

# The Model for Improvement

*Prepared and Presented  
Vibeke Rischel, RN & Robert Lloyd, Ph.D.*

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*Day 1  
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1045-1200*

# On the Nature of Change

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***“All improvement will require change,  
but not all change will result in  
improvement!”***

G. Langley, et al *The Improvement Guide*. Jossey-Bass Publishers,  
San Francisco, 1996: xxi.

**The Model for Improvement (MFI) provides an approach to help increase the odds that the changes we make will result in lasting improvement.**

# A Model for Learning and Change

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When you  
combine  
the 3  
questions  
with the...

PDSA cycle,  
you get...

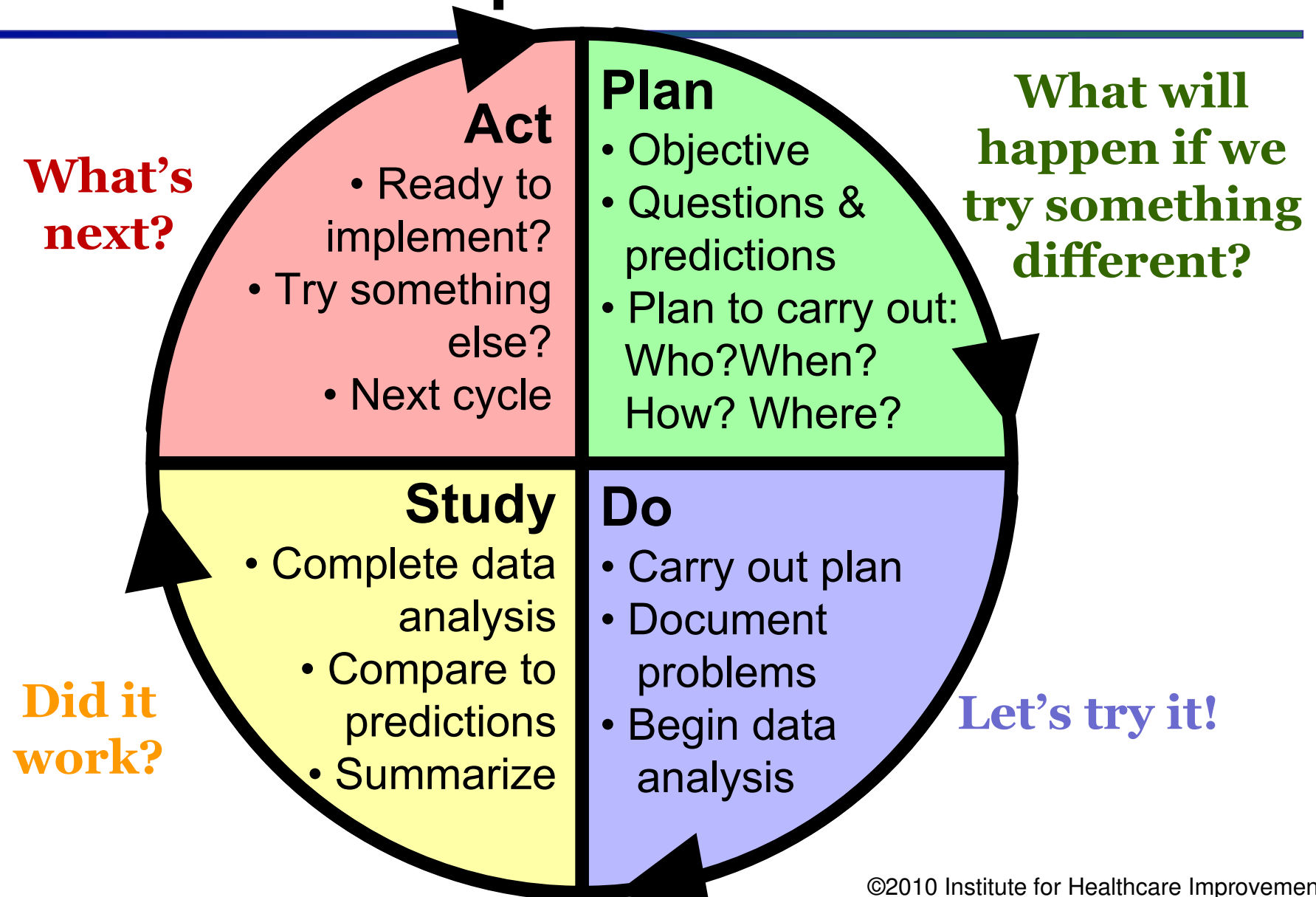
## Model for Improvement



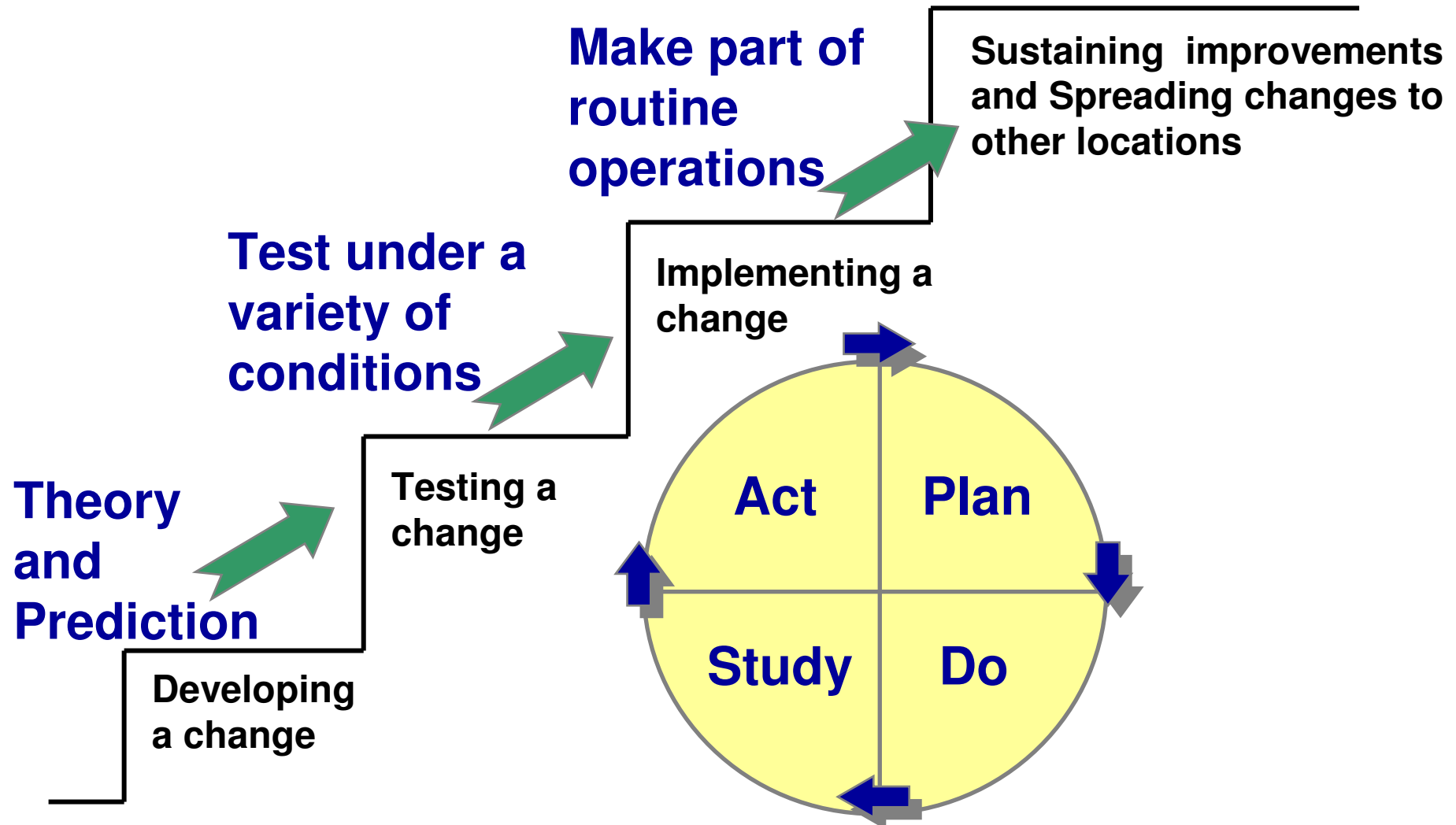
...the Model  
for  
Improvement.

