

Systems Perspectives on CQI and Public Health

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CQI in Public Health

CQI is a commitment to systems change to execute a continuous flow of improvements that meets or exceeds the expectations of the customer (communities) and generally includes a link to the organization's strategic plan and goals

- Randolph & Lea (2012) cited in Law, Graham, Bridge & Ross (2013): *A Primer on Quality in Public Health*



Hidden in Plain Sight / The
Elephant in the Room

Perspective





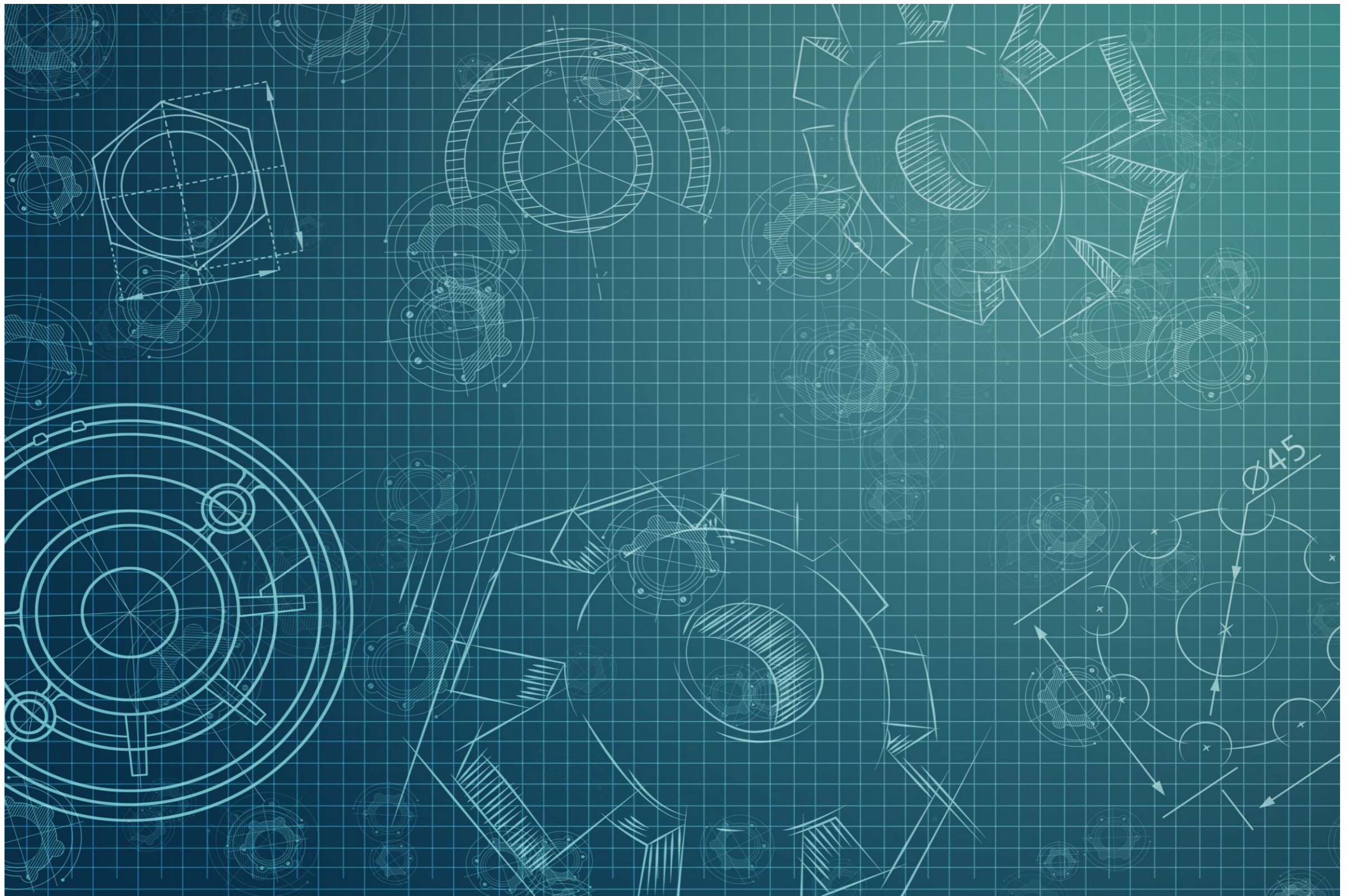




Understanding Systems



Thinking About Systems



CQI in Public Health: LEANing in or out?

A large, leafy tree stands on a grassy hill under a bright sun in a blue sky. The tree is the central focus, with its shadow cast on the grass. The sun is in the upper right corner, creating a lens flare effect. The sky is a clear, vibrant blue with a few wispy clouds near the horizon.

What is an effective tree?

What is a fully optimized tree?

What is the best practice for a tree?

