

Introduction to A3 QI Template

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September 2018



Objectives

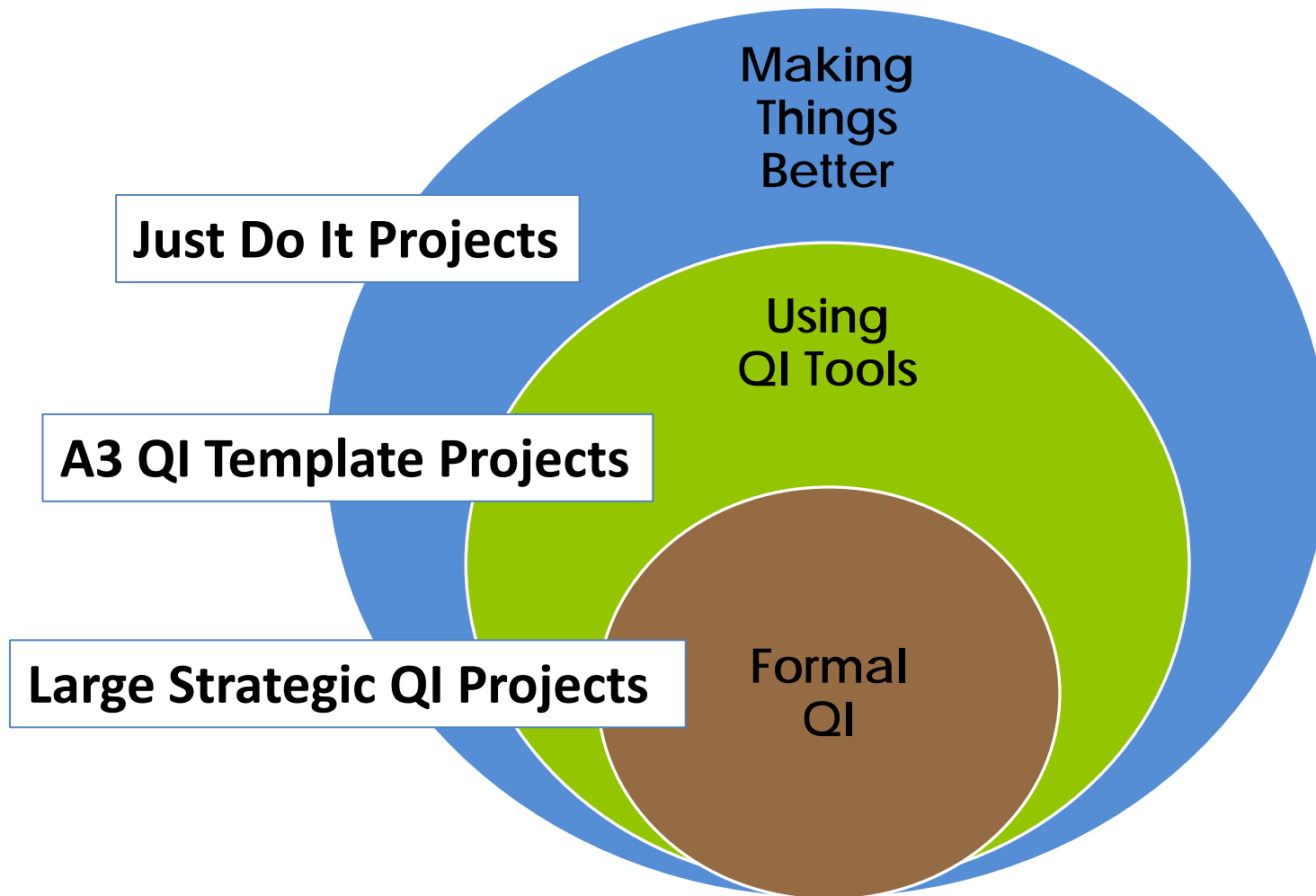
- Understand how using the A3 QI template will help establish a common language and approach to improvement
- Learn how the A3 QI template can facilitate problem solving at all levels
- Learn how to collaborate and share work using the A3 QI template

Division of Public Health (DPH)

Scope of services:

- Communicable and chronic diseases
- Health promotion
- Environmental, occupational, and family and community health
- Emergency medical services and injury prevention
- Statistics, such as birth and death records

Scaling QI in DPH



Goal: Lean in Daily Work

Wisconsin Department of Health Services
 Division of Public Health A3 QI Template (Blank Version)
 Date Started: * Indicates a Basic Tool of Quality
 Completed by: * Printing -> Change Paper size to 11" x 17"

