

Understanding Your Workflow

Using Process Mapping to Drive Improvement



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Learning Objectives

Define

Define process mapping and how it helps your team understand your system.

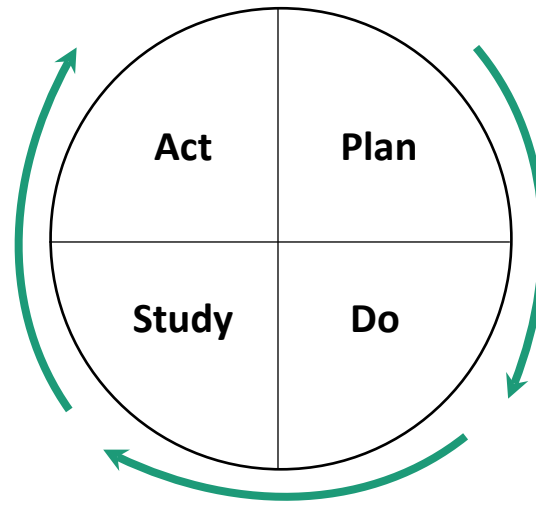
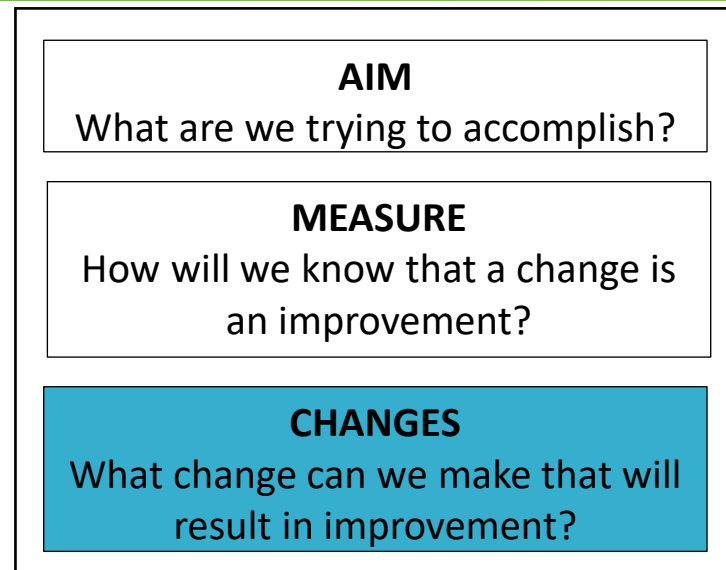
Review

Review the anatomy and symbols used in constructing a process map.

Analyze

Analyze your workflow using process mapping to identify 2-3 opportunities to incorporate improvement project activities.

The Cornerstone of Our Methodology: The IHI Model for Improvement





What is Process Mapping?

Accurate map of “how we get the work done”



