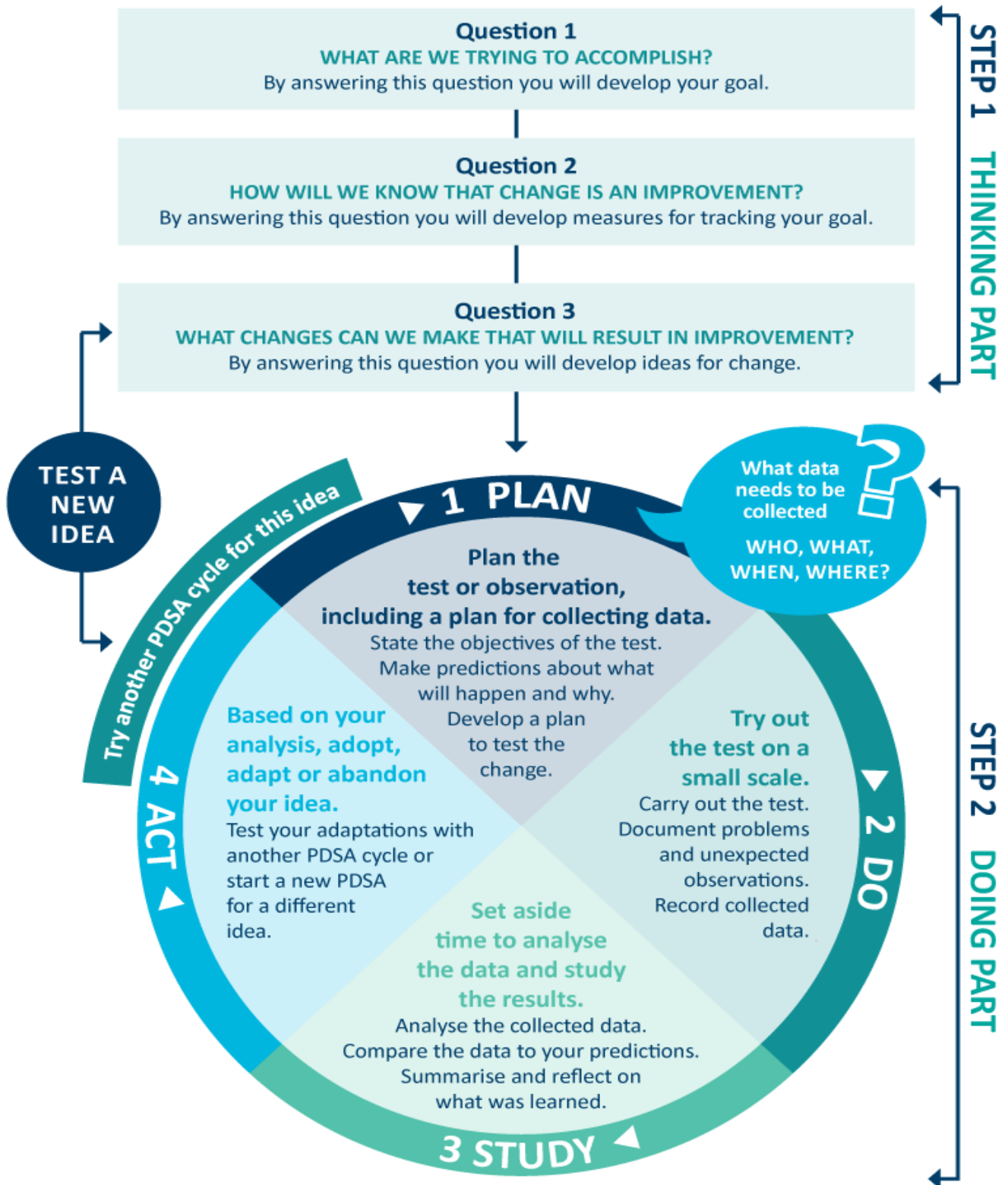


# Model for Improvement diagram



Source: <http://www.ihl.org/resources/Pages/HowtoImprove/ScienceofImprovementTestingChanges.aspx>

