



UCSF Malaria Elimination Initiative (MEI)

Module 2: Challenge and Opportunity Prioritization Techniques

Prioritization: Which underlying causes of the problem should we focus on first?

- Different problems require different (multiple at times) solutions/ strategies
- Prioritization helps the facility direct resources toward the issues that need it them most.
 - Frequency: How many patients received and how many did not receive the standard of care?
 - Impact: What is the effect on patient health if they do not receive this care?
 - Feasibility: Can something be done about it?
- Prioritization of underlying causes is a decision reached through team consensus

Possible Criteria for Prioritization

- Underlying cause within control of the team
- Difficulty in solving the underlying cause
- Quantity and impact to consumers (client inconvenience versus ‘pain’ caused by the problem)
- Impact on delivery system (target those causes that occur most frequently)
- Resources required for addressing the underlying cause (e.g., staff time, money or space)

Other Key Aspects

- Identify possible indicators by keeping in mind four main criteria:
 - *Relevance*- Does it relate to a condition that occurs frequently or have a great impact on the patients at your facility?
 - *Measurability*- Can it realistically and efficiently be measured given the facility's finite resources?
 - *Accuracy*- Is it based on accepted guidelines or developed through formal group decision-making methods?
 - *Improvability*- Can the performance realistically be improved given the limitation of your services and patient population?

