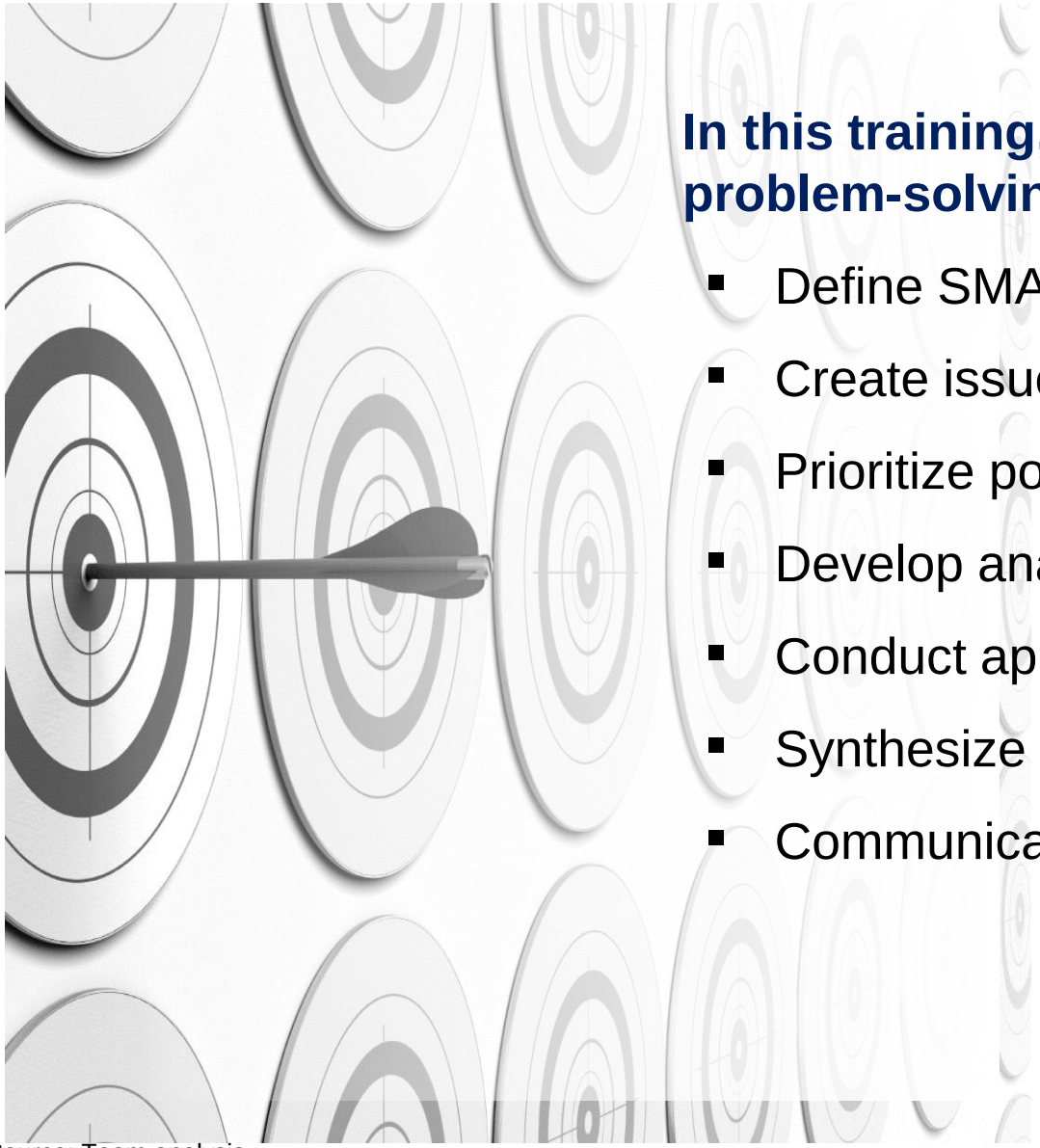
Enhancing Management of EPI Programs through strategic use of data in Nigeria

Leadership, Management and Coordination Support for the Expanded Program on Immunization

Course Title: Problem Solving

July, 2024

Problem solving module objectives



In this training, we will learn about the 7-step approach to problem-solving, with a focus on:

- Define SMART problems
- Create issue trees to break down problems into components
- Prioritize possible activities to solve defined problems
- Develop analysis plans
- Conduct appropriate analyses
- Synthesize results and understand implications of solutions
- Communicate recommendations to stakeholders

Source: Team analysis

Why do you think you need this training?

- What do you expect to achieve today?
- Are there other specific problem-solving competencies that you would like to learn about?
- Why do you think this session will be important to you?

Source: Team analysis

We encounter different types of problems everyday in our workplaces

Problems	Description	Example
Obvious	▪ Your options to solve the problem are clear ▪ The cause-and-effect relationships are apparent to everyone	▪ The office printer does not print in clearly defined colours
Complicated	▪ There may be several “correct” solutions to the problem ▪ Cause-and-effect relationships are not apparent to everyone	▪ High malaria prevalence in certain states
Complex	▪ It might be impossible to identify one “correct” solution ▪ Cause-and-effect relationships are not apparent	▪ High staff turnover rates in an apparently “great” organization
Chaotic	▪ No relationship exists between the cause and effect	▪ How to resolve a fake rumour about abdominal vaccinations

Are there other examples of these problems you can think of?

Source: Cynefin framework

Problem solving is the process of finding solutions to difficult or complex issues

Problem

Problem solving

Solution

Having an effective approach to solving problems is a critical component of any worker's toolbox

What does problem-solving mean to you?

Source: Team analysis

Problem solving is a pre-requisite for effective decision making

Problem solving is:

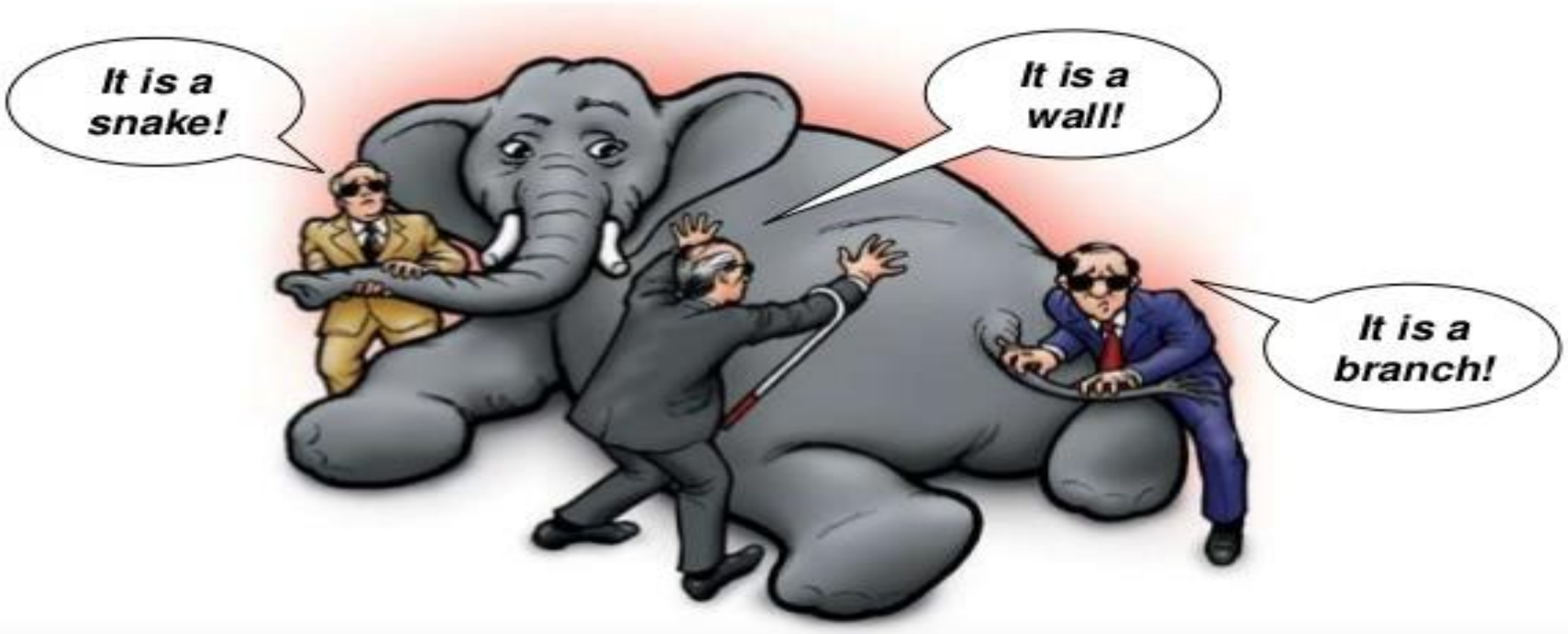
- Usually analytical and involves critical examination of the facts or data
- Aimed at presenting choices for decision makers to guide future direction

Source: Team analysis

The 7-step approach to problem solving

Source: Team analysis

The Blind Men and an Elephant



- Problems are often perceived differently by different people
- It is important to define a problem correctly to increase the chances of arriving at the right solution

Source: Team analysis

Define the problem

Successful problem solving requires finding the right solution to the right problem. We fail more often because we solve the wrong problem than because we get the wrong solution to the right problem.

Russell L Ackoff

A well defined problem must meet 2 criteria

A

The problem statement must be **a question** or **a firm hypothesis**

B

The problem definition must be **SMART** and focus on what the decision maker needs to move forward

The problem statement should also be concise

Source: Team analysis

1A Example of a good problem statement

Shittu needs to increase the SMS data reporting significantly within the next year as the Regional Data manager at the Dosso EPI	Statement of fact	
Shittu can improve reporting on DHIS2 through effective central to regional supportive supervision	Hypothesis	✓
The EPI at the central level needs to deliver technical assistance to the EPI across regions	Too general	
How can the Central EPI ensure that all regional EPI have comprehensive workplans?	Question	✓

A good problem statement lends itself to being proved or disproved

Source: Team analysis

1B An accurately defined problem statement must be SMART

Specific: Does it clearly specify what is to be done?

Measurable: Is it quantifiable?

Action oriented: Is it actionable?

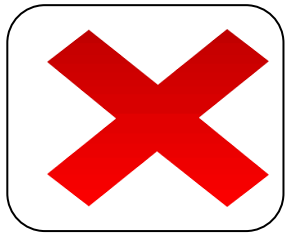
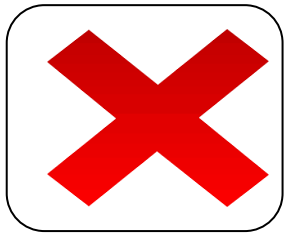
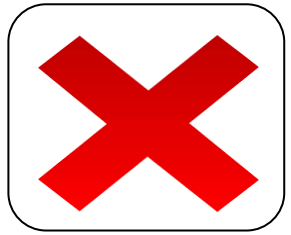
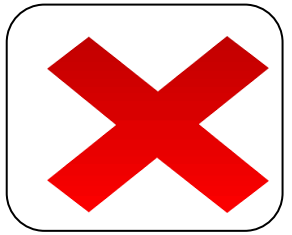
Relevant: How does the goal align with broader goals? Why is the result important?

Time bound: Does it state the timeline for it to be achieved**?**

A SMART objective serves as the pivot for developing implementable steps to achieve them

Source: Team analysis

1B An example of a SMART problem statement

Problem Statement	Specific	Measurable	Action oriented	Relevant	Timebound
1. How will KSPHCDA build five PHCs across 2 LGAs to revitalize the primary health care system in by Dec 21, 2024?					
2. How can all LGAs reduce stock out rate for vaccines across PHCs?					
3. The commencement of discussions around the extended paid maternity leave to 24 weeks as a means of improving the health and welfare of the mother and child					

Source: Team analysis

1 The problem definition must be documented for clarity and shared for alignment with your team and other stakeholders

Basic question to be resolved

SMART articulation of problem to be solved

Initial situation

What is the situation?

What do we need to be aware of to solve the problem successfully?

Is there any special context?

Decision makers

Who decides? Who can derail?

Other stakeholders

Who needs to be kept informed?

Success criteria

How will we know if we have succeeded? What metrics could we measure?

Constraints

What things can we **not** change on ‘playing field’?

Project scope

What are the boundaries of the ‘playing field’ that we can look at?

Source: Team analysis

Introduction to example case: Hassan's money problems

Hassan works for the Kebbi State Primary Health Care Development Agency and loves playing polo with his friends. He is married with five children.

He currently earns about 300,000 naira monthly as a grade 13 staff. He however owes 1 year's rent worth 600,000 naira; his 5 children's school fees of 250,000 naira; and Aliyu his colleague 150,000 naira.

Hassan needs 1,000,000 naira to pay all these debts in the next 3 months and cannot borrow any money from anybody he knows. He has no investments and does not condone illegal practices.

As a trusted friend, Hassan has called upon you to help with solutions to resolve his financial challenges.

We will now help Hassan to define his problem in a bid to solve it

Source: Team analysis

Example of a good problem statement

"How can Hassan have an extra 700,000 naira to repay his debts in the next 3 months?"

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**elevant (to the key problem)
- **T**ime-bound

Source: Team analysis

1 Example: Let us articulate a problem statement for Hassan

Basic question to be resolved

"How can Hassan have an extra 700,000 naira to repay his debts in the next 3 months?"

