



Awardee of The Office of the National Coordinator for Health Information Technology

Component 10 – Fundamentals of Workflow Process

Analysis and Redesign

Unit 10 – Process Change Implementation and Evaluation

This material was developed by Duke University, funded by the Department of Health and Human Services, Office of the National Coordinator for Health Information Technology under Award Number H24OC000024.

Objectives

Upon successful completion of this unit the student is able to:

- Develop a Process Change Implementation Plan for a healthcare facility that includes tasks to be accomplished, responsible parties for various tasks, a timeline, and the human and material resources needed
- Identify management tracking and measurement opportunities for the process change
- Outline elements of an evaluation plan that will help determine the success of a workflow process change implemented in a health care facility
- Describe how the workflow analyst can help a health care facility continually improve its workflow processes, based on results of ongoing evaluations

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Topics – Unit 10.10

- Common process changes
- Implementation plan components
- Communication for implementation
- Common implementation problems
- Evaluating the new process

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Common Process Changes

- From manual to electronic prescribing
- From receptionist to web-based appointment scheduling
- From manual to automated appointment reminder calls
- From manual tracking of test results to automated result tracking
- From paper to electronic patient charts
- From paper to electronic test ordering

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Implementation Plan

The implementation plan serves as a map for everyone involved in changing a process. It covers what steps everyone will need to take, what to expect and what to do when things don't go as planned.



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Implementation Plan Components

- Reason for the change
- Summary of what will be different
- Sequence of implementation tasks
- An implementation schedule for the entire implementation phase
 - Responsible parties
 - Each implementation task
- Statement of how the process will be managed
- Contact information for who to call when problems arise
- Description of how the process change will be evaluated

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Exercise

- A practice of 50 staff and providers is implementing an automated appointment reminder system.
- Review the implementation plan components on the previous slide.
- Take 10-15 minutes and on one page of paper, jot down your ideas for each section.

Example Implementation Plan

Reason for the change

In efforts to decrease our "no show" rate, Big City Medical Practice is implementing automated appointment reminder calls. Due to lack of staff, our practice has not commonly made appointment reminder calls. With our new system, we are able to do this.

Example Implementation Plan (cont)

What will be different?

Our patients are not used to receiving reminder calls. Starting in two weeks (Friday October 29, 2011) each patient that schedules an appointment will receive notice that they will receive a reminder call. This notice will be generated automatically for appointments scheduled on line. For appointments made over the phone or in person, front desk staff scheduling the patient will inform them. Patients with appointments that were scheduled prior to Monday October 30, 2011 will not receive reminder calls.

We are informing everyone in the practice with patient contact of this new practice in case patients have questions or comments about their reminder call. For more information, process diagrams and documentation describing details of this change are available in the break room.

Other than notifying patients of this change and being alert for patient questions or comments, there are no significant changes to anyone's workflow.

Example Implementation Plan (cont)

Time Schedule of Events & Responsibilities

Mon, Oct 4	Final system test (A. Smith)
Tues, Oct 5-15 (Fri.)	Address issues from testing / retest (Vendor)
Mon, Oct 18	Live installation (Vendor)
Wed, Oct 20	Data migration and migration test (A. Smith)
Thurs, Oct 21-25 (Mon.)	Contingency time (C. Doe)
Mon, Oct 25	Talking points ready for registration Review (C. Doe)
Fri, Oct 29	Go live for on-line and in-person notices (Registration)

Example Implementation Plan (cont)

Implementation management

The implementation will be managed by C. Doe from our local Regional Extension center with support from Amy Smith, our local IT technical support person. Changes to the schedule above will be posted in the break room.

Example Implementation Plan (cont)

When problems arise

For any unexpected problems and if you notice or patients mention unusual system behavior, please contact Amy Smith at (555) 555-5555 or C. Doe at (777) 777-7777. If problems occur after hours, report through the after hours number at (888) 888-8888.

Example Implementation Plan (cont)

Evaluation

This process change will be evaluated by the decrease in no show visits and by addition of a question to the December Patient satisfaction survey.

Communication of an Implementation Plan

“Tell me and I’ll forget;
show me and I may remember;
involve me and I’ll understand.”

– Chinese Proverb

What People Need to Know

- What is happening
- Why is the change taking place
- How they will be affected
 - Address each task or activity that will be added, changed or will go away
- How the change will impact workflow or responsibilities
- How will the change take place
- What if anything different will the patients see

Job Aids

- Talking points
- Check lists
- Written procedures
- Or cheat sheets

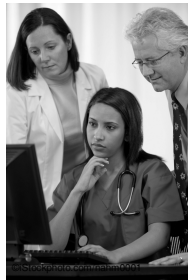


Training

- Process changes require new skills
- People will be required to use new tools
 - Instrumentation
 - New forms
 - New software
- When it is necessary for people to execute process steps the same way

Be Present

Implementation support personnel should be on site or readily available to coach staff through problems that arise, to troubleshoot, and to facilitate decision making about interim work-arounds and activation of contingency plans in the face of serious problems.



Process Implementation Problems

- Planning
- Communication
- Process itself
- Software



Exercise

- Take five minutes and review the example implementation plan for the automated appointment reminder system
- List two possible problems that could occur in each of:
 - planning
 - communication
 - the process, or
 - in the software

Review of Exercise

- Planning
 - Failure to account for other activities
 - Forgot to include migration of legacy data to new system
- Communication
 - Lack of communication to practice leadership
 - Lack of communication with people involved in the plan
- Process itself
 - Failure to account for likely exceptions
- Software
 - Lack of testing
 - Found problems in testing and changes can't be made quickly enough

Evaluation

- Patient wait times
 - e.g., From registration to seeing a provider
- Total visit time
- Percentage of same day appointment accommodations
- Increased clinic capacity
 - Higher number of encounters per day per provider
- Patient satisfaction measures
- Provider/staff time spent retrieving information
- Provider/staff time spent documenting
- Provider/staff satisfaction
- Percentage of first-time-file claims returned

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Summary

In this component, we covered:

- Common process changes
- Implementation plan components
- Communication for implementation
- Common implementation problems
- Evaluating the new process

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