

Accelerating Improvement

Improving Client Service Capacity and Quality of Care

Jerry Langley, API

Learning Session 2

July, 2010

“Improvement only comes from changes, but not all changes result in improvement”

The Care Model

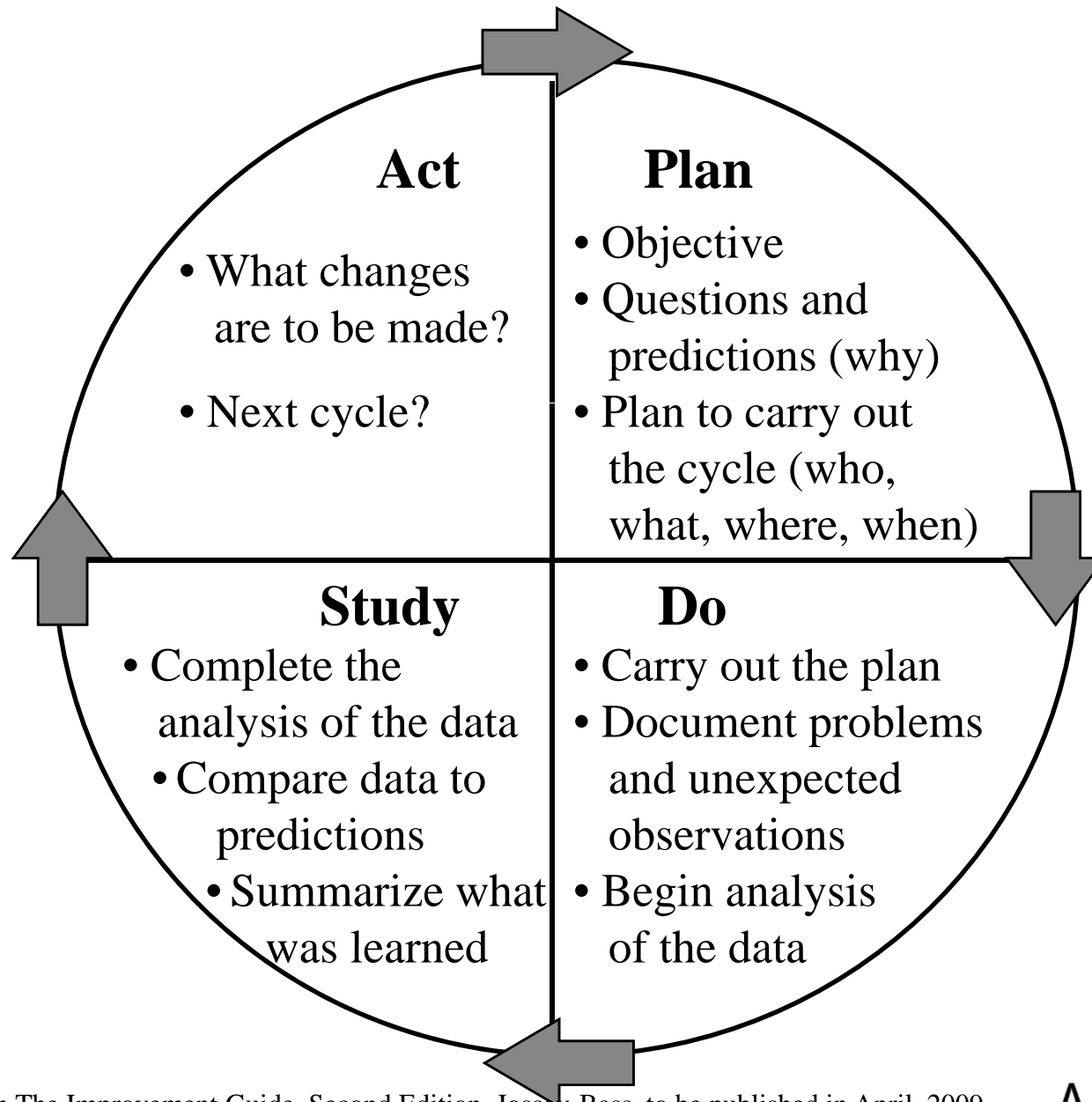


*The Chronic Care Model was developed by Ed Wagner, MD, MPH, Director of the MacColl Institute for Healthcare Innovation, Group Health Cooperative of Puget Sound, and colleagues of the Improving Chronic Illness Care program with support from The Robert Wood Johnson Foundation

Fundamental Questions 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 an improvement?

