



The Model for Improvement: Part 2

AND

Setting the Pace and Infrastructure for Getting Results: Front Line Teams Day-to-Day Leaders

February 4, 2011

These presenters have nothing to disclose.

Model for Improvement Part 2

The PDSA Cycle: Testing and Implementing Changes

Objectives

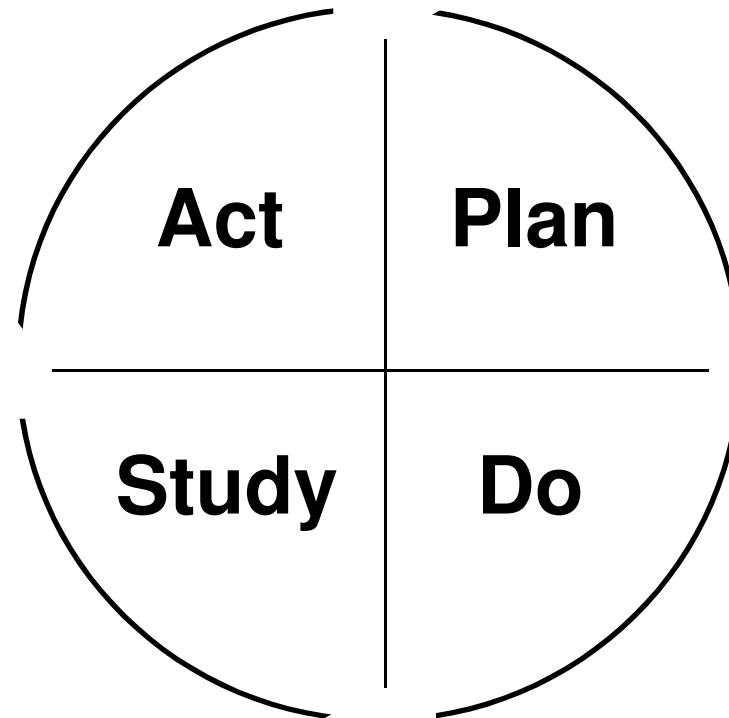
- Execute tests of change using the PDSA method
- Build series of PDSA cycles to adapt and implement successful changes

The PDSA Cycle

Four Steps: **P**lan, **D**o, **S**tudy, **A**ct

Also known as:

- Shewhart Cycle
- Deming Cycle
- Learning and Improvement Cycle

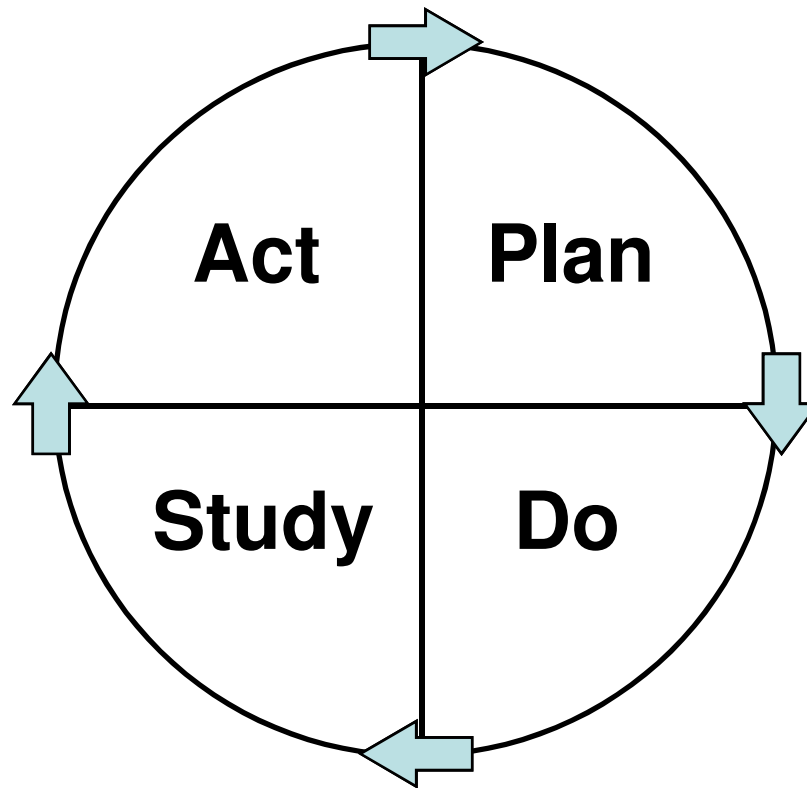


Use the PDSA Cycle for :

- Testing or adapting a change idea
- Implementing a change
- Spreading the changes to the rest of your system

The PDSA Cycle

Why
Test?



