

OPTIMISING THE PATIENT'S JOURNEY

Value Stream Mapping

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Optimising the Patient's Journey



Aims of the session

At the end of this session participants will know:

- What Value Stream Mapping is
- Why Use Value Stream Mapping
- How to organise a session
- Examples in Healthcare
- Next Steps

Value Streaming Mapping versus Process Mapping

Value Stream Mapping

- Considers the whole value stream
- Describes activities from a patients perspective
- Describes non value add and value add activities
- Focuses on flow between the Silos

Process Mapping

- Concentrates on a single process
- Describes activities without a value stream focus
- Describes non value added processes within a process
- Optimises activity within the Silo

Why Use Value Stream Mapping?

In groups of 3-5 list why you would do VSM?

- Visualise activities
- Identify sources of waste
- Common understanding
- Baseline
- Encourages Objectivity
- Helps to identify the need to change
- Focus is on process not people
- Forms the basis of an improvement plan

How do you organise a session?

1. Identify the problem and process
2. Invite everyone who touches the process
3. Communicate the purpose of the session
4. Define the scope of the map
5. Collect the tools

Tools required

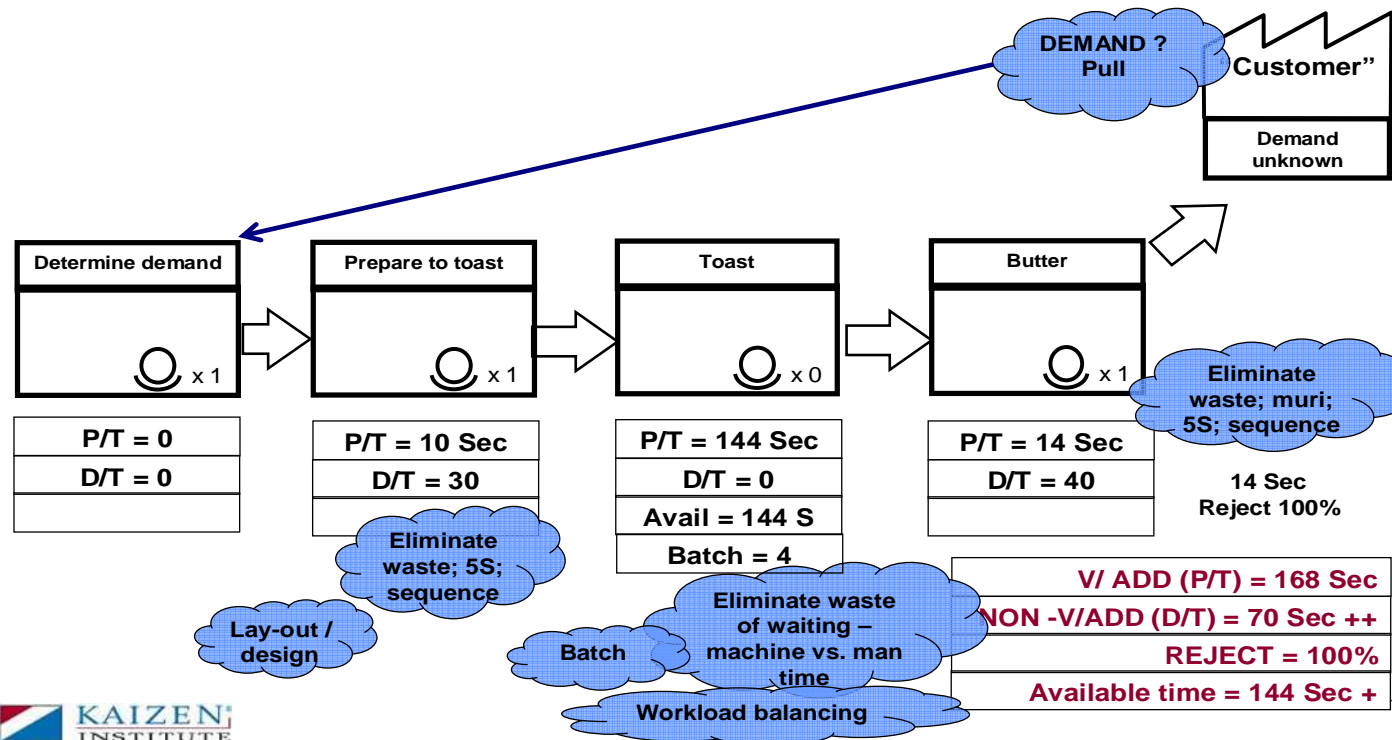
- Good communication skills
- Big rolls of newsprint
- Post it notes (all colours)
- Pens
- Whiteboard (to document parked issues)

Rules of the Mapping Session

- Focus on the process not the individuals
- Describe what actually happens not what should happen
- Focus on 80:20
- Establish a “no blame” environment
- Agree symbols and map format
- Plan a follow up session

