



Purposeful Change: Improvement Cycles

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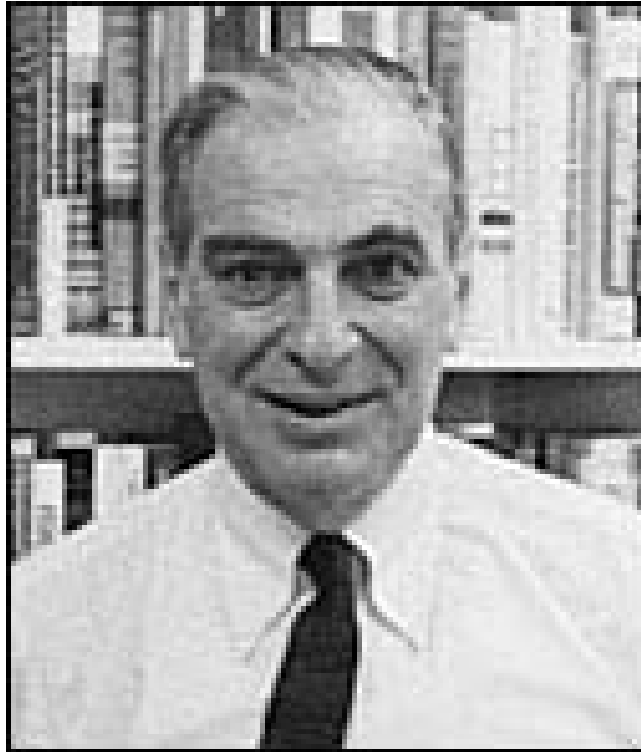
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Topics

- **PDSA (plan, do, study, act) Cycle**
- **Transformation Zones**
- **PEP-PIP Cycle (policy enabled practice – practice informed policy)**

Information Economics



**Kenneth Arrow
(1972)**

Unlike other economic resources, knowledge is not depleted but gains in value with use.

PDSA Cycles

W. Edwards Deming (1948)

Deming was invited to Japan at the end of World War II by Japanese industrial leaders and engineers. They asked Dr. Deming how long it would take to shift the perception of the world from the existing paradigm that Japan produced cheap, shoddy imitations to one of producing innovative quality products.



PDSA Cycles: Trial & Learning

Shewhart (1924); Deming & Juran (1948);
Six-Sigma (1990)

- Plan – Decide what to do
- Do – Do it (be sure)
- Study – Look at the results
- Act – Make adjustments
- Cycle – Do over and over again until the intended benefits are realized

PDSA Cycles: Trial & Learning

- Plan – Innovation core components
- Do – Selection, training, coaching
- Study – Fidelity, outcomes
- Act – Make adjustments
- Cycle – do over and over again until fidelity is reached in a reasonable period of time

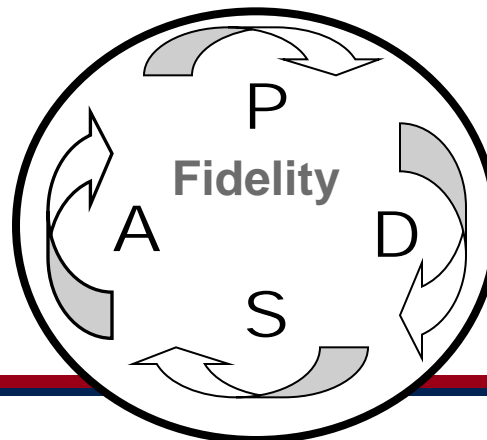
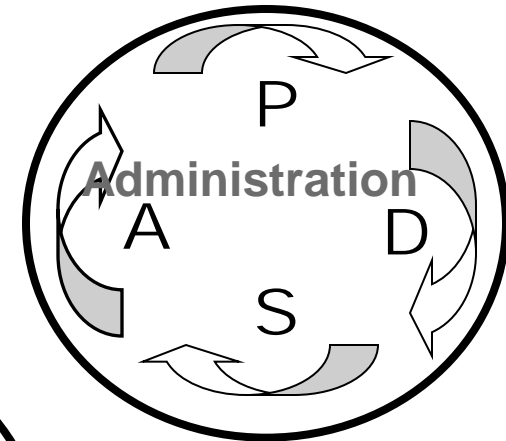
PLAN

ACT

Innovation

DO

STUDY



PDSA Cycle - Eternal

- Plan – Coaching methods
- Do – Frequency, intensity, duration
- Study – Time to reach fidelity for the past 20 teachers/ staff
- Act – Revise coaching methods to shore up weak areas
- Cycle – do over and over again as conditions and people change forever more