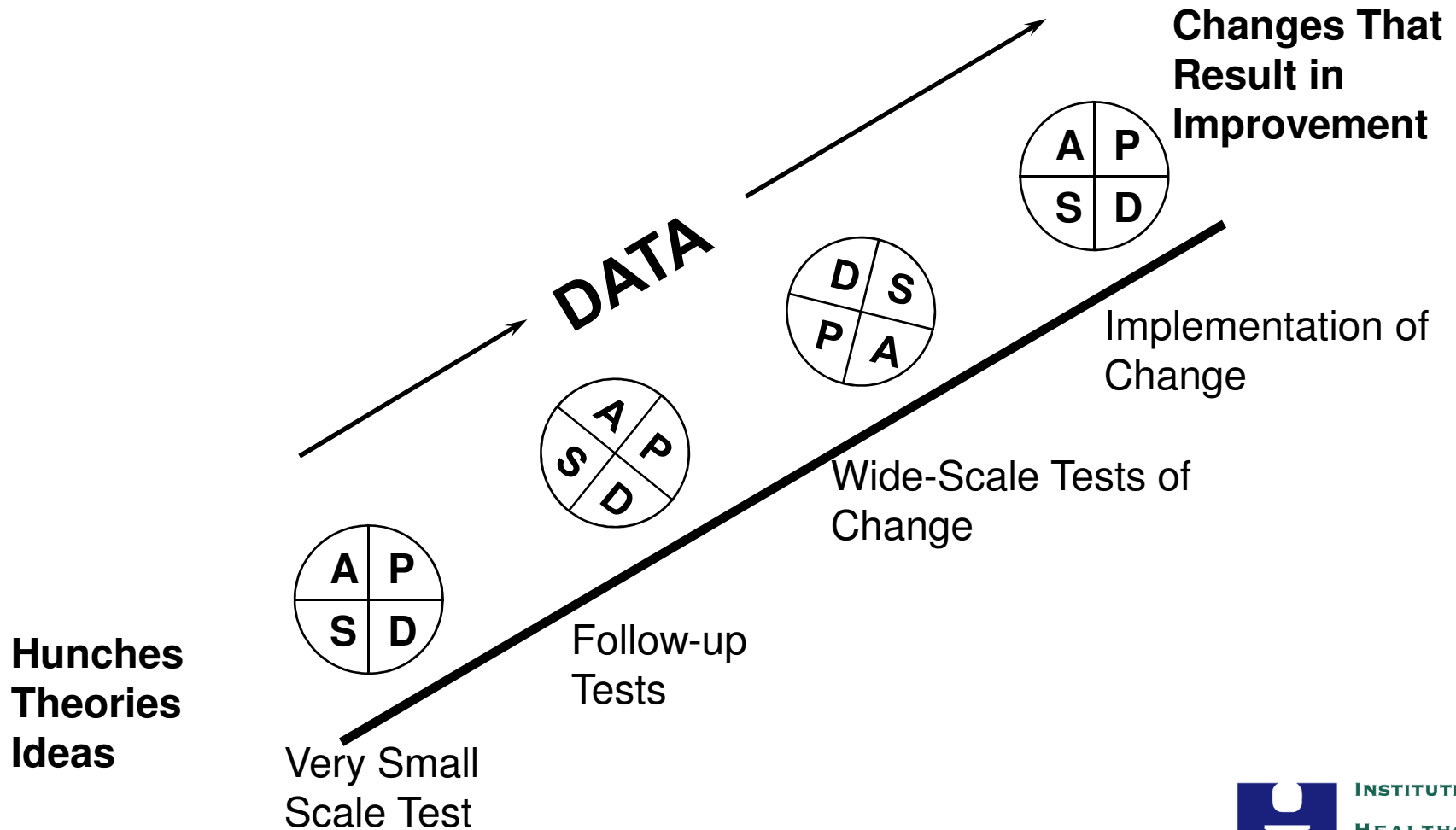
Why Test?

- Increase the belief that the change will result in improvement
- Predict how much improvement can be expected from the change
- Learn how to adapt the change to conditions in the local environment
- Evaluate costs and side-effects of the change
- Minimize resistance upon implementation

