

Day 2

#



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Question 3

Model for Improvement

What are we trying to accomplish?

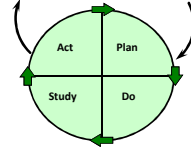
How will we know that a change is an improvement?

What change can we make that will result in improvement?


What have others done?

What is best practice?

Brainstorm ideas




Langley G, Nolan K, Nolan T, Norman C, Provost L, (1996), *The improvement guide: a practical approach to enhancing organisational performance*, Jossey Bass Publishers, San Francisco



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Agreeing your change ideas

- You'll probably already have LOTS of ideas (remember those 'symptoms' and 'solutions'?)
- If not, where can you get change ideas from?
 - the 'evidence'
 - other services
 - people's experiences
 - 'steal shamelessly' (remembering you may have to 'adapt, not adopt')
 - anyone can have a great idea



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Agreeing your change ideas

What changes might you want to test?

- Spend 10 minutes talking through your ideas. Think about:
 - the 'evidence'
 - other services
 - people's experiences
 - 'steal shamelessly' (remembering you may have to 'adapt, not adopt')
 - anyone can have a great idea
- Make a note in Box 6 of your planning sheet



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PDSAs

Model for Improvement

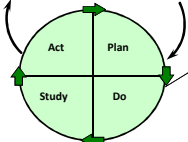
What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

What hunches do we have?
What should we test?
What can we learn as we go along?

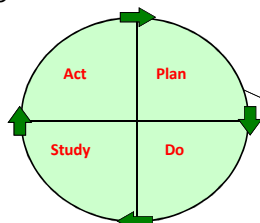
Langley G, Nolan K, Nolan T, Norman C, Provost L (1996), *The improvement guide: a practical approach to enhancing organisational performance*, Jossey Bass Publishers, San Francisco



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Testing change ideas

Then you test your ideas using the PDSA cycle



What hunches do we have?
What should we test?
What can we learn as we go along?



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Testing change ideas

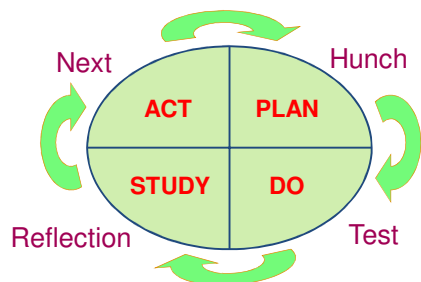
Developing & testing for change
using PDSAs



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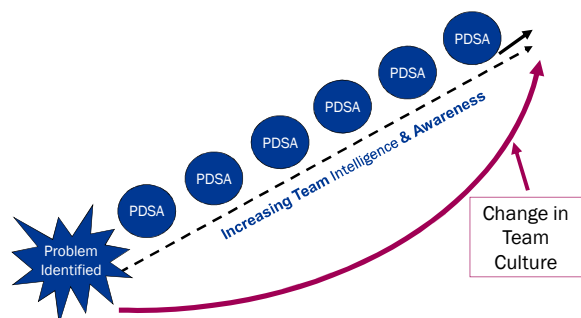
Testing change ideas

Or, to put it another way ...



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Developing practice improvement



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What should a PDSA look like?

| | |
|---|--|
| <small>Project name:</small> | |
| Who has responsibility for this PDSA cycle? | |
| What are you hoping to find out? | |
| Plan <small>(Plan)</small> What are you going to do? Who will be involved and how? When will it take place? How will it be done? What will you measure? What are your expectations? | |
| Do <small>(Do)</small> How did you implement the plan? Did you encounter any unexpected problems? Did you achieve any unexpected benefits? | |
| Study <small>(Study)</small> What results did you achieve? Did they differ from your expectations? How? What have you learnt from this cycle? | |
| Act <small>(Act)</small> What action will you now take to either: Refine and re-test your improvement ideas? Implement and embed the change? Repeat the idea and progress to test a new one? | |

A PDSA template



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An example of a PDSA

Assisted mealtimes in a care home

- The problem
- The measures
- The change idea
- The PDSAs



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Why use PDSA?

- Test change in real-time in the work place
- Small rapid scale testing:
 - Minimises resistance
 - Will the change work in environment in question
 - Safe and low risk as refining change & checking works before implementing on a broader scale
 - 1, 3, 5, all!



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Change Ideas & PDSAs

| | |
|--|---|
| Aim: to loose 8lbs before I go on holiday at the beginning of September | |
| Change Idea 1: reduce consumption of calories | Change Idea 2: burn more energy |
| Measures Weight loss Mood Energy level | |
| PDSA Ideas Cut out snacks Reduce portion size Eat more vegetables Reduce carbohydrate | PDSA Ideas Go swimming 2 mornings before work Get off the bus 2 stops earlier Use the stairs instead of the lift Go to two exercise classes a week |



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Testing change ideas

Examples

~~Plan: To have a meeting to discuss extending appointment time~~
~~Do: Had meeting~~
~~Study: Decided need more doctors~~
~~Act: Arrange another meeting~~

Telephone Consultations
 ⚡ Plan: To test if TC's work in Practice
 ⚡ Do: Ask the next 5-10 patients
 Record what they say
 ⚡ Study: Evaluate Replies
 ⚡ Act: Decide to try it out for 1 week
 Then do another PDSA on that week



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Agreeing initial PDSAs

- Spend a couple of minutes talking through what PDSAs you might try first.
- Make a note in Boxes 7 of your planning sheet.



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Some key messages

- We have **bad systems**, not bad people
- **Measurement** supports **action** (and the visualisation of improvement)
- QI is about making it **easy** to do the **right thing and** reducing unacceptable variation
- QI is everyone's business and anyone can have a great change idea
- Improvements can be **rapid** and **profound**
- Improvement work is **empowering** and **exciting!**



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Further information

Basic entry-level QI training:

<http://qitraining.improvementacademy.org/>

Video ++ on behaviour change:

<http://www.improvementacademy.org/resources/abc-for-patient-safety-workshop-and-toolkit/>



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We are guests in our patients' lives.

— Donald Berwick —



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Final questions



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Thank you for attending

Please complete the evaluation form in your pack,
and return your badges before leaving



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Forthcoming Improvement Academy Events

List & Date:



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Improvement Academy
Part of the Yorkshire & Humber AHSN

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QITN

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