

A3 Roadmap for Performance Improvement at Penn Medicine

D E F F I N E	F I N D	<p>Problem Statement (from patient’s/customer’s viewpoint):</p> <ul style="list-style-type: none"> <input type="checkbox"/> Concise. <input type="checkbox"/> Customer- focused /Value-Focused <input type="checkbox"/> Addresses the business case. Shows why a change is needed.
M E A S U R E	O R G A N I Z E C L A R I F Y	<p>Current Condition:</p> <ul style="list-style-type: none"> <input type="checkbox"/> There is evidence that you did your “Go and See”. <input type="checkbox"/> Scope is appropriately narrow and within your own sphere of control to make project feasible. <input type="checkbox"/> The section is rich with <u>data</u>. Data is presented graphically – bar charts, run charts, or SPC charts are preferred. <input type="checkbox"/> You have at least one process map (High-level, detailed flow chart, spaghetti diagram). <input type="checkbox"/> The metric(s) you are trying to move are clearly identified. Baseline/pre-test metrics are presented here. Must consider at least one potential process, outcome, and balancing metric. Metric (s) should be focused on value (better care = lower cost). <input type="checkbox"/> You have completed a stakeholder analysis and attached it to your paper A3.
A N A L Y Z E	U N D E R S T A N D S E L E C T	<p>Root Cause Analysis:</p> <ul style="list-style-type: none"> <input type="checkbox"/> You use a relevant root cause tool. (5 Whys, Fishbone, Pareto). Must use at least one tool, though you may need more than one for a deep analysis. <input type="checkbox"/> Your choice of which root cause(s) to tackle is supported by the data in the Current Condition section – i.e. the data validates that you have identified the true root cause(s) and have chosen the right one(s) to work on first.
		<p>Sponsor Initial Approval (signature and date):</p>

<p>Target Condition:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Your target condition will move you towards delivering exactly what the customer wants, closer to IDEAL. <input type="checkbox"/> You identify at least one process, outcome, and balancing measure for your proposed project. <input type="checkbox"/> You have a clear aim statement, and your process and outcome metrics are expressed as S.M.A.R.T. goals. 	<p>P L A N</p>	<p>I M P R O V E</p>
<p>Propose and Test Countermeasures:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Each countermeasure is clearly related to a root cause in the previous section. <input type="checkbox"/> For each countermeasure, state how you will DO the tests - What, When and by Whom. 		<p>A N D</p>
<p>Sponsor Approval (signature and date):</p>		
<p>Metrics/Results:</p> <ul style="list-style-type: none"> <input type="checkbox"/> S.M.A.R.T. goals are restated and testing results presented as data. Data should be in a run chart or a statistical process control chart 	<p>C H E C K o r</p>	<p>C O N T R O L</p>
<p>Sponsor Approval (signature and date):</p>		
<p>Make it Standard Work (Implement Successful Countermeasures):</p> <p>Failing to execute this step is extremely common in healthcare. Skipping this step is usually the root cause for failing to sustain improvements after attention has moved on to the next project. Things to consider when implementing new standard work :</p> <ul style="list-style-type: none"> <input type="checkbox"/> Did you adequately manage your stakeholders? Were the action items on your stakeholder analysis completed? <input type="checkbox"/> Are you rounding/Gemba-walking regularly to see how the new processes are going? <input type="checkbox"/> Are you auditing/measuring the continued results of the new process and making sure everyone knows how things are going ? 	<p>A C T</p>	
<p>Sponsor Final Approval (signature and date):</p>		