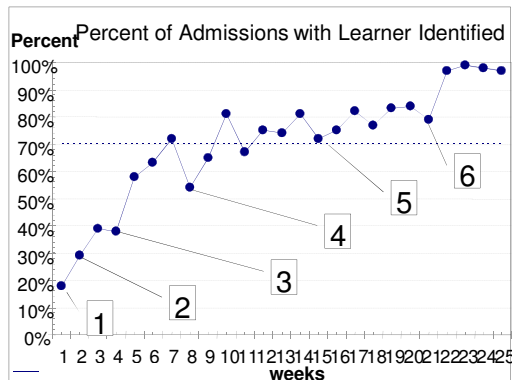
The PDSA Cycle



Repeated Use of the PDSA Cycle

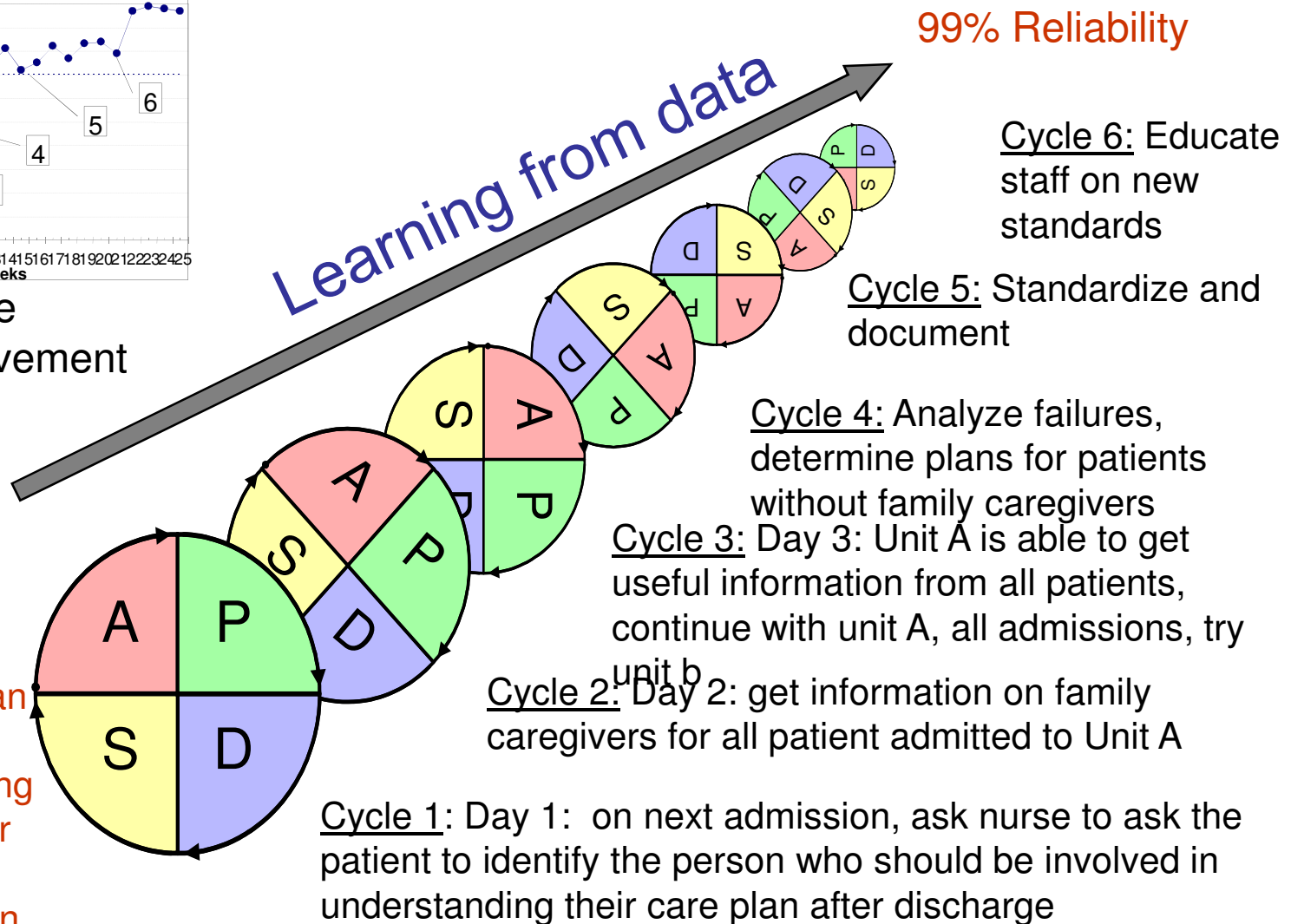


Change Idea: actively include pt and family in assessing needs (specifically, identify the learner on admission, and include them in discharge planning)



Mini-measure tracks improvement cycles

If we identify the learner on admission, we can engage them in discharge planning and have a better chance of adherence to plan



Successful Cycles to Test Changes

- Plan multiple cycles for a test of a change
- Think a couple of cycles ahead
- Scale down size of test (# of patients, location)
- Test with volunteers
- Do not try to get buy-in, consensus, etc.
- Be innovative to make test feasible
- Collect useful data during each test
- Test over a wide range of conditions

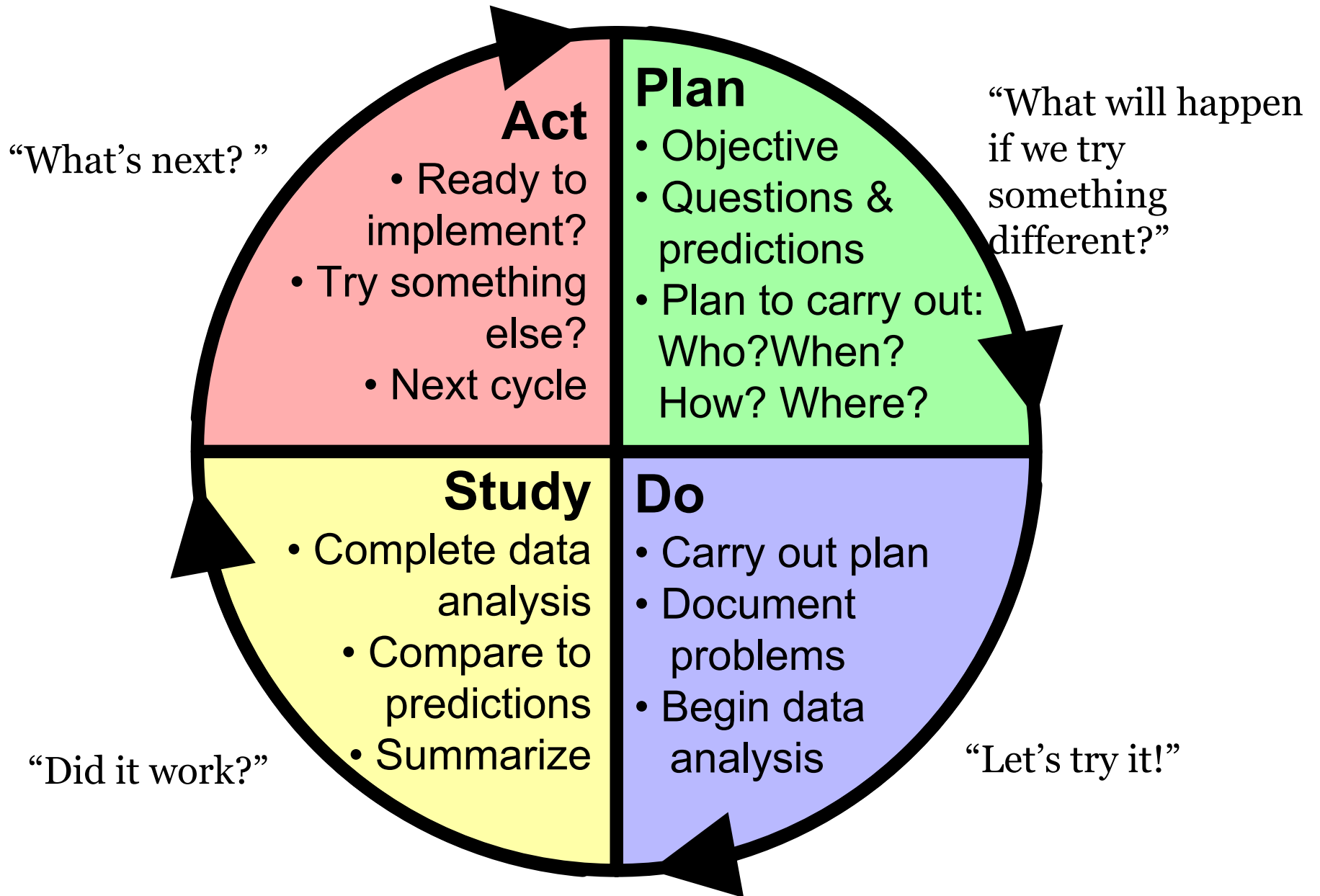
Testing on a Small Scale

- Have others that have some knowledge about the change review and comment on its feasibility
- Test the change on the members of the team that helped develop it before introducing the change to others
- Incorporate redundancy in the test by making the change side-by-side with the existing system

Testing on a Small Scale

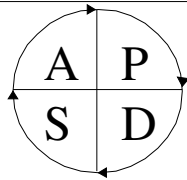
- Conduct the test in one facility or office in the organization, or with one patient
- Conduct the test over a short time period
- Test the change on a small group of volunteers
- Develop a plan to simulate the change in some way

The PDSA Cycle



Form for planning a PDSA cycle

MODEL FOR IMPROVEMENT CYCLE:____DATE:____



Objective for this PDSA Cycle

PLAN:

QUESTIONS:

PREDICTIONS:

PLAN FOR CHANGE OR TEST: WHO, WHAT, WHEN, WHERE

PLAN FOR COLLECTION OF DATA: WHO, WHAT, WHEN, WHERE

DO: CARRY OUT THE CHANGE OR TEST; COLLECT DATA AND BEGIN ANALYSIS.