The PDSA Cycle for Learning and Improvement

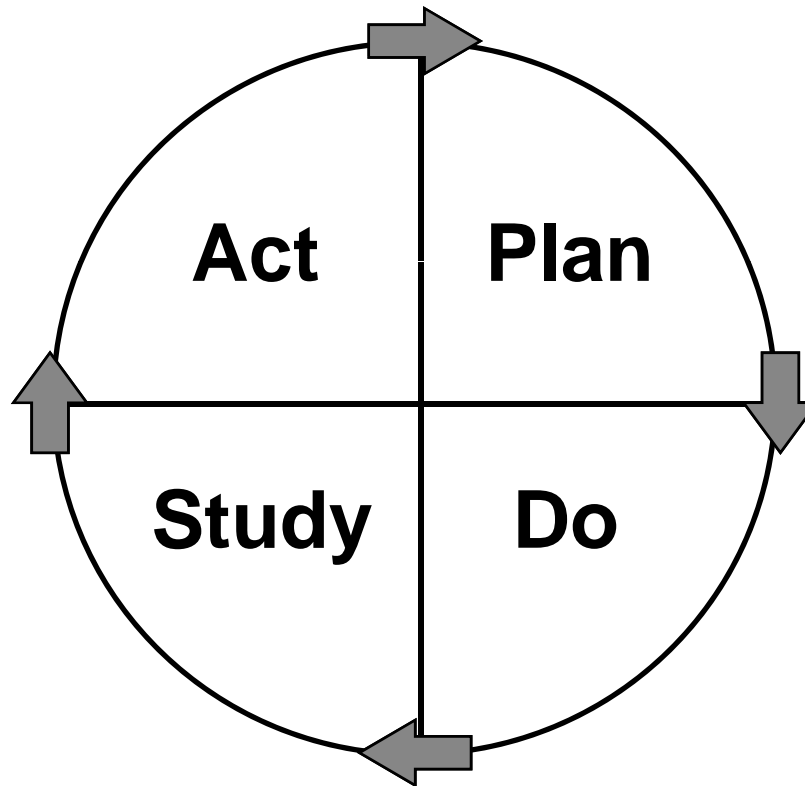


Yogi Berra on Predictions

“...it is hard to make predictions, especially about the future.”

