Curriculum Development
Centers Program

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

Component 10 – Fundamentals of Health Workflow Process Analysis and Redesign

Unit 7 - Facilitating
Implementation Decisions Meeting

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 IU24OC000024.

Unit Objectives

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

- Complete a process analysis that includes recommendations for achieving and sustaining optimization in workflow processes
- Prepare a presentation for health care institution decision makers that communicates findings of a workflow process analysis and proposes a facilitation plan that would assist those decision makers in moving toward optimization of workflow processes
- Critique optimization meeting scenarios for their effectiveness and comprehensiveness

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Topics – Unit 10.7

- Coordinating a decision making meeting
- Appropriate group methods to discuss and make decisions on inefficiencies
- Opportunities for streamlining
- Transition from analysis and redesign to implementation planning
- Examples of plan content

A single effective meeting will substantially change the capacity of a group to achieve desired outcomes [1]

Meeting Goals

- " To make as good or as effective as possible":
  - Using the experience and skills of Healthcare personnel
  - Expanding the range of solutions
  - Achieving overall optimum efficiency

- All within the contextual framework of "Meaningful Use of IT"

Focus

- Analyzed the "As is" Process
- Redesigned the "As is" Process to create a Plan
- Have the "To be" Process
- Now
  - Streamline the process
  - Chart the course for moving into implementation

Meeting Purpose

- Streamline the Redesigned Workflow Diagrams
- Establish rapid, efficient information sharing
- Preserve established workflow when appropriate
- Build Consensus as necessary on the final redesign plans
- Build "Buy In" of the participants to the changes proposed
- Provide the decisions for the "Implementation" report

Meeting Facilitator Role[3]

- Facilitation
  - Process of designing/running a successful meeting
- HC Workflow Analysis and Redesign Specialist Role
  - Establish group norms
  - Manage time
  - Describe your role in the meeting
  - Describe participants roles in the meeting
  - Walk through the redesigned Process Workflow Diagrams
  - Establish ground rules for the meeting
  - Listen to and document feedback
  - Incorporate changes in the Process Diagrams

Meeting Participants Role

- Work within the established ground rules
- Suggest changes to the redesigned Process Workflow Diagrams
- Provide "reality checks"
- Identify:
  - Correction of any errors identified in the "To be" process design
  - Reformatting (revision) needs of Workflow Diagrams
  - Training needs of new processes
- Participate actively in the meeting

Key Elements of Success

- Involvement of key personnel
  - Have thought through potential solutions
  - Results in ownership of ideas
    - Solutions
    - Develops commitment for implementation
- Immediate focus on changes which will make the greatest possible contribution to "Meaningful Use"
- Initial implementation planning is begun in a debriefing wrap-up session at the conclusion of the decision-making meeting

Facilitation Methods

- Focused Conversation Method
  - Surface new ideas and solutions
  - Stimulate candid feedback

- Consensus Workshop Method
  - Tap rational and intuitive thought processes
  - Integrate diverse ideas
  - Generate practical and creative solutions
  - Develop group consensus

- Action Planning Method
  - Visualize a successful result
  - Analyze the current reality
  - Create a practical plan
  - Maximize group involvement

Aspects of Facilitation[3]

- Making arrangements for the meeting

- Setting the agenda

- Understanding group norms

- Understanding group dynamics

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Suggested Approaches

- Discuss reformatting (revision) of Workflow Diagrams
- Walk through the redesigned Process Workflow Diagrams
- Incorporate changes in the Process Diagrams
- Provide feedback on the Workflow Process Redesign
- Discuss training needs of new processes

Meeting Preparation

Step 1: Select participants for the Meeting

Step 2: Prepare detailed Agenda

Step 3: Prepare Review of the redesign reports

Step 4: Design group processes to attain final streamlined implementation plan where each member's input is documented

Step 5: Appropriate Setting and Materials:
- Flipcharts, Post It Notes, Markers, Wall Space

Identify Processes Ripe for Improvement

- Those that can increase satisfaction, compliance, and meaningful use in health IT
- Appeal to patients, clinicians and administrators
- Some health care providers can show how much a change can improve services in specific areas
- Review "Best Practices" in other healthcare facilities for items to discuss. Best practice far exceeds healthcare service.

