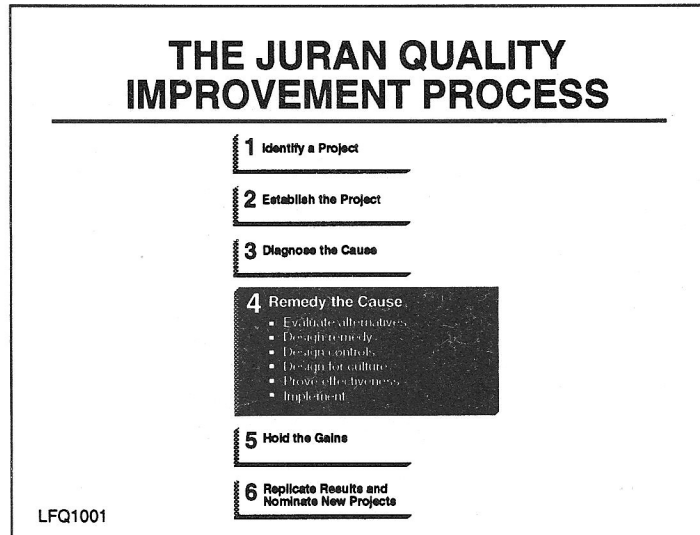
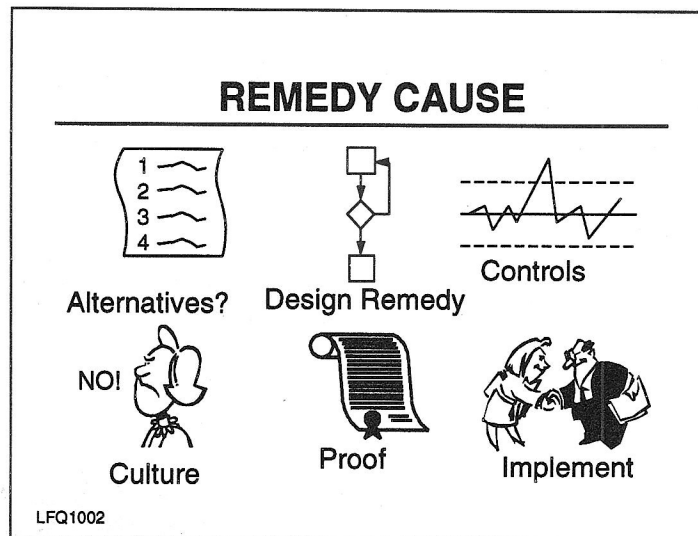

Step 4: Remedy the Cause

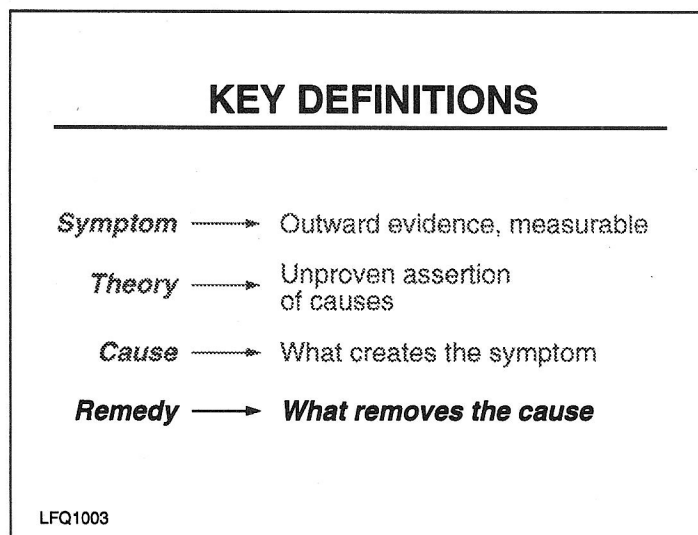
Step 4: Remedy the Cause

There are six activities to Remedy the Cause.





Once the root cause is known, the remedy may appear to be obvious, but the team should not jump immediately on its first impulse.



The team must develop the remedy that will both work technically and will also overcome any cultural resistance from those who will be responsible for implementation.

The team must also prove that the remedy is effective and plan to prepare those who are responsible for ongoing operation.

Evaluate Alternatives

EVALUATE ALTERNATIVES

- Identify a broad range of possible remedies
- Agree on criteria to evaluate remedies and relative weight of each criteria
- Evaluate the alternatives
- Agree on the most suitable remedy

LFQ1004

The criteria below will help a team determine which remedy will best meet the needs of the organization.