P L A N	FIND a Process to Improve (e.g. Background Information, Walkthrough). Date: (Specify)	DO the Improvement (e.g. "Check Sheet," "Take Alog, Process Map, Flowchart," "Data Collection Plan")
	ORGANIZE a Team (e.g. include subject matter experts, individuals who manage the process, other stakeholders (patients and resource members, etc.)) Team leader: _____ Team members: _____ Sponsor: _____ Date ready: _____	WHAT IMPROVED (IMPACT) OR MEASURED A MAP (How, When, How Often, Who, etc.)
	CLARIFY Current Knowledge (e.g. "Current Process Map, Flowchart, Journey Map (SIPOC), Value Stream Map, Observation," "Check Sheet")	
	UNDERSTAND Root Causes (e.g. "Fishbone Diagram (Cause and Effect), 5 Whys," "Process, Cause-and-Effect," "Program, 4M's")	STUDY the Results (e.g. Run Chart)
SELECT Possible Improvements (e.g. Best Practices, Brainstorming, Nominal Group Technique)	ACT and Determine Next Steps (e.g. "Control Check," "Go/No-Go Request")	
	LESSONS LEARNED Next Steps:	



Huddles

A3



Metrics



Kamishibai Board

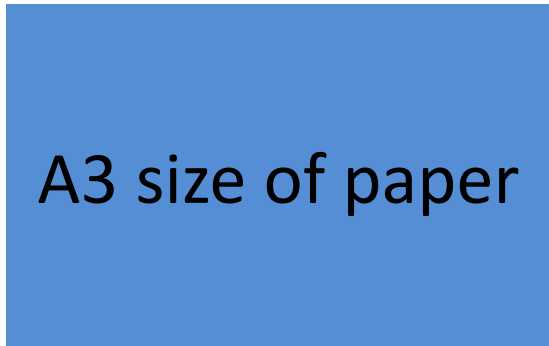
Quality Boards

Exercise

Write down a problem you had to solve in the last six months. Did you:

- Get off track?
- Have the right team members?
- Bite off more than you could chew?
- Jump to a solution that turned out to be ineffective at solving the real problem?
- Know objectively if the change you made was an improvement?

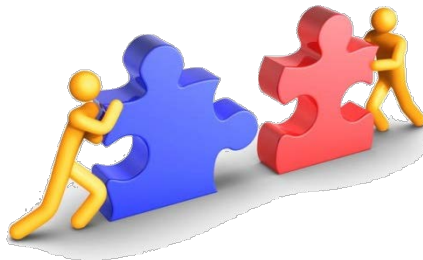
11
inches



A3 size of paper

17 inches

A3?



Is a simple and systematic approach



Promotes system thinking and collaboration



Focuses on improvement
Eliminates shortcuts

Systems Thinking

Basic A3 Structure



The diagram illustrates the Basic A3 Structure, a process flow for problem-solving. It consists of two columns of four blue rectangular boxes each. The left column contains the steps: 'Define problem', 'Describe current state', 'Describe future state or goal', and 'Understand root causes'. The right column contains: 'Implement improvements', 'Show results', and 'Implement follow-up'. A large green arrow on the left points downwards. A large green arrow on the right points downwards. A large green arrow in the center starts from the top of the left column, curves to the right, and points to the top of the right column, indicating the flow from the left column to the right column.

Define problem

Describe current state

Describe future state or goal

Understand root causes

Implement improvements

Show results

Implement follow-up

Basic A3 Structure

Insufficient exercise in fall and winter

Current state: inadequate cardio, strength, and flexibility training resulting in less muscle mass and more weight

Future: Healthy and lean, sustain the summer gains

Root causes:

- Cold and dark outside
- Activation energy
- Significant dislike of running

Implement behavioral nudges

Show results



Sustain nudges

DPH Approach to QI

P L A N	<p>FIND a Process to Improve (e.g. Background Information, Walkthrough, Data Charter)</p> <p>Why do you want to improve this process (change)? What work is in the process, defects, skills?]</p> <p>Describe problem</p>	<p>DO the Improvement (e.g. *Check Sheet, *Future State Process Map (Flowchart), Data Collection Plan)</p> <table border="1"> <thead> <tr> <th>#</th> <th></th> <th>MONITOR & SUSTAIN (the Change?)</th> </tr> </thead> <tbody> <tr> <td>#1</td> <td></td> <td></td> </tr> <tr> <td>#2</td> <td></td> <td></td> </tr> <tr> <td>#3</td> <td></td> <td></td> </tr> </tbody> </table> <p>What did you try? What happened?</p>	#		MONITOR & SUSTAIN (the Change?)	#1			#2			#3		
	#		MONITOR & SUSTAIN (the Change?)											
	#1													
	#2													
	#3													
	<p>ORGANIZE a Team</p> <p>Team Leader Sponsor Data Keeper</p> <p>Your team</p>													
<p>CLARIFY Current Knowledge (e.g. *Current Process Map (Flowchart), Journey Map (IADIT), Value-Stream Map, Observations, *Check Sheet)</p> <p>Process Opportunity? How will you know the change is successful? How will you know the change is not successful? (Can any of the current process be avoided?)</p> <p>Current state/goal</p>														
<p>UNDERSTAND Root Causes (e.g. *Fishbone Diagram (Cause and Effect), 5 Whys, *Pareto, *Scatter Diagram, *Histogram, Affinity)</p> <p>What is the difference between the current state and the goal? What caused the difference? What is the value to your customer?</p> <p>Problem analysis (root cause analysis)</p>														
<p>SELECT Possible Improvements (e.g. Best Practices, Brainstorming, Nominal Group Technique)</p> <table border="1"> <thead> <tr> <th>#</th> <th></th> <th></th> </tr> </thead> <tbody> <tr> <td>#1</td> <td></td> <td></td> </tr> <tr> <td>#2</td> <td></td> <td></td> </tr> </tbody> </table> <p>Improvement ideas</p>	#			#1			#2							
#														
#1														
#2														
	<p>STUDY the Results (e.g. Run Chart)</p> <p>Example</p> <p>Visual display of data (metric)</p> <p>What are the results of your improvement? What is the impact of the change? (e.g. time, money, quality, error, customer satisfaction) Did you meet your goal?</p>													
	<p>ACT and Determine Next Steps (e.g. *Control Chart, Close-Out Report)</p> <p>Lessons Learned: Next Steps:</p> <p>How will you sustain the improvement?</p> <p>Are you still in place? How will you monitor the improvement? How will you sustain the improvement? (do you have a control chart?)</p>													

