

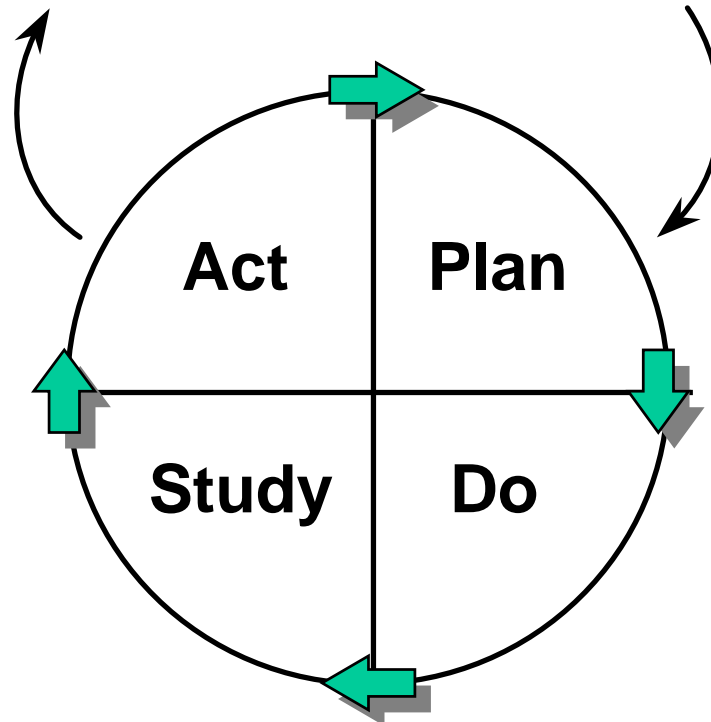
Implementing a Strategy for Improvement

Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



Fundamental Questions

- What are we trying to accomplish?
- How will we know a change is an improvement?
- What changes can we make that will result in an improvement?

What are we trying to accomplish?

Aim

- A written statement of the accomplishments expected from the improvement effort

Many different forms are useful:

- A general description of aim
- A specific pilot population
- Some guidance for those working on the improvement
 - Are they only to research ideas for change?
 - Test changes in pilot group?
 - Fully implement in pilot group?
 - Spread to fully implement in entire population?

How Do We Know That a Change is an Improvement?

