



ASSOCIATION OF STATE PUBLIC HEALTH NUTRITIONISTS

WIC Developmental Monitoring Project Monthly Training



PDSA Cycle Training

April 15, 2019



Objectives

1. What is Performance Management
2. Overview of PDSA Cycles
3. Examples of PDSA Cycles and Getting Started
4. Questions about the WIC Developmental Monitoring Project



What is Performance Management and why is it Important?

- Performance management is a set of activities that ensure goals are met in an effective and efficient manner. Performance management can focus on the performance of an organization, a department, an employee, or the processes in place to manage particular tasks.
- PDSA cycles are a form of Performance Management that work well in WIC



Do any states have experience with PDSA Cycles in WIC?



What to use PDSA for?

1. To build knowledge to help answer a question
2. To test a change/changes on a small scale
3. To implement a change

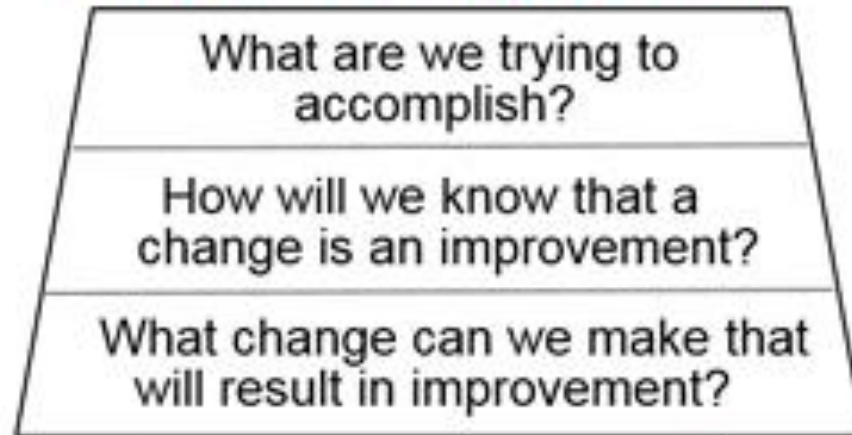


Benefits of Using a PDSA Cycle

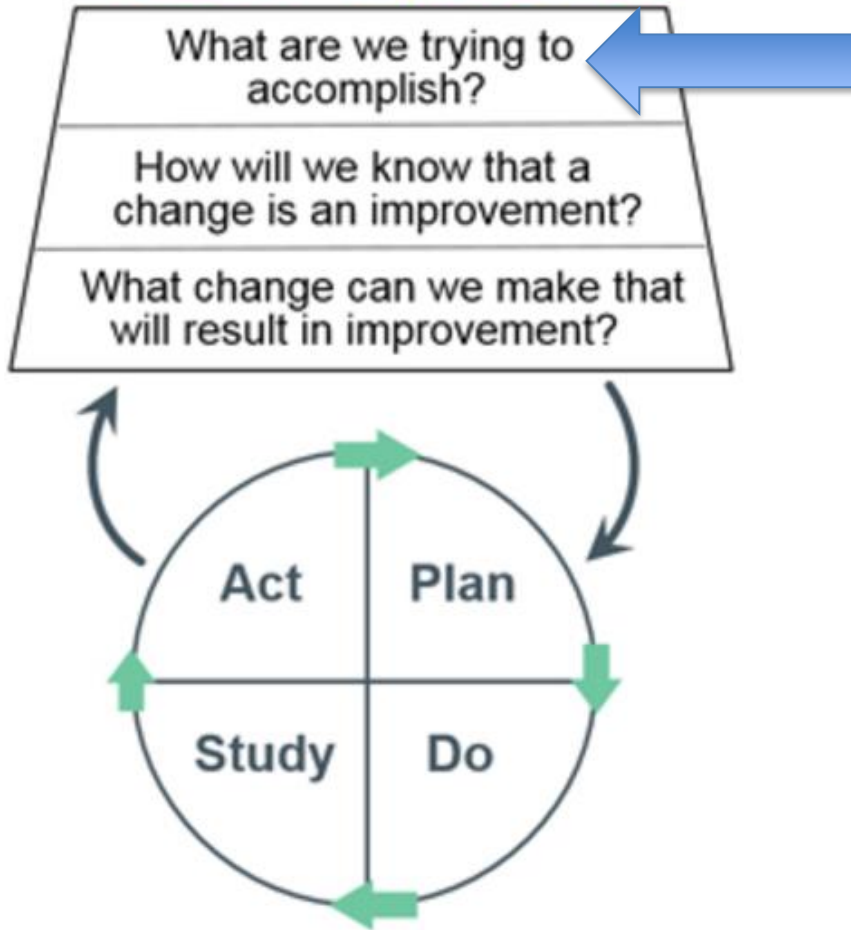
- Increase confidence that a change idea will result in improvement
- Flexibility
- Identify side effects and costs of the change
- Minimizing resistance to the change