TABLE TALK

PDSA Handout

Transformation Zones

**Where the managed change
process occurs**

Transformation Zones

- A “vertical slice” of an organization or system
 - Small enough to be manageable
 - Large enough to include nearly all of the relevant aspects of the current system
- Operations in the TZ allow strengths and problems to “rise to the surface”
 - Reality-based, in the moment
 - Coalesce resources – human, financial and technological – for mutual benefit

Transformation Zones

- 🚩 Suspend/ amend the usual rules
- 🚩 Demonstrate the operational value of a system change, EBP, or innovation
- 🚩 Retain the best (of the old) while changing the rest (discriminate between the two)
- 🚩 Reduce impact of mistakes (minimize damage, increase flexibility, repair rapidly)
- 🚩 Begin to build scale-up capacity
- 🚩 Begin work on “alignment” of policies and regulations

Transformation Zones

**Initiate the PEP-PIP system
improvement cycle**

PEP-PIP Cycle

 **The function of bureaucracy is to institutionalize the suspension of human judgment.**

(Lisbeth Schorr, 1992)

 **An aligned bureaucracy is the best friend of scaling up.**

(SISEP, 2009)

PEP-PIP Cycle

 **Policy enabled practice (PEP)**

 **Practice informed policy (PIP)**

The PDSA cycle in slow motion

 **Monthly instead of hourly, daily cycles**

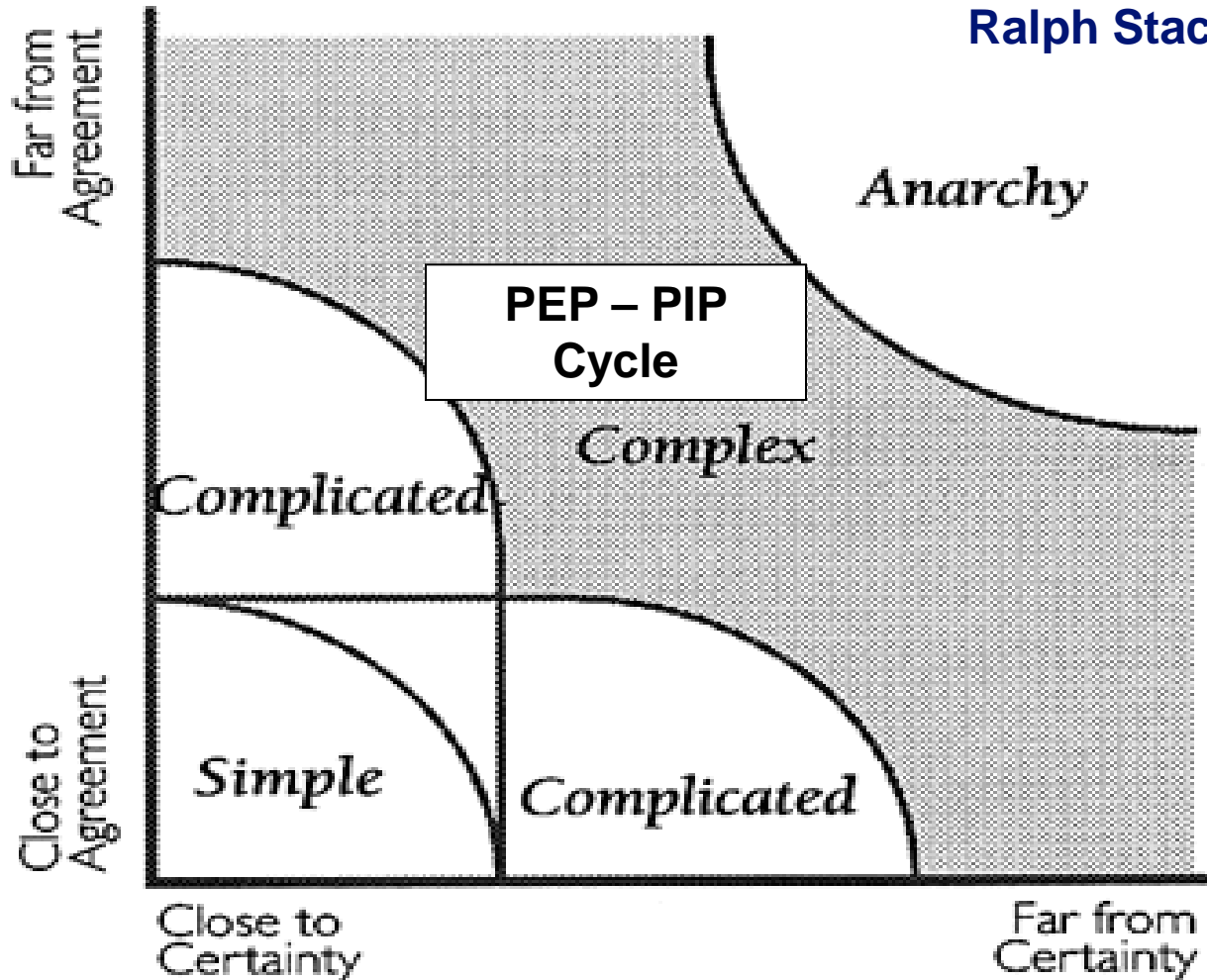
 **Bigger issues where agreement (issues, solutions) and certainty (if this, then that) are not apparent**

