STEP 6: EVALUATE THE PLAN - STUDY

SOUTH DAKOTA CARDIOVASCULAR COLLABORATIVE

THE QI APPROACH:

- **About this Step**
- **Suggested Activity Details**
- **RESOURCES**
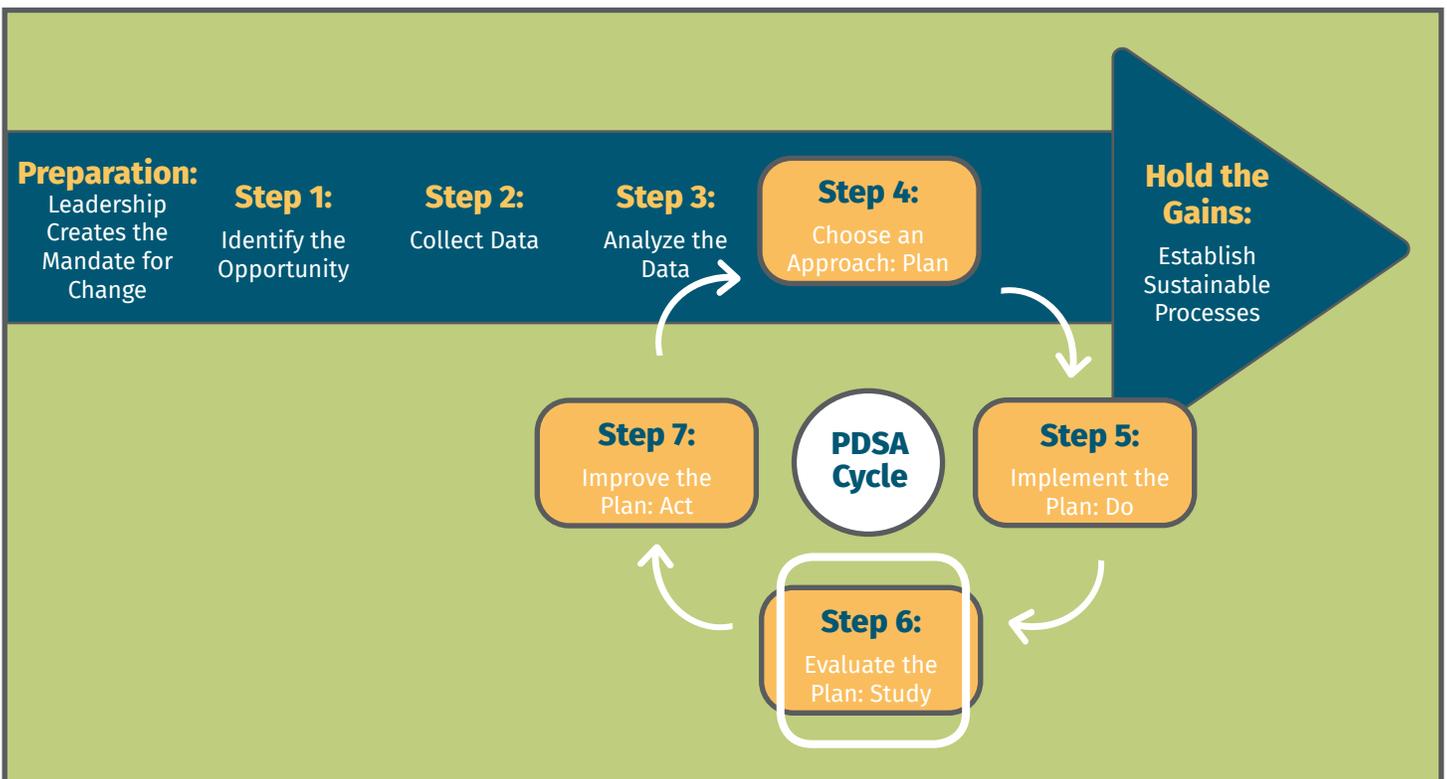
About this Step

Purpose

Congratulations! By now the team has successfully tested and tweaked the improvements and you are ready to evaluate it to determine if it is ready for full implementation. After monitoring the implementation of your improvements in your pilot test, you will have some sense of the short-term results of your changes. Confirm your observations by thoroughly assessing the impact of the changes and whether the desired outcomes are being achieved.

Using your initial goal statement and the data you collected in the pilot testing done in Step 5, you will determine whether or not your plan resulted in the improvement you were expecting and by how much. You will want to evaluate whether the change was worth the effort before you spread it across your entire system. You will want to review any trends. You will want to determine if there were any unintended consequences of the change.

Objectives

- To evaluate the impact of your changes
- To communicate the results of the changes

Preparation for Team Work

- Review the data collection process used in Step 2 and your baseline results
- Review the results of your pilot test and monitoring activities

Overview of Suggested Activities

1. Prepare an evaluation plan

2. Evaluate the results to determine if Aim and objectives were met

3. Communicate the evaluation findings and accomplishments

Suggested Activity Details

During the QI Team meetings...

1. Prepare an evaluation plan (if you haven't already).

- Begin by identifying process or outcome measures. These should include the baseline measures you collected in Step 2 so that comparisons can be made.

  In addition, consider what measures will answer questions about the effects of the changes such as:

  o **Are the changes working as you envisioned?**

  o **How well did the improvement approach meet the mission and objectives established by the team?**

  o **What have you learned about the process you are trying to improve?**

  o **What does the process look like now?**

  o **Is the change that was piloted something that can be spread across the whole system and is it sustainable?**

- As part of your evaluation plan you will need to determine the following:

  o **What to measure and re-measure from baseline.**

  o **What data collection tools you will need.**

  o **You will need to outline the specific data collection tasks, person responsible, and time lines.**

- Your evaluation plan should include measures that assess how well the QI process worked.

  o **What were the most important parts of the process? Could any steps be eliminated?**

  o **How effective was the team in accomplishing each of the QI steps?**

  o **How can you improve the QI process for the next improvement effort?**

2. Evaluate the results to determine if Aim and objectives were met

- Once you have collected your data, you and the team will need to evaluate the results according to your evaluation plan:

  o **Analyze the results and determine the impact**

  o **Brainstorm ways of documenting what worked and what didn't with the QI process**

  o **Determine whether your Aim and objectives have been met**

- It takes time to see system-level change, especially when looking for improvements in patient health outcomes.
  - **Some processes and outcomes, like patient satisfaction or blood pressure measurements, may be measureable within a few months.**
  - **Other process measures, such as annual lipid profiles, may take longer to yield evidence of change on the population level.**
  - **Still others, like the integration of processes or patient behavior changes, may not be significant or observable for several years.**
- Change – for better or worse – also occurs over time as part of the natural evolution of practice. Changes may also be lost or become obsolete.
  - **For these reasons, it is important to review your progress by comparing results to the baseline data and by charting your measures over time.**
  - **Data collection over an extended time period will enable your team to see gradual gains and hold on to solutions. It also provides important information to support further improvements.**
  - **You can easily visualize change over time by displaying measures on a time plot or run chart as described in Step 3.**

3. Communicate the evaluation findings and accomplishments

RESOURCES

Plan-Do-Study-Act Cycle

Plan-Do-Study-Act (PDSA) Worksheet

From the Institute for Healthcare Improvement

http://www.ihi.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx

This page describes the PDSA cycle and provides a worksheet to document a test of change. Brief videos explaining PDSA cycles are also available on the page.

Science of Improvement: Testing the Changes

From the Institute for Healthcare Improvement

http://www.ihi.org/resources/Pages/HowtoImprove/ScienceofImprovementTestingChanges.aspx

This page describes the Science of Improvement: Testing the Changes.