

# WHOLE PERSON CARE

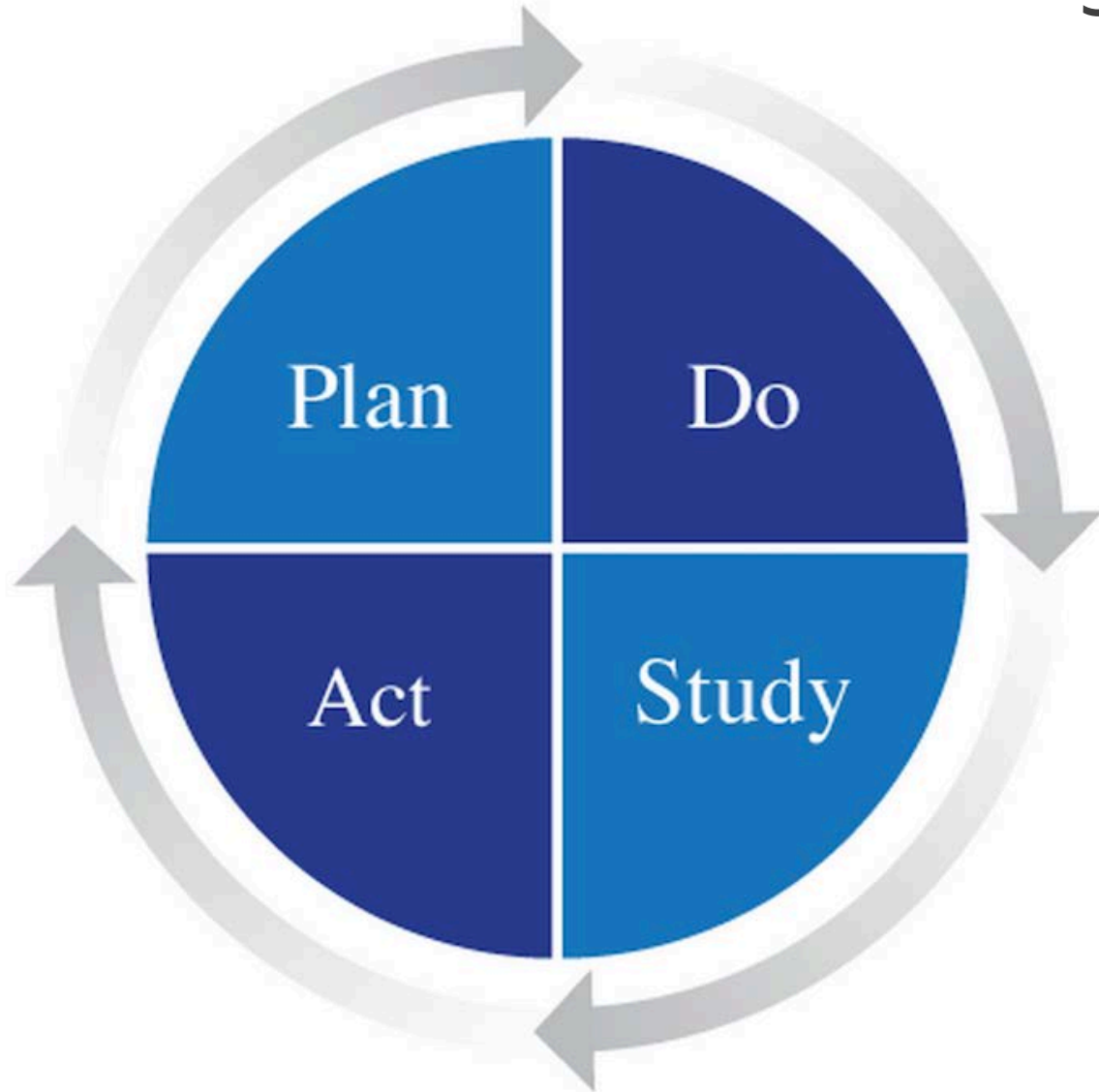
M O N T E R E Y C O U N T Y

*Physical Wellness • Behavioral Health • Social Services*

## Autumn Case Manager Convening

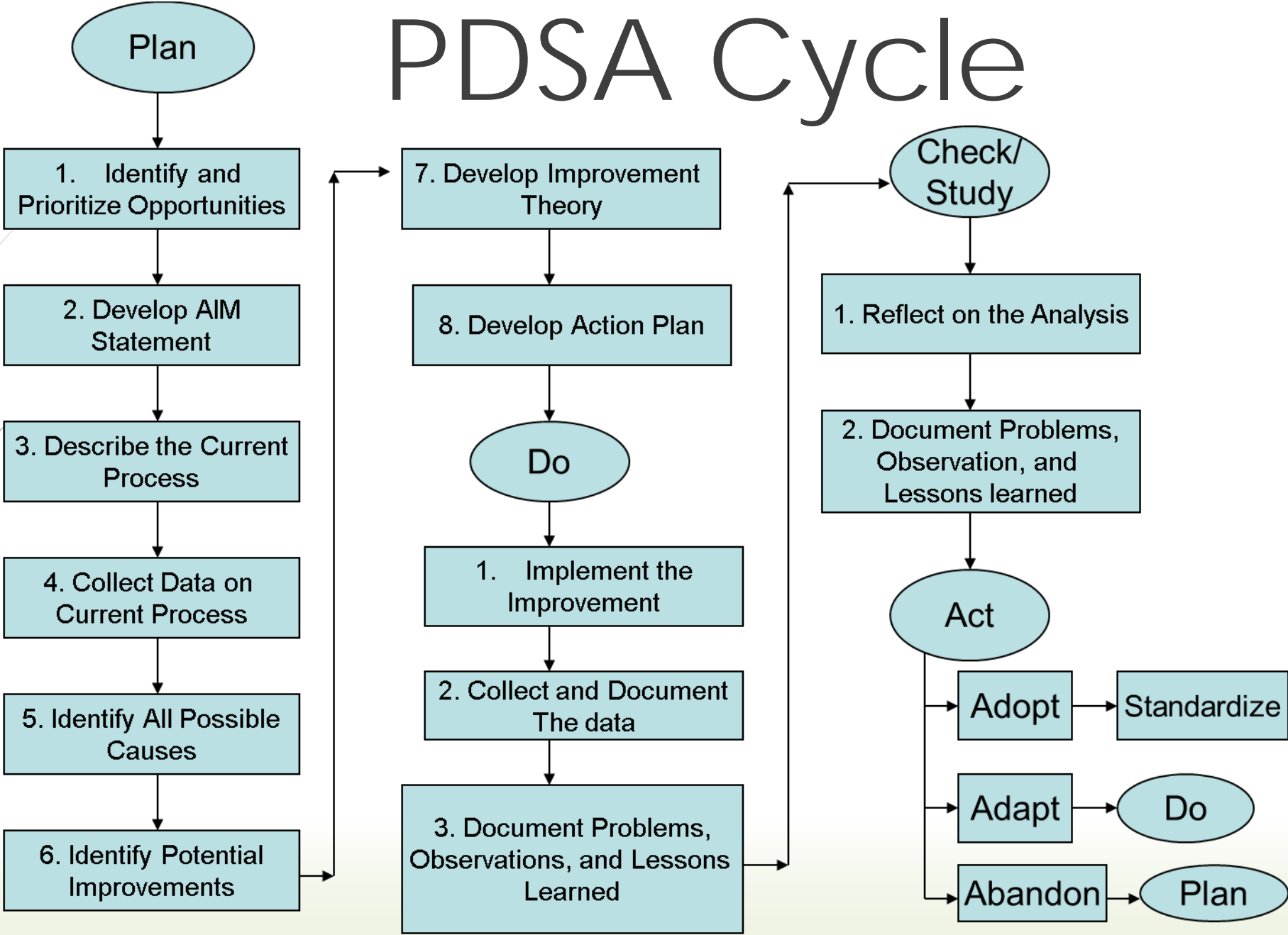
Marina Training Center  
October 17, 2018

# PDSA Cycle



PDSA, or Plan-Do-Study-Act, is an iterative, four-stage problem-solving model used for improving a process or carrying out change

# PDSA Cycle



# AIM Work Sheet

**WHAT?**

An opportunity exists to improve the \_\_\_\_\_  
(name, process, or area to work on)

**WHEN?**

**WHEN?**

beginning with \_\_\_\_\_ and ending with \_\_\_\_\_  
(starting point) (ending point)

**WHAT?**

This effort should improve \_\_\_\_\_  
(key characteristics of the project)

**WHO?**

for the \_\_\_\_\_  
(clients or staff)

