

Workshop 2

Q Lab on reducing waits

1 November 2023



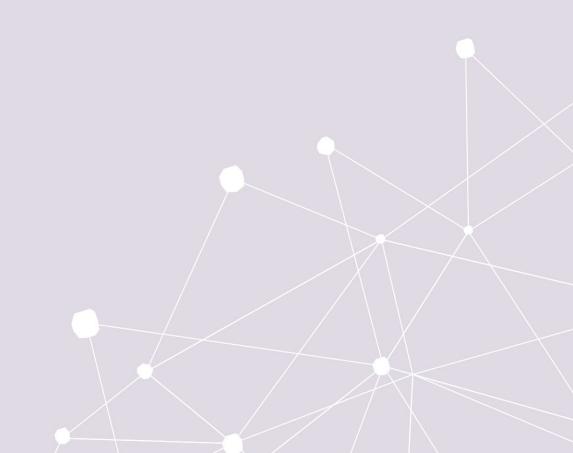
Q is led by the Health Foundation and supported by partners across the UK and Ireland



Welcome

Jamila Malabu

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



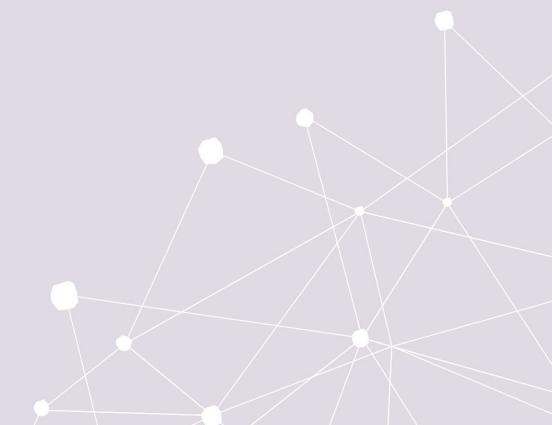
Agenda

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? OUT Ensuring others the that all space to listening views are everyone's Time together Trust, speak Doing it heard to opinion to develop honesty Monopolosing right the trust and get matters! everyone conversations and to know each Being first time openness being open to open respect for willing Psychological change and Spend time Psychological people safety - not safety and together to listen Not giving across honest Dismissive being ridiculed being Making Being earns trust roles people yourself of other anything shared dedicated enough time being mistakes ideas stays anonymous to speak to making a open and mutual open when discussed names and chnage communication honest within a larger how to respect pronounce it group be prepared Leave compromise kindness Respect and shared biases at valueing responsibiliy Safe space the 'virtual others for generating to reflect reciprocal perspectives an outcome at and learn Talking relational patience the end leave with mic professional Support, Not taking and cams sharing and Safe space for out comments learning from on honest other teams personally conversations Embracing diversity of avoiding thought and Healthy challenge personal Partnership experience to encourage criticism working with growth and those with curiosity and lived Being open inclusivity be inviting others development open to experience into the to ideas respectful learning conversation/ from other of different opinions people together Sharing Open to be open to to be open to innovative ideas constructive innovative power which might be ideas even feedback different to Unconditional disruptive traditional methods positive regard Art of the possible! Flattened Equity hierarchy allowing constructive to all ideas and criticism Equitable psositve challenges access and opportunities

