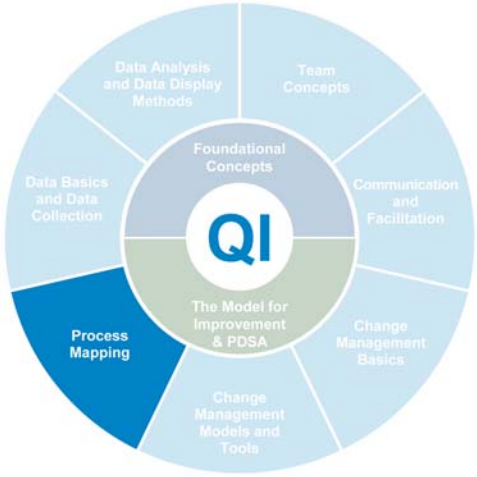
# Quality Improvement: Process Mapping

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# Topics


- Learn what process mapping is
- How process maps supports quality improvement (QI)
- The basics to create a process map
- Review a sample process map

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# What Is Process Mapping?



## Key Concepts and Definitions

- **Process**: A complete set of activities or steps designed to produce a results that helps to accomplish a particular organizational goal
- **Workflow**: Study of "Who/Does/What/When?" a combination of steps, tasks, or events and/or decision points that support the process which results in the process outcome

# What is Process Mapping?


- Creating a visual diagram of the steps involved in your work
- End-to-end mapping of a process
- Determining what the scope of the process is (beginning and end)
- Process mapping is part of understanding your "system"



# Process Mapping Supports the Model for Improvement


- Process Mapping is a tool that supports the Model for Improvement
- Helps answer the final of the Model for Improvement 3 key questions:
  1. What are we trying to accomplish?
  2. How will we know the change is an improvement?
  3. What change can we make that will result in improvement?
- Mapping precedes using the PDSA tool

# 5 Steps of Process Mapping


1. Current state – document and review existing process
2. Determine changes needed
3. Future state – map out desired process
4. Test future state process
5. Decide and act on results of process modifications

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# Why Do Process Mapping?


- The power of visual representation
- There are always “Ah-ha!” moments
- Identifies and documents how work is done
- Helps demonstrate how people, processes, and technology are integrated
- Opportunity to correct broken processes and analyze *how* we do our work


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# Process Mapping is a Team Activity


- Engage stakeholders and create buy-in
- Prepares us for change
- Process "owners" know what changes may work best
- Helps contrast:
  - Perceived process
  - Actual process
  - Ideal or "future-state" process

People → Process → Technology → Achieving Excellence

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# Mapping Out Your Process


- Framing the process: what is "in" and what is "out" of scope?
- Identify process input/trigger and outputs (start and end of the process)
- Document major steps in the process, from trigger event to the end result
- Who are the stakeholders and customers?
- What are the process inputs (reports, data, equipment, etc.)?
- Keep thinking "Who / Does / What / When?" as you visually build your process
- Consider interdepartmental handoffs

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# Identify Opportunities to Improve the Process


- Bottlenecks
- Rework due to errors
- Role ambiguity
- Unnecessary duplications
- Long cycle time
- Lack of adherence to standards
- Lack of information
- Lack of quality controls

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# Mapping the Process

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# Mapping the Current State Process


- Map the current process using progressive levels of detail until the process is understood
- Use the 80/20 rule when diagraming and documenting your process
  (you can spend 80% of your time documenting only 20% of the process - try to do it the other way around!)
- Capture low hanging fruit and “ah-ha!” moments

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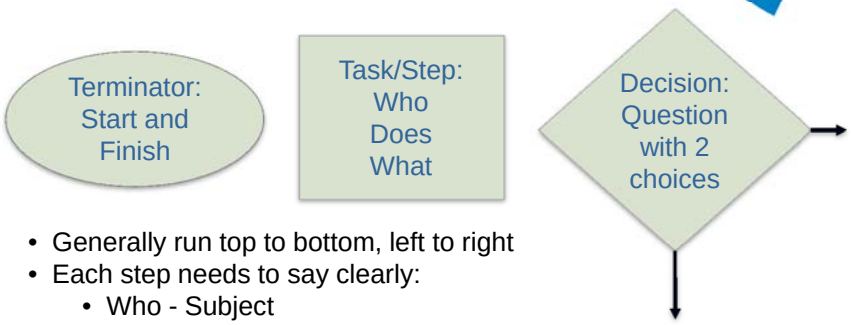
# Process Shapes


- Generally run top to bottom, left to right
- Each step needs to say clearly:
  - Who - Subject
  - Does - Verb
  - What – Object
- Decision diamonds represent key choices or decisions.
  - Label the process path
  - Yes or No (most frequently)

