



Great Lakes (HHS Region 5)

ATTC

Addiction Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

Are we there yet?

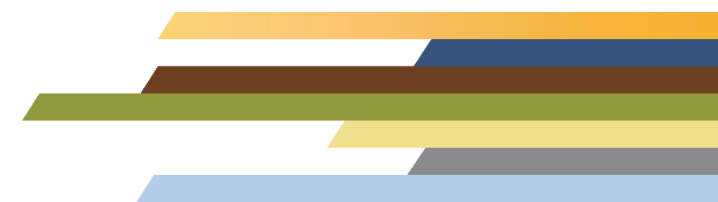
Moving through PDSA Cycles and unexpected barriers to a successfully completed change project.



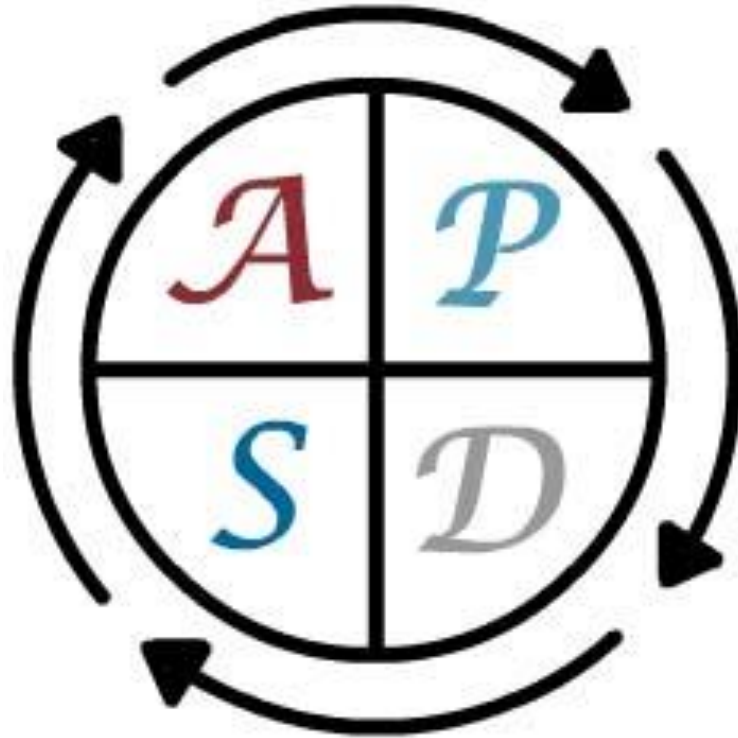
Mathew Roosa, LCSW-R
September 17, 2018



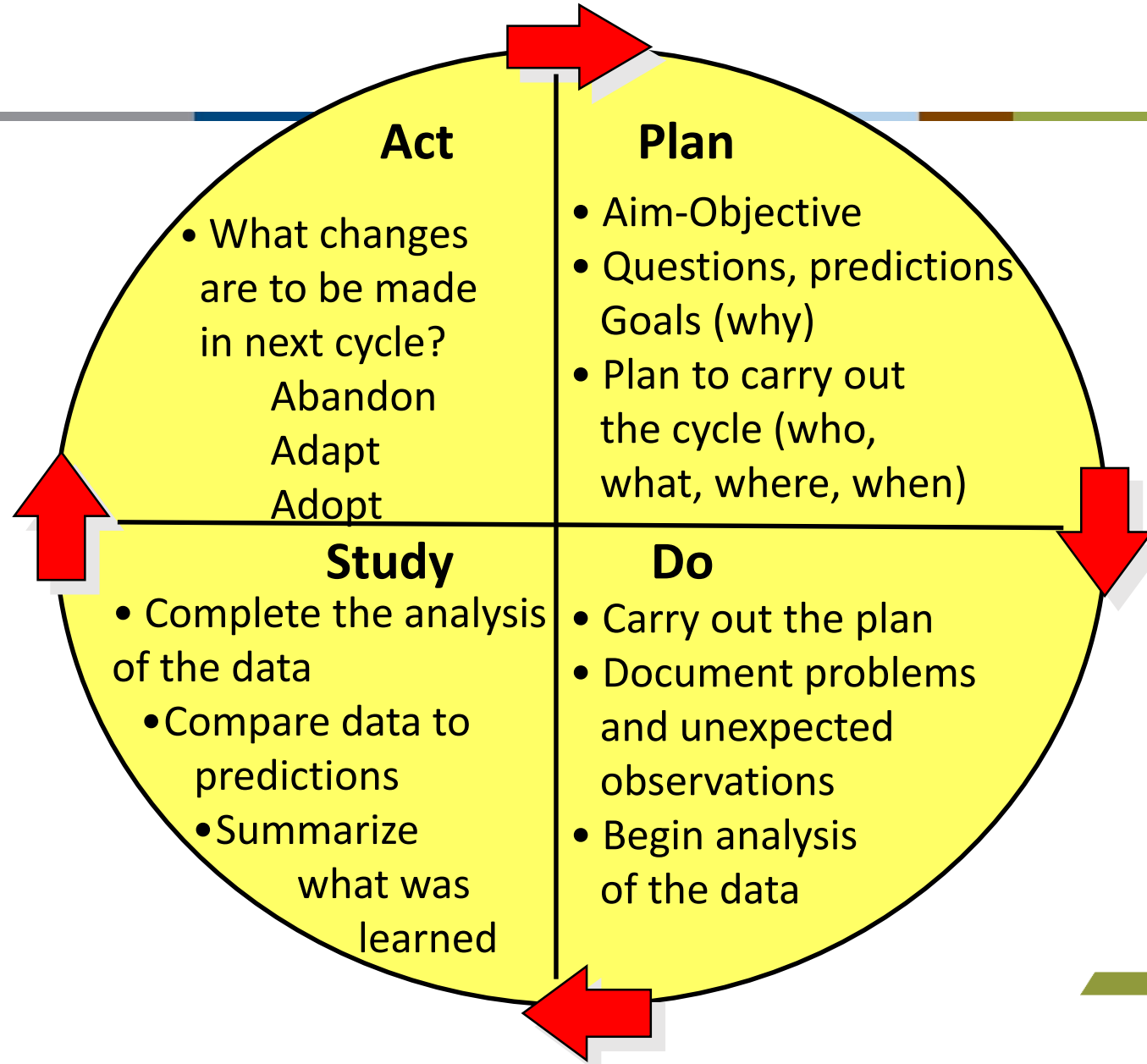
PDSA as the Vehicle for moving change



PDSA



PDSA



PDSA Cycle #:

Cycle Begin
Date:

Cycle End Date:

What is the change to be tested?

P **PLAN:** Plan the steps to carry out the cycle. Plan for data collection. What is your prediction for the test?

D **DO:** Carry out the plan. Document observations. Record data.

S **STUDY:** Analyze the data. Compare results to predictions and pre-change data. Summarize what was learned.

A **ACT:** Will you adopt, adapt or abandon the change? Why? Move on to next cycle.

Barriers to change project completion



Team roles and engagement



Front loading (good planning)



Data gathering



Multi cycle sustain



Barriers to change project completion



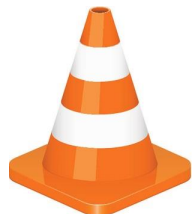
Team roles and engagement



Front loading (good planning)



Data gathering



Multi cycle sustain





Do you have a strong Change Team?

- Executive Sponsor
- Change Leader
- Data Coordinator
- Team members
- Sustain Leader



- 1. Change Project Title**
- 2. Aim Statement**
- SAMPLE – Aim Statement**
- 3. Location**
 (specify if you have more than one)
- 4. Identified start and end dates**
- 5. Level of care or service**
 (if applicable)
- 6. What customer population are you trying to help?**
 (e.g. a specific program, age group, etc.)
- 7. Executive Sponsor**
- 8. Change Leader**
- 9. Change Team**
 (names and roles)
- 10. How will you collect data to measure the impact of change? Who will collect it?**
- 11. What is the expected impact of this change project?**
 (e.g. Increase revenue, productivity, decrease expenses).
 How will the Executive Sponsor know?

SAMPLE: Reduce no-shows to intake appointments from 50% to 10% by October.

Start
 End

Barriers to change project completion



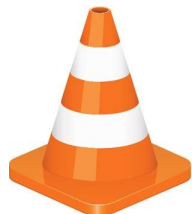
Team roles and engagement



Front loading (good planning)



