Workflows & Value Stream Mapping

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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!

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

MA calls the patient from waiting room → MA takes the patient's blood pressure → MA enters blood pressure in the EHR → Blood pressure is documented in the EHR
Documenting Smoking Status

1. MA calls the patient from the waiting room.
2. Is the patient 13 years old and up?
   - Yes: MA checks EHR to see smoking status of patient.
   - No: Documenting smoking status not required.
3. Is the smoking status date older than one year?
   - Yes: MA asks patient if they smoke.
     - Yes: MA documents smoking status in EHR.
     - No: Smoking status documented in EHR.
   - No: Documenting smoking status not required.
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

1. Receptionist greets patient and gets any initial info
2. Patient/client completes any initial forms/screens, etc.
3. BH provider gets patients/client from waiting room
4. Patient/client in room with provider
Value Stream Map - Current State

- Receptionist greets patient/client and gets initial info
- Patient/client completes any initial forms/screens, etc
- BH provider gets patients/client from waiting room exam room
- Patient/client in room with provider

Wait time:
- 30 secs
- 5 min
- 2 min
- 45 min
- 20 min
- 25 min
- 10 min
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

- Receptionist greets patient/client and gets initial info
- Patient/client completes any initial forms/screens, etc
- BH provider gets patients/client from waiting room
- Patient/client in room with provider

- Papers at front desk
- Info goes to reception to go to provider
- Info goes with pt/client to provider. Provider begins to review
- Writes information on paper or EMR

Time intervals:
- 30 secs
- 2 min
- 15 min
- 5 min
- 20 min
- 25 min
- 10 min
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

- Receptionist greets patient/client and gets initial info to room
- Patient/client completes any initial forms/screens, etc
- BH provider gets patients/client from waiting room
- Patient/client in room with provider

- Info goes to reception to go to provider
- Provider informed patient is ready
- Info goes with pt/client to provider. Provider begins to review
- Writes information on paper or EMR

- Papers at front desk
- Wait time too long
- Out of sequence
- Double doc

- 30 secs 2 min 15 min
- 20 min 25 min 10 min 5 min
Value Stream Map

Family Medicine Patient Visit Current State

EMR

Opportunity Pt. dissatisfied

Relevant data not obtained

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