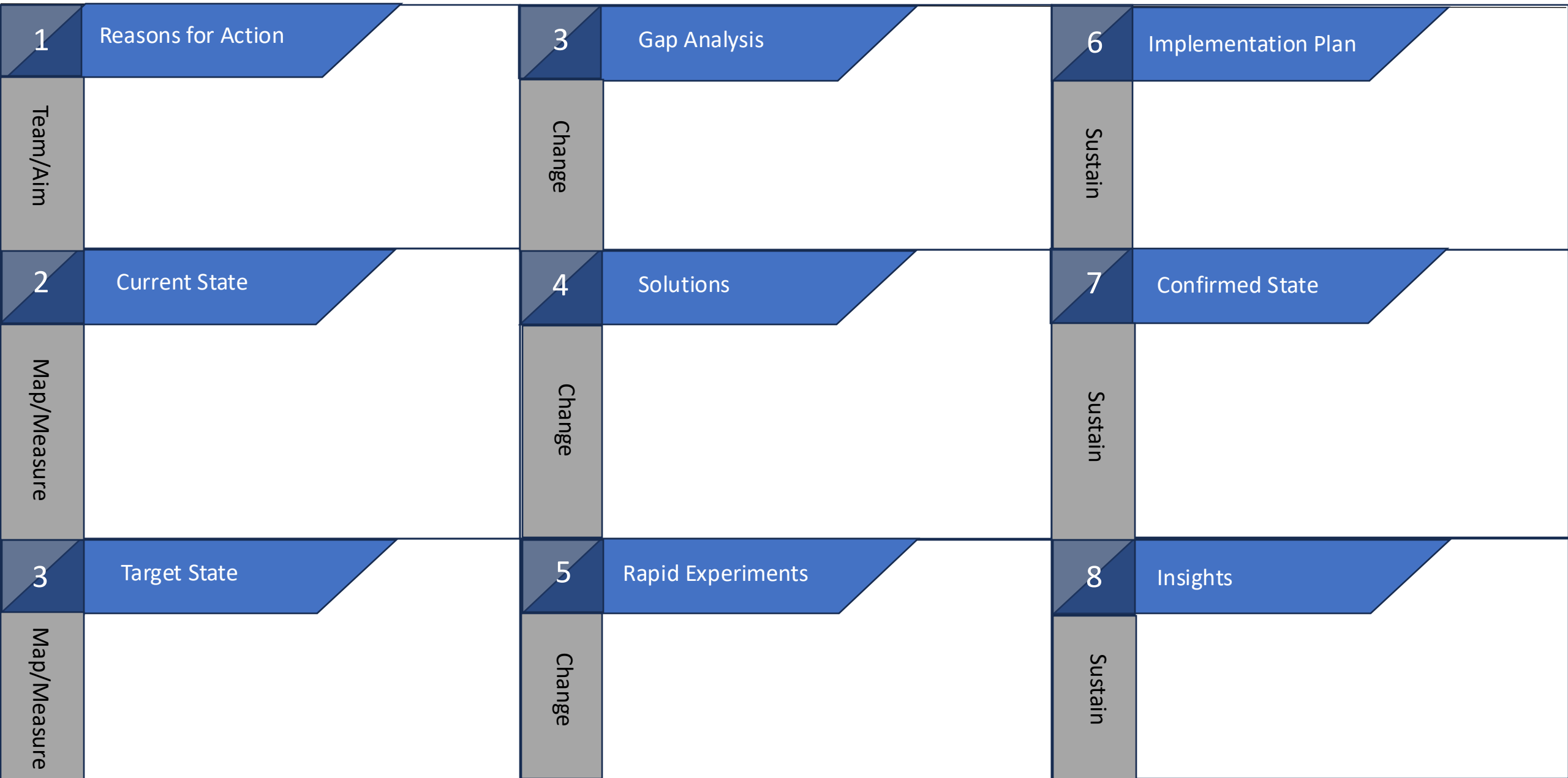


Title:		Sponsor:		Coach:		Start Date:		
Owner:		Team Members:		Facilitator:		Updated On:		
Team/Aim	1. Reasons for Action	Change	4. Gap Analysis	Sustain	7. Implementation/ Completion Plans			
	Reason For Action:		Gap Analysis:		Implementation/ Completion Plans:			
Maps/Measure	2. Current State	Change	5. Countermeasures	Sustain	8. Confirmed State			
	Current State:		If We:		Then We Expect:	Confirmed State:		
Map/Measure	3. Target State	Change	6. Gap Analysis	Sustain	9. Insights			
	Target State:		Rapid Experiments:		Insights:			

LEAN A3

<p>1. Reason for Action: Vision / Analysis – What are you trying to improve? (specific) Team and AIM Statement (SMART format)</p>	<p>4. Gap Analysis: (Between Current and Future Process Maps) = Change</p>	<p>7. Completion Plan: The results of your PDSA processes – that is “Sustained” over time Spread</p>
<p>2. Current State: Show Flow Map - Your current process you want to change = Baseline measurement</p>	<p>5. Solution Approach: Find Change Ideas – List possible changes to test</p>	<p>8. Confirmed State: Show a new graph that demonstrates an improved outcome Sustain & Spread</p>
<p>3. Target (or Future) State: Show a Flow Map of your Ideal/Target State - Measure</p>	<p>6. Rapid Experiments (Show results of Multiple PDSA Cycles =Rapid Cycle Improvement) Change</p>	<p>9. Insights: What you have learned; where you need to go next; new ideas to help sustain and spread your changes</p>



