



# *Shift*Cincy

CONTINUOUS IMPROVEMENT  
PROGRAM

## What is ShiftCincy?

ShiftCincy is a newly created program aimed at embedding both the mindset and science of continuous improvement to realize improved outcomes for the Cincinnati Community.

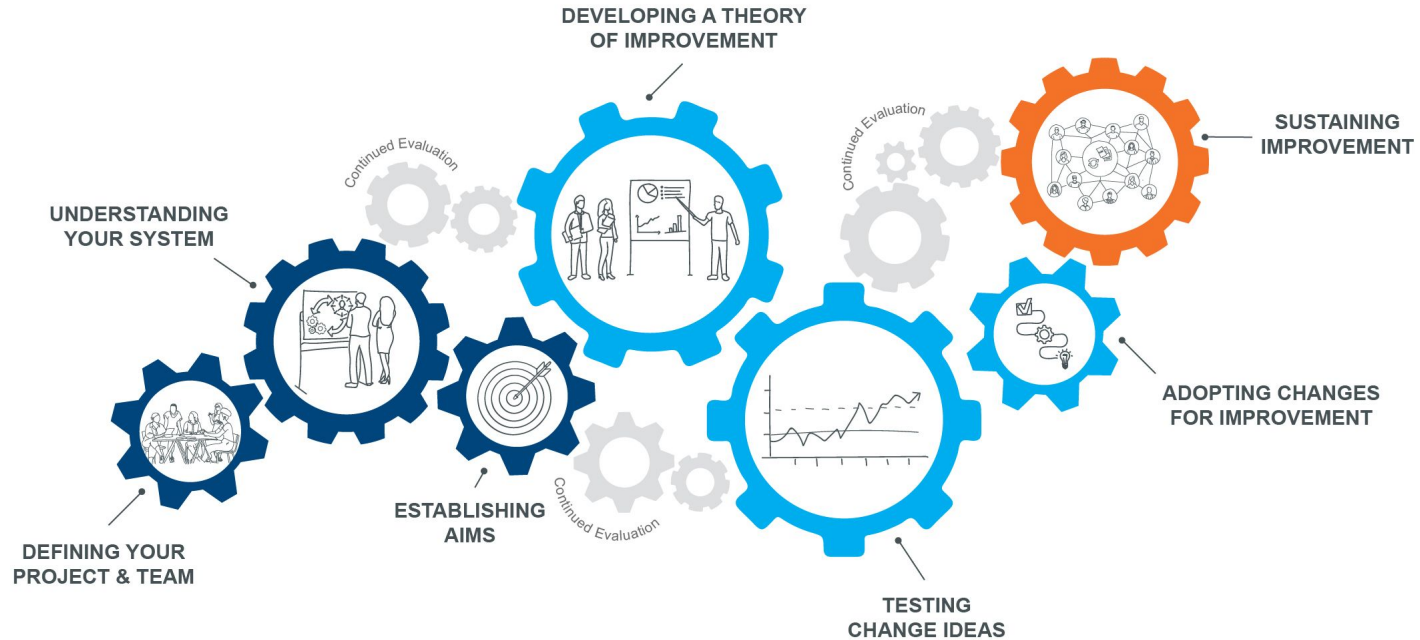
The name “ShiftCincy” was born from a central tenet of continuous improvement to achieve shifts in data towards project goals.

## What is Continuous Improvement

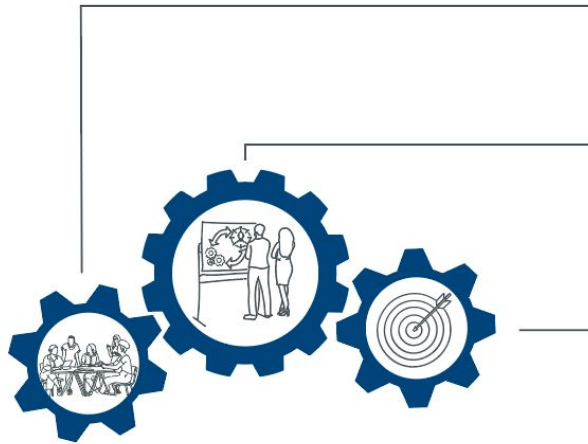
Continuous improvement is a scientific and data driven approach that is found upon on

- Defining data-driven goals for improvement
- Developing a theory of change
- Rapidly testing and evaluating change ideas
- Leveraging evidenced based tools to know when and how to implement change

# Improvement Process



# Improvement Process



**DEFINING YOUR PROJECT & TEAM.** Establish the project scope and the key team members who will participate in the improvement process.

