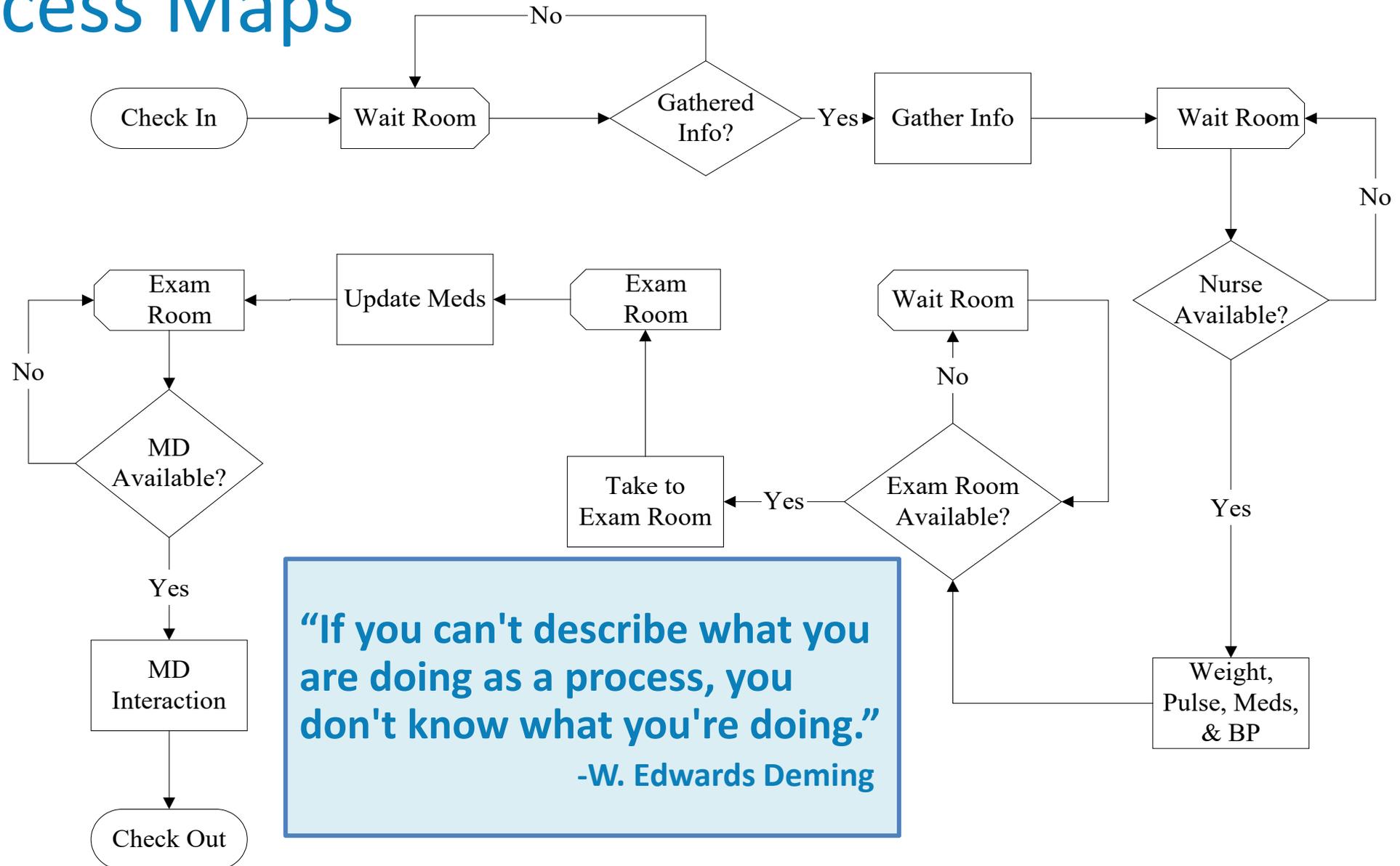




Process Flow Mapping

Beyond Transformation:
Standardizing Dental Services
Technical Assistance Program
December 2020

