



# Model for Improvement

## Question 1: What are we trying to accomplish?

### AIM:

A specific, measurable, time-sensitive statement of expected results of an improvement process (a statement of a specific, intended goal)

A strong, clear aim gives necessary direction to improvement efforts, and is characterized as

- Intentional, deliberate, planned
- Unambiguous, specific, concrete
- Measurable with a numeric goal, preferably one that provides a “stretch” to motivate significant improvement
- Aligned with other organizational goals or strategic initiatives
- Agreed upon and supported by those involved in the improvement and leaders

### Make your Aim actionable and useful. Include the following:

- A general description of what you hope to accomplish
- Specific patient population who will be the focus
- Some guidance for carrying out the activities to achieve Aim

### Sample Aim Statement

By [insert date], Happy Valley Pediatrics will improve the provision of preventive and developmental services to patients younger than 5 years by implementing the Bright Futures framework in our practice. Our office will focus on adopting strength-based counseling strategies and tools, the routine use of structured developmental assessments, forming links with resources in our community, and instituting a recall and reminder system.

We will achieve this Aim by using the Bright Futures Implementation and Training tools and materials so that

- One hundred percent of charts for children younger than 5 years have preventive services documented on a preventive services prompting sheet.
- Ninety percent of children younger than 5 years have structured developmental assessments documented in their charts.
- More than 90% of families with children younger than 5 years have parental strengths and needs assessed at well-child visits.

## Question 2: How will we know that a change is an improvement?

### MEASURES:

Measures are indicators of change. To answer this key question (“How will we know that a change is an improvement?”), several measures usually are required. These measures also can be used to monitor a system’s performance over time. In PDSA cycles, measurement used immediately after an idea or change has been tested helps determine its effect.

In improvement, key measures and measurement should

- Clarify and be directly linked to aims or goals.
- Seek usefulness over perfection.
- Be integrated into daily work whenever possible.
- Be graphically and visibly displayed.
- For PDSA cycle measurement, be simple and feasible enough to accomplish in close time proximity to tests of change.

## Question 3: What changes can we make that will result in an improvement?

### IDEAS:

Ideas for change or **change principles** to be tested in PDSA cycles can be derived from the following:

- Evidence—results of research/science
- Critical thinking or observation of the current system
- Creative thinking
- Theories, questions, hunches
- Extrapolations from other situations

### When selecting ideas to test, consider the following:

- Direct link to the Aim
- Likely impact of the change (avoid low-impact changes)
- Potential for learning
- Feasibility
- Logical sequencing
- Series of tests that will build on one another
- Scale of the test (3 patients NOT 30)
- Shortness of the cycle (1 week NOT 1 month)



