



Workshop 2

Q Lab on reducing waits

1 November 2023



Q is led by the Health Foundation
and supported by partners across
the UK and Ireland



Welcome

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Innovation and Collaboration Manager



Check-in

In your Lab groups, 10 mins

- Sit at a table with your Lab team and co-researcher
- Each person spends 2 minutes responding to the question 'How are you feeling today? What part of you wants to be here and what part doesn't?'
- Speak when you're ready
- Speak one at a time/state your check in only



Objectives for the day

- Make connections and share knowledge with members of your cohort
- Support you to use your research findings to frame problem statements
- Improve your understanding of stakeholder roles in addressing your challenge and develop engagement plans

Ground rules

- Respect and value everyone's perspective
- Leave biases, preconceptions and hierarchies at the door
- Be open to learning together
- Challenge each other in a healthy manner – no personal criticism
- Be open to change



Agenda

10.00 – 10.20	Welcome and introduction
10.20 – 10.40	Updates from teams
10.40 – 12.10	Problem framing
12.10 – 13.00	Lunch
13.00 – 13.10	Energiser
13.10 – 13.55	Fishbowl
13.55 – 14.50	Stakeholder engagement
14.50 – 15.05	Break
15.05 – 15.35	Stakeholder engagement
15.35 – 16.05	Problem reframing
16.05 – 16.30	Recap, reflections, next steps and close

- What are the agreements between us that will allow us to cultivate continued trust and psychological safety, as we work together over the 9 month period?
- What do we need to make this a safe and purposeful community for one another?



Updates from test teams



Updates from test teams

One person from each team to speak for 2-4 mins on:

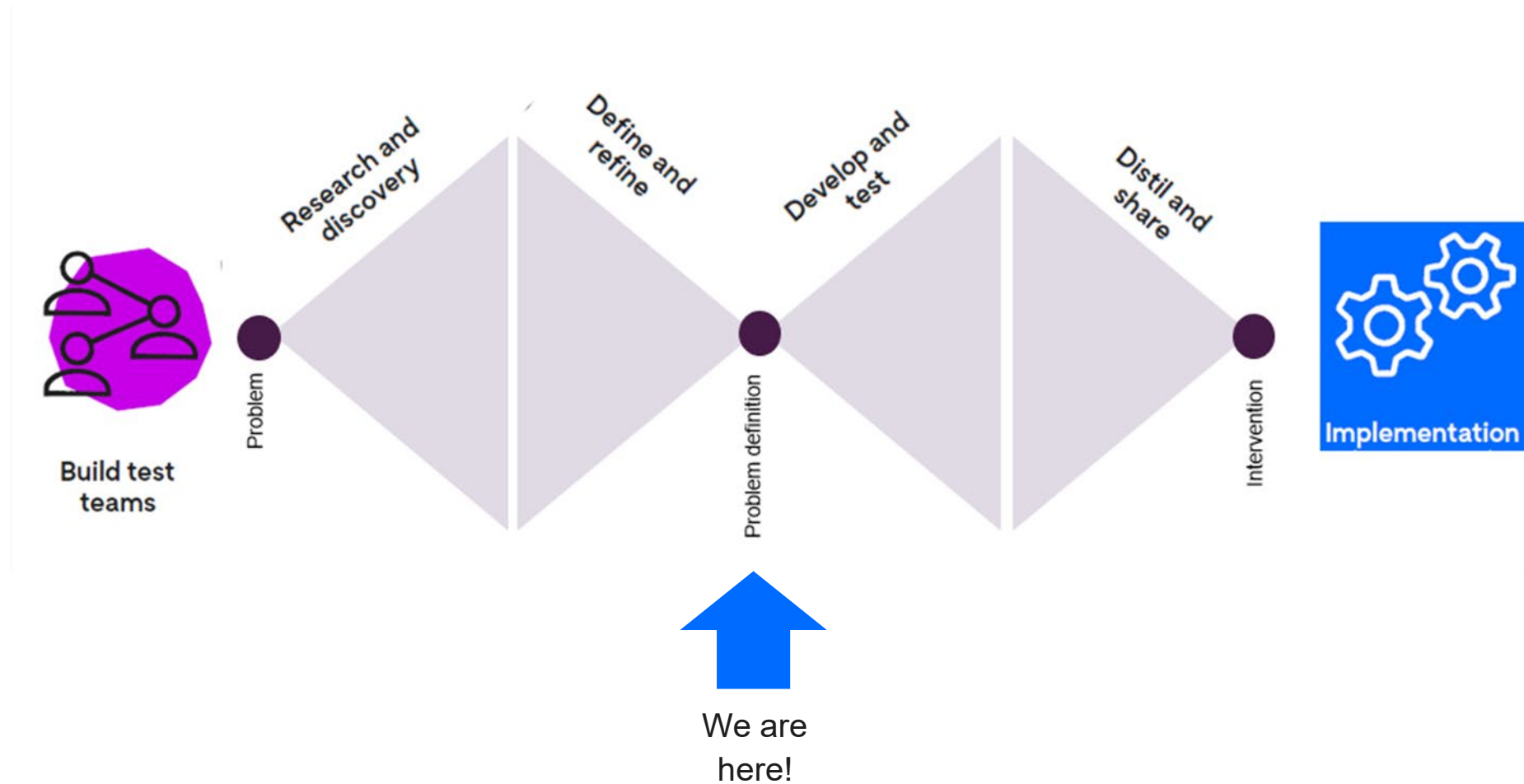
- A reminder to other attendees about what you are working on
- Something that has gone well since we last met
- Something that you have learnt, or a challenge that you are holding