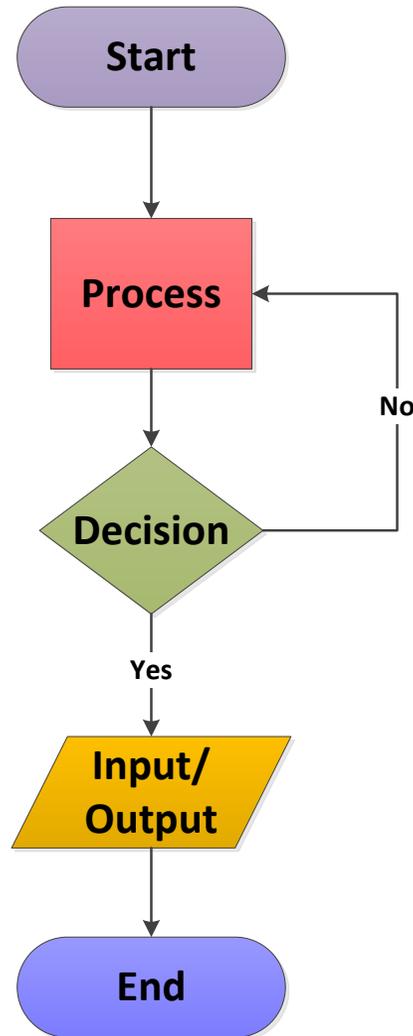
Process Maps



The Purpose of Process Flow Mapping

- Provides a picture of your clinic process in its new and improved state
 - Who performs what task, and in what order
 - How long each step takes
- Illustrates a multi-level process
 - Staff have a better understanding of how their work impacts other activities and sub-processes.
- Onboarding tool and reference document
- Creates a structure and framework to continue improvement
 - Assess the workflows, identify any problem areas, create contingencies, eliminate redundancies, and implement refinements

