

Analysis need the ability to identify and quantify measures of quality, establish systems to monitor quality, and analyze quality use using scatter, run, and control charts. When signals indicate that variation is not natural, the analyst must employ diagnostic tools such as flow charts, fish bone diagrams, force field analysis, and Pareto charts. To develop system revisions and/or to enhance the quality of outcomes, analysts also use brainstorming and consensus building techniques as well as general systems flow charting.

EXERCISES

14-1 Do a force field analysis (FFA) on the driving and restraining forces that influence your ability to do well in a specific academic course. One driving force may be "your desire to learn." One restraining force may be "your need to devote time to other work."

Table 14-5 Number of Student Complaints by Complaint Type

Complaint Type	1	2	3	4	5	6	Total Visits
September	34	38	16	45	13	103	824
October	23	24	7	40	9	56	956
November	14	50	11	20	26	34	1167
December	67	40	12	17	34	9	1034
January	13	31	10	12	15	45	645
February	20	60	4	13	9	6	1645
March	23	97	18	23	4	3	1432
April	43	31	3	14	13	0	745
May	4	25	0	12	16	1	456
Total	241	396	81	196	139	257	8904

Complaint

1. The quality of service received
2. Waiting time was too long
3. Follow-up care was not available
4. Clinic was hard to find in the building
5. The medical care/treatment took too long
6. They could not find my medical record

14-2 Using the following data, prepare a run chart, scatter chart, and control chart.

A late surgery is defined as any surgical operation that was started more than 30 minutes after its scheduled time (Table 14-4).

14-3 The ambulatory health service at a university is experiencing an increased number of student complaints concerning the services it offers in its walk-in urgent care clinic.

The Basis of Complaint

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|--------|--|
| Type 1 | The quality of service received |
| Type 2 | Waiting time was too long |
| Type 3 | Follow-up care was not available |
| Type 4 | Clinic was hard to find in the building |
| Type 5 | The medical care/treatment took too long |
| Type 6 | They could not find my medical record |

Using these data, select a complaint for analysis. Your analysis must include fish bone chart as well as other types of charts and techniques you deem necessary to appropriately analyze this data (Table 14-5). What do you recommend and why?