Model for Improvement



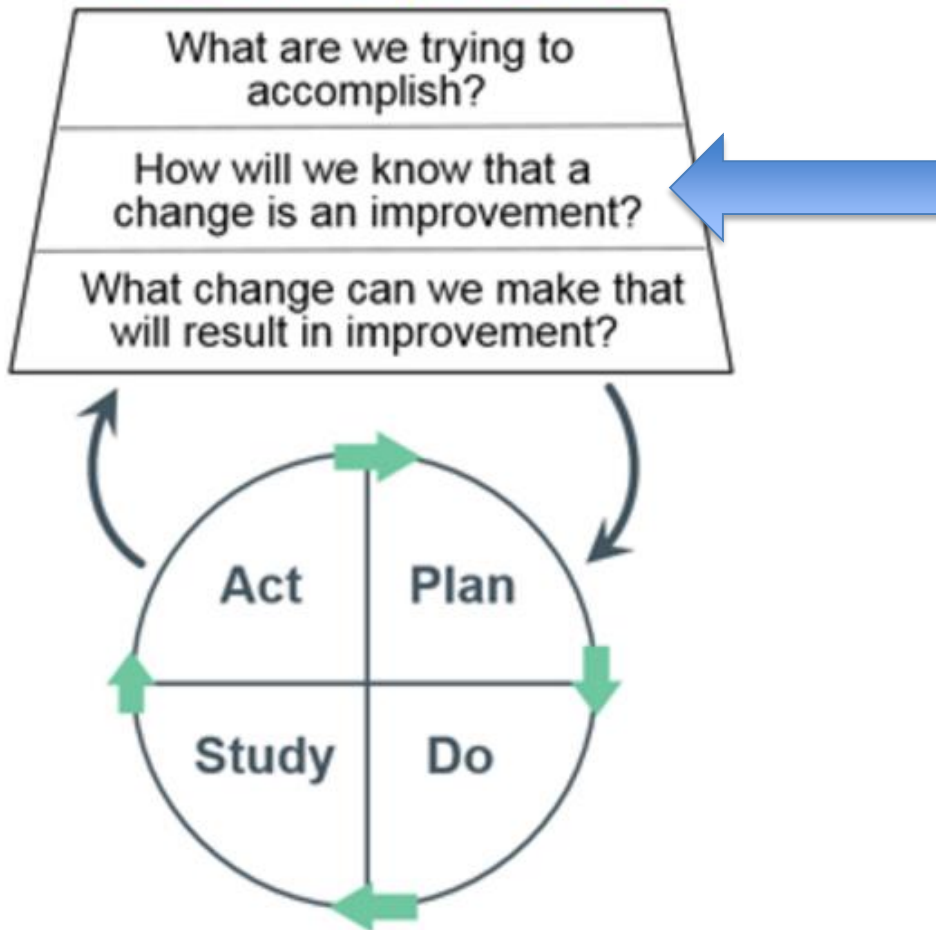
Model for Improvement



Goal/Objective



Model for Improvement

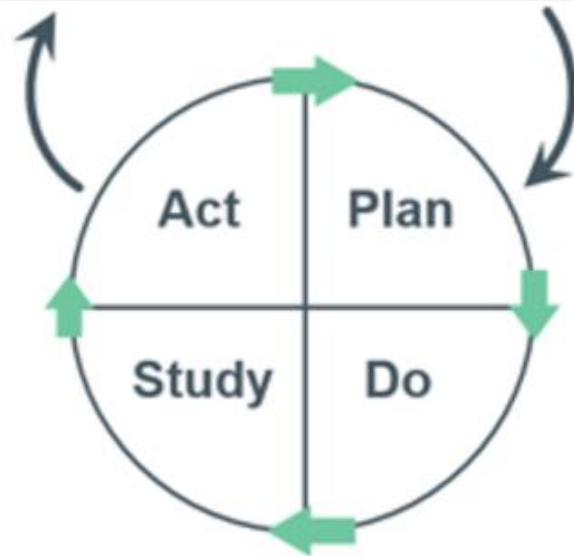
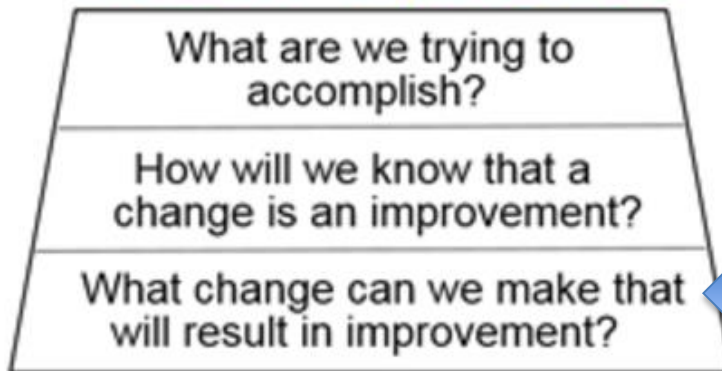


Measurable Goal

- ✓ How will we evaluate/test?
- ✓ What measure of success will we use?



Model for Improvement

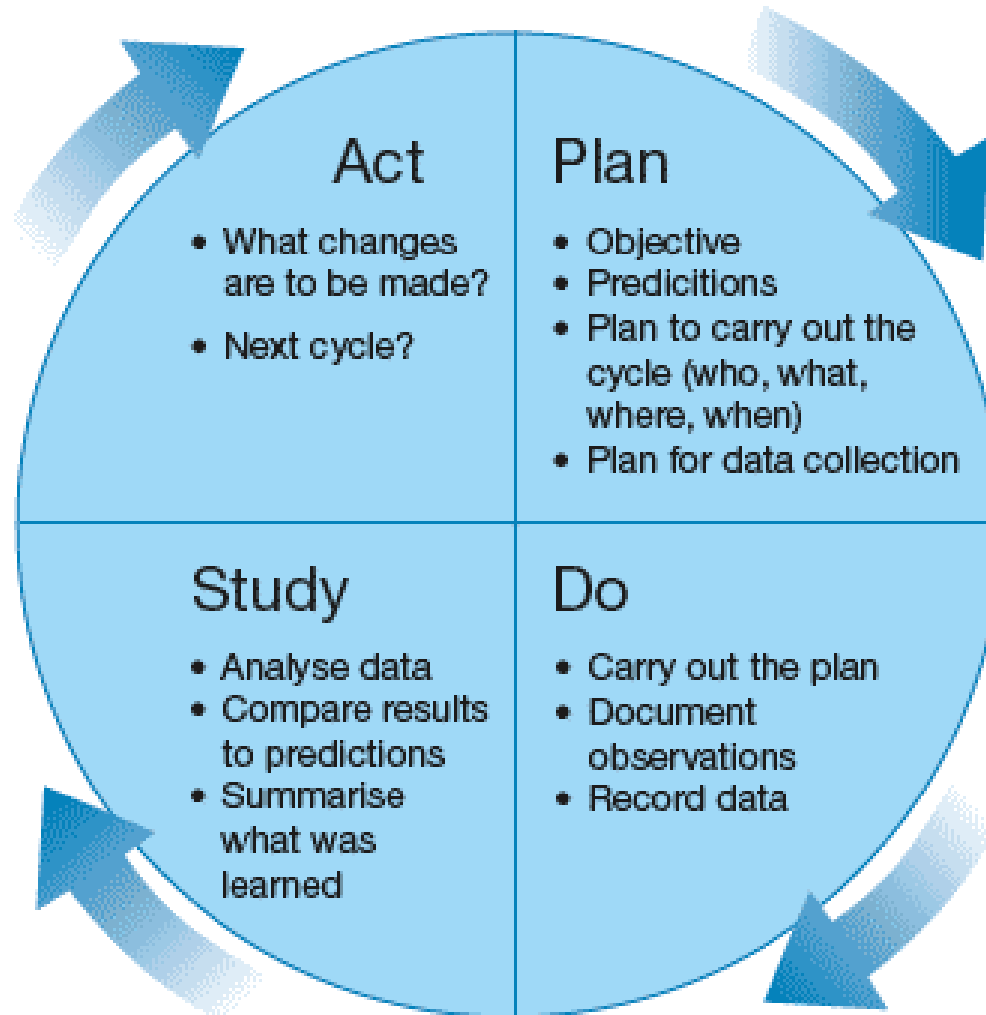


Change Concepts

- What small change(s) will bring the greatest change



PDSA Overview



Plan: The learning opportunity, test, or implementation was planned

- ✓ Develop a plan to test the change
- ✓ Objective
- ✓ Make predictions about what will happen
- ✓ Make a plan
 - ✓ Who
 - ✓ What (data to be collected)
 - ✓ Where
 - ✓ When
 - ✓ Data collection
- ✓ List potential barriers



