

## CQI Tools

# Fishbone (Ishikawa) Tool

# Background

- ▣ Ishikawa/Fishbone/Cause and effect diagram
- ▣ The fishbone diagram was developed by Dr. Kaoru Ishikawa in the 1960's in the Kobe Shipyards in Japan.
- ▣ Why do we use it?
  - Analysis of a problem
  - Problem identification- root cause analysis –sentinel/adverse events
  - Analysis of a desired effect
  - Structure brainstorming
  - Sorts ideas into categories and sub categories/causes/reasons
- ▣

# Developing a Ishikawa diagram

- ▣ There is no right or wrong way
- ▣ Use other tools in conjunction with developing the diagram e.g. brainstorm, affinity, PDSA, 5 Whys

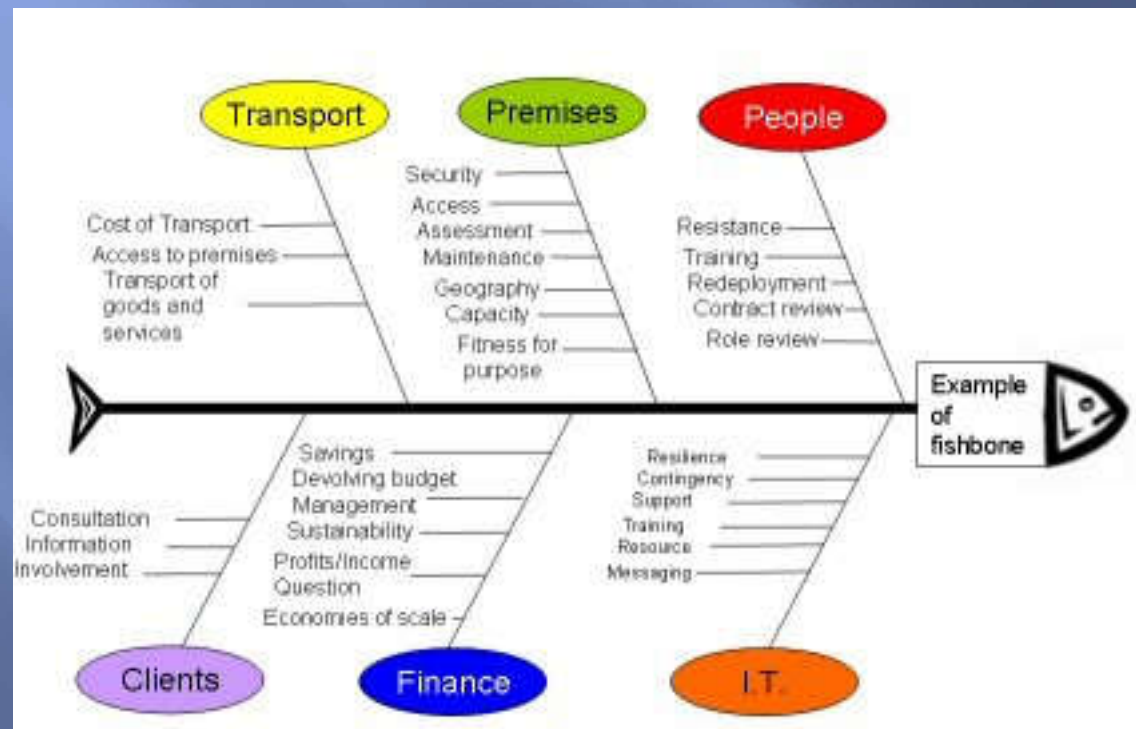


# How to develop or use the tool?

- ▣ Step 1: Decide on the effect or desire to be analysed. Develop a statement (e.g. why has our child immunisation rate declined?) Start drawing the diagram!
- ▣ Step 2: Decide on team to analyse effect (3-10 people involved in the process) ( Dr, AHW, Nurse, receptionist, CH nurse)
- ▣ Step 3: Conduct brainstorm\* and list all possible causes (scribe, butcher paper/whiteboard)

# How to develop or use the tool?

- Step 4: Group like things together and label.  
(start forming your fishbone diagram)



**4PPPP/8PPPP**

People, Place  
Procedures  
Policy/Process, price,  
promotion, product

**6M**

Machines, Methods,  
Materials,  
Measurement, Man and  
Mother Nature  
(the environment)

**4Surroundings,**

Suppliers, Systems and  
Skills

# What next

- ▣ Display the fishbone for others
- ▣ Interpretation – how are we going to improve?
  - Are there repeated or similar causes?
  - Prioritise- are there patient/staff safety or risk – potential litigation issues.
  - Are there dependencies – flow on effects further consequences/
- ▣ Decide on approach for improvement.
- ▣ Use of other tools e.g. PDSA
- ▣ Commitments and ownership of implementation, resource issues, mgt approval?, leadership and mgt support required?

WHAT NEXT

Exercise!