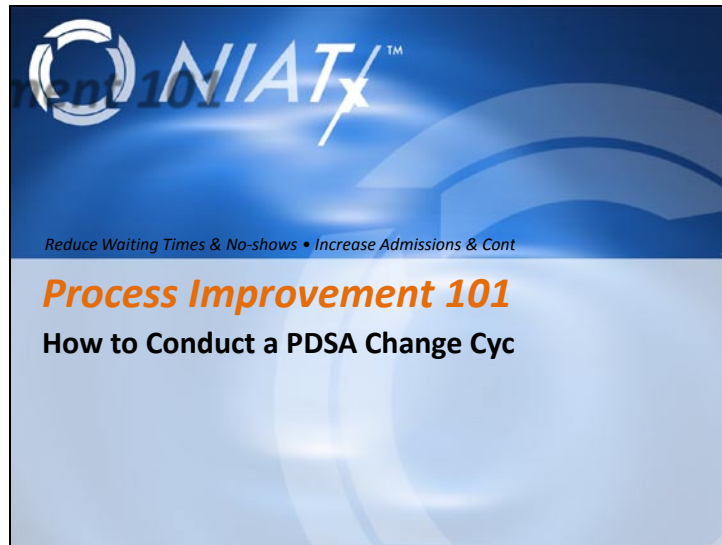


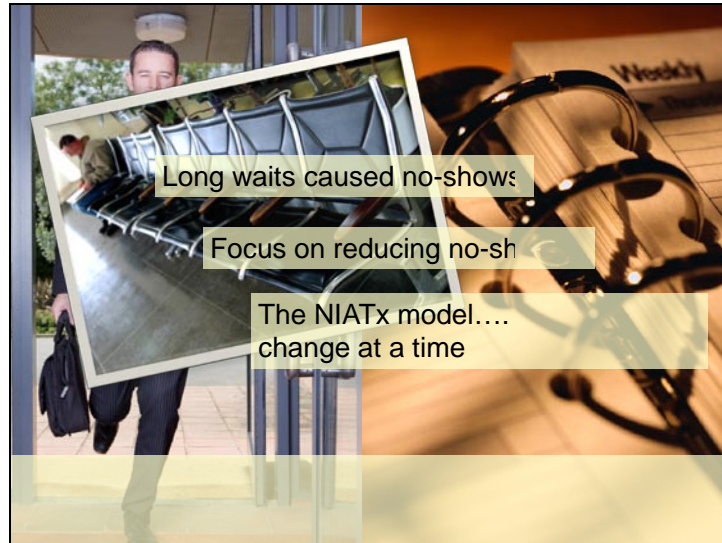
Slide 1



In the last segment, you learned how to do a walk-through and then you were asked to actually do a walk-through at your own facility.

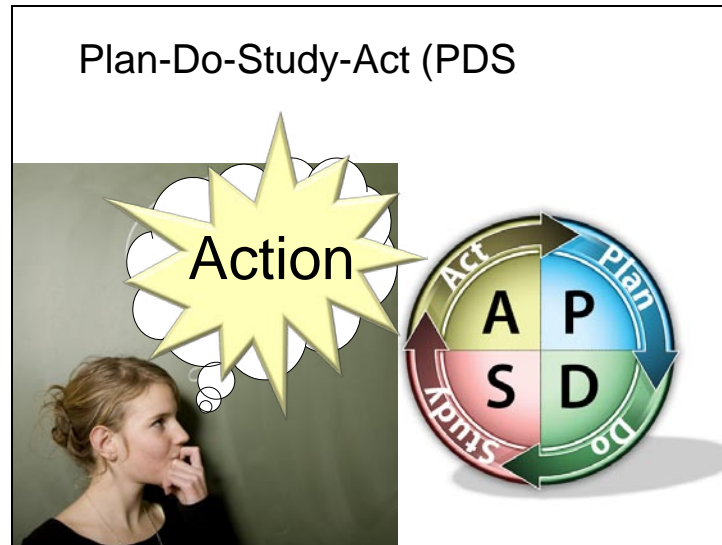
Did you do your homework? ...If you completed your walk-through, you may have discovered several areas to improve. In this segment, you will see how to use the NIATx model to help test one change at a time.

