

# Welcome to computer based training!!

Welcome to Module 5 in this PI training program.

Module 1: Introduction to Performance Improvement

Module 2: How to Identify Performance Improvement Opportunities

Module 3: Collecting Data and Identifying Solutions

Module 4: DO and STUDY Stages

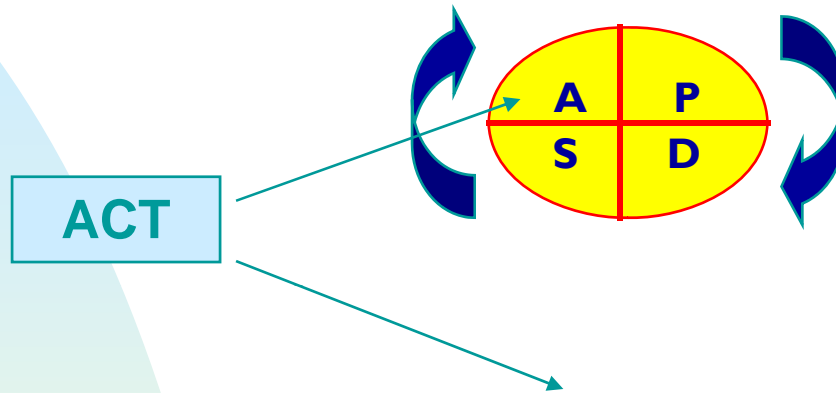
## **Module 5: ACT**

This module is part of a series of educational segments that have been developed to help you understand the performance improvement process and tools, and make them more practical to your everyday work life.



When you complete the post-test for this final module, fax it to Organization Development in HR so you will receive credit for completion. **Good luck!**

In this module, you will learn what occurs in the  
**ACT** phase of the Baptist Health  
PDSA Performance Improvement Model.



**ACT**

- **Evaluate**
  - Are we satisfied with the outcome of the test?
- **Replicate**
  - Where can we apply our success?
- **Nominate**
  - What should we try next?

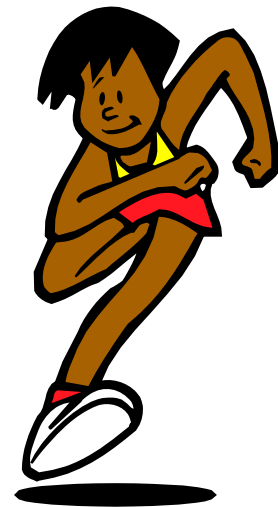


# What will you learn?

In this module, you will learn how to...

- ...evaluate the success of a trial;
- ...expand the scale of a trial;
- ...replicate the successful results;
- ...nominate new PI projects; and
- ...make PI a way of life.

*We're headed for that finish line!*



# The ACT Stage

...where do we go from here?

Look how far we've come! First, we identified lots of potential PI opportunities. We then narrowed the list down to one high priority opportunity and wrote an opportunity statement to define the problem. Based on our data collection and analysis, we chose one solution of many to test. We action planned, implemented the solution, and documented the effects of the solution.

**So, now it's evaluation time!**



- ☞ Are we satisfied with the outcome of the test?
- ☞ Where can we apply our success?
- ☞ What should we try next?

**Let's Go!**

# The ACT Stage

## Step 1: Evaluate.

Where did we start? What did we do? Where are we now? Did the solution move us closer to achieving any of our four critical success factors: **clinical, fiscal, service, and employee excellence**? Are we more timely, more coordinated, more efficient, more safe, more respectful, more accommodating, or more effective?

Wow...a lot of questions need to be answered. How do we know these things? Well...simply by ASKing. Ask anyone who was involved in brainstorming, planning, collecting data, implementing...anyone! Get the players together for a **Debriefing Session**. Ask for feedback!

Facilitate a discussion about Lessons Learned. Find out what did we learn about the...

- process?
- methods?
- solution?
- data?
- tools?
- results?



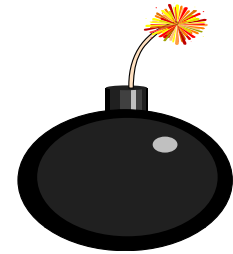
# The ACT Stage

## Step 1: Evaluate.



Did we achieve what we'd hoped?  
Did we strike it rich???

Did we miss the mark?  
Did we fall down and ka-boom???



→ Based on the Debriefing Session, participants can decide whether or not they are satisfied with the outcome of the test. **There are really only two options here:**

☹️ The solution did not achieve what we'd hoped and is considered **UNSUCCESSFUL**. We're not satisfied!

