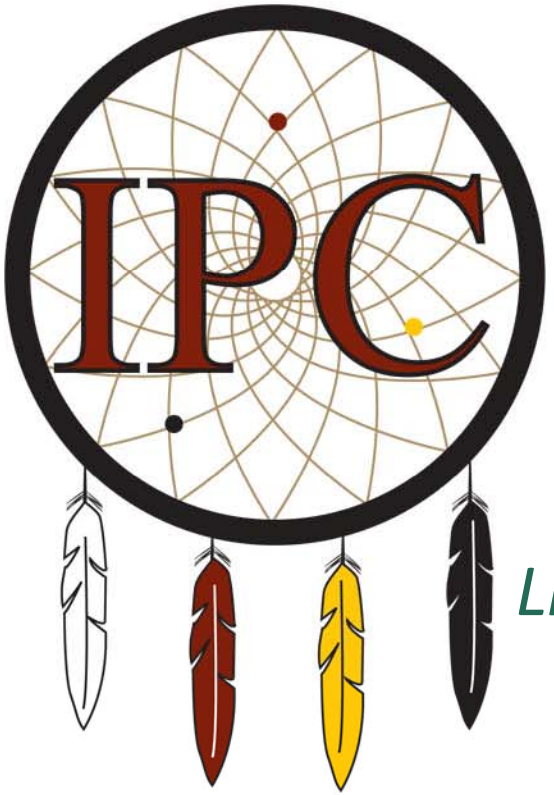


Process Mapping

"If you can't draw a picture of your process you can't improve anything."
--J. Edwards Deming

Lisa Dolan-Branton and Corinna Nyquist

IPC Program

June 9, 2010

IMPROVING PATIENT CARE

Why it is important?

- Waits and Delays are wasteful and exhausting
- Streamline the work processes
- Decrease workload
- Smooth flows of pts and information
- Delight patients and families
- Decrease the likelihood of error
- Create a rational environment for patients, staff, and providers
- Save money, time and wear and tear
- All staff understanding the processes of care and services in the practice is a key to developing a common understanding and focus for improvement

What Is a Process?

- A continuous and regular action or succession of actions, taking place or carried on in a definite manner, and leading to the accomplishment of some result; a continuous operation or series of operations, Caulkin 1989
- Your daily work is made up of dozens of separate - though integrated - processes.

What Is Process Mapping?

A process map is considered to be a visual aid for picturing work processes which show how inputs, outputs and tasks are linked

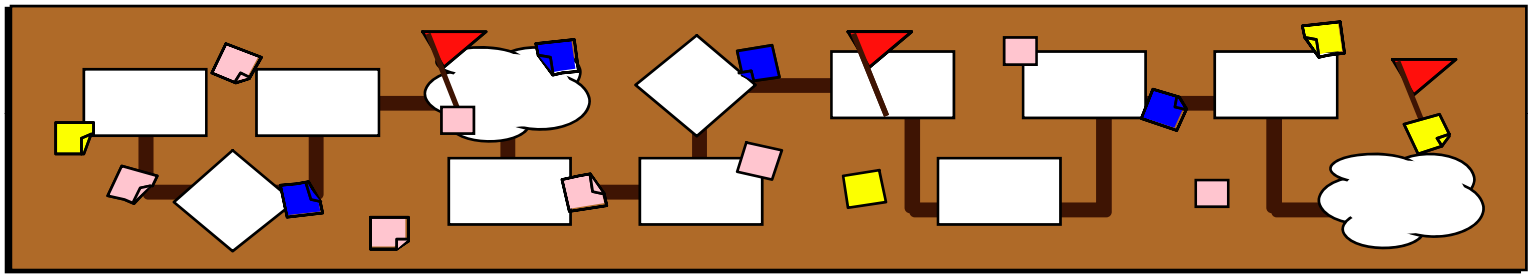
It is the “most important and fundamental element of business process re-engineering”

Anjard, 1998; Soliman, 1998

Process Mapping Steps

- Choose a process
  - time consuming
  - error prone
  - critical to success
- Map out the way work is currently done
- Identify gaps and problem areas
- Brainstorm solutions

Process Mapping Using the Flip Chart Paper Approach



- Shows the “Big Picture”
- Describes a process as it works today; an “as-is” model
- High touch, low-tech
- Identifies gaps, problems, and opportunities
- Captures the complexity and disconnects of key operational issues
- Identifies outside areas involved in the process