Slide 2



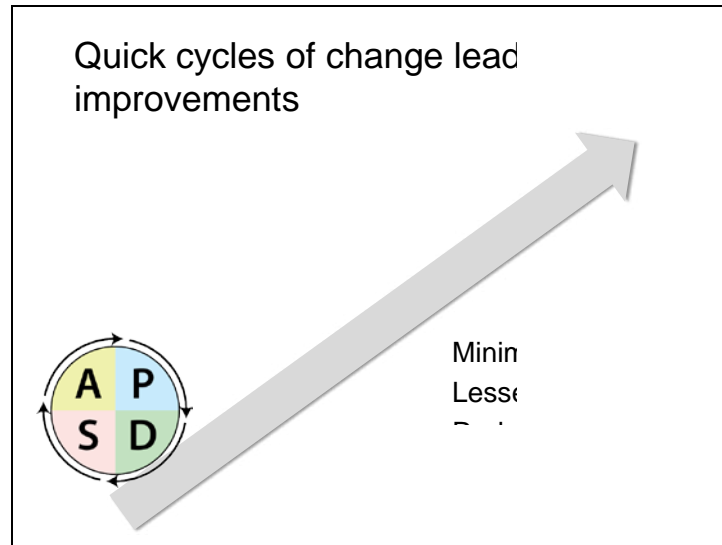
Remember Sam, the AODA counselor who posed as a bank executive seeking treatment for addiction to opiates? Sam had to wait two weeks for an intake appointment. Sam realized from his walk-through that the long waits were causing no-shows in his agency. He decided to focus on reducing no-shows to intake appointments for his first change project. Remember, the NIATx model is to test just one change at a time.

As you recall, reducing no-shows is one of the four NIATx aims. Can you name the other three NIATx aims?



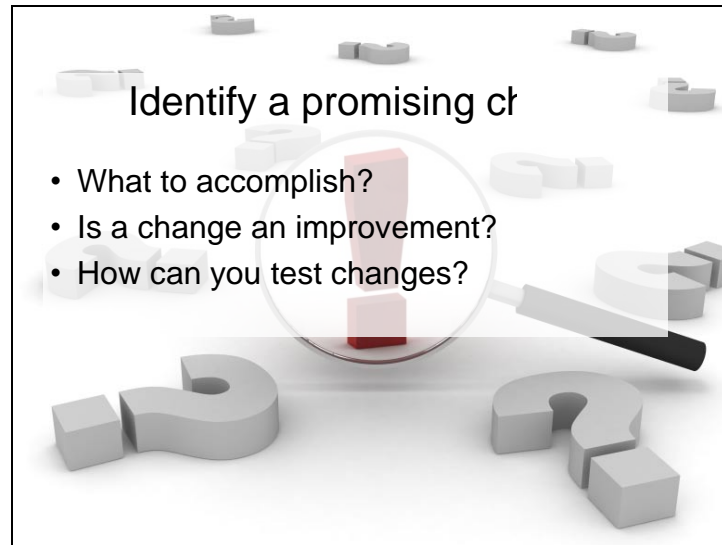
A change project is a quick, effective way to make changes addressing issues you discovered during your walk-through. The NIATx change model relies on the Plan-Do-Study-Act (or PDSA) Cycle to turn an idea for change into action.

The value of the PDSA model is that it is simple in structure and natural in execution. It represents the natural flow of information gathering, decision-making, action, and assessment involved in a wide range of activities.



