

Workflows & Value Stream Mapping

Allison Palmer, SHIP QI Specialist

Work Flows

- Visual representation of a process
- Defines
 - All the steps from beginning to end
 - Who does what
 - A measurement of what is



Why use workflows?

- Barriers

- Work
- Time consuming
- Multiple people involved
- Testing periods






- Benefits

- Identifies
- Sharing
- Training
- Improvement

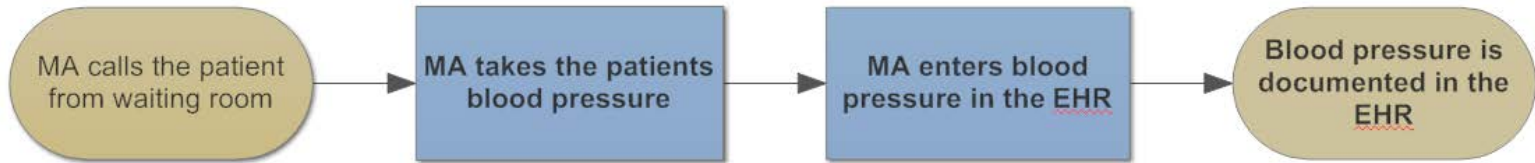
What are some important workflows for EHR's?

- Recording patient demographics
- Recording vital signs
- Maintain up-to date problem list
- E-prescribing
- Checking for drug-drug and drug-allergy interactions
- Maintaining active allergy lists
- Entering lab results into the EHR

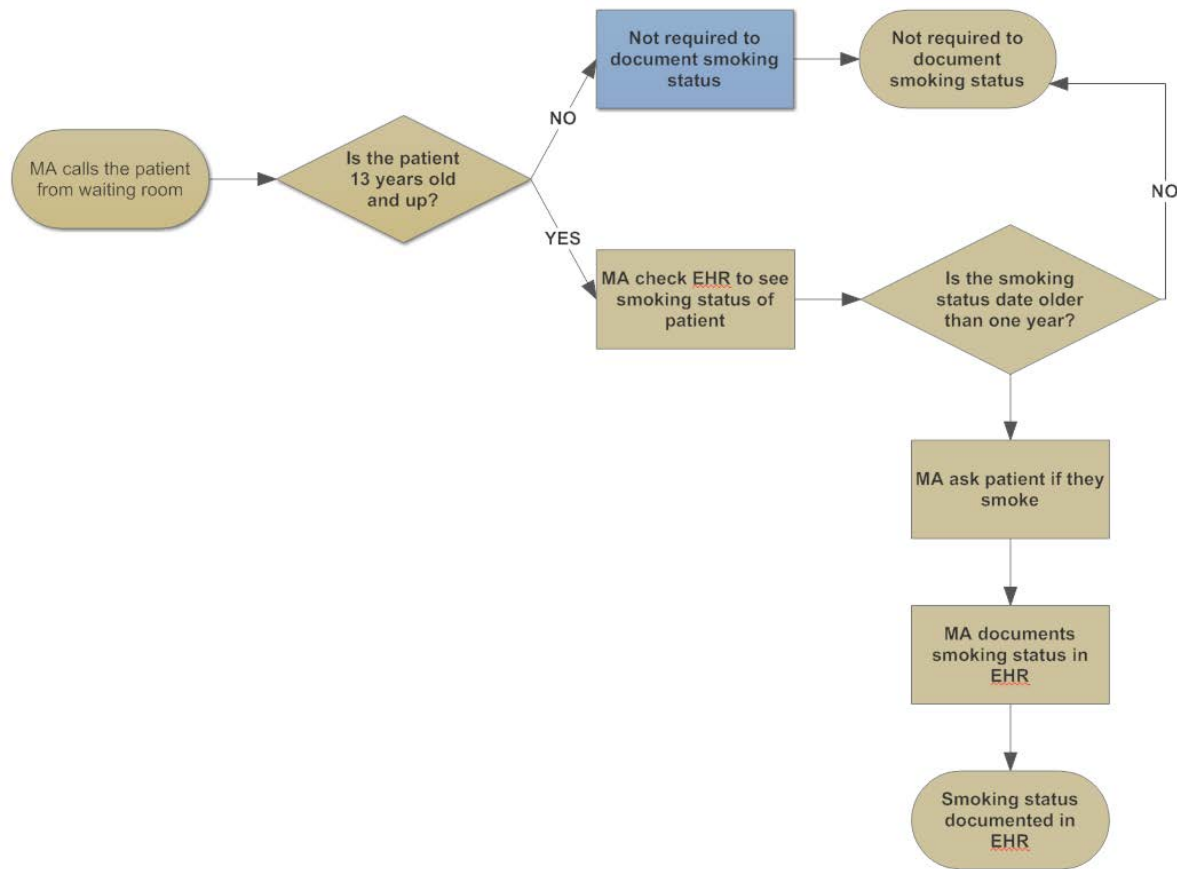
Activity!

