Welcome to the MPRO self-instructional module (SIM) for the Physician Office Quality Improvement Program. This SIM will discuss how to map a physician office process. The goal of this module is to assist physician office staff with examining how you do your work with an eye on how to make improvements.

Nurses completing this module are eligible to receive 1.7 nursing continuing education contact hours. This educational activity is provided by MPRO, which is an approved provider of continuing nursing education by the Michigan Nurses Association, an accredited approver by the American Nurses Credentialing Center’s Commission on Accreditation. See slide 40 for details. The average time to complete this module is 90 minutes.

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MPRO is Michigan’s Quality Improvement Organization, as designated by the Centers of Medicare & Medicaid Services (CMS). MPRO works collaboratively with primary care physician practices to provide expert quality improvement consultation, evidence-based office improvement tools, patient assessment tools, and continuing education programs for nurses.

MPRO’s current work with the physician office setting is also focused on the Doctor’s Office Quality - Information Technology program (DOQ-IT). DOQ-IT is a national program funded by CMS to facilitate adoption of health information technology in physician offices. Through the DOQ-IT program MPRO provides free assistance to primary care physician practices in the following areas: practice assessment of information technology readiness, guidance with electronic health record selection and implementation, as well as optimizing office efficiencies and use of technology to support care management and quality improvement.

Whether your practice has paper medical records, electronic health records, or is in the process of implementing health information technology such as an EHR; efficiencies in your office will be gained by assessing your current processes. You will be able to identify processes that are working well and address those processes that have room for improvement. This SIM will introduce the physician office team to several concepts for examining work flow processes.
Objectives

1. Define a process
2. Identify the benefits of process flow mapping
3. Explain basic mapping symbols
4. Describe how to map a process

This SIM is designed to assist office staff in examining processes in their work. By examining work processes, physician office workers can determine where there are opportunities to improve how their work is done.

MPRO has found during the past eight years of working with physician offices, that there are many ways to make caring for patients easier and more efficient, while promoting patient and staff satisfaction.

Part of the improvement process is examining how the work is currently done. To do this, we will examine process flow mapping and show you how this is done. Basic flow mapping symbols will be explained and demonstrated.
We'll begin with defining just what a process is, so that we have a common understanding and good foundation for discussing the work processes that occur in a physician’s office.

Next, this SIM will discuss the benefits of mapping work flow processes for your physician office. Mapping is a way of examining how the work occurs and frequently leads to improving the work.

Once the reason for mapping is clear we will move on to “how to” make a process map. A process map uses simple symbols to tell a process story that everyone will be able to read and understand.
1. What is a Process?

• A sequence of steps
• Carried out in proper order
• Creates values

The first objective is to define a process. A process is a sequence of steps that must be performed correctly in the proper sequence to create value for a customer.¹

The steps or actions in the process are linked to one another. An example might be that you must do step A before you can do steps B and C. This means that all the steps (A, B, and C) are linked to each other.

There is something that starts the process and there is an ending point to each process.

A real life process example is that you followed a computer sign-on process to get the computer running and found this self-instructional module, so that you could read this SIM. Some other examples are:

• Following a recipe or cooking a meal.
• For most of us, getting to work each morning is an example of several processes (waking up, morning bathing routine, breakfast, start the car, etc.)

The components of a process are the starting point (beginning), some action takes place, and then an end point (where the process stops). When examining office processes it is important to specifically define what will be the starting and end points. A specific process with a well defined start and end point will be most helpful.

The action part of a process consists of all the things we do as we care for patients between the starting and end points.

The end point occurs when the entire process is completed.

Sometimes we give the work to someone else before the process is completed. When we give the work to someone else, this is known as a “hand-off”. For example, when the medical assistant (MA) has completed all the patient care items and the patient is ready to leave the office, the MA “hands-off” the patient to the “check-out” staff. Hand-offs often provide an opportunity for confusion and error especially in a busy office.
Process Triggers

• Something that starts a process
• Beginning point
• Examples:
  ■ Telephone rings
  ■ Alarm goes off
  ■ Patient signs-in for appointment

Process triggers are the things that get a process started. This signals the process to begin.