Select Topic Exercise

- Identify topics ripe for improvement in your organization
  - Or use your current topic
- Once you have selected a topic
  - List specific ways in which each topic meets the selection criteria
    - Define the gap
      - Include outcome measure
    - Identify the good examples
    - Identify business implications

Examples of Process "Ripe for Improvement[4]"

Topic[4]	The care team	Patient intake/ activation	Clinical IT System	Leadership
"GAP"				
Example				
Business Impact				

Group Decision-Making Process[3]

- Process resulting in the selection of a course of action
- Results in a "choice"
- Systems
  - Consensus
  - Voting-based methods
    - Majority required
    - Plurality
  - Dictatorship

Decision-Making in the Health Care Setting

- Analyze
- Discuss with clinic to determine this
- Incorporate when planning the meeting

Health Care Decision-Making

In the health care field, the steps of making a decision may be remembered with the mnemonic BRAND, which includes[5]

- **B**enefits of the action
- **R**isks of the action
- **A**lternatives of the prospective action
- **N**othing: That is, doing nothing at all
- **D**ecisions

Conducting the Meeting

- Identify
  - Intent or purpose
  - Working assumptions
- How much time will be needed
- Be aware that some people in group will not be willing to move at the pace of the slowest member
- Address / review
  - Who performs the process
  - What the steps of the process are
  - When the process starts
  - Where the steps take place
  - How each step of the process is performed and in what order
- Monitor the agenda / time
- Encourage participation from all attendees
- Help participants reach consensus
  - Foster solutions

Exercise

A Patient Intake and Clinic Visit is described and represented in a process diagram in the following three slides. Read through the slides, pause the slides, and

1. Create a meeting agenda to review this process, make decisions about what needs to be changed, and prioritize those decisions
2. Design a form for capturing decisions agreed upon by the group
3. After you do this, restart the slides and we will talk through the results

Patient Intake and Clinic Visit

1. Patient arrives at the clinic and signs-in and checks-in with the front desk.
2. Receptionist enters the patient into the visit system as present and confirms the contact and insurance information with the patient.
3. The Nurse pulls the chart from the filing stacks and calls the patient to the exam area and escorts the patient to the exam room.
4. The Nurse interviews the patient regarding symptoms and/or complaints and records into the Nurses/Progress notes.
5. Nurse takes and records vital signs in progress notes and alerts the Physician that the patient is ready to be seen.
6. The Physician examines the patient and records findings in the progress notes.
7. The Physician determines if a prescription, procedure, lab work or a referral is required and completes the necessary paperwork, if applicable.
8. The Physician provides any additional instructions to the patient and concludes the visit.
9. The Physician provides the patient chart to the office staff for refiling.
10. The office staff refiles the patient chart.
11. The patient pays co-pay and concludes the office visit.

Example Topics for Agenda

- Introductions
- Review of documentation of process analysis and redesign
- Meeting Products
- Closing of meeting

Example Topics for Agenda

- Introductions
  - Meeting
  - Participants in meeting
    - And their role
  - Scope of Work
- Review of documentation of redesign process
  - Mapping Methodology selection
  - Facilities Map
  - List of functions performed
  - Process Map
    - Key/ identified processes
  - Personnel interviewed
  - All regulations associated with the redesign
  - Redesigned Workflow Diagram
  - Any known process issues
  - Other supporting documents

Example Topics for Agenda

Meeting Products
- Immediately identifiable redundancies or inefficient processes
- Quick win/critical issues
- Communication plan for identified or critical issues
- Process gap analysis
- EHR improvements analysis
- Recommendations

Example Topics for Agenda

Closing of meeting
- Meeting deliverables
- Report
- Report delivery date
- Final Health Care Setting Implementation Plan
- Report dissemination
- Implementation strategy selection
- EHR Plan and Recommendations

Example forms for capturing decisions agreed upon by the group.

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Change Matrix Template

"As Is" Process	"To Be" Process	Action Req. for Change	Responsible Person(s)
Patient arrives Patient checks in Patient pays co-pay			
Nurse asks reason for visit Nurse takes vitals Nurse locates electronic chart Nurse confirms medications			
Doctor examines patient Doctor makes working diagnosis			

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"BRAND" Change Matrix Template

PROCESS	Benefits of the action	Risks of the action	Alternatives of the prospective action	Nothing: doing nothing at all	Decision
Patient arrives Patient checks in Patient pays					
Nurse asks reason for visit Nurse takes vitals Nurse locates electronic chart Nurse confirms medications					
Doctor examines patient Doctor makes diagnosis					

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Debriefing Wrap-up

- A wrap-up debriefing at the close of the meeting presents
  - Preliminary results
  - Conclusions
- The purposes of the debriefing are:
  - To present preliminary results and get a "sanity check"
  - To secure management "buy-in"
  - To prioritize and plan for implementation

Implementation Decision Meeting Report

- Provides
  - Complete documentation of all results
  - Concise Executive Summary of:
    - Objectives
    - Goals
    - Critical process issues
    - Results or Plans of the meeting

Packaging the Report

- Sufficient to accomplish the change goals
- Address only the redesign changes
- Organize by Process Workflow Redesign
- Be as specific as possible
- Make recommendations actionable
- Minimize redundancy (overlap)
- Transparency is necessary
- Validate decisions with the team
- Identify general process improvement opportunities

Summary

In summary, this unit has

- Provided strategies, tools, and aids for planning and conducting a decision making meeting
- Presented examples of agenda and tables for conducting a walk through of a process
- Provided tools for documenting decisions made and actions identified in a decision making meeting

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