

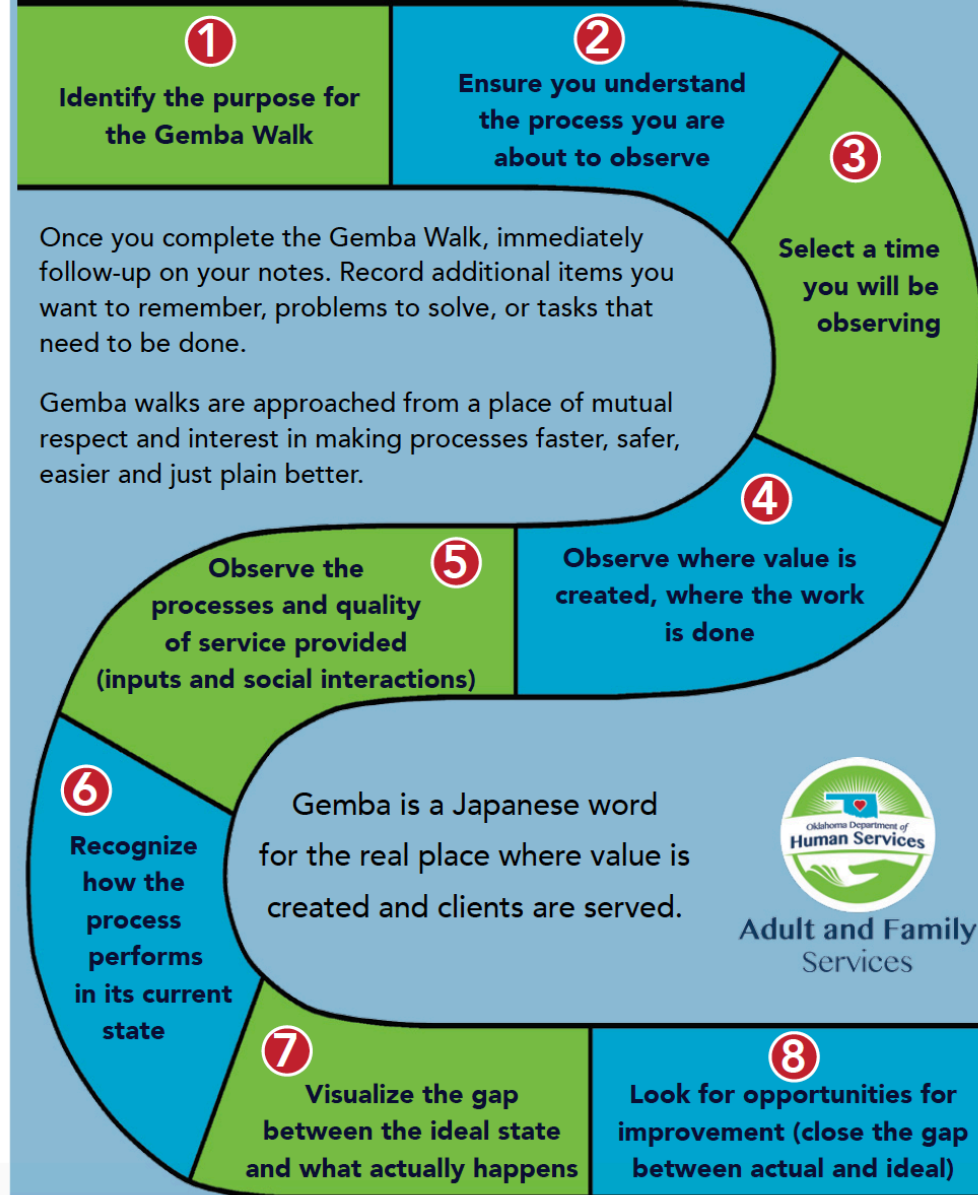
Methods for Developing Fundamental Change

PROCESS FLOW MAPPING
DENISE ARMSTORFF
JUNE 3, 2019

“Go and See” Site Visits

- “Go and See” where work is done
- Tell the people at the site what to expect (e.g. that they should show processes instead of tell, etc.)
- Ask open ended questions, listen
- Show respect: Approach from a place of mutual interest in making processes better for staff and patients
- Debrief & record in your notes:
 - Anything you want to remember
 - Problems to solve
 - Tasks that need to be completed

8 Steps in Gemba Walk



Potential Opportunity Areas



Confusion



Motion



Waiting / Delay



Overprocessing



Inventory



Process Failure



Overproduction



Think about an experience . . .