**UNDERSTANDING YOUR SYSTEM.** Observe the current process and draft applicable process maps. Conduct failure mode and root cause analysis. Collect baseline data for improvement measurement.

**ESTABLISHING AIMS.** Draft a SMART Aim (Goal) to provide a specific and measurable foundation for the focus of the problem solving effort. Draft a Global Aim (Vision Statement) that aligns with the overarching goal the project helps to obtain.

# Improvement Process



**DEVELOPING A THEORY OF IMPROVEMENT.** Draft a Key Driver Diagram (KDD) outlining aims, key drivers, and potential change ideas to be tested. The KDD serves as an evolving project blueprint and communication tool to share with project stakeholders.

**TESTING CHANGE IDEAS.** Prioritize change ideas for testing based on predicted level of impact to the SMART Aim. Execute the Plan, Do, Study, Act (PDSA) cycle. Record testing data and analyze testing outcomes via a run chart. Testing starts small and can scale up.

**ADOPTING CHANGES.** Based on testing data, decide whether to Adapt, Adopt, or Abandon the change idea.

# Improvement Process



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**SUSTAINING IMPROVEMENT.** Continue data collection and observation of the system. Implement systems of standardization and accountability, in accordance with an effective communications plan. Identify areas of new opportunity when they arise and be open to additional testing and possible adaptations as the system and theory of improvement continue to evolve.

# ShiftCincy - Policing



**THE PROJECT:** ShiftCincy is a program facilitated by OPDA to leverage quality improvement science to realize improved outcomes for the Cincinnati community. OPDA will facilitate a collaborative process, engage the community and key stakeholders in defining areas for policing improvement, co-designing solutions, and implementing changes for sustainable and measurable impact throughout our City.



**OUR PARTNERS:** This process will be driven by community members and key stakeholder groups, working together with a collective mindset towards sustainable improvement. Those invited to participate will include, but not limited to: Community Members, City Council, City Leadership, MAG, Public Safety Leadership, and Non-Profits.



**THE PROCESS:** ShiftCincy-Policing has a 3-phase active implementation framework.

- **Engagement:** Intentional co-led community engagement, gathering a diversity of insights, experiences, and perspectives on the desired future state of Cincinnati policing.
- **Design:** Focused on distilling the information gathered during the engagement phase. Develop and present improvement project recommendations. Establish teams to design and lead projects through improvement implementation.
- **Improve:** Test change ideas. Monitor the system. Report on progress.



PREPARATION

ENGAGEMENT

DESIGN

IMPROVE

SUSTAIN

# System Level



## Global Aim

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## Strategic Goals

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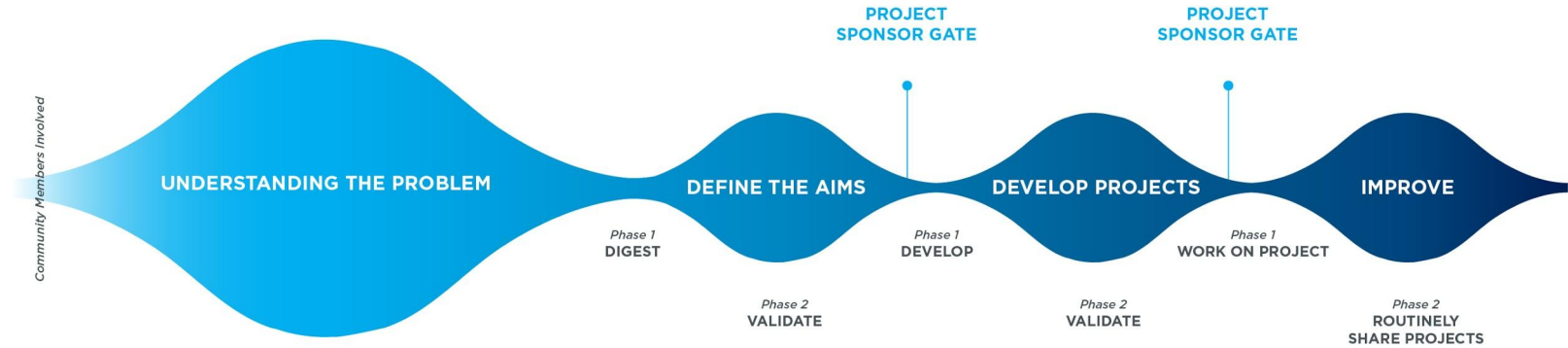
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# Community Engagement