By testing changes this way, you: 1) minimize risks and expenditures of time and money, 2) make changes in a way that is less disruptive to clients and staff, 3) reduce resistance to change by starting on a small scale, and 4) learn from the ideas that work, as well as from those that do not.

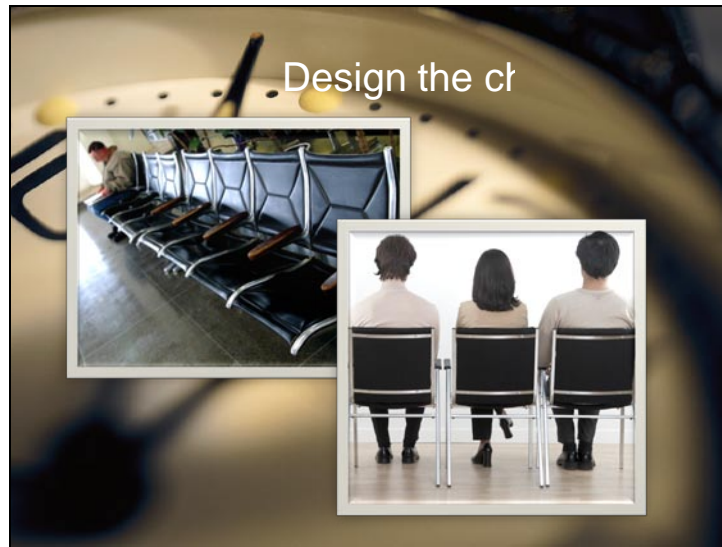
When you start with small changes to test ideas quickly and easily, and use simple measurements to monitor the effect of changes over time, the PDSA model can lead to larger improvements through successive quick cycles of change.



To help you identify a promising change, you need to first answer these three questions:

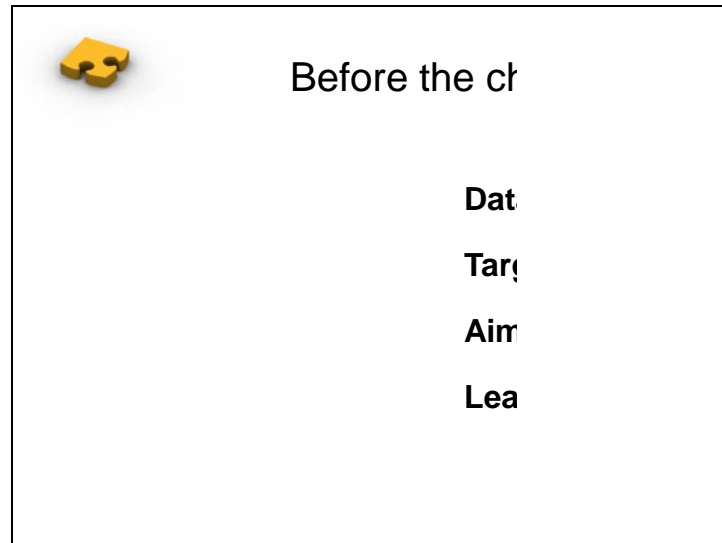
- 1) What are you trying to accomplish?
- 2) How will you know if a change is an improvement? and
- 3) What changes can you test that may result in an improvement?

These questions are meant to ensure you've identified a promising change, one that can address an issue important to your organization. Think about how you will know if a change really is an improvement. What will the results be? Decreased waiting times for clients? Fewer no-show appointments?



