

# 1 Problem

**What** Problem(s)  
**When** Date  
 Different, unusual, unique  
**Where** Facility, site  
 Unit, area, equipment  
 Task being performed

Veterans waiting too long for treatment
Issues identified in early 2014
Underserved areas having ongoing issues
Nationwide
Veterans Administration (VA) clinics, hospitals
Veterans seeking appointments

## Impact to the Goals

<b>Patient Safety</b>	Potential for serious impact to safety
<b>Compliance</b>	Not meeting timeliness goals
<b>Patient Services</b>	Patients waiting too long for appointments
<b>Schedule/ Operations</b>	Significant time between request & appointment

Cause Mapping is a Root Cause Analysis method that captures basic cause-and-effect relationships supported with evidence.

### CAUSE MAPPING

Problem Solving • Incident Investigation • Root Cause Analysis

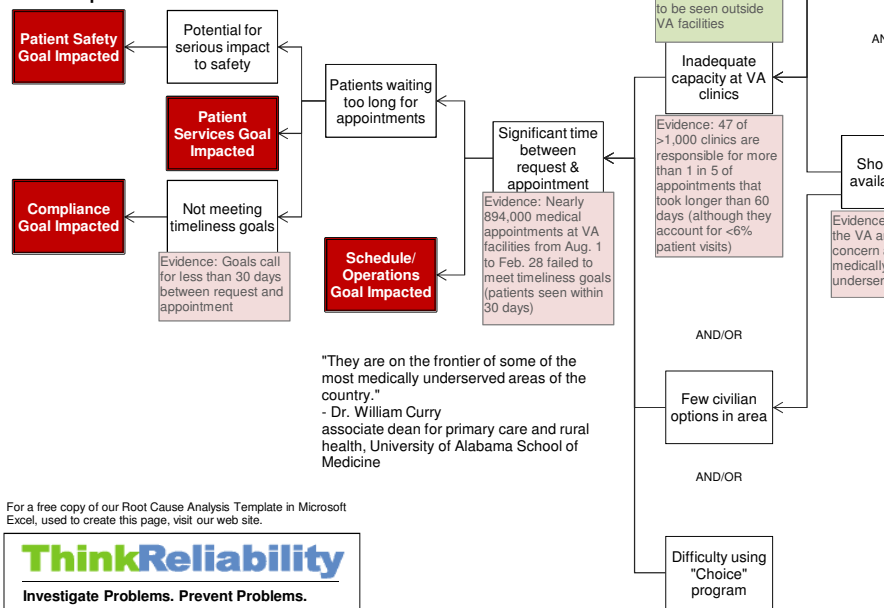
**Step 1 Problem** What's the Problem?

**Step 2 Analysis** Why did it happen?

**Step 3 Solutions** What will be done?

# 2 Analysis

**Cause Map** - Add detail as information becomes available.



For a free copy of our Root Cause Analysis Template in Microsoft Excel, used to create this page, visit our web site.

## ThinkReliability

**Investigate Problems. Prevent Problems.**  
 Houston, Texas 281-412-7766 ThinkReliability.com

Copyright ThinkReliability 2015

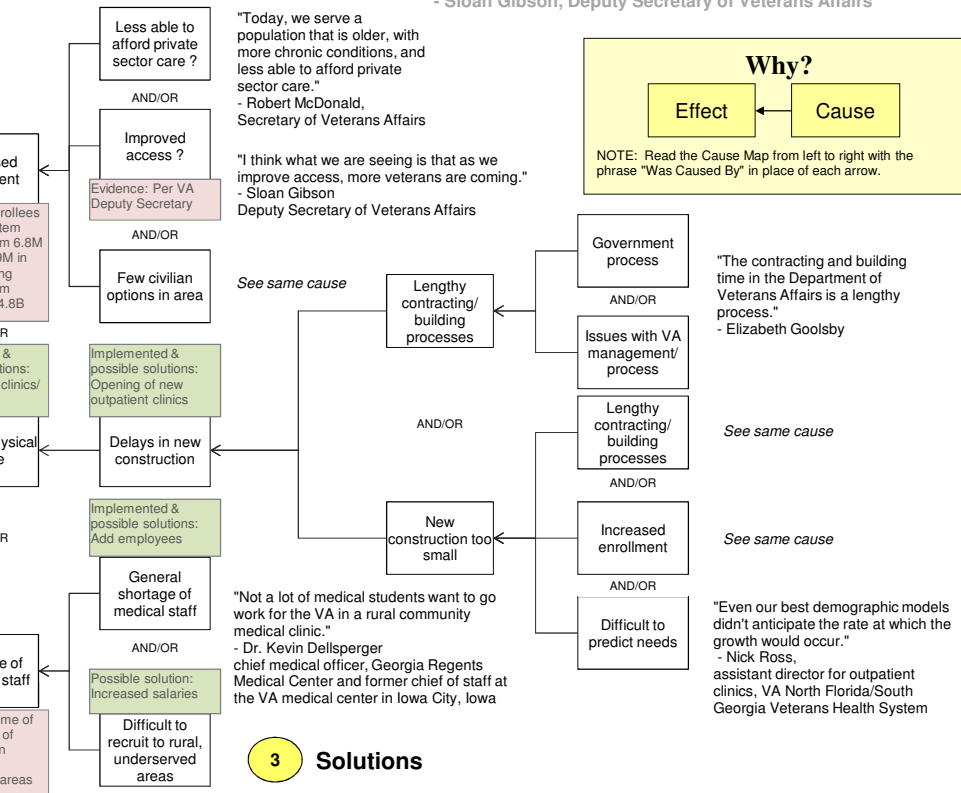
# WAIT TIMES FOR VETERANS STILL TOO LONG IN MANY AREAS

Cause Map

## Even after \$16.3B to shorten waits, >890,000 appointments were not scheduled within 30 days

"We are doing a whole series of things - the right things, I believe - to deal with the immediate issue. But we need an intermediate term plan that moves us ahead a quantum leap, so that we don't continue over the next three or four years just trying to stay up. We've got to get ahead of demand."

- Sloan Gibson, Deputy Secretary of Veterans Affairs



# 3 Solutions

No.	Action Item	Cause	Status-Completed	Notes
1	Allow vets to be seen outside VA facilities	Inadequate capacity at VA clinics	Implemented November 5, 2014	ID cards mailed in November, but many challenges remain with program
2	Building new clinics/ hospitals	Lack of physical space	Ongoing	IG notes ineffective management of timeliness & cost of new construction
3	Opening of new outpatient clinics	Delays in new construction		
4	Add employees	General shortage of medical staff	Ongoing	Addition of 8,000 employees between April & December 2014
5	Increased salaries	Difficult to recruit to rural, underserved areas	Ongoing	VA has increased salaries since the summer