Process Flow Map Basics



Start – flow charts begin with an oval to indicate the start of a process

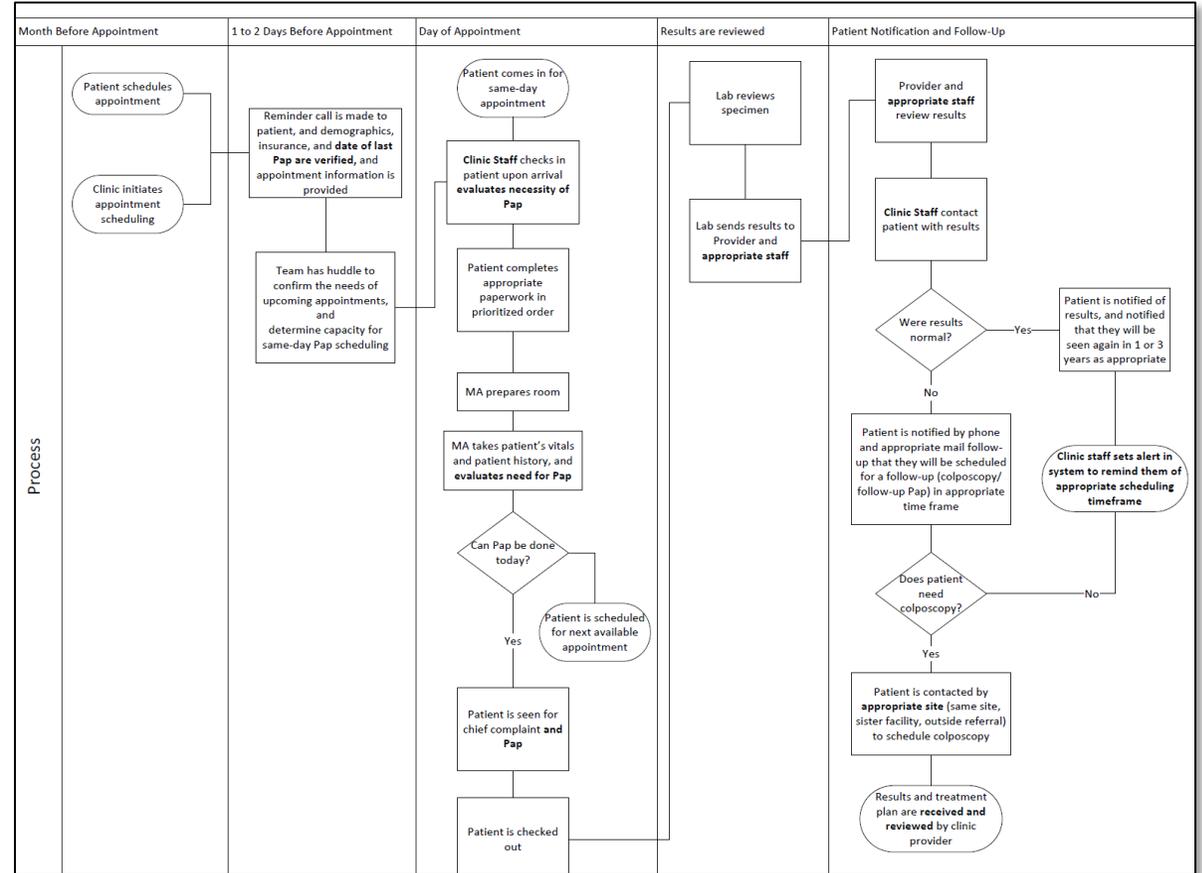