The Improvement Guide, API, 1996

# The PDSA Cycle for Learning and Improvement

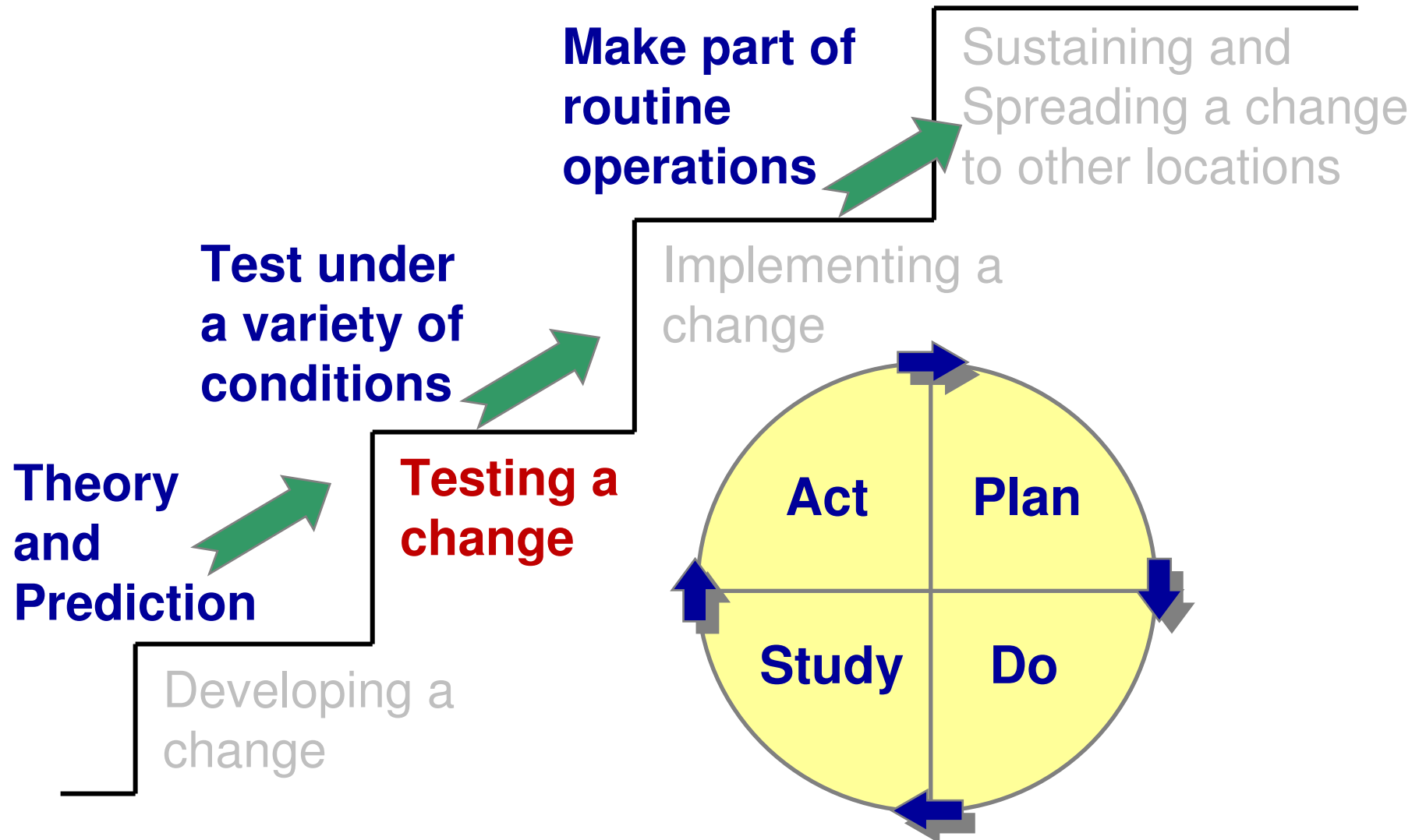


# The Sequence for Improvement



# The Sequence for Improvement

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# Guidance for Testing a Change Concept

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- A test of change should answer a specific question!
- A test of change requires a theory and a prediction!
- Test on a small scale and collect data over time.
- Build knowledge sequentially with multiple PDSA cycles for each change idea.
- Include a wide range of conditions in the sequence of tests.
- Don't confuse a task with a test!

# Tips for Testing

*“What tests can we complete by next Tuesday?”*

- Use a form to document your test.