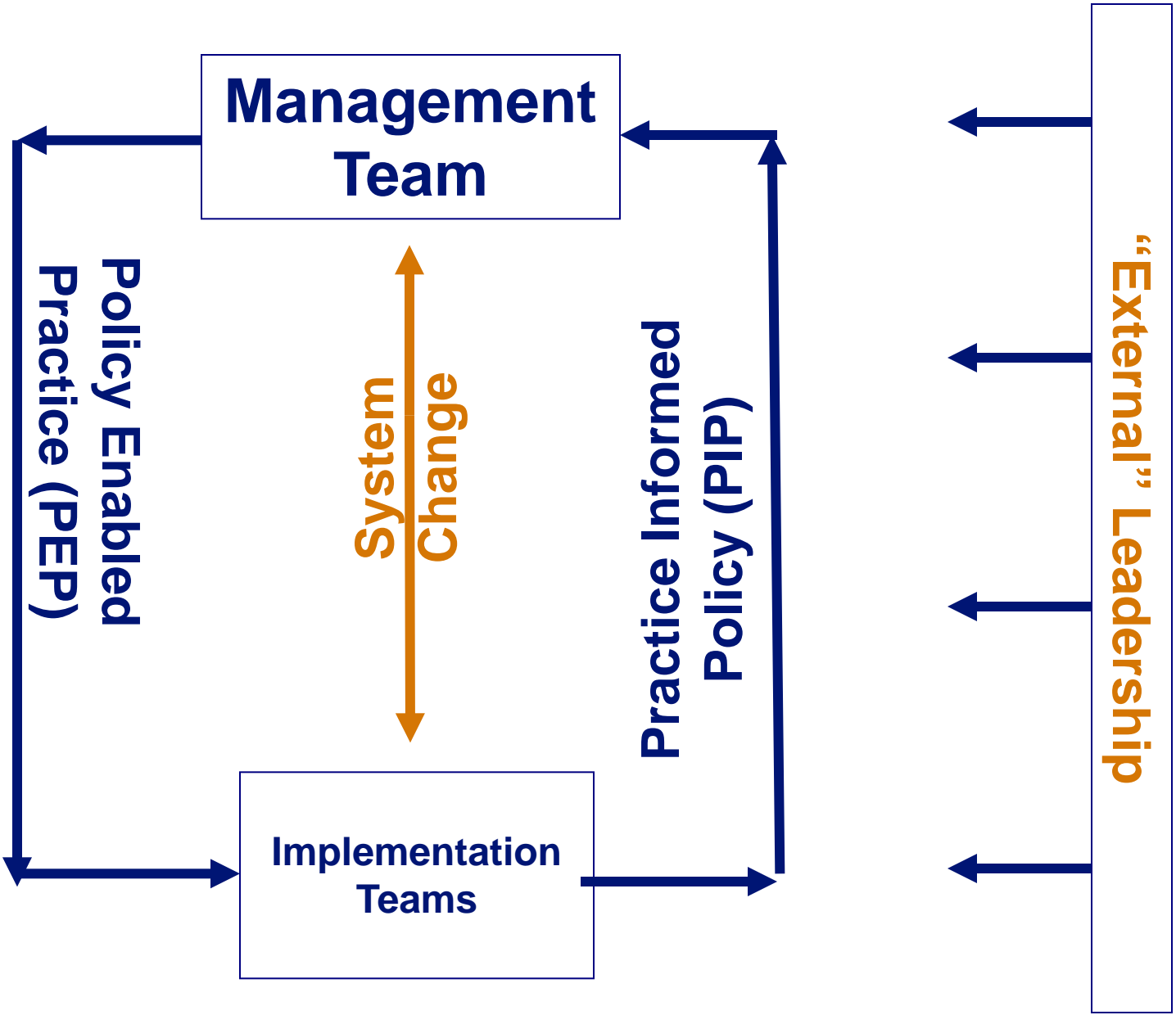
PEP-PIP Cycle

-  **Involvement of major stakeholders**
 -  **Parents and advocacy groups**
 -  **Unions**
 -  **Principal/ Superintendent Associations**
