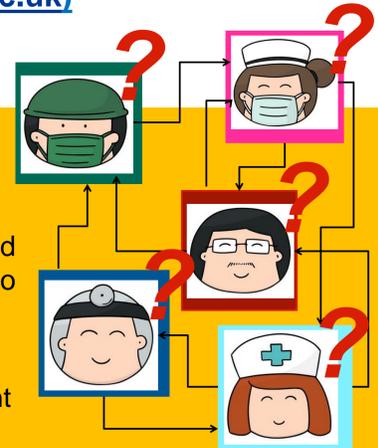


DEVELOPING SHARED UNDERSTANDING OF “WORK AS IS” AS A FOUNDATION FOR IMPROVEMENT: THE ROLE OF PROCESS MAPPING IN HEALTHCARE

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Background

- Improving the quality and safety of care is a significant global challenge.
- Most of the observed healthcare failures are ascribed to system and process criticalities, rather than human error [1,2].
- Since 1980, governments and healthcare organizations have shown an increased interest in the adoption of management practices and technologies (e.g. Business Process Management practices, Lean, Six Sigma, modelling, and simulation approaches) [3, 10].

Process Mapping (PM)

PM is a methodology that allows:

- Identification of key elements of a process and to gain insight into actual practice as well as to design new or enhanced processes [6,7].
- Analysis and better understanding of the systems and processes in which improvement interventions are introduced [6,7].

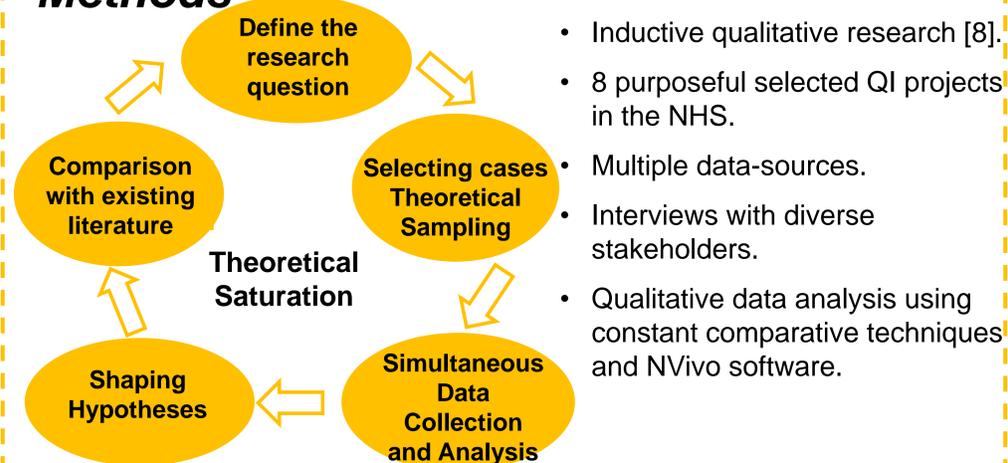
Why is this important?

- Practice gap:** The use of PM in practice in healthcare is still limited when compared to its use in other industries.
- Literature gap:** There is limited evaluation of how PM is applied in practice in healthcare and how its practical use and effectiveness can be improved.

