



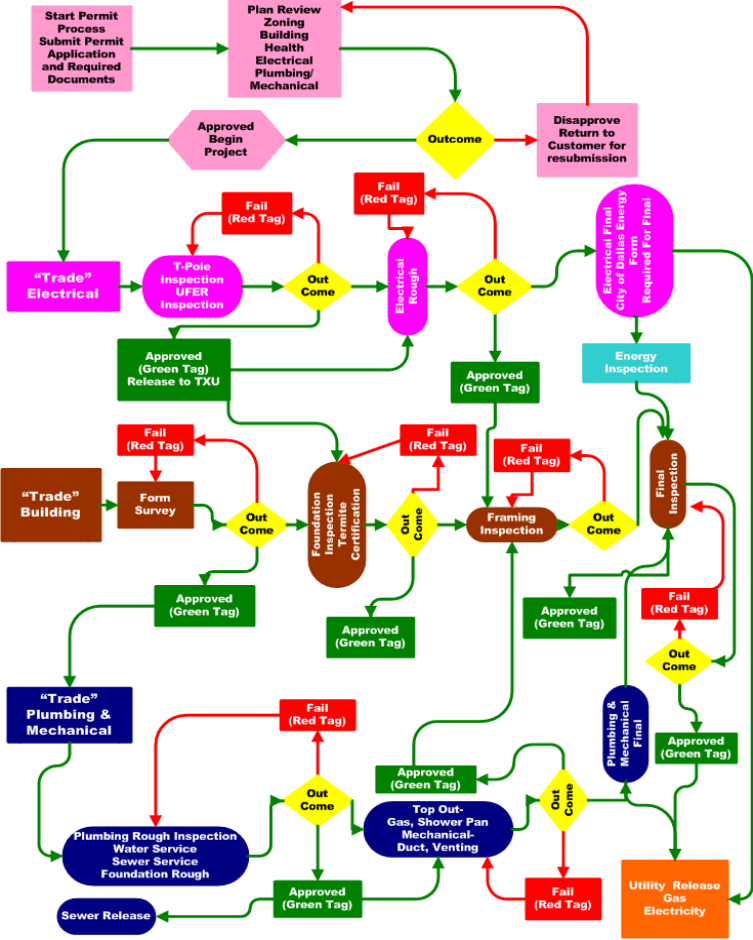
Process Mapping: Getting the Perspective on Process

The power of story...



Reducing Avoidable
Readmissions Effectively

Does this look like your process?



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 Plan, Do, Study, Act (PDSA)
 - Patient- and family-centered care
- Create a process map
- Determine how you can use process mapping in RARE work

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.

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



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- Stock on Hand: too many supplies sitting on the shelf that take up space or could go out of date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

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?

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 HIT
7. Obtain benchmark data to define expectations for change



Start With Current State Map

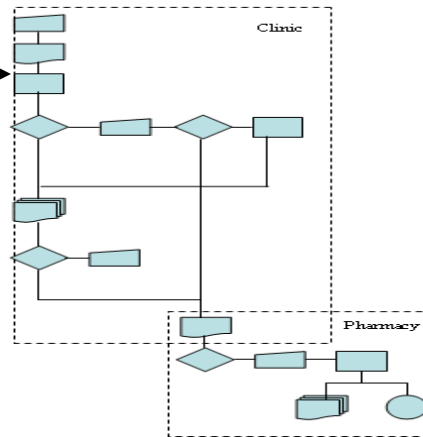
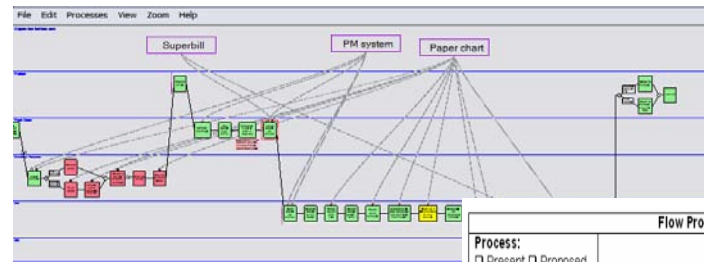
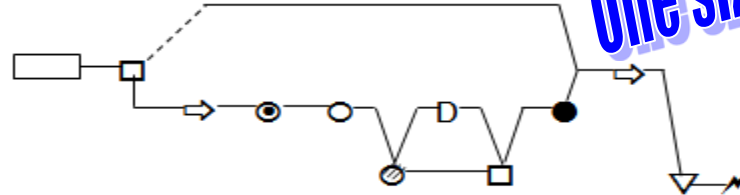
- Clarifies your understanding of how current processes work
- Creates a baseline for all future improvements