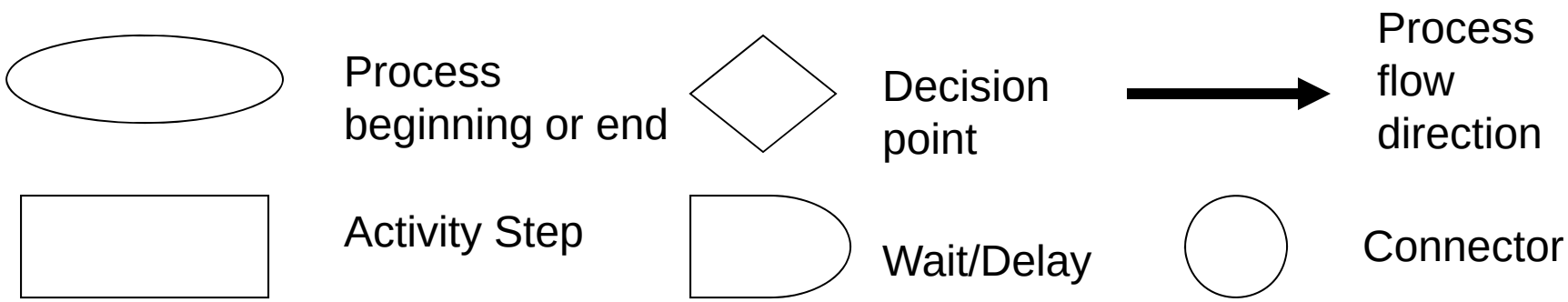
Details for building pictures of your process