Data gathering



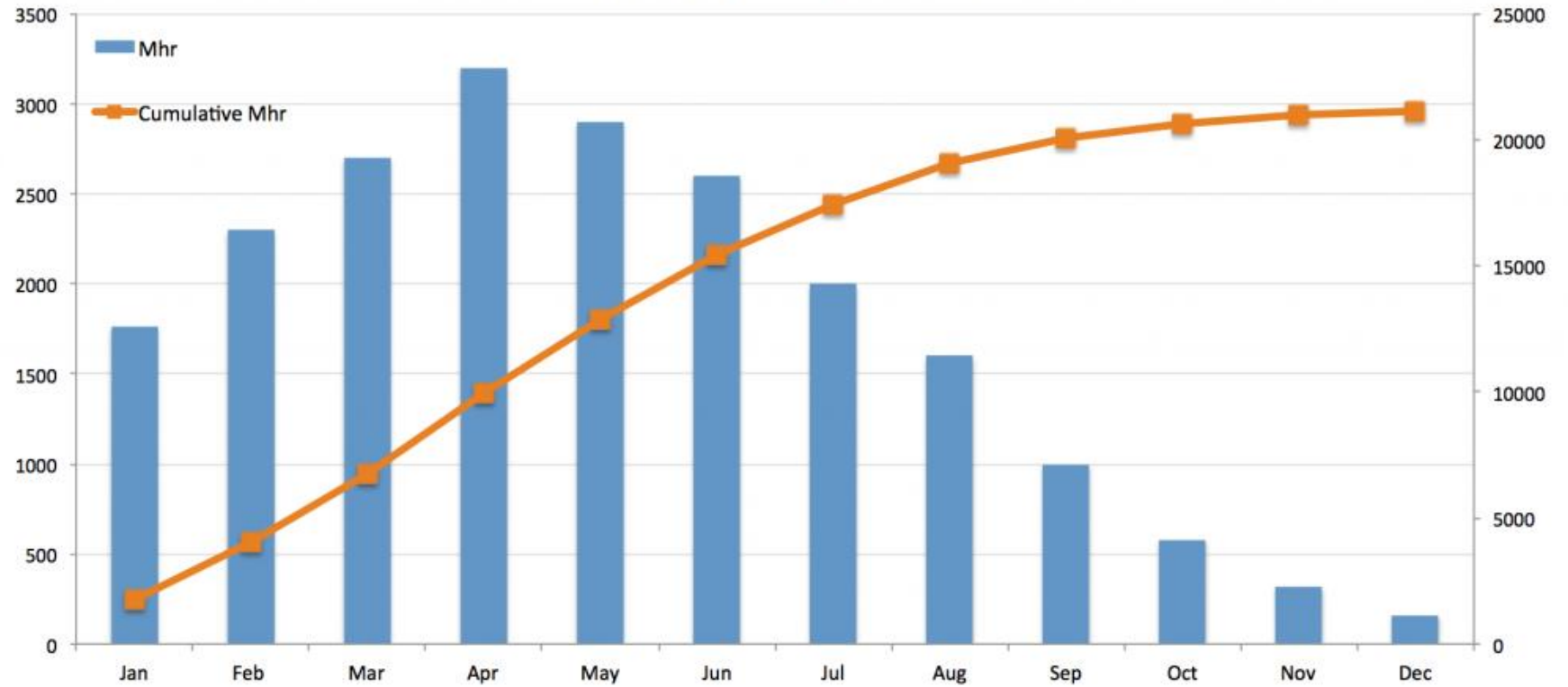
Multi cycle sustain



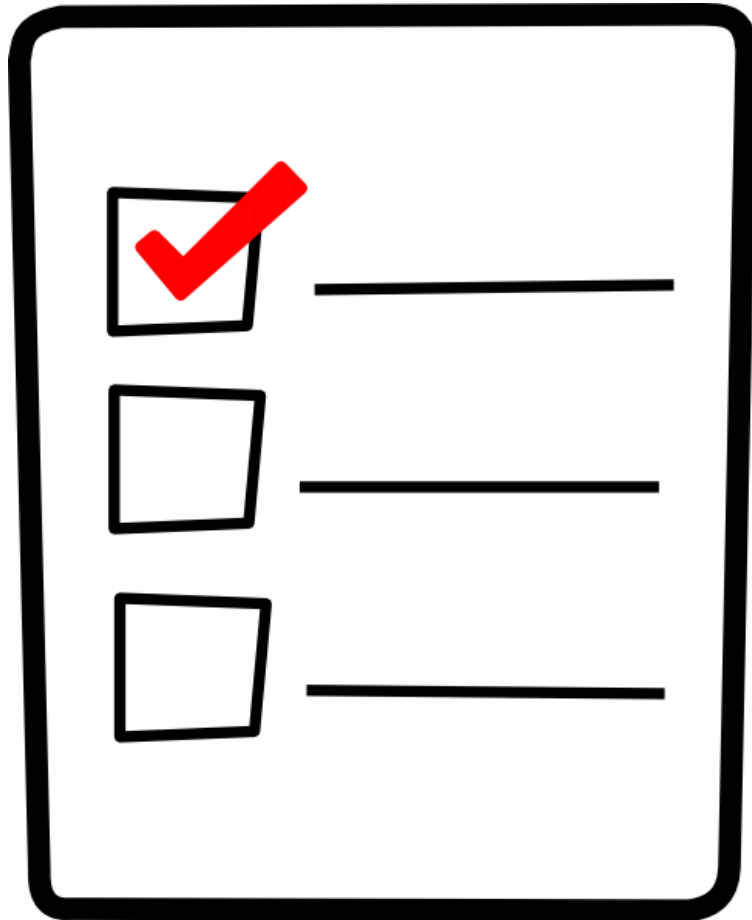
Front-loading



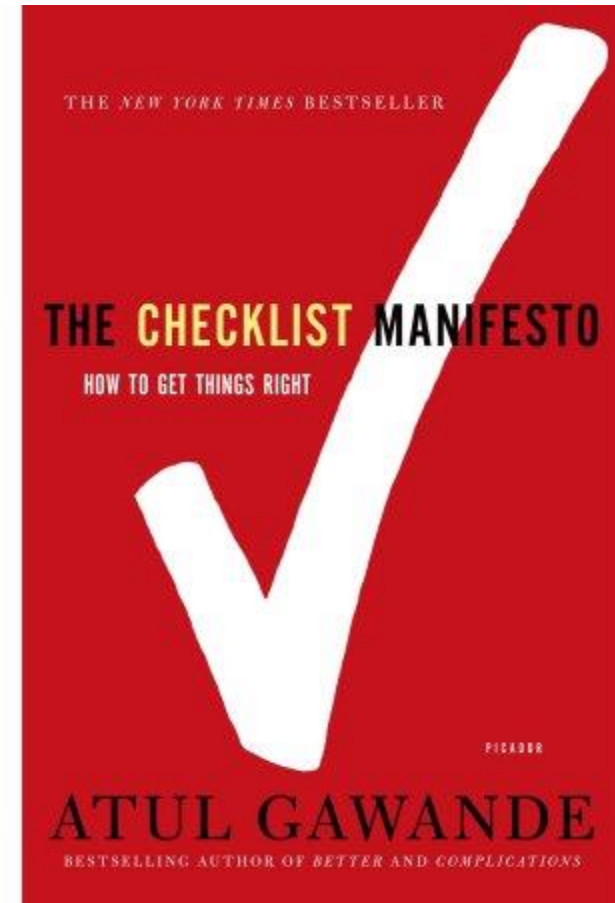
Front-Loaded S-Curve



Change form as Checklist



A hand-drawn checklist form with a thick black border. It contains three items, each consisting of a square checkbox followed by a horizontal line. The top checkbox is checked with a red checkmark. The other two checkboxes are empty.



Project Outcomes (complete when project is finished)

1. What was the project end date? (e.g., when you stopped making changes)
2. What did you learn? (e.g., what were some lessons learned? Any unexpected outcomes from your change efforts?)
3. What was the financial impact of this change project? (e.g., Increased revenue? Reduced costs? Increased staff retention?)

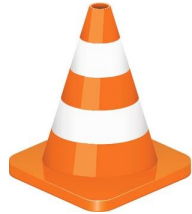
Sustainability Plan

- A. Who is the sustain leader?
- B. What changes do you want to sustain?