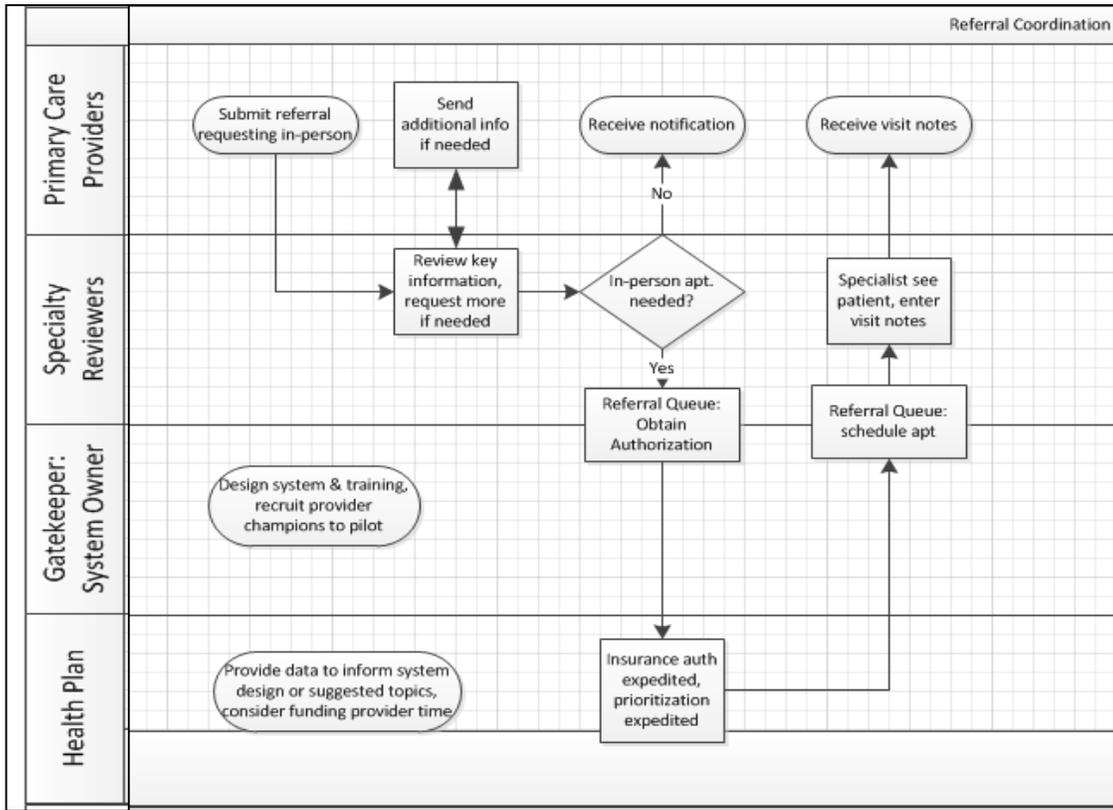
Process – Activity, task, or action taken

Decision – A point in the process where a yes/no question is asked or a decision is made

