

Component 10 – Fundamentals of Workflow Analysis and Process Redesign

Unit 4-2 – Acquiring Clinical Process Knowledge

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Acquiring Knowledge About the Practice

- Mission, Vision
- Stakeholders
- Publicly available or easily provided
- Do your homework !

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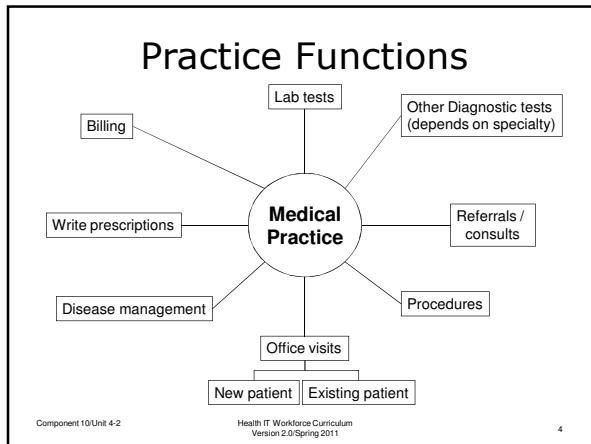
Stakeholders

- Individual or group that participates in a process or organization
 - Or is impacted by it
- Examples of organizational stakeholders include:
 - Patients
 - Owners or shareholders
 - Suppliers
 - Payers
 - Employees
 - Regulators

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- ## Process Inventory
- Identification of main clinic processes
 - Analyst works with clinic leadership to identify high priority processes
 - Select processes are analyzed
 - Some can't be improved
 - Some the gain is too small
 - Some can be improved, but by means other than use of health IT
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- ## Process Value
- Some processes are very important and if the process is not doing what it is supposed to do, the organizational mission and certainly productivity may suffer
 - Some are less significant in terms of the operations
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Common Clinic Processes

- Patient check-in
- Patient visit
- Prescriptions
- Assimilating received documentation
- Labs
- Other diagnostic tests
- Referral/consult
- Disease management
- Billing

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Identifying Practice Processes Example

- By Phone Appointment Scheduling
- New Patient Intake and Registration
 - Using paper charts
- Receiving and Communicating Lab Results
 - Using a paper chart
- Routine Prescription Refill
 - No EMR

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Identifying Practice Processes Example: Answers and Discussion

- Appointment Scheduling
- Patient check-in
- Patient visit
- Prescriptions
- Assimilating received documentation
- Labs

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For each process

- Process variations used by the clinic
- For each of these
 - Main activities
 - Roles
 - Locations
 - Flow
 - Information needs
 - Likely exceptions

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The act of acquiring the knowledge is just as important as the resulting diagrams.

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Where to get the information

- Process participants
- Facility procedure manual
- Information used and produced in the process

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Process Participants

- Clinic leadership and staff that take part in a process at a healthcare facility are a main source of knowledge about the clinic processes
- These are the individuals that you should observe or interview to acquire process knowledge

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References

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3. Milton, N.R., *Knowledge Acquisition in Practice: A step by step guide*. Springer, London. 2007

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