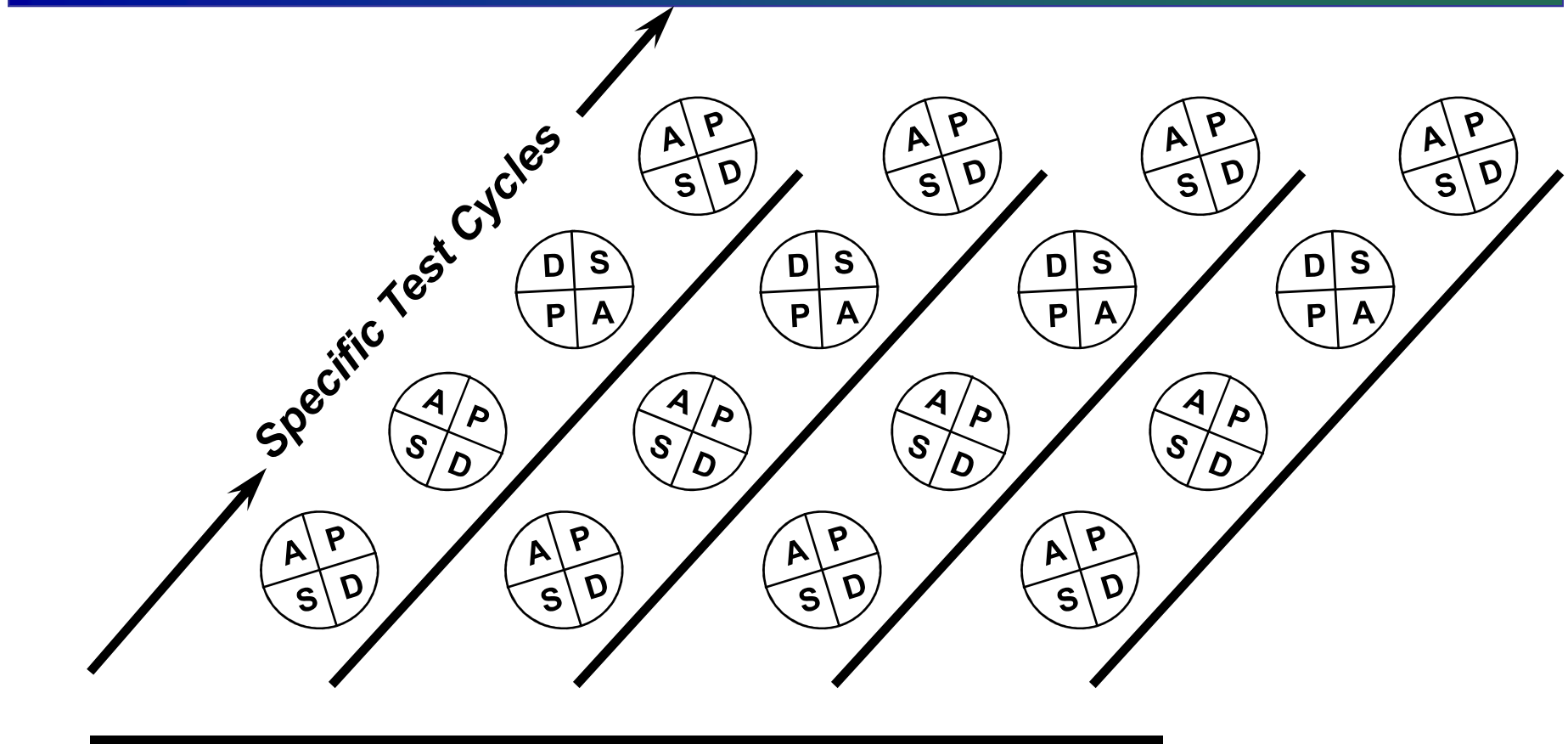
STUDY: COMPLETE ANALYSIS OF DATA; SUMMARIZE WHAT WAS LEARNED.

ACT: ARE WE READY TO MAKE A CHANGE? PLAN FOR THE NEXT CYCLE.

Failed Test...Now What?

- Be sure to distinguish the reason:
 - Change was not executed
 - Change was executed, but not effective
- If the prediction was wrong – not a failure!
 - Change was executed but did not result in improvement
 - Local improvement did not impact the secondary driver or outcome
 - In either case, we've improved our understanding of the system!