Problematic Definitions



Path Dependency

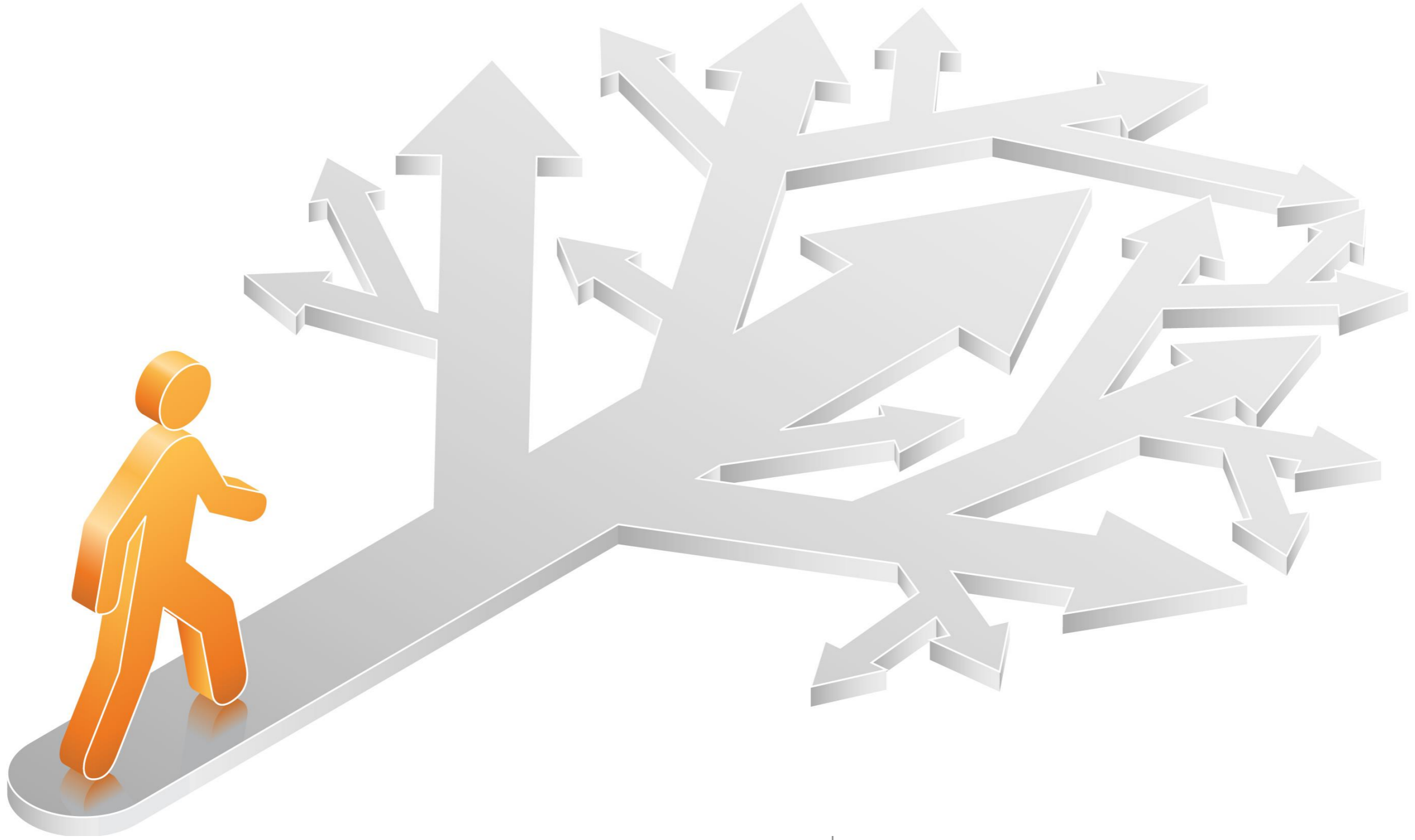


Path Dependency

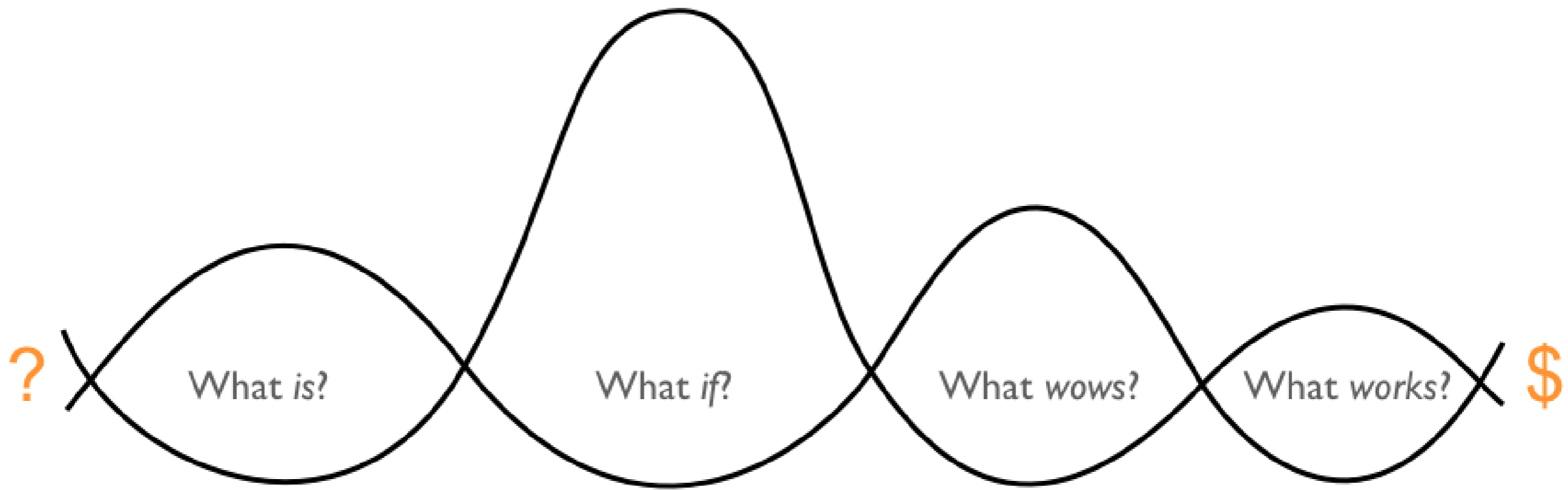


Path Dependency





Complexity



Source: Jeanne Liedtka and Tim Ogilvie – Designing for Growth - A design thinking toolkit for managers

Design Thinking: A Developmental Approach to Quality



How?