A trigger, can be anything that causes us to take an action. Sometimes triggers are like reminders. For example: a calendar with birthday notes can trigger us to send a birthday card to a friend, or to arrange for a babysitter for Saturday.

More examples of everyday triggers that start a process are:

1. We answer a telephone when we hear the phone ring.
2. We rouse from sleep and wake up when the alarm goes off.
3. For school children, the school bell may begin or end a class.
4. When the patient arrives at the reception window in the physicians office and signs-in, that triggers the office staff to begin working with the patient.
An example of a process with variable outcomes is patient check-out from the physician office after an annual physical. The starting point occurs when the patient has completed discussions with the physician and/or medical assistant and has left the exam room. The patient goes to the check-out window in the office.

- Option A might be that the patient pays his co-pay and leaves.
- Option B may be that the patient pays his co-pay and then makes follow-up appointments.
- Option C may be that the patient needs to have referral appointments made by the physician office staff.
- Option D may require that the patient be transferred to the hospital for urgent care.

So, the beginning point is the same, but the end point or outcome may vary.
Physician Office Process Examples

- Appointment scheduling
- Patient check-in
- Patient check-out
- Prescription refills

As noted earlier, a process is a series of actions that result in one or more outcomes.

A process example for the physician office includes:

- Patient check-in:

  When the patient enters the office, the receptionist checks the patient’s name and updates the registration information, secures the medical record, and notifies the medical assistant that the patient is ready for their appointment. The process is usually triggered or started by an event. In our example, that event is the patient arriving at the office and signing in or telling the receptionist who they are and which doctor they plan to see. So, the starting point for this process is the arrival at the office.

  The end of the registration process occurs when the receptionist has completed updating the patient’s information, the medical record is available, and notified the medical assistant (MA) that the patient is ready in the waiting area.

Other process examples include:

- Appointment scheduling
- Patient check-out
- Prescription refills
- Telephone answering
The Perfect Work Process

- Provides valuable goods or services
- Gives personal fulfillment and sense of accomplishment

The perfect work flow process would result in work efforts that are satisfying for the people doing the work and for the managers to manage. Employees would have a sense of providing valuable goods or services to their customers.

The perfect process would have the right purpose or value, the best methods to accomplish the work (process), and result in a high sense of accomplishment for the staff. ²

² Lean Service Summit, Amsterdam, June 24, 2004
Process Summary

- A process is:
  - Started by a trigger
  - Contains a series of actions or sequence of steps
  - Has a starting point and an ending point
  - Creates value

In summary, a process is a sequence of steps that must be performed properly in the proper sequence to create value for the customer.¹

¹ Womack, *op cit.*
The second objective is about process flow maps.

First let’s examine what a process flow map is. It is a diagram or a drawing that uses symbols and a small number of words. A process flow map tells a story of what happens in a process by showing a series of steps (or actions) which occur in sequence.

There are specific symbols used in process mapping which will be discussed in slides 16 to 23.

Process mapping is a method where the team involved in a specific work flow process will diagram the current way of functioning (doing their work). The process is then reviewed by all team members to identify waste and look for areas of improvement.
A process flow map identifies a specific work process with a starting point, action steps, and a specific ending point. All the actions are placed in the order in which they occur now (the current state), not the way they might occur, or should occur, which would be the future state or desired state. (This part of fixing things comes later).

Team members developing the process flow map should include some of the people directly involved in the work, as well as some administrative personnel. In addition, a process flow map can identify who performs certain tasks and what documents are involved in the series of steps.

A picture of the work process has many benefits for office teams examining ways to improve their work.

This SIM will demonstrate drawing a diagram of the steps in a process. This will help you learn how to string some basic symbols together to tell a story. The diagram is called a flow map. It shows the flow or sequence of the steps from beginning to end.
Some of the benefits of mapping a process are listed here.
The work in creating a process flow map gets various team members together to discuss the details of their work. In working together, they learn that not everyone does the work the same way.

Looking at the diagram allows people to talk about the work process itself and not focus on the way someone does the work. This focuses attention away from individual workers to how the work gets done. It creates a visual diagram of our work. It clearly shows the work and helps everyone to agree on the work steps and work documents. We end up with a common understanding.