Problem framing



Where are we in the Lab process?



Problem framing

Problem framing is a process of discovery to understand and define a problem.

The purpose of problem framing is to produce a problem statement. A problem statement is a concise statement that summarises the current state (problem), the ideal state (goal), and the gap between them.

Why is problem framing critical?

- To find a problem worth solving
- To align perspectives
- To avoid wasting time and money

“If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”

Albert Einstein



Problem framing canvas

"If I had an hour to solve a problem I'd spend 55 minutes thinking about the problem and five minutes thinking about solutions."
Albert Einstein

First cut problem statement:

Whose problem is it?
(a human view)
What is the need?
Why is this a problem?

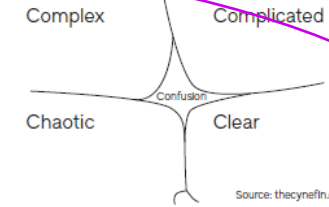
Is there a problem behind the problem?

Any insights from the 5 whys?

Problem framed as an opportunity question – How might we...?

Question that has the potential to spark at least 10 ideas about potential responses

What type of problem is this?



Draw out the problem – create a rich picture

What is the story of this problem?
How does the problem 'work'?

Frame the problem in three different ways:

Who cares about the problem enough to act on it? Who has a stake in the problem or its resolution?

Does anyone benefit from the problem as a problem?

Any changes to your first cut problem statement?

Based on my knowledge + experience, my top of mind three 'best guess' answers / solutions to the problem are:

Assumptions:

Assumptions:

Assumptions:

What does success look like for responding to this problem?:

Low cost test:

Low cost test:

Low cost test:

Developed by Ingrid Burkett
Griffith Centre for Systems Innovation
Griffith University



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First Cut Problem Statement

We should aim for a short, clear statement of what the problem is, who it impacts, and why it is a problem.

First cut problem statement:

Whose problem is it?

(a human view)

What is the need?

Why is this a problem?