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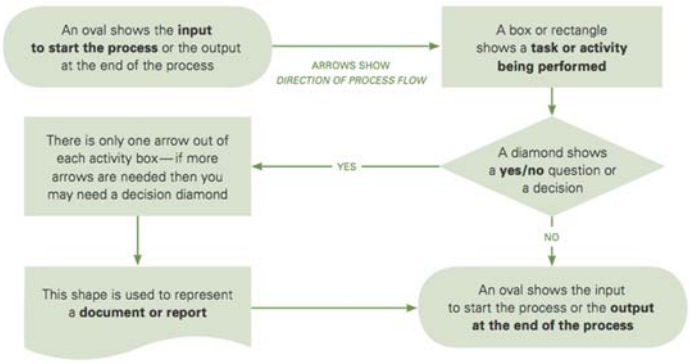
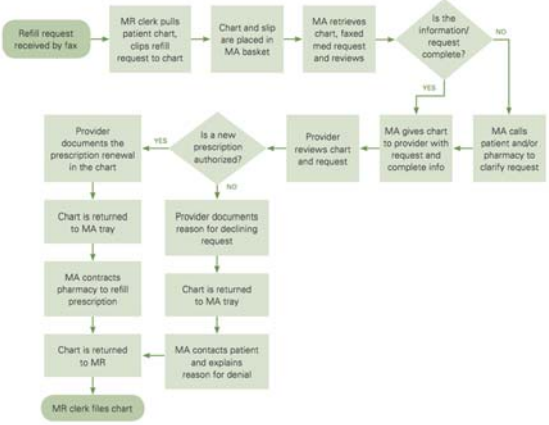
# Process Map Example




Source: HealthInsight, Workflow Demystified; 9SOW-UT-2010-00-112

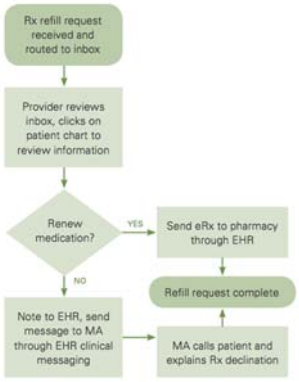


# Example: Medication Refill Current State


Source: HealthInsight, Workflow Demystified; 9SOW-UT-2010-00-112

# Example: Medication Refill Future State

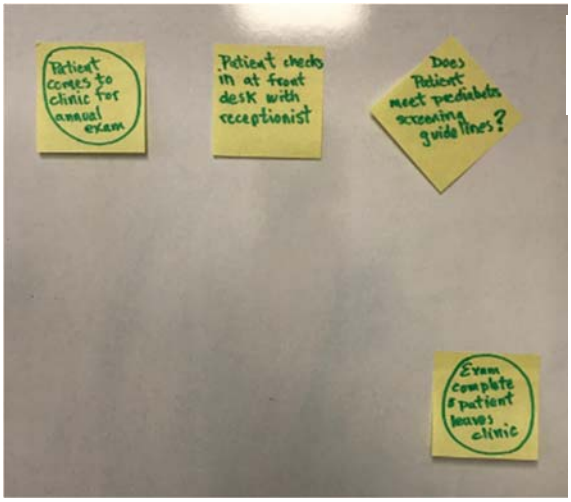




Source: HealthInsight, Workflow Demystified; 9SOW-UT-2010-00-112




# Process Mapping with Sticky Notes

- Assemble your team
- Use sticky notes and bold pens
- Start by documenting beginning and end of the process




# Process Mapping (cont.)

- Turn sticky notes sideways for decision diamonds
- Don't start drawing lines to connect steps yet!

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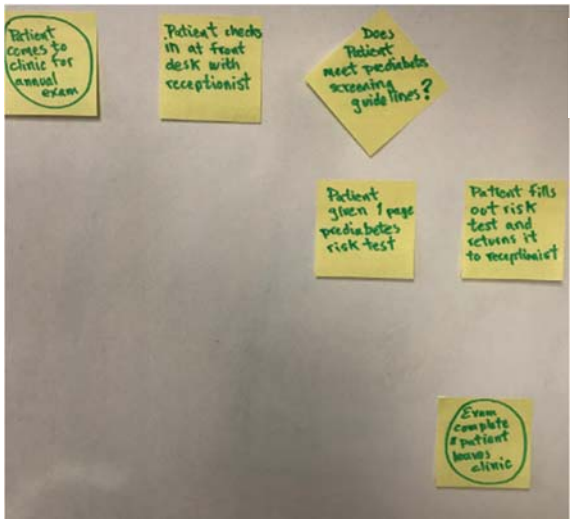