The visual diagram let’s everyone see the steps and how they are linked together. Seeing how the various steps are connected to each other, and how one step may influence subsequent steps or indeed the final outcome is very beneficial to the team. It can show how many times we handle a piece of paper or how many times we repeat work like asking the patient about their medications. In addition, it can show us where there are bottlenecks or work-arounds that interfere with our work flow.

Mapping a process also provides information for making decisions. We can see where we might change things to make them work more smoothly or more efficiently. The self-instructional module “How to Examine Value and Waste in Your Office Processes” will cover this in more detail.
**Process Mapping Benefit Summary**

- Clear and common understanding of the work
- Clarifies unnecessary work
- Illuminates opportunities for improvement

A good process flow map can reduce the number of type written pages describing our work. A picture can be worth more than 1,000 words. Process flow maps promote a clear and common understanding of the work. The goal in process mapping is to capture all the steps between the identified beginning and end points in a process. This helps everyone to “see” the entire process.

Once everyone is aware of the process and agrees on its current performance, then all can be involved in improving the work flow process. The process flow map points out where there may be unnecessary work or waste, and clarifies where we might see an opportunity for improvements.

Next, this SIM will discuss how to create a process flow map.
Now that this SIM has defined a process and explained the benefits of mapping a work flow process, Objective three will explain basic mapping symbols.

We will be using these symbols to put the work story into a diagram. A diagram makes it easier to examine the work.
Symbols Tell a Story...

Oval (or Circle) for

STARTING POINT and ENDING POINT(S)

The first symbol is the oval (or circle). It is used to define the starting point and the ending point of the process being examined and diagrammed with a process flow map. A process always has one identified starting point but may have more than one ending point.

The mapping process can become overwhelming and get out of control if the boundaries are not set at the start. So, the first thing you should do is to define the starting and ending points. Teams that have bypassed this step often experience frustration because there are no anchoring points. The map can go on and on, or make side trips that are not the intended focus. To quote a helpful saying “If you don't know where you are going, any path will take you there!”

If you are not sure what the best end point should be, pick an end point for starters. Process flow mapping by its very nature is slow, methodical, detail-oriented work. If you sense frustration by the team, you might try one of these options:

• Adjust the end point. Shorten the process boundaries by moving the end point to a closer, logical spot. This will provide the mapping team with a sense of accomplishment. You will then keep the teams enthusiasm and energy for mapping their work. The end point can be extended later, or you may choose to do the next part of a long work process as a separate map and connect the two together at a later date.

• Take a break from mapping! Most people, even those who enjoy doing the mapping, work best for two or three hours at a time.
The next symbol is an arrow. It is used to indicate the direction of flow from one symbol to another. An arrow tells you what comes next in the flow of activities.

All the elements in a flowchart are connected by directional arrows. The sequence in which the symbols are ordered indicates the sequence in which the steps or the flow of activities occurs.
When choosing the flow direction of your map you have two options. Flow may be diagramed from left to right, or from the top of a piece of paper to the bottom. They are both correct and reflect a personal preference.

If you are mapping in left to right fashion and you encounter someone who seems to be experiencing difficulty with the map, then try changing the flow from top to bottom instead. This may relieve the difficulty.

Some ethnic cultures read from right to left, which is the opposite of western teaching. In this case a top to bottom flow would control this bias.
Rectangles or squares are used to depict the action steps. Action steps are when someone is doing something. Some examples of action steps may be: walk the patient to the exam room; take the patient’s blood pressure; list all medications that the patient is currently taking; complete a referral form; etc.

The one caution here is to make sure that there is **one outcome for each action**. For example:

1. Take the patient’s blood pressure results in the systolic and diastolic measurements. Recording the patient’s blood pressure on the medical record or work sheet may be another action step

2. Listing all the patient’s medications in a complete list can be one step, depending on your office procedures. That is, you list them directly on the medical record.