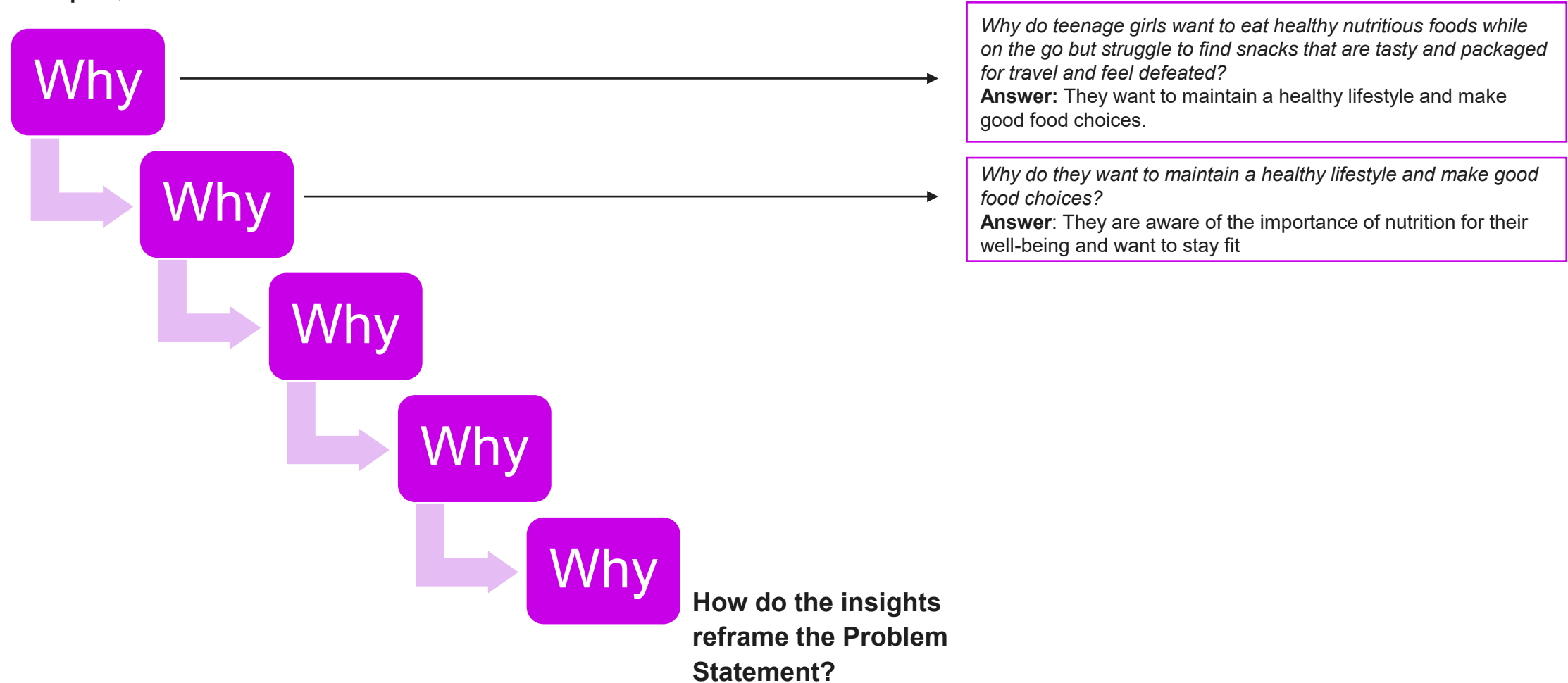
You could frame it like this:

'[User type] wants to [Goal] by doing [Tasks] when [Trigger], but [Problem] happens, and it makes them feel [Impact]'

'teenage girls want to eat healthy nutritious food while on the go but struggle to find nutritious snacks that are tasty and packaged for travel, and it makes them feel defeated'