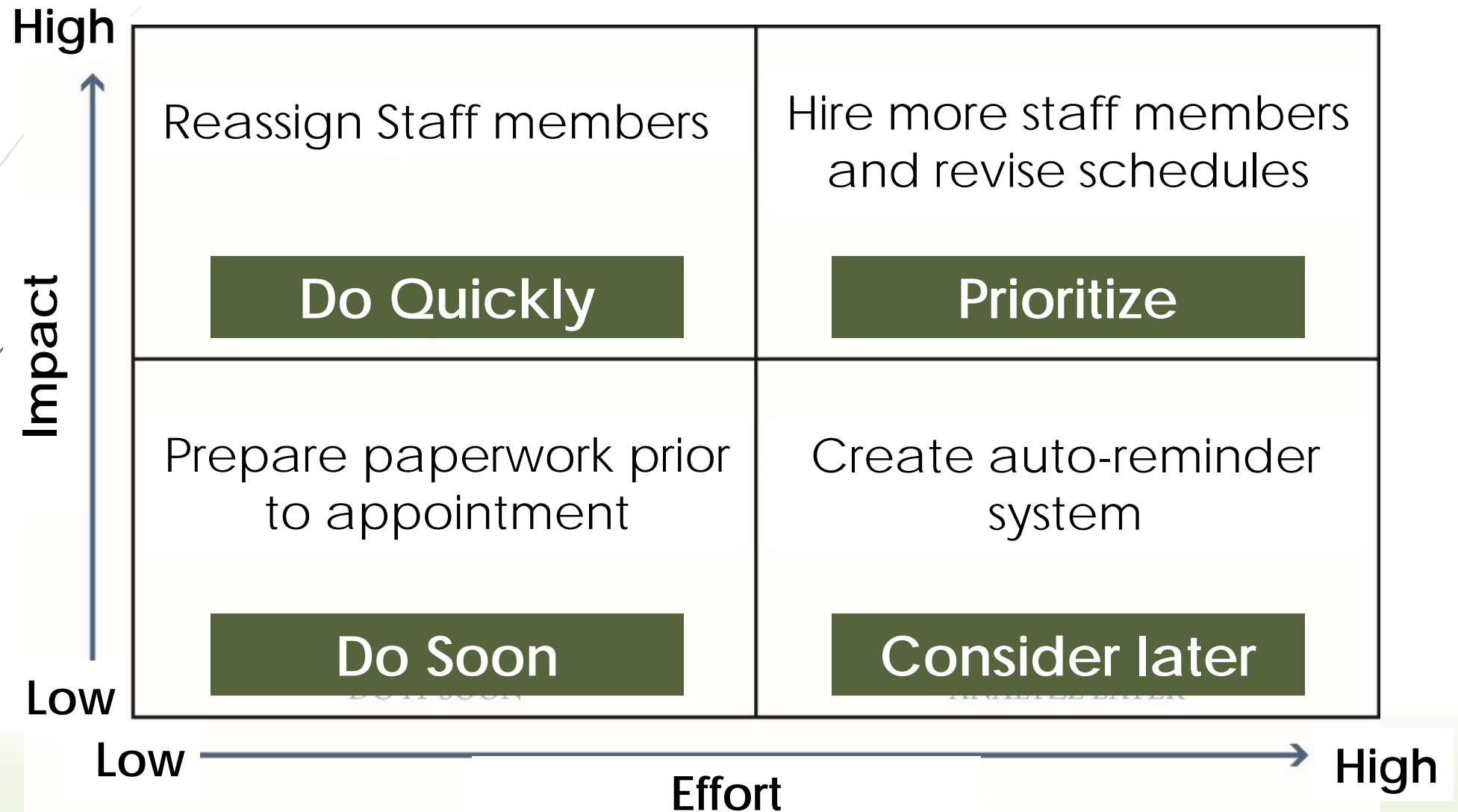
**WHY?**

This process is important to work on now because \_\_\_\_\_  
(what will improve)

**HOW?**

Improvement will be measured by \_\_\_\_\_  
(method of measuring)

# Impact and Effort Plot: reduce enrollee wait time



# Discussion Questions

- ▶ How often do you *informally* use improvement methods? Do you have an example?
- ▶ How often do you *formally* use improvement methods? What tools or techniques do you use?
- ▶ Describe a small test of change (formal or informal) that you've done. What was that like?

# What is RAPID QI?

- ▶ RAPID QI is applying the recurring sequence of PDSA in a **brief period of time** to solve a problem or issue
- ▶ QI projects over 3 months consume too much time and energy
- ▶ Teams lose interest, become bored, and don't gain QI experience
- ▶ Some teams fall apart and never achieve their purpose
- ▶ Instead of 3 months, think 3 to 5 days

# Quick Wins & Little Victories

## Five Benefits:

- ▶ Healthy: they feel good
- ▶ Easy: can be done in short phases and “adopted” by others
- ▶ Stress-free: short timespan means no/little impacts
- ▶ Collaborative: lots of roles for others to play
- ▶ Momentum: moves us forward to greater things



# Quick Wins & Little Victories

## Five Characteristics:

- ▶ Fast: doesn't take more than a few days to implement and measure results
- ▶ Cheap: no large investment of \$\$, time, or equipment
- ▶ Easy: doesn't require major coordination and planning; a "low-risk" change.
- ▶ Manageable: within the team's ability to influence
- ▶ Reversible: Just in case it does work, the old way can be reinstated.

