

No Place Like Home

C A M P A I G N

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Process Mapping: Getting the Perspective on Process



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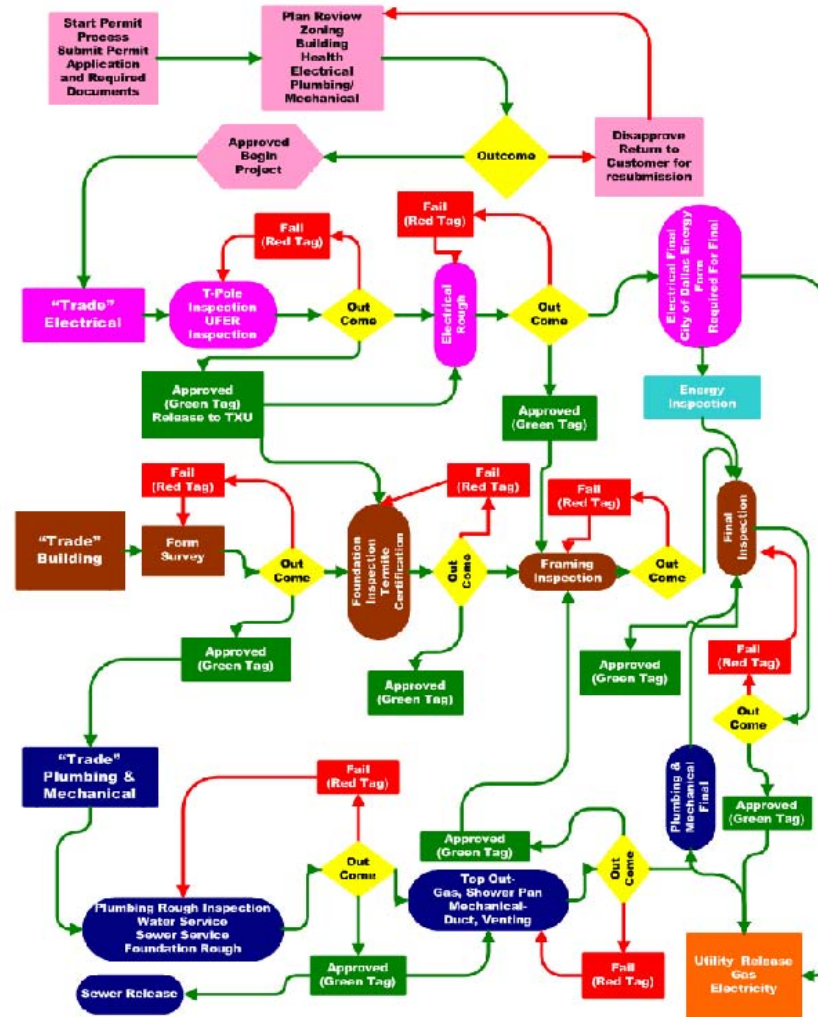
The power of story . . .



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Does this look like your process?



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Objectives—You Will

- Be able to define process mapping.
- Identify the elements that support good process mapping.
- Recognize how process mapping fits into quality improvement work. Identify:
 - Appropriate roles in process.
 - Where to target your PDSA (Plan-Do-Study-Act).
 - Patient- and family-centered care.
- Create a process map.
- Determine how you can use process mapping in *No Place Like Home* work.



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What Is Process Mapping?

An illustration of the activities that must be accomplished to deliver services or create products to meet the customers' needs. Customers may be patients or other staff within the organization or community.



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Why Process Map?

To create “Ah Ha!” moments.

- Illustrates the process and work flow
- Shows the boundaries of a process
- Shows the inputs and products of a process
- Starts the method of identifying improvements
- Helps users identify solutions for current problems



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Elements That Support Process Mapping

Lean Core Philosophy: Waste Reduction

- Movement: walking or repetitive motion
- Transportation: excessive moving of things and equipment
- Overproduction: making more of something than what is required
- Waiting
- Overprocessing: touching the same thing too many times by too many people
- Stock on Hand: too many supplies sitting on the shelf that take up space or could go out of date
- Defective products



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Elements that Support Process Mapping

- Five Whys

- Similar to root cause analysis: Ask “why” five times to understand the core issue.