 -  **Legislative Committees**
 -  **And others**
-  **Meaningful involvement**

Re-resolution

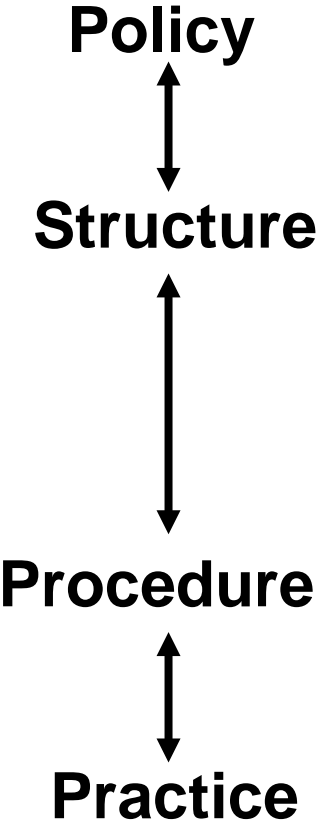
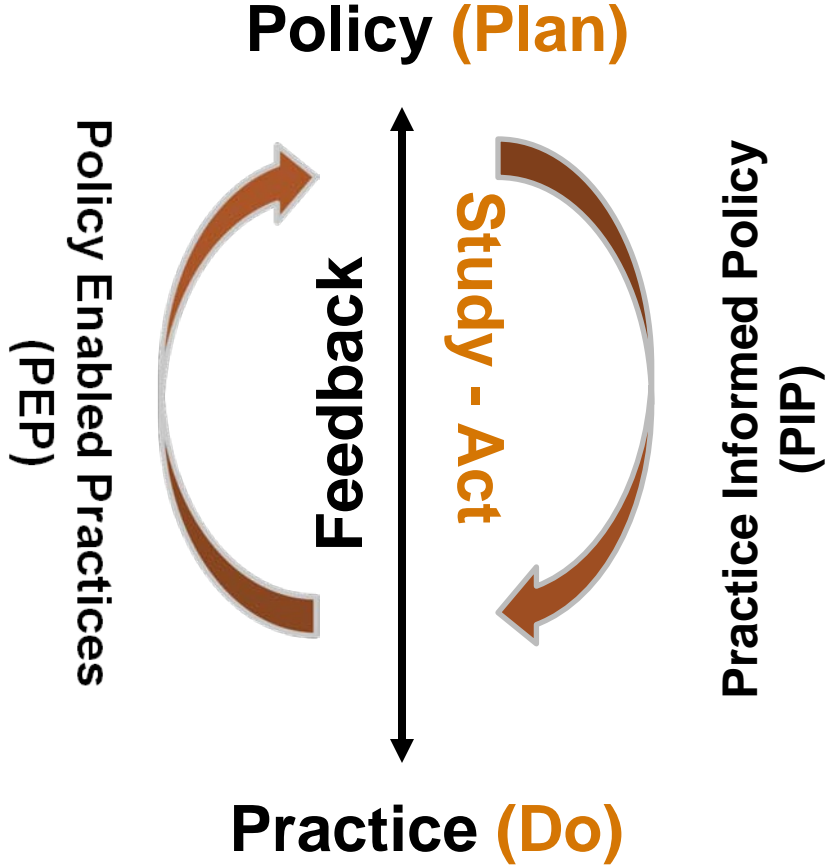
Ralph Stacey, 2002





