Who said...Change is as Good as a Rest??

Jennifer Ustianov, BSN, RN

Objectives

- Describe how the use of **PDSA cycles** will assist in planning engage cooperation and sustain improvement
- Apply the PDSA model when to planning to improve perinatal patient safety outcomes
- Describe key factors needed to initiate and maintain a change in culture
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Key Elements of Breakthrough Improvement

- **Will** to do what it takes to change to a new system
- **Ideas** on which to base the design of the new system
- **Execution** of the ideas
Factors which effect the **Will** to change

- Need and urgency for change
- Life experiences
- Positive and negative experience
- Personality
- Resources and Support

**Ideas**: bases for design of new system

Ideas come from:
- Strong evidence
- Good knowledge (our own or others)
- Hunches
- Open, supportive and agile team-based environments
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Execution of the ideas

- Tap on expertise
- Multidisciplinary planning team
- Use tools and methods tested by others.
- Test, Study; Test, Study; Test, Study.
- Leadership support.
- Identify and remove barriers and old way.
- Illicit involvement and feedback.
- Embrace grumbling as an opportunity.
- Remember: with true change comes learning.

We already are Chameleons!

Chameleons are unique creatures. Known for their ability to change color, they can be seen wearing a variety of colors, including brown, green, blue, yellow, red, black or white.

Contrary to popular belief, chameleons cannot display limitless colors and do not change colors in a camouflage response to their surroundings. Instead, their skin changes in response to their environmental temperature, light, and mood.
Communication is an important reason behind these color changes. With color, chameleons can communicate with others, expressing attitudes such as their willingness to "collaborate".

These grasping feet are ideal for tree climbing. The independently moveable eyes, which allow chameleons the ability to survey the world with nearly 360-degree vision.

How do others perceive you when a change is needed?
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Stand strong...against the winds of change

Between a rock and a hard place
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Leading and flourishing amongst dead wood

Model for Improvement

Three Fundamental Questions for Improvement

1. What are we trying to accomplish?
2. How will we know that a change is an improvement?
3. What changes can we make that will result in improvement?
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What are we trying to accomplish?
How will we know that a change is an improvement?
What change can we make that will result in improvement?

Model for Improvement

Aim

Measures

Ideas

Act

Study

Plan

Do

TESTING

Tasks:
Create need: outcome data
Design trigger audit tool
Education of ALL staff

Aim

Implement Pitocin Bundle for Elective Induction

MEASURE

Bishop Score documented
EFW on chart
All elective ind > 39wks

Tests:
Use Audit Tool with Dr W’s ind for one week – Study – Edit/Act
Use Tool on all ind from W’s et al Practice – Study – Edit/Act
P-D-S-A Cycles

- A way to turn Ideas into Action
  \( (P \quad D) \)

- A way to connect Action to Learning
  \( (S \quad A) \)

The PDSA Cycle for Learning and Improvement

- **Act**
  - What changes are to be made?
  - Next cycle?

- **Plan**
  - Objective
  - Questions and predictions
  - Plan to carry out the cycle (who, what, where, when)

- **Study**
  - Complete analysis of data
  - Compare data to predictions
  - Reflect on what was learned

- **Do**
  - Carry out the plan
  - Document problems and unexpected observations
Repeated Use of the PDSA Cycle

Changes That Result in Improvement

Implementation of Change

Wide-Scale Tests of Change

Follow-up Tests

Very Small Scale Test

Learning from DATA

Hunches
Theories
Ideas

Repeated Use of the PDSA Cycle

Changes That Result in Improvement

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Wide-Scale Tests of Change

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Learning from DATA

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Change Concepts, Theories, Ideas

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The PDSA Cycle

Why Test?
Why Study?

Act Plan
Study Do

PDSAs for Testing

- Increase belief that the change will result in improvement
  - dealing with uncertainty
  - dealing with skeptics/ minimize resistance upon implementation
- Opportunity for “failures” without impacting performance
- Get idea of how much improvement can be expected from the change
- Learn how to adapt the change to conditions in the local environment
- Evaluate costs and side-effects of the change
Implementing Change - Strategies Consideration

1. The path of least resistance
   - best use of the people willing to change
2. Impact
   - biggest improvements early in implementation
3. Learning
   - the most learning as the change is implemented
4. Resources
   - best scheduling and use of available resources
5. Interdependence
   - will the change work without all its components?

Implementing Change – Foolproof the New Process/procedure

Reduce likelihood of mistake/error
- Decrease the likelihood that a needed item is left off the surgery cart by prepackaging kits of instruments and other surgical items
- Make it impossible to attach the vacuum line to an oxygen outlet by installing different sizes or shapes for vacuum and oxygen connectors
- Get rid of old versions of forms!
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Change the Culture – Holding the Gains

- Make reversal as difficult as possible
- Establish a standard process
- Use measurement and audits
- Pay attention to maintenance processes, especially orientation and training

Kotter’s 8 Reasons Why Attempts at Change Fail

1. Not establishing a great enough sense of urgency.
2. Not creating a powerful enough guiding coalition.
3. Lacking a clear vision.
4. Under-communicating the vision by a factor of ten.
5. Not removing obstacles to the new vision.
7. Declaring victory too soon.
8. Not anchoring changes in the corporate culture.
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Eight Step To Change

1. Create a new culture
2. Don’t let up—Be relentless
3. Short-term wins
4. Empower others
5. Understanding & buy-in
6. Develop a change vision & strategy
7. Build the guiding team
8. Create sense of urgency