Overall Aim: Reduce Readmissions



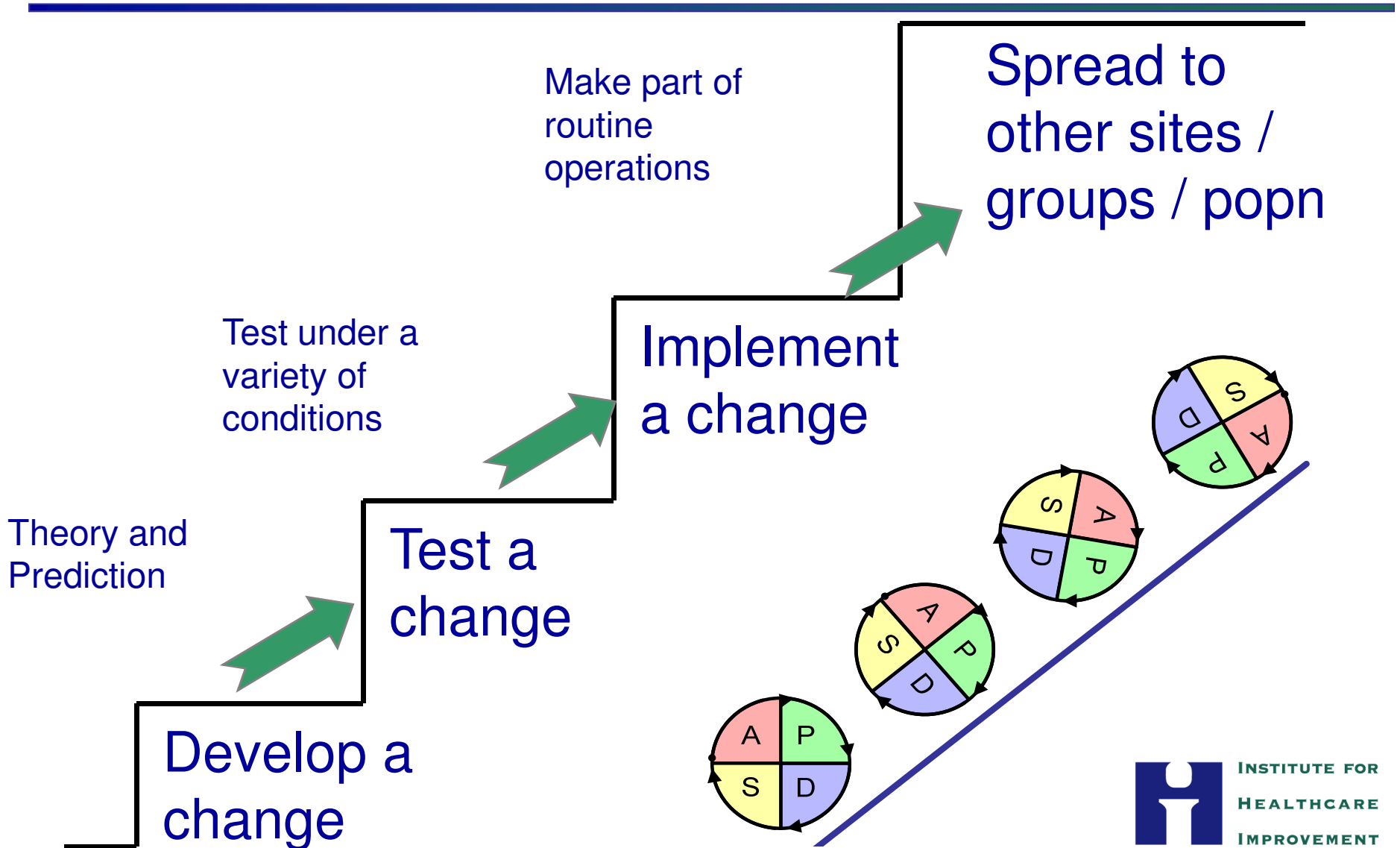
Enhanced
Assessment

Teaching
and
Learning

Handoff
Communication

Follow-up

The Steps To Change

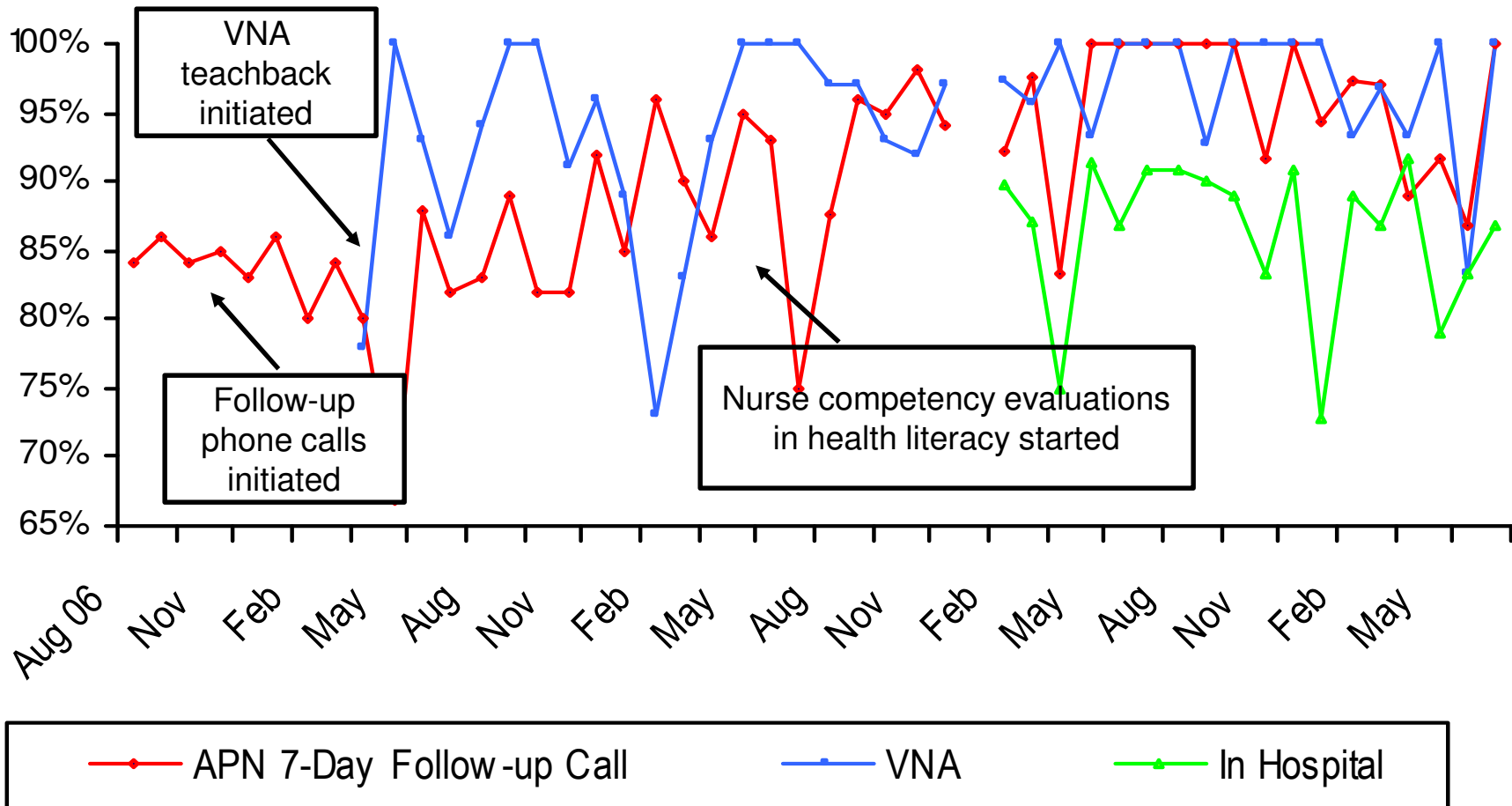


PDSA Cycle Measures

- In addition to the family of measures reported each month in the Collaborative, specific data will be required to determine and document the success of your PDSA tests and implementation cycles:
 - Collect useful data, not perfect data - the purpose of the data is learning, not evaluation
 - Use a pencil and paper until the information system is ready
 - Use sampling as part of the plan to collect the data
 - Use qualitative data rather than wait for quantitative
 - Record what went wrong during the data collection