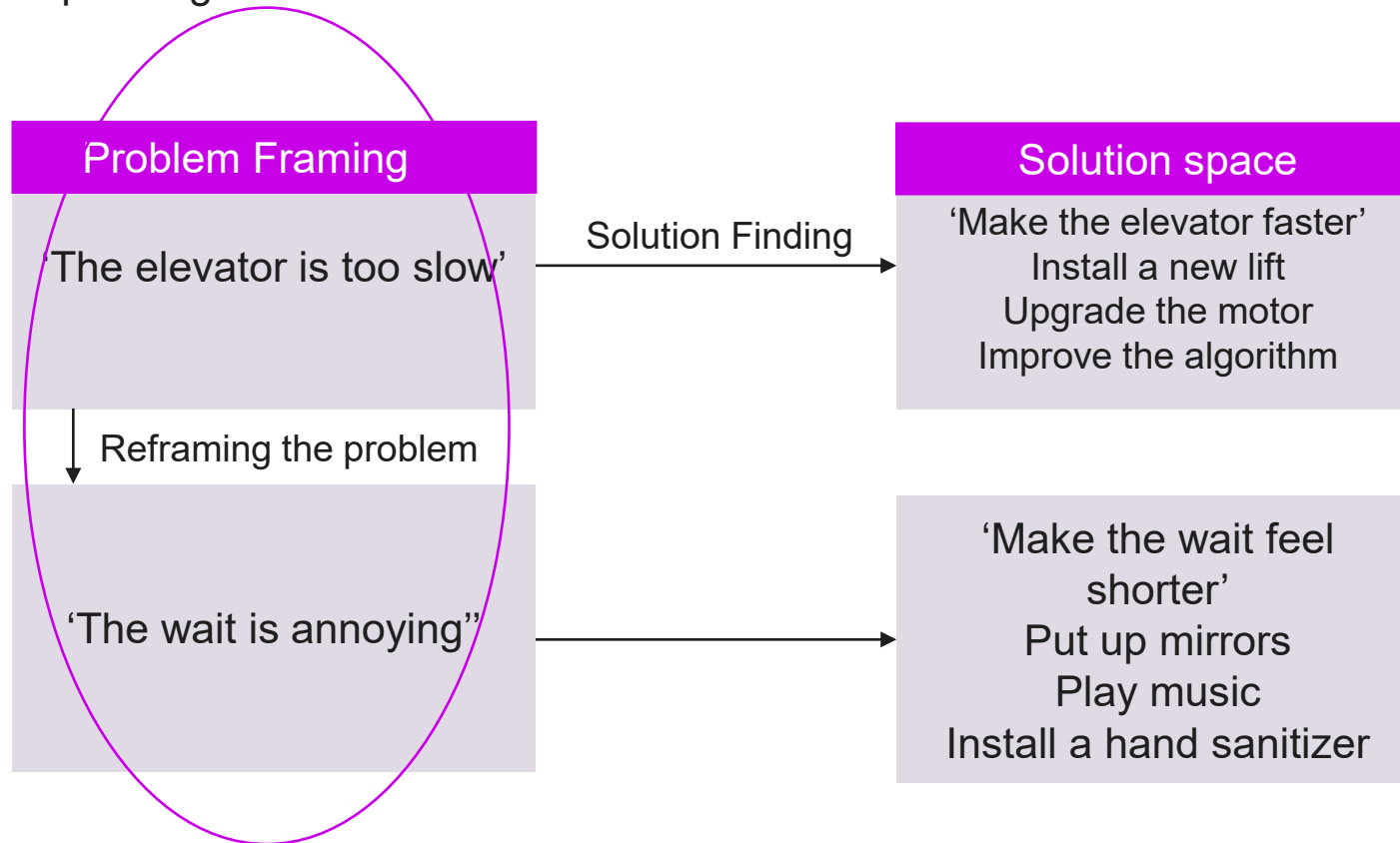
Is there a problem behind the problem?

We ask this question because sometimes the presenting problem is really a symptom for something much deeper, that sits below what is evident on the surface.



Framing a problem differently

Reframing your problem helps you 'see' the problem from different perspectives and therefore helps you to stretch out possibilities for responding.



What if the problem was solved?

This question allows us to reflect on our goal and what it is we want to change.

Impact

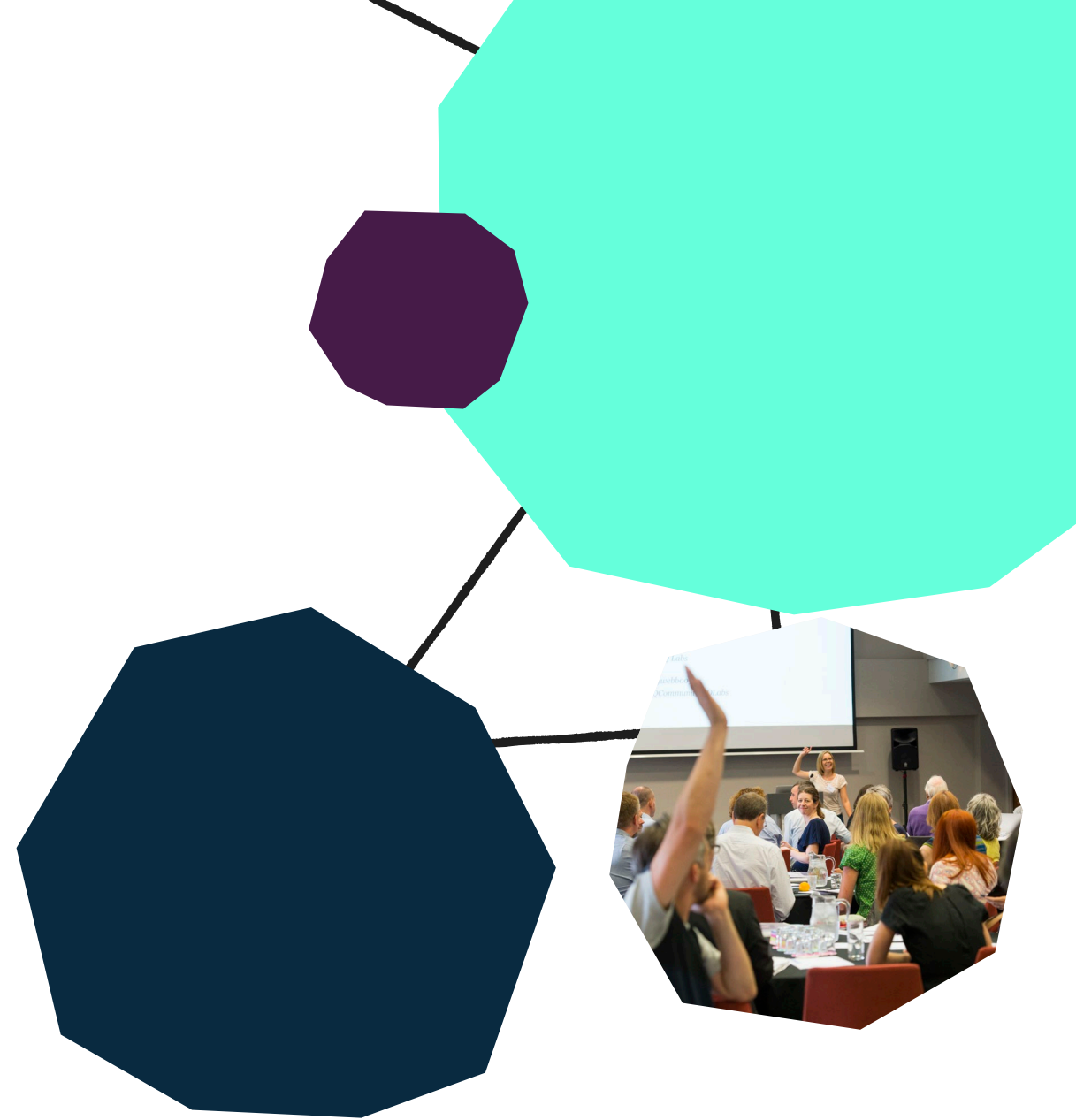
- What does success look like?
- How will we know we've got there?
- How will we measure it?