- Scale down – think “Drop Two”

- Oneness

- 1 patient
- 1 day
- 1 admit
- 1 physician

- Year
  - Quarter
  - Month
  - Week
  - Day
  - Hour
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- Make changes in parallel
- Know the situation in your organization

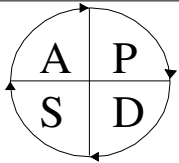
**1 : 3 : 5 : All**

# To Be Considered a Real Test

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- Test was planned, including a plan for collecting data
- Plan was carried out and data were collected
- Time was set aside to analyze data and study the results
- Action was based on what was learned

# MODEL FOR IMPROVEMENT CYCLE: \_\_\_ DATE: \_\_\_



Objective for this PDSA Cycle

**PLAN:**

QUESTIONS:

PREDICTIONS:

PLAN FOR CHANGE OR TEST: WHO, WHAT, WHEN, WHERE

PLAN FOR COLLECTION OF DATA: WHO, WHAT, WHEN, WHERE

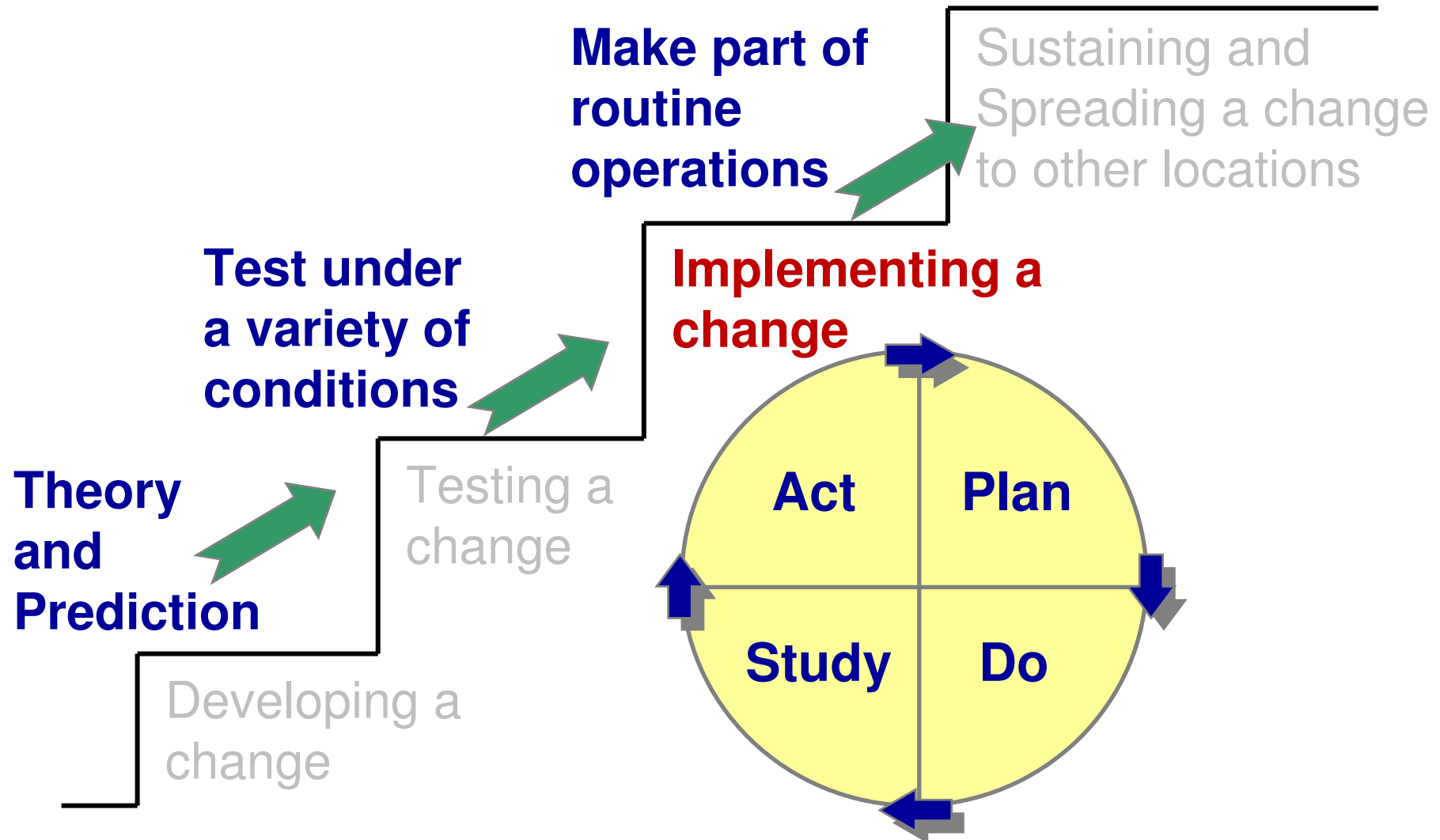
**DO:** CARRY OUT THE CHANGE OR TEST; COLLECT DATA AND BEGIN ANALYSIS.

