**UCSF Health A3 User Guide**

UCSF Health Continuous Improvement, 2019



**Title: Sponsor: Owner: Coach: Revision:**

**Team: Last update:**

|  |  |  |
| --- | --- | --- |
| 1. **Background: *What problem are you talking about and why are you talking about it now?***
 |  | **5. Experiments: *What countermeasures do you propose and why?*** |
| * **Identify the basic problem you are talking about, give background context on the problem, and state why this is considered to be a problem.**
	+ Describe the problem. What is its connection to the True North priorities of the organization (i.e. safety, reliability, satisfaction, performance, cost)? What is it important to address this problem now?
	+ State a specific time period during which the problem has occurred.
	+ Include a comparative value or benchmark (i.e. how serious is this problem?)
	+ Illustrate the background statement with A3 visual storytelling tools:

Chart or GraphStick figures or SketchesTimelineCompelling pictures |  | * **What experiments or countermeasures do you propose to address the root causes?**
	+ What are the best countermeasures for addressing the gaps and improving performance in the current situation?
	+ Which root causes are addressed by each countermeasure?
	+ Give a clear reason why these options are the best. (Consider using a pareto)
	+ Consider using best practices in other organizations as useful benchmarks.
	+ Start with two or three alternatives. Try to include those that impact predisposing, enabling, or reinforcing behaviors.
	+ *Experiments should be based on ideas from the gemba made by team members who actually do the work*
 |
|  |  |  |
| 1. **Current Conditions: *Where do things stand now?***
 |  | **6. Action Plan: *How will you implement?***  |
| * **Illustrate the current conditions with charts or graphs that measure what is going wrong.**
	+ What facts and data define the problem (i.e. what information proves that the problem exists)?
	+ Show the current conditions in a visual manner. Consider using a run chart that illustrates the gap between current and target over time and/or a current state process map that describes what is happening right now.

 **Problem Statement: Define the problem more specifically, incorporating data where possible** |  | * **Document actions, steps, outcomes, timelines, and roles.**
	+ Consider using a Gantt chart or milestone chart
	+ **WHAT**: What exactly needs to be done? What will be the main actions?
	+ **WHO**: Who will be responsible for what, when, and how much? What support will be required?
	+ **WHERE**: Identify where the implementation will take place.
	+ **WHEN**: Establish the basic timing for the scheduled items.
	+ **HOW**: How will preparations be handled?
 |
|  |  |  |
| 1. **Target Conditions (Goals): *What specific outcomes is desired?***
 |  | **7. Study, Reflect, Plan Next Steps: *How will you assure ongoing PDSA?***  |
| * **Illustrate the target conditions that define what success looks like when the problem has been addressed.**
	+ Quantify the target goal, and its connection to True North goals.
	+ Use S.M.A.R.T metrics (Specific, Measurable, Attainable, Relevant, Timely)
	+ State a specific timeframe for achieving the target.
	+ State the improvement measurement to be used by saying “as measured by…”
	+ Illustrate the target statement with A3 visual storytelling tools.
 |  | * **Commit to regular reviews to study the progress of implementation and make necessary adjustments.**
	+ Consider creating a visibility board to track and share progress towards major targets.
	+ Determine the timing and frequency to study progress, and which stakeholders should be involved.
	+ How will you confirm action plan milestones are being achieved?
	+ What conditions would prompt adjustments to the plan?
	+ Additional questions to consider as you study your progress:
		- How will you know if you meet your targets?
		- What have you learned? What would you do differently next time?
		- What new problems or unintended consequences have surfaced? What recommendations do you have for others?
		- What processes will you use to sustain success?
		- How will you share your learning with other areas?
		- What is your next step?
 |
|  |  |
| 1. **Gap Analysis: *Why does the problem exist?***
 |  |
| * **Identify the root causes of the problem. In addition to root causes, discuss any constraints or organizational barriers that must be addressed.**
	+ Consider using a gap analysis tool such as 5 Whys or a Fishbone diagram
	+ Clearly describe why you are experiencing this problem. What needs to be changed?
	+ What constraints or barriers are preventing you from achieving the goals?
	+ *Gap analysis must be based on data, e.g. direct observations, surveys, reports*
 |  |