What does success look like for responding to this problem?:

Plenary Discussion

20 minutes

- What did you discover about the problem area? Did you have mutual understanding as a group?
- What problem statement did you develop?



Lunch!



Wild tea

- Form two concentric circles
- Find one other person, stand directly across from them, face to face
- You each have 45 seconds to answer the question that appears on the screen
- When we ring the bell **once** when you need to switch roles
- When we ring the bell **twice**, everyone moves two places to the right

Repeat this for each of the questions that you see...



Involving people with lived experience

User experience fishbowl



User experience fishbowl

- A small group of participants will share their experiences
- This will be done as a conversation:
 - Informal
 - Share concrete and descriptive examples
 - Only talk to each other
- Everyone else will listen, observe and formulate questions

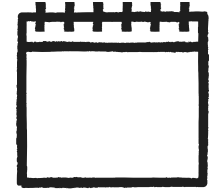
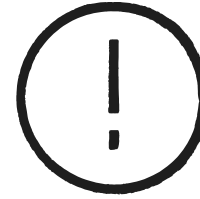
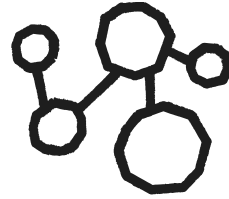
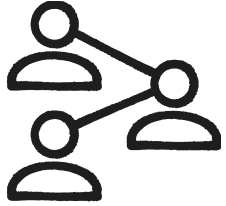
Share your experiences (the good, the bad and the ugly) of lived experience involvement, and how it relates to this work.