Initial situation

- Hassan is a family man who works at the regional EPI. He has incurred a large amount of debt, and needs to find a way to source for extra 700,000 naira to pay off his debts
- Hassan's debtors are quite inflexible, and will not allow him additional time to raise the money

Decision-makers

- Hassan
- Hassan's wife

Other stakeholders

- Hassan's children
- Hassan's creditors

Success criteria

- Repay all debt in full
- Have a plan for avoiding future debt and having regular access to discretionary income

Project scope

- Hassan's income
- Hassan's and his family's expenses

Constraints

- Timing: Hassan must come up with the money in the next 3 months
- Work schedule: Hassan currently works a fixed number of shifts/hours each month
- Ethics: Hassan is only willing to consider legal means of finding money

Source: Team analysis

Introduction to problem case: Argungu Overcrowding Dilemma

The KBSPHCDA has spent 50,000,000 naira on publicity campaign to achieve the EPI's 2021-2025 strategic plan. The campaign led to a massive influx of the residents to health facilities around them.

As a result of the influx of clients, immunization indicator numbers have drastically improved. However, this influx also caused the clients at the health facilities to wait for long period – over 45 minutes, before they can meet the service provider for immunization.

From previous assessment, the LGA understands keeping clients for over 15 minutes before consulting with the service provider, inhibited majority of the population from using the health facilities.

To avoid losing its recent gains, the LGA immunization officer has requested technical assistance from the KBSPHCDA, in solving the long patient wait-time in its health facilities.

As a staff within the KBSPHCDA, your director has asked you to help solve the challenge being faced by Argungu LGA

Now in your groups, define the problem to help Argungu LGA solve their problem

Source: Team analysis

1 Example of a good problem statement

"How can the Argungu LGA reduce the patient wait-time, before immunisation, at all its health facilities to a maximum of 15 minutes by December of 2024"

- **S**pecific
- **M**easurable
- **A**ction-oriented
- **R**elevant (to the key problem)
- **T**ime-bound

Source: Team analysis

1 Practice exercise: We already defined the problem completely to guide our process

Basic question to be resolved

"How can Argungu LGA reduce the patient wait-time, before immunisation, at all its health facilities to a maximum of 15 minutes by December of 2024?"

Initial situation

- Keeping clients for over 15 minutes before receiving immunization at health facilities
- Argungu LGA spent a lot of money in carrying out the campaign
- Health centers usually do not typically handle the number of patients they receive now

Decision makers

- KBSPHCDA ES
- SIO and PM SERICC
- LGA DPHC

Other stakeholders

- PHC patients
- PHC OIC
- RI service provider

Success criteria

- Less than 15 minutes patient wait-times before consultation experienced by all patients in PHCs in Argungu
- Greater than zero percentage change in demand for immunization services

Constraints

- Funds: bureaucracy with fund release
- Limited staff capacity: health workers are currently working at maximum capacity, given their level of expertise

Project scope

- All PHCs in Argungu

Source: Team analysis

The 7-step approach to problem solving

Source: Team analysis

❷ Break down the problem into components using an issue tree

An issue tree is a graphical breakdown of the problem statement that dissects it into its different components. Issue trees are useful for disaggregating **large**, **complicated problems** into issues

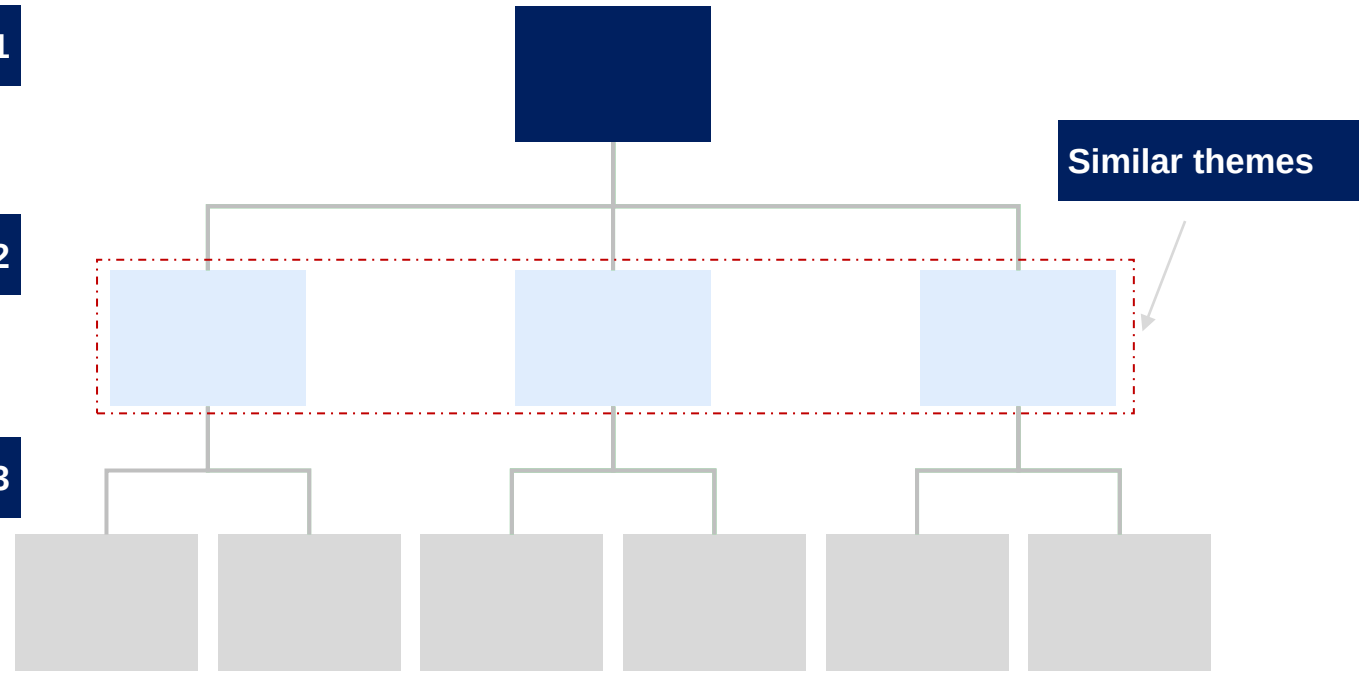
Why use logic or issue trees?

To break a problem into component parts and set priorities

To build a common understanding within the team of the problem solving framework

To help focus use of organizing frameworks and theories

Sample issue tree



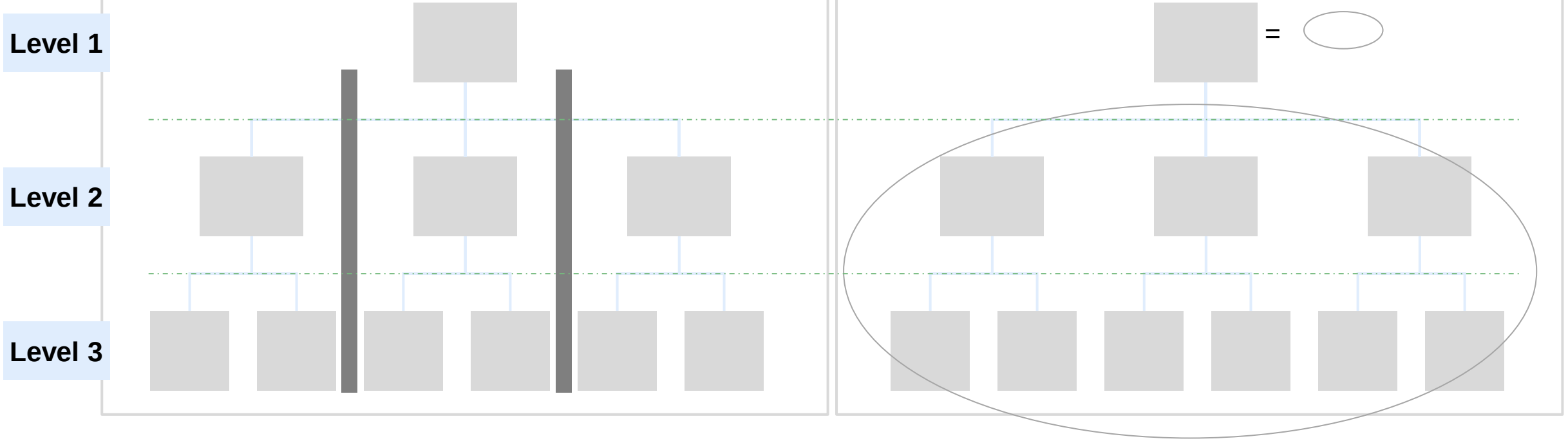
It is always useful for issues to be MECE[1], see next slide for more explanation

1. Mutually Exclusive and Collectively Exhaustive

❷ Obey the following rules when breaking down problems into issue/logic trees

Statements at the same level do not overlap (Mutually exclusive)

All statements taken together do not leave any gaps (Collectively exhaustive)



- Disaggregated issues on the tree must be actionable and relevant to the problem
- All statements at the same level taken together do not leave any gaps

Source: Team analysis

Introduction to example case: Hassan's money problems

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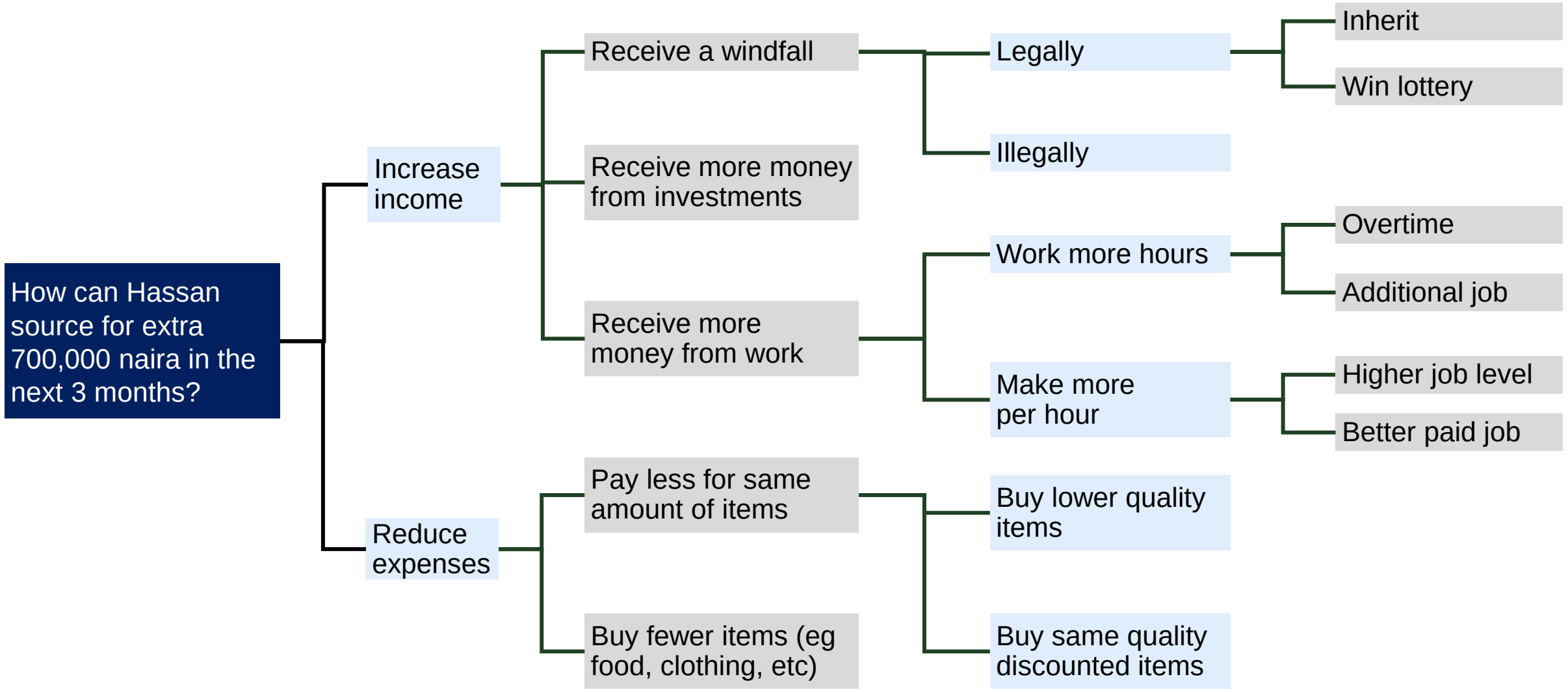
As a trusted friend, Hassan has called upon you to help with solutions to resolve his financial challenges.

We will now help Hassan to structure his problem in a bid to solve it

Source: Team analysis

❷ Example: Let us break down Hassan's problem into components using an issue tree



Source: Team analysis

Introduction to problem case: Argungu Overcrowding's Dilemma

The KBSPHCDA has spent 50,000,000 naira on publicity campaign to achieve the EPI's 2021-2025 strategic plan. The campaign led to a massive influx of the residents to health facilities around them.

As a result of the influx of clients, immunization indicator numbers have drastically improved. However, this influx also caused the clients at the health facilities to wait for long period – over 45 minutes, before they can meet the service provider for immunization.

From previous assessment, the LGA understands keeping clients for over 15 minutes before consulting with the service provider, inhibited majority of the population from using the health facilities.

