
Method Sheets

Title	World Café Process
Description	Cafe conversations are a method for creating collective dialogue around questions that matter. The process involves all participants in sharing their explicit knowledge as well as helping each other to discover what might yet not be obvious. It is a structured conversational process.
How to use it	<ol style="list-style-type: none"> 1. Clarify the purpose of the session and make sure everyone knows why they are there and what it is about. 2. Create a space that is warm, friendly and perhaps different from a regular meeting. 3. Find questions that are of interest to the participants and matter to them. Either explore one question in depth or develop a structured series of questions. Good questions invite discovery and inquiry. 4. Encourage everyone to contribute in practical ways, from writing on the paper tableclothes, leaving sticky notes, drawing, listening and sharing. 5. Organise for three rounds of questions at each table, with the participants changing tables between rounds; it can be organic and they can flow where they wish. 6. At the end of each round, one person stays behind as "host" of the conversation while the others move on as "ambassadors of meaning". 7. The host then welcomes the next participants, explains briefly what the conversation has been about and then encourages the new participants to link and connect their thoughts to the conversation that has happened as well as the question at hand. 8. After the final round, participants can return to their "home" table or they can stay where they are. 9. The whole group can continue a debriefing and discussion about what has been synthesized and learnt during the session
When to use it	<p>When you need to understand how a whole system works.</p> <p>As a way of involving individuals in a non-threatening process where they can share knowledge and experiences.</p> <p>To encourage dialogue about tricky topics</p> <p>As a way to share information and spread knowledge from the perspective of the holder of that knowledge (rather than one person lecturing).</p>
Limitations	<p>Works best if there are enough people to form three tables (minimum of 15 to 18 people; it works well in very large groups)</p> <p>Forming the questions is important and needs time</p>
References	<p>A key resource with more directions on how to host a World Cafe experience can be found at http://www.theworldcafe.com/hosting.htm</p>

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Title	QI and OD Methods, Surveys and Questionnaires
Description	<p>If culture is “The way we do things around here”, Surveys and Questionnaires are methods for understanding the perceptions of personnel: what is our way? Culture is the context in which performance is achieved and it has a significant effect on results. Safety and improvement culture are studied most frequently.</p>
How to use it	<ol style="list-style-type: none"> 1. Be clear on what you want to do and why. 2. Allow sufficient time and resource to get it right 3. Be clear that surveys are part of an OD process, not an end unto themselves. 4. Choose an instrument which has proven sensitivity and which is relevant to your needs and the perceptions of respondents. No need to design your own. 5. Prepare the ground – publicity. 6. Prepare the ground – expectation. 7. *Choose the distribution method – IT/Post/Hand delivery/Meetings. If you use paper, favour scanning/OMR (optical mark reading). 8. *Aim for 80% response especially from small groups. 9. *Maintain anonymity. 10. *Track responders/non-responders. Be careful about comparisons – the results are internally valid but not externally. For example: “MaPSaF has been designed as a self-reflective framework and not as a tool for performance management”. 11. Reports must be prompt, non-judgemental and made available to leadership as well as responders. Go for automation.
When to use it	<p>When you are working with or in an organisation over a sustained period. When culture is part of the picture. When those who lead the organisation are committed to learning and changing Repeat once annually at most.</p>

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	<p>Functions (adapted from MaPSaF):</p> <ul style="list-style-type: none"> - to educate - facilitate reflection - recognise performance is multi-factorial - identify strengths and weaknesses of organisation - identify differences in staff groups and seniority - describe what a better culture might look like - design specific interventions
Limitations	<ul style="list-style-type: none"> • It is hard work • Return rates are key • Below 80%, watch for skewed samples • Results are not comparable
References	<p>For a general review of culture survey instruments in healthcare: The Quantitative Measurement of Organizational Culture in Health Care: A Review of the Available Instruments. Tim Scott, Russell Mannion, Huw Davies, and Martin Marshall Health Serv Res. 2003 June; 38(3): 923–945.</p> <p>*These aspects are well dealt with in: Sexton JB, Thomas EJ, Grillo SP. The Safety Attitudes Questionnaire: guidelines for administration. Technical Report 03-02. The University of Texas Center of Excellence for Patient Safety Research and Practice (AHRQ grant #1PO1HS1154401).</p> <p>Survey instruments concerning safety climate are available from: http://www.npsa.nhs.uk/nrls/improvingpatientsafety/humanfactors/ma-psaf/, http://www.uth.tmc.edu/schools/med/imed/patient_safety/survey&tools.htm</p> <p>See also: Culture in partnerships – what do we know about it and what can we do about it? www.integratedcarenetwork.gov.uk</p> <p>Medicine, management, and modernisation: a "danse macabre"? Degeling et al. BMJ 2003;326:649-652 (22 March)</p>