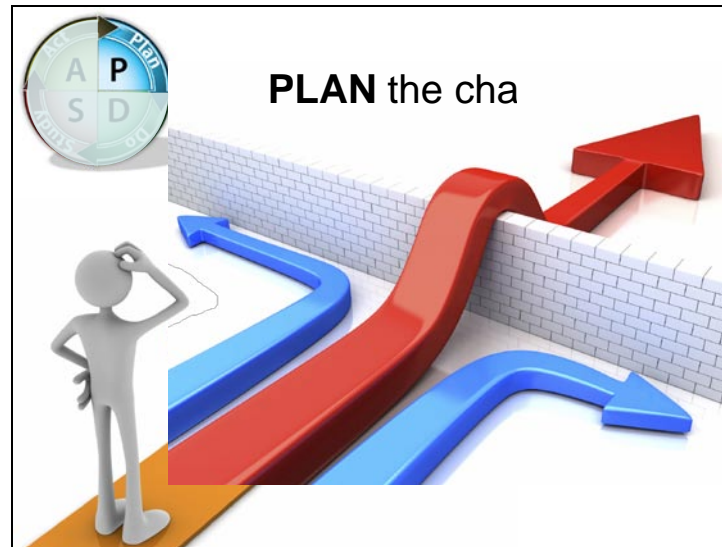
Always make sure you design the change so that you can test these improvement measures by analyzing the data you collect before, during, and after the change.

For instance, you may decide to monitor how long it takes for an average client to be admitted before and after the change. Or you may record no-shows before a change, and then after the change to see if the number of no-shows decreases, stays the same or increases.



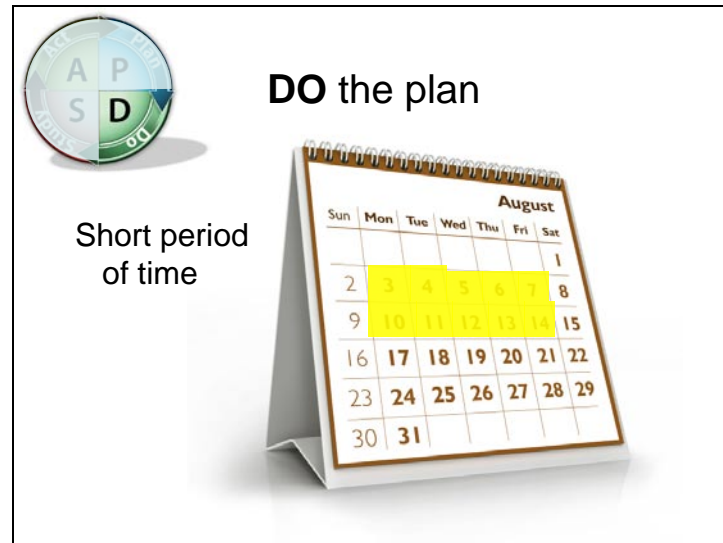
There are four steps to take *before* starting the change:

- First, collect baseline data for the indicator you wish to improve. In the no-show example, this is how many no-shows you have now, before you make any change.
- Second, determine the target population and location for the change. For example, the change may be for new **out patient** clients only.
- Next, establish a clear aim. For example, your aim may be to reduce no-show rates for assessment appointments.
- Finally, select a Change Leader and a team responsible for developing and implementing change ideas. Selecting a change leader and forming a team will be covered in a future e-learning program. Until then you can visit niatx.net to view information on this topic.



After you have identified the problem you wish to address, and have gathered some data from the current process, you can **plan** the change.

The problem that Sam decided to address was no-shows. Sam was shocked to learn that the baseline data showed a 65% no-show rate to intake appointments at his agency. During the plan stage of the PDSA cycle, Sam made a list of all the solutions he could think of that would have an impact on no-shows. Sam then selected one solution to test for his first PDSA cycle. He set a goal to reduce no-shows from 65% to 25%.