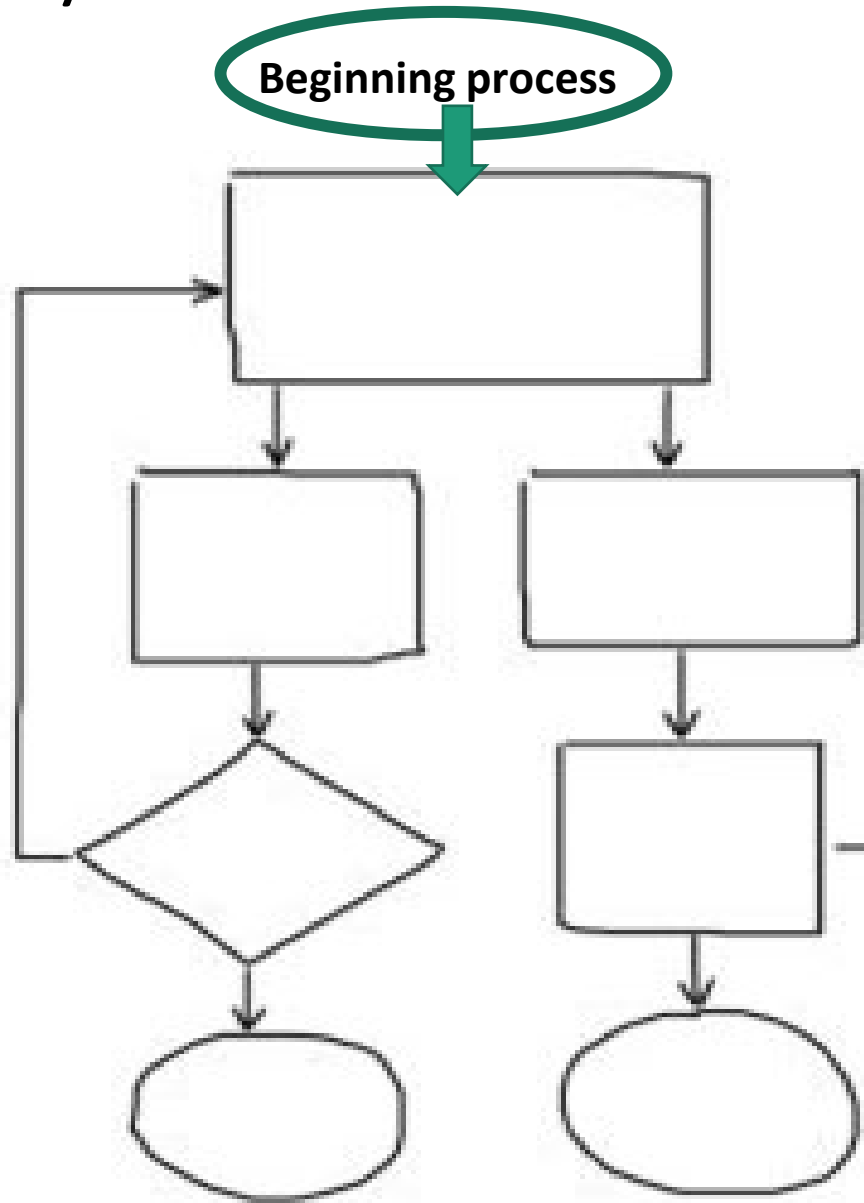
Visual representation of how the **care team** and **patients/families** move through a clinical care process



Outlines the sequence of steps in a care process
Who does what, when, and how?



Anatomy of a Process Map



Why are you creating a process map?