Flow Chart Symbol	Meaning	Explanation
	Start and end	The symbol denoting the beginning and end of the flow chart.
	Step	This symbol shows that the user performs a task. (Note: In many flow charts steps and actions are interchangeable.)
	Decision	This symbol represents a point where a decision is made.
	Action	This symbol means that the user performs an action. (Note: In many flow charts steps and actions are interchangeable.)
	Flow line	A line that connects the various symbols in an ordered way.

Documenting Blood Pressure



Documenting Smoking Status



What is “Value Stream” Mapping?

The creation of a process map that identifies what is **valuable** and what is **non-value added** to the customer or those who are involved in the process

Why Value Stream Mapping?



- Perspective
- Customer/Patient Needs/Wants
- Staff Support
- Efficiency, productivity
- Smooth, calm, people-centered processes

The “Value” of Value Stream Mapping

- Not just process flow mapping
- A VISUAL TOOL that identifies what is “value-added” or “non-value” added in the process
- Focuses on minimizing waste and maximizing function
- Big picture perspective that focuses on improving the whole while optimizing pieces of the process

Start with: Current State Map

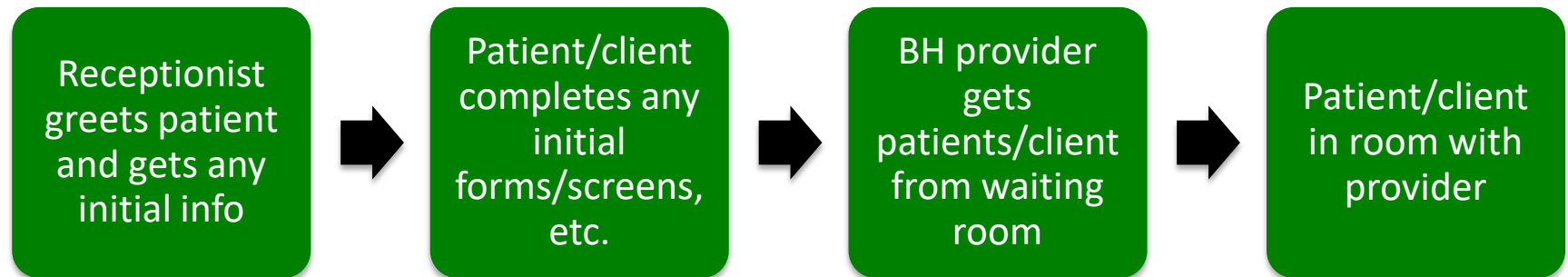
- Clarifies your understanding of how current processes work.
- Creates a baseline for all future improvements