# Process Mapping (cont.)

- Add steps as you identify them

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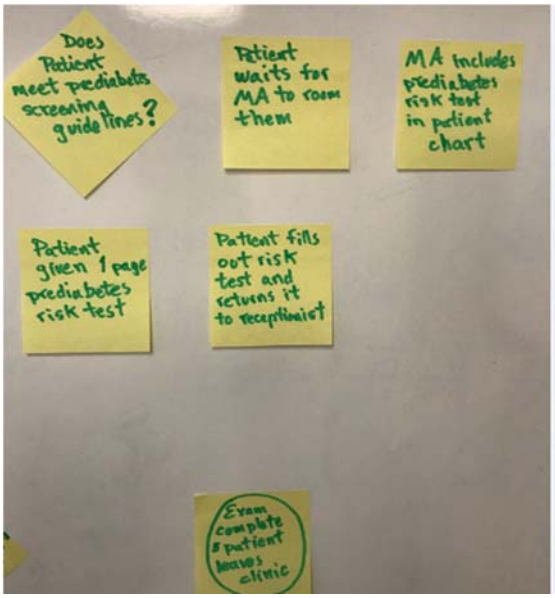


# Process Mapping (cont.)

- Move notes around as needed
- Continue to review
- Look harder, ask "Why do we do that" and "Do we all agree this is the right way?"

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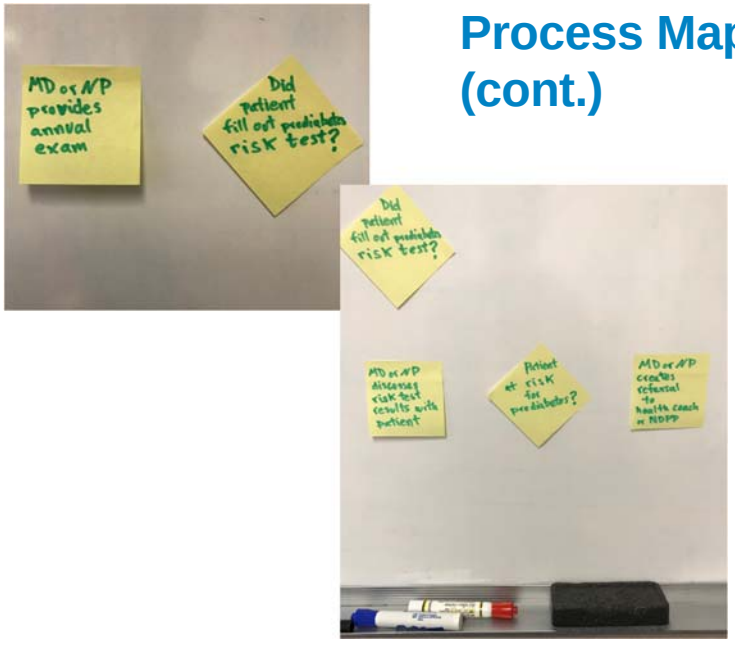


# Process Mapping (cont.)

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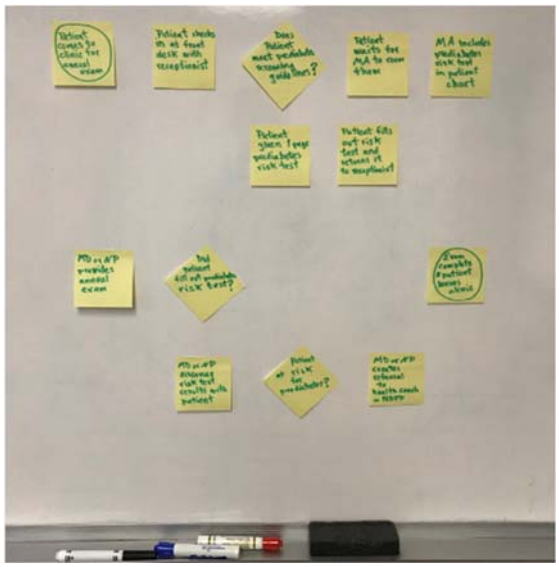

# Process Mapping (cont.)

When steps are complete:

- Review for accuracy and detail
- What jumps out at you?
- Reorder and modify as needed

