

Making Improvement Easier, Faster and More Successful

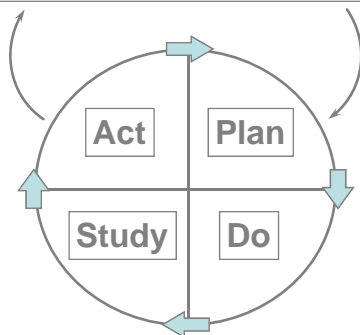
Southern California Patient Safety Collaborative
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Model for Improvement

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?



What change can we make that will result in an improvement?

- Generate potential solutions
- Rank solutions and decide on one
- Construct a plan to test your idea



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Change Concepts

- | | |
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| <ul style="list-style-type: none"> ✓ Eliminate Waste <ul style="list-style-type: none"> ▪ Reduce or eliminate overkill ▪ Match the amount to the need ▪ Use sampling ✓ Improve work flow <ul style="list-style-type: none"> ▪ Minimize handoffs ▪ Find and remove bottlenecks ▪ Do tasks in parallel ✓ Optimize inventory <ul style="list-style-type: none"> ▪ Reduce choice of features ✓ Change the work environment <ul style="list-style-type: none"> ▪ Give people access to information ▪ Focus on core processes and purpose | <ul style="list-style-type: none"> ✓ Enhance the Producer/Customer Relationship <ul style="list-style-type: none"> ▪ Listen to the customer ✓ Manage Time <ul style="list-style-type: none"> ▪ Reduce wait time ▪ Reduce set up or startup time ✓ Manage Variation <ul style="list-style-type: none"> ▪ Standardization ▪ Stop tampering ✓ Design Systems to Avoid Mistakes <ul style="list-style-type: none"> ▪ Use reminders ▪ Use Differentiation ✓ Focus on the Product or Service <ul style="list-style-type: none"> ▪ Differentiate product using quality |
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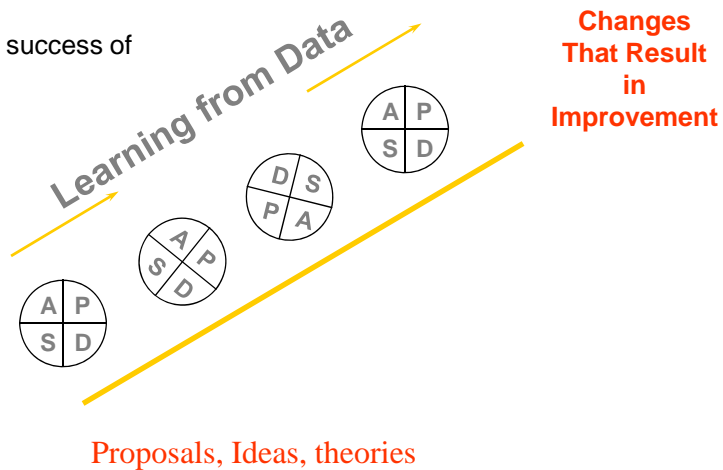
Cycles for Testing

- Increase belief that change will result in improvement
- Opportunity for “failures” w/o impacting performance
- Document how much improvement can be expected from the change
- Learn how to adapt the change to conditions in local environment
- Evaluate costs and side effects of the change
- Minimize resistance upon implementation



Repeated Use of the PDSA Cycle

Build upon the success of previous cycle



Think about it

- What are some change concepts or new ideas that you can use to plan your small test of change?



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Guidelines for testing change

- Fail early, fail often
- What can we do by next Tuesday?
- Pick willing volunteers (early adopters)
- AIM big, but test small
- Do not try to get buy-in, consensus early on
- Be innovative to make test feasible
- Collect useful data during each test
- Test over a wide range of condition
- Steal shamelessly



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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



Back to Work

- Over the next 5-10 minutes, create 1-2 small tests of change you can implement by next Tuesday. Describe the who, what, how and the study approach.
- What do you want to happen?
- How will you know if it did?



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Just Do It! Wait! Also, Study It

- 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 aim
- Collect data during the Do phase of the cycle to help differentiate these situations.



Common Traps

- Plan Do, Plan Do
- Do Act, Do Act
- No testing, only data collection
- No ramps of tests, random PDSAs
- Undisciplined PDSAs, no documentation
- Beware of Cycles longer than 30 days



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Wrapping it Up: Mistakes Made in Improvement Teams

- Over-reliance on education and awareness
- Implementing large-scale change from the outset
- Failure to abandon a change that does not lead to an improvement
- Failure to engage process owners on a team and solicit their ideas
- Failure to make data visible to all engaged in the process



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CYCLE FOR LEARNING AND IMPROVEMENT



“Negative results on the fish...Let’s try rubbing two *sticks* together.”

What Are We Trying To Accomplish?

The AIM

- Agreement on your project goal is essential for progress
- Include a numerical goal to clarify the AIM along with a baseline measure
- Set a “stretch” goal of 25% - 50%