## A3 Roadmap for Performance Improvement at Penn Medicine

### Problem Statement (from patient’s/customer’s viewpoint):
- Concise.
- Customer-focused /Value-Focused
- Addresses the business case. Shows why a change is needed.

### Current Condition:
- There is evidence that you did your “Go and See”.
- Scope is appropriately narrow and within your own sphere of control to make project feasible.
- The section is rich with data. Data is presented graphically – bar charts, run charts, or SPC charts are preferred.
- You have at least one process map (High-level, detailed flow chart, spaghetti diagram).
- 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).
- You have completed a stakeholder analysis and attached it to your paper A3.

### Root Cause Analysis:
- 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.
- 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.

## Sponsor Initial Approval (signature and date):
### Target Condition:
- Your target condition will move you towards delivering exactly what the customer wants, closer to IDEAL.
- You identify at least one process, outcome, and balancing measure for your proposed project.
- You have a clear aim statement, and your process and outcome metrics are expressed as S.M.A.R.T. goals.

### Propose and Test Countermeasures:
- Each countermeasure is clearly related to a root cause in the previous section.
- For each countermeasure, state how you will DO the tests - What, When and by Whom.

### Metrics/Results:
- 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.

### Make it Standard Work (Implement Successful Countermeasures):
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:

- Did you adequately manage your stakeholders? Were the action items on your stakeholder analysis completed?
- Are you rounding/Gemba-walking regularly to see how the new processes are going?
- Are you auditing/measuring the continued results of the new process and making sure everyone knows how things are going?