- Frustrated/irritated
- Excited/surprised





Change vs. Improvement

“All improvement
requires change, but
not every change is
an improvement.”

*The improvement Guide, Langley, etal.,
Chapter 6 , p. 109*





Who will benefit from our change?



Typical Solutions in Developing Change



More of the Same

People

Money

Time

Exhortations to work
harder



Inspection

Doesn't alter the way
the work is
accomplished



Utopia Syndrome

The search for
perfection

- Action paralysis
- Motivated by fear of failure





Change

- The process or result of making or becoming *different*
- “*Different*” is not the same as “*improvement*”



Reactive vs. Fundamental Change

Reactive (First Order Changes)

- Routinely made to solve immediate problems
- Keeps system running at the current level of performance
- Returns system to prior condition
- Immediate/short-term impact

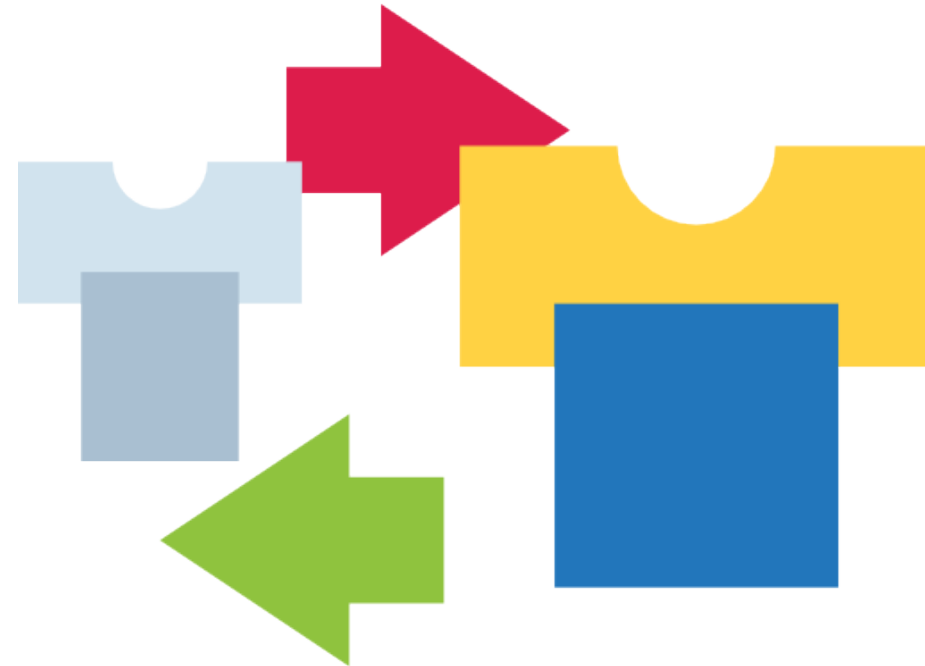
Fundamental Changes (Second Order Changes)

- Creates new system of performance
- Designs/re-designs some aspect of the system
- Fundamentally alters the system
- Long-term impact