Select Tools

One size does not fit all

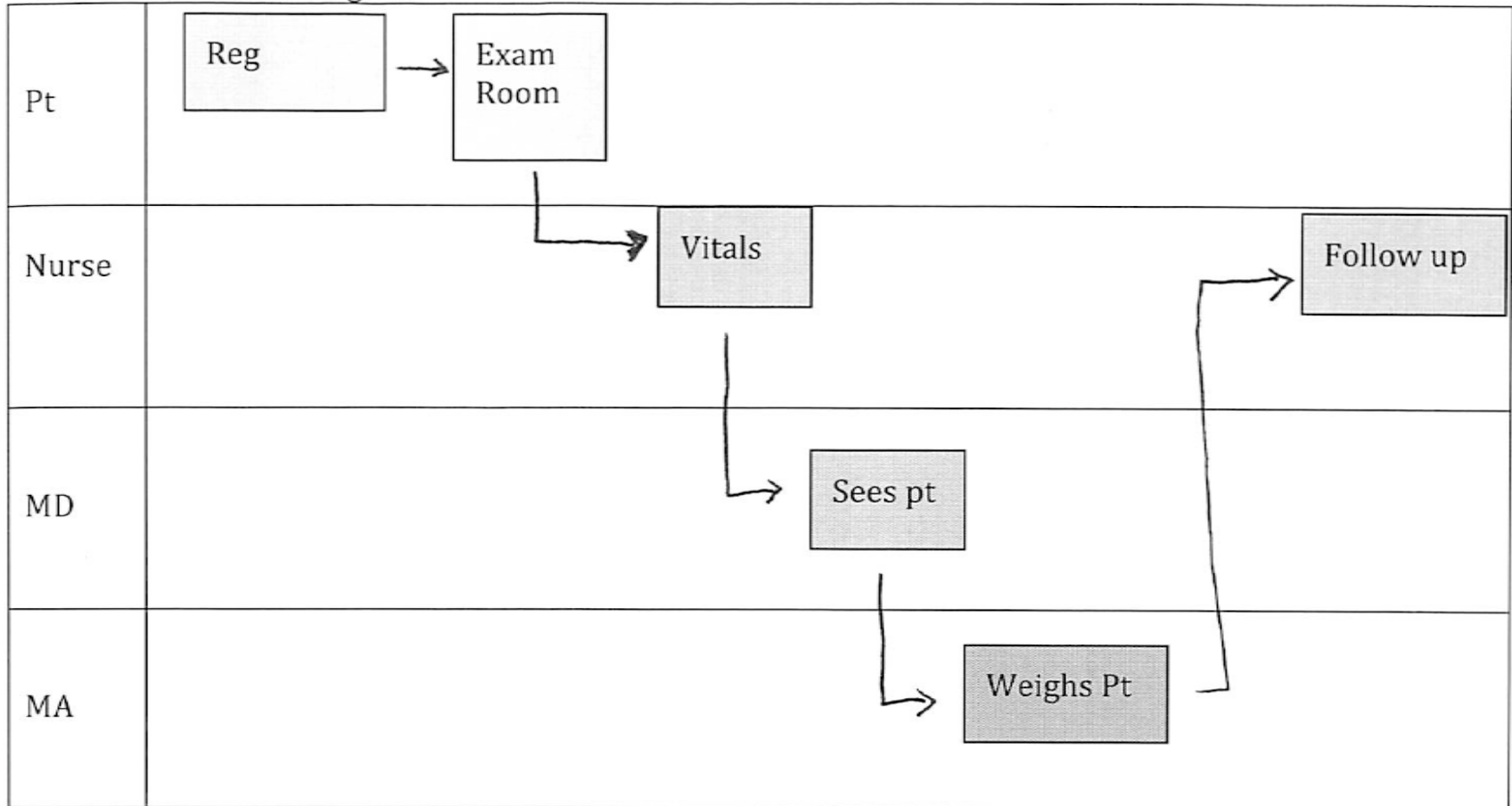
- Process diagram
- Swim lane process chart
- Flow process chart
- Systems flow chart
- Software is available to aid in drawing charts, if desired



