**UCSF Health A3 User Guide**

UCSF Health Continuous Improvement, 2019



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

**Team: Last update:**

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| 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 Graph  Stick figures or Sketches  Timeline  Compelling 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* |
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| 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? |
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| 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? |
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| 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* |  |