Stakeholder engagement



Stakeholder engagement



Identify

- List relevant groups, organisation and people

Map

- Visualise stakeholders to spot positive and negative influences

Prioritise

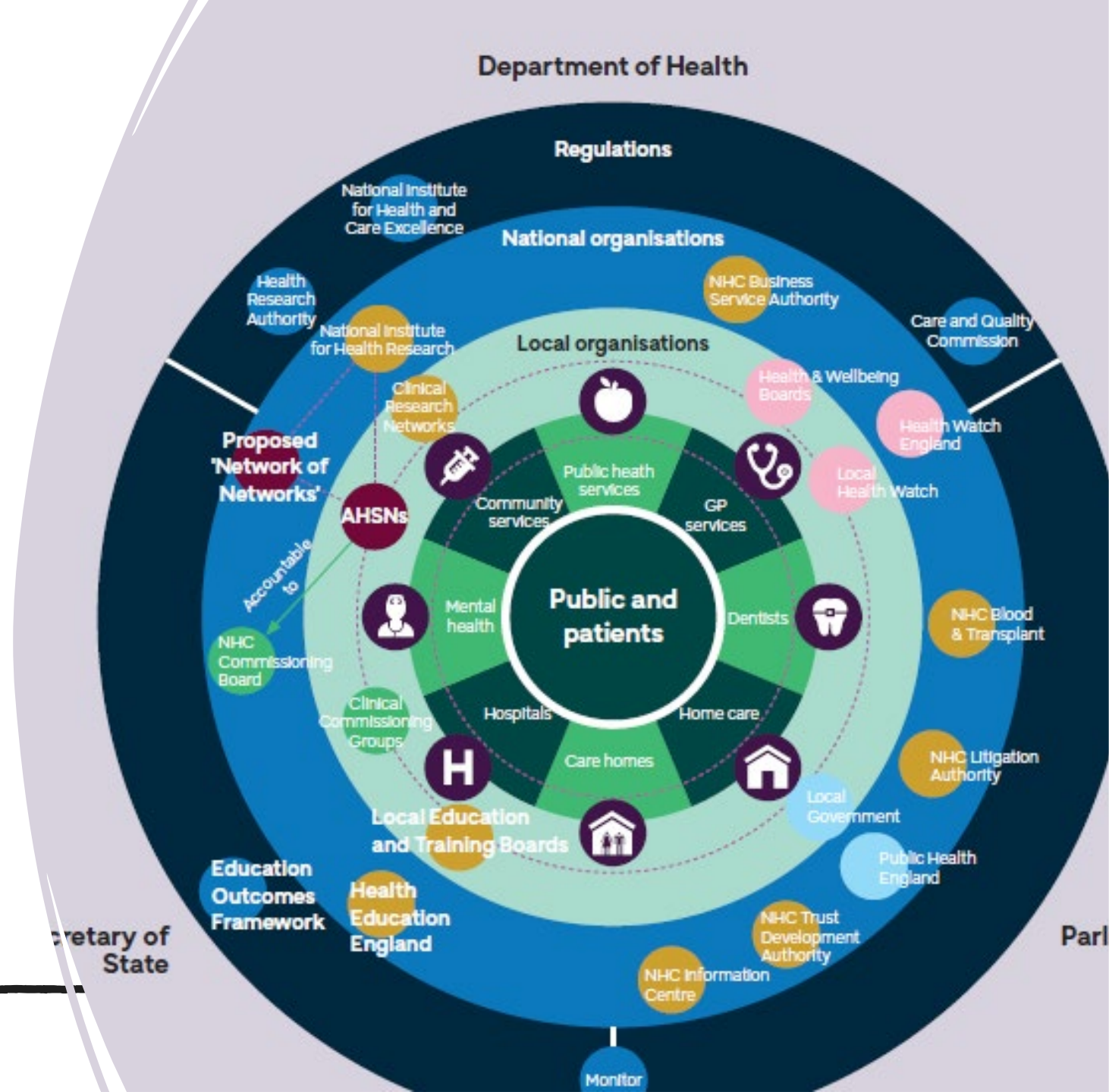
- Decide which stakeholders you need to prioritise engaging