Input/Output – Something added or created during the process (e.g., form, report)

End – an oval is used for the last step in a process

Example Process Maps w/ Swim Lanes



Creating Process Flow Maps

Step 1 **Review a few examples** of process maps that have been created at your organization (use as template for design)

Step 2 **Summarize the process in 5-6 stages**

Step 3 **Under each stage, list the steps/processes that take place**

Step 4 **Create Detailed Process Map** showing how each step connects to each other

Engage staff that are actively part of these workflows in the planning, review, and confirmation of process flow maps

Stage 1

Stage 2

Stage 3

Stage 4

Stage 5

Step 1.1

Step 2.1

Step 3.1

Step 4.1

Step 5.1

Step 1.2

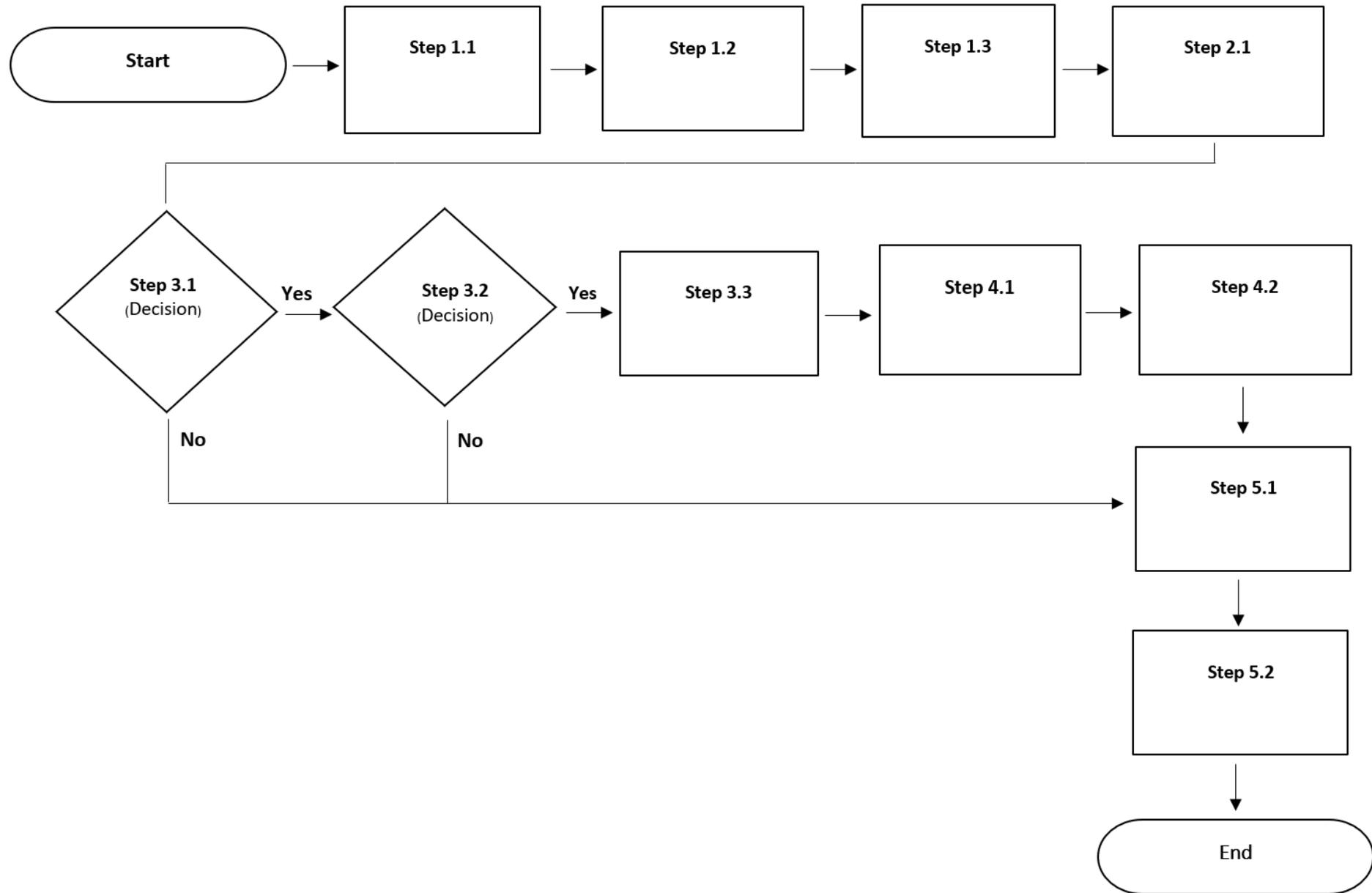
Step 3.2

Step 4.2

Step 5.2

Step 1.3

Step 3.3



Workflow Map Tools

Numerous tools available to draft process maps

Software

- Microsoft Visio (discount available at TechSoup)
- Powerpoint/Word
- LucidChart, Creately, & MyDraw

Online Tools

- Draw.io – Free online tool, works with Google Drive
- Google Drawings
- Paid – Gliffy & Wireflow

Workflow Mapping – Simplified Approach

Flip Charts or Posters, Markers, and Post-its.

- *High touch / low-tech*
- Draw the overview of the process on flow charts or large pieces of paper
- Use Post-it notes to define each step – they are portable, and can easily be moved around

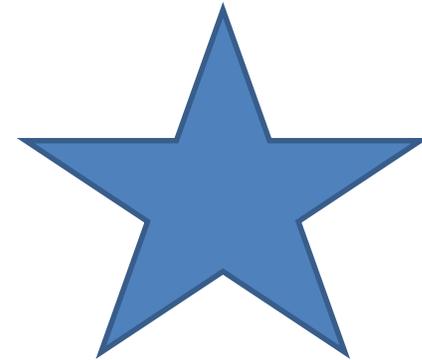


Communicate the New Process Flow Maps

1. Explain the change and why it is needed (**vision**)
2. Explain why the change is needed *at this time* (**urgency**)
3. Address the impact on the individual (**WIIFM**)
4. Surface resistance by providing safe environment for expressing concerns/feelings about change (**openness**)
5. Gather suggestions that can be used to help put the change into action (**autonomy and action**)
6. Recognize and/or reward impact (**PMMFI**)

Compelling Change Messages

- Easier to do
- Allows more professional autonomy or choice
- Saves time or money
- Enhances image/reputation
- Appeals to one's values
- Improves quality or safety



*Message must appeal to
the frame of reference of
**the person experiencing
the change***

