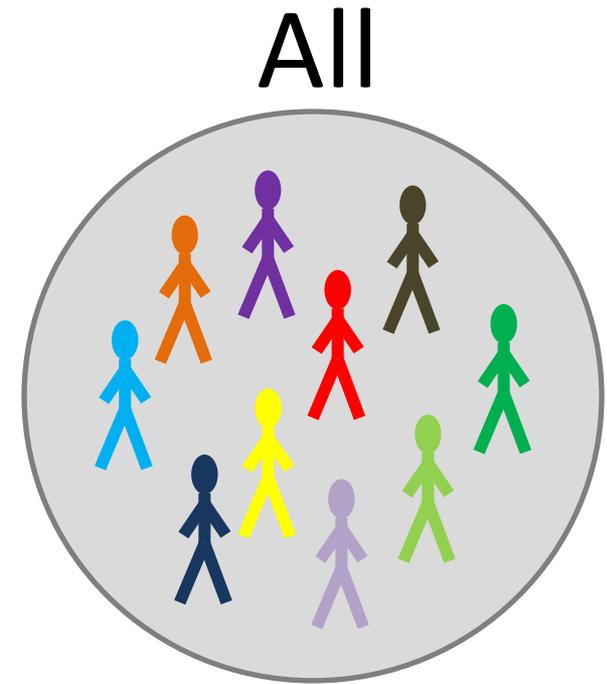
3 min

In pairs



3 min

Join another pair



5 min

Share themes  
with whole group



# Stop Counterproductive Activities & Behaviors

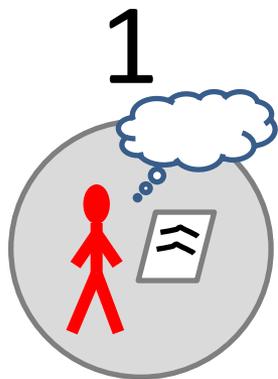
In your next process improvement,  
*how can you ensure that you achieve the worst “scientific experiment” imaginable?*

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

# Ensuring the Worst Possible Outcome

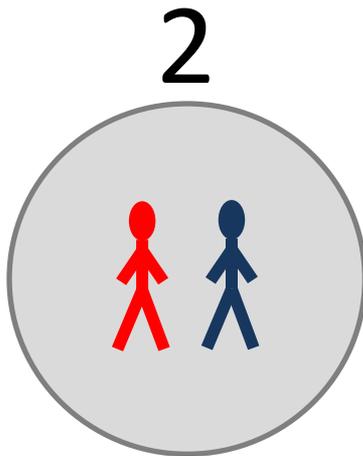
1. Make a list of everything you can do to achieve the worst **“scientific experiment”** imaginable.
2. Go through this list item by item and ask yourself, *“Is there anything I’m currently doing that in any way, shape, or form resembles this?”* Be brutally honest.
3. Decide which ONE activity you will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

# Individual Reflection, Then Dialogue



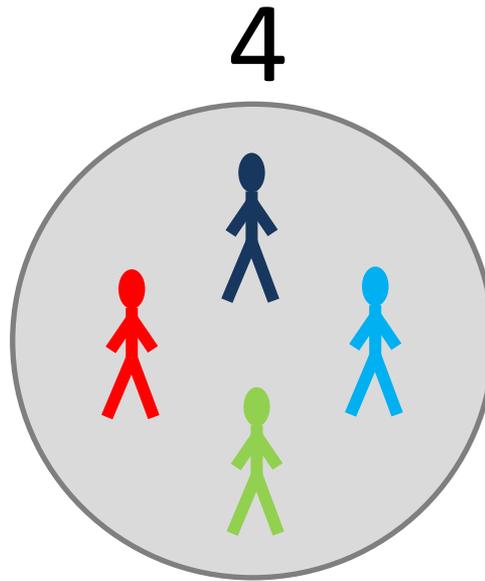
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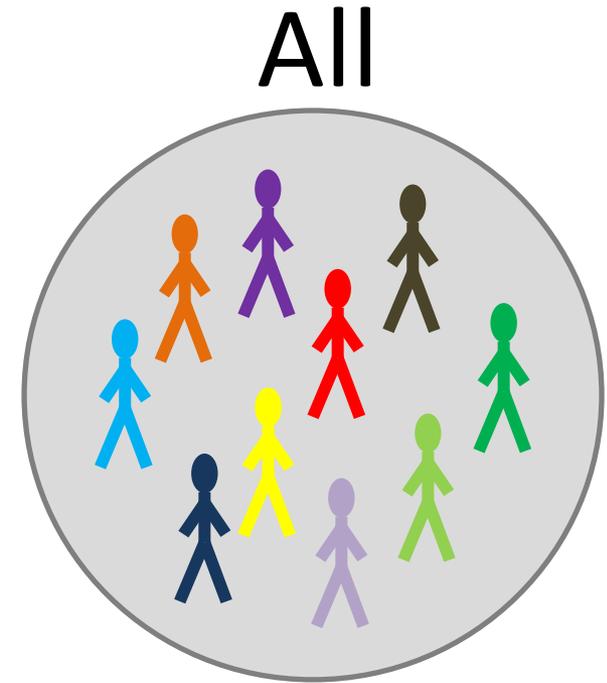
3 min

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.



**2 minutes**

# 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

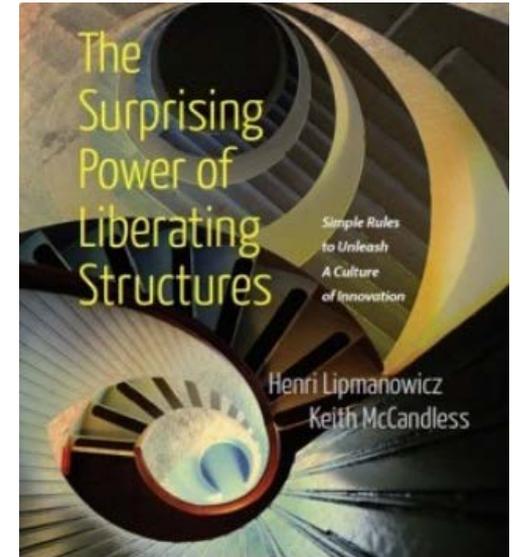
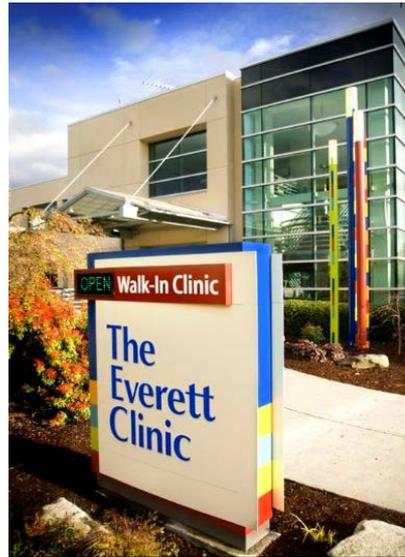
# Wrap Up

- ☑ 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.