- C. What sustain steps are being taken to ensure that the change is in place and that it is not possible to revert back to the old way of doing things?
- D. What is the target sustain measure? (i.e., if data drops below this point, the Change Team will intervene to get things back on track.)
- E. What system is in place to effectively monitor the sustain measure?



Tip: Plan with
the end in mind

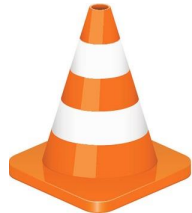
Barriers to change project completion



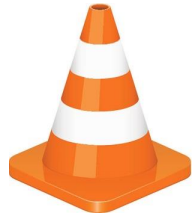
Team roles and engagement



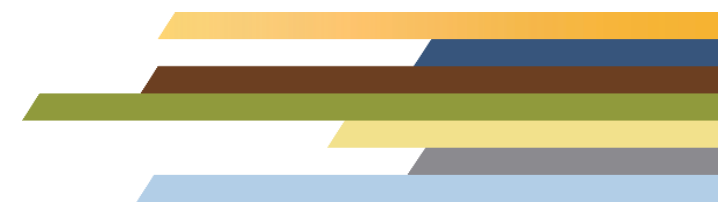
Front loading (good planning)

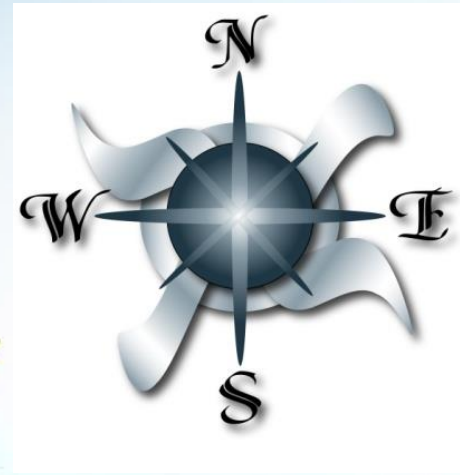


Data gathering

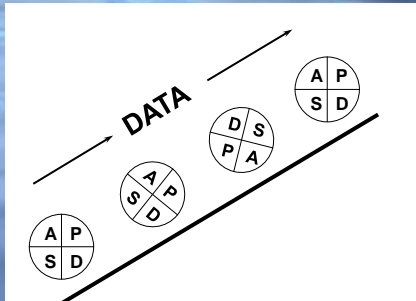


Multi cycle sustain





The Data is
the
Compass



Data is the gas in the PDSA car

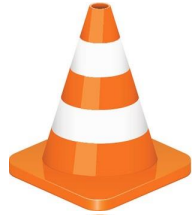
Even the best change project and teams are powerless without data



Barriers to change project completion



Team roles and engagement



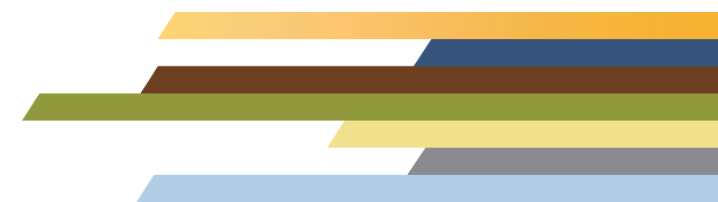
Front loading (good planning)