# MFI and PDSA template

## Step 1: The thinking part - The 3 fundamental questions

<b>Practice name: Nakatomi Towers Doctors</b>	<b>Date: 5/01</b>
<b>Team members: John, Holly and Hans</b>	
<b>Q1. What are we trying to accomplish? (Goal)</b>	
By answering this question, you will develop your GOAL for improvement. Record this as a S.M.A.R.T. goal ( <b>S</b> pecific, <b>M</b> easurable, <b>A</b> chievable, <b>R</b> elevant, <b>T</b> ime bound).	
Ensure all employees have participated in 3 training opportunities relevant to their role by 21 December.	
<b>Q2. How will I know that a change is an improvement? (Measure)</b>	
By answering this question, you will determine what you need to MEASURE in order to monitor the achievement of your goal. Include how you will collect your data (e.g. Primary Sense reports, patient surveys etc). Record and track your baseline measurement to allow for later comparison.	
We will:	
<ul style="list-style-type: none"> <li>Review employee files to create a list to identify who has completed training in the past 12 months</li> <li>Identify the number of training sessions required for each staff member to meet our goal</li> </ul>	
BASELINE MEASUREMENT: 6 team members have done 3 training sessions, 4 team members 1 training session and 7 team members have completed no training	
DATE: 12/06	
<b>Q3. What changes could we make that will lead to an improvement? (List your IDEAS)</b>	
By answering this question, you will generate a list of IDEAS for possible changes you could implement to assist with achieving your S.M.A.R.T. goal. You will test these ideas using part 2 of this template, the 'Plan, Do, Study, Act (PDSA)' cycle. Your team could use brainstorming or a <a href="#">driver diagram</a> to develop this list of change ideas.	
IDEA: Identify training opportunities that are available including face-to-face, webinars, in house upskilling etc.	
IDEA: Manager to meet with each staff member to identify training requirements.	
IDEA: Create an ongoing system to ensure staff members participate in training regularly.	
IDEA: Management meet to discuss and finalise process for applying for training (will there be a template for applying, will practice pay for training etc). Ensure this is documented in the policy & procedure and employment manuals.	
IDEA: Practice team decides on the best way to communicate upcoming education opportunities (is it via email, invitations place on pinboard etc).	

**Note: Each new GOAL (1st Fundamental Question) will require a new Model for Improvement plan.**

Source: Langley, G., Nolan, K., Nolan, T., Norman, C. & Provost, L. 1996, *The Improvement Guide*, Jossey-Bass, San Francisco, USA.

## MFI and PDSA template

### Step 2: The doing part - Plan, Do, Study, Act

You will have noted your IDEAS for testing when you answered the 3rd fundamental question in step 1. You will use this template to test an idea. Ensure you communicate the details of the plan to the entire practice team.

IDEA	Record the change idea you are testing
Which idea are you going to test? (Refer to Q3, step 1 above)	
Practice manager will meet with each team member individually to identify training requirements.	
PLAN	Record the details of how you will test your change idea
Plan the test, including a plan for collecting data	What exactly do you plan to do? Record who will do what; when they will do it (day, time etc) and for how long (1 week, 2 weeks etc); and where (if applicable); the data to be collected; and predictions about the outcome.
WHAT: Develop a staff training template and then schedule meetings with each staff member to identify training opportunities.	
WHO: John, the practice manager	
WHEN: 15 January	
DATA TO BE COLLECTED: Training needs for each staff member and the team and certificates of proof of training	
PREDICTIONS: We predict that all staff will engage in the process of meeting to discuss training opportunities and that will result in all staff completing 3 training opportunities by the end of the year, 21 December.	
DO	Run the test, then record your actions, observations and data
Run the test on a small scale	What did you do? Were there any deviations from the original plan? Record exactly what you did, the data collected and any observations. Include any unexpected consequences (positive or negative).
15 January – John, the practice manager spoke with Holly, the receptionist to talk about developing a staff training template. John advised Holly that a spreadsheet probably be the best way to identify the number of training sessions each staff member had completed but gave Holly the freedom to be creative and come up with something that she thought might work best.	
20 January – Holly sent the proposed staff training template to John for review. John was very happy with the template and praised Holly for such a great job.	
21 January – John created a folder called staff training and then created sub folders for each staff member so that the training certificates could be scanned/saved directly in there.	
22 January – John sent an email out to the practice team advising that there will be meetings scheduled in the coming weeks (this would be allocated through the roster) and advised that the purpose of the meeting was to discuss training opportunities. John also asked the staff to start thinking about any training opportunities they would like to do and to bring relevant information to the meeting.	
28 February – John conducted the meetings throughout February with each of the 17 staff member and put all of the findings into the spreadsheet that Holly created.	

STUDY	Analyse the data and your observations
Analyse the results and compare them to your predictions	Was the plan executed successfully? Did you encounter any problems or difficulties? What worked/didn't work? What did you learn on the way? Compare the data to your predictions. Summarise and reflect on what was learned.
<p>The plan was very successful for a few different reasons.</p> <p>The first reason was that the staff gave feedback in their meetings with John that they appreciated having their voices heard and being included in the decision process surrounding upskilling and training opportunities.</p> <p>The second reason was, the creation of the filing system and the spreadsheet meant that everything was planned and organised and easy to follow.</p> <p><i>Communicate the results of your activity with your whole team. Celebrate any achievements, big or small.</i></p>	
ACT	Record what you will do next
Based on what you learned from the test, record what your next actions will be	Will you adopt, adapt or abandon this change idea? Record the details of your option under the relevant heading below. <i>ADOPT: record what you will do next to support making this change business as usual; ADAPT: record your changes and re-test with another PDSA cycle; or ABANDON: record which change idea you will test next and start a new PDSA.</i>
<p>ADOPT: Due to success of the plan and the positive feedback from staff, we are going to continue to do yearly one on one check ins with staff regarding training and upskilling opportunities. This will also give staff the chance to have their voices heard.</p> <p>ADAPT:</p> <p>ABANDON:</p>	

**Repeat step 2 to re-test your adapted plan or to test a new change idea**