The PDSA Cycle

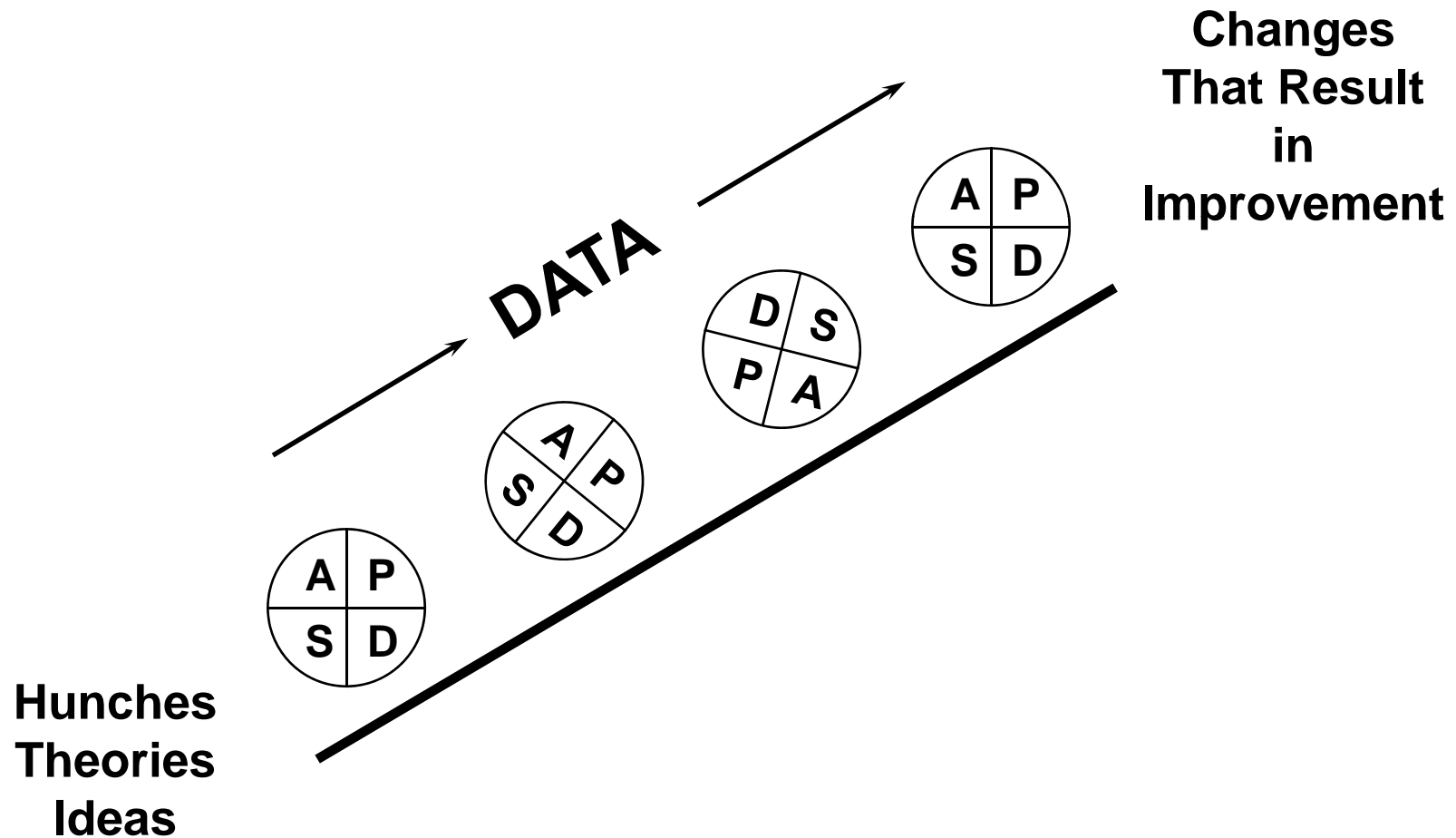
**Why
Test?**



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

Repeated Use of the Cycle



Principles of Testing a Change

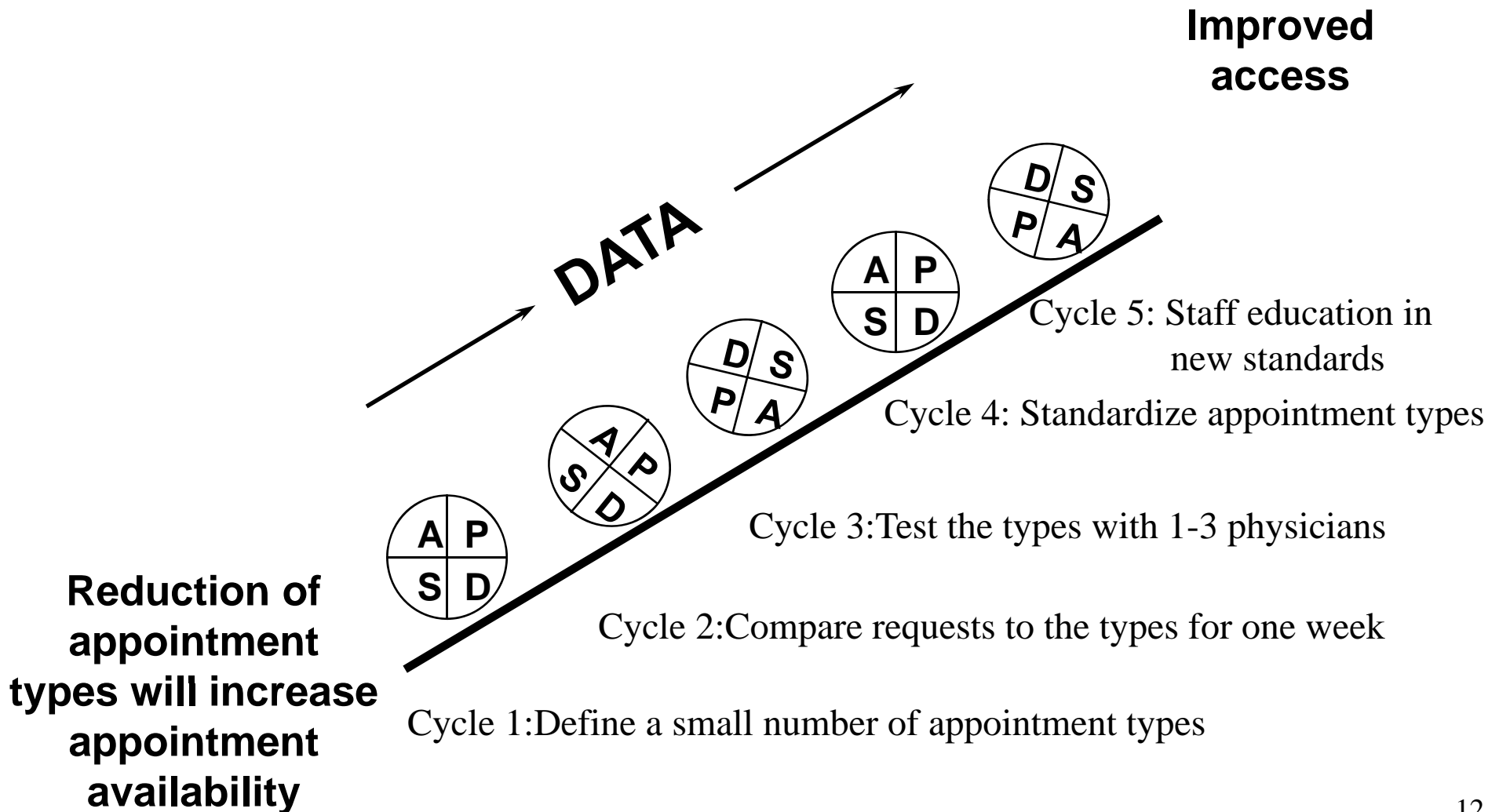
1. Keep your tests on a small scale initially and increase the scale of the test on the basis of learning
2. As the scale of the test is expanded, include differing conditions in your test (wide range of conditions)
3. Plan the test, including data collection