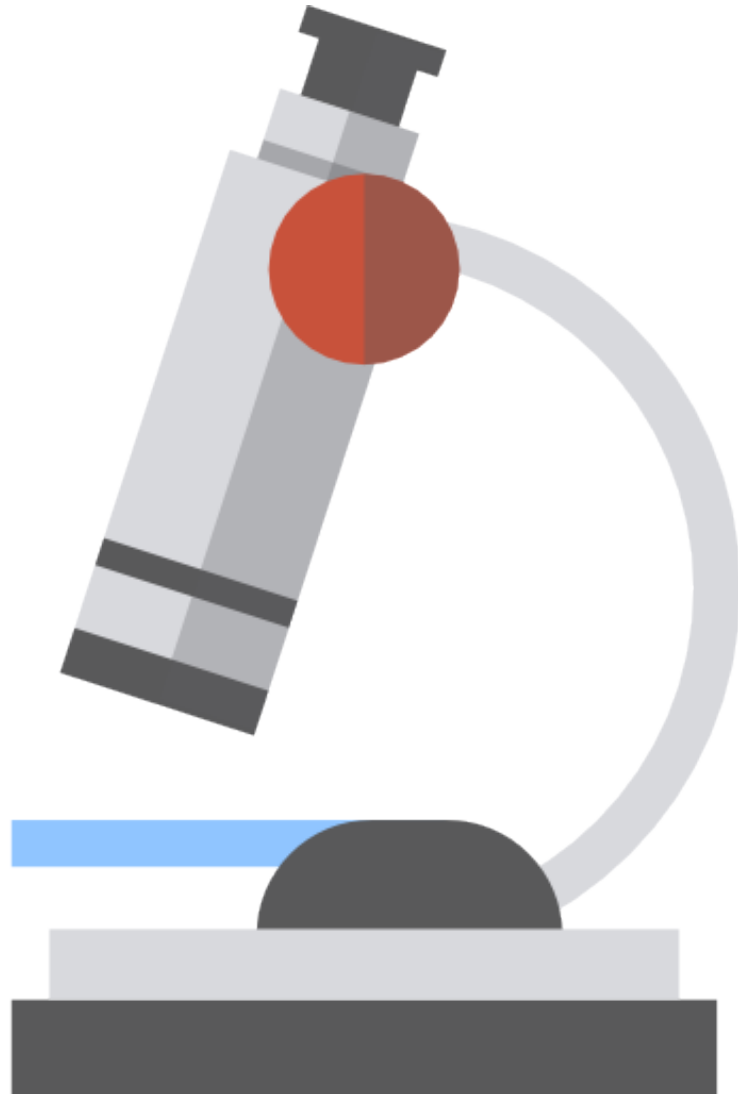
Methods for Developing Fundamental Change

1. Logical thinking about the current system
2. Benchmarking or learning from others
3. Using technology
4. Creative thinking
5. Using change concepts



Langley, G. J. (2014). *The improvement guide: A practical approach to enhancing organizational performance*. San Francisco, CA: Jossey-Bass.