😊 The solution achieved what we'd hoped and is considered **SUCCESSFUL**. We're satisfied!

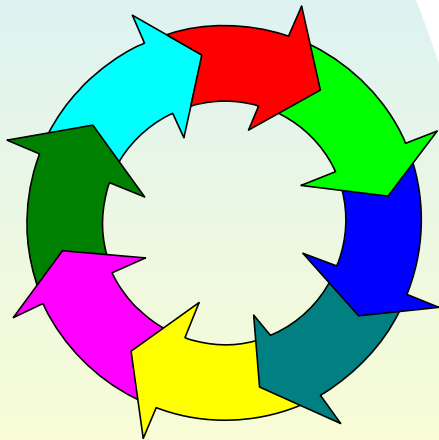
# The ACT Stage

## Step 1: Evaluate.

### Option 1:

The solution did not achieve what we'd hoped and is considered **UNSUCCESSFUL**. We're not satisfied!

Hey, it happens to the best of us!      So, where do we go from here?



*“If at first you don’t succeed, try, try again.”*

Never a truer word was spoken.

The Lessons Learned become input for further PI efforts. Consider the feedback. Return to PLAN. Revisit alternate solutions. Modify the action plan. DO and STUDY and ACT.

Remember, PDSA is an iterative process. Try solutions on for size until you reach the level of performance you are striving for. So, which solution will you try next?

# The ACT Stage

## Step 1: Evaluate.

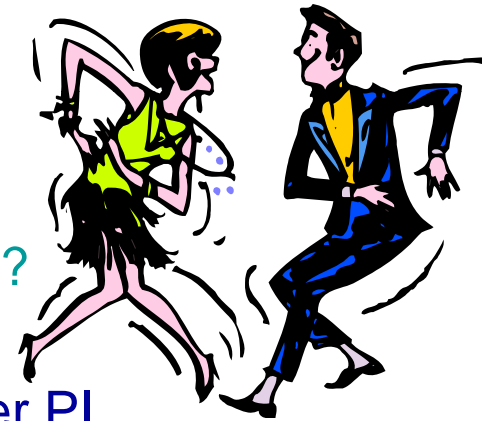


### Option 2:

The solution achieved what we'd hoped and is considered **SUCCESSFUL**. We're satisfied!

*“Celebrate good times, come on!”*

So, you've met your goal! That is certainly cause to celebrate. But, let's not forget: where do we go from here?



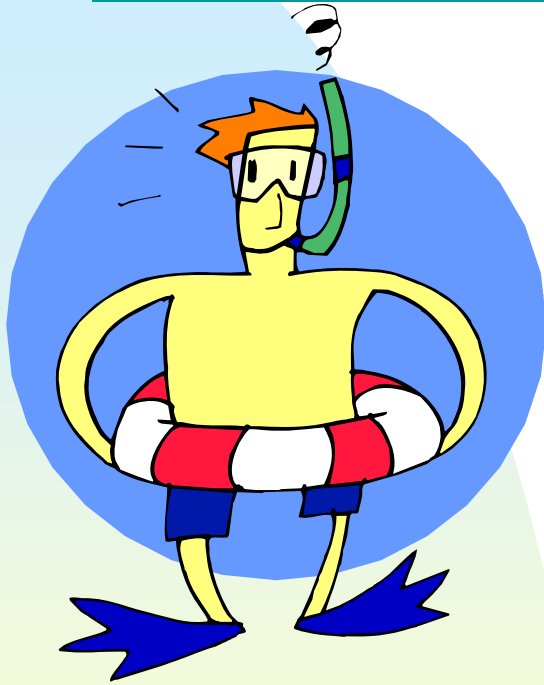
The Lessons Learned still become input for further PI efforts. Still consider the feedback from the team. You're moving on to bigger things... **REPLICATION!**

How can we expand the scale of the trial and replicate the success?  
We're talking full-scale implementation!



# The ACT Stage

## Step 2: Replicate.



Are we ready to take the big plunge? To where can we apply our success? We'll need to determine the scale of implementation and set the stage to replicate the successful results.

To where should we expand implementation? There are lots of options here. You can expand within your department as well as to other departments and BHS entities. Learning can be applied even if situations are not similar. Doesn't everyone, for example, seek ways to increase satisfaction and decrease wait time?

