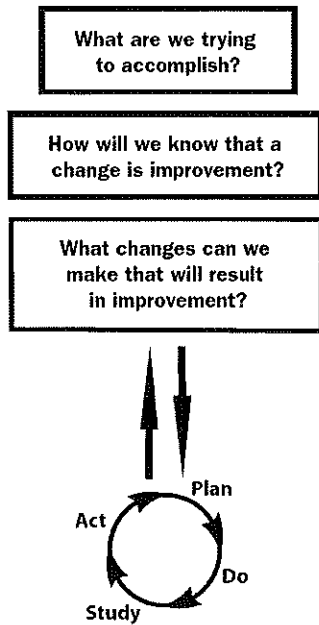


Figure 3. Model for Improvement



The Model for Improvement requires Collaborative teams to ask three questions:

1. *What are we trying to accomplish? (Aim)* Here, participants determine which specific outcomes they are trying to change through their work.
2. *How will we know that a change is an improvement? (Measures)* Here, team members identify appropriate measures to track their success.
3. *What changes can we make that will result in improvement? (Changes)* Here, teams identify key changes that they will actually test.

Key changes are then implemented in a cyclical fashion: teams thoroughly plan to test the change, taking into account cultural and organizational characteristics; they do the work to make the change in their standard procedures, tracking their progress using quantitative measures; they closely study the results of their work for insight on how to do better; and they act to make the successful changes permanent or to adjust the changes that need more work. This process continues serially over time and refinement is added with each cycle; these are known as "Plan-Do-Study-Act" (PDSA) cycles of learning (Figure 4).

Figure 4. Multiple PDSA Cycles