DO: the plan was attempted

- ✓ Carry out the plan
- ✓ Document observations
- ✓ Collect data and start to analyze



Study: time was set aside to compare the data with the predictions and study the results

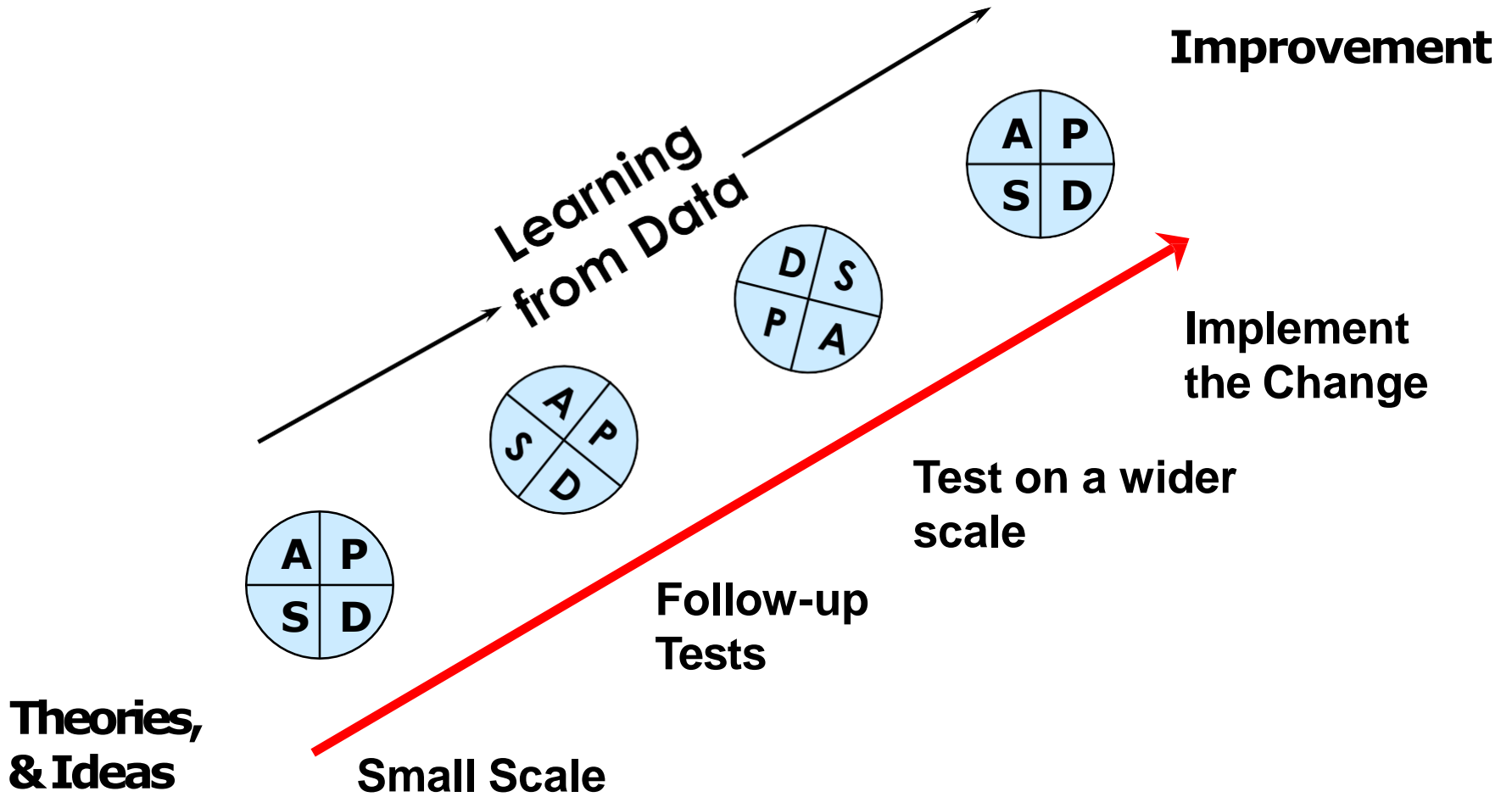
- ✓ Analyze data
- ✓ Compare results to predictions
- ✓ Summarize what was learned
- ✓ A failed test is okay. Learn from it.