Updates from test teams



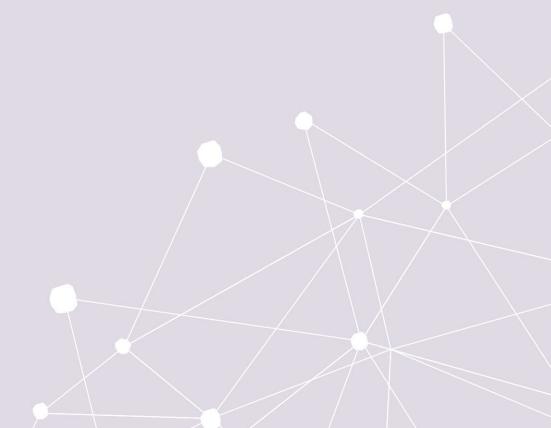
Updates from test teams

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

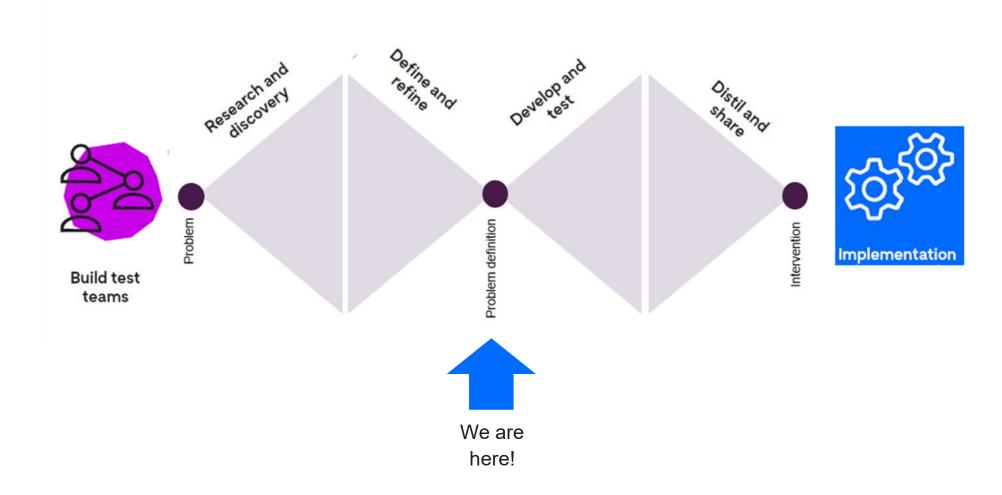
- A reminder to other attendees about what you are working on
- Something that has gone well since we last met
- Something that you have learnt, or a challenge that you are holding



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

Albert Einstein			
First cut problem statement: Whose problem stif? (a-bordan 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? Complex Complica
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?	Chaotic Clear Clear Source: thec
What does this picture reveal about how you see the problem? Based on my knowledge + experience, my top of minor	three "best guess" answers / solutions to the problem are:	Does anyone benefit from the problem as a problem?	
			What does success look like for responding to problem?:
Assumptions:	Assumptions:	Assumptions:	
Low cost test:	Low cost test:	Low cost test:	Developed by Ingrid Burkett Griffith Centre for Systems Innovation Griffith University

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?

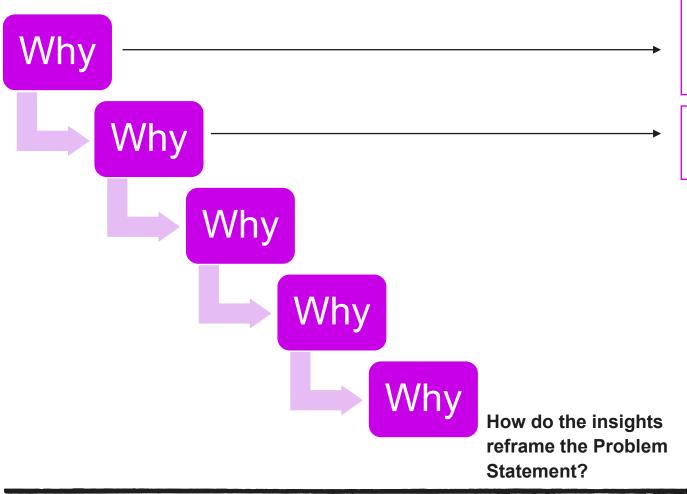
You could frame it like this:

'[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.



Why do teenage girls want to eat healthy nutritious foods while on the go but struggle to find snacks that are tasty and packaged for travel and feel defeated?

Answer: They want to maintain a healthy lifestyle and make good food choices.

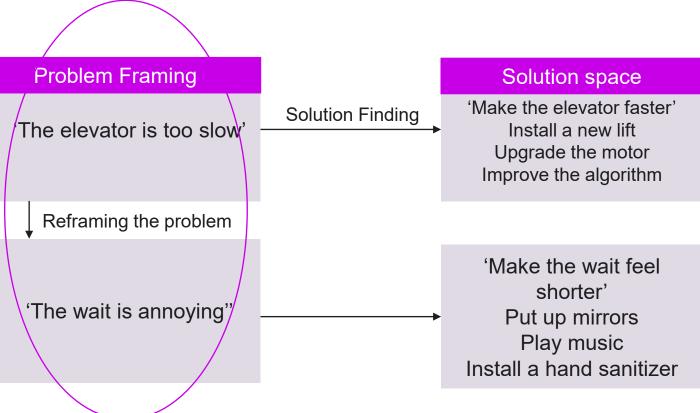
Why do they want to maintain a healthy lifestyle and make good food choices?

Answer: They are aware of the importance of nutrition for their well-being and want to stay fit

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?