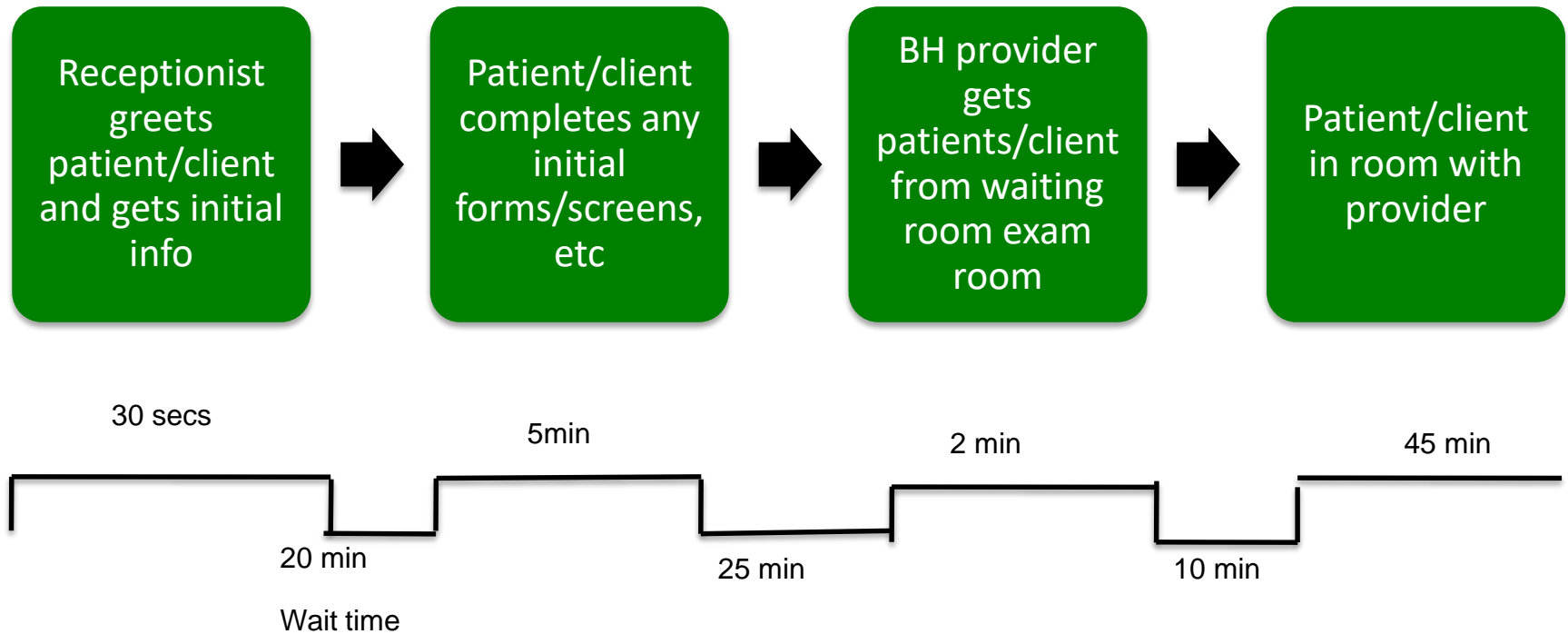
Steps to Create VSM

- Start with the ends in mind-start to finish
- **Be the patient/client**
- Watch/Walk the process from end to end
 - *Optimal= 8-10 times
- Draw process boxes (from left to right)
- Include “wait/walk” time between steps