Logical Thinking About the Current System

- Assessing
"current" state

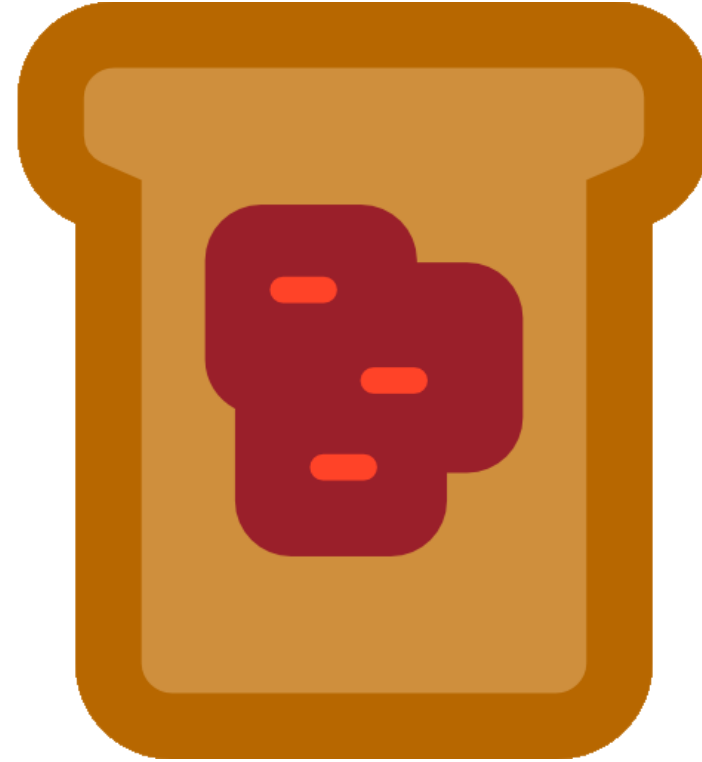




Peanut Butter and Jelly

WRITE DOWN THE STEPS TO PREPARE A PEANUT BUTTER AND JELLY SANDWICH





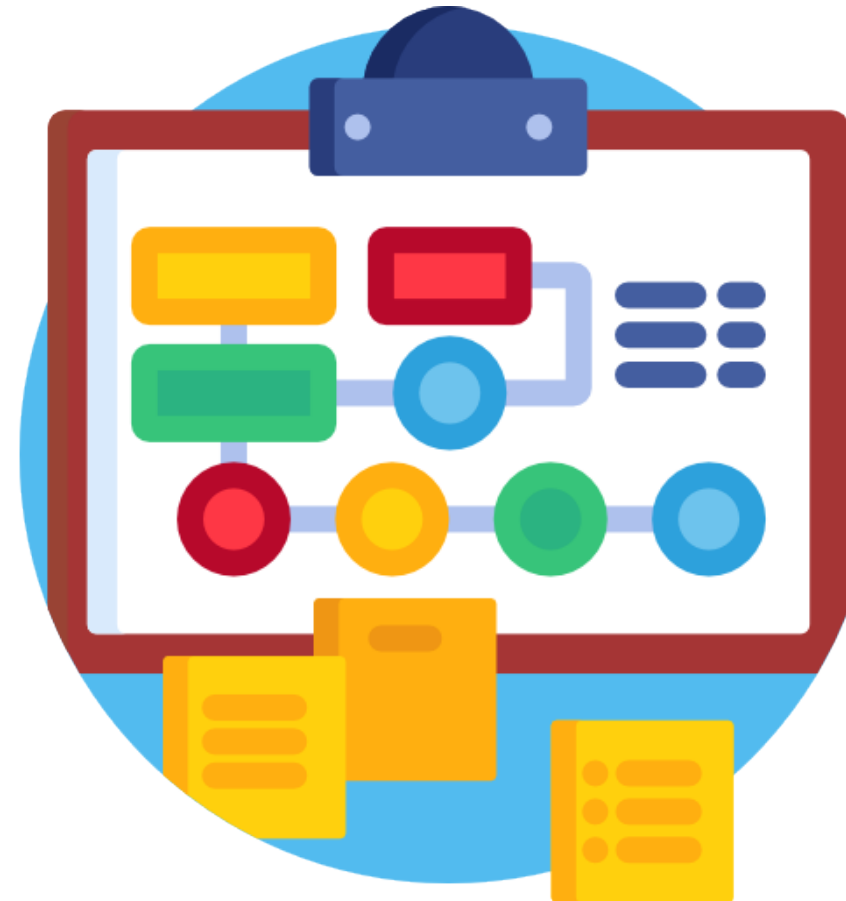
What did we learn from this activity?



What is a Process?

From Dictionary.com:

- “A systematic series of actions directed to some end.”
- “A continuous action, operation, or series of changes taking place in a definite manner.”