Café Culture



Get out / Conversation



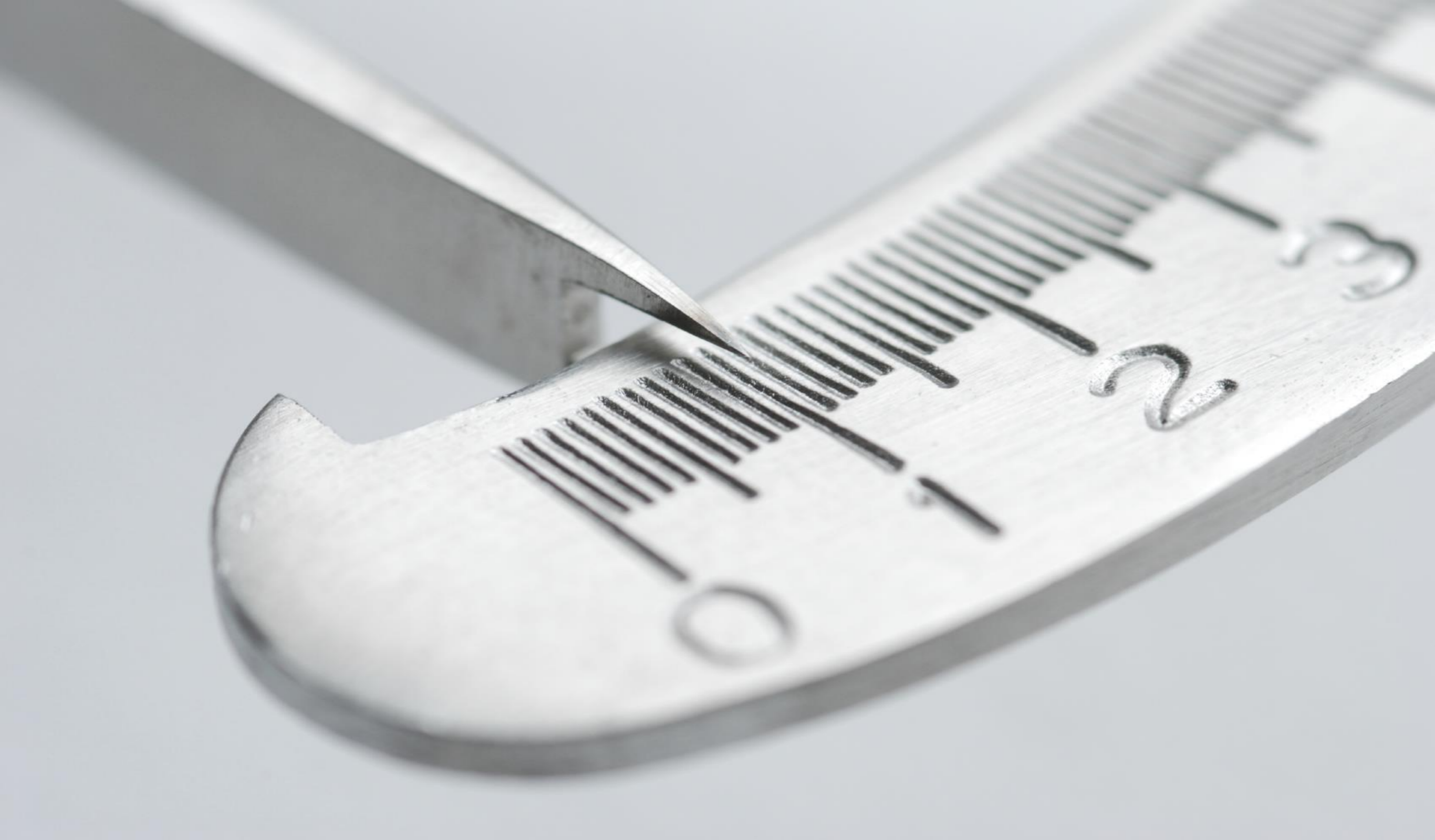
Conversation



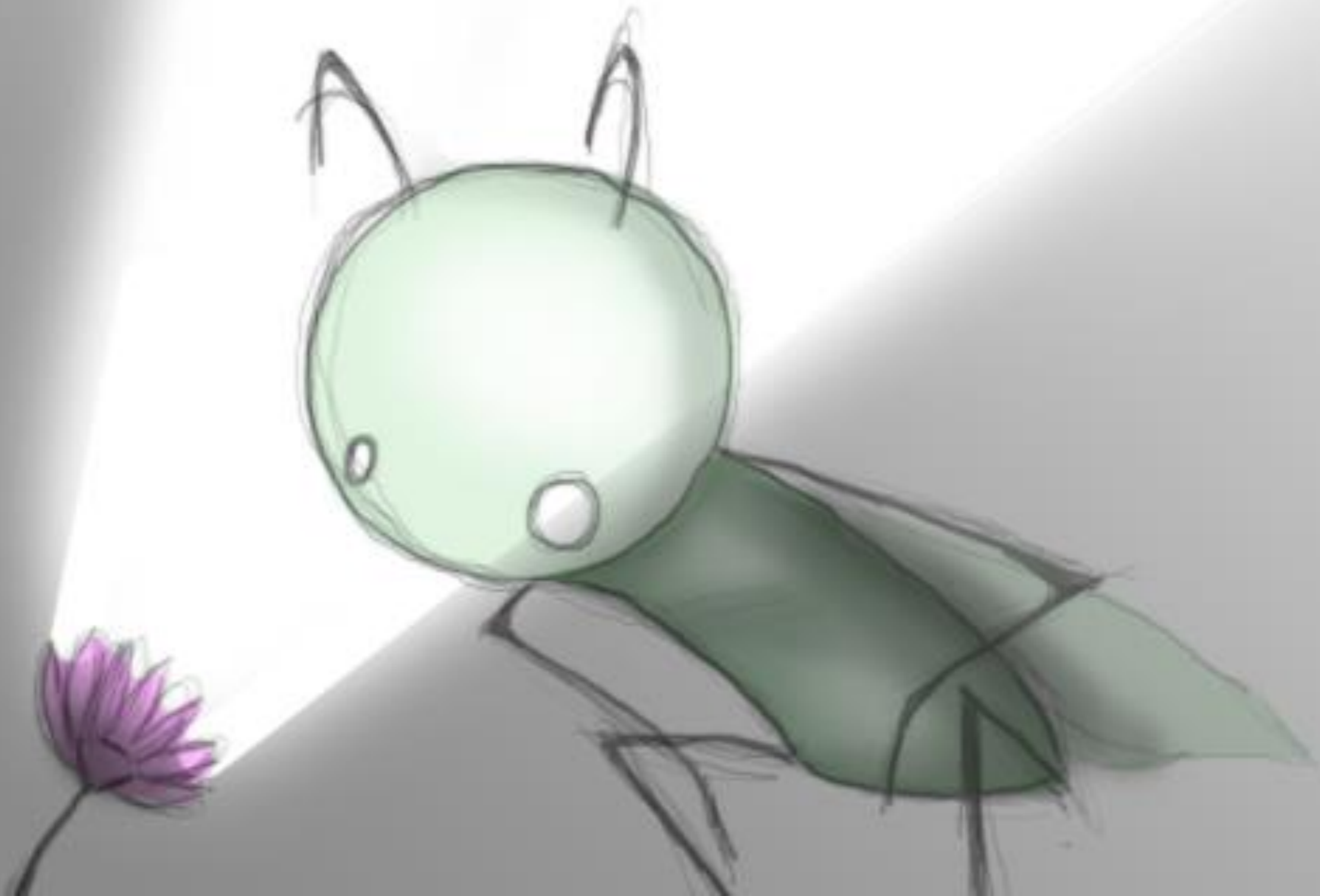
Conversation



Creating / Designing



Mindfulness + Metrics



