



Strategy Conceptualization Tree

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Description:

Strategy Conceptualization Tree helps a quality improvement team translate broadly-stated needs, such as “Remove Health Inequities,” “Improve Customer Satisfaction,” and “Lower Healthcare Costs,” into specific, actionable, achievable, and measureable requirements. This tool provides a simple structure that translates a complex issue into basic requirements toward achieving a stated goal. This tool can help an improvement team move from general to specific in a few short steps. This tool builds on the [Critical to Quality Tree](#) developed as part of Six Sigma².

When to Use:

Strategy Conceptualization Tree can be used when a team needs to bring clarity to a complex issue and create a high-level overview of what the team has been assigned to improve. It can help a team focus from a broad issue to potential actionable ideas, and determine which ideas should be detailed and tested.

Construction Steps:

1. Define the issue the team is going to analyze. An Aim Statement Template³ can be used to help in the definition phase. Identify the critical need of the issue to be investigated. Ask the question: “What is critical about this issue, product, or service?” Answer the question in broad terms. Data may be available to assist, or it may be necessary to brainstorm ideas and consolidate them using an Affinity Diagram.⁴ *(In the example below, the team decided to analyze what constitutes “Good WIC Service”, as the team believed there were significant service gaps following feedback from customers.)*
2. Identify the top three to five characteristics, attributes, factors, or features that play a critical role in influencing the fulfillment of the defined need. *(The team identified three*

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² [Critical to Quality Tree](#), Six Sigma.

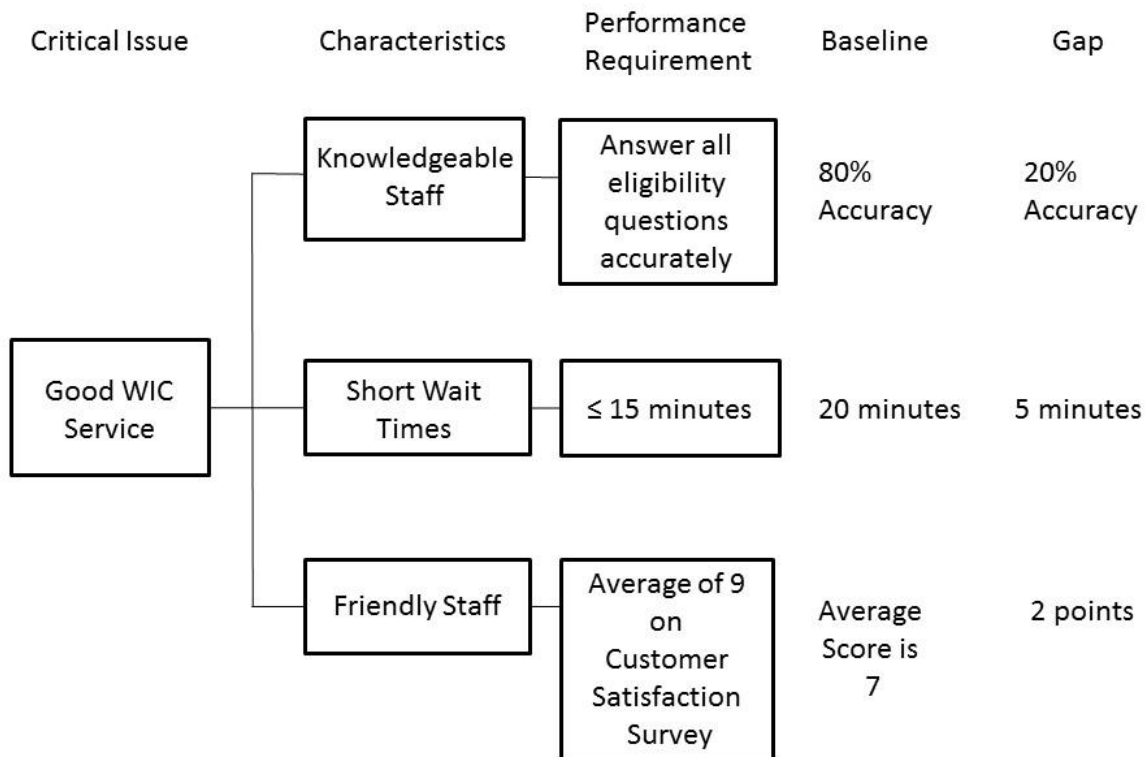
³ [Public Health Quality Improvement Encyclopedia](#), Public Health Foundation, © 2012, pp. 3-4.

⁴ [Public Health Quality Improvement Encyclopedia](#), Public Health Foundation, © 2012, pp. 1-2

key factors that contribute to “Good WIC Service:” Knowledgeable Staff, Short Wait Times, and Friendly Staff.)

3. Determine an acceptable performance level for each of the 3-5 characteristics identified in Step 2. This performance requirement can be a specific metric or an acceptable range which will be satisfactory to fulfill the need. *(For Short Wait Times, the team identified that an acceptable wait time should be no longer than 15 minutes.)*
4. Define the current baseline for each performance requirement and determine the gaps that exist. *(For Short Wait Times, data showed that the current average wait time was 20 minutes, a gap of 5 minutes from the performance requirement identified in Step 3.)*
5. Decide which characteristics to focus on for improvements. *(The team decided to work to reduce wait times first, in hopes that it would also positively impact customer satisfaction survey results.)*

Example: WIC Customer Service



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