Why?

Why?

Why?

Why?

Why?



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Steps to Create a Process Map

1. Identify processes to be mapped.
2. Use individuals who *actually* perform the process; they know it best and need to own the impending change.
3. Instruct persons on process mapping—why it is being done and how it is done.
4. Map *current* processes. Avoid identifying opportunities for improvement now, or critical controls built into current processes may be overlooked.
5. Validate maps to ensure they reflect current processes, variations, and the information payload.
6. Collect all forms and reports that are part of processes to be automated through health information technology.
7. Obtain benchmark data to define expectations for change.



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Start With Current State Map

- Clarifies your understanding of how current processes work
- Creates a baseline for all future improvements



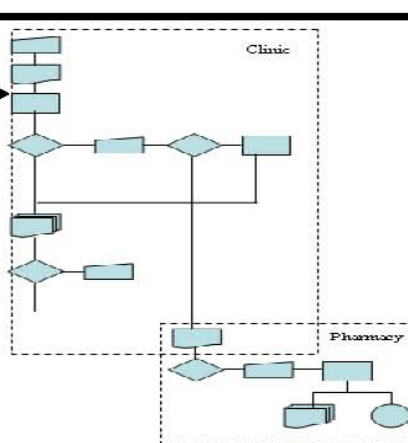
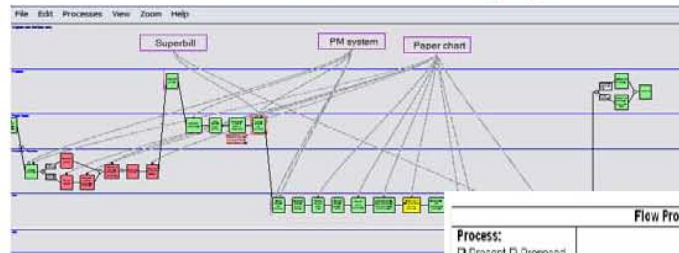
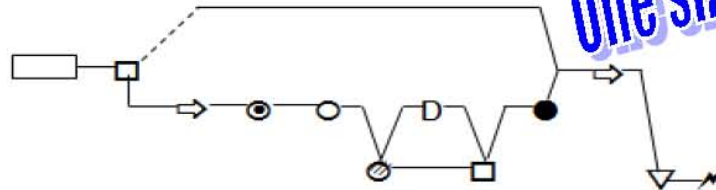
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Select Tools

One size does not fit all

- Process diagram
- Swim lane process chart
- Flow process chart
- Systems flow chart
- Software is available to aid in drawing charts, if desired



| Flow Process Chart | | | | | | | Performed by: |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|
| Process: | | | | | | | Date: |
| <input type="checkbox"/> Present <input type="checkbox"/> Proposed <input type="checkbox"/> Person <input type="checkbox"/> Material | | | | | | | |
| Analysis (✓): | | | | | | | |
| Why is it done this way? | | | | | | | |
| Why is it done by this person? | | | | | | | |
| Why is it done at this time? | | | | | | | |
| Why is it done at this location? | | | | | | | |
| Why is it done - is it necessary? | | | | | | | |
| Details of Present/Proposed Process: | | | | | | | Notes |
| Operation | Transposition | Inspection | Delay | Storage | Distance in feet | Quantity | Time |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 1 |
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| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | 10 |
| Totals: | | | | | | | |
| Summary: | | | | | | | |
| Operators | | | | | | | Present No Time Proposed Time |
| Transpositions | | | | | | | |
| Inspections | | | | | | | |
| Delays | | | | | | | |
| Storages | | | | | | | |
| Totals: | | | | | | | |