Successful Teach-back Rate

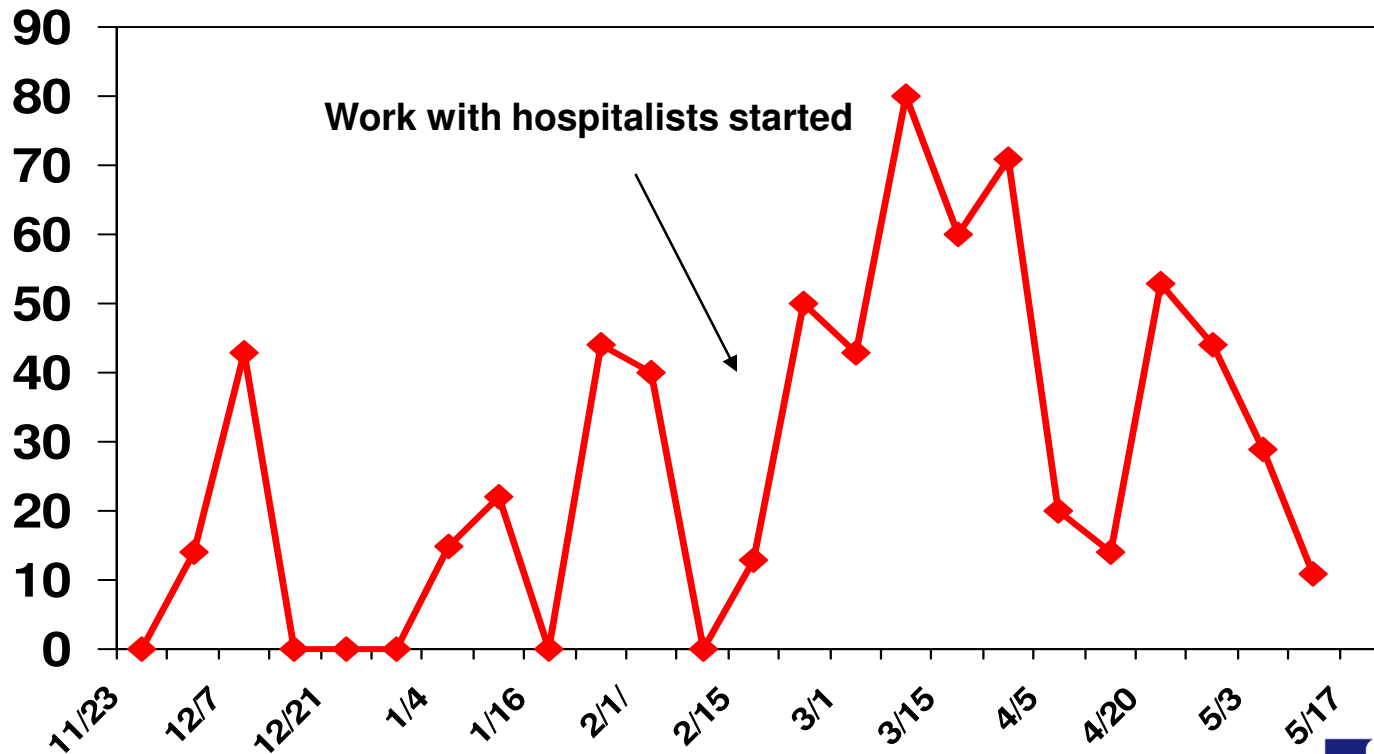
Aug 06 – Jul 10 (4 questions)



Updated 10/1/10

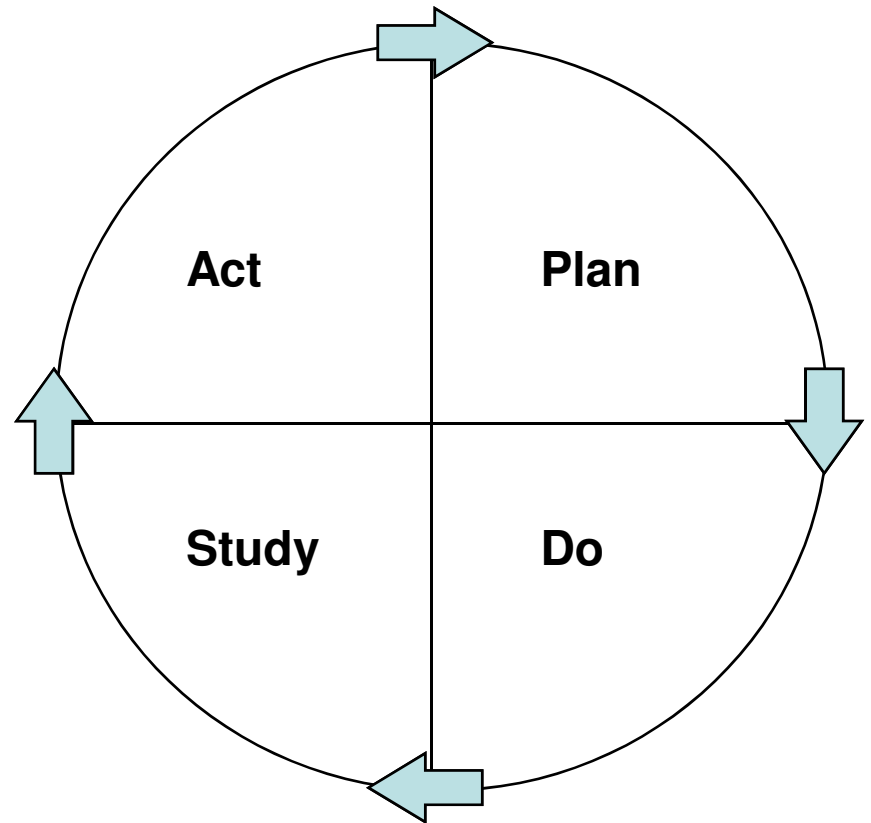
PDSA Cycle Measure

% of time the patient medication list from the hospital matches the pts bottles at home.