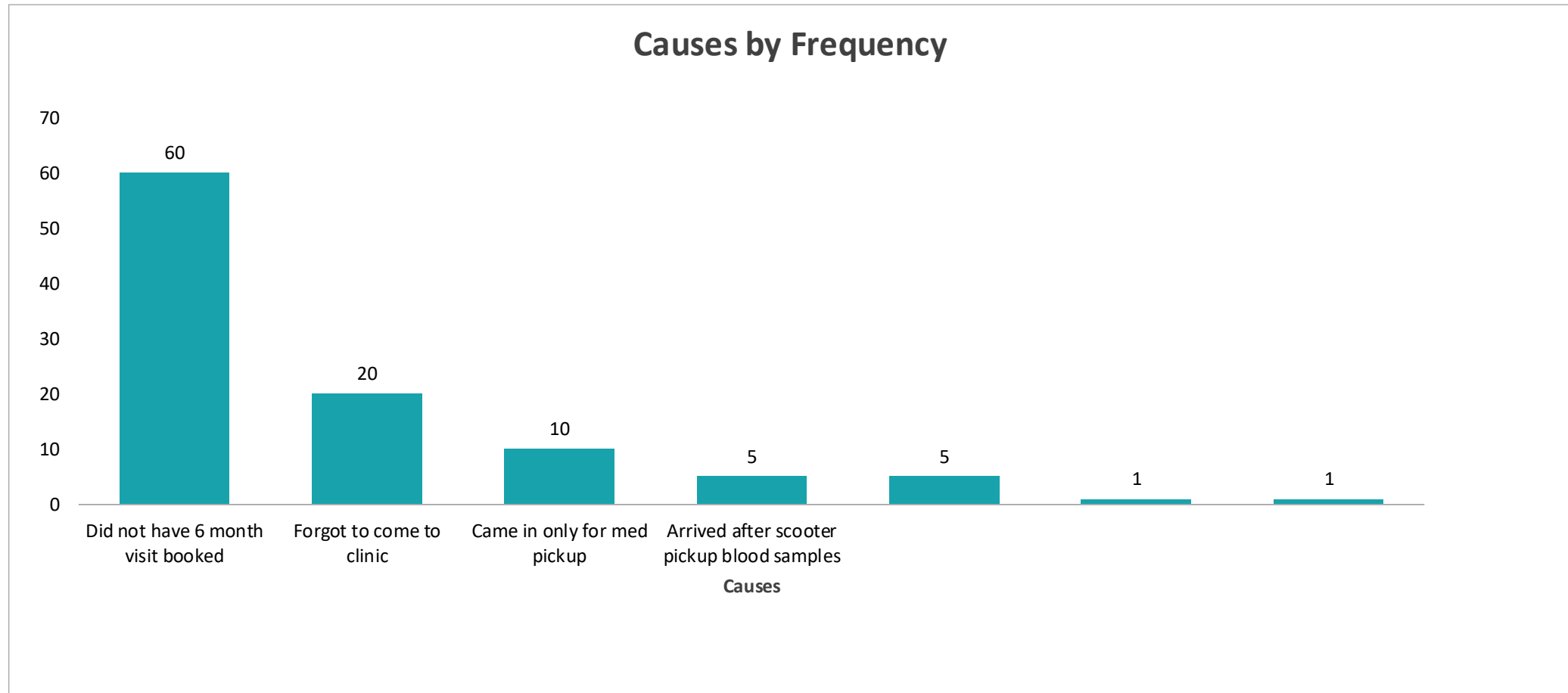
The Pareto Principle: The 80/20 Rule

- The Pareto principle suggests that roughly 80% of the effects come from 20% of the causes
- Based on Italian economist Vilfredo Pareto who noted the 80 / 20 connection
 - e.g. 80% of the land was owned by 20% of the people
- QI example: Roughly 80% of a performance problem is due to 20% of the causes (the vital few)

When to Use the Pareto Principle

- When analyzing data about the frequency of problems or causes in a process
- When there are many problems or causes to help focus on the most significant
- When analyzing broad causes by looking at their specific components
- When communicating with others about your data

HIV Pareto Chart Example: Failure of Clients to Receive Their 6 Month Viral Load Test



Setting Priorities with a Decision Matrix

Potential QI Projects	Criteria				
	Is the problem seen as Important	Reasonable Scope	Likelihood of Success	Potential Impact	Total
1.Project A	5	5	4	5	19
2. Project B	5	5	5	4	19
3. Project C	4	3	4	4	15
4. Project D	5	5	5	5	20

Management Issues Example

		Is the problem seen as important?	Reasonable (Practical) Scope	Likelihood of Success	Potential Impact	Total
1	Lack of strong coordination with stakeholders	5	5	5	5	20
2	Poor budget allocation	5	1	1	5	12
3	Lack of program ownership and shared responsibilities	5	5	5	5	20
4	Poor supervision	5	4	4	5	18

Case Management Example

	Is the problem seen as Important?	Reasonable (Practical) Scope	Likelihood of Success	Potential Impact	Total
Unavailability of commodities	5	3	2	5	15
Lack of adherence to guidelines of case management	5	5	5	5	20
Sharing of medicine by patients leading to drug resistance	5	2	2	5	14
Improper screening of patients at health facilities	5	5	5	5	20

Prioritisation is Key: Start With Low Hanging Fruit

	VERY EFFECTIVE	NOT EFFECTIVE
LOW COST		
HIGH COST		

Very Effective/ Low Cost

- When analyzing data about the frequency of problems or causes in a process
- When there are many problems or causes to help focus on the most significant
- When analyzing broad causes by looking at their specific components
- When communicating with others about your data

Very Effective/ High Cost

- When analyzing data about the frequency of problems or causes in a process
- When there are many problems or causes to help focus on the most significant
- When analyzing broad causes by looking at their specific components
- When communicating with others about your data

Summary of Quality Improvement Techniques

Root Cause Analysis

- Brainstorming: Helps teams to generate a large volume of ideas, investigate a process, and identify potential causes.
 - Reverse brainstorming is a good technique to try when it is difficult to identify solutions to the problem directly.
- Cause and effect diagrams can be used with the 5 Whys
- Flow chart or process mapping helps to dissect a process that you want to understand better.

Prioritization

- Pareto charts are helpful when there are many problems or causes to help you focus on the most significant.
- Decision matrices are useful to tackle the quick wins that will have most impact with the least effort and avoid the hard slogs that will have the least impact for the most effort.



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Group Work Session to Prioritize Challenges

Individual Task

- Consider everything that you have learned and become aware of so far
- Redefine your challenge, adding all the inputs and details necessary for it to be specific and clear
- Think of some pathways/solutions for your challenge that will take you towards achieving the goal of malaria elimination
- Write this as a paragraph or with bullet points (finish this today)
- Think how you can tell this through pictures and a diagram that shows a flow between parts of the picture/story (you will do this tomorrow morning)
- Bring your description with you tomorrow

Purpose of Friendly Consulting

- The purpose of this activity is to provide each workshop participant with the opportunity to present a managerial challenge that they are struggling to solve
- Friendly Consulting provides a structured, responsive, and supportive environment to get feedback, insight, and advice from colleagues and peers
- This process has been used by MBA programs and in other executive development and organizational contexts where problem-solving is crucial to progress

Goals of Friendly Consulting

- Draw on participants' personal experiences of the practice of managing to provide insight and possible solutions
- Enable participants to gain insight into some of their own current managerial issues by helping others with theirs
- Benefit from the support of peers