Act: plan the next change cycle or full implementation

- ✓ What changes will you make?
- ✓ Make these modifications for your next cycle



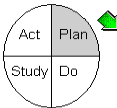

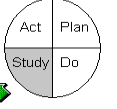



Tips to make the most of PDSA cycles

- ✓ Plan for multiple cycles to test and adapt change
- ✓ Do more cycles, at a smaller scale and faster pace instead of fewer, bigger and slower cycles
- ✓ Scale down size of test (# of people, locations)...A “cycle of 1” is often appropriate
- ✓ Don’t seek buy-in or consensus for the test
- ✓ 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’ve learned
- ✓ Engage leadership support



Sample Worksheets

Cycle #1	Start Date: End Date:
Meeting # - date	
Objective of Cycle	___Collect Data to Develop a Change___Test a Change* __Implement a Change** Short Objective of the Cycle:
Plan 	Questions: 1. ? a. Prediction: 2. ? a. Prediction: 3. ? a. Prediction: 4. ? a. Prediction:
Note: *For Test reference p. 96 of <i>Improvement Guide for Testing Checklist</i> **For Implementation Cycle reference p. 136 of <i>Improvement Guide for Implementation Checklist</i>	Test/Implementation Plan: What change will be tested or implemented? How will the change be tested or implementation be conducted (consider small scale early)? Who will run the test or implementation? Where: When will the test or implementation take place? Collect Data Plan (Usually required for all PDSA cycles): What information is important to collect? Why is it important? Who will collect the data? Who will analyze the data prior to Study? Where will data be collected? When will the collection of data take place? How will the data (measures or observations) be collected?
Do: 	Observations: Record observations not part of the plan: Did you need to modify the original Plan? If so, how? Begin analysis of data (graph of the data, picture)
Study 	Questions: (copy and paste Questions and Predictions from Plan above and add Results. Complete analysis of the data. Insert graphic analysis whenever possible.) 1. ? a. Prediction: b. Learning (Comparison of questions, predictions, & analysis of data.): 2. ? a. Prediction: b. Learning: New Issues: Summary:
 Act Ad Hoc Contributors	Describe next PDSA Cycle; New Questions to Answer/Decisions made/Action to be taken 1.

PDSA Model for Improvement:

How do we make changes that are improvements?

Site Name: _____ Plan #: ___ Cycle: ___
 Start Date: ___/___/___ End Date: ___/___/___



4. ACT (Based on study of this cycle, what changes can we make that will result in improvement?)

A. What changes need to be made? _____

B. Plan for the next PDSA cycle: _____

1. PLAN (What are we trying to accomplish?)

AIM/GOAL: _____

Plan for the change:

A. Who: _____

B. What: _____

C. When: _____

D. Where: _____

Potential Barriers: _____

3. STUDY (What have we done?)

A. Review Data (Complete? YES ___/NO ___)

B. Analyze Data (What do you notice?) _____

C. Summarize what was learned: _____

"Oh my, what have we done?!"

2. DO (Carry out the plan. What will we measure?)

COLLECT DATA:

A. Who: _____

B. What: (Measures your team will use to track progress) _____

C. When: _____

D. Where: _____

DESCRIBE WHAT'S HAPPENING:

A. Special circumstances: _____

B. Difficulties: _____



Share Examples of PDSA Cycles

Do any states have example PDSA cycles they would like to share?



Questions??



Resources

Langley GL, Nolan KM, Nolan TW, Norman CL, Provost LP. [*The Improvement Guide: A Practical Approach to Enhancing Organizational Performance*](#) (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.

The Plan-Do-Study-Act (PDSA) cycle was originally developed by Walter A. Shewhart as the Plan-Do-Check-Act (PDCA) cycle. W. Edwards Deming modified Shewhart's cycle to PDSA, replacing "Check" with "Study." [See Deming WE. [*The New Economics for Industry, Government, and Education*](#). Cambridge, MA: The MIT Press;