Flow Process Chart									
Process: <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?									
Performed by: _____ Date: _____									
Operation	Transportation	Inspection	Delay	Storage	Distance in feet	Quantity	Time	Details of Present/Proposed Process:	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1.	Notes
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2.	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3.	
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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"/>	<input type="checkbox"/>	7.	
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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"/>	<input type="checkbox"/>	9.	
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	10.	
Totals:								Present	Proposed
								No.	Time
								No.	Time
Summary: Operations Transportations Inspections Delays Storages									
Totals:									

Swim Lane Flow Diagram

“Swim Lane” Flow Diagram



Analyze Roles in the Process

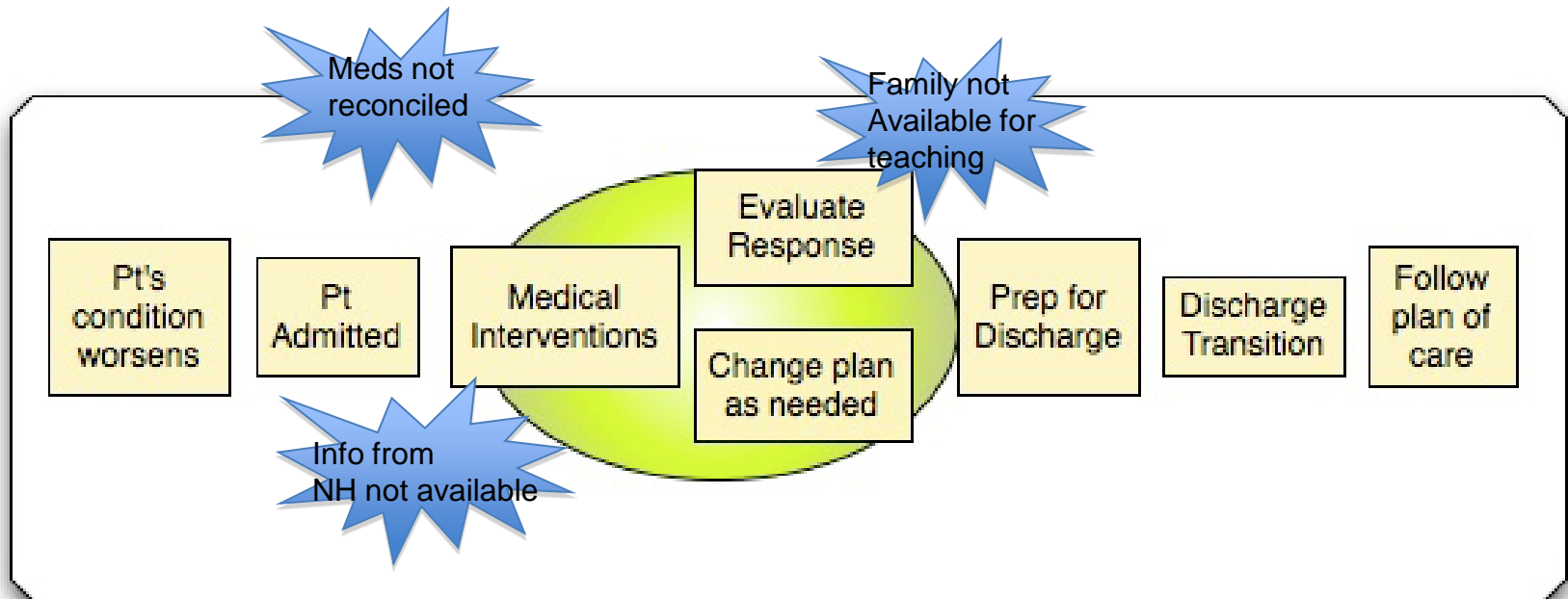
- Identify hand offs and communication tools
- Cross-functional barriers
- Is the right person doing the work?
- Scheduling conflicts



Identify Problem Areas

- Wrong person performing the task?
- Hand off clumsy?
- No communication tool or flag?
- Wrong sequence?
- Patient waiting too long?
- Do we know the value-add to the patient?

Process Map-Current State



How could Process Map Fit?

- QI team selects topics for improvement
- Process definition – end-to-end
- Post and pursue insight from patients, staff
- Select shazams to PDSA

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 on a small group (e.g., 1 doc/1 nurse)
- Trial for a short time, and ask for feedback

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?

- Go See
- Ask Why
- Show Respect

– John Shook

Lean Enterprise Institute