	UNDERSTANDING THE PROBLEM	Phase 1 DIGEST	Phase 2 VALIDATE	Phase 1 DEVELOP	Phase 2 VALIDATE	Phase 1 WORK ON PROJECT	Phase 2 ROUTINELY SHARE PROJECTS
<b>PARTICIPATION</b>	Consult	Collaborate	Involve • Inform	Collaborate	Involve • Inform	Collaborate	Inform
<b>OVERVIEW</b>		Review and digest data to begin developing system level KDD	Share the system level KDD (in community digestible pieces) for validation on Global, SMART, and Key Drivers of the system	Review and digest data to begin developing system level KDD	Share project-level KDDs and get feedback	Community will be on teams	Share progress
<b>OUTCOME</b>	<ul style="list-style-type: none"> <li>• Data points on people's definition of improvement in policing</li> <li>• Suggested data points on what people feel would show improvement</li> <li>• Tons of data on what people think needs to be in place for desired future state of policing (System Key Drivers)</li> <li>• Community volunteers to join core team</li> </ul>	<ul style="list-style-type: none"> <li>• Distill Global Aims</li> <li>• Distill SMART Aims</li> <li>• Distill Key Drivers</li> </ul>		<ul style="list-style-type: none"> <li>• Select Projects</li> <li>• Develop Teams</li> <li>• Develop Project-Level KDD</li> </ul>			
<b>METHODS</b>	<ul style="list-style-type: none"> <li>• Survey</li> <li>• OPDA facilitated community conversations</li> <li>• Community facilitated community conversations</li> </ul>		<ul style="list-style-type: none"> <li>• Survey</li> <li>• Focus Groups</li> </ul>				
<b>KEY PARTNERS</b>	<ul style="list-style-type: none"> <li>• ECAT</li> <li>• MAG</li> <li>• CBUF Young Leaders</li> <li>• Social Media</li> </ul>	• Core Team		• Core Team		• Core Team	

# SARA Model Comparison

SARA		Continuous Improvement	
Scan	<ul style="list-style-type: none"> <li>Identify &amp; Prioritize Problems</li> </ul>	Define Project	<ul style="list-style-type: none"> <li>Identify &amp; Prioritize Problems</li> <li>Define the project scope</li> </ul>
	<ul style="list-style-type: none"> <li>Develop goals</li> </ul>	Establish Aims	<ul style="list-style-type: none"> <li>Develop Vision Statement</li> <li>Develop data-driven goals</li> </ul>
Analyze	<ul style="list-style-type: none"> <li>Understand the current conditions</li> <li>Identify data to be collected</li> </ul>	Understand Your System	<ul style="list-style-type: none"> <li>Understand the current conditions</li> <li>Identify data to be collected</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a working hypothesis</li> </ul>	Develop a Theory of Change	<ul style="list-style-type: none"> <li>Develop a working hypothesis</li> </ul>
Response	<ul style="list-style-type: none"> <li>Brainstorm new interventions</li> <li>Prioritize interventions</li> <li>Carry out interventions</li> </ul>	Testing Change Ideas <ul style="list-style-type: none"> <li>Plan</li> <li>Do</li> </ul>	<ul style="list-style-type: none"> <li>Brainstorm new interventions</li> <li>Prioritize interventions</li> <li>Carry out interventions</li> </ul>
Assessment	<ul style="list-style-type: none"> <li>Process evaluation</li> <li>Evaluate data</li> <li>Determine if goals are attained</li> <li>Identify new strategies</li> <li>Conduct ongoing assessment</li> </ul>	Testing Change Ideas <ul style="list-style-type: none"> <li>Study</li> <li>Act</li> </ul>	<ul style="list-style-type: none"> <li>Study the impact of change ideas</li> <li>Determine action step</li> </ul>
		Adopting Changes	<ul style="list-style-type: none"> <li>Adopt interventions that positively impact the system</li> </ul>