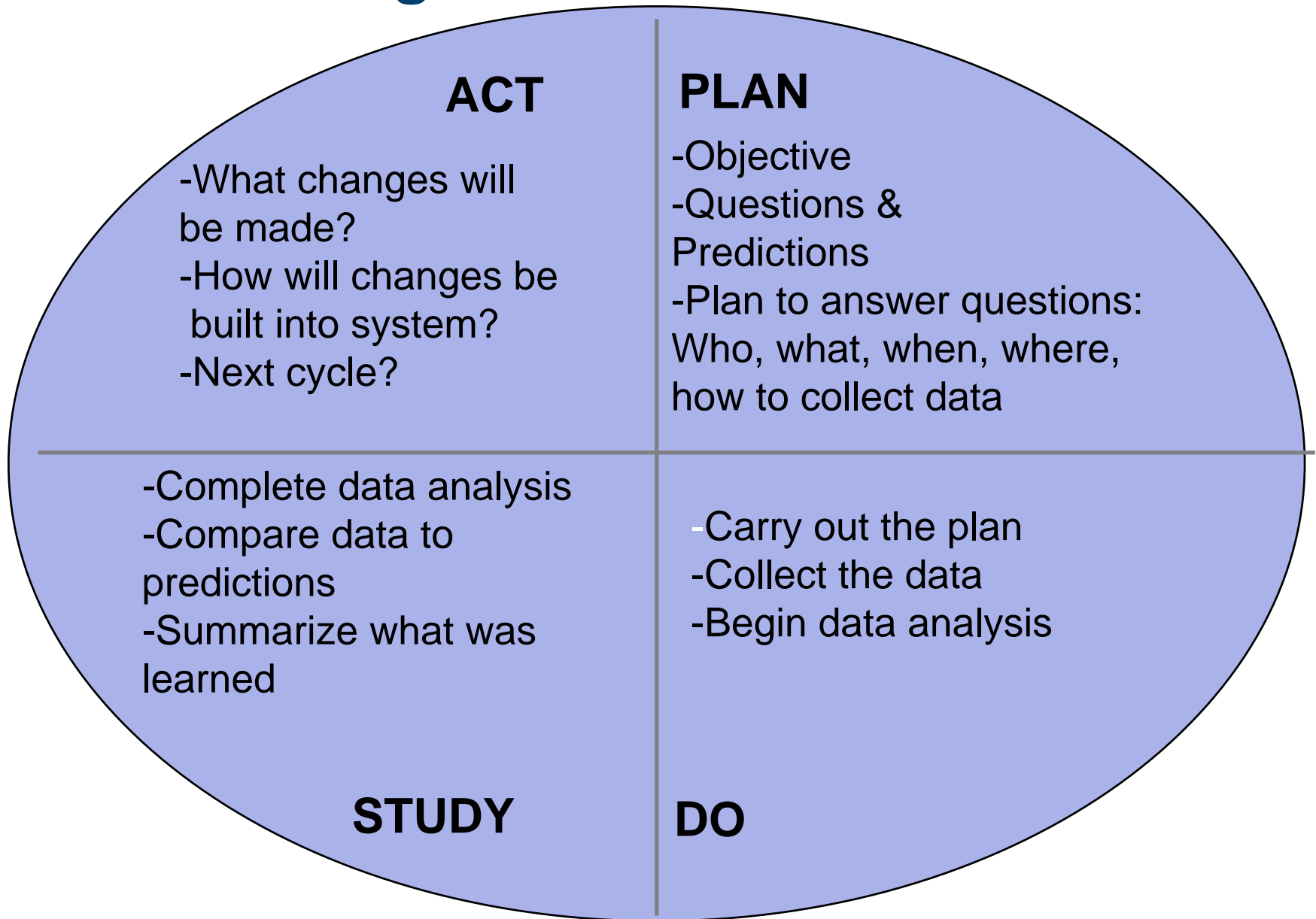
- Key measures should clarify aim and make tangible
- Integrate measurement into daily routine
- Plot over time
- Usually need more than one measure
 - Two-Five
 - Outcome, process, balancing
- Be careful about overdoing measurement

What Changes Can We Make that Will Result in Improvement?

