APPENDIX A
Selected Continuous Improvement Methodologies

The Model for Improvement

**Plan:** State the objective, questions and predictions, the plan to carry out the cycle, and the plan for data collection.

**Do:** Carry out the plan, document problems and unexpected observations, and begin analysis of the data.

**Study:** Complete the analysis of the data, compare data to predictions, and summarize what was learned.

**Act:** For the next cycle, what changes are to be made?

- **Forming the team:** Including the right people on a process improvement team is critical to a successful improvement effort. The team’s makeup will vary according to the organization’s needs.
- **Setting aims:** Aims should be time-specific and measurable. They should also define the specific population that will be affected.
- **Establishing measures:** Use quantitative measures to determine if a specific change actually leads to an improvement.
- **Selecting changes:** Ideas for change may come from the insights of those who work in the system.
- **Testing changes:** The PDSA cycle is shorthand for testing a change in a real work setting by planning it, trying it, observing the results, and acting on what is learned.
- **Implementing changes:** After testing a change on a small scale, learning from each test and refining the change through several PDSA cycles, the team may implement the change on a broader scale.
- **Spreading changes:** After successful implementation of a change/package of changes, the team can spread these to other parts of the organization or to other organizations.