**ZSFG Housestaff Incentive Program A3 Proposals Template**

**Title: Executive Sponsor: Owner: Faculty Coach: Revision #/Date:**

**Team Members:**

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| --- | --- | --- |
| 1. **Background: *What problem are you talking about and why focus on it now?*** |  | **5. Possible Countermeasures: *What countermeasures do you propose and why?*** |
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| 1. **Current Conditions: *What is happening today and what do we know about what is not working?*** |  | **6. Plan: *What, how, who, where and when will you implement?*** |
| **Problem Statement – One summary sentence stating specific, measurable problem in terms of baseline performance.** |  |  |
|  |  |  |
| 1. **Target Conditions (Goals): *What specific, measurable outcomes are desired and by when?*** |  | **7. Follow-Up: *How will you assure ongoing PDSA?*** |
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| 1. **Analysis: *Why does the problem exist, in terms of causes, constraints and barriers?*** |  |
| Describe likely root causes of this problem, or constraints or barriers to implementing change |  |

**ZSFG Housestaff Incentive Program A3 Proposals – PRIMER AND TIPS**

**Purpose**: The A3 is a one page improvement plan using a shared language and approach to support critical thinking, data-driven improvement, communication and engagement around improvement strategies and experiments known as PDSA (Plan-Do-Study-Act).

***Housestaff Incentive Program Proposals:*** *Draft an initial proposal with your current best knowledge and thinking*. This primer has prompts, example tables and italicized blue text that you can use as prompts.

*Any A3 will require further learning and validation with observation and stakeholder engagement. Completion of this document in final form would be an expectation of successful implementation.*

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| 1. **Background: *What problem are you talking about and why focus on it now?*** |  | **5. Possible Countermeasures: *What countermeasures do you propose and why?*** |
| **What is the high-level summary of the problem and its outcomes on stakeholders/organization?**   * *What is the problematic outcome and who is affected? How do we know?*     **Why is this problem a priority you have chosen to focus on now? For our organization, staff and patients?**   * *Internal Drivers: e.g. alignment with True North goals, mission, vision, strategies, existing A3s, etc* * *External Drivers: e.g. policy, population needs, external organizations, etc* * *Historical context:* |-----|-----|-----|------> * *Stakeholders to engage*: |  | **What PDSAs or countermeasures have you considered to address the root causes?**   |  |  |  |  |  | | --- | --- | --- | --- | --- | | Cause/Barrier Addressed | Countermeasure/Idea to Test | Description and Expected Results (Use “if… then…”) | Impact (High/Med/Low) | Effort  (High/Med/Low) | |  |  |  |  |  | |  |  |  |  |  | |  |  |  |  |  |  * *Consider above table to link specific barriers to proposed countermeasures, define countermeasures with expected impact and level of effort needed* * *What* * *Reflects engagement with owners of the work and understanding of current processes* |
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| 1. **Current Conditions: *What is happening today and what do we know about what is not working?*** |  | **6. Plan: *What, how, who, where and when will you implement?*** |
| **Describe what is actually happening today, or current processes, that are getting today’s results:**   * *Consider high-level process map, reflecting observation and understanding from stakeholders*   **What facts or existing data define the problem in these processes and related outcomes?**   * *What data or facts demonstrate problems in process or outcomes?* * *How does current performance compare to expected performance, benchmarks?*   **Problem Statement - One summary sentence stating specific, measurable problem in terms of baseline performance.**   * *Use specific measurable that will be changed. Avoid simply stating lack of a solution – E.g. Instead of “We don’t have a medication refill clinic,” use“ 50% of patients wait >24 hours for a medication refill.* |  | |  |  |  |  | | --- | --- | --- | --- | | Actions/Countermeasures | Description and Expected Results | Owner | Date | |  |  |  |  | |  |  |  |  | |  |  |  |  |  * *Consider using a Gantt chart or milestone chart to describe action plans and PDSAs*   + ***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 is 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, measurable outcomes are desired and by when?*** |  | **7. Follow-Up: *How will you assure ongoing PDSA?*** |
| **Describe specific, measurable, attainable, relevant targets with specific target dates.**   * *Consider a table:*  |  |  |  |  | | --- | --- | --- | --- | | Selected Metrics | Baseline | Benchmark | Target for [Date] | |  |  |  |  |  * *Describe your data source, metrics and plan for measurement* |  | * **Describe how you will follow-up to ensure implementation, reflect on impacts, and plan next steps**  |  |  |  |  | | --- | --- | --- | --- | | Describe follow-up steps or actions | Owner | Where | When | |  |  |  |  |   **Describe how you will follow-up to ensure implementation, study impacts, and plan next steps**  •*What steps will you take for follow-up, who will own it, where and when will these steps be completed.*  •*How will you track implementation (Do), measure your impact (Study) and take next steps (Adjust)?*  •*Consider a “visibility board” to track milestones in the Gantt chart, run charts with baseline/target/current, analysis through stratification and pareto charts, and documentation of action plans or PDSAs.*  **Results/Impact/Reporting:** *Consider reporting measurable results here, especially if you meet goals and cycle of improvement is completed. And consider next steps for standardization, spread or sustaining.*  *However, many complex problems are suited to additional tools to continue your problem solving through Study and Adjust. (e.g. A3-Status Report, Countermeasure Summary)* |
|  |  |
| 1. **Analysis: *Why does the problem exist, in terms of causes, constraints and barriers?*** |  |
| **Describe likely root causes of this problem, or constraints or barriers to implementing change**   * *Consider using fishbone diagram and/or 5 Why Problem Tree to visually describe causes, constraints or barriers that should be considered to achieve your results* * *Incorporate available or new data to rank top contributors using stratification, pareto diagrams, if possible* |  |