Value Stream Map-Current State



Value Stream Map-Current State

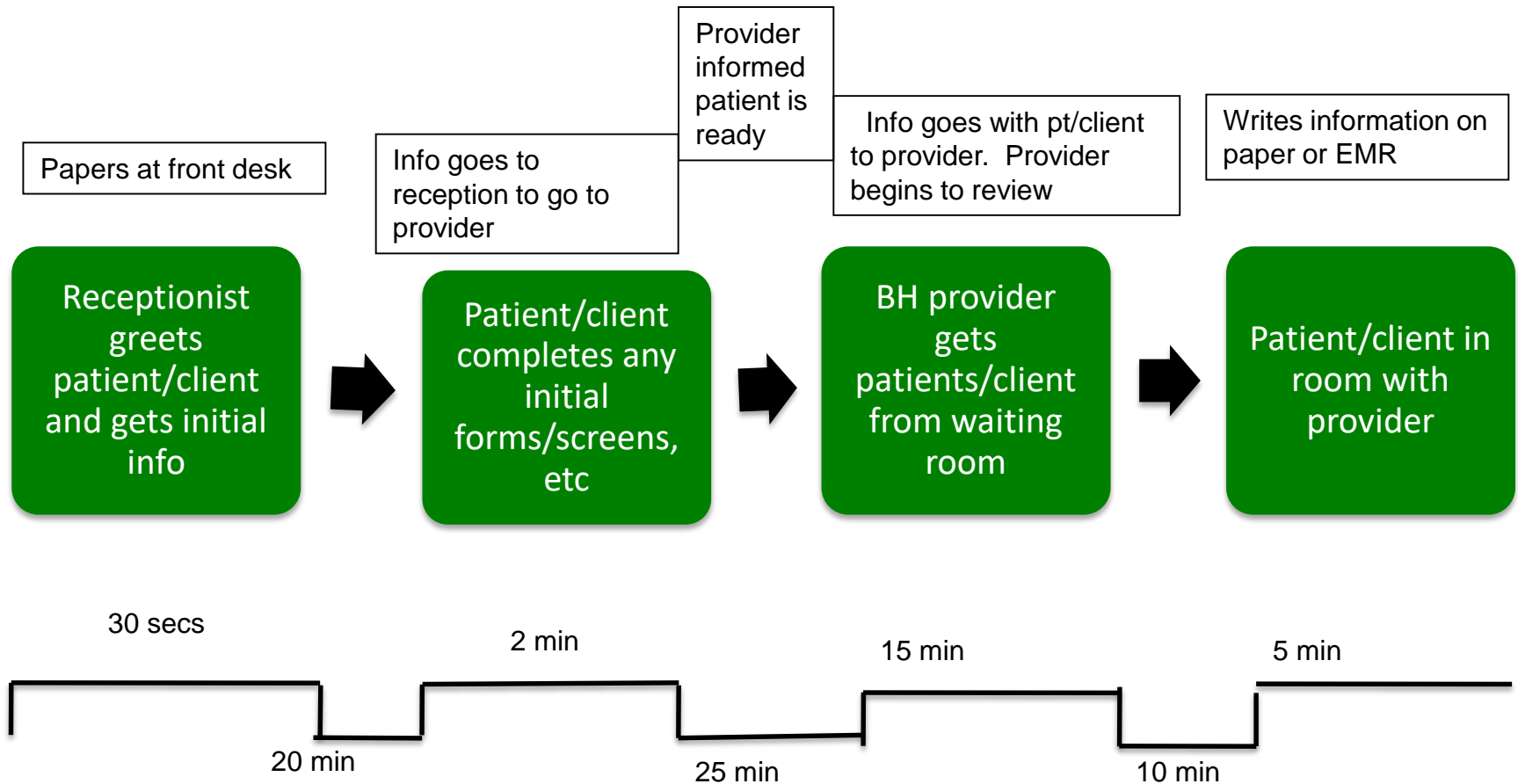


Analyze the Roles in the Process

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



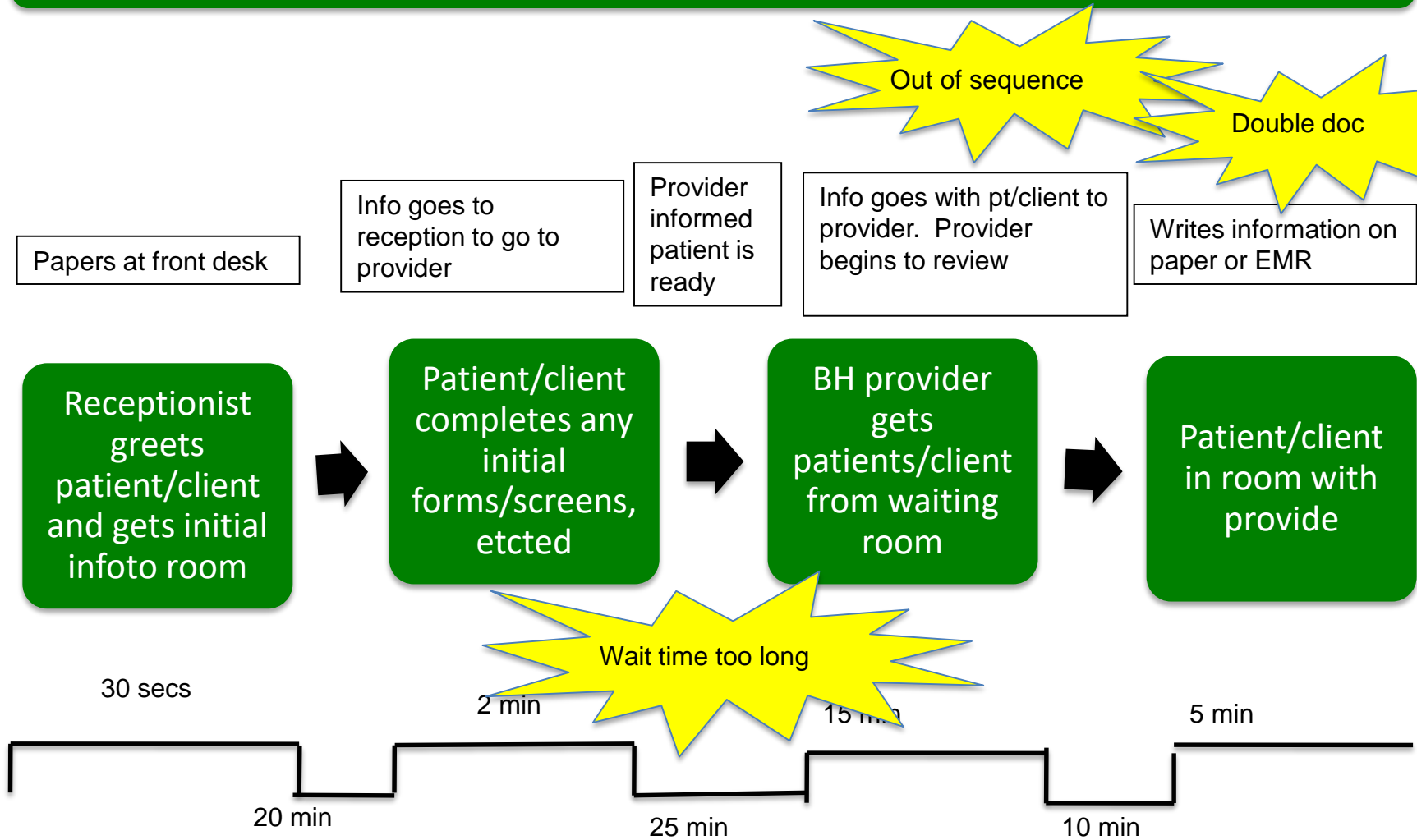
Value Stream Map-Current State



Identify Problem Areas

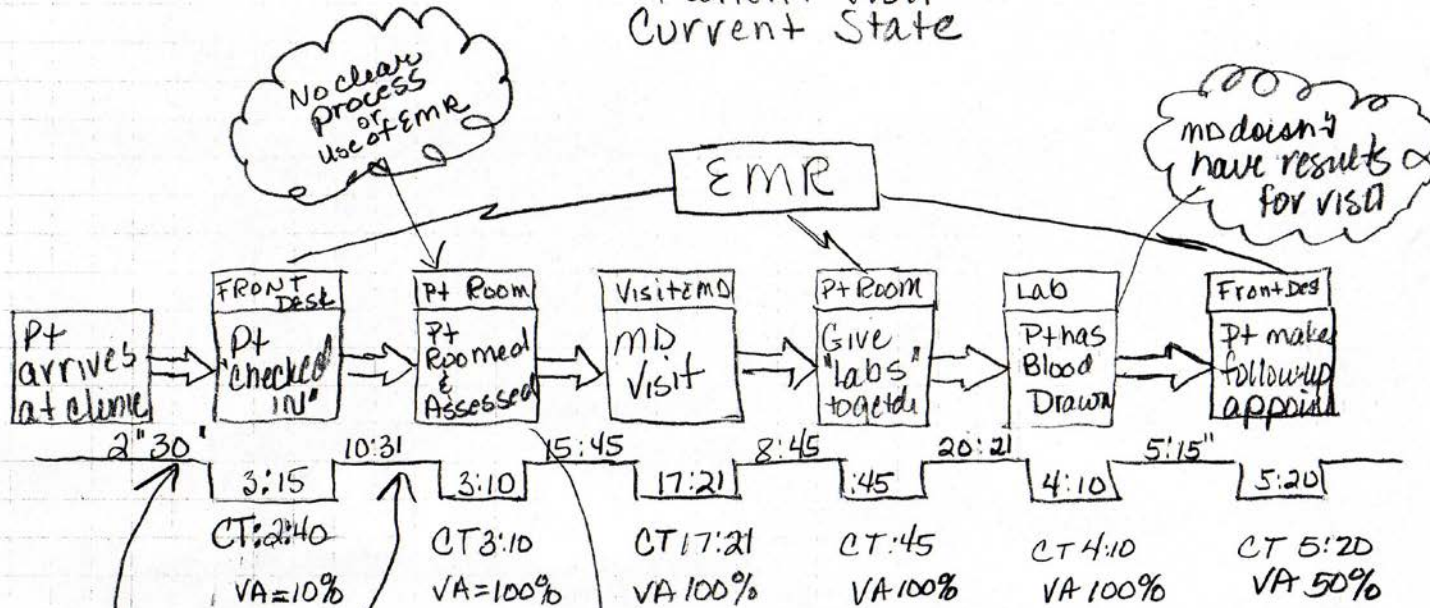
- Wrong person doing the task?
- Handoff clumsy?
- No communication tool or flag?
- Wrong sequence?
- Patient/client waiting too long?
- Do we know what is value-add to the patient/client?

Value Stream Map-Current State



Value Stream Map

Family Medicine
Patient Visit
Current State



Lead time = 97:05

VA time = 32:30

Takt Time = 6:05

Daily Demand 100 pt.

References

- Value Stream Mapping Slides 8-19 from Nancy Kamp, HMA