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Addressing Sources of "Pain"






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## Process

- A process is any sequence of activities that satisfies a customer or business need or results in an output. It can be very simple, or extremely complex.
- A process:
  - Has a beginning and an end
  - Uses inputs to produce either a product or a service as its output
  - Can be broken into a series of small steps or tasks


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## Why is Process Important?

- Departments are constrained by incoming and outgoing "fires"
- Many processes are designed to the "exception" rather than the "rule"
- Cross-functionality provides greatest opportunity for improvement
- Sub-optimal performance is typically the result of outdated actions and deeply embedded obsolete beliefs


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## Operational Processes

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- **Business Operations**
  - Admissions and Registration
  - Account Establishment
  - Billing (EDI)
  - Cash and Credit Collections
  - Charge Posting
- **Materials Management**
  - Requisition Processing
  - Inventory Control
  - Purchasing
  - Invoice Processing and Management

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## Clinical Processes

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- **Inpatient**
  - Order Entry and Processing
  - Clinical Documentation
  - Medication Administration
  - Care Planning
  - Discharge Planning
- **Surgery**
  - Scheduling
  - Preference Cards
  - Inventory Control
  - Charge Capture

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## Process Redesign

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- **Business & Clinical Process Redesign ensures:**
  - Standardization of processes
  - Increases in efficiency
  - Incorporation of Best practices
  - New systems (technology) do not simply automate current processes
  - Technology (where used) is not driving processes, but that technology is configured to support processes

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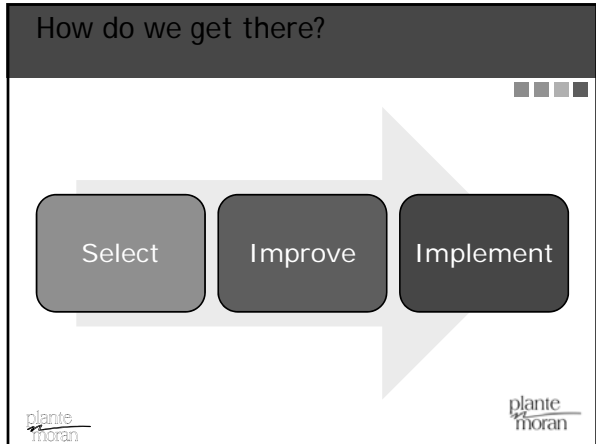
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### Select

- Identify sources of “pain” (e.g. increase in days in AR; medication errors, long patient wait times, etc.)
  - Use data to help prioritize and minimize
  - Go with your gut
  - Listen to the feedback provided by your stakeholders
- Identify the appropriate team members and determine approach and intended outcome

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### Improve - Process Mapping

- Process Mapping examines a process by using a flowchart to create an accurate picture of an existing process.
- The first step in making process improvements.
- With mapping the current process, you can identify opportunities for change and improvement, ultimately developing a process that is standardized and efficient.

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## Improve - Process Mapping

- Process Mapping will help you:
  - View the entire process
  - Eliminate waste
  - Enhance the “value-added”
  - Challenge obsolete rules or “the way it has always been done”
  - Examine how processes flow and affect various functions across the organization




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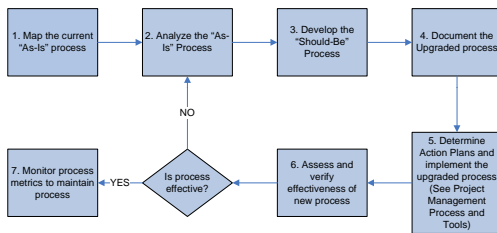
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## Improve - Process Mapping Approach



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## Improve - Map the “As-Is” Process

- Create a picture of the process (Flowchart)
- Complete the flowchart by using arrows to connect the steps to indicate the flow and sequence of the process. Arrows can be annotated with “yes” and “no” when being used with a decision box
- For any process delays that have been identified, discuss and record the time the delay takes – minutes, hours, days, weeks, etc. This allows for an understanding of potential inefficiencies in the process.



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## Improve - Map the "As-Is" Process

■ Helpful questions to ask when creating the "As-Is" flowchart are:

- Where does this service come from?
- How does this service get to the process?
- Who makes the decision (if one is needed)?
- What happens if the decision is "yes"?
- What happens if the decision is "no"?
- Is there anything else that is being done at this point?
- Who is the customer of this service?



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## Improve - Analyze the "As-Is" Process

■ Where appropriate, consider and quantify the cost(s) of inefficiencies or non-value add steps

■ Compare the process to known competitive or benchmark information

■ Compare to "common sense" and current practices as they should be followed

■ Use 5-Why tool to determine why a particular step or event occurs within the process



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## Improve - The Value Principle

■ **Value Added Work** adds *real* value or worth to the service

■ **Non-Value Added Work** does *not* add real value or quality to a service (waste)

Examples include:

- Handling
- Walking
- Reviewing
- Waiting
- Adjusting/Editing
- Recopying



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## Improve - Develop the Future State

- Redesign the process to the Future State by:
  - Eliminating non-value added tasks
  - Identifying sources of risk
  - Redesigning inefficient tasks
  - Upgrading based on "excellent" service criteria
  - Developing and applying standards that support internal or external requirements
  - **Identifying process measures that will indicate performance of the new process**
  - Eliminating the possibility for error
  - Include process feedback mechanisms



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## Improve - Develop the Future State

- When determining process measures:
  - Make the process owner responsible for process tracking – don't rely on a non-owner to collect and respond to feedback
  - Identify measures that are meaningful and manageable
  - Understand what will change if the measurement data is unfavorable



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## Improve - Document the Upgraded Process

- When documenting the upgraded process:
  - Determine the need for a policy, procedure and/or work instruction
  - Document the process on a standardized template
  - Document and detail the "who", "what", "when" and "how"
  - Include descriptions of how measures will be taken
  - Include references to affected processes
- Once the new process has been documented, review it with appropriate management representatives for approval



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## Implement - Determine Action Plans

- Formally create an action plan for implementation of the new process which should include:
  - All activities/tasks necessary to implement the new process
  - Necessary Resources
  - Responsibilities
  - Timing
  - Necessary change management strategies

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## Implement - Assess and Verify Effectiveness

- Collect data based on the process measures identified for the future state. Data can be tabulated and reviewed in the form of a Run Chart to indicate performance over time.
- Review and audit process users' conformance to the process. Observe the process both in daily "operating mode" and document deviations that users are making from the process

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## Implement - Monitor and Measure Process Metrics

- Continue to monitor the process over time to ensure:
  - The process is continuing to perform as intended
  - The process outcome is meeting all stakeholder requirements
  - The process is easy to follow and manage

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### Process Redesign - Conclusion

- Allows for improvements in efficiency and standardization
- Can help increase patient satisfaction and minimize risk
- Applies to any type of process
- Can be accomplished in a reasonable amount of time (depending on the complexity of the process)
- Can be implemented in a realistic timeframe



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### Questions



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