Pay Attention



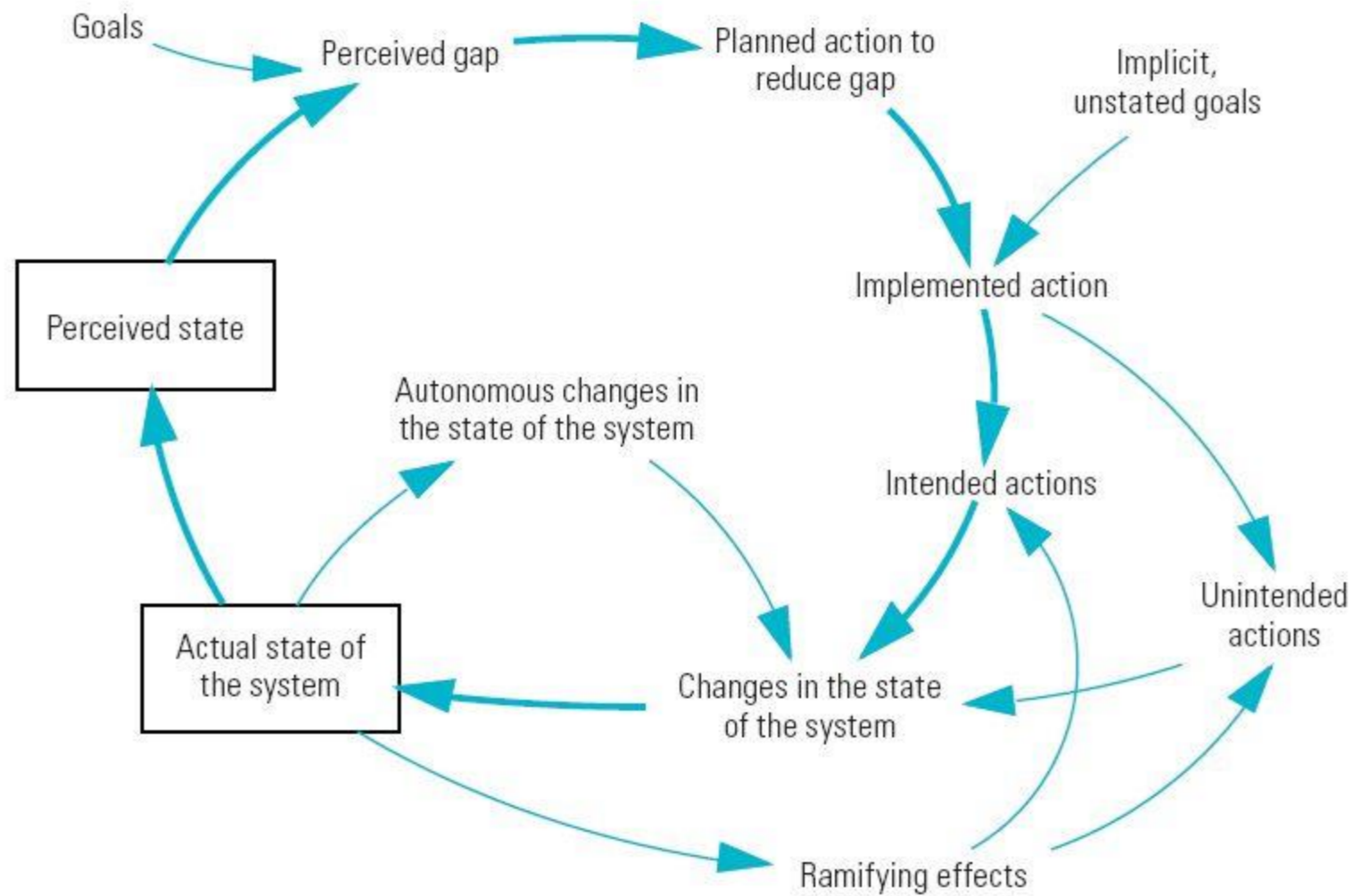
Pay Intention



Purpose / Strategy

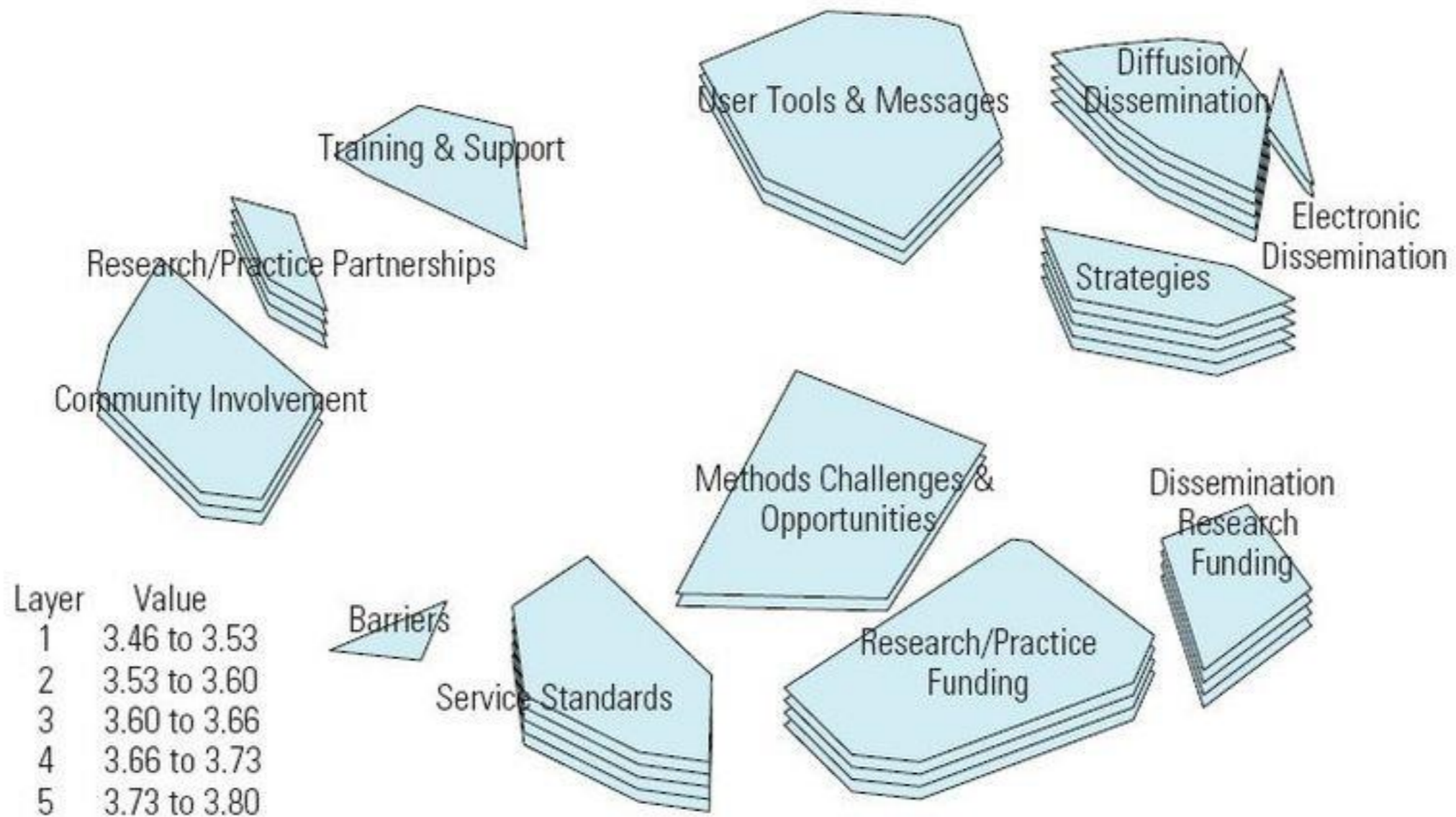


Visual Thinking + System Mapping



System Dynamics Models