To avoid losing its recent gains, the LGA immunization officer has requested technical assistance from the KBSPHCDA, in solving the long patient wait-time in its health facilities.

As a staff within the KBSPHCDA, your director has asked you to help solve the challenge being faced by Argungu LGA

Now in your groups, structure the problem being faced by Argungu LGA

Source: Team analysis

1 Practice exercise: We already defined the problem completely to guide our process

Basic question to be resolved

"How can Argungu LGA reduce the patient wait-time, before immunisation, at all its health facilities to a maximum of 15 minutes by December of 2024?"

Initial situation

- Keeping clients for over 15 minutes before receiving immunization at health facilities
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Decision makers

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Success criteria

- Less than 15 minutes patient wait-times before consultation experienced by all patients in PHCs in Argungu
- Greater than zero percentage change in demand for immunization services

Constraints

- Funds: bureaucracy with fund release
- Limited staff capacity: health workers are currently working at maximum capacity, given their level of expertise

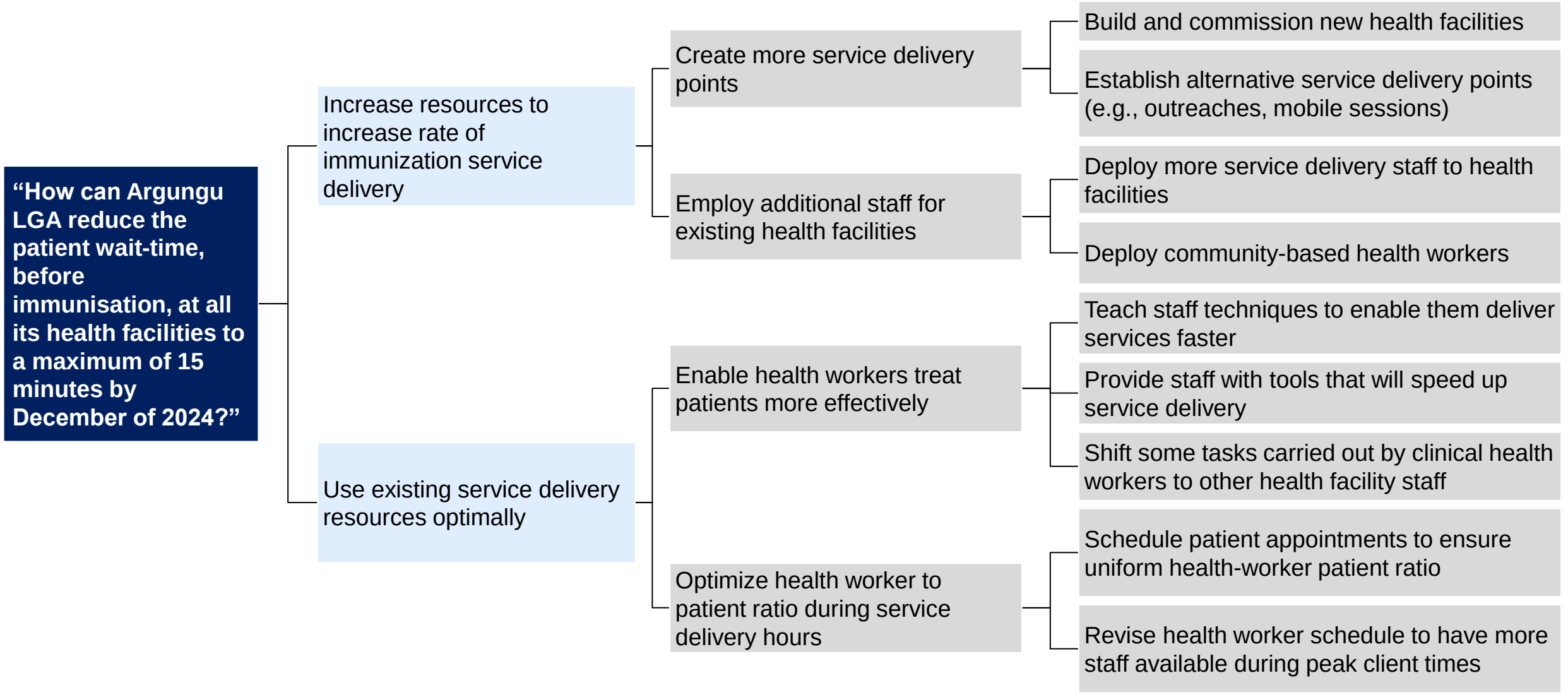
Project scope

- All PHCs in Argungu

Source: Team analysis

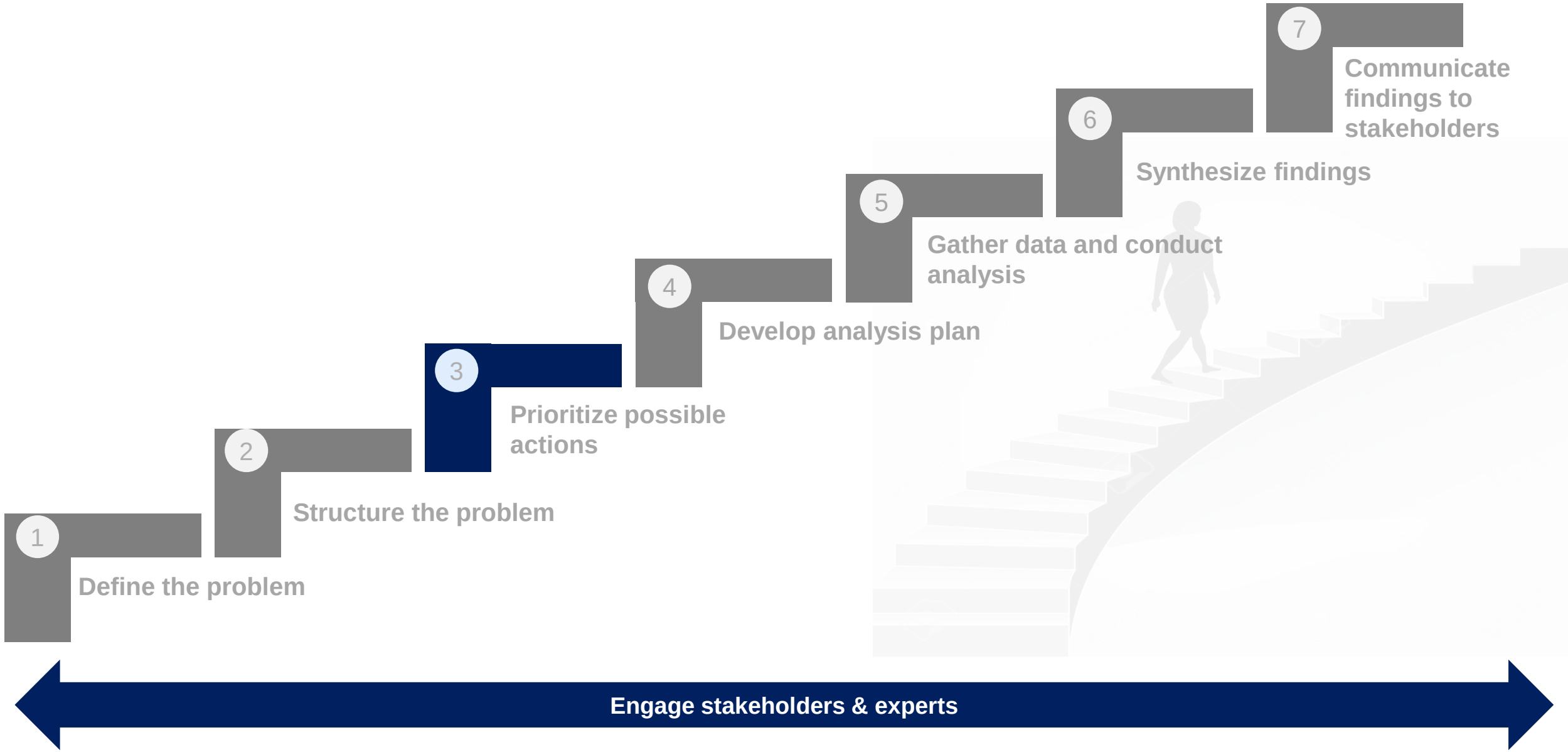
❷ Practice exercise: Let us develop an issue tree to answer Argungu's overcrowding problem

NOT EXHAUSTIVE



Source: Team analysis

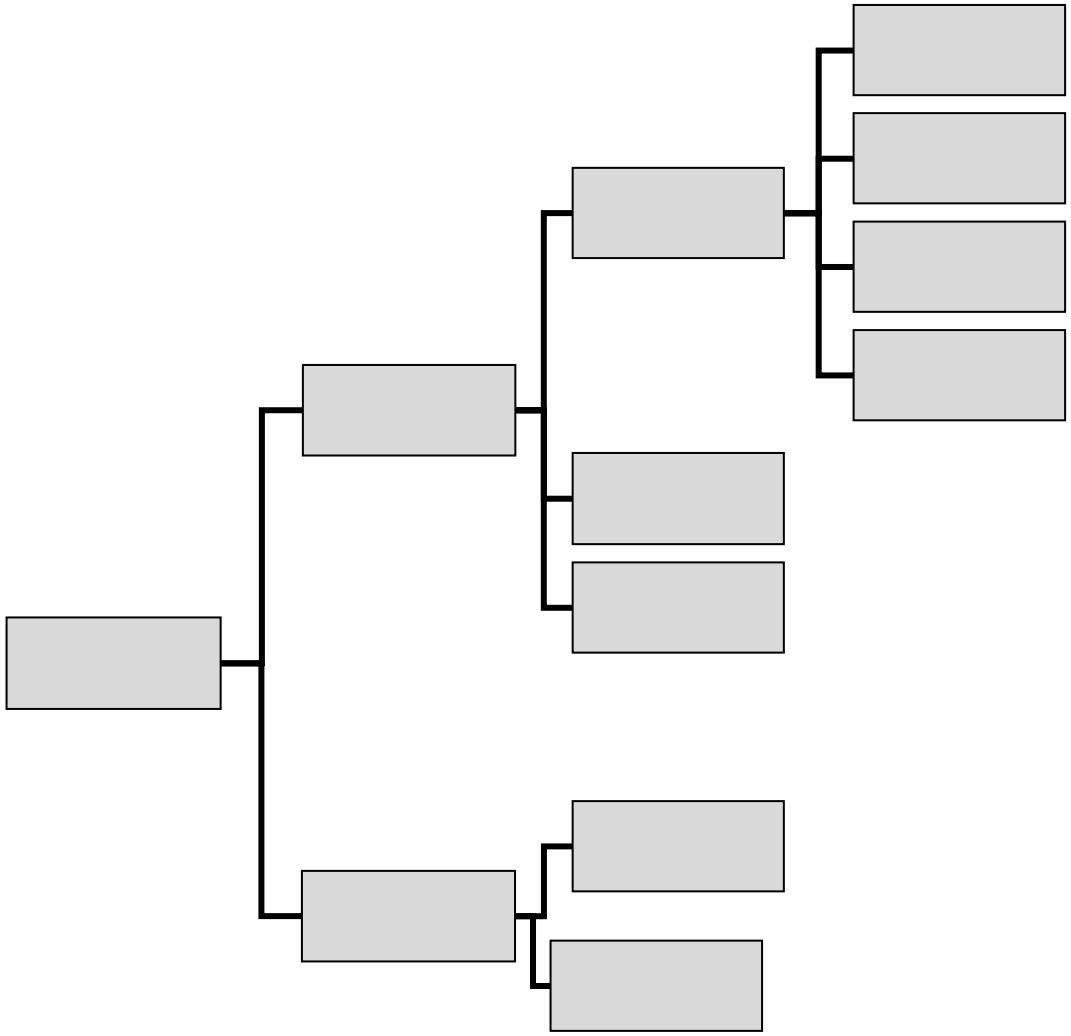
The 7-step approach to problem solving



Source: Team analysis

❸ Prioritization is important because time and other resources are often constrained