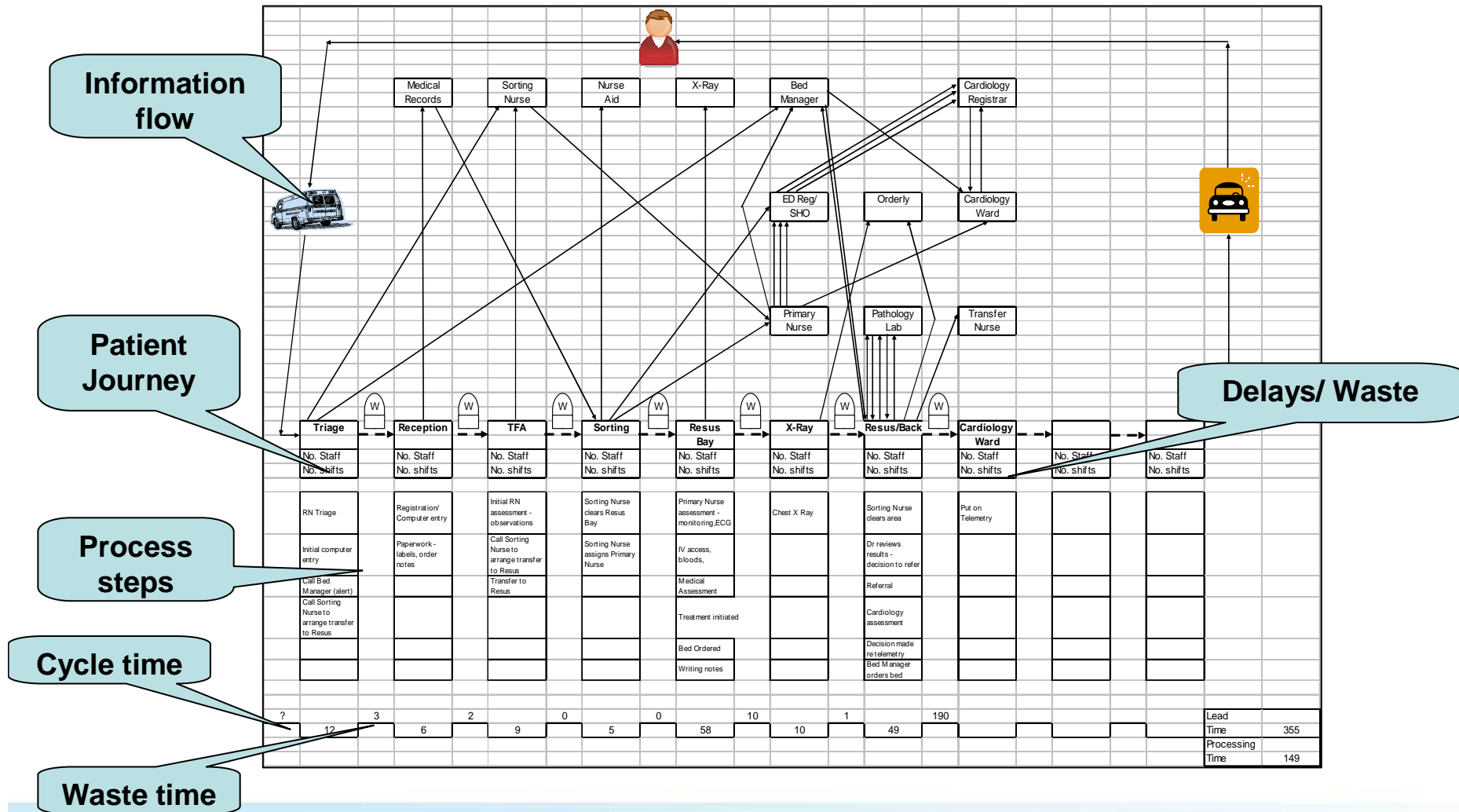
Toast DVD

VSM Excercise - solution



An Example

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Tips

- High level of engagement from senior management
- Clinical champions – respected clinical leaders, colleagues and others
- Facilitator needs to be impartial/ understand VSM process
- Don't forget the 'what's in it for me?' effect
- Sell the project as aiming to solve their problems not yours
- Value ALL inputs (all staff + key stakeholders)
- Keep it simple, make it fun to get the best results,
- Remember this is only the starting point in the improvement process – you are mapping a process not solving the issues

Important people process next steps

- Walk the process (VSM participants)
- Track staff roles and responsibilities
- Handle the motivation and expectations of staff
- Communicate potential improvement opportunities
- Identify key measures
- Prioritise improvements
- Establish a timeframe
- Complete and present the analysis

Analysis of the Value Stream Map

- Key questions on page 14

Other Tools used for Problem Solving

- Data collection
- 5 Whys
- Ishikawa Diagram
- Pareto Analysis
- Waste analysis

8 Wastes

- Waiting
- Overproduction
- Rework
- Motion
- Processing
- Inventory
- Transport
- Staff

And finally.....

- Develop a Future State map
- Remember this is the team's vision for the future – it will take time to achieve
- Use data/ wastes identified in current state map to begin the process of improvement
- Map big, improve small