Symbols in a Process Map



Define the beginning and end of the process



Use standard symbols to depict each key step



Note key pauses where decisions are made



Waits and delays



Patients add their insights to process

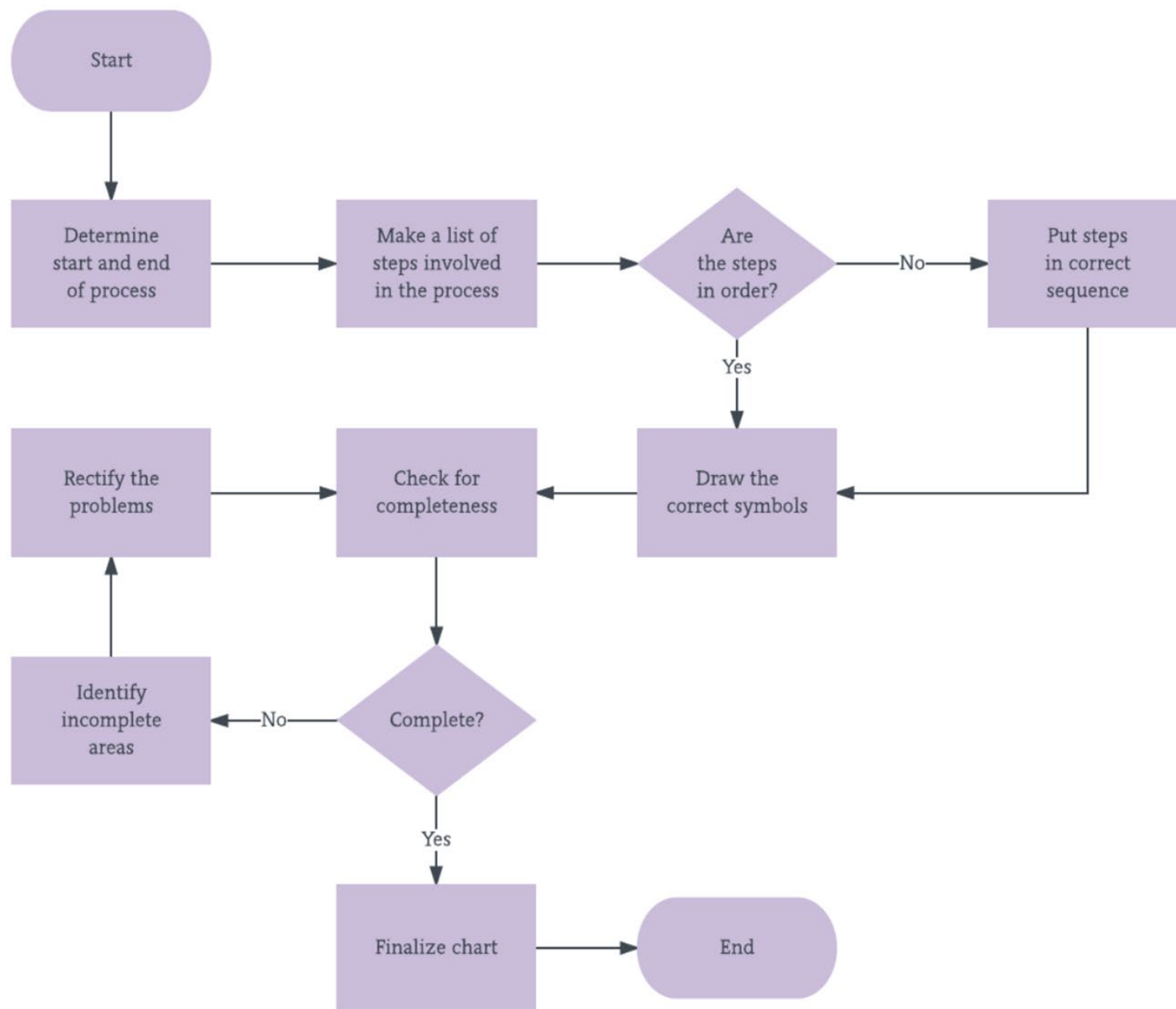


We don't exactly know what happens here



Process Map for Process Mapping

Courtesy of Lucid



?

Where will
you
insert your
QI activities
into the
workflow?