**STUDY:** COMPLETE ANALYSIS OF DATA; SUMMARIZE WHAT WAS LEARNED.

**ACT:** ARE WE READY TO MAKE A CHANGE? PLAN FOR THE NEXT CYCLE.

## Notes

# The Sequence for Improvement



# Testing v. Implementation

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- **Testing** – Trying and adapting existing knowledge on small scale. Learning what works in your system.
- **Implementation** – Making this change a part of the day-to-day operation of the system
  - Would the change persist even if its champion were to leave the organization?

# Implementation

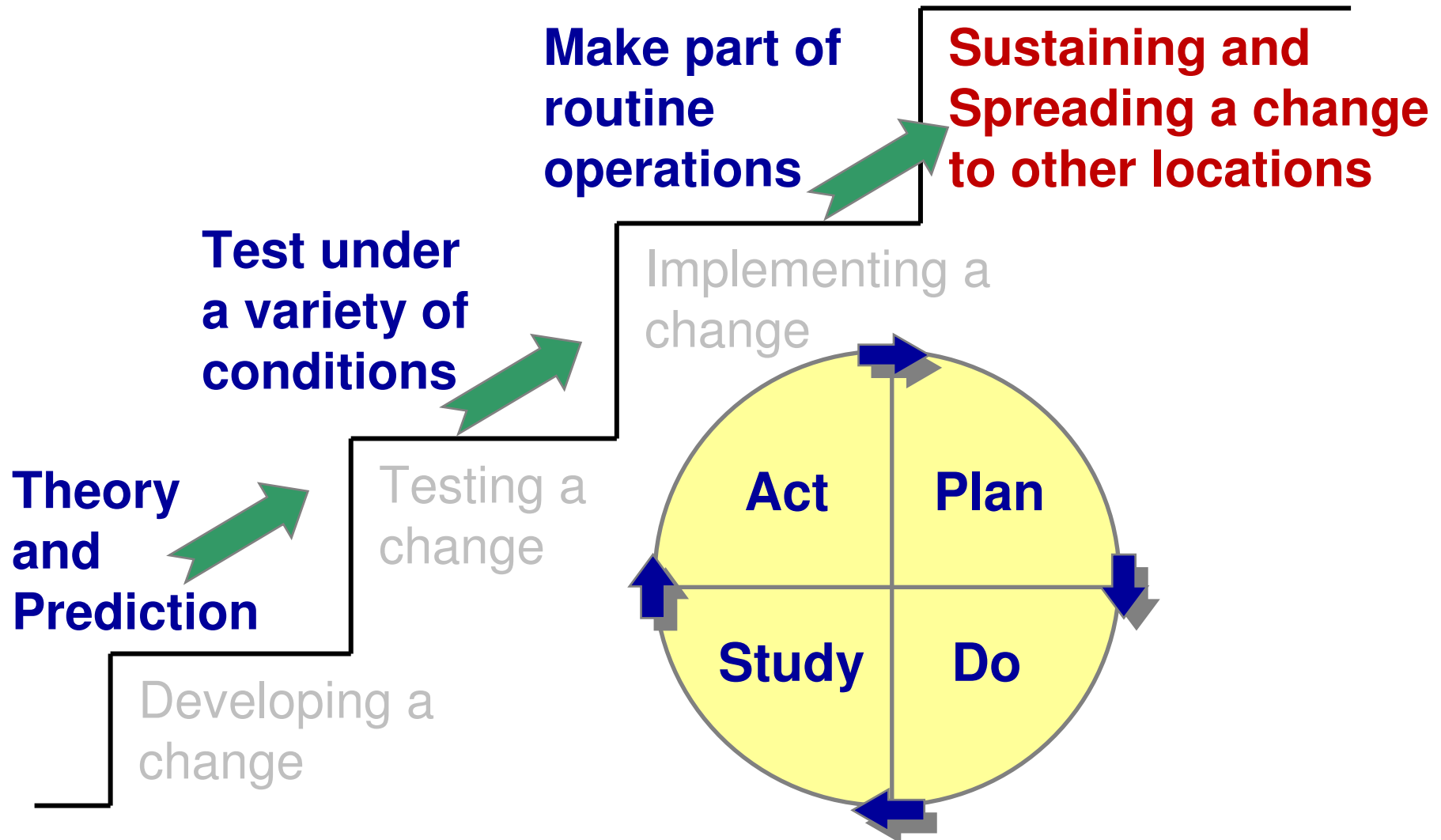
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- The change is permanent - need to develop all support infrastructure to maintain change
- High expectation to see improvement (no failures)
- Increased scope will lead to increased resistance (Value of evidence from successful tests)