**ZSFG Housestaff Incentive Program A3 Status Report Template (A3-SR)**

**Purpose**: The A3-SR is a one page follow-up document to report the status of an improvement project that encourages ongoing Plan (Box 1-3), Do (Box 4), Study (Box 5-6), Adjust (Box 7-8)

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| --- | --- | --- |
| 1. **Background: *What problem are you talking about and why focus on it now?*** |  | **5. Follow Up/Impact:** *What impact did you have on your processes, outcomes and goals ? (Baseline/Target/YTD)* |
| * [Update/Summarize from original A3] |  | * [Summarize impact on performance related to your target and baseline] * [Use run charts or other types of charts to make your data visual] |
|  |  |  |
| 1. **Current Conditions: *What is happening today and what do we know about what is not working?*** |  | **6. *Further Analysis/Stratification/Learnings*** *Why does the problem still exist, in terms of causes, constraints, barriers?* |
| **Problem Statement – One summary sentence stating specific, measurable problem in terms of baseline performance.** |  | * [Especially if you have not achieved target, summarize further analysis, stratify data (e.g. unit, service, type), or identify top contributors/causes] * [Consider updating your previous analysis, asking why, studying cases where target was not reached] * [Use charts to make your analysis visual, such as a pareto chart] |
|  |  |  |
| 1. **Target (Goals): *What specific, measurable outcomes are desired and by when?*** |  | **7. Plan and Follow-Up: *How will you assure ongoing PDSA?*** |
|  |  | |  |  |  |  | | --- | --- | --- | --- | | Barrier/Cause Addressed | Actions/Countermeasures | Owner | Date | |  | [Especially if target has not been met, describe what will be done differently now, targeting identified barriers or top contributors from further analysis] |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |
|  |  |
| 1. **Plan Implementation: *What was done compared to what was planned?*** |  |
| **Describe likely root causes of this problem, or constraints or barriers to implementing change**   |  |  |  |  | | --- | --- | --- | --- | | Barrier/Cause Addressed | Actions/Countermeasures | Owner | Date/Status | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |  |  |  | |  |
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| **8. Unresolved Issues:** |
| [List issues that are unresolved, requiring escalation with your coaches/sponsors/service leaders.] |