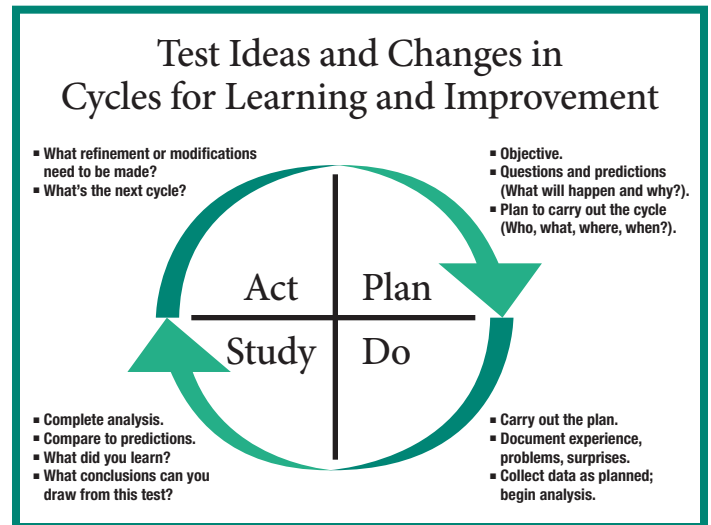
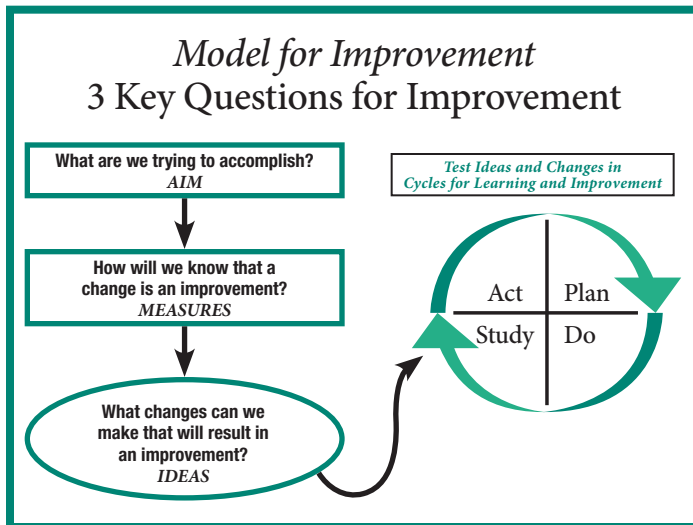
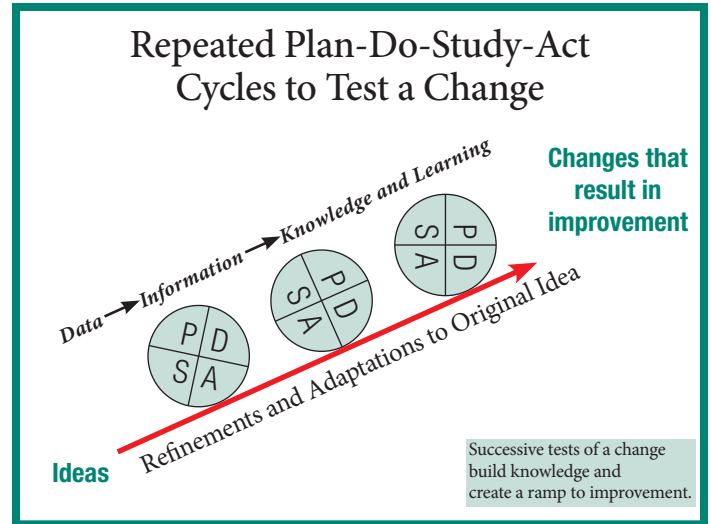
## Model for Improvement Key Points

### Why a Model? What Purpose?

- Provide organizing structure to guide thinking.
- Ensure discipline and thoughtfulness.
- Support improvement principles.
- Facilitate improvement.
- Foster common language.

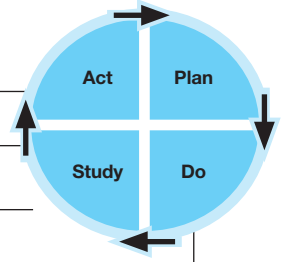
### Improvement Principles

- Listen to customers.
- Tap knowledge of the system and people in it.
- Understand processes and interactions in the system.
- Use disciplined method in successive cycles to test changes.
- Test on small scale; move rapidly to improve.
- Measure to learn and to understand variation.



## Tips to make the most of PDSA cycles and tests of change

- ✓ Think a couple of cycles ahead.
- ✓ Plan multiple cycles to test and adapt change.
- ✓ Scale down size of test (number of patients, location)...A "cycle of 1."
- ✓ Do more cycles, at a smaller scale and faster pace instead of fewer, bigger, slower.
- ✓ Test with volunteers first.
- ✓ Do not seek buy-in or consensus for the test—particularly early on.
- ✓ Be innovative and flexible to make test feasible.
- ✓ Collect useful (*and only just enough*) data during each test.
- ✓ Test over a wide range of conditions.
- ✓ Learn from failures as well as successes.
- ✓ Communicate what you have learned.
- ✓ Engage leadership support.



<p><b>Model for Improvement PSDA Planning Worksheet</b></p>	<p><b>Team Name:</b> _____</p> <p><b>Cycle:</b> _____ <b>Date:</b> _____</p>
<p><b>PLAN</b></p> <p>Objective for this cycle:</p> <p>Questions:</p> <p>Predictions:</p> <p>Plan for change or test: (Who, What, When, Where?):</p> <p>Plan for collection of data: (Who, What, When, Where?):</p> <hr/> <p><b>DO:</b> Carry out the change or test. Collect data and begin analysis. Describe observations, problems encountered, and special circumstances.</p> <hr/> <p><b>STUDY:</b> Complete analysis of data; summarize what was learned.</p> <hr/> <p><b>ACT:</b> Are we ready to make a change? Plan for the next cycle.</p>	