Plan

- Plan your approach

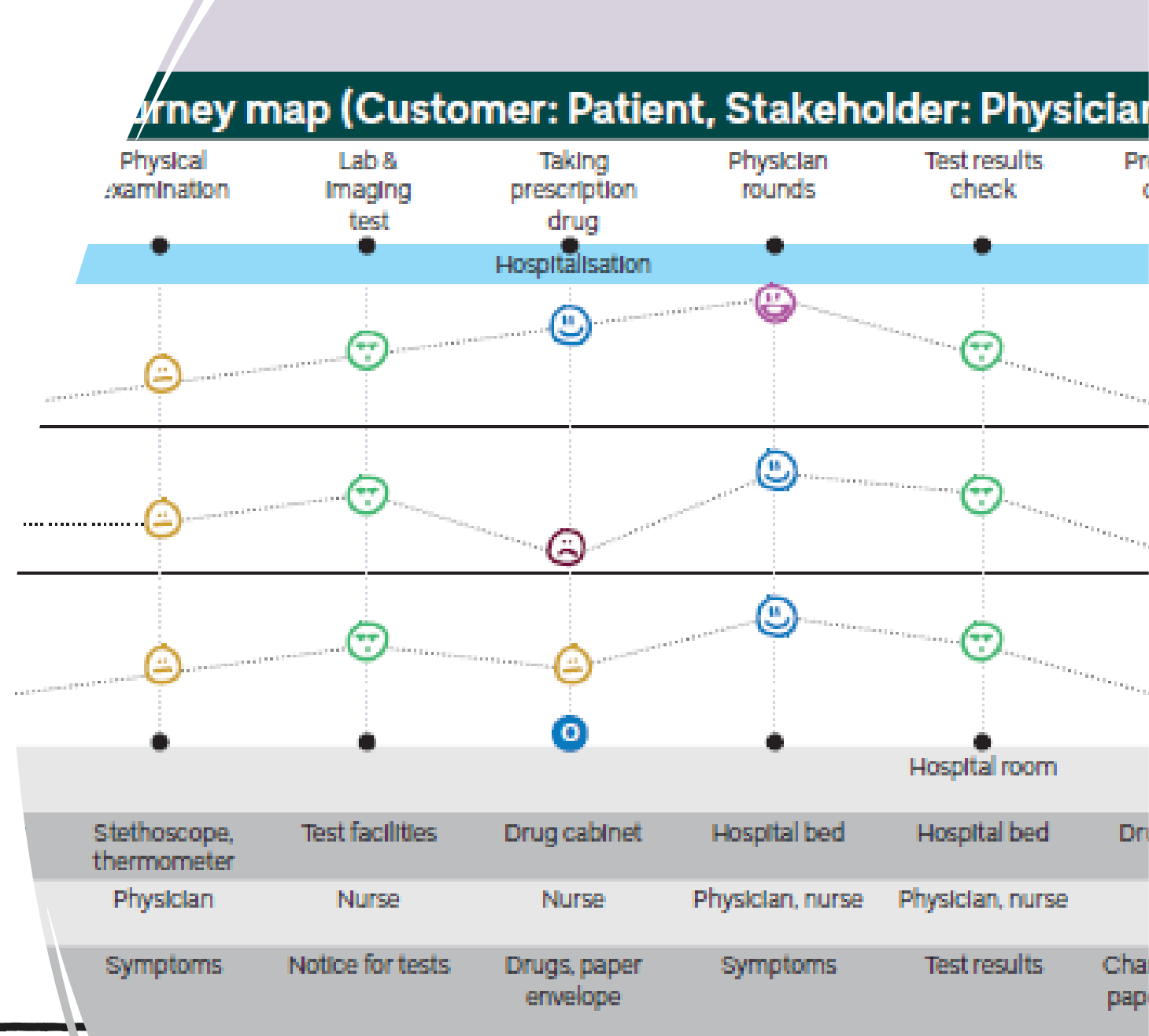
Ecosystem Map

This tool allows you identify stakeholders and their relationship to the users.