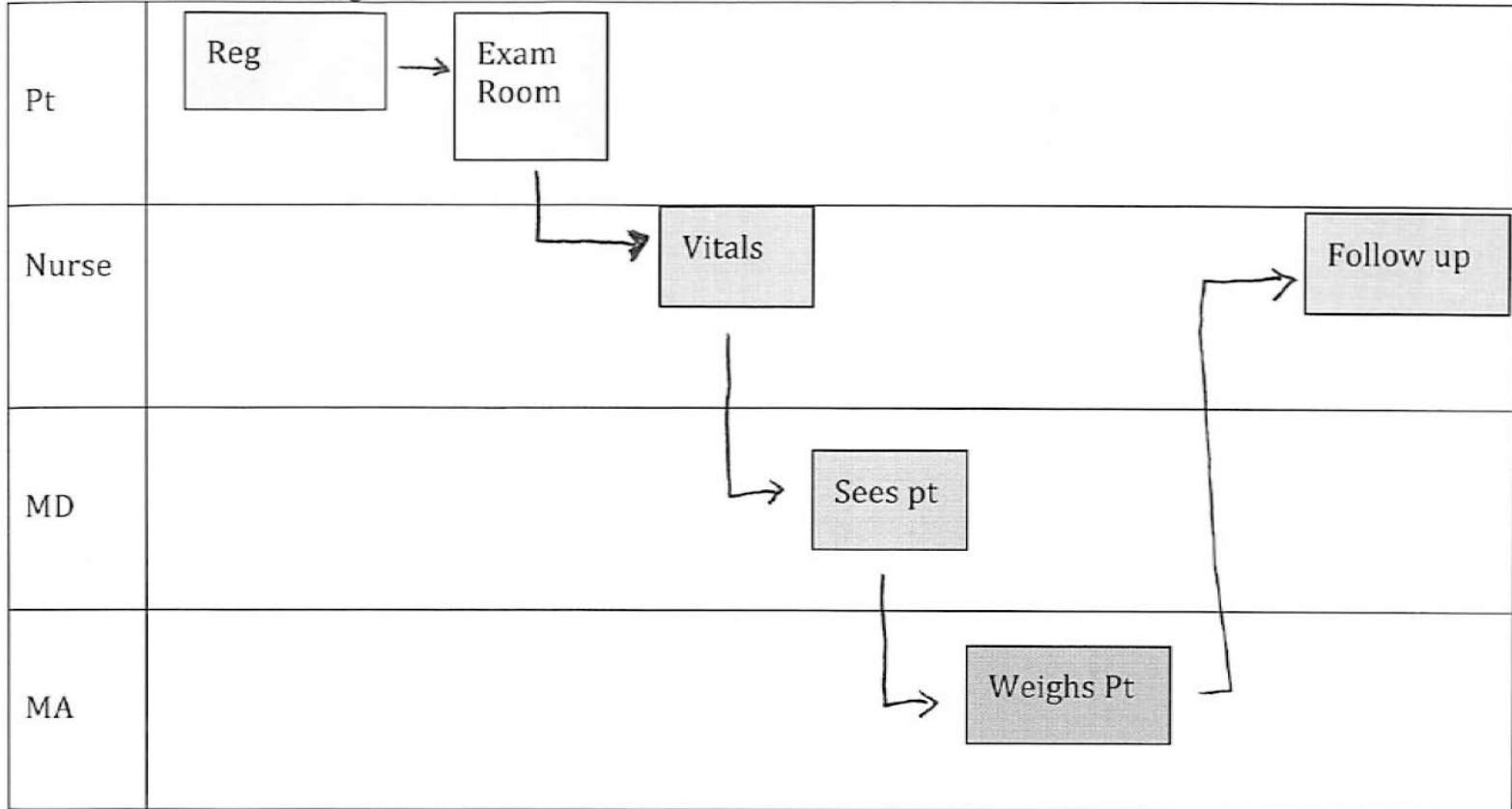


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Swim Lane Flow Diagram

"Swim Lane" Flow Diagram



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Analyze Roles in the Process

- Identify handoffs and communication tools.
- Identify cross-functional barriers.
- Is the right person doing the work?
- Identify scheduling conflicts.