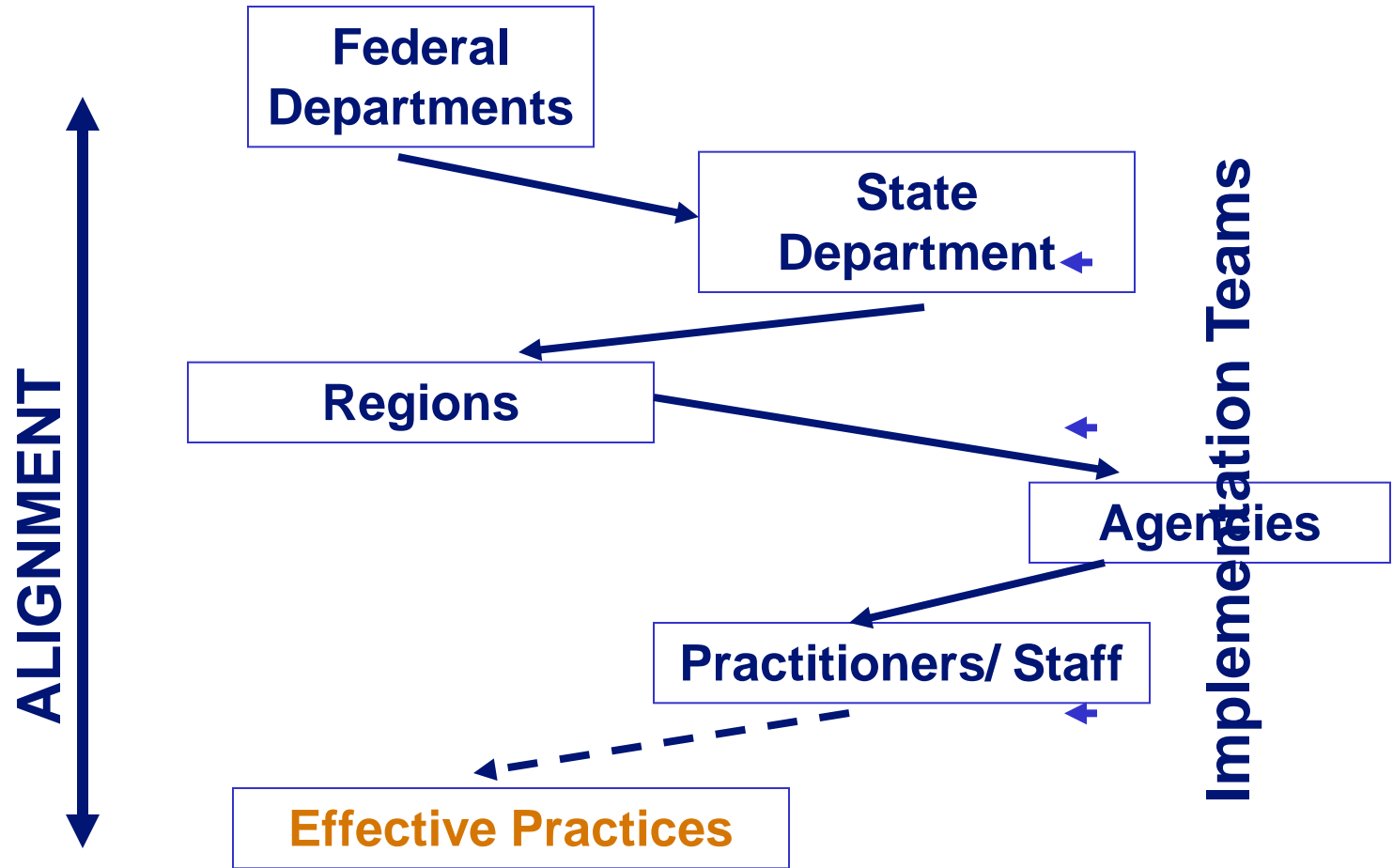
Policy ↔ Practice Feedback Loops

“External” System Change Support



Form Supports Function at every level (National, State, County, Municipal, Agency)