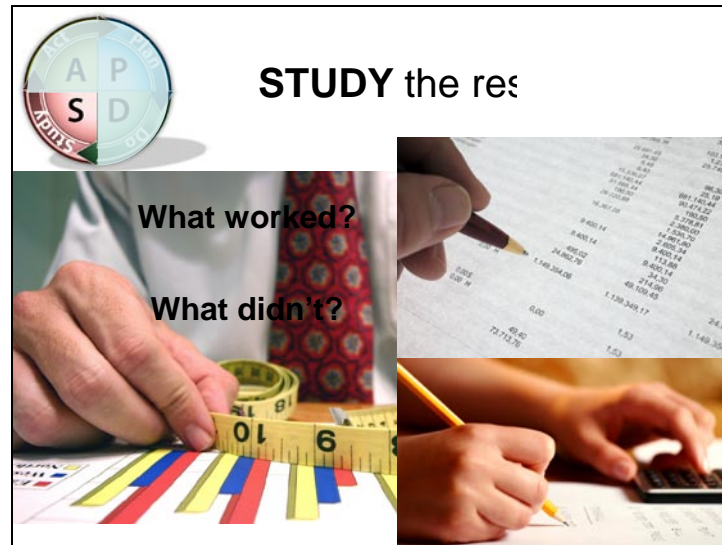
The “D” in PDSA is for actually DOing the Plan. Testing the one solution you selected.

The purpose of the DO step is experimentation. Try the change for a short period of time and in a limited area - for example, two weeks, and only for a few clients.

In this step, you should document any problems and unexpected observations, as well as analyze the data you are collecting on the change.

Remember to only change one thing at a time! This is important to keep in mind... it allows you to track the data associated with the change and determine which change is actually making a positive impact.

The first change Sam decided to test for reducing no-shows was to have scheduling staff mail reminder postcards one week ahead of scheduled appointments. He tested this change for three weeks.



Next, **STUDY** the Results.

In the **STUDY** step, you should complete the analysis of your data, comparing pre-change “baseline” data with your post-change data. In this step, you should summarize what you have learned.

You need to think about what worked well and what did not work... Did the change result in an improvement? Why or why not?

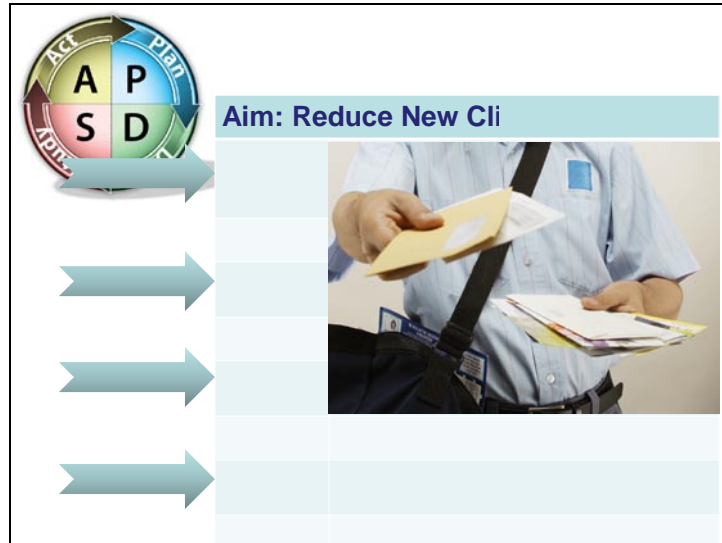
At the end of three weeks of mailing reminder postcards to clients, Sam found that no-shows had dropped to 50%. Although this was a 15% improvement, Sam realized he would need additional changes to meet his goal of a 25% no-show rate.



The last part of the PDSA cycle is to ACT on the new knowledge.

In the ACT step, use the results of the STUDY stage to decide on your next steps. Was the change beneficial to clients, staff or the organization? Should the change be increased in scope or tested under different conditions? Should the change be adopted, adapted, or abandoned? What will be the next cycle?

Sam decided to adopt the reminder postcards as standard procedure, but quickly went to work in planning his next PDSA cycle in order to achieve his goal of a 25% no-show rate.



Let's summarize Sam's PDSA cycle.


The **plan** was to reduce no-shows from 65% to 25% over a three week period, by implementing reminder postcards.



The **do** was to send reminder postcards one week in advance of client appointments.