3. Completing a referral slip may involve one or more steps depending on your office procedures. If your process is to complete the form and the patient makes the arrangements, then it may be one step. If the preference for your office is that you make the arrangements then that may require several steps (calling the referral source for an appointment, documenting the need, faxing test requests, etc.)
Symbols Tell a Story…

The Rectangles (or Squares)

ACTION STEP ➔ ACTION STEP

The rule with rectangles (or squares) is that one and only one outcome flows from a square.

Here are some examples from our life outside of work.

• If the temperature in the room drops below a pre-set reading it triggers the furnace to send heat to the room. Here there are two steps: 1) the temperature drops and triggers the furnace, and 2) the furnace sends heat to the room.

• When I hit the icon button on the key fob to my car the doors unlock. The two steps here are: 1) I hit the button on my car’s key fob, and that is followed by 2) the car’s locking mechanism releases the lock.

• When my phone rings four times the answering machine picks up the call. Can you explain this sequence of actions?

The goal in process mapping is to capture all the steps between the chosen begin and end points. If it means breaking a large process into two pieces, or more parts to get the job done, it is well worth it to keep your mapping team engaged.
Symbols Tell a Story...

Diamonds

The next symbol is the diamond which indicates there is a decision to be made.

Decision symbols are used when two alternative sequences are possible depending upon the outcome of the decision. This allows the process to branch off the main work flow because of alternative choices.

Usually decisions are posed as a question requiring a “yes” or “no” answer. However, any two-way alternative may be posed. The arrow paths flowing from the diamond need to be labeled as to which path they represent.

When you are setting up your map flow, you will want the positive decision to flow towards the end point. So, whether you choose to map from left to right or from top to bottom, it is important that the affirmative or “yes” path to flow directly towards the end point. The “no” portion of the map will form a loop that brings you back to the main, affirmative path.
These are the symbols for a simple process map. They are:

- The oval to denote the starting and the ending points.
- An arrow to show the direction of the flow of activities.
- A rectangle or square to note the action steps.
- A diamond to designate when a decision is being made.

There are other symbols that may be used during the mapping process which have not been detailed here. Some examples of other symbols are: a circle which may show a connection between two pages of a flow diagram (links page 1 to page 2), a filing cabinet to show file storage, pieces of papers to show documents, etc.

For more information on process flow charting or process mapping The TEAM Handbook, 2nd edition is a good resource. ³

So far, this SIM has defined a process, explained the benefits of mapping a process flow, and explained the symbols used in mapping a process. Objective four will demonstrate how to make a process flow map.

We will be using symbols and simple words to put the work story into a diagram. A diagram makes it easier to examine our work activities.
Essential Ingredients for Mapping

• Leadership involvement
• Knowledge of the process to be mapped
• Commitment
• Supplies

The leadership in your office will determine the resources (people, time, equipment, etc.) to be involved in this process of mapping your work flow.

It is critically important that the people who do the work are involved in mapping the processes. Those who do the work know about the issues that arise, the work-arounds that have developed, how they problem solve issues, what the actual work steps are, etc.) Sometimes, because all work staff cannot be involved, there is a process mapping team that begins the effort. This team maps out the process to the best of their knowledge, and then shares the first draft with the rest of the team. These team members may then use sticky notes to add their ideas, comments, etc. to the draft.

Mapping the process is detail oriented work, and the members of the mapping team must be committed to making the map an accurate reflection of how things really are in their office.

Most work teams will use a large sheet of paper or wipe board and sticky notes to begin this work. Sticky notes allow you to move things around when you discover that a step was missed. Posting the process map for other team members to examine often results in more information being added to the diagram.
Process Flow Mapping

• Describe the current process
  ■ Patient check-in or check-out
  ■ Phone triage
  ■ Loose paper flow
• Examine opportunities for improvement
  ■ Determine ways to improve work flow
  ■ Understand what will change
  ■ Fix “broken” processes prior to automation

Process flow mapping means that you will describe the way you do your work. Understanding where you are now (current state) will help decide the best opportunities for improvement, which will lead to your future (desired) state, or the way you would like to do your work.