Adapted from Guy CHICIONE KP Care Management Institute, 2006

Compelling Change Messages

**Harvard
Business
Review**

CHANGE MANAGEMENT

Research: To Get People to Embrace Change, Emphasize What Will Stay the Same

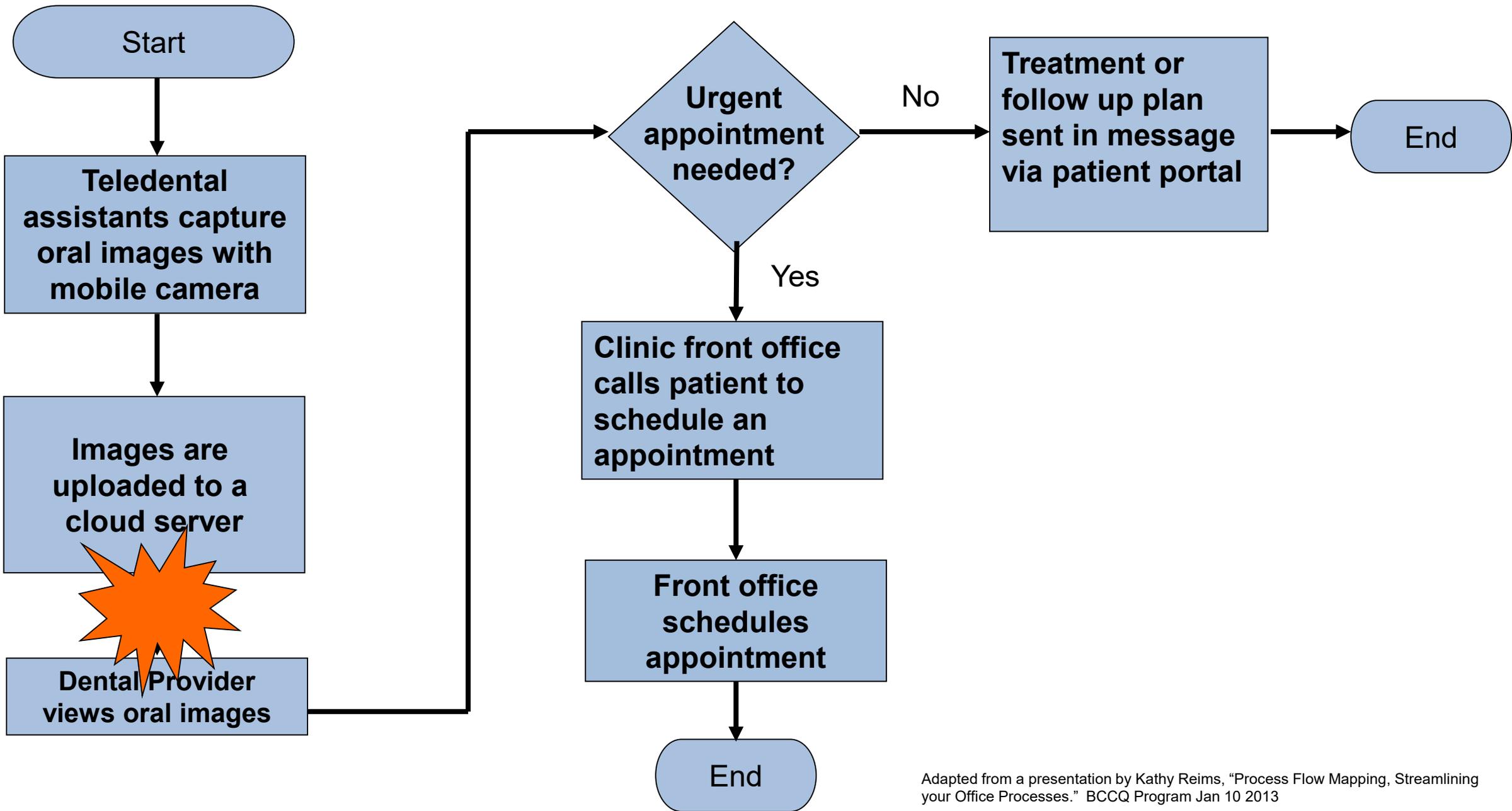
by Merlijn Venus, Daan Stam, and Daan van Knippenberg