Accelerating Learning and Improvement

- *What cycle can we complete by next Tuesday?*
- Willing to compromise on scope, size, rigor, and sophistication, but the cycle must be completed by Tuesday.





Setting the Pace and
Infrastructure for Getting Results:
Front Line Teams
Day-to-Day Leaders

Rebecca Steinfield and Peg Bradke

February 4, 2011

These presenters have nothing to disclose.

Session Objectives

Participants will be able to:

- Describe the role of the Day to Day Leader.
- Describe the role of the Frontline Improvement Team.
- Identify key activities tied to successful redesign.
- List the 3 things to do when you get back to work.

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What changes can we make that will result in improvement?



Day to Day Leader

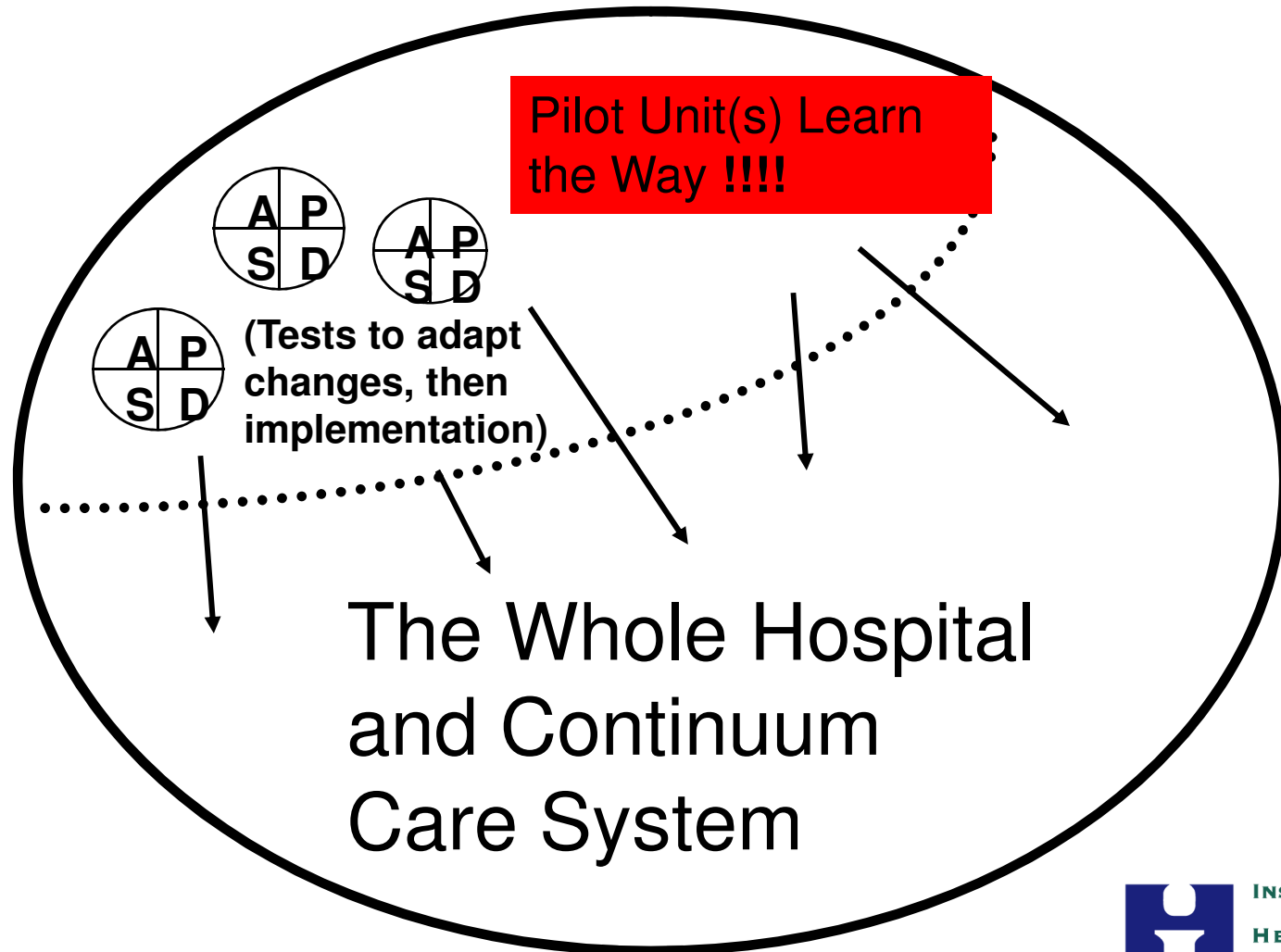
Someone has to keep it moving towards the aim and integrate what is being tested and learned.



Day-to-Day Leader's Role

- Participate in the Cross-Continuum Improvement Project Team
- Coordinate improvement activities of the Front-line Improvement Team on the pilot unit(s)
- Guide and support the work of Front-line Improvement Team on the pilot unit(s)
- Assist with the timely submission of the monthly reports
- Serve as the key contact for the MA STAAR Collaborative

Front Line Improvement Team



Role of the Front Line Improvement Team

- Leads learning about *how* to change care processes to achieve goals
- Leads learning regarding *what* is needed to implement successful change – e.g. changes in roles, tasks, skills
- Runs many learning PDSA cycles to build knowledge
- Shares learning with Cross-Continuum team and Executive Leader

Activities for Front Line Team

With the support of the Day-to-Day Leader:

- Meet at least weekly
- Conduct tests of the recommended changes
- After successful testing and adaption, implement the changes in each unit
- Actively participate on MA STAAR Collaborative calls to share learning and results
- Submit a monthly report that includes readmission rates and patient experience data, as well as information on changes being tested and/or implemented

Front-line Improvement Team

- Patients and Family Members
- Hospital Staff
 - Staff Nurses
 - Nurse Manager
 - Nurse Educators
 - Pharmacists
 - Physicians or Hospitalists
 - Case Managers
 - Quality Improvement Leaders

Get Started

- Aim statement: What do you want to accomplish
- Practice good team meeting skills
- Designate roles
- Have a plan: What changes are you going to test first, then what next, until all four are tested?
- Test: Using PDSA
- Data: collect enough to learn, report monthly