1

Reasons for Action

3

Gap Analysis

6

Implementation Plan

2

Current State

4

Solutions

7

Confirmed State

3

Target State

5

Rapid Experiments

8

Insights

Team/Aim

Change

Sustain

Map/Measure

Change

Sustain

Map/Measure

Change

Sustain

Examples for how the templates could look:

1 Reasons for Action expand

Improve our Veteran and Employee Experience by providing direct access to Audiology and Optometry services.

Process Start: Patient requests service
Process End: Exam completed, patient expectations met and prosthetics received (if needed).

In Scope: New and established patients, currently enrolled, monitoring supply and demand
Out of Scope: Vesting, VERA issues, Non-enrolled

TEAM/AIM

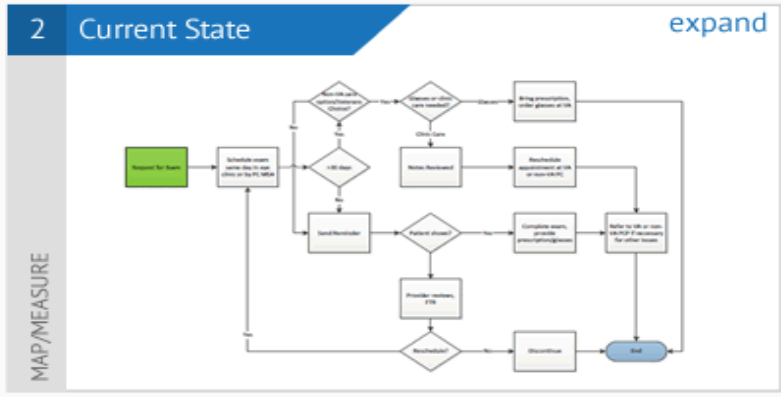
4 Gap Analysis expand

CHANGE

7 Implementation Plan Page 2 expand

Task	Lead	Due Date
Optimize health tech staffing	Dr. Anderson	Ongoing
Notification of exams	Mr. Jordan	TBD
Cerumen management process	Dr. Little	4/1/2015 ✓
Phone messaging service options	Dr. Bell	6/1/2015
Assess staffing needs based on updated demand	Dr. Little	9/1/2015

SUSTAIN



5 Solutions expand

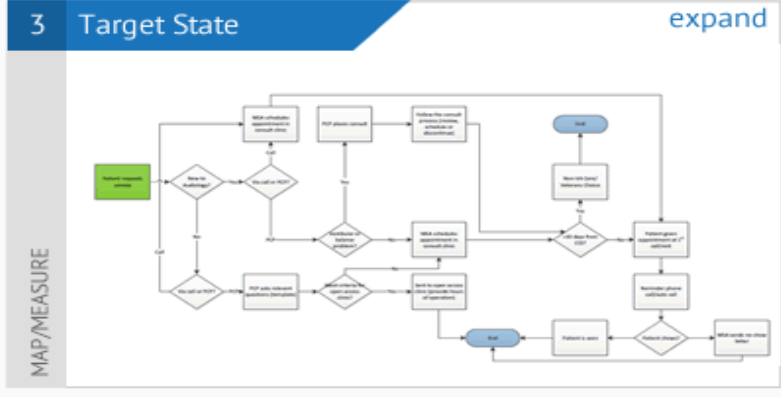
If we ...	Then we ...
Provide direct access	Eliminate queue between primary care & audiology / optometry
Provide More MSAs able to schedule	Enable same day scheduling
Eliminate routine optometry & audiology consults	Reduce time spent with consult management
Primary Care screens for Audiology open access clinic	Make more efficient use of staff time

CHANGE

8 Confirmed State Page 3 expand

Metric: Service	Period	Value	Change
Wait Times Since Consult	Apr 2015	35 days	-5% ▼
Wait Time Since Create	Apr 2015	24 days	-10% ▼
Wait Time Since Desired	Apr 2015	14 days	-10% ▼
Missed Opportunity Rate	Apr 2015	15%	25% ▲
Actual Clinic Utilization	Apr 2015	75%	10% ▲
# of patients on EWL	Apr 2015	0	0%

SUSTAIN



6 Rapid Experiments expand

Experiment	Status
Disable consult and update order menus	In progress
Text message notification of exams	In progress

CHANGE

- ## 9 Insights expand
- Visualization of process was helpful
 - Stunned by time spent & number of people touching consult process
 - Amount of re-work with current process
 - Impact of no-shows
 - Different services have similar issues – working together is helpful!
 - Wasn't as painful as I thought it would be!
 - Value of RPIW process (sequestered for 2 days)
- SUSTAIN

Sample A3 for Illustration Only