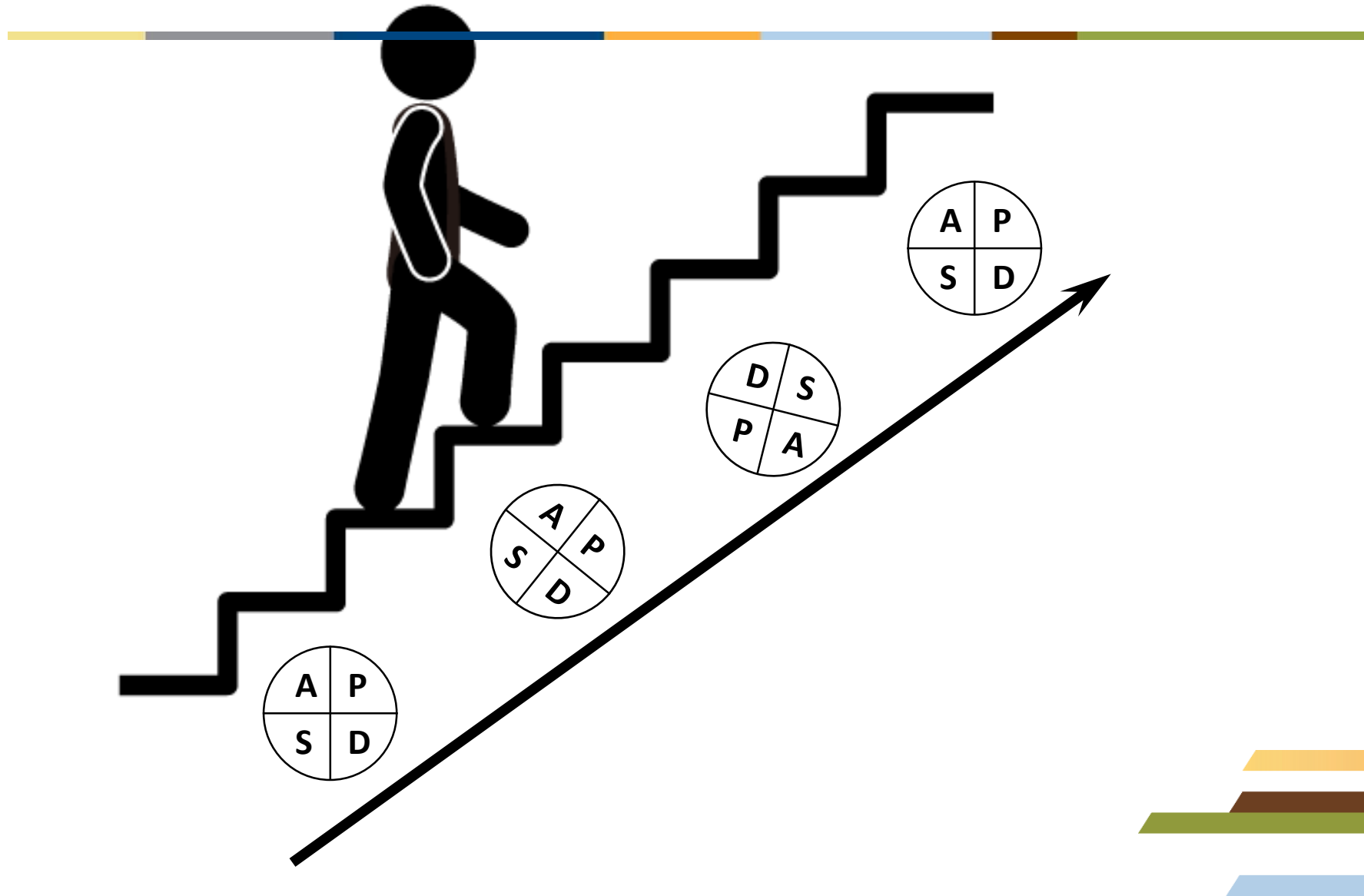
Data gathering



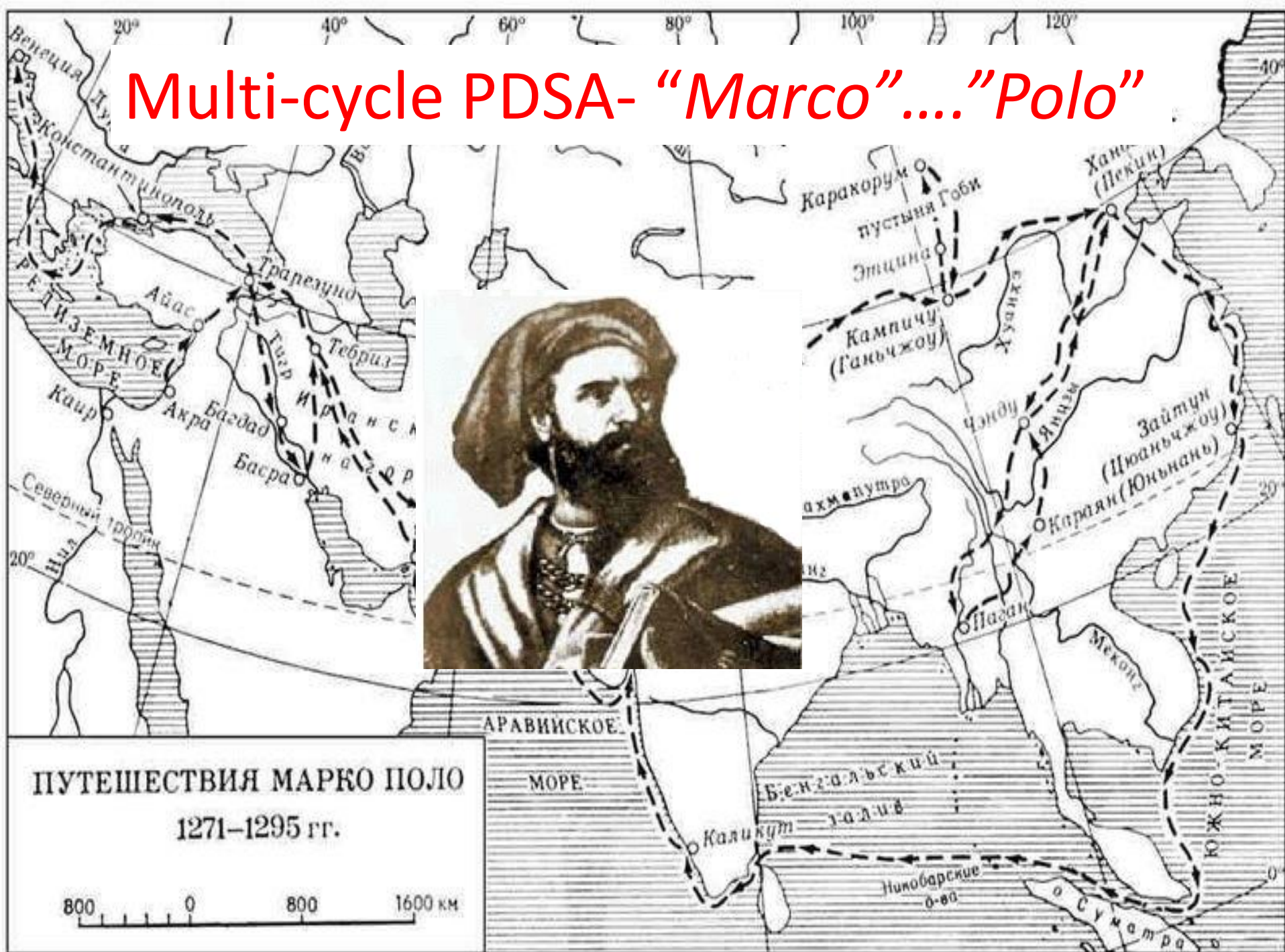