Bundle of possible actions developed



Prioritisation required

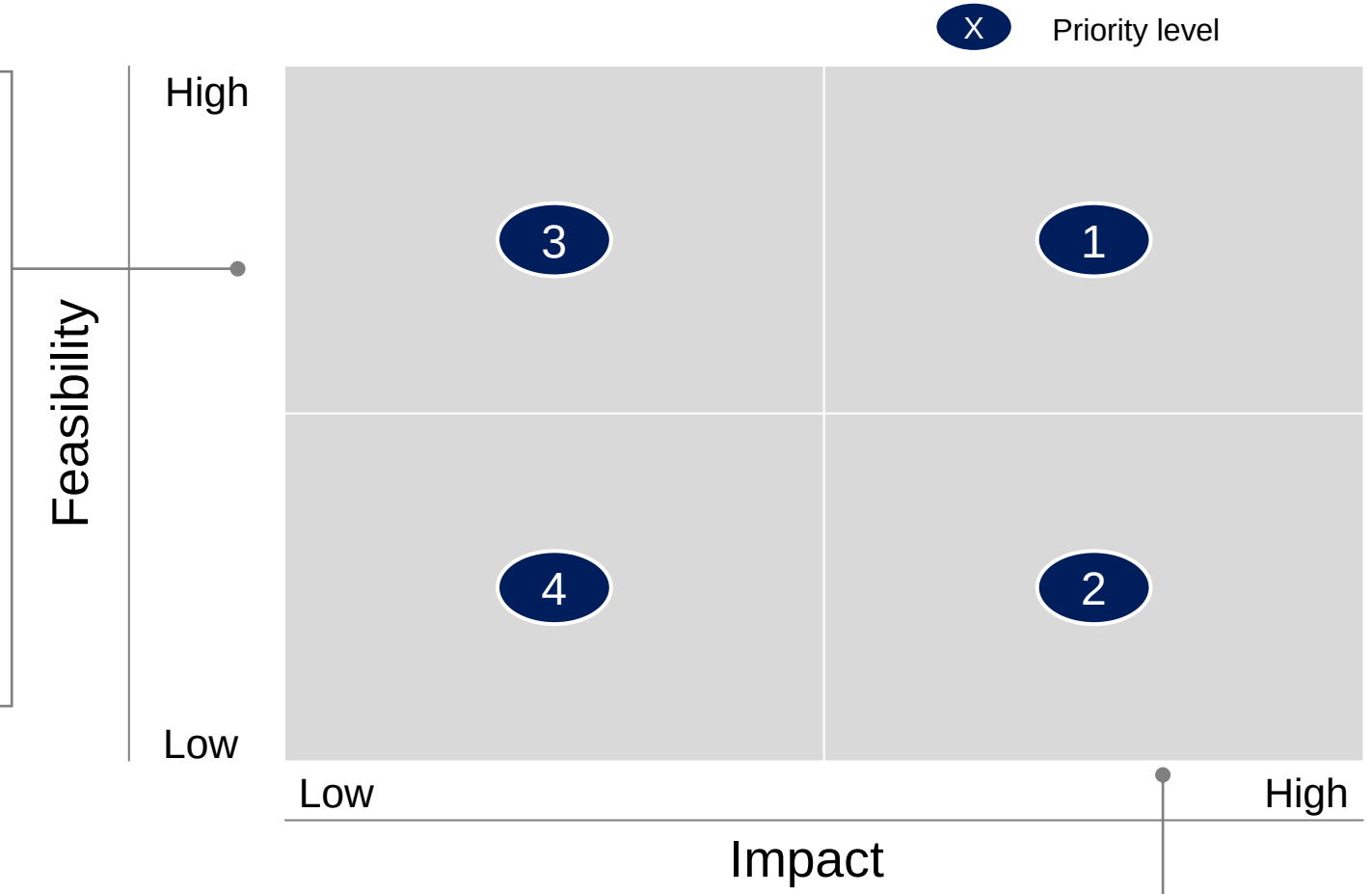
But:
- **Limited resources**
- **Time constraints**

Source: Team analysis

❸ The impact-feasibility matrix is an effective framework for action prioritization

Questions to consider in assessing FEASIBILITY

- How difficult is it to execute?
- How much of a departure is it from the current state?
- How does it complement our actual capabilities?
- How resource/time-intensive will implementation be?
- How different is this from something attempted in the past?



Other criteria like likelihood, urgency and strategic alignment can also be used

Questions to consider in assessing IMPACT

- How long will it take for results to emerge?
- How lasting will the results be?
- How large is the risk of failure?

Source: Team analysis

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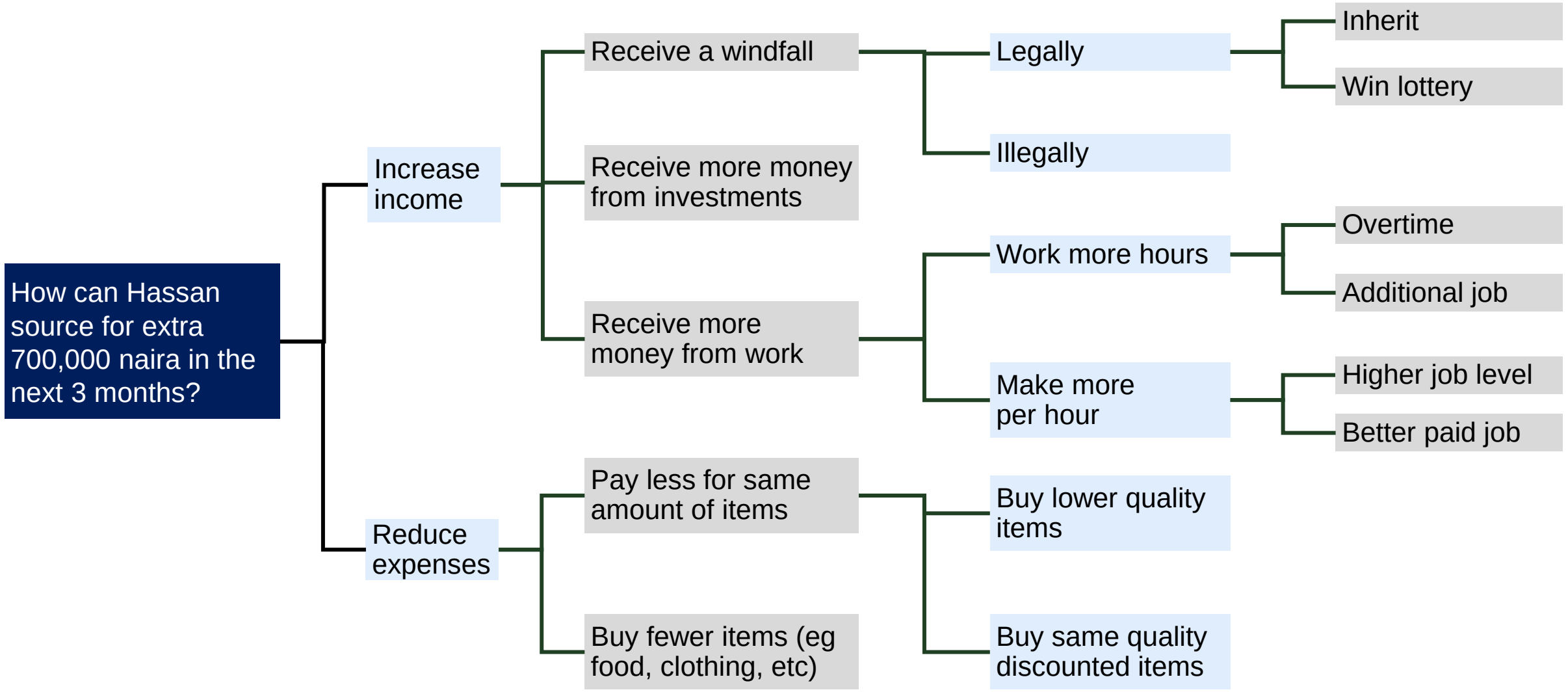
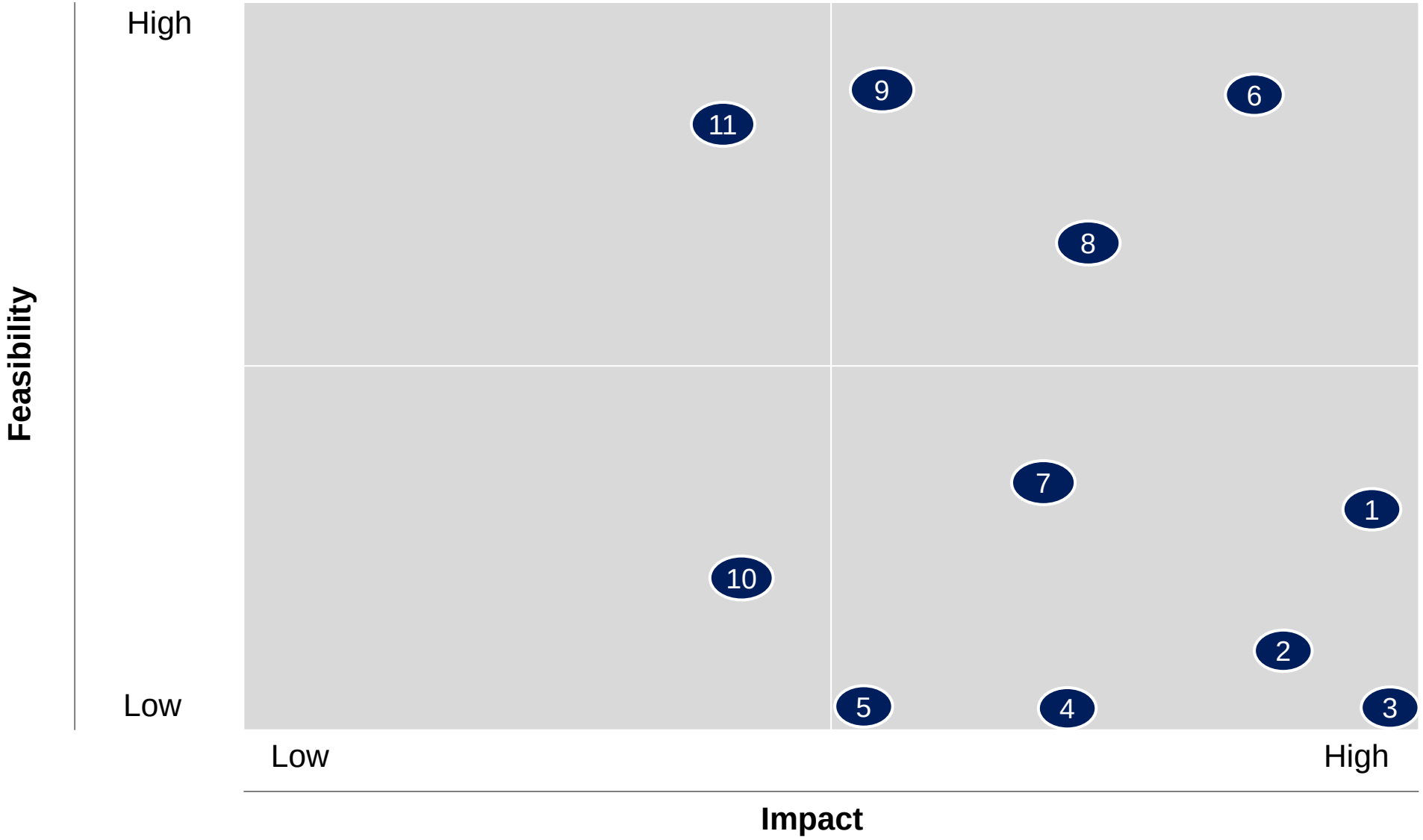
Source: Team analysis

❸ Example: Let us break down Hassan's problem into components using an issue tree



Source: Team analysis

Example: We can prioritize the activities as shown

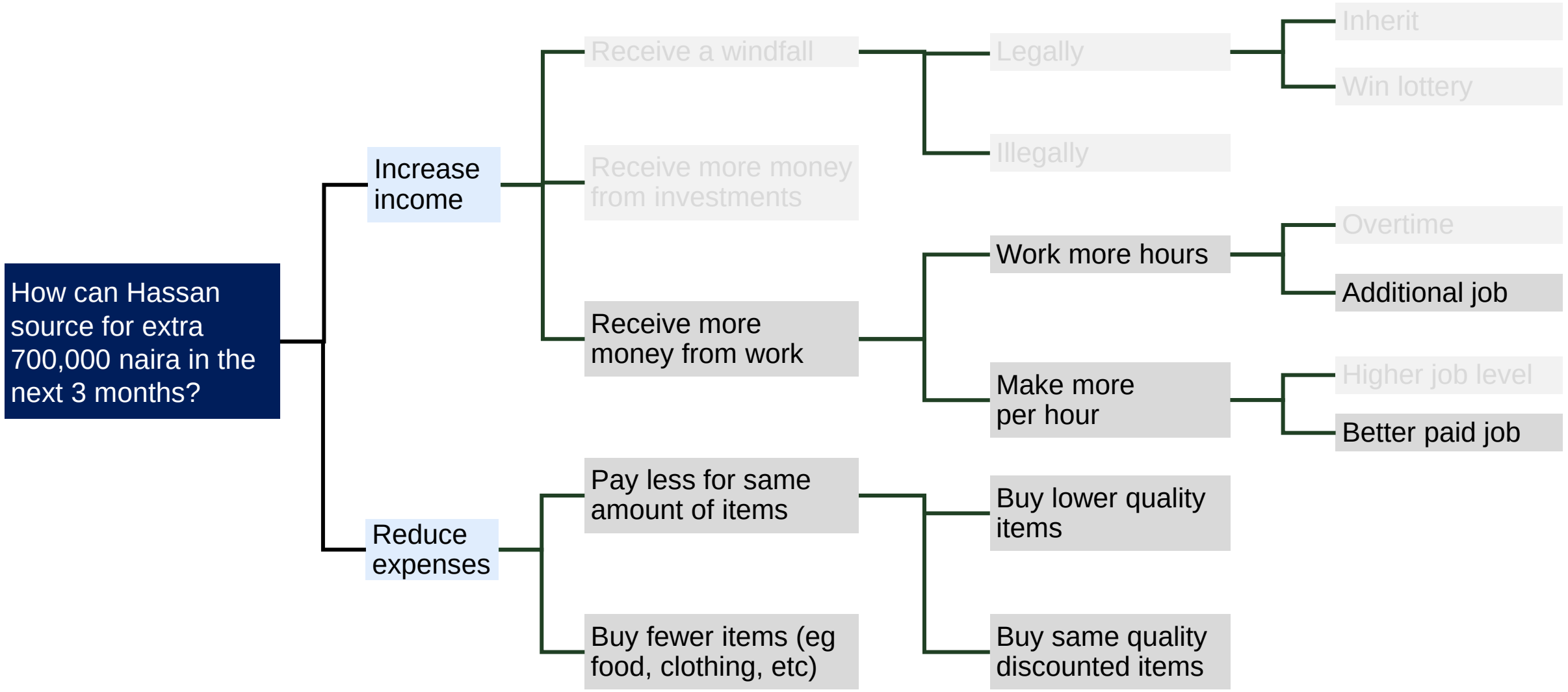


X **Activities**

1. Inherit money
2. Win a lottery
3. Receive a windfall illegally
4. Receive money from investments
5. Work overtime
6. Get an additional job
7. Work at a higher job level
8. Get a better job
9. Buy lower quality items
10. Buy same quality discounted items
11. Buy fewer items

Source: Team analysis

❸Example: Our issue tree then reduces to the highest priority activities



Source: Team analysis

Introduction to problem case: Argungu Overcrowding's Dilemma

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To avoid losing its recent gains, the LGA immunization officer has requested technical assistance from the KBSPHCDA, in solving the long patient wait-time in its health facilities.