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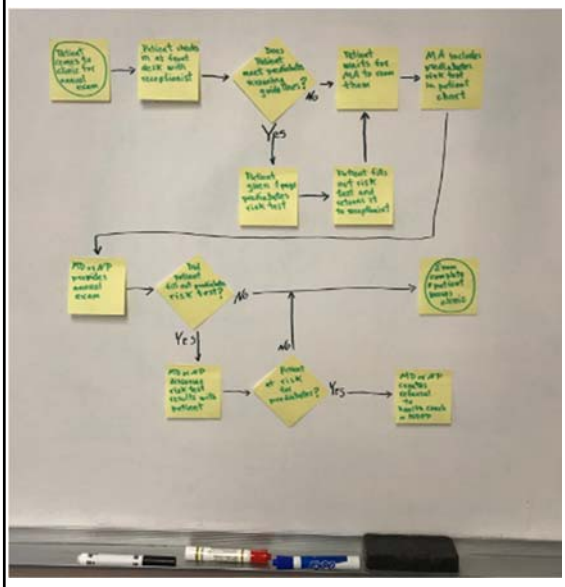

# Process Mapping (cont.)

When steps are complete:

- Draw the lines
- Take a digital picture
- Convert to an electronic format

**CAUTION**:
**Photos or paper don't lend themselves to updates**

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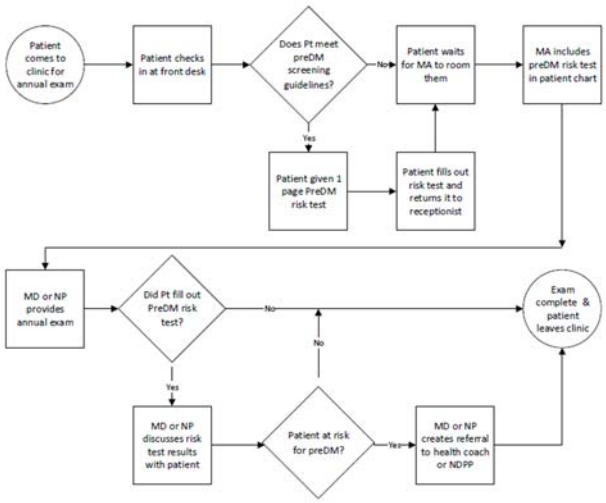
# Electronic Process Map

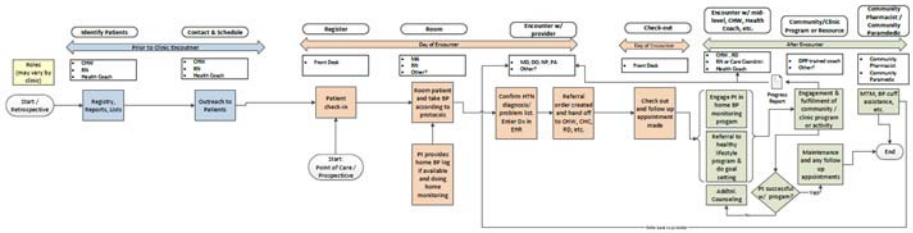





# Process Mapping Considerations

- What event triggers or starts the process?
- What information needs to be delivered to the next step? Or what decision needs to be made?
- What is a process step (task) for this process?
- What is a work instruction?

# Process Mapping Example: Clinic Hypertension Process



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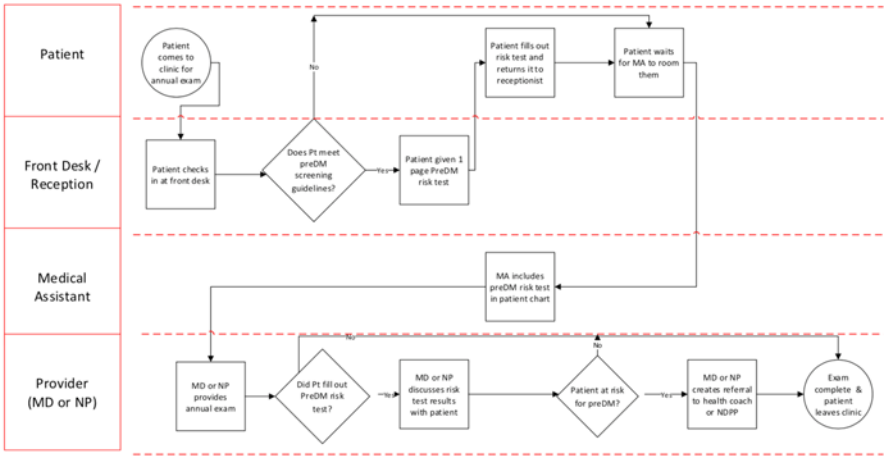
# Swim Lane Process Maps



# Process Mapping Summary


- The power of process mapping lies in the visual representation of the process
- Process mapping is a vital step in understanding how your organization really carries out its work
- Process mapping is as a catalyst for QI team discussions
- Engaging people who do the work is essential to success
- Understanding and communicating "Who/Does/What/When?" is key!



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