Multi cycle sustain



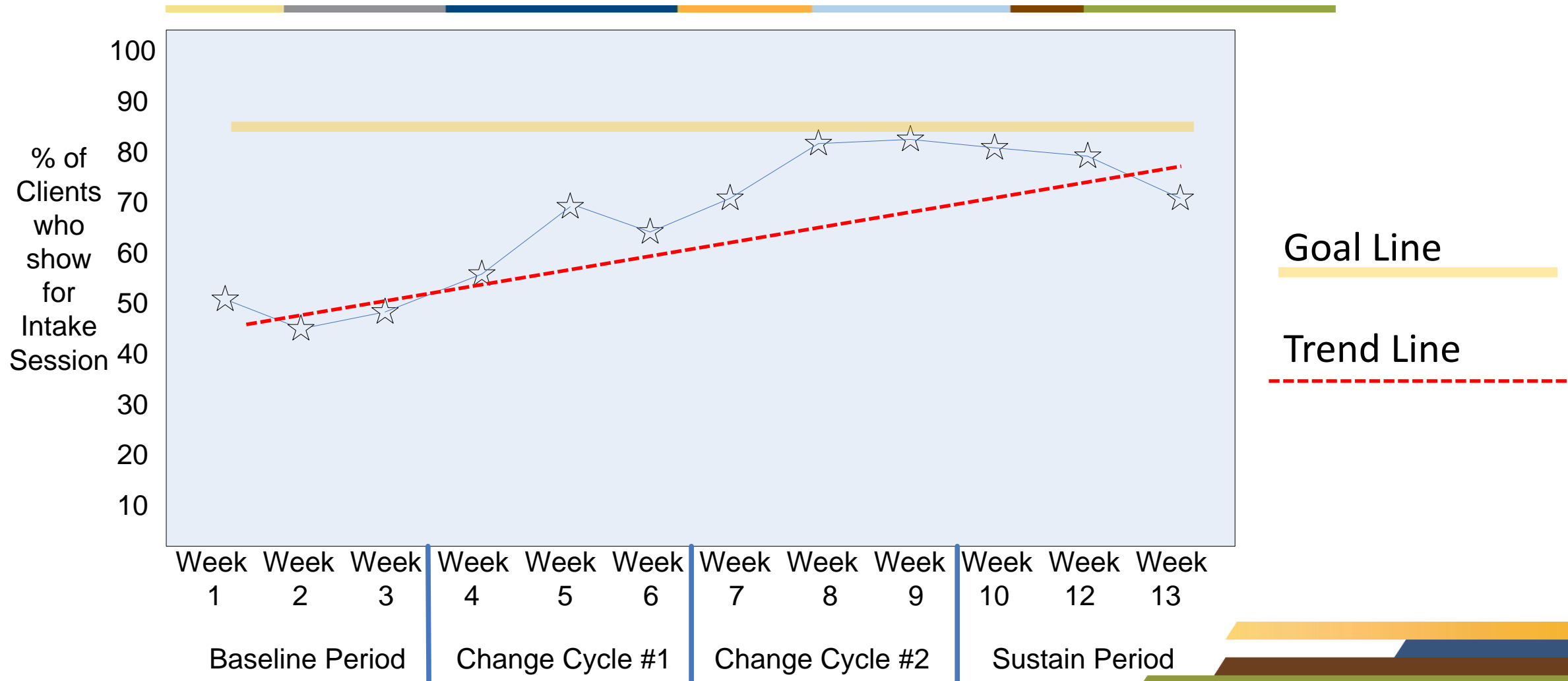
PDSA: multiple cycles