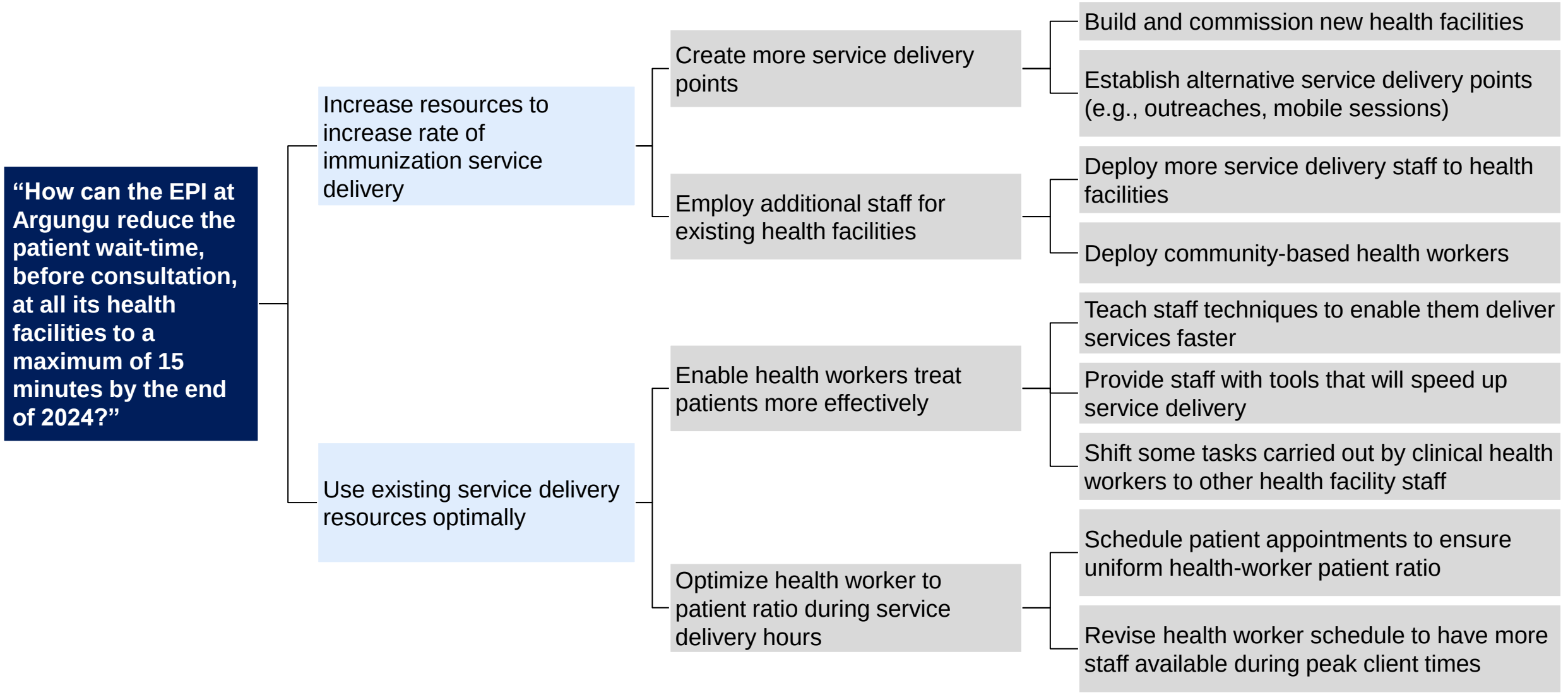
As a staff within the KBSPHCDA, your director has asked you to help solve the challenge being faced by Argungu LGA

Now in your groups, attempt to prioritize the problem being faced by Argungu LGA

Source: Team analysis

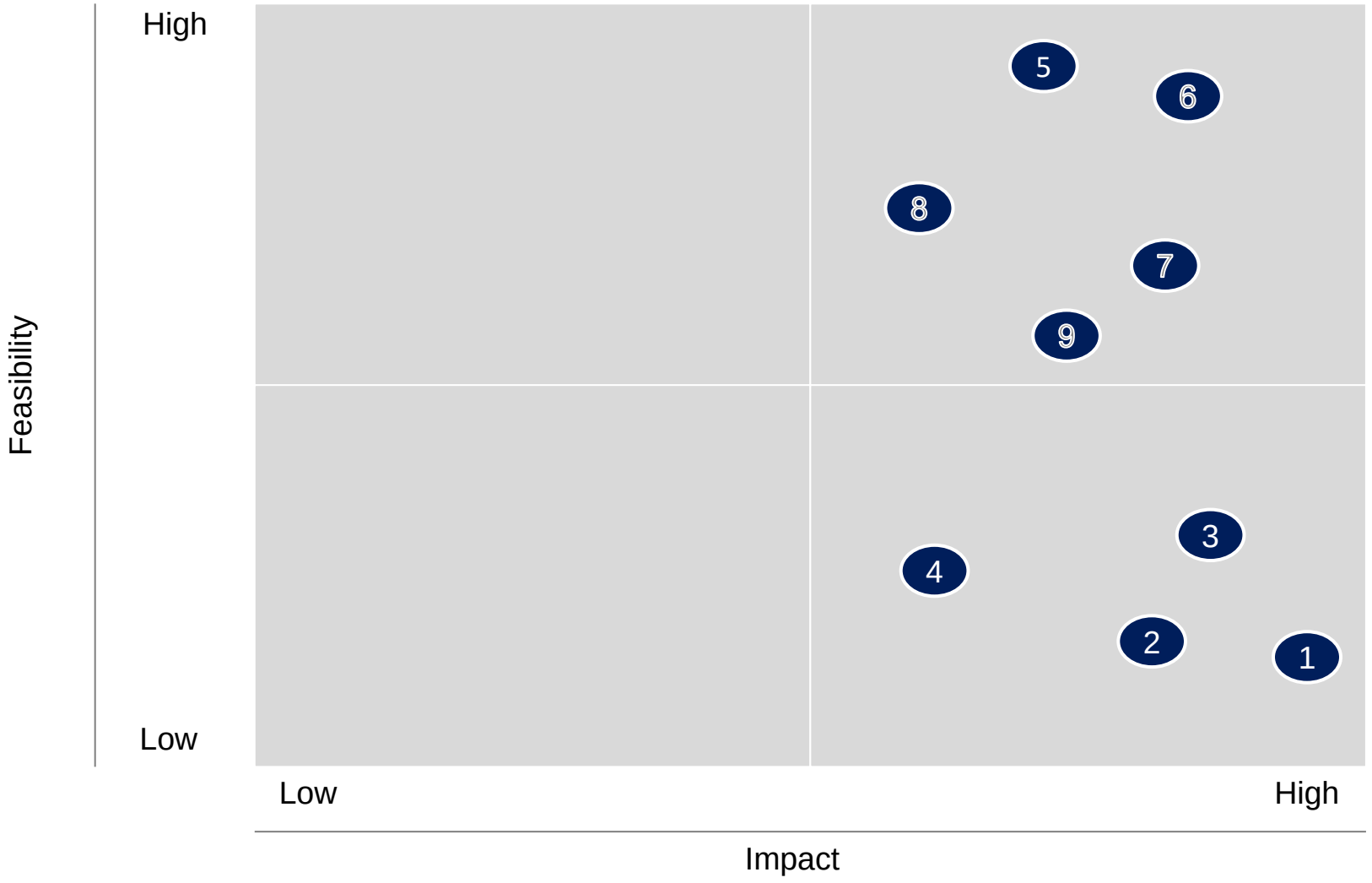
Practice exercise: We can prioritize our existing issue tree for the overcrowding problem at Argungu

NOT EXHAUSTIVE



Source: Team analysis

Practice exercise: Let us prioritize the possible actions identified on the issue tree using the feasibility-impact matrix



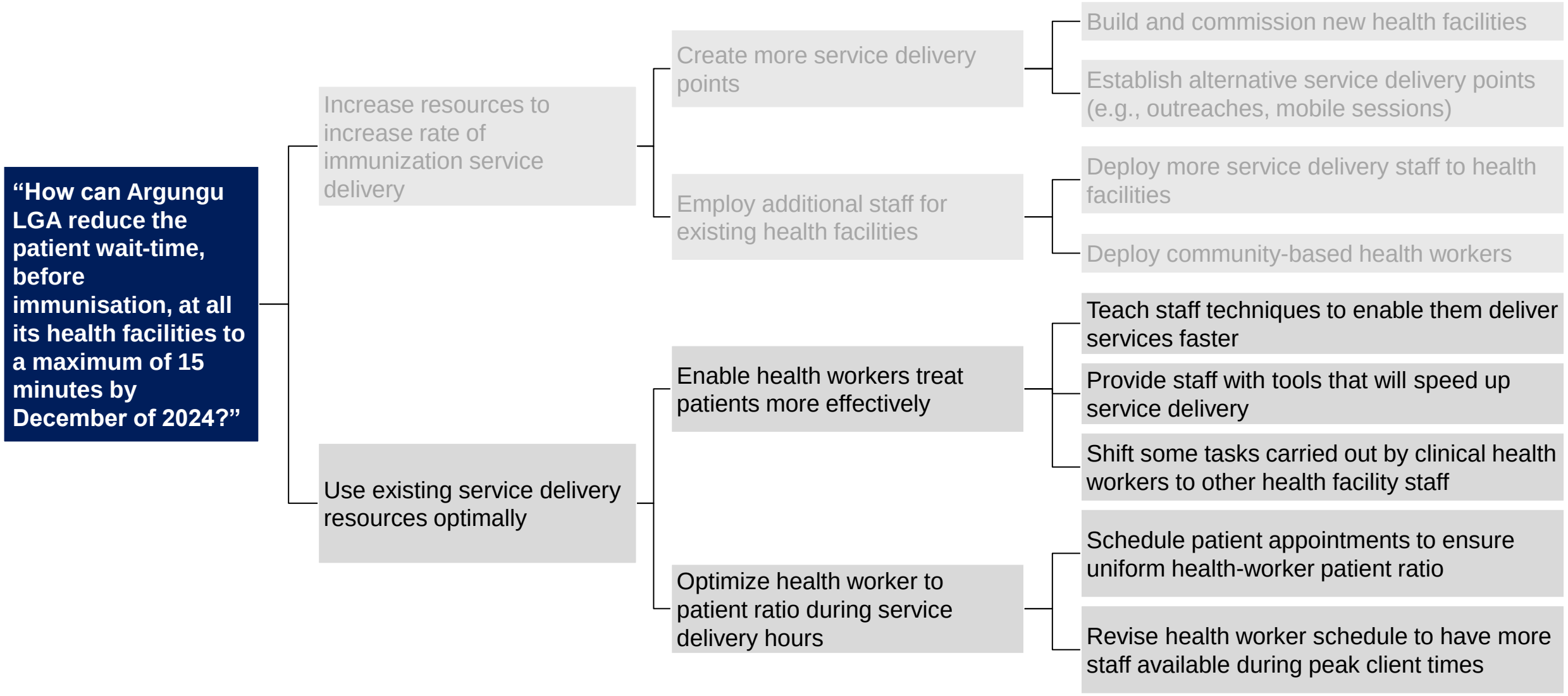
X **Activities**

1. Build and commission new health facilities
2. Establish alternative service delivery points
3. Deploy more service delivery staff to health facilities
4. Deploy community-based health workers
5. Teach staff techniques to enable them deliver services faster
6. Provide staff with tools that will speed up service delivery
7. Shift some tasks carried out by clinical health workers to other health facility staff
8. Schedule patient appointments to ensure uniform health-worker patient ratio
9. Revise health worker schedule to have more staff available during peak client times

Source: Team analysis

Practice exercise: Our issue tree then reduces to the highest priority activities

NOT EXHAUSTIVE



Source: Team analysis

The 7-step approach to problem solving

Source: Team analysis

4 Now that we have prioritized our activities, it is time to develop a work plan

In developing an analysis plan, ask yourself the following questions

- ✓ What is the key issue to be resolved
- ✓ What is the likely resolution to the issue
- ✓ What analyses should be explored to lead to or derail the resolution
- ✓ What are the likely sources of required data

The issue analysis worksheet can be used in developing an analysis plan

4 An issue analysis worksheet can be used to decide what analysis to be carried out in executing assigned activities

Introduction

The issue analysis worksheet defines what the issue is, proposes an hypothesis and necessary analysis that should be done alongside the appropriate information source/needs

Issue analysis worksheet

Issue	Hypothesis (or end product)	Analysis to prove hypothesis	Information sources/ needs
Key issue or problem that needs to be resolved	Statement of the likely resolution to the issue	Models that should be explored in order to confirm or refute the hypothesis	Likely means of obtaining the data required to carry out the analysis

Source: Solina SLA on problem solving

Introduction to example case: Hassan’s money problems

Hassan works for the Kebbi State Primary Health Care Development Agency and loves playing polo with his friends. He is married with five children.