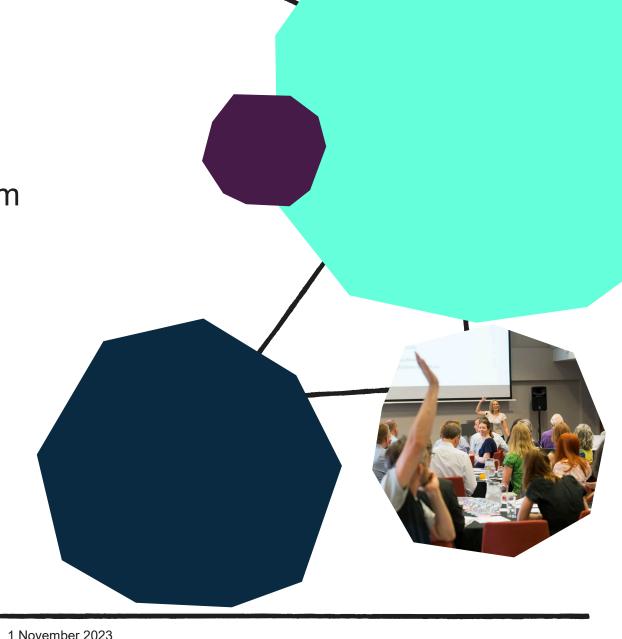
What does success look like for responding to this problem?:

Plenary Discussion

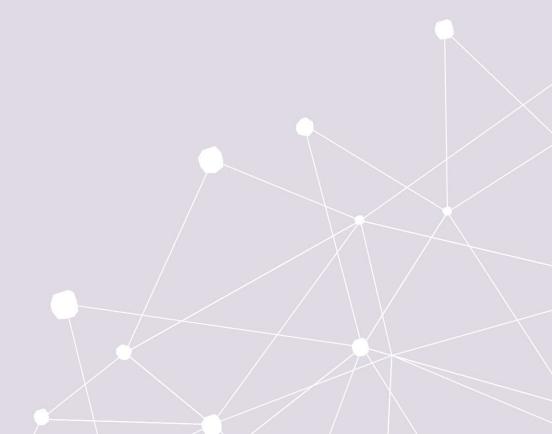
20 minutes

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

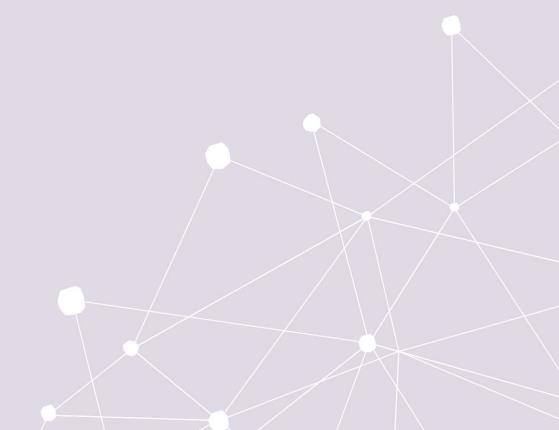
User experience fishbowl

- 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.

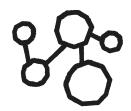


Stakeholder engagement

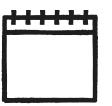


Stakeholder engagement









Identify

 List relevant groups, organisation and people

Map

 Visualise stakeholders to spot positive and negative influences

Prioritise

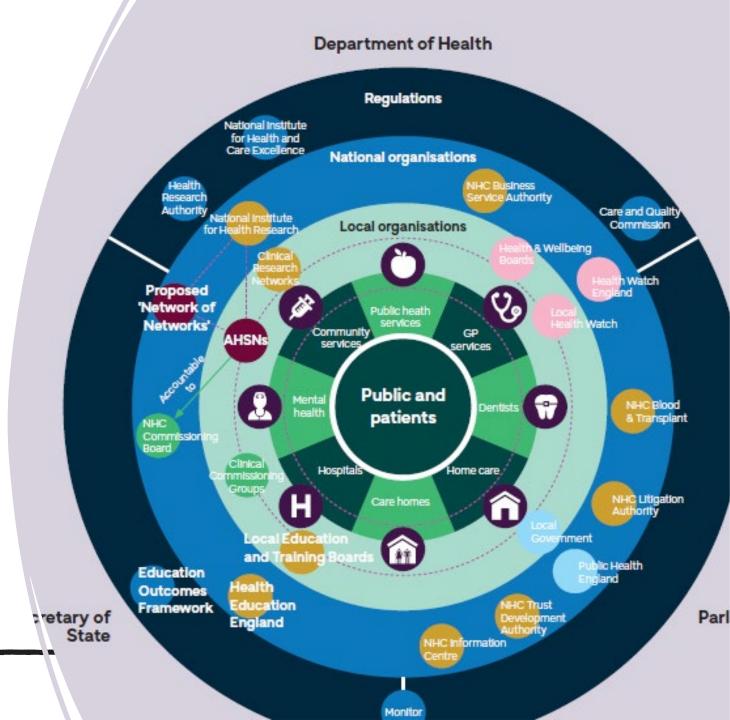
 Decide which stakeholders you need to prioritise engaging