Method Sheets

Title	Wisdom Council
Description	A randomly selected group of stakeholders who, through facilitation, choose and address issues which are relevant to them as citizens/service users. Around 12 members are elected randomly from the population and serve for 4 months. The Council meets for about a day and a half with a facilitator. Its statements are unanimous. The statements are presented to a wider group of stakeholders to check consensus.
How to use it	The Council and its statements must have direct access to the key decision making board of the organisation so that its views have impact. A new Wisdom Council appointed every 4 months assumes the previous statements. It has the ability to adopt or amend previous statements. It can also branch out into new issues.
When to use it	<p>Wisdom Councils offer the opportunity to gather strong and intelligent feedback from service users, checking if services reflect public need and helping to ensure that public experience of services is positive. They also provide constructive and intelligent input into solving problems. They are fundamentally different to other techniques and complementary. They set a "choice creating" method of working. In other words, they allow time and space for members to think creatively about options and solutions. They therefore avoids passivity or negativity. Wisdom Councils have been widely used in public sector organisations like community groups and in education in North America, Australia and Europe.</p> <p>The method incorporates the wisdom of an ever widening group of people without their becoming "institutionalised": that is, getting so close to the organisation itself that they cease to add value.</p>
Limitations	<p>Based on ancient, including Mayan, cultures its proponents often see Wisdom Councils as a democratic model for society. Jim Rough even wants a constitutional amendment in the US to make them a democratic right. Whether or not you share that view, most of the practice described in the bibliography below relates to individual services which are similar to healthcare settings.</p> <p>Like all public and patient engagement efforts, Wisdom Councils require sincerity on the part of the organisation and will just produce embarrassment if the management culture seeks to micromanage its services and their users. It should not be used for nor displace methods like surveys and interviews which give rapid feedback.</p>
References	<p>-jim@dynamicfacilitation.com -Change handbook, 2nd edition. Holman P, Devane T, Cady S -Society's breakthrough: Releasing essential wisdom and virtue in all the people. Rough J. 2002 1stbooks library ISBN 0-7596-9168-1 -www.Wisedemocracy.org</p>

Method Sheets

Title	Spread by Numbers
Description	One method of encouraging spread within an organisation is to develop a structured measurement system focused on the number of adopters, the rate at which they are adopting, details of the "what" they are adopting and the places / geography involved.
How to use it	<p>Ensure you are focusing on finding an impact measure (or group of measures) that identify the benefits of spreading the good practice rather than just counting multiple project interventions.</p> <p>It is important to identify the whole target population and to measure implementation progress against this.</p> <p>Measure process to discover the slope of the curve of implementation</p> <p>Measuring awareness of both the problem and the possible solution is key to understanding the time taken to implement as well as understanding total population impact</p>
When to use it	<p>When spreading and disseminating knowledge or plans for action is a formal process linked clearly to the organisation's goals.</p> <p>If you need to understand how your system adopts what and when.</p> <p>To provide formative feedback and review so you can alter plans if necessary</p>
Limitations	It is difficult to maintain if only at a project level; it is best when it is linked to organisation goals
References	<p>Sarah Fraser, "Undressing the elephant; why good practice doesn't spread", Lulu 2006</p> <p>Almost all large scale programme systems use impact and process measurement.</p> <p>Marketing and advertising systems use awareness measurement,</p> <p>If you are interested in predictive modeling for spread then there are very many well-evidence models – try searching for info on the Bass model and take it from there.</p>

Method Sheets

Title	Social Networking and Technology Approach
Description	One way to spread, share and disseminate knowledge is to capitalise on the use of technology, especially where it enables individuals to connect, network and collaborate in new ways.
How to use it	<p>Identify technologies that will work for you and the group across which you would like to spread.</p> <p>Develop your curiosity about what is already being used by different groups. Find out what social networks are already saying about your organization or program.</p> <p>Investigate virtual facilitation and virtual teaming techniques. We know that these are specific skills and most virtual working is unlikely to be productive unless moderated and enabled using specific techniques.</p> <p>Name your topic</p> <p>Connect others</p> <p>Nurture the virtual relationships</p>
When to use it	<p>As a complement to other activities</p> <p>To involve groups who may not otherwise have easy access to information yet may be able to influence the change process either in content or by speed of implementation. Patient groups is one such group where focusing in on their needs may be of help in enabling system change.</p>
Limitations	<p>Used on its own it may have a limited effect.</p> <p>It can be time-consuming to set up, keep track of and continue to moderate. It is not a quick fix.</p>