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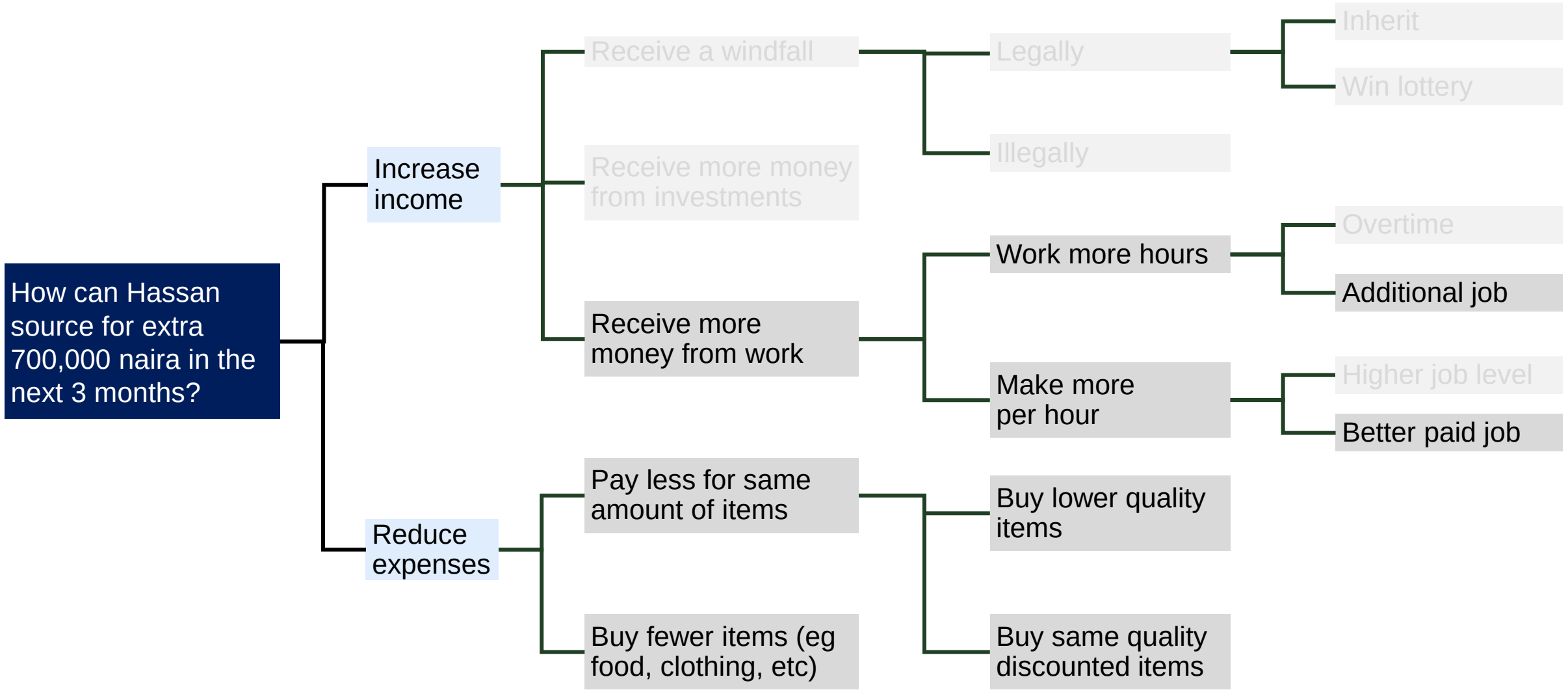
As a trusted friend, Hassan has called upon you to help with solutions to resolve his financial challenges.

We will now help Hassan develop an analysis

Source: Team analysis

Remember Hassan's issue tree after we prioritized the activities



Source: Team analysis

4 Let us design an analysis using a branch of Hassan's issue tree

ILLUSTRATION

Issue

Hassan needs to pay less for the same amount of items

Hypothesis (or end product)

- He should buy lower quality items
- He should buy same quality items at discounted prices

Analysis to prove hypothesis

- Comparison of the amount saved from buying lower quality items versus amount saved from buying same quality items at discounted prices

Information sources/ needs

- Coupons and other points of access to discounts

This can be done on an excel worksheet to keep everything in one easily accessible format

Introduction to problem case: Argungu Overcrowding's Dilemma

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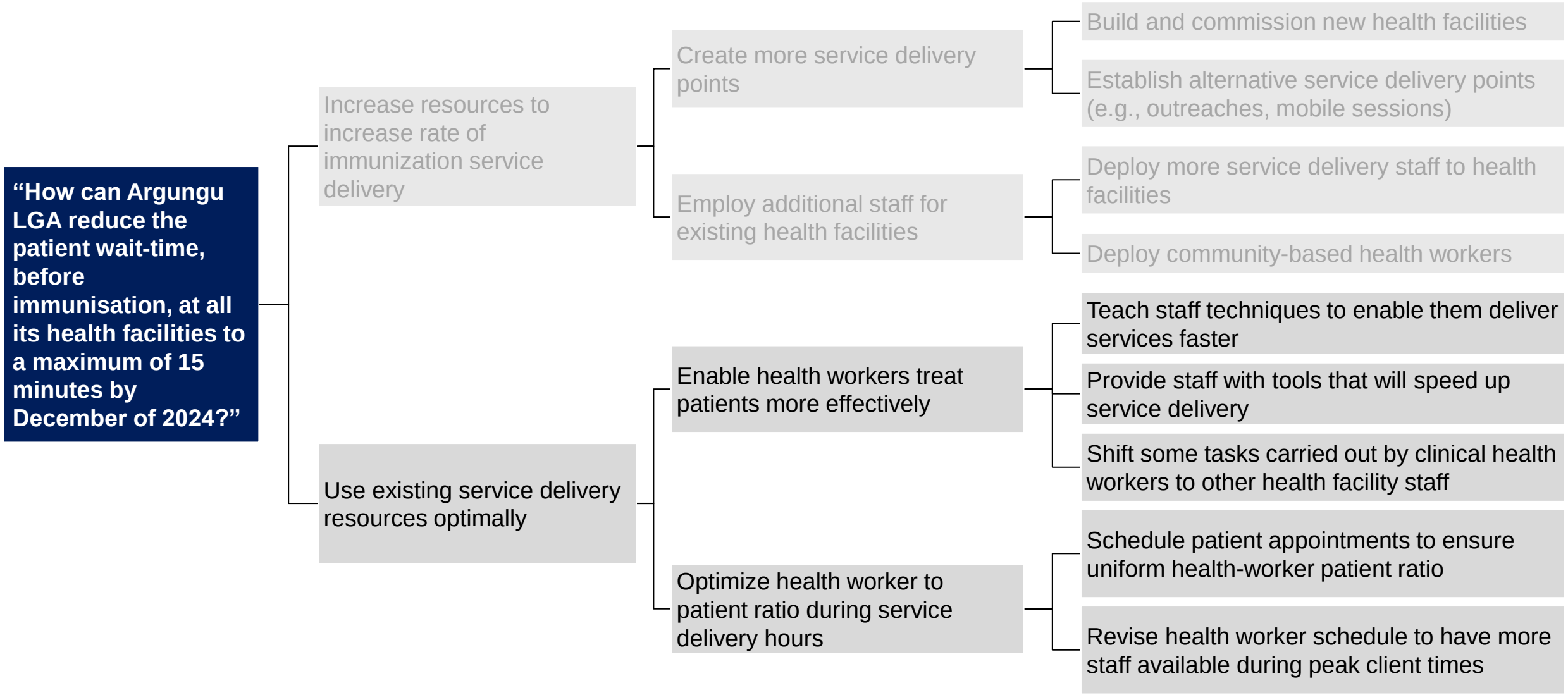
As a staff within the KBSPHCDA, your director has asked you to help solve the challenge being faced by Argungu LGA

Now in groups, let us design an analysis for the problem being faced by Argungu

Source: Team analysis

Remember Argungu's issue tree after we prioritized the activities

NOT EXHAUSTIVE



Source: Team analysis

Practice exercise: Let us design an analysis plan using our Argungu exercise

- Take the plan to optimize health worker to patient ratio during service delivery hours
- Determine which analyses you should do to develop a recommendation
- Conduct the analyses and compile your results

Issue	Hypothesis (or end product)	Analysis to prove hypothesis	Information sources/ needs
The EPI at Argungu needs to optimize health worker to patient ratio during service delivery hours 			

Practice exercise: Let us design an analysis plan using our Argungu overcrowding problem

ILLUSTRATION

Issue

- Argungu needs to optimize health worker to patient ratio during service delivery hours to reduce patient wait time

Hypothesis (or end product)

- Spread out patient inflow by scheduling appointments throughout all operating hours
- Revise health worker schedule to have more staff available during peak client times

Analysis to prove hypothesis

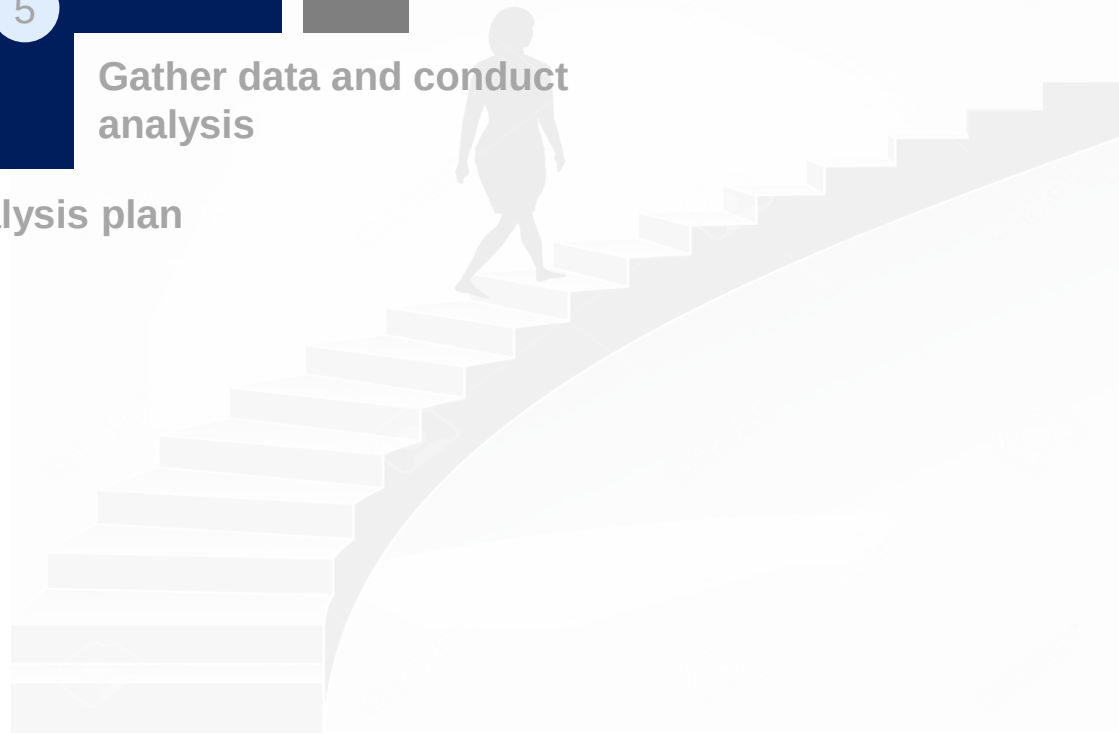
- Current health worker schedule and current patient inflow rate
- Effect of rescheduling health worker working hours on service delivery rate
- Effect of distributing patient appointment time across the operational hours of the day on service delivery rate

Information sources/ needs

- Hospital records of patient's visit to determine the peak client times
- Hospital staff schedule to determine current staff distribution across the operational hours of the day

The 7-step approach to problem solving

1. Define the problem
2. Structure the problem
3. Prioritize possible actions
4. Develop analysis plan
5. Gather data and conduct analysis
6. Synthesize findings
7. Communicate findings to stakeholders



Engage stakeholders & experts

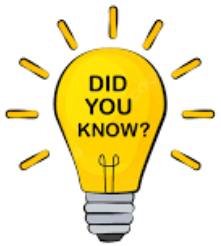
Source: Team analysis

5 Obtain the information required and critically evaluate the possible actions listed

Now that we have designed our analysis plan

It is time to gather data and analyze them

- Analysis gives insight or a clear picture into the issues to be solved
- Think “**evidence’** – what am I trying to prove or disprove



Without data, you are just another person with an opinion

- W Edward Deming

Introduction to example case: Hassan's money problems

Hassan works for the Kebbi State Primary Health Care Development Agency and loves playing polo with his friends. He is married with five children.