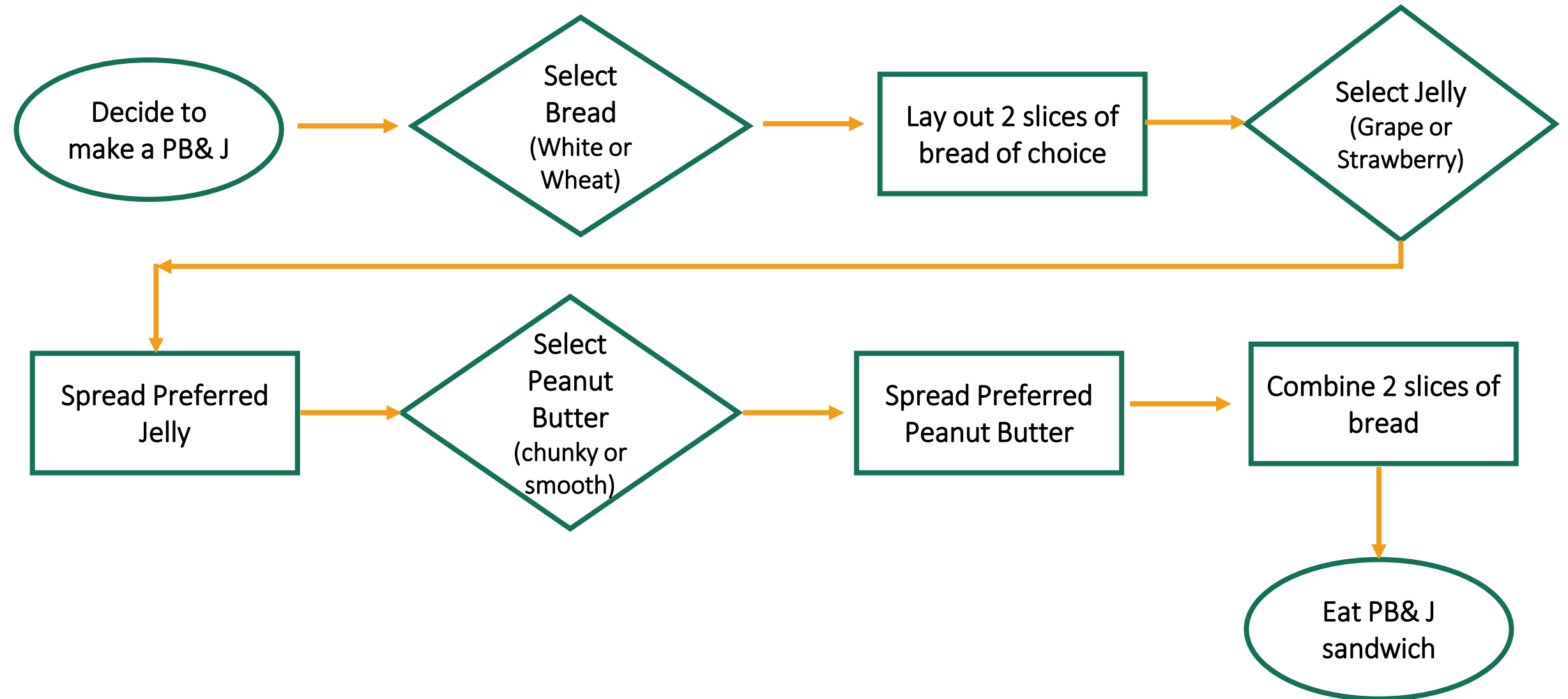


Peanut Butter & Jelly Sandwich Process Map

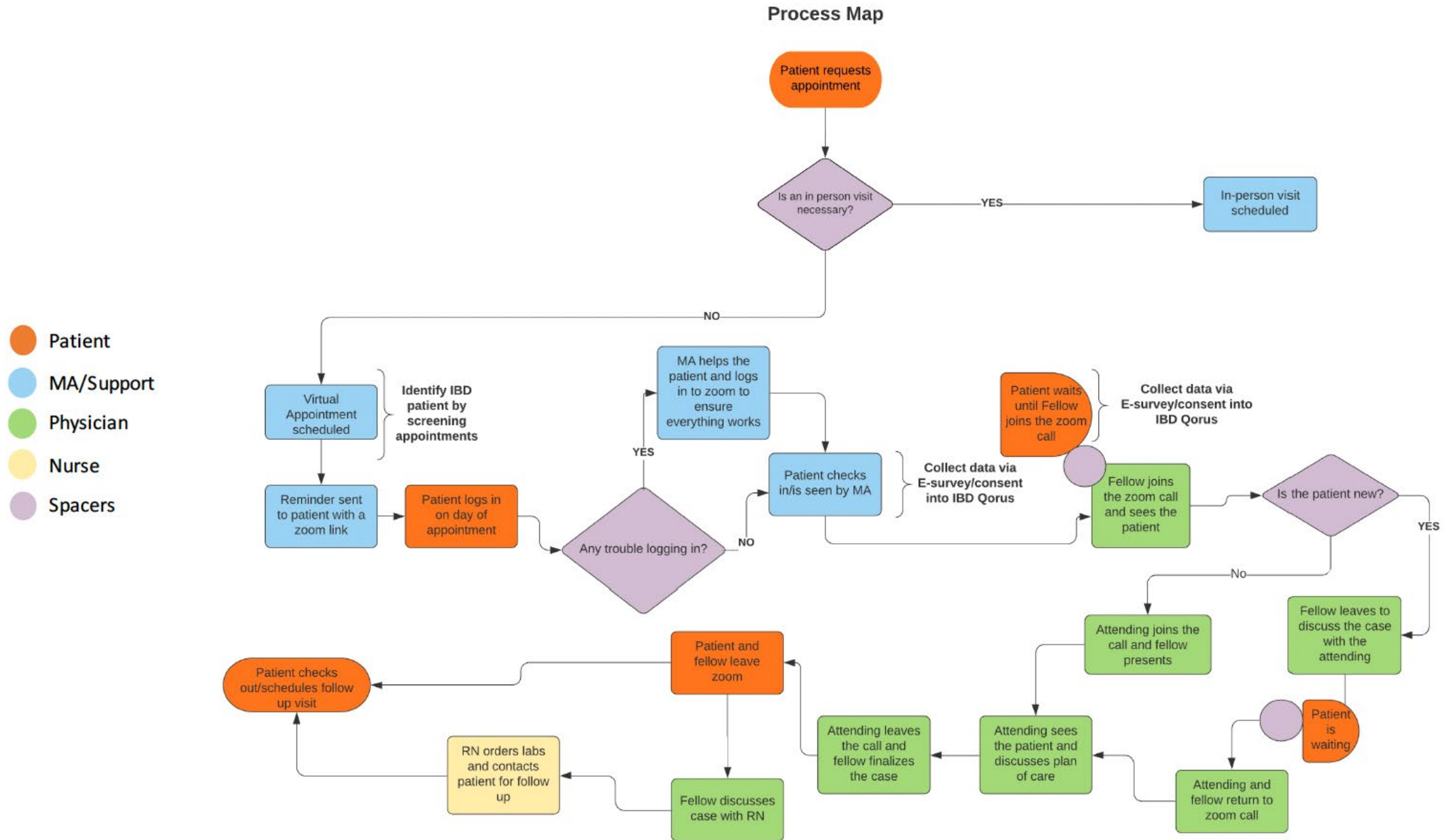




Process Map for a PB&J Sandwich



Anatomy of a More Complex Process Map – IBD Telehealth Workflow





By Mapping Your
Workflow Together,
Your Team Will Begin
to Improve

EMPATHY INTERVIEW T

- How to start
 - how something 'feels'
 - stay open & fun
 - think of a big story to go with

Avoid 'or' or 'vs' -> lot of

Keep it brief

- "What makes —"
- stuck in one vertical —>
- What else is a favorite f

EMPATHY INTERVIEW TIPS

- Avoid leading ques
- Does the store need more
- What can the store offer to help the experience get better?

Winding off

"You just shared a few things that make you loyal to a brand. Think about anything else that you value about this is most important to you"





"If you can't describe what you are doing as a process . . .

You don't know what you are doing."

W. Edward Deming

Summary

Shared understanding of a discrete process or clinical encounter



Allows your team to develop a deeper understanding and appreciation of your system



Makes the invisible visible



Important to complete before imposing new work into an already busy clinical system



Resources

Antonacci G, Lennox L, Barlow J, Evans L, Reed J. Process mapping in healthcare: a systematic review. *BMC Health Serv Res*. 2021;21(1):342. Published 2021 Apr 14. doi:10.1186/s12913-021-06254-1