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Identify Problem Areas

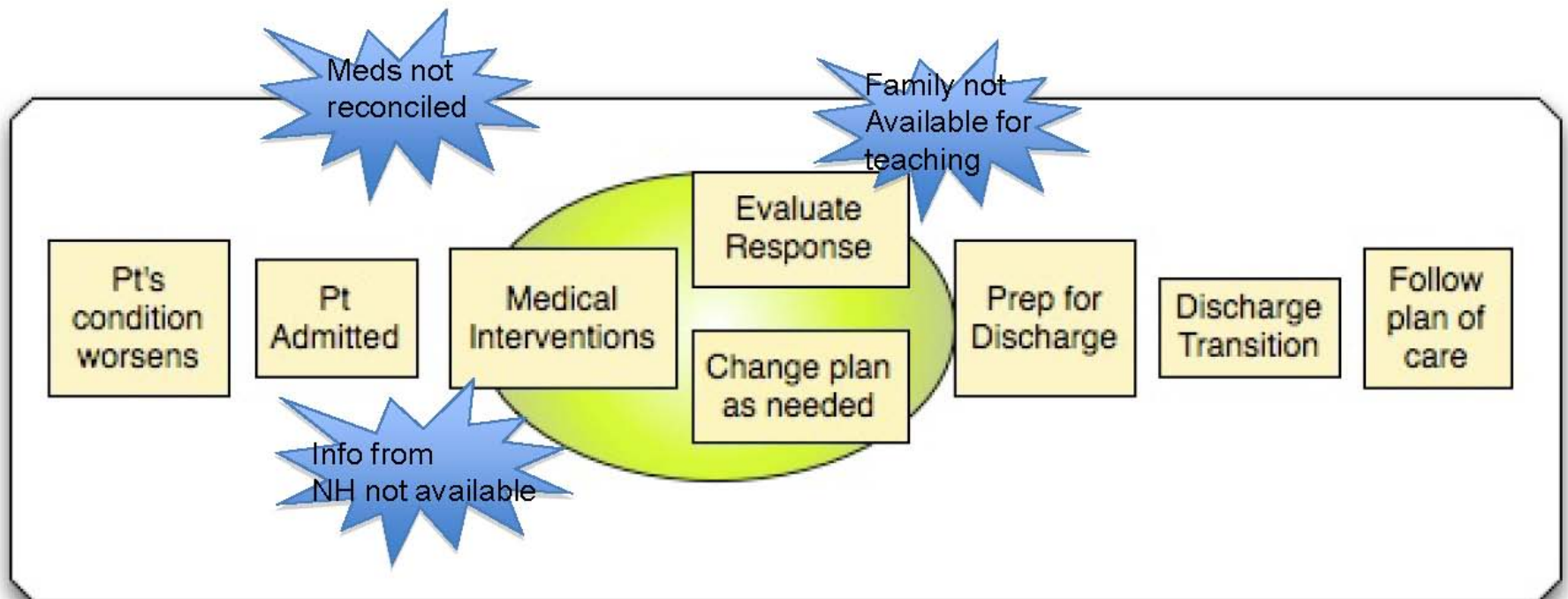
- Wrong person performing the task?
- Handoff clumsy?
- No communications tool or flag?
- Wrong sequence?
- Patient waiting too long?
- Value-add for the patient?



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Process Map-Current State



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How Could Process Map Fit?

- Quality Improvement Team selects topics for improvement
- Process definition—end-to-end
- Post and pursue insight from patients and staff
- Selects “shazams” to PDSA



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How Does Process Mapping Fit?

Pick Shazam and PDSA

- Choose easy fixes first.
- Brainstorm ideas on how to address.
- Ask around for ideas—involve staff.
- Pick one and test it.
- Try it on a small group (1 doctor/1 nurse).
- Trial it for a short time and ask for feedback.



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Now You Try!

- Pick the process—end-to-end.
- Map out your current state as best you can with your team.
- Identify the roles involved.
- Delineate the wait/walk times between steps.
- Add the communication flow.
- What will you PDSA?



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- Go See
- Ask Why
- Show Respect

—John Shook
Lean Enterprises Institute



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- This material was adapted by HealthInsight, the Medicare Quality Improvement Organization for Nevada, under contract with the Centers for Medicare & Medicaid Services (CMS), an agency of the U.S. Department of Health and Human Services, from material originally prepared by the RARE Campaign. The contents presented do not necessarily reflect CMS policy. Publication No. 10SOW-NV-2012-CT-30*



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