He currently earns about 300,000 naira monthly as a grade 13 staff. He however owes 1 year's rent worth 600,000 naira; his 5 children's school fees of 250,000 naira; and Aliyu his colleague 150,000 naira.

Hassan needs 1,000,000 naira to pay all these debts in the next 3 months and cannot borrow any money from anybody he knows. He has no investments and does not condone illegal practices.

As a trusted friend, Hassan has called upon you to help with solutions to resolve his financial challenges.

We will now help Hassan conduct an analysis

Source: Team analysis

Remember we developed an analysis plan using a branch of Hassan's issue tree

ILLUSTRATION

Issue

- Hassan needs to pay less for the same amount of items

Hypothesis (or end product)

- He should buy lower quality items
- He should buy same quality items at discounted prices

Analysis to prove hypothesis

- Comparison of the amount saved from buying lower quality items versus amount saved from buying same quality items at discounted prices

Information sources/ needs

- Coupons and other points of access to discounts

This can be done on an excel worksheet to keep everything in one easily accessible format

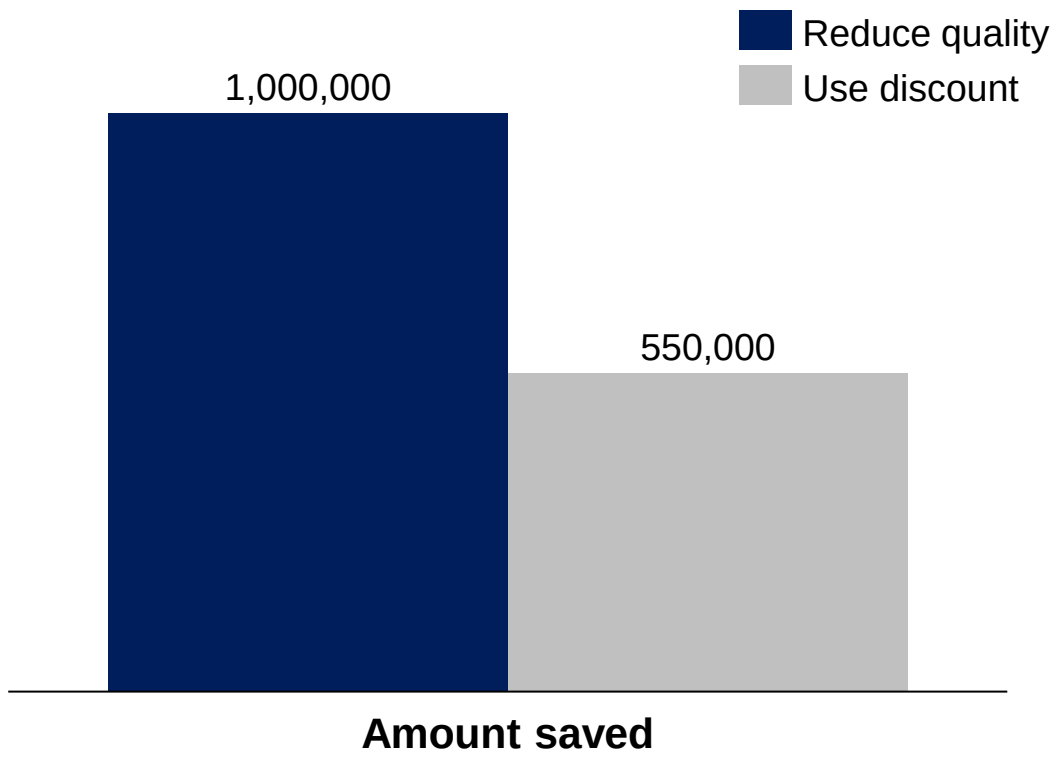
Collate data and present it in the simplest and most appropriate way

ILLUSTRATION

Assumptions

- Hassan can purchase lower quality items for the next 3 months which will save him 250,000 naira per month for clothing, food and utilities
- He can also exercise at a lower quality club and save an annual membership fee of 250,000 naira. The new subscription will take effect in three months' time
- He can get discounted prices on select items for each month, saving 200,000 naira for the first month, 150,000 naira for the second month and 200,000 naira for the third month
- Hassan cannot get discounted prices for his polo club membership as the rates are standard

Total amount saved (naira)



Other charts that can be used to present data include: pie, column, line among others

Introduction to problem case: Argungu Overcrowding's Dilemma

The KBSPHCDA has spent 50,000,000 naira on publicity campaign to achieve the EPI's 2021-2025 strategic plan. The campaign led to a massive influx of the residents to health facilities around them.

As a result of the influx of clients, immunization indicator numbers have drastically improved. However, this influx also caused the clients at the health facilities to wait for long period – over 45 minutes, before they can meet the service provider for immunization.

From previous assessment, the LGA understands keeping clients for over 15 minutes before consulting with the service provider, inhibited majority of the population from using the health facilities.

To avoid losing its recent gains, the LGA immunization officer has requested technical assistance from the KBSPHCDA, in solving the long patient wait-time in its health facilities.

As a staff within the KBSPHCDA, your director has asked you to help solve the challenge being faced by Argungu LGA

Now in groups, let us design an analysis for the problem being faced in Argungu

Source: Team analysis

Remember we developed an analysis plan using our overcrowding problem at Argungu

ILLUSTRATION

Issue

- Argungu needs to optimize health worker to patient ratio during service delivery hours to reduce patient wait time

Hypothesis (or end product)

- Spread out patient inflow by scheduling appointments throughout all operating hours
- Revise health worker schedule to have more staff available during peak client times

Analysis to prove hypothesis

- Current health worker schedule and current patient inflow rate
- Effect of rescheduling health worker working hours on service delivery rate
- Effect of distributing patient appointment time across the operational hours of the day on service delivery rate

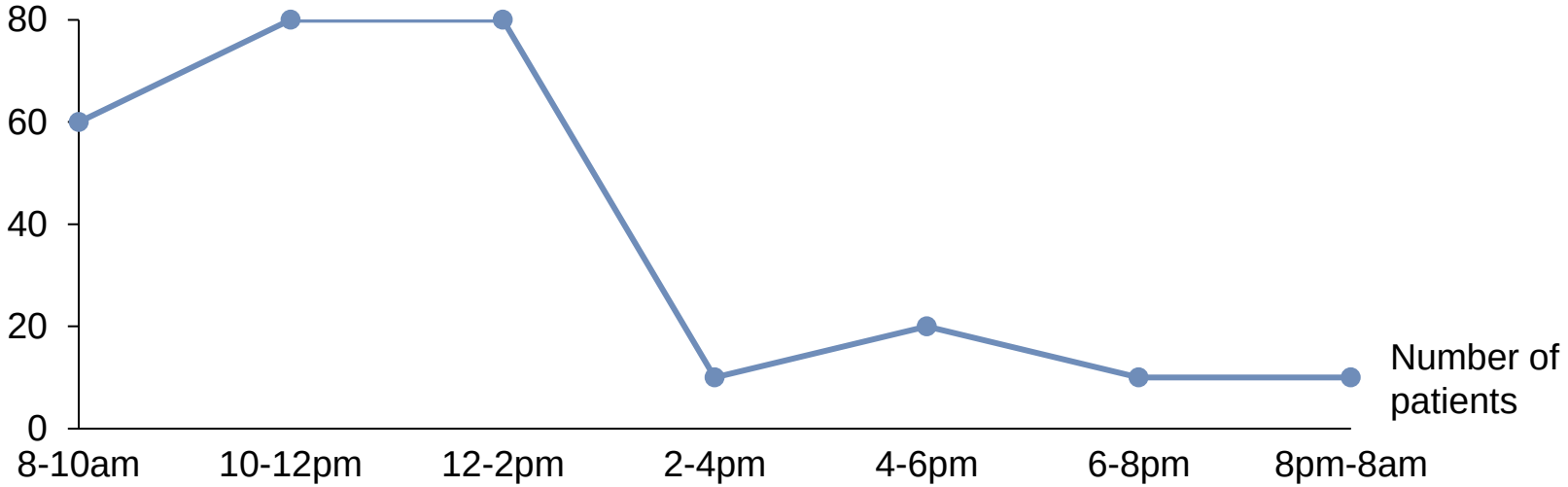
Information sources/ needs

- Hospital records of patient's visit to determine the peak client times
- Hospital staff schedule to determine current staff distribution across the operational hours of the day

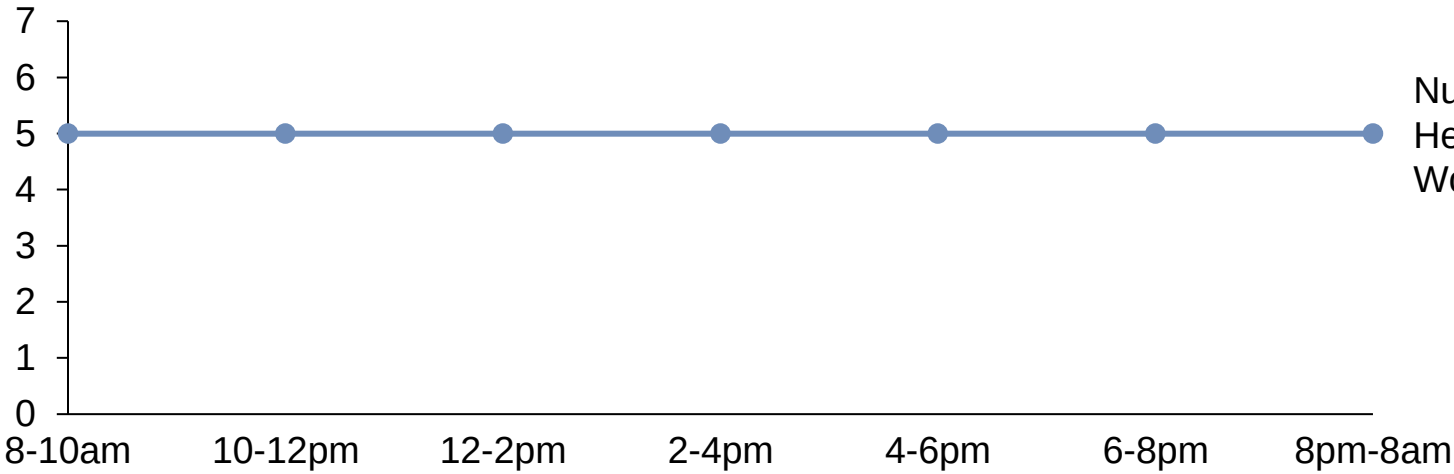
Collate data and present it in the simplest and most appropriate way

ILLUSTRATION

Average number of clients (units) visiting the health facility at different time intervals



Number of health workers (units) available during the different shifts



Assumptions

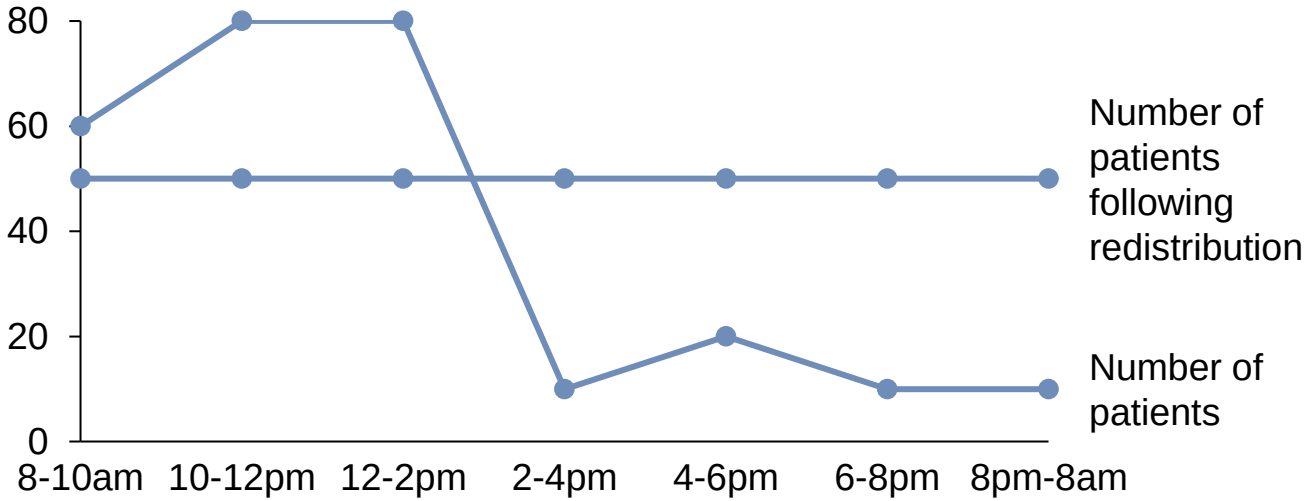
- There are 15 health workers available at the health facility distributed evenly across the morning (8am-2pm), afternoon (2pm-8pm) and night (8pm -8am) shift, that is, 5 health workers will work every shift
- Five health workers will be required to attend to 40 patients every two hours
- The number of clients that visit the health facility after 8pm (during the night shift) are very few and close to insignificant