Heher YK, Chen Y. Process mapping: A cornerstone of quality improvement. *Cancer Cytopathol*. 2017;125(12):887-890. doi:10.1002/cncy.21946

Steckowych K, Smith M. Primary care workflow process mapping of medication-related activities performed by non-provider staff: A pilot project's approach. *Res Social Adm Pharm*. 2019;15(9):1107-1117. doi:10.1016/j.sapharm.2018.09.014

Weir NM, Newham R, Corcoran ED, et al. Application of process mapping to understand integration of high-risk medicine care bundles within community pharmacy practice. *Res Social Adm Pharm*. 2018;14(10):944-950. doi:10.1016/j.sapharm.2017.11.009

The Pitfalls of Process Mapping – Ian James, The Process Consultant (2:56)
<https://youtu.be/RQSh2CyxdIA>

Introduction to Flow Charting: Part 1 – The Institute for Healthcare Improvement (7:46)
<https://youtu.be/tq7dQVaTbcc>



Next Steps

ACTIVITY	MATERIALS
Share lesson with your team	Microlesson powerpoint presentation
Invite team members to a 60-minute process mapping exercise session	Process Mapping Worksheet Whiteboard Post-It notes Camera (optional)
Share your process maps with patients/families for review and feedback from their perspective.	
Share the process map with your improvement team. Post in break room and people can modify as steps in process change over time.	