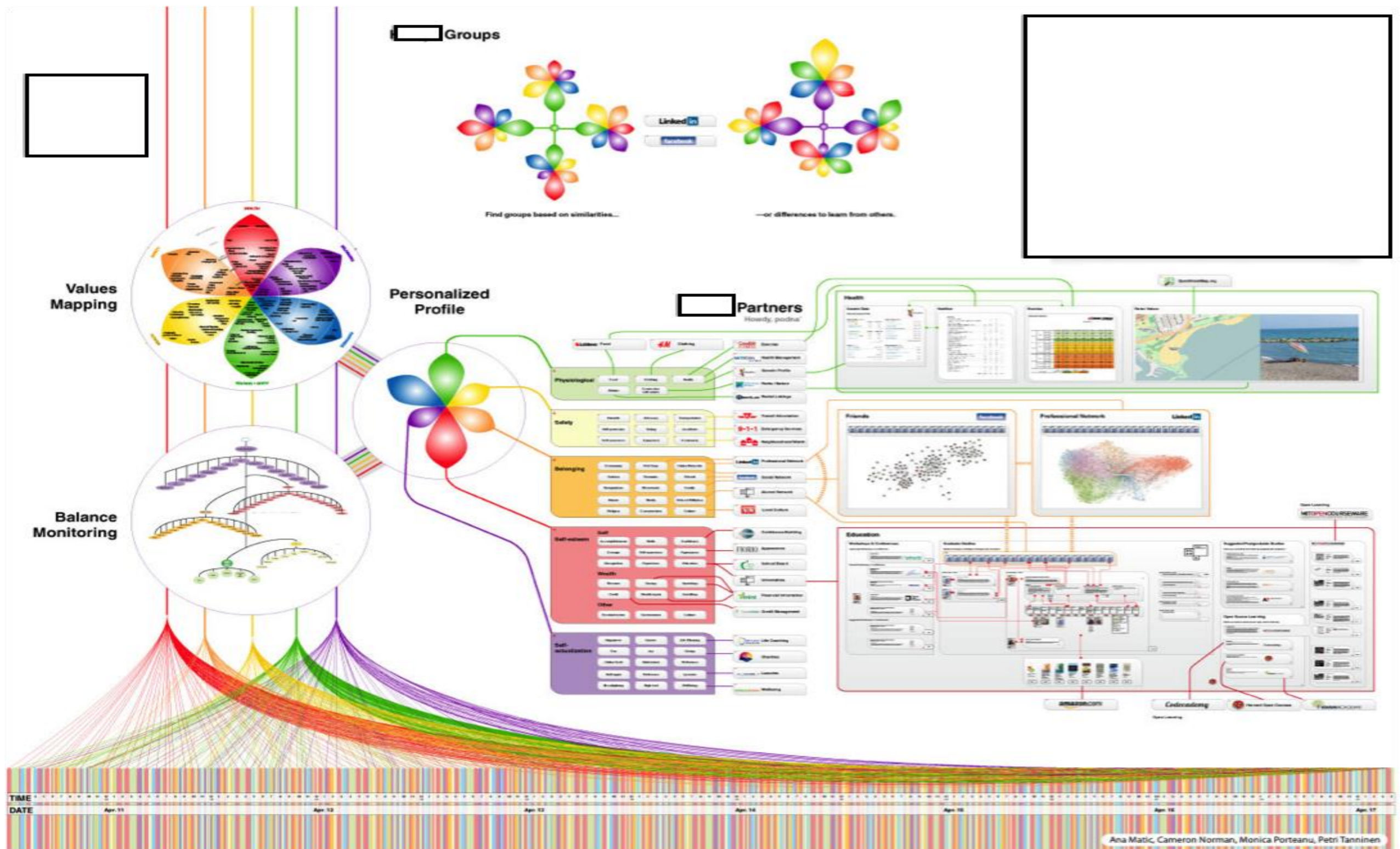
Homer, J. B., & Hirsch, G. B. (2006). System Dynamics Modeling for Public Health : Background and Opportunities. *American Journal of Public Health*, 96(3), 452–458.