AUGUST 15, 2018

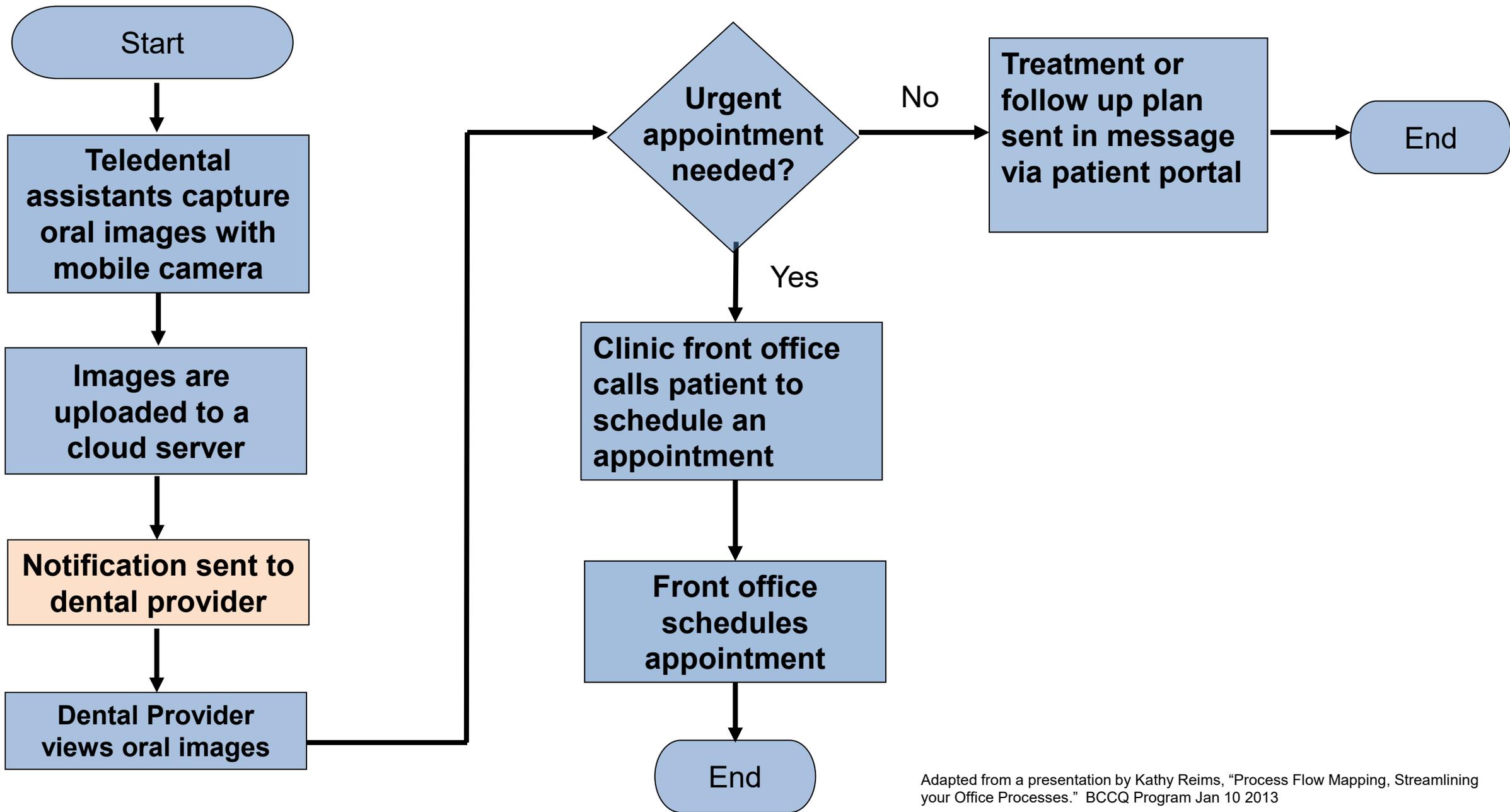
“Support for change was higher when the vision of change was accompanied by a vision of continuity, because in this case people’s sense of continuity of identity was higher. Again, the effects were stronger when uncertainty about the change was higher.”

Source: <https://hbr.org/2018/08/research-to-get-people-to-embrace-change-emphasize-what-will-stay-the-same>

Using Process Flow Mapping as an Improvement Tool



Adapted from a presentation by Kathy Reims, "Process Flow Mapping, Streamlining your Office Processes." BCCQ Program Jan 10 2013



Adapted from a presentation by Kathy Reims, "Process Flow Mapping, Streamlining your Office Processes." BCCQ Program Jan 10 2013

Process Flow Maps Help Identify Inefficiencies & Waste

1. Defects

- Incorrect or incomplete information

2. Waiting

- Appointments, results, on-hold

3. Over Processing

- Duplications, multiple steps

4. Variation

- Doing it your own way,
unstandardized

5. Unclear Roles & Responsibilities

- Expectations vs job duties

6. Motion

- Excess movement, barriers

7. Searching

- Forms, materials, supplies

8. Inventory

- Too many/too little supplies
on hand, expired

Deliberate Practice

- Draft a process flow map for one of your newly refined workflows (e.g. the referral process from primary care provider to dental provider, scheduling processes between schools/CBOs and mobile dental service, etc.)
- Send your draft to IHQC – we can provide feedback, and get a closer look at what you have all been working on



IHQC Staff Contact Info:

- Bridget Hogan Cole, MPH - bcole@IHQC.org
- Chris Hunt, MPH, LSSBB – chunt@IHQC.org
- Teresa Hofer, MPH, PMP, CHES® – thofer@IHQC.org
- Sharon Lau – slau@IHQC.org

www.IHQC.org