Plan

 Plan your approach

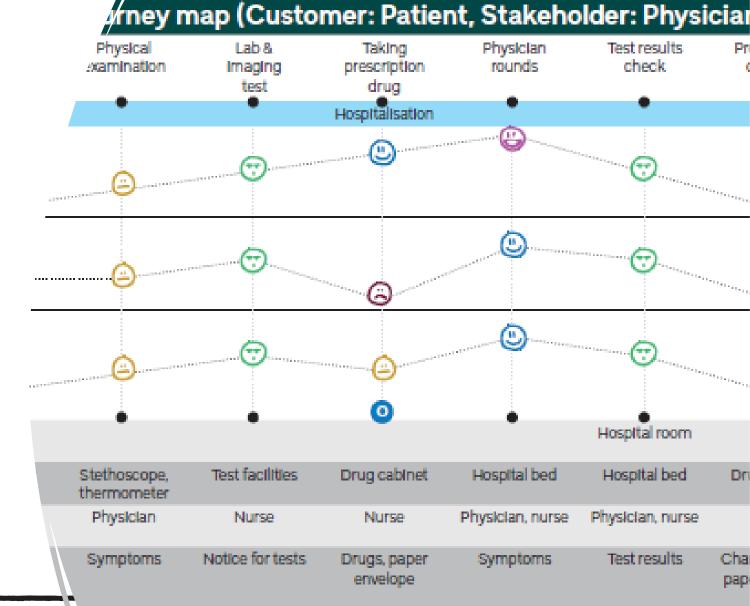
Ecosystem Map

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.



@theQcommunity #QLabs 1 November 2023

Powerinterest grid

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

High power Low interest

SATISFY

High power Low interest

ENGAGE

High power Low interest

MONITOR

High power Low interest

INFORM

Power

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

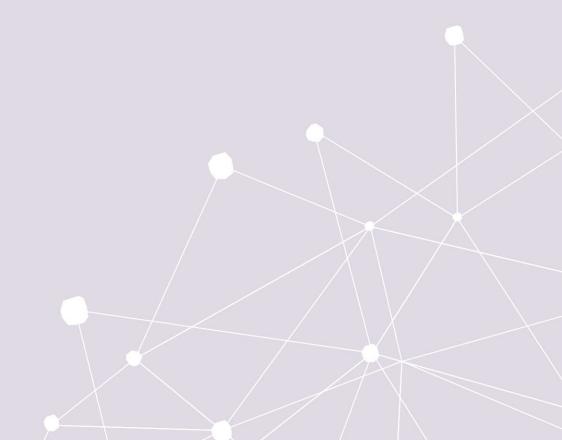
Influencing plan

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

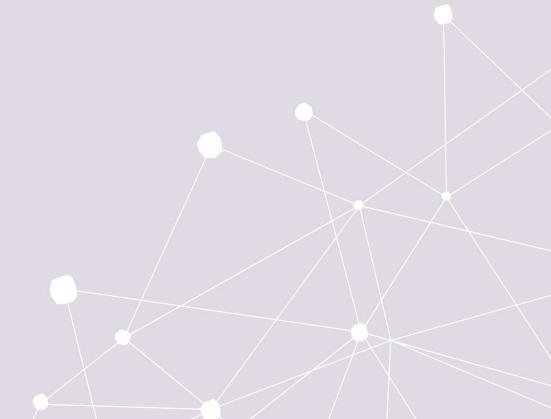
- What change are you seeking?
- What is their current position?
- Who or what influences them?
- What's the ideal outcome?
- How can you frame your ask in terms of their needs and interests?

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

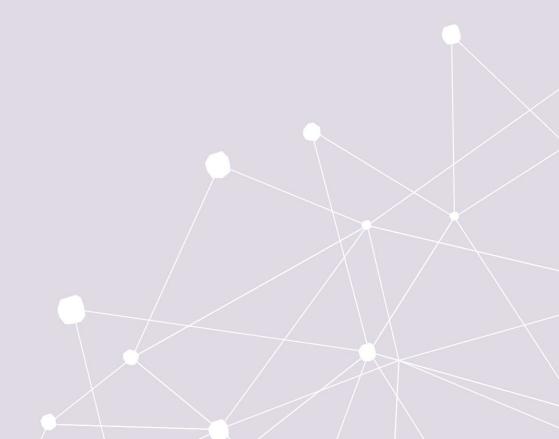
- Start with the problems (or insights) you've uncovered
- Avoid suggesting a solution
- Keep it broad
- Focus on the desired outcome
- Phrase it positively

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

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

8 Salisbury Square London EC4Y 8AP

T +44 (0)20 7664 4661 E <u>q@health.org.uk</u>

@theQCommunity
q.health.org.uk