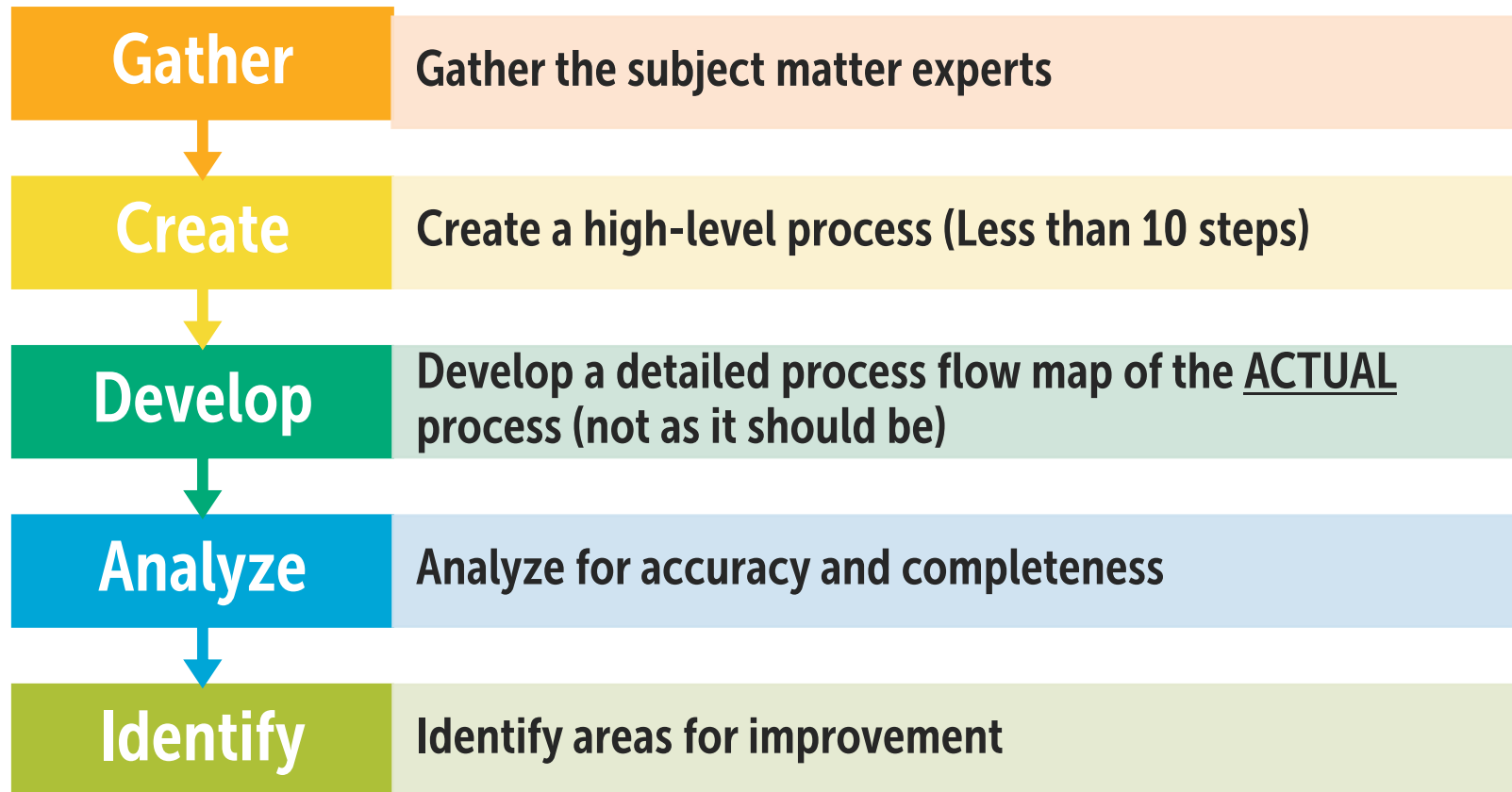


What is Process Flow Mapping?

- **Visual representation of a process or work flow**
- **Depicts each step sequentially**
- **Source for understanding what needs to be improved**



Developing a Process Flow Map





Gather Subject Matter Experts

- Representatives who will provide firsthand accounts of how the process **REALLY** works