# Quick Wins & Little Victories

## Use Some Little Caution:

- ▶ Not a substitute for large process change that requires deep-dive PDSA
- ▶ Unintended consequences: a quick win may negatively affect related projects or processes
- ▶ With only limited data available (at least initially), the “obvious” action may be incorrect
- ▶ Occasionally quick wins cause the process to perform worse (hence, the importance of being reversible)

# Group Exercise

## Ready? Let's Go!



# Theory + Prediction = Profound Learning

- ▶ Knowledge is gained through testing
- ▶ Tests should be small, rapid, sequential
- ▶ Develop a theory and prediction before each test, review afterwards
- ▶ Observing others accelerates learning

W. Edwards Deming's System of Profound Knowledge: appreciation for a system, knowledge of variation, theory of knowledge and psychology.

# Mr. Potato Head Exercise

- ▶ To teach RAPID PDSA testing
- ▶ Method builds knowledge quickly
- ▶ Importance of prediction & measurement
- ▶ Value of collaborative learning

# Mr. Potato Head's Iterative PDSA Process

- ▶ Instructions
- ▶ Conduct exercise
- ▶ Report out
- ▶ Discuss – what was your process?
- ▶ Do it again

# Mr. Potato Head Instructions

- ▶ Do not touch until instructed
- ▶ Identify and record your approach
- ▶ Predict your completion time and accuracy score
- ▶ Assemble Mr. Potato Head; STOP when instructed.
- ▶ Record your actual completion time and accuracy score.

# Mr. Potato Head Tips

- ▶ Take a moment to discuss your **Theory**
- ▶ Consider your **Strategies**
- ▶ Define partner **Roles**
- ▶ Who will document your **approach**?
- ▶ Who will **Record** your results?
- ▶ Who will track the time?



# PDSA Cycle Accuracy Score

Score: 1=one of more pieces are not on. 2= All pieces are on, but one or more is out of place. 3= All pieces are on and correctly positioned.

Assembly Theory	Time in Seconds	Accuracy Score (1 to 3)
1.		
2.		
3.		
4.		

Accuracy Score

Cycle	Accuracy Score
Cycle 1	
Cycle 2	
Cycle 3	
Cycle 4	



# PDSA Cycle Decision Tracker

Score: 1=one of more pieces are not on. 2= All pieces are on, but one or more is out of place. 3= All pieces are on and correctly positioned.

Cycle Description	What Worked	What should change
1.		
2.		
3.		
4.		

Complete Mr. Potato Head  
should look like this:



# Mr. Potato Head Debrief

- ▶ What was the best time and score?
- ▶ Share the final approach (best practice)
- ▶ Talking & Testing; Planning & Doing
- ▶ A change may improve time, accuracy, or both – is one more important than the other?

# PDSA Cycle Tracker

## PLAN

**What will you test?**

**What is your strategy?**

**What is your Prediction?**

**Organize parts before assembling**

**Will organization make assembly easier and quicker?**

**Will improve time by 30 seconds, accuracy score by 1**

# PDSA Cycle Tracker

## DO

**What did you discover while testing - expected and unexpected?**

Assembly made it easier but still fumbled with parts.  
Assorted by type but not by where needed for assembly.

# PDSA Cycle Tracker

## STUDY

**What were your results for each cycle?**

Each cycle improved. We organized parts and organized ourselves

**What contributed to achieving your desired result?**

1. pre-sorting
2. helper to hand parts
3. working top to bottom

# PDSA Cycle Tracker

## ACT

**Adapt (how)? Adopt?  
Abandon?**

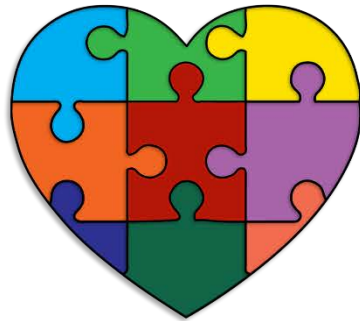
**What questions remain to  
be explored?**

**Adapt: improve the skills  
of the fastest individual  
and train others**

**The order of the assembly  
may matter (top-bottom,  
bottom-top, side-side)**



Many Thanks for Your  
Time & Talents!



**WHOLE PERSON CARE**

M O N T E R E Y C O U N T Y

*Physical* • *Behavioral* • *Social*  
*Wellness* • *Health* • *Services*