***General Instructions for this Tool:*** *Before focusing on solutions, follow the flow of the DAPIM model used in the OE Sessions, linking your team’s Desired Future State to your OE Work Plan. Beginning with the Prioritized Gaps related to your Desired Future State, use Part 1 of this tool to discover the Root Causes. Then, use Part 2 to identify potential Remedies, and select those you want to include in your OE Work Plan.*

***PART 1: DISCOVERING THE ROOT CAUSES FOR THE CURRENT CONDITION***

***Reminder****: Searching for the Root Causes makes it possible for the team to get beyond surface symptoms to address the deeper elements and patterns which sustain the problematic issues. Root Causes generally are Task focused (e.g., organizational structure; policies and procedures; resources) or Relational focused (e.g., communication; teamwork; power.) See the OE Overview power point slides discussed on Day 1 for more examples.*

1. **The Priority Gap related to our Desired Future State that our small group is working on:**
2. **Search for the Root Cause for the Priority Gap by asking questions such as:**

* Why is this not happening currently?
* What is in the way of this happening?
* Why does it work that way?
* Why is this important to us now?
* Where does this Gap surface this most? the least?
* Why have previous attempts to solve, or close the Gap failed?
* What benefit is gained through the presence of this Gap?
* What are some of the contradictions or conflicting messages that are common in our system?

Continue asking “Why” after each question until you get something very tangible that can be acted on. It's common to ask 'why' questions five or more times until the bedrock issues are uncovered, so don't stop after the first couple inquiries.

(Continued on the other side)

1. **The identified Root Cause(s) for the Priority Gap:**
2. **What concerns do you personally have about this Root Cause and Gap?**
3. **Things that surfaced in our small group which need to be included in the larger discussions:**

(Continue on to Part 2 for the next steps in the Assessing process)

***PART 2: DISCOVERING THE REMEDIES FOR THE ROOT CAUSES OF THE PRIORITY GAPS***

***Reminder:*** *The three main types of Remedies mentioned in the OE Overview on Day 1: Make a 'Recommendation' when the Remedy is not in your control; create a 'Decision' or 'Commitment' when all aspects of it are in your control and are already in place; consider a 'New Action' when it is in your control and some aspects are not yet in place.*

*Further, reflect on the time frame of the remedy: is it a 'Quick Win' - it can be implemented by a decision or with moderate effort in a couple weeks; or 'Short-term' - it can be implemented with some effort by a person or small team in the next 3-6 months; or Mid-term remedy - it can be implemented with sustained effort by a team(s) in the next 6-12 months; or Long Term Remedy – it can be implemented with sustained effort by a team(s) in a year or more.*

1. **Brainstorm potential Remedies that could respond to the identified Root Cause of the Priority Gap your small group is working on.** Consciously allow all the ideas to surface rather than criticize or dismiss them at this stage. Consider questions such the following to prompt new insights and open your perspective as you look for lots of 'right answers'.
   1. If we could start all over and design this from scratch, what should we be sure to include?
   2. What is a completely different point of view that we have never considered before?
   3. What is the boldest thing we could initiate?
   4. Is there something that has been suggested and dismissed in the past that might be the right idea now?
   5. What are the agency/board/legal parameters that are truly non-negotiable? - not just what we imagine might be non-negotiable.
   6. What are some ideas from outside the field of child welfare that we might be able to use or adapt?

**Ideas:**

(Continued on the other side)

1. **Do we need any additional data to fully evaluate the potential Remedies?**  If Yes, what is needed? Consider chartering a work team to gather the necessary information.
2. **How do the potential Remedies compare to our Project Goals / Measures of Success/Criteria for Evaluating Solutions?** See your group's decisions in the OE notes or charts.

1. **The Remedy we selected to address the Priority Gap:**
2. **Are there any other Gaps or other Remedies that must be addressed prior to working with the selected Remedy?**
3. **Our reasons for selecting that Remedy:**
4. **The time frame of the selected Remedy:**
5. **The priority level for implementing this Remedy:**

* *High priority* - Will have significant impact. Must be done immediately or the larger objectives of the DFS cannot be met.
* *Medium priority* - Will have moderate impact. Must be done within the next 3-6 months but waiting will not impede other work or the larger objectives of the DFS.
* *Low priority* - Will have minimal impact. Would be useful to do in the next year but will not impede other work or the larger objectives of the DFS.

1. **Our reasons for assigning that priority level:**