Process Flow Mapping: Begin with High-level Process



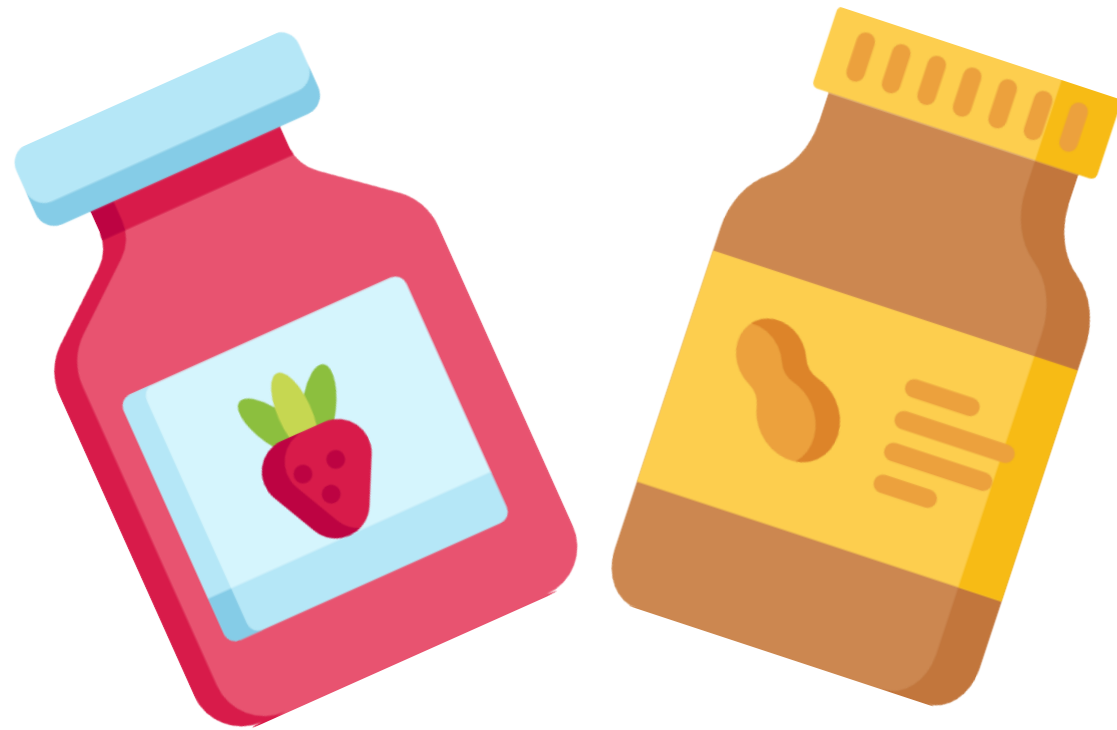
**Shop for
ingredients**

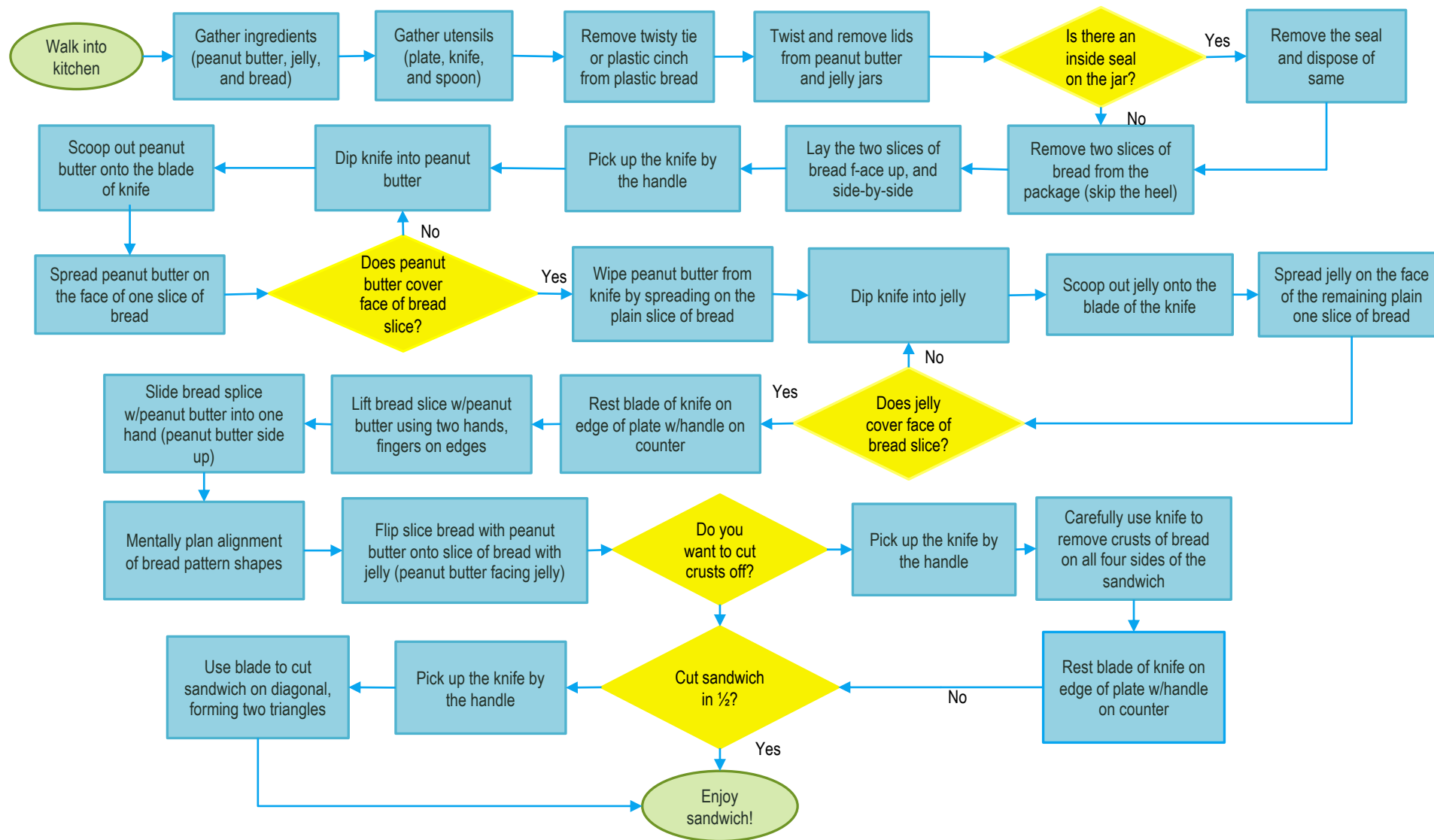
**Gather
ingredients
and supplies**

**Assemble
sandwich**



Mapping the Detail





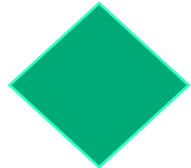
Process Mapping Symbols



- **Start and End:** Oval used to show inputs (materials, information or action) that starts a process and outputs (the results) at the end of a process