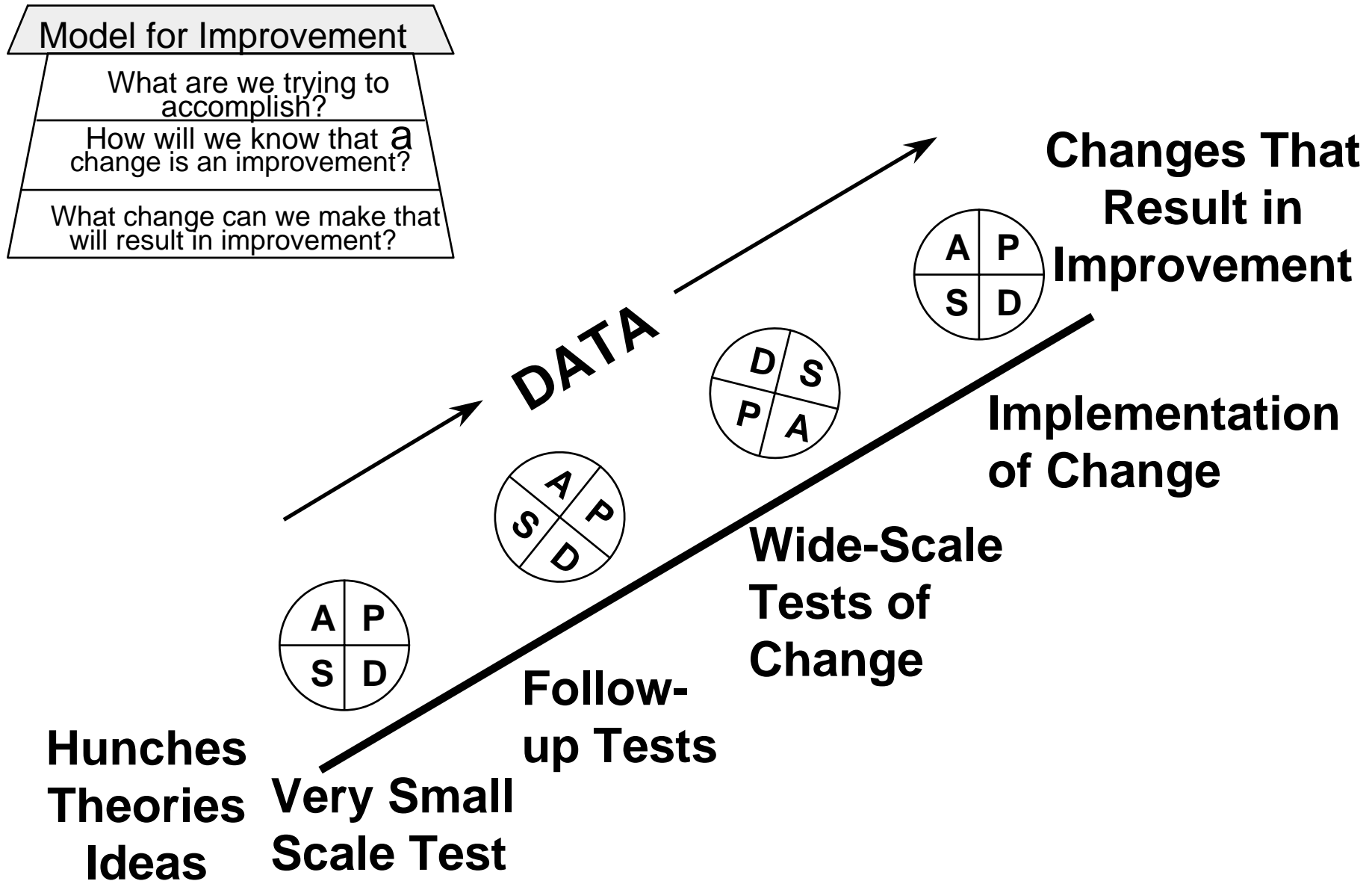
- Route to developing promising changes:
 1. Understanding of current processes and system
 2. The appropriate use of new technology
 3. Creative thinking -- including change concepts

The PDSA Cycle

The Engine That Makes It All Go!



Repeated Use of the PDSA Cycle



Why Test?

- Increase belief that change will work
- Document how much improvement can expect from change
- Learn to adapt change to other conditions/your environment
- Evaluate costs/side-effects of change
- Minimize resistance to implementation

Successful Tips To Test Changes

- Scale down size of test
- Plan multiple cycles to test change
- Think couple cycles ahead
- Test with volunteers
- Don't try to get consensus
- Be innovative to make test feasible
- Collect useful data during each test
- Test over wide range of conditions

Improvement Strategies

1. Collect Meaningful Data	6. Study the Use of Time	11. Streamline a Process
2. Identify Root Causes of Problems	7. Localize Recurring Problems	12. Reduce Sources of Variation
3. Develop Appropriate Solutions	8. Describe a Process	13. Bring a Process Under Statistical Control
4. Plan and Make Changes	9. Develop a Standard Process	14. Eliminate Waste
5. Identify Customer Needs	10. Error-Proof a Process	15. Clean Up and Organize the Workplace

Successful Improvement Efforts

- Communications maintained
- Organizational priorities
- Bite off what you can chew
- Fix obvious problems
- Look upstream
- Document progress and problems
- Monitor changes; publicize and celebrate successes

Key Points Regarding the Model for Improvement

- Small Scale = Small Change
- Success (or Failure) in one PDSA cycle = Success or Failure of the Project
- Keep teams focused on the measures related to the Aim

To Be Considered a PDSA Cycle:

- The test or observation was planned (including a plan for collecting data).
- The plan was attempted (do the plan).
- Time was set aside to analyze the data and study the results.
- Action was rationally based on what was learned.

Next Steps

- Plan and implement one PDSA Cycle per week.
- Use the PDSA Tool to document the process.



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