



1199SEIU Training and Employment Funds
A Partnership for Excellence

**Fast Track
Decision-Making
Skills Workshop**

QCC December 13, 2007



OBJECTIVES OF SESSION

Session Objective

- **To outline the FTD Process**
- **To demonstrate the use of some FTD tools**
- **To understand the value of FTD**

AGENDA

- Introduction and Overview of FTD
- Why, What and a bit of How
- Some hands on experience





WARM-UP

What bothers you about making decisions?



What is Fast Track Decision-Making?

- **Process of team-based decision-making and empowerment to resolve issues and improve processes**
- **Team of experienced, knowledgeable people who have a stake in the issues develop solutions and action plans**
- **A sponsor sets boundaries to guide the team's work but charters the team to create the process**
- **The team is accountable for implementation and follow-up of the action plan**



Purpose and Key Results of Fast Track Decision-Making

- ❖ Implementation within 30 to 60 days**
- ❖ Measureable results**
- ❖ Those who do the work are the experts**
- ❖ The experts gain more skills**
- ❖ Reduction in bureaucracy**
- ❖ Improvement in organizational processes**
- ❖ Breaking down intra-organizational walls**
- ❖ Developing relationships**



When to Use Fast Track Decision-Making

- **When you need to:**
 - **Eliminate unnecessary work**
 - **Improve processes involving key stakeholders**
 - **Make on-the-spot decisions**
 - **Open up communication and discussion**



When NOT to Use Fast Track

- **When participants have no control over the issues**
- **When participants do not feel strongly about the issues**
- **Technical problems requiring complex analysis or considerable data collection**



Some Criteria for Selecting a FTD

- Can it be fixed? Is it doable?
- Implementation in 30-60 days?
- Is it in our scope of practice?
- Will it have significant impact on patient care, physician and staff satisfaction?
- Does it have a strong sponsor?
- Is minimal data collection required?
- Is the goal/problem clearly defined?
- Is it measurable?
- Is it generally accepted that the issues needs to be addressed?



Fast Track Decision-Making Process

PLANNING PHASE

- **Identify FTD Topic**
- **Charter the FTD & contract with Sponsor**
- **Sensing sessions to: collect data, identify issues and refine the problem**
- **Identify participants and communicate expectations**
- **Coach/prepare Sponsor**



Fast Track Decision-Making Process

FTD MEETING PHASE

- ❖ **Sponsor sets challenge and expectations**
- ❖ **Team brainstorms and prioritizes issues**
- ❖ **Team breaks into problem-solving teams**
- ❖ **Recommendations are developed for sponsor**
- ❖ **Report out:**
 - ❖ **Teams report out**
 - ❖ **Every idea gets a response**
 - ❖ **All commit to the action plan**



Fast Track Decision-Making Process FOLLOW-UP PHASE

- ❖ Team puts follow-up mechanisms in place, including engaging all staff on floors**
- ❖ Team tracks activity and results over time**
- ❖ Results are communicated regularly to all stakeholders**
- ❖ Results and team are recognized and rewarded**



FTD KEY PLAYERS

- **FACILITATOR:** works with sponsor(s) to define issues, success indicators, desired outcomes, team selection; guides planning process, coaches sponsor, designs and facilitates the FTD session.
- **SPONSOR:** sets boundaries, provides resources for team, addresses kick-off session, responds to all recommendations, implements accepted recommendations
- **PARTICIPANTS:** articulate problems, develop recommendations, implement solutions



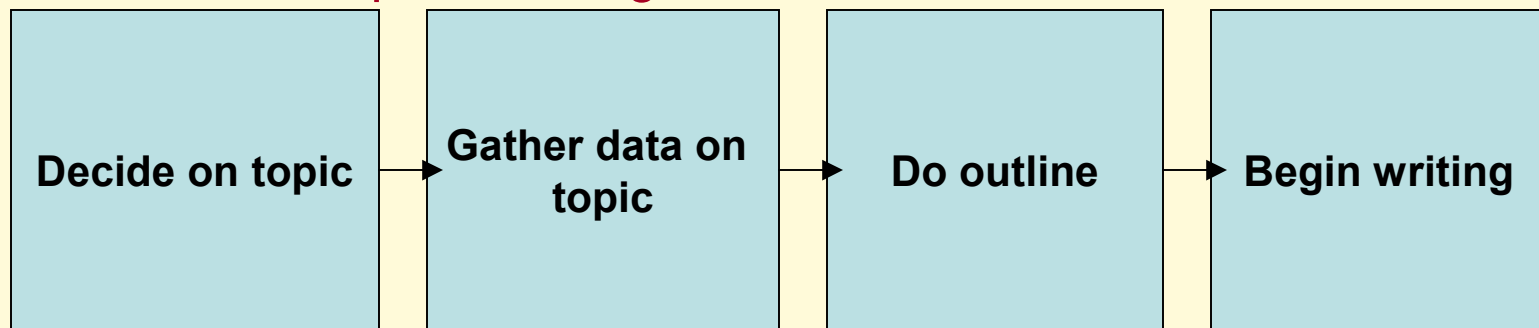
FTD TOOLS

- FAST TRACK DECISION-MAKING MEETING PLANNING (Hand-out)
- PAY OFF MATRIX (Hand out)
- ACTION PLAN
- SAMPLE PROCESS MAP



FTD TOOLS SAMPLE PROCESS MAP

Work Process Map for Writing an article





TOOLS: ACTION PLAN

ACTION PLAN--WWW

WHAT: Task / Activity	WHO Responsibility	WHAT Deadline
		-



Fast Track Practice

GETTING GOING IN THE MORNING

SITUATION:

- The children in your household are always late for school; the kids think that it is because of the things that the parents do in the morning. The parents think that it is because of the children's actions.

INSTRUCTIONS:

- Break into two groups: Parents and Children
- Brainstorm all the processes that your group does.
- Use post-its to come up with a Process Map of the 5 to 10 most important steps you do in the morning before getting in the car to drive to school.



Fast Track Practice

GETTING GOING IN THE MORNING

BACKGROUND ON PARENTS:

- Both of you need coffee in the morning.
- The school is about 20 minutes away by car.
- You prepare lunches for the children in the morning.

BACKGROUND ON CHILDREN:

- There are five of you from age 6 to 14.
- You have two bathrooms in the house.
- Everyone eats breakfast before going to school