SCAMPER TECHNIQUE

John W. Moran, PhD., Sonja Armbruster, and Annie Vosel, BSN, RN

April 2014

Description: The SCAMPER Technique is a process improvement tool to assist teams in improving existing processes or creating new ones. The SCAMPER technique is an idea generator and should be used in conjunction with the Five S’s Technique and the 8 Lean Wastes Checklist. This will allow the team to better deliver what the customer desires. Using the three techniques together is also useful when developing a new process.

The SCAMPER checklist helps a quality improvement (QI) team increase their creativity and think outside the box to generate many ideas for improvement. Because this technique is an idea generator, many of the ideas may turn out to be impractical or too costly. While brainstorming the ideas, just write them down without judging them; prioritization and elimination will come later in the process.

Use it after a QI team has developed the flow chart of the existing process, understands the baseline measures, and has developed root causes of the problems or bottlenecks in the process along with the Five S’s.

The letters in the acronym SCAMPER stand for:

- S – Substitute
- C – Combine
- A – Adapt
- M – Modify
- P – Put to another use
- E – Eliminate
- R – Reverse

2 John W. Moran, Ph.D. is a Senior Quality Advisor to the Public Health Foundation and a Senior Fellow at the University of Minnesota, School of Public Health in the Division of Health Policy and Management. President of the Advisory Board of Choose To Be Healthy Coalition of the Healthy Maine Partnership for York County, Maine. He is a faculty member of the CDC/IHI Antibiotic Stewardship project 2011-2012, a member of PHAB’s Evaluation and Quality Improvement Committee, and Adjunct Professor in the Arizona State University College of Health Solutions’ School for the Science of Health.
3 Sonja Armbruster, MA, Public Health Initiatives Coordinator for Wichita State University’s Center for Community Support and Research and consultant for the Public Health Foundation; Co-Convener of the Visioneering Wichita Health Alliance 2009 – Present, Member and past chair of NACCHO’s MAPP Workgroup, PHAB Site Visitor, and Adjunct Faculty for Wichita State University Public Health Sciences Program and the University of Kansas School of Medicine, Master of Public Health Program.
4 Annie Vosel, BSN, RN is the Title X Family Planning Director and the Training Coordinator for the Alabama Department of Public Health; the 1115 Medicaid Family Planning Waiver Manager. Developed a statewide clinical efficiency project for county health department Family Planning programs.
Figure 1 depicts the SCAMPER Technique that can be used to help the QI team see their ideas as they unfold. Seeing the ideas helps generate more options and form combinations. With the SCAMPER Technique we are seeking a quantity of ideas. The quality of ideas can be judged later in the improvement process.

Construction Steps:
The team can use a worksheet to improve creativity using the SCAMPER Technique and record ideas for improvement. The first column in the worksheet details the SCAMPER acronym, the second column details some key words to stimulate discussion and idea generation, the third column is for recording the ideas generated, the fourth column is for listing the ideas selected for possible usage through a prioritization process, and the last column indicates how the ideas might be used in the process improvement. The example below was provided by the Alabama Department of Public Health.

Next step: The SCAMPER Technique is an idea generator that should be used in conjunction with the Five S’s Technique and the 8 Lean Wastes Checklist to help a QI team find the optimum process improvements. This will allow the team to deliver what the customer desires more effectively. Using these three techniques together is also useful when developing a new process, helping the team avoid building problems into the process that will have to be fixed later. This

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combination of techniques is a way to “Foolproof” a process, ensuring that every step adds value for the customer.

**Related Tools:** Control and Influence Matrix, Five S’s, Impact Effort Plot, Lean Wastes, Prioritization Matrix
Draft AIM Statement: An opportunity exists to increase clinic efficiency and patient satisfaction by decreasing clinic wait times.

<table>
<thead>
<tr>
<th>SCAMPER</th>
<th>Some Key Words To Help Generate Ideas</th>
<th>Record Ideas Generated</th>
<th>List Prioritized Ideas Selected</th>
<th>How Will They Be Incorporated Into The Improvement?</th>
</tr>
</thead>
</table>
| Substitute | Components, ingredients, procedures, exchange, replace, materials, people, location, policy, procedures | • Change staff schedules, stagger start times & lunches  
• Hire more efficient staff  
• Change clinic flow | Stagger start times & lunches | Clerk and RN Arrive at 7:30; client in room at 8 for NP |
| Combine | Combine, mix, merge, integrate, blend, comingle | • Integrate scheduling across program types | | |
| Adapt | Alter, change, copy, borrow, adopt, similar, incorporate | • Change clinic start times  
• Stagger start times by program  
• Client reminder letters/calls | Client reminder calls | Use Check-in clerks to make reminder calls after last patient checked-in |
| Modify | Augment, magnify/minify, change shape/color/size, modify attributes | • Offer prize drawings for clients on time for appointments  
• Add team huddles for team building and cycle time reviews | Add team huddles | Improve clinical performance by sharing performance goals with staff |
| Put To Other Use | Recycle, use elsewhere, rearrange, replace, exchange, reposition | • Alter pill-pick up appointment times vs. full FP visit  
• Maximize staff utilization  
• Change walk-in schedule time  
• Data entry responsibilities | Maximize staff utilization | Schedule fast track appt. for first appt. of day.  
Change scheduling so deferrals are completed prior to the NP appointment so there are no true initial visits on family planning days. |
| Eliminate | Remove, eradicate, simplify, narrow, non-essential, disregard | • Remove program-blocked schedules by visit type  
• Reduce information gathered on repeat client health history forms  
• Standardize clinic supplies | Design all clinic room supplies exactly the same way (simplify) | Through a team planning process, design a supply template for use by all staff. |
| Reverse | Rearrange, opposite, turn the other way around or up or inside out, exchange, manipulate | • Require late patients to reschedule rather than be worked into the schedule.  
• Stop over booking morning appts.  
• Stop under booking afternoon appts. | Scheduling | Train schedulers to assure 50% appt. in am/50%pm. Increase supervisor accountability to monitor appointment template. |