CRITERIA TO EVALUATE REMEDIES

Criterion	Remedy 1	Remedy 2	Remedy 3
Remedy Name			
Total Cost			
Impact on the Problem			
Cost/Benefit Relationship			
Cultural Impact/ Resistance to Change			
Implementation Time			
Uncertainty About Effectiveness			
Health and Safety			
Environment			
Summary (Rate 1 for best, 2 or next, and so on)			

LFQ1005

Design the Remedy

There are several factors that should be considered in the design of the remedy.

DESIGN THE REMEDY

- Evaluate the remedy against project mission
- Identify those affected by the remedy
- Determine customer needs with respect to remedy
- Determine the required resources
- Specify the procedures and other changes
- Assess human resource requirements
- Verify design of remedy meets customer needs

LFQ1006

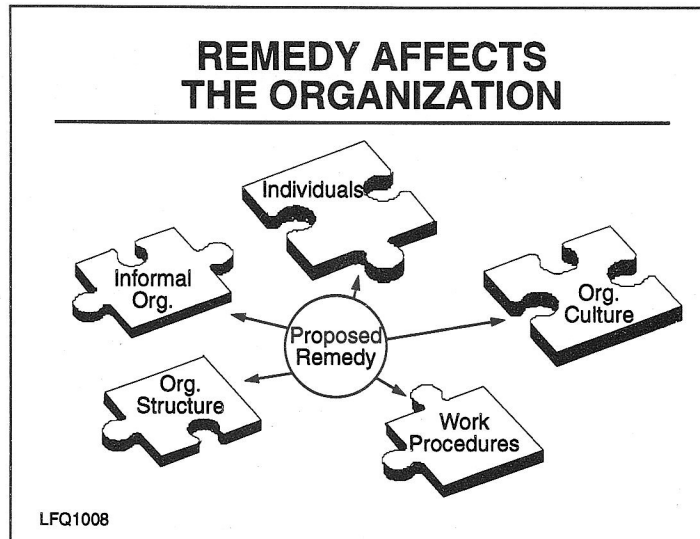
It is critical to make sure that the remedy will achieve the quality improvement project mission. If it will not, the remedy should be abandoned or redesigned, no matter how interesting or clever the remedy initially appeared.

EVALUATE THE REMEDY AGAINST PROJECT MISSION

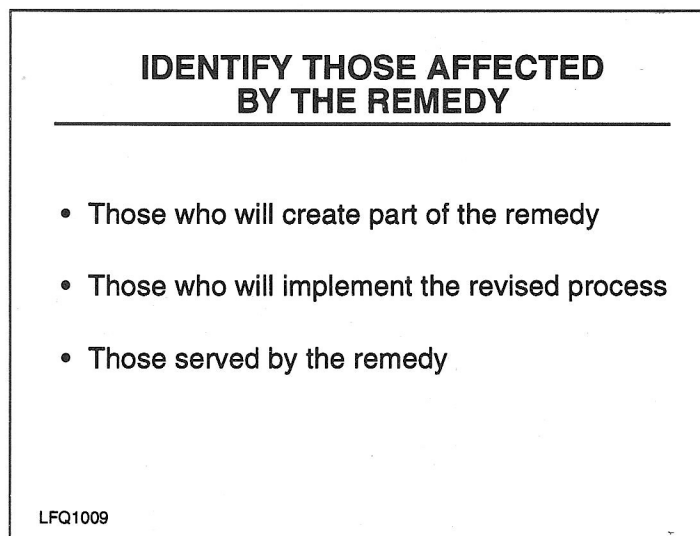
- Review root cause(s) data, and verify if remedy will be effective
- Determine if remedy will achieve project goals
- Develop a flow diagram to illustrate how the remedy will operate

LFQ1007

When we apply a remedy to an organization, we need to realize that the remedy can affect many different components of the organization.



It is important to identify all those who will have a "stake" in the remedy.



Without an implementation plan or sufficient resources, the remedy will not effectively eliminate the cause of the problem.

DETERMINE REQUIRED RESOURCES & DEVELOP IMPLEMENTATION PLAN

- People
 - Money
 - Time
 - Materials
 - Milestones
 - Tasks
 - Completion dates

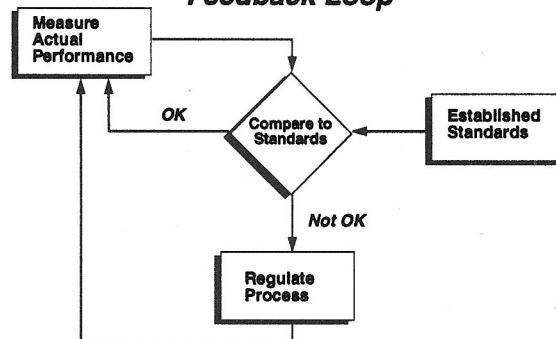
LFQ1010

Design Controls

The quality improvement team's work includes the design of performance standards for the remedy. Once the remedy has been transferred to operations, there must be a process that helps employees recognize and fix any variances from the established standards.

