8:30 – 8:40 Introduction and overview of agenda

* Explain the goals of the meeting
* Review the agenda
* Orient participants to worksheets, tools and other resources
* Explain other meeting logistics

8:40 – 9:30 What are possible reasons (contributing factors) for the problems identified in Phases One and Two?

* Review and discuss the list of process issues from the prior meeting
* Brainstorm other reasons (contributing factors) for the problems
* Develop an Affinity Diagram of the contributing factors

9:30 – 10:30 What are the underlying reasons for the problems?

* Team discussion of the connections between contributing factors
* Create a fishbone diagram, relationship diagram or cause map (five whys)

10:30 – 10:45 Break

10:45 – 12:15 Which of the underlying reasons will the team attempt to address in Phase Four? For each of the factors, the team will discuss:

* Equity: Does this factor contribute to the equity issue(s) identified in Phase Two?
* Primary Factor: Is this factor an underlying contributor to the process problem, or is it a symptom of another underlying contributing factor?
* Control and Ownership: Can this factor be easily controlled and modified? Do you have sufficient opportunities, resources, and support (stakeholder and owner) to impact the improvement opportunity?
* Theory and Evidence: Is there a theory or rationale for the contributing factor? Is there evidence that this is a major cause of the problem? Is there evidence to suggest that it is a major factor affecting results?

12:15 – 12:30 Debrief and plan next steps for the team

* What worked, what didn’t?
* What comes next?