toward the goal



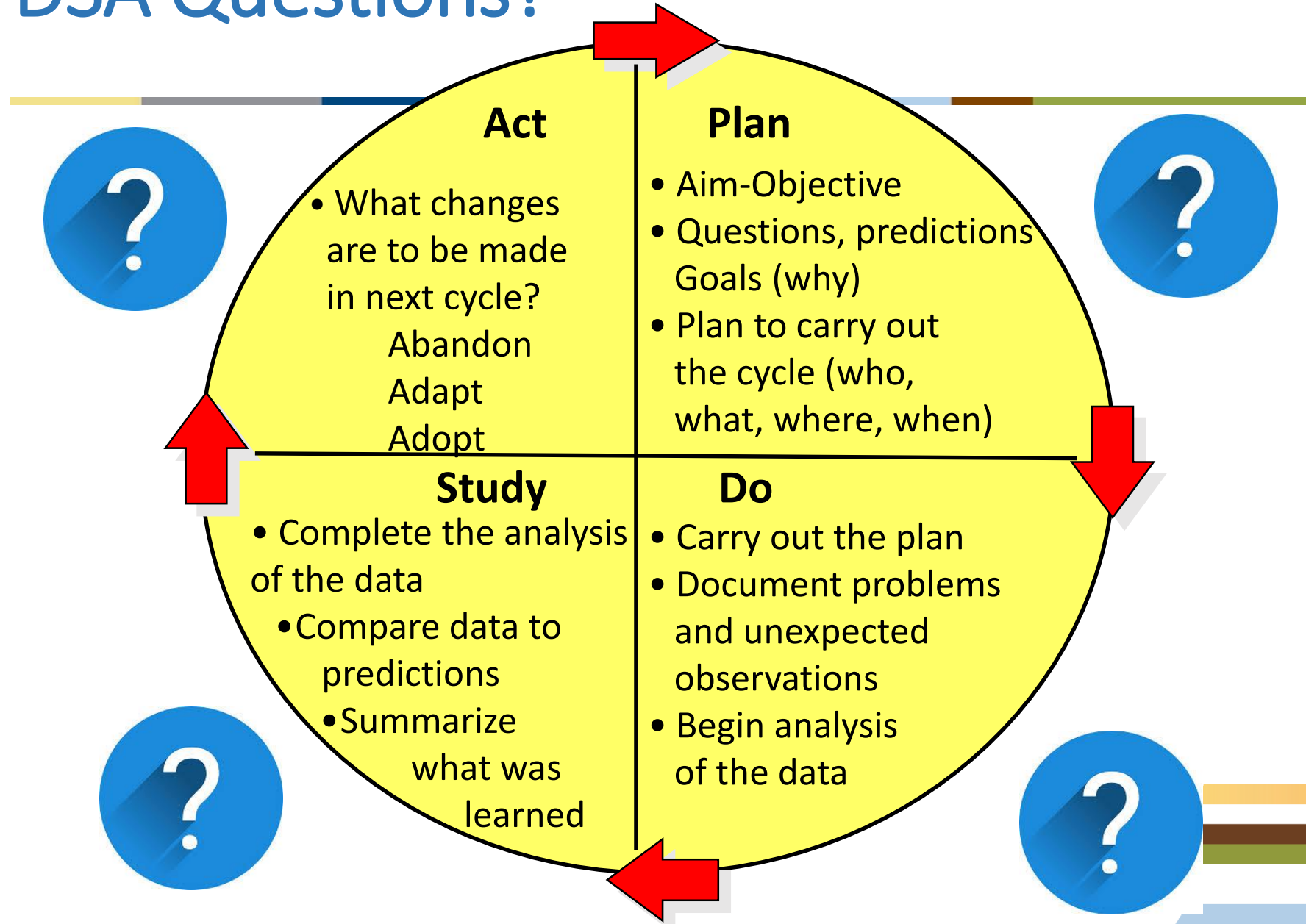
Multi-cycle PDSA- “Marco”...”Polo”