DESIGN CONTROLS

Feedback Loop



LFQ1011

CONTROL PLAN

Control Spreadsheet

Control variable	How measured	Where measured	Standard	Who analyzes	Who acts	What is done

LFQ1012

SELF-CONTROL

- Empowered employees know
 - What is expected
 - How their performance compares against standard
- Empowered employees can regulate the process
 - Capable process
 - Necessary tools, skills, knowledge
 - Authority

LFQ1013

Design for Culture

Resistance to change is a common occurrence in an organization undergoing change, no matter if the change is large or small. The implementation of a remedy in an organization is a departure from the way people have done things in the past.

DESIGN FOR CULTURE

- Identify likely sources of resistance and support for the remedy
- Rate the strength of resistance and support
- Identify countermeasures to overcome the resistance
- Develop plans to implement each countermeasure

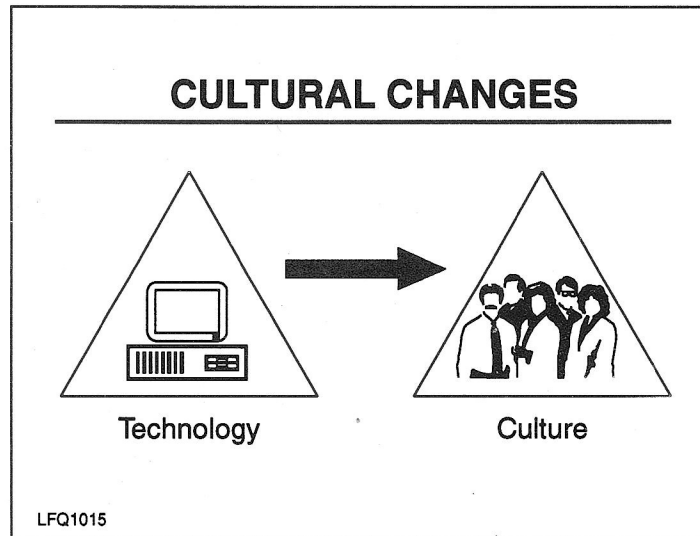
LFQ1014

The nature of the countermeasures will depend upon the remedy and the organization, but a few that apply everywhere include:

- provide ways to include the affected individuals to participate on both planning and implementing a remedy
- use the leader to generate enthusiasm and support for the change
- provide sufficient time for people to change
- work with the recognized leadership, both formal and informal leaders, to gain his/her support and engagement in implementation of the remedy
- confine the remedy to just those changes essential to removing the root cause
- surface dissatisfaction with the present state of affairs
- treat people with dignity by listening and responding to concerns
- develop rewards and recognition for behavior in support of change

- develop and communicate a clear vision of how things will be different after the change
- deal with resistance seriously and directly
- develop feedback mechanisms to communicate the positive results of the change and to allow for timely course correction if the results should falter

The major barriers to quality superiority are not technical; the major barriers are behavioral.



Prove Effectiveness

There are several considerations a quality improvement team should consider to prove the remedy's effectiveness.

PROVE EFFECTIVENESS

- Decide how the remedy will be tested
- Identify limitations of test
- Develop methods to overcome limitations
- Conduct the test
- Measure results
- Adjust remedy if unsatisfactory results
- Retest, measure, and adjust the remedy

LFQ1021

There are several types of tests that can be used to determine if a remedy is effective.

- A dry run implements the remedy in an environment different from operating conditions.
- A pilot includes testing the remedy with a small section of the whole population under operating conditions.
- A controlled experiment will test two or more remedies under controlled conditions under which nothing varies except the changes being tested.
- In benchmarking studies, we examine groups outside the organization who have already implemented the remedy. The affect of the remedy upon the study groups is then generalized and adopted and adapted by the organization.

Implement

IMPLEMENT

- Develop an implementation plan
- Involve those affected by the changes
- Coordinate changes with Q.C. and affected managers
- Complete preparations prior to implementation
 - Written procedures
 - Training
 - Equipment, material, and supplies
 - Staffing
 - Changes in assignments
- Monitor results

LFQ1022