Successful Cycles to Test Changes

Test on a Small Scale

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

Aim: Improve primary care appointment availability through reducing and standardizing appoint types



Do → Study

- **Reasons for failed tests**
 1. Change not executed well
 2. Support processes inadequate
 3. Hypothesis/hunch wrong:
 - Change executed but did not result in local improvement
 - Local improvement did not impact access or efficiency
- Collect **data** during the Do Phase of the Cycle to help differentiate the these situations.

Study --- Act

- Compare data to prediction
- Summarize what was learned
- ACT - Take action on the new knowledge

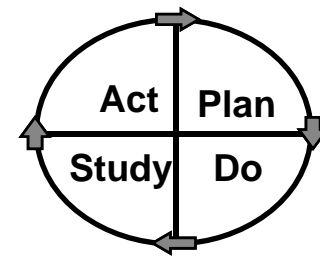
Questions for Users of the PDSA Cycle

- Is the planning based on theory? Stated?
- Are the predictions made prior to data collection?
- Are multiple cycles run?
- Is there documentation of what was learned?
- Does the learning provide a basis for action?

Uses of the PDSA Cycle

Three most common ways for using the PDSA cycle in improvement efforts:

1. To build knowledge to help answer any one of the three questions
2. To test a change
3. To implement a change



Cycles for Implementation

- The change is permanent - need to develop all support processes to maintain change.
- Learning is focused on integrating the change into the specific environment.
- High expectation to see improvement (no failures).
- Increased scope will lead to increased resistance.
- Generally takes more time than test cycles.

Are We Ready to Implement?