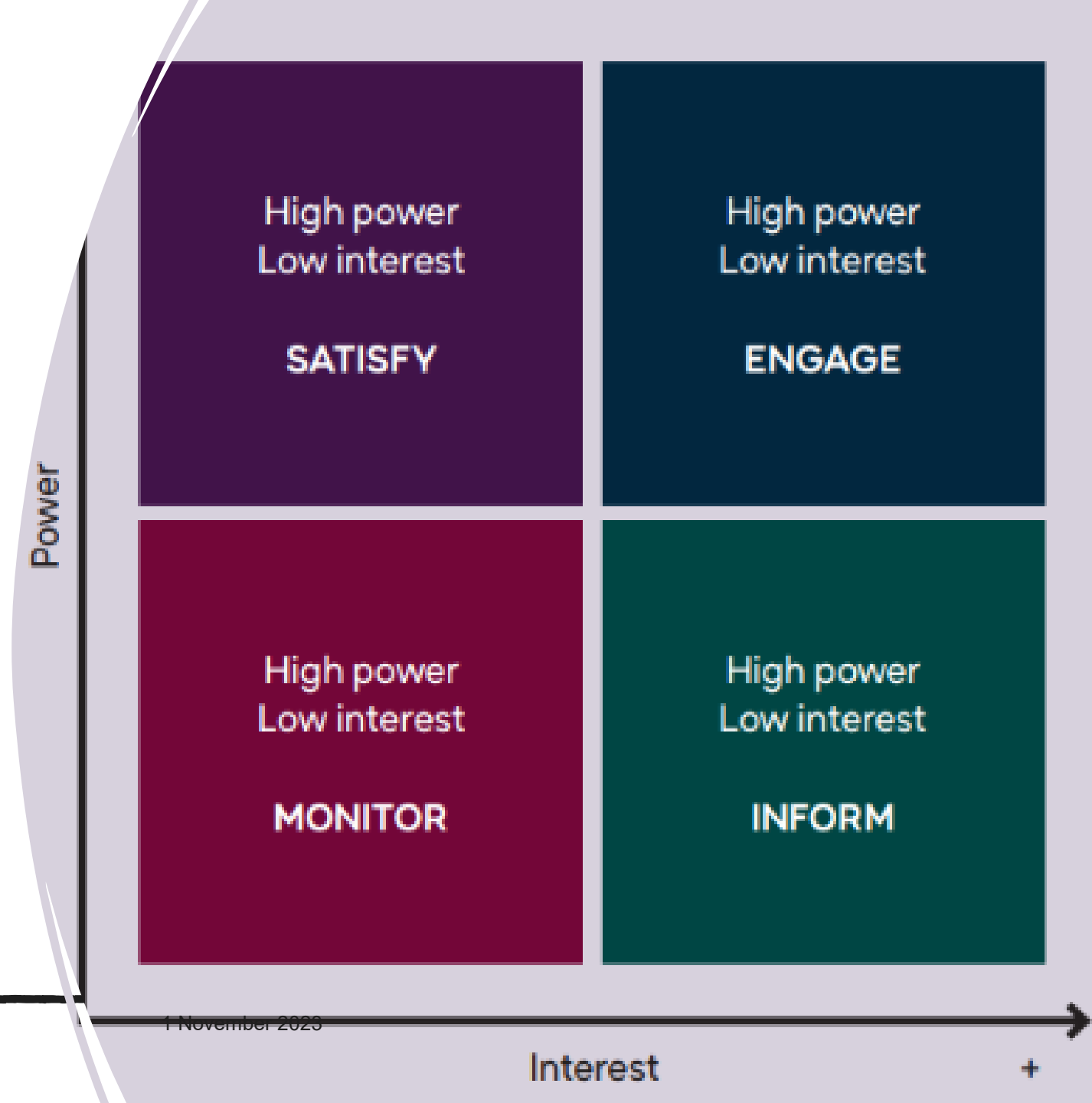
Journey map

This tool allows you to see the pathway and stakeholders involved, understand how the stakeholders feel about the currently available services, and eventually allows us to see which parts of the service might need improvement.



Power-interest grid

This tool allows you see those who have interest and power to affect our work.



Planning tools

Stakeholder engagement plan

This tool allows us to develop an engagement approach for priority stakeholders.

- Engagement purpose
- Engagement technique
- Engagement frequency
- Dates and locations
- Owner

Influencing plan

This tool considers how you will influence priority stakeholders by seeing things from their perspective.

- What change are you seeking?
- What is their current position?
- Who or what influences them?
- What's the ideal outcome?
- How can you frame your ask in terms of their needs and interests?

Break

Come back at 15.05



Reframing the problem



Reframing the Problem – How Might We...

This method allows us frame a problem statement as an opportunity question that could be answered in many different ways, thereby emphasising possibility rather than certainty.

Guidelines

- Start with the problems (or insights) you've uncovered
- Avoid suggesting a solution
- Keep it broad
- Focus on the desired outcome
- Phrase it positively

Problem statement: **People who like to listen to podcasts need to be able to easily bookmark or save interesting parts of podcasts while commuting because having to find these points afterward is time-consuming and difficult.**

- **Amp up the good:** HMW make an entire podcast interesting for users?
- **Remove the bad:** HMW present interesting parts of podcasts to users?
- **Explore the opposite:** HMW make finding interesting parts of podcasts the most exciting part of listening to podcasts?
- **Go after adjectives:** HMW make bookmarking or saving easy instead of difficult?

Recap

Sarah Rae



Your feedback is greatly valued and appreciated!

5 minutes to complete the evaluation
survey

<http://bit.ly/qlab2>



Next steps



Next steps

1. Use the design canvas to guide your progress
2. Join an online ideation session on 30 November, 10am – 12:30pm
3. Schedule your next coaching call
4. Next workshop is 1 February 2024
5. Let us know whether you'd like any informal group catch ups between now and the next full workshop
6. Interact with co-researcher notes and continue conversations in the online group

Reflections from today

Head

Something you have learned



Heart

Something you have loved



Bin

Something you want to leave behind



Bag

Something you want to take away



Thank you

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