System Alignment



FORM SUPPORTS FUNCTION

The Flow of the Work

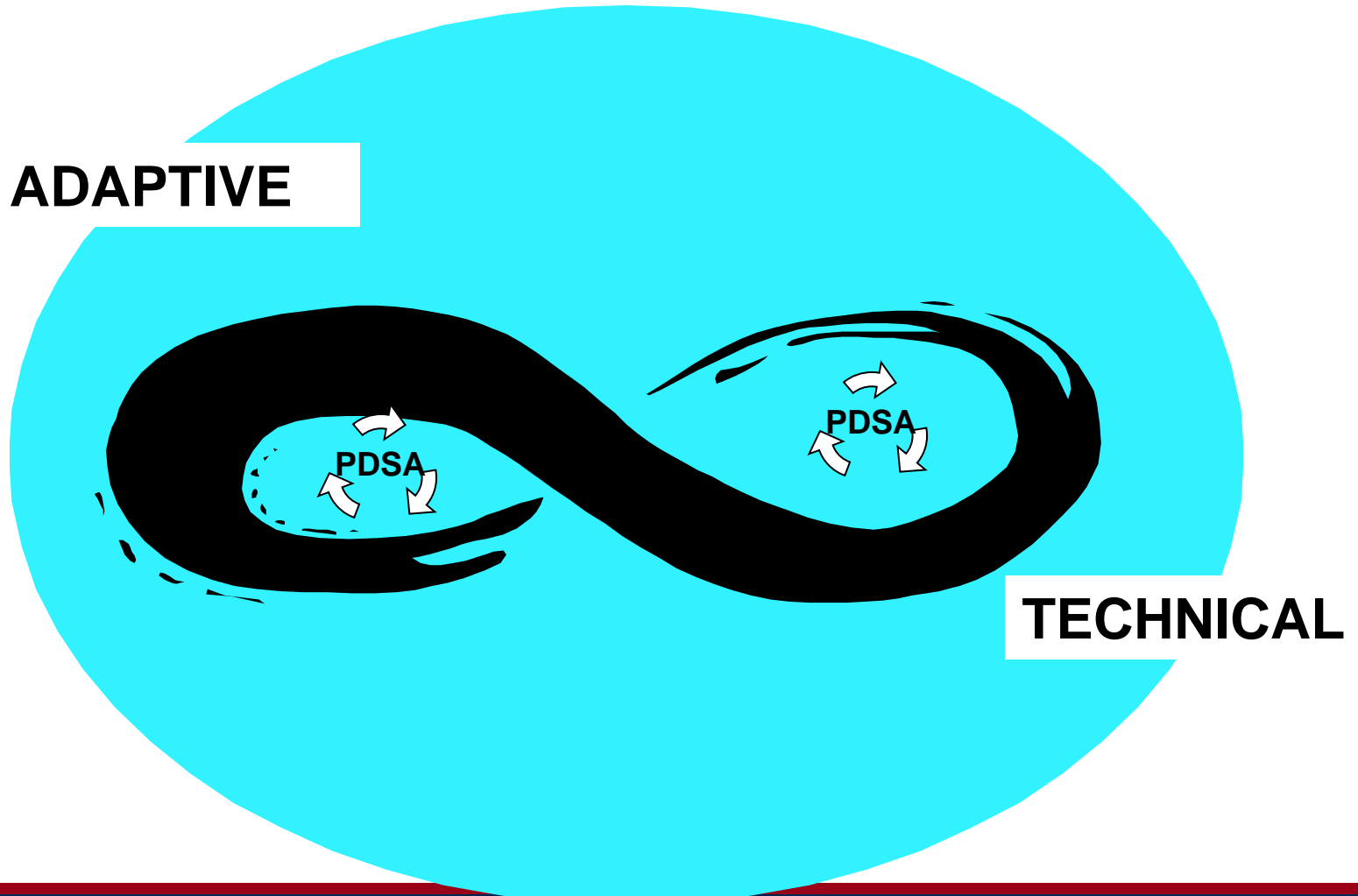









TABLE TALK

- **Who should be on the State Management Team for our State to re-solve system problems?**
- **What are the first steps we would need to take to engage them in the PEP-PIP system improvement cycle?**

Thank You

We thank the following for their support

-  **Annie E. Casey Foundation (EBPs and cultural competence)**
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-  **National Institute of Mental Health (research and training grants)**
-  **Juvenile Justice and Delinquency Prevention (program development and evaluation grants)**
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-  **Agency for Children and Families (Child Welfare Leadership Development contract)**

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**www.scalingup.org
<http://nirn.fpg.unc.edu/>
<http://www.fpg.unc.edu/~nirn/resources/publications/Monograph/>**

SISEP Center

State Implementation and Scaling up of Evidence-based Practices (SISEP)

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www.scalingup.org

“Resources”

- Concept paper**
- Annotated bibliography**

For More Information

Implementation Research: A Synthesis of the Literature



Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M. & Wallace, F. (2005). *Implementation Research: A Synthesis of the Literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network (FMHI Publication #231).

Download all or part of the monograph at:

<http://www.fpg.unc.edu/~nirn/resources/detail.cfm?resourceID=31>