Notes. Map shows average rating for importance, by cluster, for all participants. Legend shows average ranges for clusters by numbers of layers in graph.

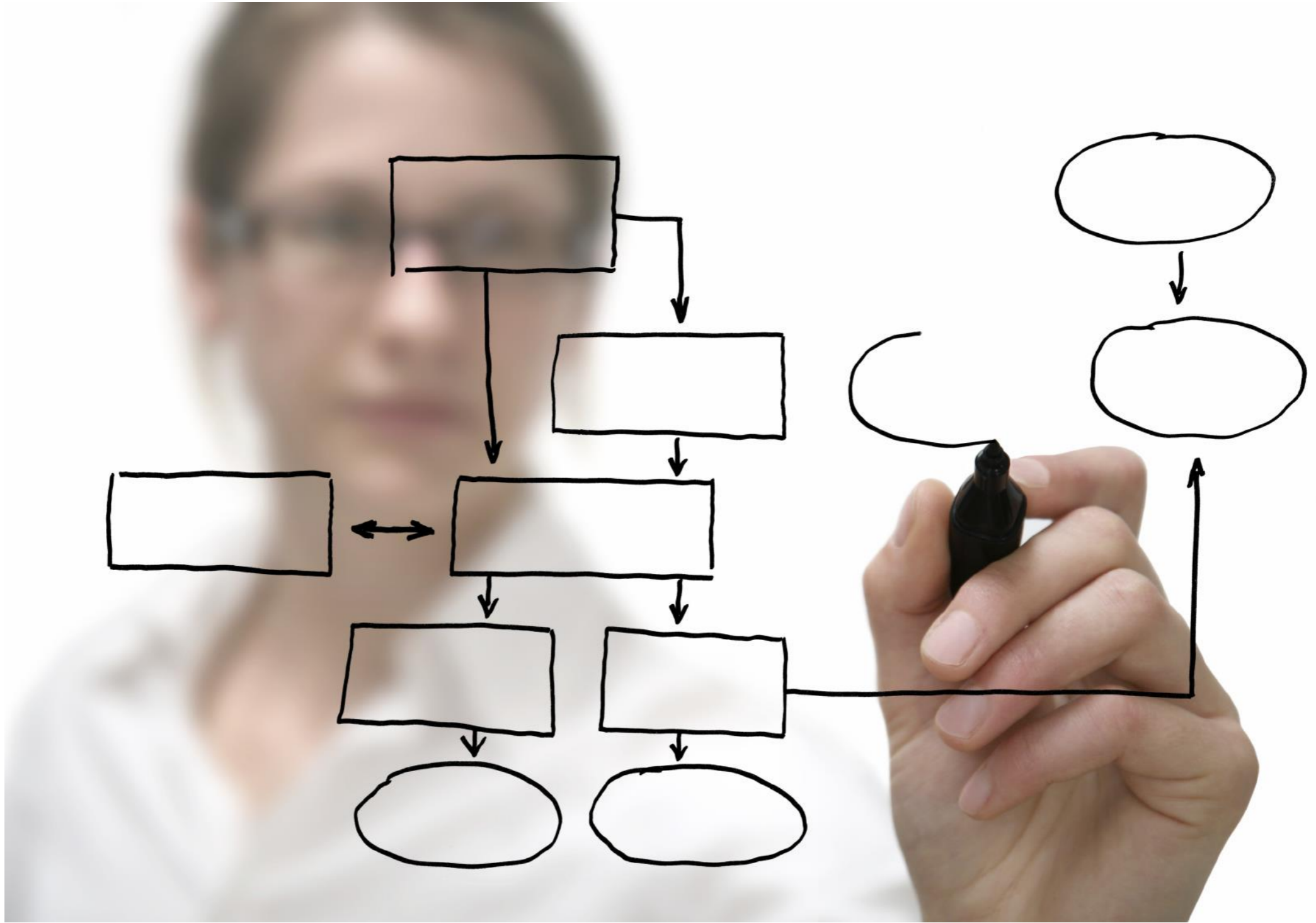
Concept Mapping

Trochim, W. M. K. (1989). Concept Mapping - Soft Science or Hard Art. *Evaluation and Program Planning*, 12(1), 87-110.