# Factors that Determine Successful Implementation

Current Situation		Resistant	Indifferent	Ready
Low Confidence that current change idea will lead to Improvement	Cost of failure large	<u>Very Small Scale Test</u>	<u>Very Small Scale Test</u>	<u>Very Small Scale Test</u>
	Cost of failure small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
High Confidence that current 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

# The Sequence for Improvement



# The Seven *Spreadly* Sins

(If you do these things, Spread efforts will fail!)

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Step #1 Start with large pilots

**Step #2 Find one person willing to do it all**

Step #3 Expect vigilance and hard work to solve the problem

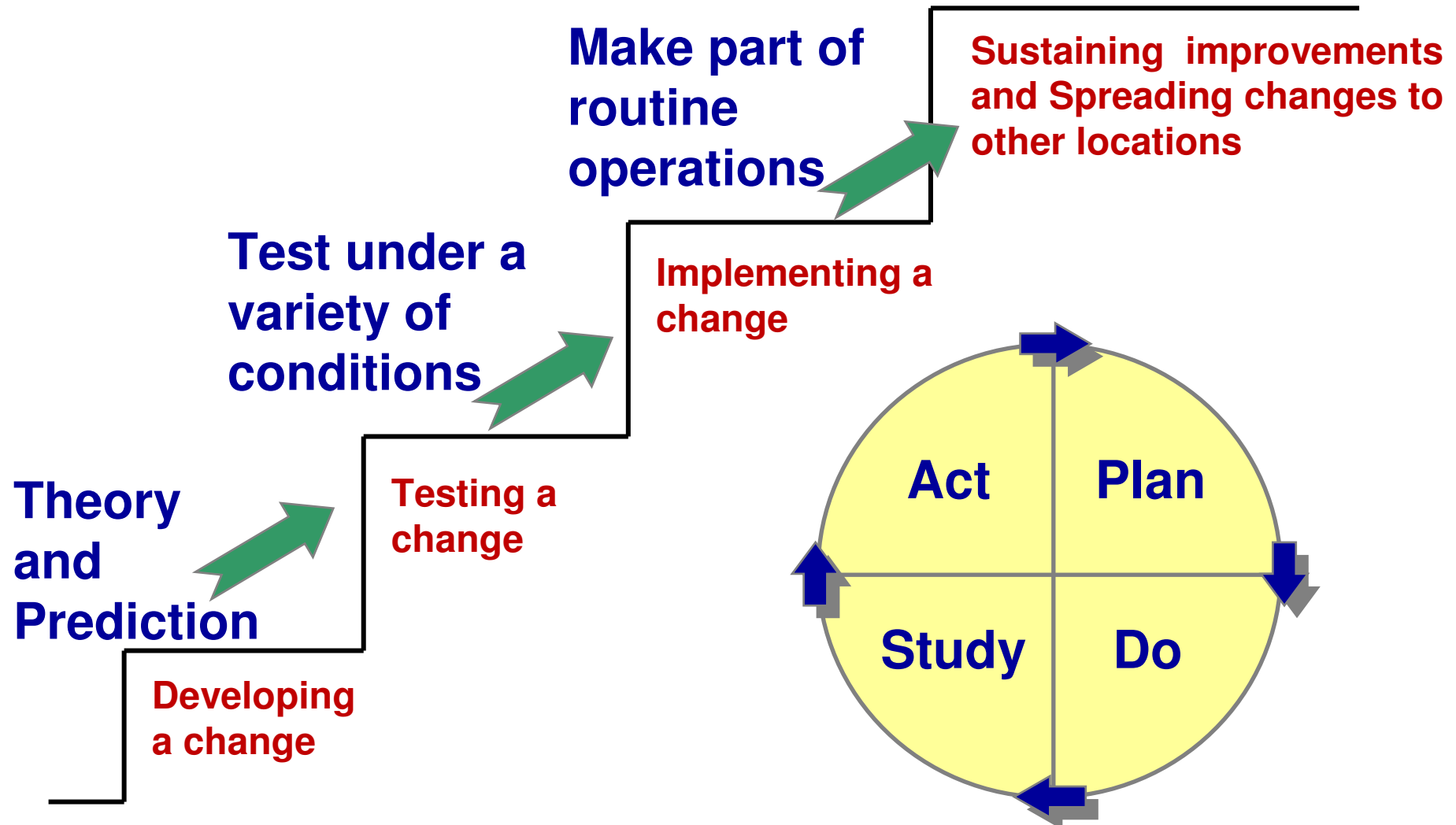
**Step #4 If a pilot works then spread the pilot unchanged**