- **Activity:** Rectangle represents one task/ activity/step in the process



- **Decision:** Diamond represents a decision point in the process



- **Break:** A circle identifies a break in the process

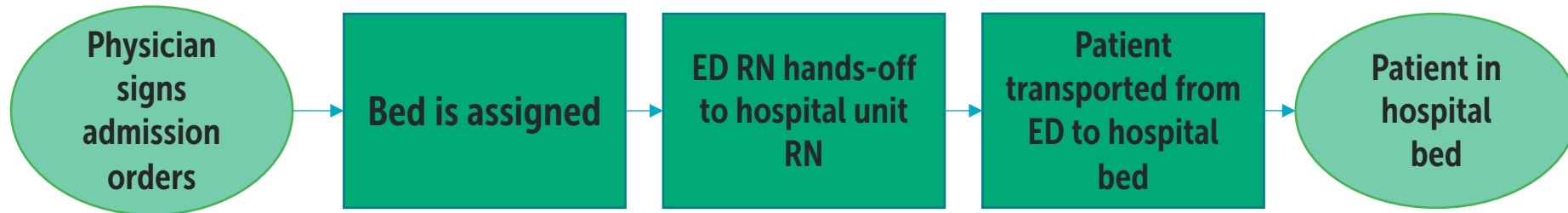




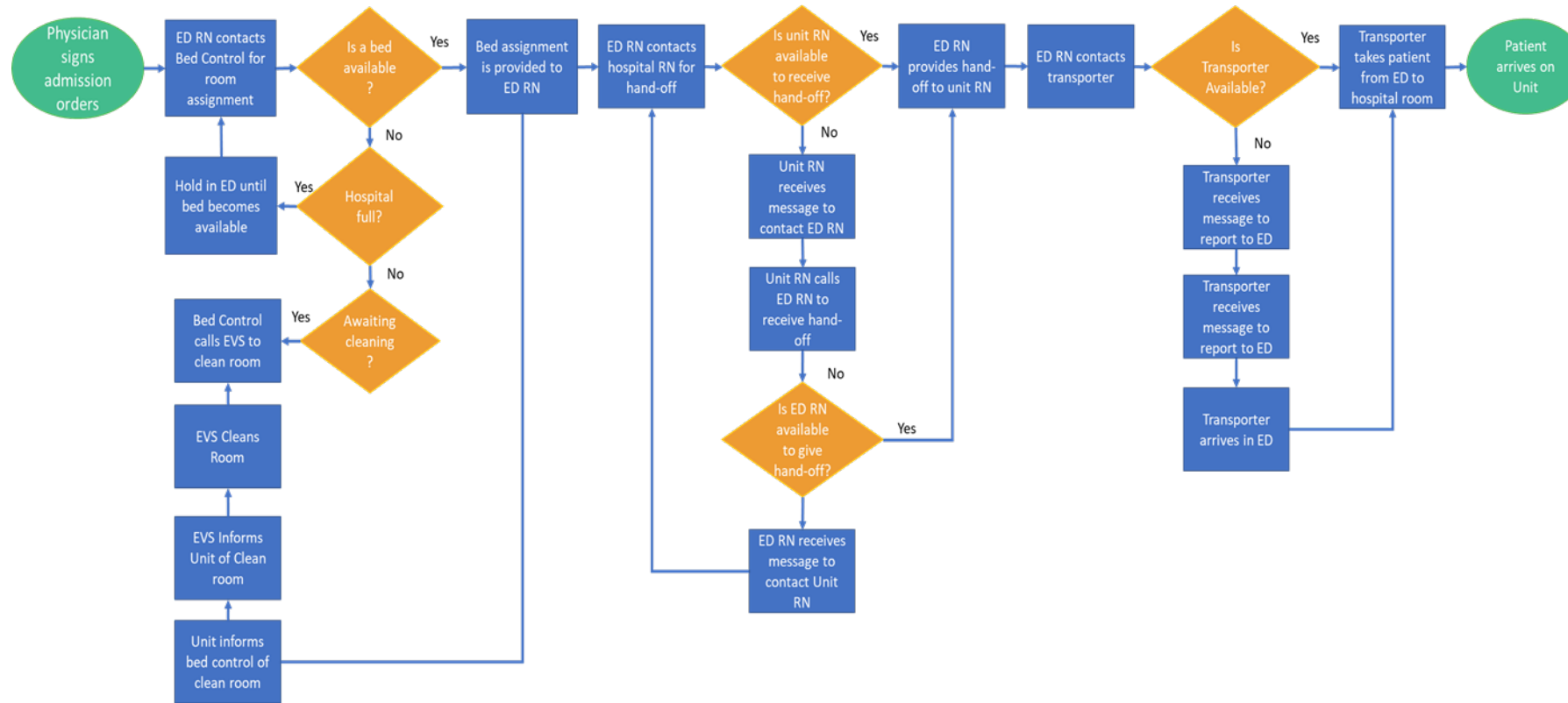
**Stick Notes
are a Process
Flow
Mapper's
Best Friend!**