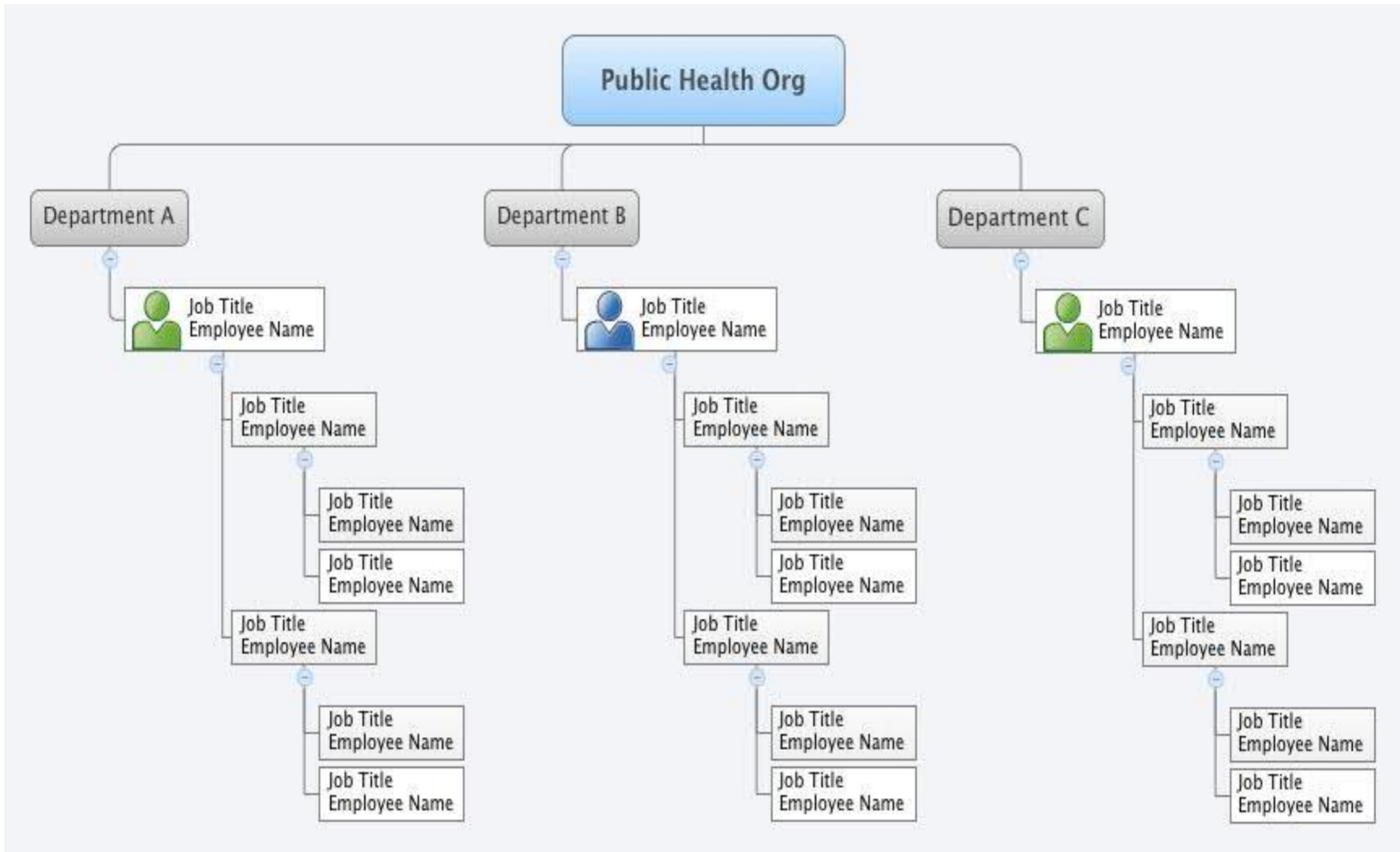


Gigamapping

Sevaldson, B. (2010). Discussions & Movements in Design Research: A systems approach to practice research in design. *FORMakedemisk*, 3(1), 8–35.