Step #5 Require the person and team who drove the pilot to be responsible for system-wide spread

**Step #6 Look at process and outcome measures on a quarterly basis**

Step #7 Early on expect marked improvement in outcomes without attention to process reliability

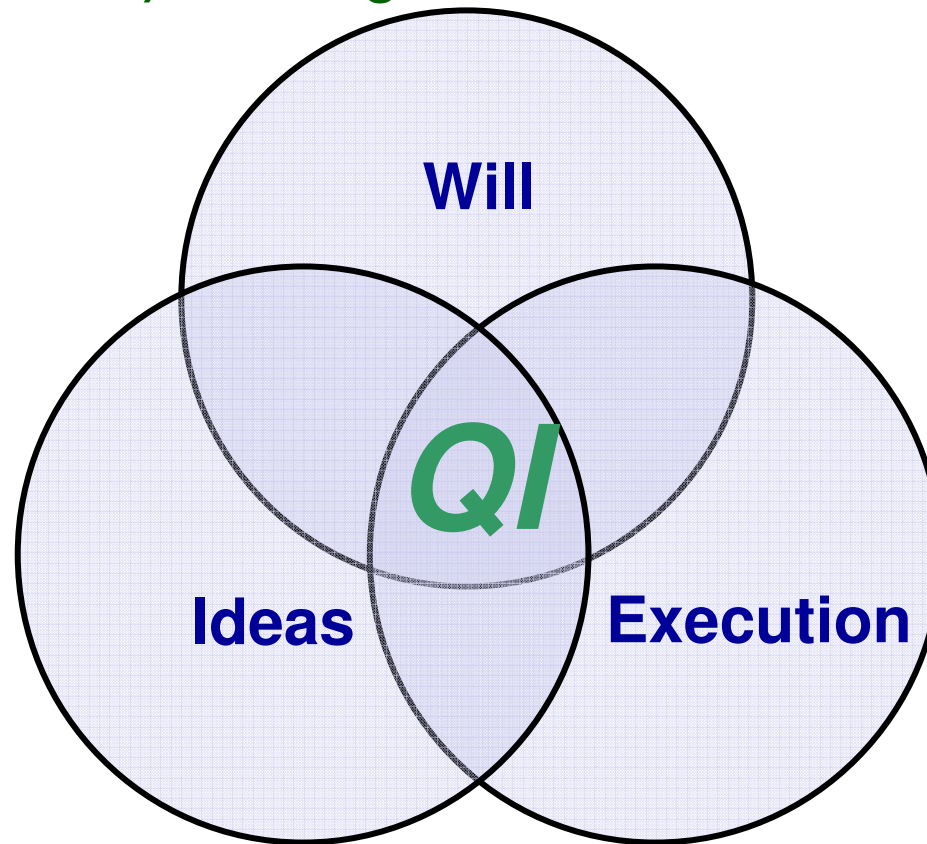
# The Sequence for Improvement



# The Primary Drivers of Improvement

Having the Will (desire) to change the current state to one that is better

Developing Ideas that will contribute to making processes and outcome better



Having the capacity to apply CQI theories, tools and techniques that enable the Execution of the ideas

# How prepared is your Organization?

## Key Components\*

- Will (to change)
- Ideas
- Execution

## Self-Assessment

- Low Medium High
- Low Medium High
- Low Medium High

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\*All three components MUST be viewed together. Focusing on one or even two of the components will guarantee suboptimized performance. Systems thinking lies at the heart of CQI!