Appropriate Scope for a PDSA Cycle

Staff/Clinicians Readiness to Make Change

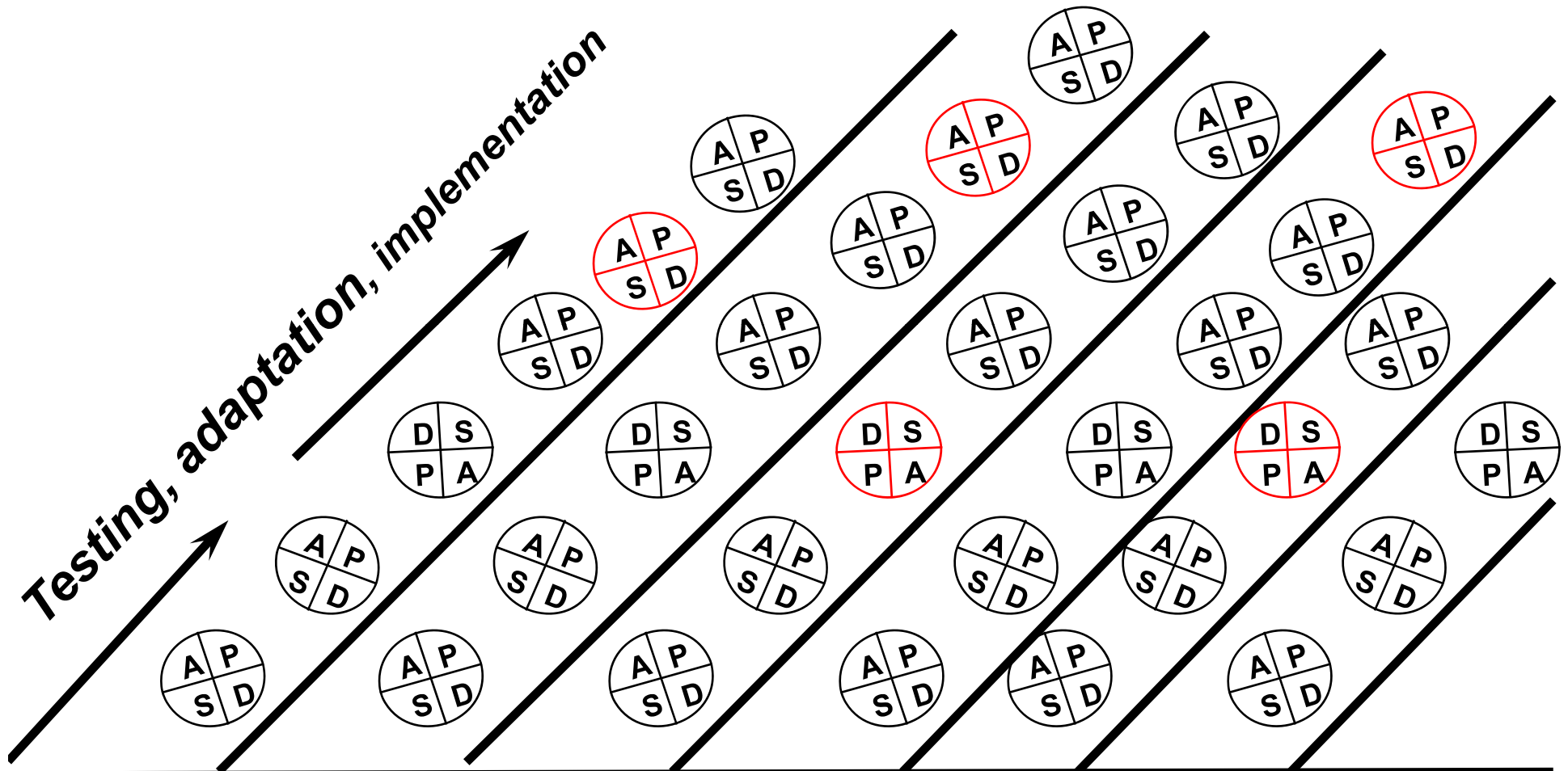
Current Situation		Staff/Clinicians Readiness to Make Change		
		Resistant	Indifferent	Ready
Low Confidence that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
High Confidence that change idea will lead to Improvement	Cost of failure large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of failure small	Small Scale Test	Large Scale Test	Implement

Gold Standard for Getting to Implementation

Satisfactory prediction of the results of tests conducted over a wide range of conditions is the means to increase the degree of belief that the change will result in improvement.

Concept Design

Multiple PDSA Cycle Ramps To Test & Implement



Clinical Info
Systems

Self
Management

Decision
Support

Delivery
System
Design

Community
Resources
and Policies

Organization
of Health Care

Change Concepts

The Improvement Guide, Second Edition, Jossey-Bass, April, 2009

Ease of Back-Sliding

Old system

New system

 **How much effort?** **Operations**

 **How much effort?** **Team**

So... What Can We Do?

- Use multiple PDSA cycles to implement the change
 - Testing is not de-facto implementation!
- Redesign support processes for new process
 - Training, getting forms, etc.
- Collect data over time when conditions are expected to change
 - Continue use data plotted over time
- Address the social aspects of change
 - WIFM, appreciation, publicity, resistance
- Think about and plan for maintenance of the change