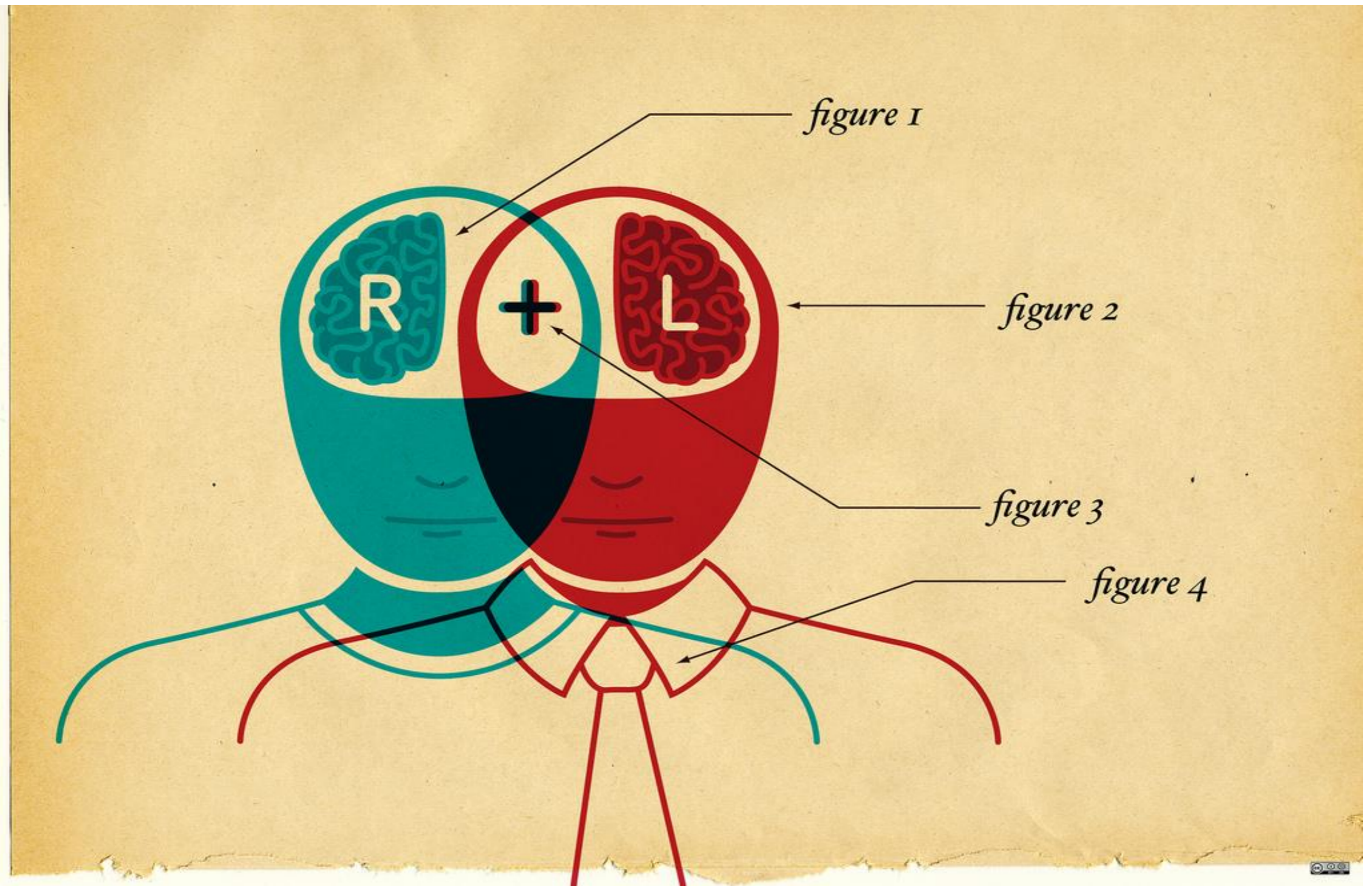
Influence Mapping



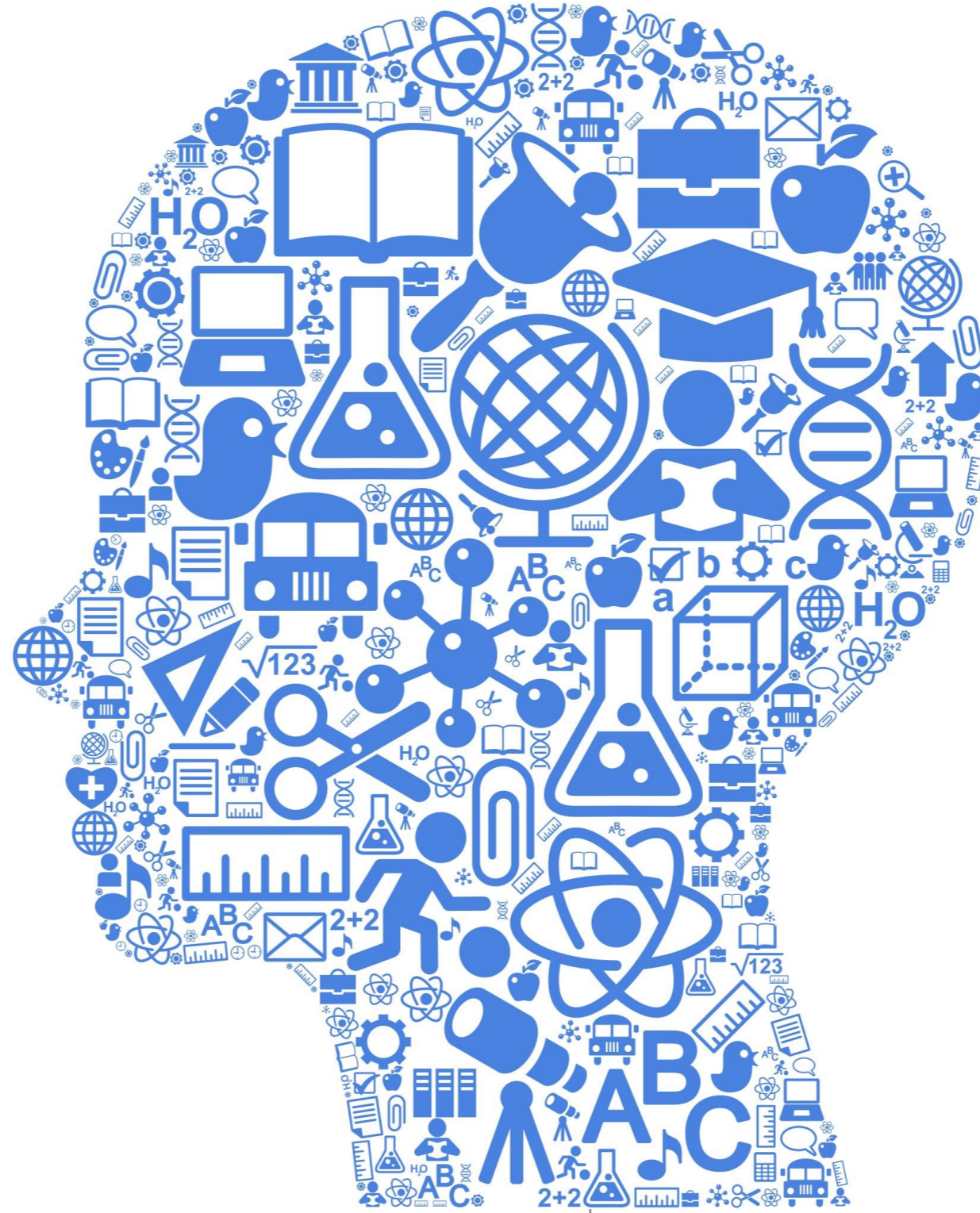
Organizational Charts



Observe, Reflect, Measure



Sensemaking



Ideate, Synthesize, Refine
& Design


FASTER

FASTER




Design: Feedback to
Feedforward

Take Home: Messages

- 
- CQI depends on seeing quality as embedded in and a product of systems
 - Systems are defined by where you stand in relation to them
and how variation operates within it
 - Where you stand determines your metrics for quality
 - Your metrics feed your improvement and (re)define quality by influencing where you stand

Take Home: Strategies

- 
- Pay attention / pay intention
 - Map your system to intentions, people, settings, contexts based on what you see
 - Collect relevant, timely, useful data based on the context of your operations and strategy (build on what you map)
 - Engage in collective sense-making of the data
 - Design & redesign your programs

Benefits: (Re)Defining Quality as a Systems Design Issue

- Clarification of organizational strategy; Greater alignment with vision, mission and implementation
- Attunement to what is known and unknown; not just evaluation, but idea generation
- Increased receptor capacity for learning, adaptation and resilience across the organization
- Better organizational intelligence (stronger, more reliable feedback loops)

Benefits: (Re)Defining Quality as a Systems Design Issue

- Placing emphasis on sensemaking within the system - not just analytics – allows for seeing emergent phenomena
- High levels of employee engagement and enthusiasm across the organization
- Evaluates strategy, execution and organizational design simultaneously



Nimble Giants

Thanks

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