

A3 8-step problem solving worksheet

Responsible person: QA Staff, Supervisor, Manager, Director	People Involved: County Eligibility Workers, Supervisors, Director	Date: 02.18.2021
---	--	----------------------------

Problem:
"Barriers within a County Office that stop them from reaching a proactive QA Process"

1 Clarify the problem (Plan)
Current situation: Within a County office there are barriers to reach a proactive QA Process.
Desired situation: Arrive at a proactive QA process that reflects QA Maturity Level 3.

- **Develop countermeasures (Plan)**
 - No QA tracking tool that supports gathering data for Performance Measurement.
 - No documented QA process -> Create a documented QA Process
 - Outdated QA review forms that do not have enough detail and meet State MA Audit requirements-> **Create new MA review form for your County.**
 - Supervisor or Lead worker does not have time for QA.
 - Lack of central repository to share QA finding's.
 - Manual Process that requires a lot of movement/motion.
- Causes Counties identified in Module 1, Cohort 2**
- Small counties struggle with finding the time and manpower to do this process
 - 2 offices - increased work load due to COVID - new eligibility technicians - Supervisor is the trainer!
 - We have a trainer, but she is focused on new worker training for the next 6 months or longer.
 - I do it all alone - so time constraints are really an issue.
 - Staffing issues in small counties-increased work load!
 - Countermeasure: Better funding from state improved work flows to decrease staffing workloads
 - Countermeasure: Improve work flows to decrease staffing workloads
 - Workload Increase
 - Time
 - Staff Turnover
 - Don't have a tool that lists the errors we should be looking for.
 - Difficult to have sups train on QA on top of all their other duties due to constant policy changes. These are different skill sets.
 - MA Knowledge gap and the need for training's geared towards County QA staff.

5 Run experiments (Action Plans) to validate countermeasures (Do)

Owner	Support People	Dates

2 Break down the problem (Plan)

Barriers within a County Office that stop them from reaching a proactive QA Process

- What – time to complete QA reviews, defined QA process, outdated QA review forms, QA data collection that prevent a proactive QA process.
- Where – Occurs within the QA process at County offices.
- When – Depending on the County, it could happen - daily, weekly, or monthly.
- Who – County Eligibility workers, Lead workers, Supervisors, QA team

Barriers within a County Office that stop them from reaching a proactive QA Process

What?

Where?

When?

Who?

6 Monitor results from experiments (Action Plans -Check)

3 Set the target (Plan)

- Identity and remove those barriers preventing a proactive QA Process

8 Standardize successful countermeasures (Act)

4 Root cause analysis (Plan)

- Reference Fish Bone Tool