Source: Team analysis

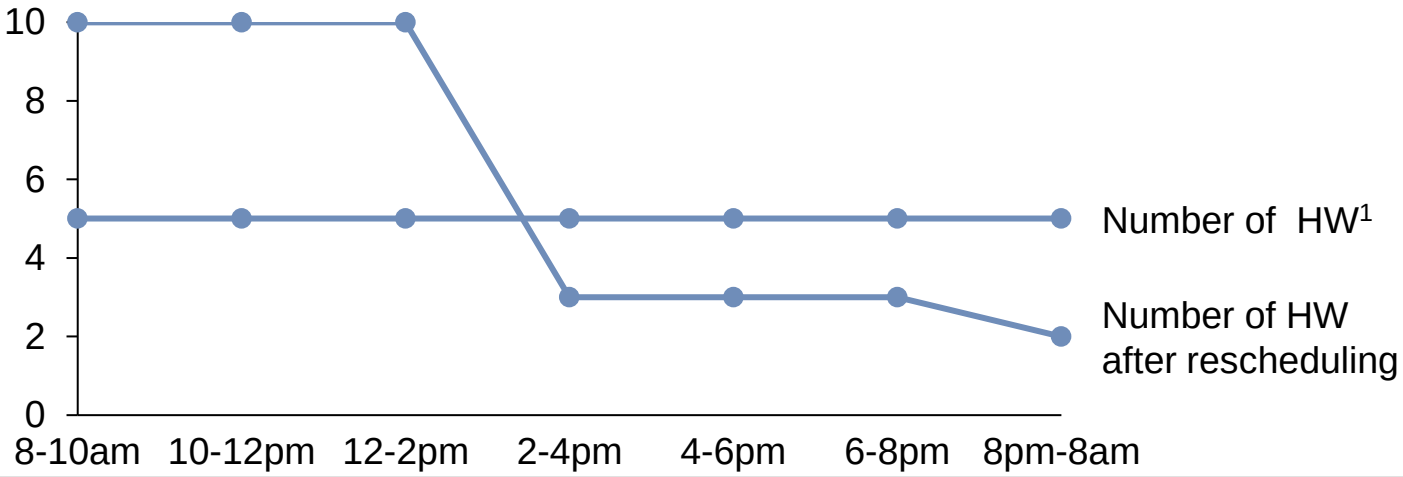
Collate data and present it in the simplest and most appropriate way

ILLUSTRATION

Rescheduling client appointment keeping HW schedule constant



Rescheduling HW hours keeping client inflow constant



Findings

- An average of 270 patients will visit the hospital during the day shift (8am-8pm)
- Attempt to evenly distribute patient appointment will result in 45 patients visiting the health facility every 2 hours which exceeds the maximum number the available HW can cover
- Rescheduling HW hours such that 10, 3 and 2 HW work morning, afternoon and night shifts respectively will lead to optimal coverage of all patients by the health workers throughout the day

1: Health Workers

Source: Team analysis

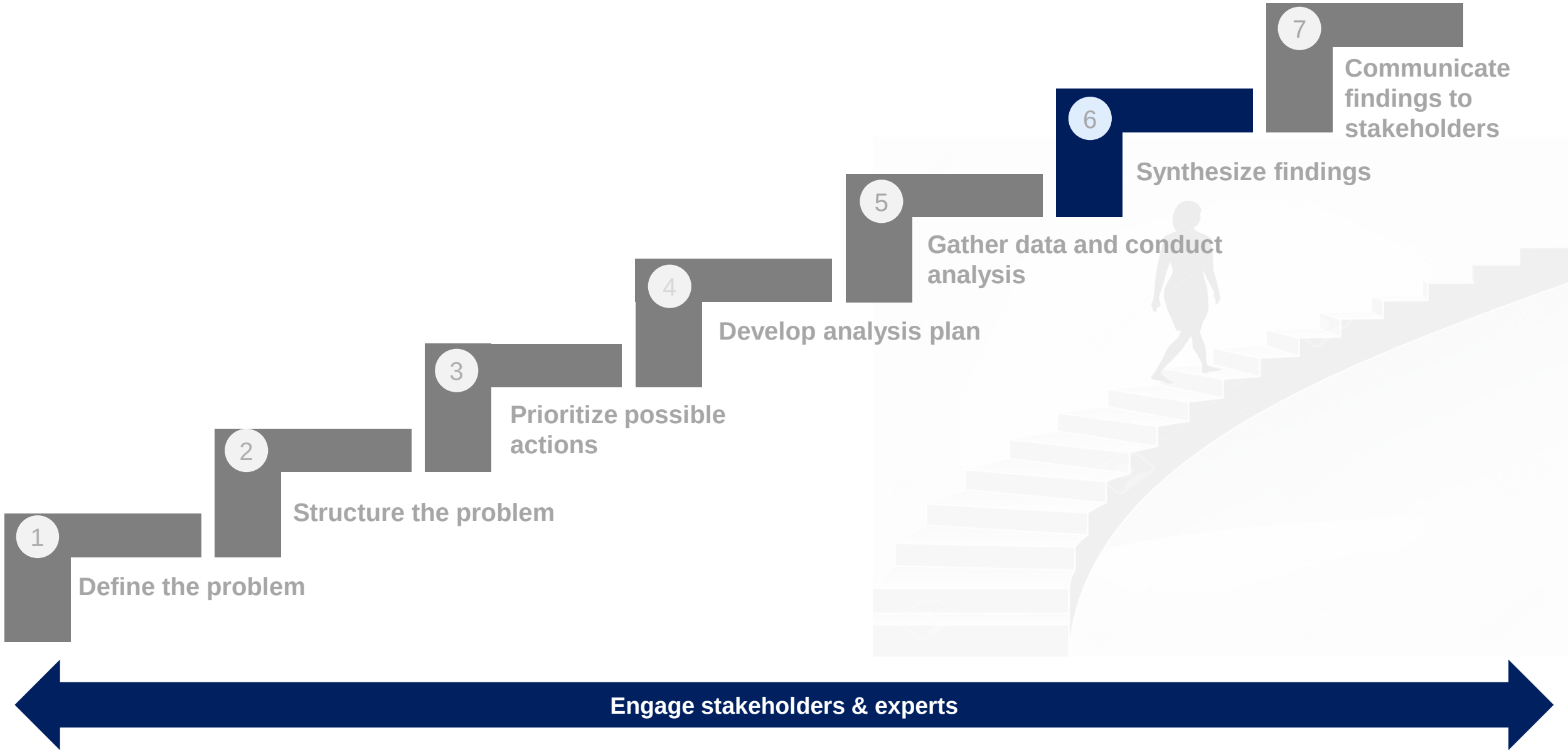
Tips for conducting analysis

Quick Tips!

- Use the analysis plan to focus the search
- Search the web and other public sources for essential facts
- Identify and interview experts to uncover hard-to-find facts
- Conduct primary research only if unavoidable
- Be hypothesis-driven, and end-products oriented, don't just "run the numbers" – ask "what question am I trying to answer?"
- Keep the analyses as simple as you can
- Do order of magnitude estimates before you start detailed analyses. Think big picture
- Be flexible in the face of new data, remember your hypothesis is there to disprove or prove it

Source: Solina SLA on problem solving

The 7-step approach to problem solving



Source: Team analysis

The So-What of the analysis that transforms facts and findings into strong recommendations

Throughout the analysis stage, you should ask yourself "so what?"

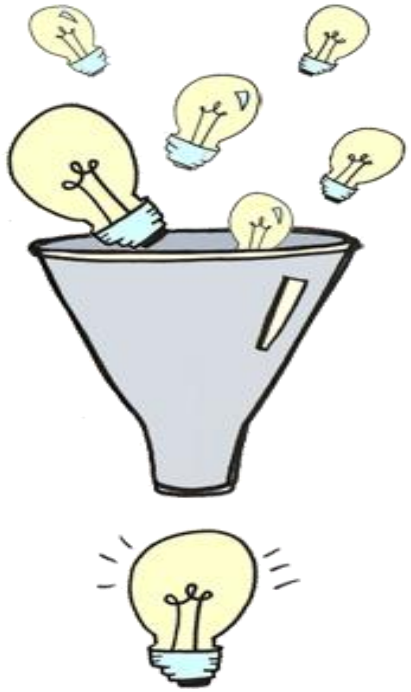
So what does this mean?

So what does this mean for the client?

So what does the client do about this?

Answering these questions will lead you to useful and practical recommendations

Facts, observations, findings, insights



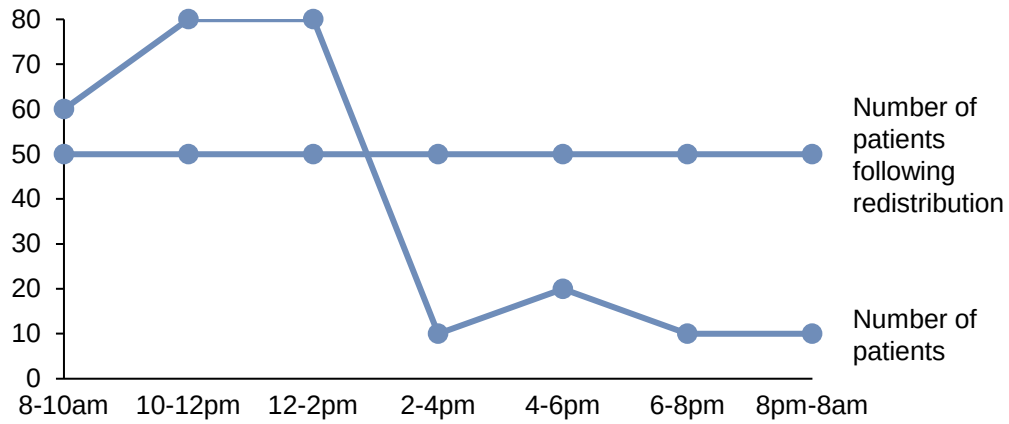
A clear, powerful concise and actionable synthesis

Do not confuse synthesis for summary

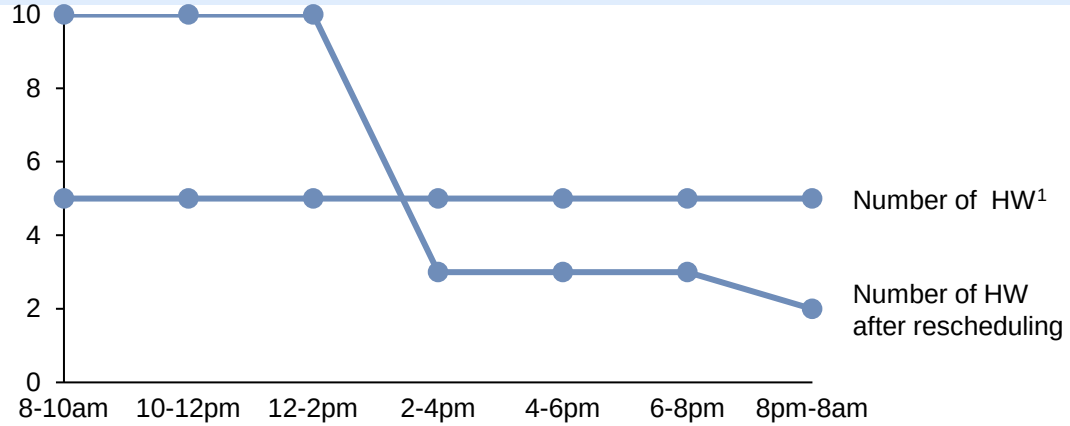
Description	Summary	Synthesis
	A comprehensive and usually brief abstract or recap of previously stated facts or statements	Implications of the facts – the “so what?”
Hassan’s example	Hassan is in debt and he either has to purchase lower quality items or purchase the same quality items at discounted prices. Facts show that Hassan will make more money faster if he buys lower quality items as he will not make enough money during the three-month period to pay his debts	Hassan needs to purchase lower quality items and reduce his workout club membership

Exhibit 1: Findings from analysis on optimizing patient to health worker ratio Argungu

Rescheduling client appointments keeping HW schedule constant



Rescheduling HW hours keeping client inflow constant



Summary of findings

- Even distribution of patient appointment times will result in 45 patient visiting the health facility every two hours which exceeds the number (40 patients) that the available 5 HW[1] can attend to within 2 hours
- Revising HW schedule to have more staff available during peak client times will optimize patient to HW ratio throughout the day
- In addition, literature shows that it is easier to manage health worker schedule than it is to manage patient appointment times
- As a result, the best recommendation is for Argungu LGA to revise its health worker schedule

Synthesis

- Argungu needs to revise health worker schedule to have more staff available during peak client times

1: Health Worker

The 7-step approach to problem solving

Source: Team analysis

Get commitment to implement recommendations by communicating findings

- Powerful communication of findings and recommendations, along with supporting arguments, is vital to the success of a project
- This communication is usually in the form of a document. All documents are headlined with a compelling storyline and have a one- to two-page executive summary up front which explains “what the document says”
- Syndicate key messages with a broad range of stakeholders and start obtaining their commitment towards the recommendations/changes even before presentation of the formal document
- Offer to help prioritize and accelerate implementation of quick wins to build momentum towards implementation of the final recommendation. Remember: if you do not see the recommendation in action, your work is not yet done!

Source: Solina SLA on problem solving

In communicating your findings to the relevant stakeholders, think Question Answer Reasons

Q

Question you are trying to answer

A

Answer to the question as you have determined

R

Reasons to support your answer as derived from your analysis

Any questions or comments?

QUESTIONS?

RECAP

Kindly summarize take-aways from today's session

Thank you