The **study** is where Sam evaluated the change by comparing baseline data with post-change data. While no-shows dropped to 50%, Sam still had work to do to achieve a 25% no-show rate.

In the **act** step, Sam decided to adopt reminder postcards as standard procedure and try a new change cycle in order to reach his goal.

calls



Aim: Reduce New Cli	
Reduce no	
three week	
phone cal	
Scheduling	
their sched	
	

Here's a summary of Sam's second PDSA cycle.

The **plan** was to reduce no-shows from 50% to 25% over a three week period.

The **do** was to make reminder phone calls the day before client appointments.

The **study** is where Sam evaluated the change by comparing baseline data with post-change data. Sam found that reminder phone calls combined with reminder postcards reduced the no-show rate to 22%. Sam had met and exceeded his goal!

In the **act** step, Sam decided to adopt reminder phone calls. He was ready to celebrate with his team over their successful change project.

An unexpected benefit of this change project was improved staff morale. Sam's colleagues liked seeing change get results quickly. The reduced no-shows also reduced waiting times, which made clients happy too.

Now take a moment to complete the following quick review quiz.

Quick Review Quiz

See what you remember – match an example of the concepts on the left side.

NIATx Concepts	An example
<input type="checkbox"/> A The 4 Aims	A. Reduce waitir
<input type="checkbox"/> B The 5 Principles	B. Understand tt
<input type="checkbox"/> C The Walk-through	C. Complete the
<input type="checkbox"/> D Choose an aim and set a goal	D. Reduce no-st
<input type="checkbox"/> E Collect baseline data	E. Tally no-show
<input type="checkbox"/> F PDSA cycle	F. Try reminder

Correct - Click anywhere to continue your answer:

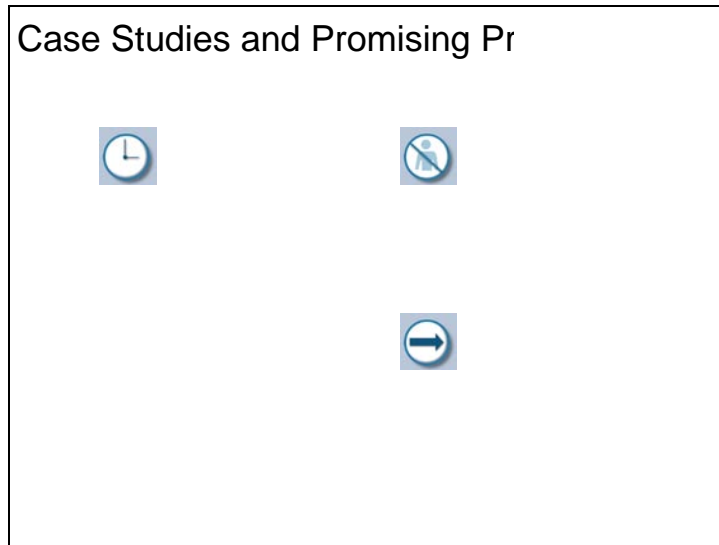
Incorrect - Click anywhere to continue your answer:

Feedback

Question Feedback/Review Information Will
Appear Here

Summary





The promising practices on our website are changes that other organizations have used successfully.

Check out any or all of these promising practices to get some real-life stories and ideas of how the NIATx process works.



Keep in mind, the NIATx model emphasizes action and not over-planning.

It's our hope that you will choose a process in your organization that serves your customers, do a walk-through of that process, find something to improve, and go do it!



We're here as a resource for you.... For more information and process improvement tools, visit our resource center at www.niatx.net or contact us by phone or email.

NIATx National Program Office
Mechanical Engineering, Room 4121
1513 University Ave.
Madison, WI 53726

- * Phone: (608) 265-0063
- * Email: info@NIATx.net
- * Web: www.NIATx.net



NIATx would like to recognize
Robert Wood Johnson Found
for their financial support in making
online training course possible

Thank you.