### Here are some examples:

You can expand from a trial scope of 3 employees to an implementation scope of an entire shift, from 1 shift to 3 shifts, from 1 unit/department to another, from 1 entity to another.

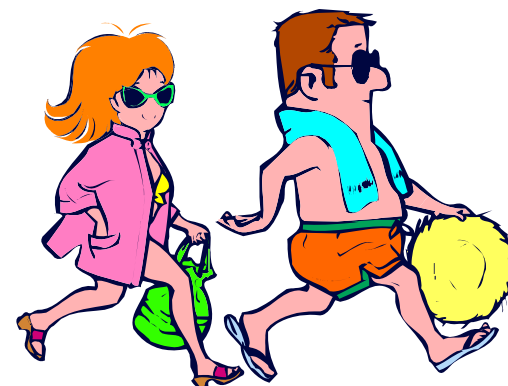
But HOW?

# The ACT Stage



## Step 2: Replicate.

In order to replicate the successful results, the key is getting others to *take the plunge* with you.



### 1. Get buy-in/approval.

This is particularly important when you have a great solution to replicate to **other shifts/units/departments/entities**. The heads of the other areas will **need to buy into/approve the implementation**. It's also important to remember that even within your own unit, **employees** who have not participated in the trial scope will need to **buy into the solution** in order for the implementation to be successful.

### 2. Define roles and expectations.

All employees who will implement the solution will require **training**...just like the team who implemented the trial. They need to know what is expected of them in terms of **actions, words, and data collection**. For full-scale implementation, there may also be some coordinator roles -- to ensure that materials, resources, etc. are available as needed.

# The ACT Stage

## Step 2: Replicate.

### 3. Implement full scope.

When everyone and everything is ready, just say “Go!” and let everyone dive in!

### 4. Monitor the results.

Just as feedback lets us know whether we’re performing to expectations, feedback also lets us know **how well a solution is performing**. Continued positive results indicate that a solution is probably still working, whereas a downturn in numbers may indicate that the solution is failing. When we monitor results, we can **proactively address falling numbers** before a failure occurs. Monitoring and **sharing results** is also very important for the team. It **shows people that their efforts count** and therefore encourages them to keep up the good work. Use **graphs, charts, tables** from previous modules to monitor and share the results.



# The ACT Stage

## Step 2: Replicate.



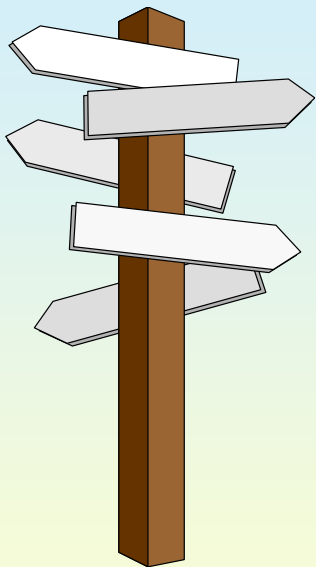
### 5. Build it into the system.

The number one goal: **Hardwire** it into the system. That's the only way it's going to stick. **Standardize** the solution as common practice. And be **consistent** with implementation. Everyone has to participate in the solution. Have you heard the saying, "If you do something for 21 days, it will become a habit"? Well, start the count down! Follow up for 21 days, until the solution is the new way of doing things. **A standardized procedure first becomes part of the daily operation, then a part of the system, and finally the normal thing to do.**

# The ACT Stage

## Step 3: Nominate.

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Now that's we've got this problem under control...

**What should we try next?**

Well, you can either extend the current project (if you think there are other ways to improve) or you can take on an entirely new project! *Where can you find a new project?* Take a look at the list of PI opportunities that you identified way back at the beginning of the process. What's priority two? What's next on the agenda?

Okay, now, who will help with this PI project? Well, you can either recruit a totally new team (don't want to burn people out!) or begin with a few volunteers from your current team. Just find the experts and get them on the team!

# Performance Improvement...

## The PLAN-DO-STUDY-ACT Model

Get people involved!  
Make them a part of the process. Once they have been through a single PDSA cycle, PI is no longer some nebulous, intangible, far out idea. PI becomes a systematic process for change...to fix or to just improve. That's how PI becomes a way of life.

### In Summary...



We'll apply PI daily.  
We'll see opportunities instead of problems or complaints. We'll make individual, incremental changes right where we are to impact our work lives for the better. This is a true PI-driven organization. This is when we all win.



*Don't forget your post test!!!*