Report Out

- How would you use A3 thinking to resolve the problem you identified? (15-minute with five-minute report out)
- How does the A3 QI template help you through the process?
- Would your results have been any different?

Common Challenges

Hang-Up	Solutions
Attempting to solve too large of a problem	<ul style="list-style-type: none">• Do not move past the “current knowledge” until there is a very clear understanding of the issue at hand, defined by data if possible.• Use the “root causes” step to dig deep into the true underlying conditions. Make this an iterative process if needed.• Narrow your focus through a well-defined specific aim statement.

Common Challenges

Hang-Up	Solutions
Change ideas are too large to implement.	<ul style="list-style-type: none">• Choose only one or two root causes to address.• Choose improvements that can be tested and measured on a small scale, within a few weeks.

Common Challenges

Hang-Up	Solutions
Improvement does not achieve the target condition.	<ul style="list-style-type: none">• Investigate the root causes of the poor impact.• Revisit the original root cause analysis to determine if the correct root cause was chosen.• Test a different change to address the root cause.

A3 QI Template

- Working document
- Collaborative tool for cross-functional teams
- Communication tool meant to be displayed

Before You Start

- Identify a team.
- Provide introductory continuous improvement education.
- Bring copies of the A3 QI template to your meeting to work from or have it on the screen.

During Improvement Process

- Consistently use template to keep team on track.
- Don't jump to solutions.
- Stay focused on your team's aim.
- Align change ideas to root causes.
- Focus on small tests of changes.
- Keep template visible. Refer to it often.

After Improvement Process

- Sustain the improved process.
- Monitor data until the new process is embedded in routine.
- Use the A3 QI template to communicate and share improvements.
- Keep electronic version for reference and training.

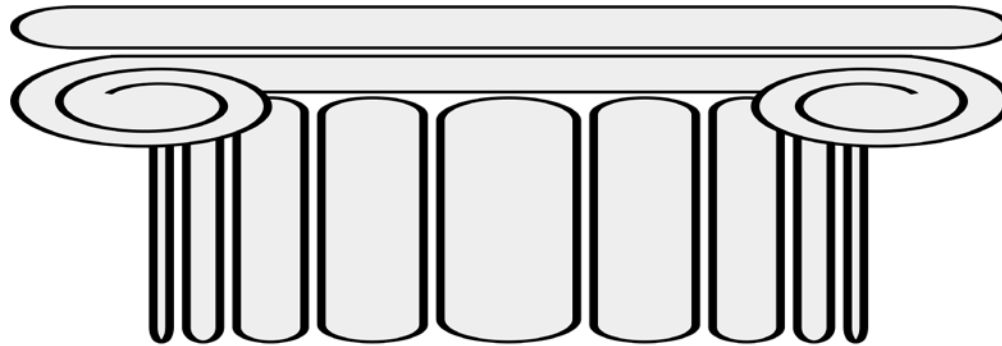
DPH Foundations of Quality



QI Council



QI Plan





Questions?

To protect and promote the health and safety of the people of Wisconsin

“Simple can be harder than complex: you have to work hard to get your thinking clean to make it simple. But it’s worth it in the end because once you get there, you can move mountains.”



– Steve Jobs

References

Content adapted from the following presentation:

Using A3 Thinking to Collaborate and Share Improvement Work: 3rd Annual Wisconsin Health Improvement & Research Partnerships Forum, September 12, 2013

<http://www.fammed.wisc.edu/files/webfm-uploads/documents/research/wren/2013forum/workshops/a3.pdf>