Process Flow Map – High Level ED Admission to Hospital Bed

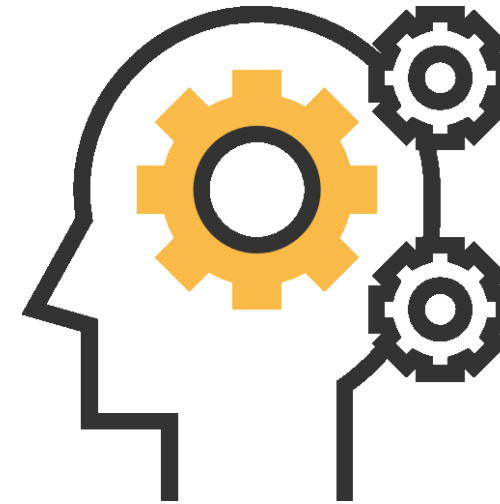


Process Flow Map – Detailed ED Admission to Hospital Bed

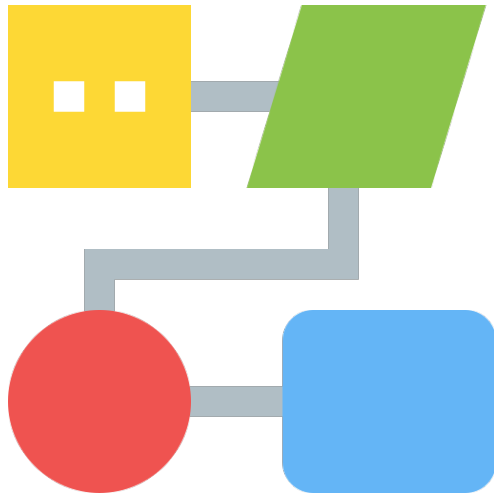


Think About Your Upcoming Site Visit

- **What process/systems would you like to observe?**
 - What are you “wondering” about?
 - What is your “gut” feeling about where the problems in your system lie?
 - What parts of the process do you “think” can be improved?
 - **Make some predictions about what you think you will see**



Develop a “Current State” Process Flow Map



- Develop a Process Flow Map
- Select a process that you would like to observe during your site visit
- Identify the high-level steps first
- Develop detailed steps/decision points
 - **Use post-its and blank chart pad on the wall**
 - **If you don't REALLY know because experts are not at the table, use your best guess**



Next Steps

- **If possible, gather the experts and repeat this activity**
 - How did the experts' version of "current state" differ from your own?
- **Use the "current state" process flow map to identify:**
 - Differences in what you *THOUGHT* current state was and what *REALLY* is
 - Who the system benefits (is the patient at the center of this process?)
 - Critical steps (what *must* occur to get the desired outcome)
 - Differences in sequencing and/or style, e.g., how does the process vary when someone different performs the activity/task (how does it impact the desired outcome?)
 - Bottlenecks (sometimes found at points of decision), waste, redundancies, and work-arounds