Front-line Improvement Team: Testing Changes and Designing Reliable Processes

- Start by focusing on one of the key changes
- Identify the opportunities/failures in the current processes and select a process to work on
- Specify the who, what, when, where and how for the process (standard work)
- Conduct iterative PDSA cycles (tests of change)
- Understand common failures to redesign the process to eliminate those failures
- Use process measures to assess your progress over time (aim is to achieve > 90% reliability)
- Implement successful changes

Suggestions for Conducting PDSA Cycles

- Remember that one test of change informs the next.
- Keep tests small; be specific.
- Refine the next test based on learning from the previous one.
- Expand test conditions to determine whether a change will work at different times of day (e.g., day and night shifts, weekends, holidays, when the unit is adequately staffed, in times of staffing challenges).
- Continue the cycle of learning and testing to improve process reliability.
- Collect sufficient data to evaluate whether a test has promise, was successful, or needs adjustment.
- For more information on the Model for Improvement and on selecting and testing changes, explore this link

<http://www.ihl.org/IHI/Topics/Improvement/ImprovementMethods/HowToImprove/>.

PDSA Worksheet

Team Name: _____

Cycle start date: _____ **Cycle end date:** _____

PLAN: Area to work on:

Describe the change you are testing and state the question you want this test to answer (If I do x will y happen?)

What do you predict will happen in the test?

What measure will you use to learn if this test is successful/has promise?

Plan the test: who, what, when, where, how?

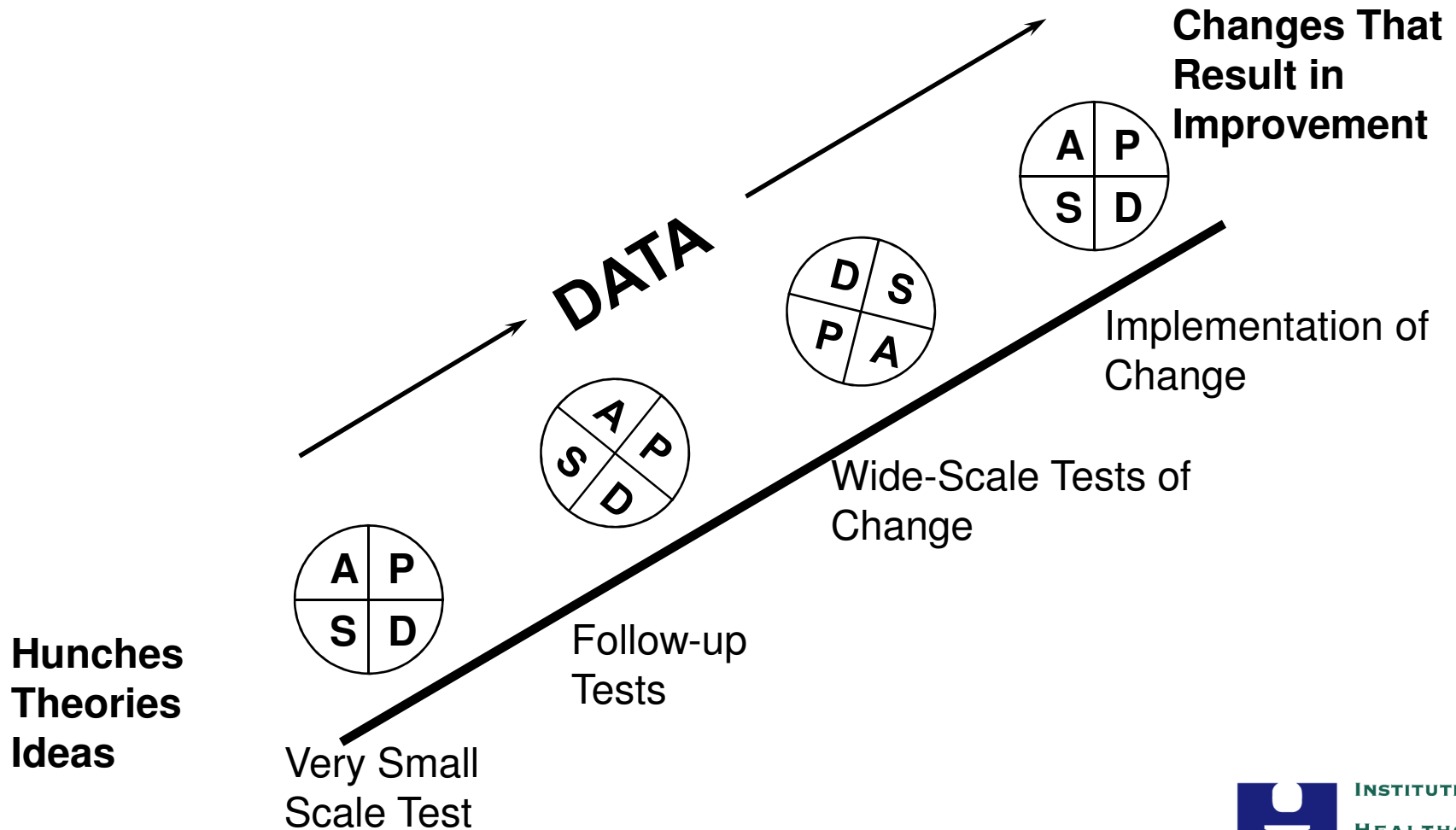
Plan data collection: who, what, when, where, how?

DO: Report what happened when you carried out the test. Describe observations, findings, problems encountered, special circumstances.

STUDY: Compare your results to your predictions. What did you learn? Any surprises?

ACT: Modifications or refinements for the next cycle; what will you do next?

Repeated Use of the PDSA Cycle



Top 3 Things to Do

- Run your first PDSA and bring learning to call in March
- Assure you have your weekly team meetings set
- Day to Day Leader should meet with Executive Leader to brief on LS, then revisit aim statement and what team needs to succeed

Starting After the Learning Session!

- Front-Line Improvement Teams:
 - Monthly calls
 - Send one or more team members to each call who are working on that change or are interested
 - Detailed schedule will be distributed to team members and posted on the IHI Extranet
- Monthly reporting
- Use the listserv:
 - massachusetts-staar@ls.ihi.org
- Contact us with questions:
 - mschall@ihi.org
 - rsteinfield@ihi.org