

ED PIP: Solution Design Phase

Tools: PDSA Scaling

PDSA Scaling – Overview

Outcome	<ul style="list-style-type: none"> ▪ The appropriate scale of a Plan Do Study Act (PDSA) cycle has been determined
Definition: 'What is it?'	<ul style="list-style-type: none"> ▪ The PDSA scaling matrix is a tool that helps the team select the size/scale of a pilot based on the risk/reward of the proposed change ▪ The team will evaluate a proposed change based on several factors including: <ul style="list-style-type: none"> ▪ The level of confidence that a change will result in an improvement; ▪ The risk/cost of a failed result; and ▪ The readiness for change
Objectives: 'What is it used for?'	<ul style="list-style-type: none"> ▪ To ensure the test of change are structured in a step-wise fashion which promotes success ▪ To ensure that the progress is not unnecessarily slow or risky
Benefits:	<ul style="list-style-type: none"> ▪ Using the tool promotes an open and honest dialogue about the risks and likelihood of success ▪ The tool may flag risk intolerances that otherwise would go unnoticed until a failure occurred
When to use	<ul style="list-style-type: none"> ▪ When the team begins to plan testing and/or implementation of changes during the solution design phase of the project ▪ Whenever the team feels there may be some risk attached to trialling or implementing change ideas ▪ When different members of the team have markedly different viewpoints about the risk of a change and/or the organizations' willingness to adopt change


The PDSA Scaling Matrix allows the team to assess the current situation and size the pilot testing based on risk tolerance

Evaluation of the Improvement Teams' confidence could range from an informal discussion to use of the **Sustainability Model** and Guide located in the Culture and Capability Section of this Toolkit

This is a subjective evaluation and will benefit from discussion with all members of the team

Current situation		Staff readiness to make change		
		Resistant	Indifferent	Ready
Low Confidence that change will lead to improvement	Cost of Failure Large	Very Small Scale Test	Very Small Scale Test	Very Small Scale Test
	Cost of Failure Small	Very Small Scale Test	Very Small Scale Test	Small Scale Test
High Confidence that change will lead to improvement	Cost of Failure Large	Very Small Scale Test	Small Scale Test	Large Scale Test
	Cost of Failure Small	Small Scale Test	Large Scale Test	Implement

If in doubt about the cost of failure, it is recommended that the team adopt a conservative viewpoint

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 This tool is most effective when the team is engaged in an open and honest dialogue about each of the key factors in the matrix
- A tool which might be useful for this section is the **Stakeholder Map** in the Prep phase of this Toolkit

PDSA Scaling - Examples

An improvement team felt that treating mental health patients in a different location would significantly improve their ED departments' efficiency. Due to safety concerns from some members of staff, the test was initially trialled on specially selected patients with improvement team debriefs after each encounter. Building on the initial experiences, the team was able to effectively design a successful process

An improvement team determined that an ED fast track system would improve patient flow through their department. Due to the complexity of the change they started with relatively short periods of time; from 2 hours to half a day and eventually to full implementation

Staff readiness to make change

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	Cost of Failure Small	Small Scale Test	Large Scale Test	Implement

A team developed a low-risk process to significantly improve compliance with medical directives. After discussions with other members of their ED staff, the improvement team moved straight to implementation with no testing