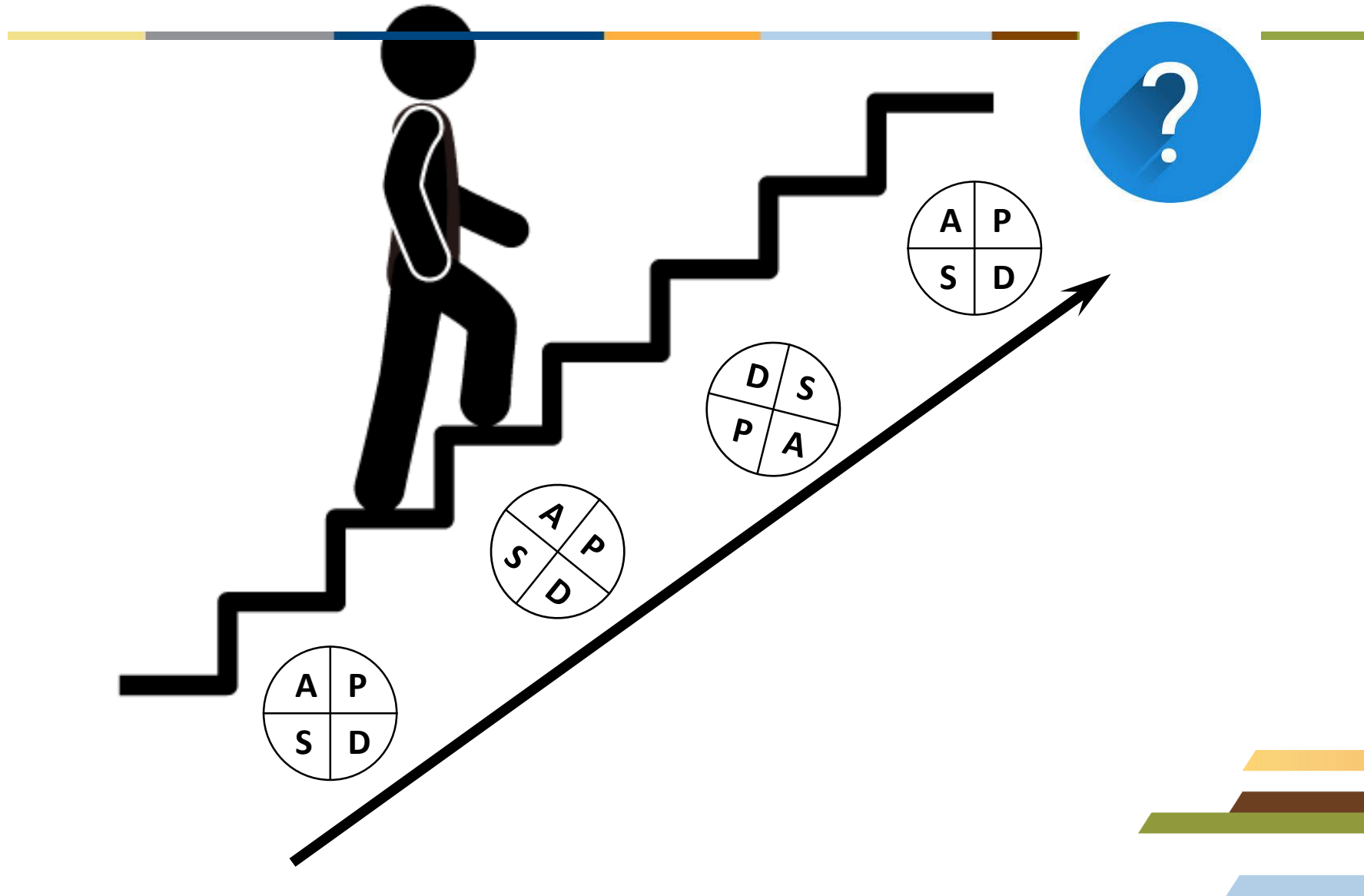
Sustaining the improvement effort through continued measurement



PDSA Questions?



PDSA: multiple cycles Questions?



Our next call:

- **CALL #3**
- Monday October 15, 2018 at 4pm Eastern/3pm Central
- **Topic:** Is there a secret recipe for sustainability? – *How to hold on to improvement gains and not slip back to old processes.*