Patient walks in and introduces himself. Staff asks patient to sign log

Step # 1
Time: 30 seconds
Who: Registration Clerk Jones

Post-Its

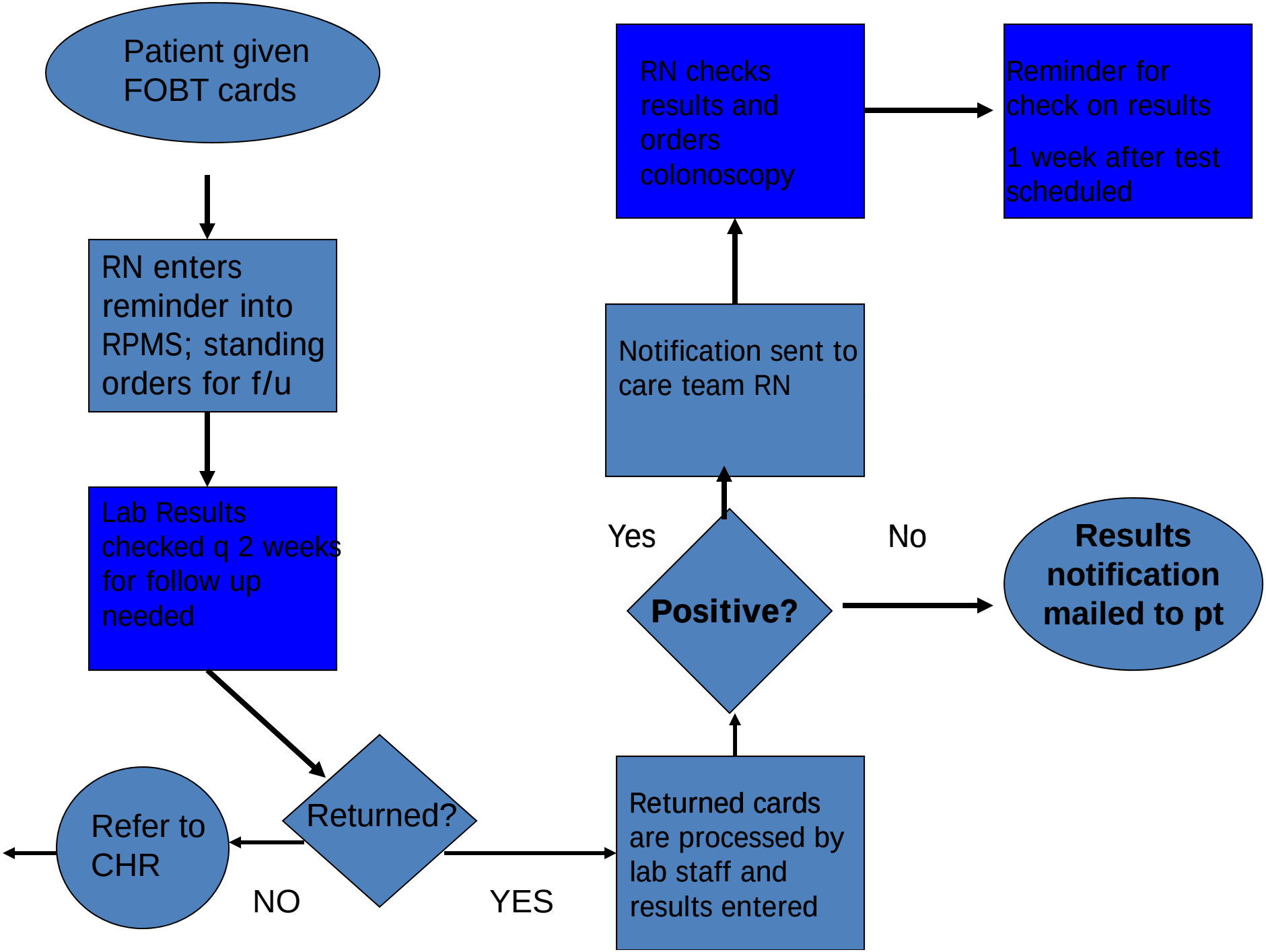
Flow Symbol Key from the Green Book



Process Mapping for Improvement

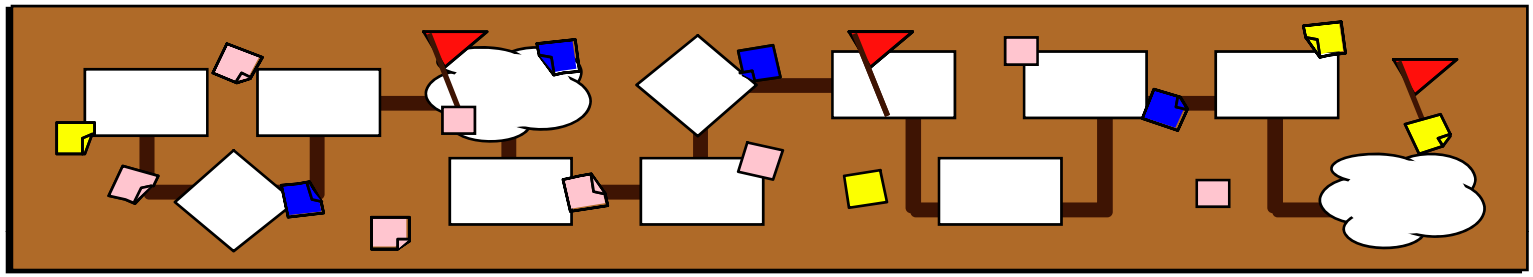
- **Use one index card for each step in the process**
- **Write down what happens in each step**
- **Place arrows to illustrate the flow of the steps**
- **Map first, then go back and begin to review the process**
- **Identify missing steps, gaps, and problem areas**
- Brainstorm ideas to impact the problem areas identified (use the "Key Questions for Evaluating Process Steps")
- Evaluate the ideas, then decide on one or two to start with
- Plan a PDSA and TEST!!

Understand Flow: Map the Process


Patient given FOBT cards
RN enters reminder into RPMS; standing orders for f/u
Lab Results checked q 2 weeks for follow up needed
Returned?
NO
Refer to CHR
YES
Returned cards are processed by lab staff and results entered
Positive?
Yes
No
Results notification mailed to pt
Notification sent to care team RN
RN checks results and orders colonoscopy
Reminder for check on results
1 week after test scheduled

Key Questions for Analyzing Process Steps

Purpose	**What?**	**What is done?**	**Eliminate**
	Why?	**What is the purpose?** **Is the purpose accomplished?** **Why is it necessary?** **What if it were eliminated?** **What would make it unnecessary?**	**Combine** **Rearrange**
Place	**Where?**	**Where is it performed?** **What alternate locations are viable?** **Can the departments be reorganized?**	
Sequence	**When?**	**What other sequences would work?** **Can it be combined with another event?** **What are the implications of other sequences?**	
Person	**Who?**	**Who performs the task?** **Who else could perform it?**	
Means	**How?**	**What other methods are available?** **What other process technologies exist?** **Can smaller scale processes be used?**	**Simplify**

Process Mapping Exercise (20 mins)

- **Use one large sticky note for each step in the process**
- **Write down what happens in each step**
- **Place arrows to illustrate the flow of the steps**
- **Map first, then go back and begin to review the process**
- **Identify missing steps, gaps, and problem areas**
  - **Use smaller sticky notes to highlight these**