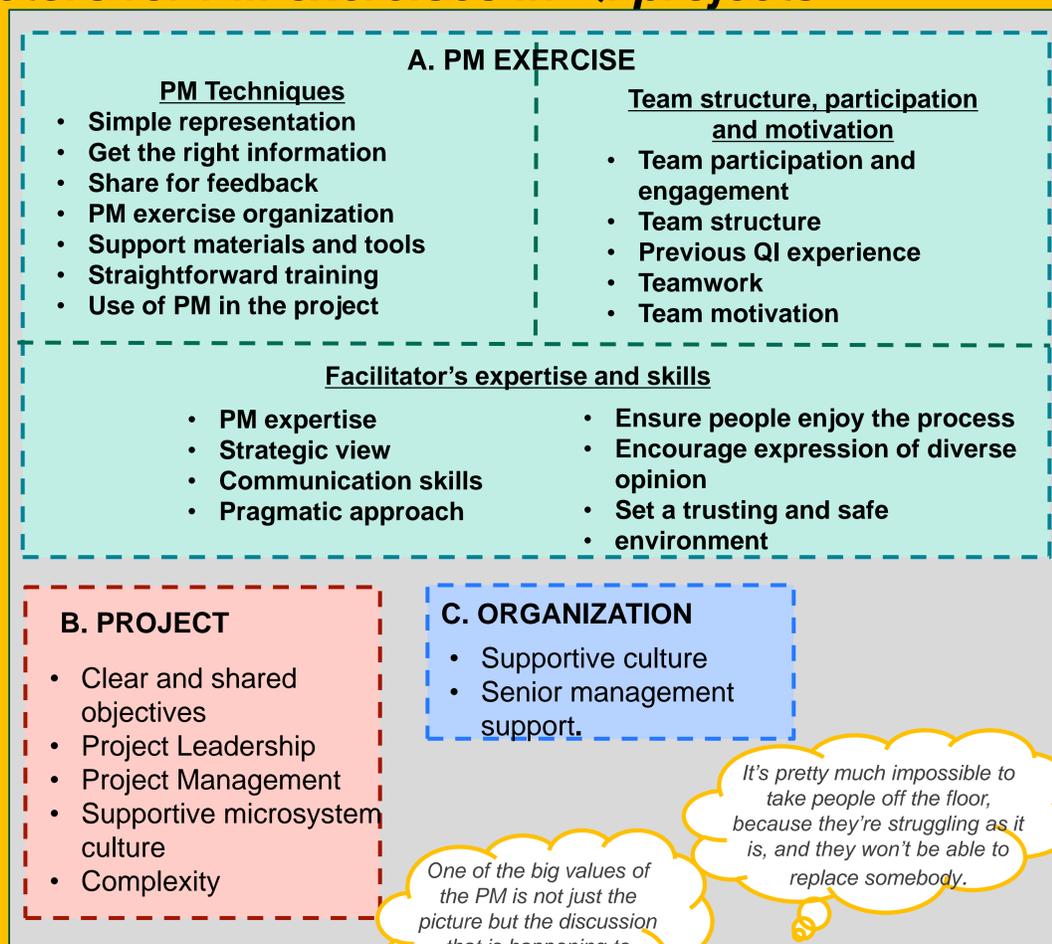
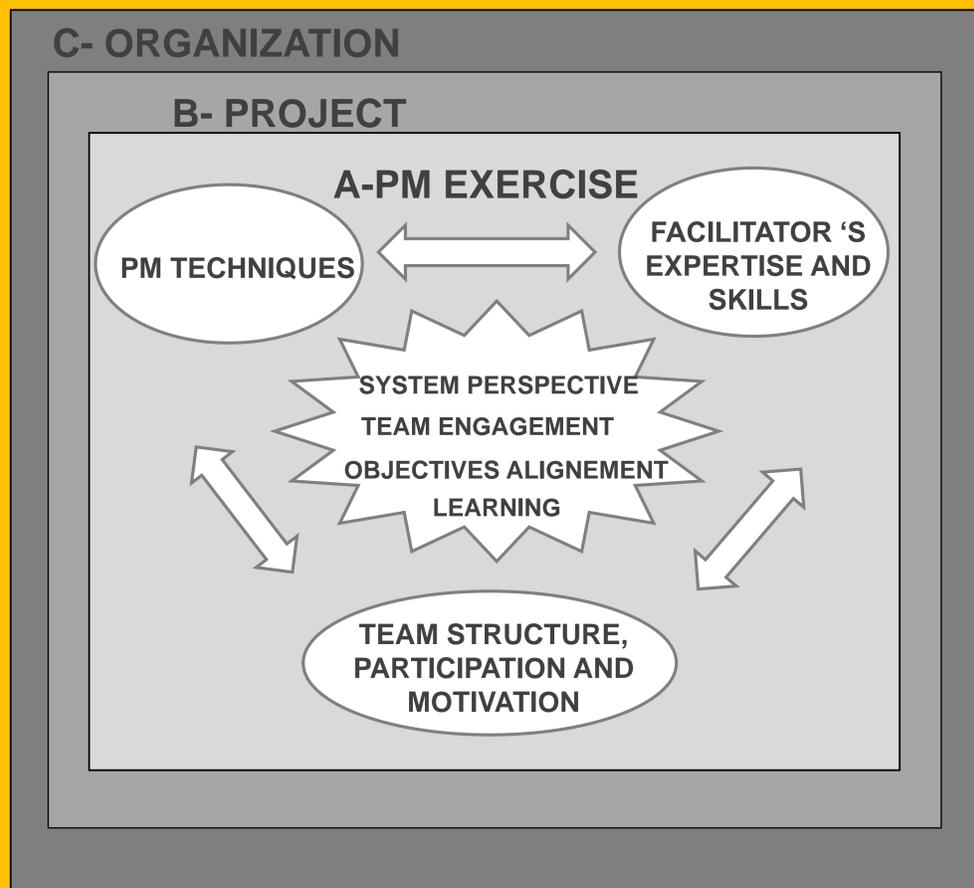
Objective

- Identify the main benefits of PM within QI projects.
- Identify the main factors leading to the effective implementation of PM (including both technical and contextual factors) and the main challenges for effective implementation.

Methods



Results: A conceptual model of Success Factors for PM exercises in QI projects



What we learned

We identified 26 factors that interact on multiple levels within the wider project's context [4, 9]. Stakeholder involvement and engagement is a key success factor and main challenge of a PM exercise.

- Success Factors found to be more important in healthcare compared to studies of PM in other fields [5]:
- the simplicity of approaches, techniques, tools and the language used by improvement leaders;
 - soft skills of facilitators;
 - a supportive organizational culture that emphasizes learning and teamwork.

The benefits of PM in healthcare go beyond the identification of bottlenecks, gaps or the design of new improved processes. In other industries the main benefits ascribed to PM relate to the “physical map” and technical aspects, we found that in healthcare the provision of a shared understanding of the reality of a QI task across different interest groups is especially useful.

For more information about this work and references see:

