Learning Collaborative

Plan – Do – Study – Act

and

Rapid Cycle Testing
PDSA Improvement Model
Operationalizing PDSA

- Robust Tool
  - PDSA does not include root cause determination
  - PDSA does not include change identification
  - Assumption is that the change/intervention is known
  - PLAN step is about implementing a known change/intervention

- Large variation in how PDSA is applied—especially in the complexity of the intervention which directly affects cycle time
Small Changes, Big Impacts

- Integrated Rapid Cycle Testing (PDSA/RCT)
- RCT works with low risk, small changes that are implemented very quickly
- Small changes create a big difference for both customers and staff
- Effective changes don’t have to be expensive
Scoping

- Appropriate scoping for the PDSA RCT projects is critical
- Balance “Small Change, Big Impact”.
- If the team needs to bias one way or the other, the bias should be on going smaller, with multiple projects.
- The cumulative of multiple Small Change projects can result in Big Impact
Change Team

- The team: the individuals whose job functions are critical to the process and those who experience downstream impacts of the process

- Who?
  - Front desk, clinical support, providers, clinical supervisors, practice leaders, ancillary (BHC, clinical pharmacists, dieticians), and in some cases, patients
  - All have equal voice

“*The people who do the work, transform the work.*”

Dr. Mark Murray
Executive Sponsor

- Senior leader in the agency
- Must see change/improvement as a priority
- Identifies the problem and articulates the vision
- Demonstrates commitment to the process (time, resources)
- Empowers the change leader
Change Leader

- Serves as a catalyst to develop ideas
- Leads/facilitates change team meetings
- Is consistent, concise, creative and engaging; a skilled listener and synthesizer
- Minimizes resistance to change
- Keeps the executive sponsor(s) updated on team activities
PDSA Model

Act
Adopt, Adapt, or Abandon?

Plan
What is the idea or change to be tested and for how long?

Study
How do they compare with baseline measure?

Do
What steps are you specifically making to test this change?

RCT
Keys to PDSA Success

PLAN:
1. Be clear about the target objective
2. Implement only one change at a time

DO:
3. Everyone implements the change as planned
4. Small-scale tests of change – Rapid Cycle Testing

STUDY:
5. Discuss the results before changing the plan

ACT:
6. Start a new cycle when the team believes more improvement is needed or possible
7. Spread when the objective has been met
PDSA/RCT Worksheet

- Project Title:

- Organization(s):

- Change Leader(s):

- What are you trying to accomplish?
Plan

- Note the exact start date for the cycle
- How long will the initial test last?
- How often will the team meet to assess progress and review data?
- During the test, the team considers what improvements might need to be made to improve the results
PDSA/RCT Worksheet

- **PLAN**
  - What change will be tested?
  - How will the change be tested?
  - Where will the test take place?
  - When will the first PDSA/RCT be initiated?
  - What outcomes do you predict?
Do

- Rapid Cycle Testing
  - Conduct the test over a short period of time—what can we do by next “Tuesday”
  - Not intended to be “statistically” valid
- Keep It Simple
  - Use manual data collection—paper & pencil
Rapid Cycle Testing

➢ Accelerates the PDSA
➢ Start by asking 3 questions
  ➢ What are we trying to improve?
  ➢ How will we know when it has improved?
  ➢ What change can we test to see if it results in improvement?
PDSA/RCT Worksheet

DO
- Observations:
  - Observations not part of plan:
  - Does the original plan require revisions?
  - Document the results of the test (graph of the data, pictures, etc.)
Study

- After the agreed upon test period the team reviews the results
- Change Team studies the graphs and data
- The team deliberates what it has learned
- The team considers whether a change in strategy is in order
PDSA/RCT Worksheet

- **STUDY**
  - Did the results match the prediction(s)?
  - Did the change lead to the improvement?
  - Describe any unpredicted results?
Act

- Based on “study”, the team chooses next step
  - Adjust the change and start a new cycle
  ...or
  - Implement the change
  ...or
  - Combine another change with the existing strategy and start a new cycle
  ...or
  - Abandon the existing strategy and start a new cycle
PDSA/RCT Worksheet

- ACT
  - Do you need to mitigate any unexpected results?
  - What revisions must be made to the plan?
  - What changes will be made prior to the next PDSA/RCT?
    - Scope:
    - Location:
    - Sample Size:

- REPEAT PDSA/RCT
It is important to remember…

- It often takes more than one cycle to achieve your objective

- By changing only 1 thing at a time you know the impact of your change

- Sometimes several changes are necessary to maximize the improvement you seek
Change Cycles
Table Facilitation

- Facilitator assigned to each table
- Ensure deliverables
  - Participant contact Info & PDSA/RCT project name/idea
  - One person/team at each table is prepared to present PDSA/RCT plan to the larger group.
- Help each person/team to get started filling out the PDSA form “Plan” section