Objectives

- Raise awareness of process maps and various types
- Understand value of process maps
- Experience creation of a process map
Processes – What are they?

- Processes are how we do work...

Activity 1 → Activity 2 → Activity 3 → Activity 4

Processes – What are they?

Processes have suppliers → PROCESS → Processes have customers
Processes – What are they?

INPUT: eggs, milk, bread, butter, bacon, plates, utensils, potatoes, cookware

MAKE BREAKFAST

OUTPUT: toast, scrambled eggs, crisp bacon, pan-fried potatoes

Processes Use Resources...

People  Methods  Materials  Equipment

Time
Three Categories

- Management
- Business
- Support

Management

- Provide direction and governance
- Strategy, management designs, performance goals
Business

- Reflect unique competencies of the organization
- Based on core values and mission-critical
- Seen and experienced by external customers

Support

- Exist to sustain the organization
- Fairly standard
- Can interact at any stage with Business processes
- Customers are internal
Process Maps

Terminology?

Flow charts.... Process flows........

Value-stream maps........

High-level map........ Low-level maps....

Cross-functional..... Swim lanes.....
Process Maps

- Describes flow of activities, steps or tasks of a process in sequence from beginning to end
- Identifies suppliers who provide *inputs* for a process which produces *outputs* for a customer
- Basic formula = SIPOC (Supplier, Input, Process, Output, Customer)

Main Purpose

- Develop better understanding of a process
- Generate ideas for process improvement
- Stimulate discussion
- Build stronger communication
- Document a process
Many Forms

1. High-level process map
2. Process flow chart
3. Cross functional or swim lanes process map
4. Document map
5. Value stream map
6. Work flow diagram
7. Rendered process map

Process Maps

<table>
<thead>
<tr>
<th>Access System</th>
<th>Assessment</th>
<th>Dx</th>
<th>Rx</th>
<th>Follow-up</th>
</tr>
</thead>
</table>

Patient with need

Satisfaction  Functional Health Status
Clinical Outcomes  Total Costs
**Process Map**

**INPUTS:** eggs, milk, bread, butter, bacon, plates, utensils, cookware, potatoes

**MAKE BREAKFAST**

**OUTPUTS:** toast, scrambled eggs, crisp bacon, pan-fried potatoes

**Prepare ingredients** → **Cook ingredients** → **Serve ingredients**

**Integrate from bottom:**
- **Cook Bacon** → **Cook Eggs** → **Toast Bread** → **Fry Potatoes**
1. Assemble a team of employees familiar with the process being mapped
2. One team member should not be familiar with the process to challenge the group to think through the rationale for why things are the way they are
3. Identify a neutral facilitator to facilitate discussion (as opposed to participating in the discussion)
How to Draw

4. Agree as a group on the five to six high-level steps that occur within the process 80 percent of the time

5. Use basic flow chart symbols to map on a flip chart/paper

Basic Symbols
(UML or Unified Modeling Language)

- Oval used to show input at start of a process
- Box or rectangle is used to show a task or activity performed in the process
- Diamond indicates point where yes/no question is asked
- Arrows show direction or the flow of the process
Basic Symbols

There is usually only one arrow out of an activity box. If there is more than one arrow, you may need a decision box/diamond.

An oval is used to show the output at the end of the process.

Make sure every feedback loop is closed; every path takes you either back to or ahead to another step.

How to Draw

6. Ask each discipline to discuss the sub-processes that occur in each step

7. Analyze the process map once it is complete
Now YOU try…

1. Pick a topic that you want to improve or clarify
2. Decide where in the process you want to begin and end
3. Draw a high-level PROCESS MAP (Take 10 minutes)

Process Flow Charts

- Detailed step-by-step flow of activity or information flow
- Includes decision boxes
- Can substitute for a written procedure
YOUR turn again…

1. Choose ONE step from your previous high-level process map
2. Create a process FLOW CHART for that step that includes decision points (10 minutes)
“Swim Lanes” Map

- Also called “Cross Functional” Maps
- Conveys individual responsibilities or departmental roles
- Suppliers and customers become obvious
How to Draw

1. Think about the five to six high-level steps that occur within each individual's process 80 percent of the time
2. Each staff member documents his/her own work process within a swim lane
3. Use basic flow charting symbols to outline the process steps
4. Disciplines discuss each sub-process

Lessons Learned

- Keep it simple
- Do not confuse process map with a flowchart
- Involve employees (and customers) who are part of process being mapped
- Base your map on what is, not on what's desired
Lessons Learned

- Maps are not laid in stone; revise as new understanding comes forward
- There is no right or wrong way to build a process map
- The team exercise of building the map and seeing the process globally are the factors that are critical for success rather than what the actual map looks like in the end

True Value of Mapping

- Value of constructing maps is the ability to identify the processes that need to be improved to achieve
  - Effectiveness
  - Efficiency
  - Adaptability