This slides notes opportunities for improvement that many physician office teams have discovered. You and your colleagues may choose to work on some that are listed here. Your physician office team may decide to examine various process flow maps to improve your work and patient outcomes. Some offices have found that they can simplify a process by eliminating repetition or redundancy. This makes their work life easier and often increases efficiency and patient satisfaction. We all have opportunities to make things better.
A Process Map: From Words...

1. Patient appears at the reception window
2. Patient signs-in
3. Chart is pulled
4. Patient called back to exam room

This is an example of how a work process can be written in words. Each step in the process is noted in the order in which it occurs.

The next slide will show how those words can be translated into a process flow map using the symbols covered in section three of this SIM. It is called a flow map because you can see how one step leads to the next part of the process, and that leads to another.
From words…

1. Patient appears at the window
2. Patient signs in
3. Chart is pulled
4. Patient called back to exam room

To diagram…

This slide shows how the word story has been changed into a diagram, which we call a process flow map.

The boundaries (ovals) for the map are placed on the diagram first. Then the action steps and decision points are placed in between the starting and ending points.

• The oval shows that the patient has appeared at the reception window. This is the starting point of the process which we are examining.
• The arrow points to the next step - the patient signs-in
• Following the patient sign-in, the arrow points to the next step - the chart is pulled
• After the chart is pulled, the patients is called back to the exam room

This process shows that the squares are aligned to flow directly to the end point (called back to exam room). This may seem to be simple, straightforward, and perhaps almost automatic. Yet, we are in the people-business and people do not respond like machines; they are not all the same. When we are working with people we find variation. Members of your staff may do these items in their own way. Patients may respond differently.
Process Variation

Variation occurs normally in all that we do. Two ice cream cones purchased at the same store at the same time, with the same waitress will probably not have the same exact amount of ice cream. We do not sign our name exactly the same way, each time we write it. We have consistency in many aspects of writing but we cannot say that each signature is identical to the one before it. The slide shows a simple example of variation: the list of words above all say the same thing (Process mapping), yet they are all written in a different style. The same thing happens at work. We all do things our own way. Some ways may be more comfortable, or more efficient, or more complicated than other ways. These differences result in variation.

In our example, some patients may require different things than the patient just before them. Some people sign-in with their right hand, while others use their left hand. Some people can hear the MA call them to come back to the exam room, and some will need to be called a second or third time and in a louder voice.

Some physician office workers may do some things differently than you do. They might take the patient’s weight before taking them to the exam room, while you wait for them to set down their coat in the exam room and then weigh them. Therefore, there is great value in having the mapping team share the process with the rest of the staff and invite them to add to the process flow map. If the process map has all the squares lined up, it may be that some element of detail or various ways of doing the work hasn’t been revealed.

Most physician offices have developed standard ways of doing things. Examining the standard work processes and the things that happen to make a process change helps physician office teams find areas to improve their work.
Here you can see some variation occurring in the process for the patient’s medical record or chart. Previously, we assumed that the chart was available when the patient arrived.

This diagram shows the process when the chart is not always ready when the patient has arrived.

• After the patient has arrived and signed-in, the next step is to pick up the chart and call the patient back to the exam room.
• The decision (diamond symbol) question is: “Is the chart in the rack?”
• If the answer is “yes”, the process continues to the end point “Called back to exam room”
• If the answer is “no”, then another flow path is followed, and we must search for the medical record. There may be different actions taken to find the missing medical record. The mapping team keeps looking for the various steps used to find the record.

Many of you can identify with this event - needing to stop and find the chart before proceeding with your work.
Here is an illustration of four important points:

• First, the affirmative or “yes” path should be positioned so that the shortest (most desired) flow leads straight to the end point.

• Second, the alternate or “no” branch, is positioned off from the main path (as a side path). This path becomes a loop and travels back to the main path.

• Third, it is important to capture the “Is chart in rack?” step as a diamond or decision point. It is common to initially represent it as a square “Get chart from rack” but, upon further investigation office workers found that the chart was not always there. This means that the mapping team must examine what really happens in more detail. This step of examining things in more detail is often called “drilling down.”.

• Fourth, you want to map the process EXACTLY AS IT OCCURS TODAY. The mapping team must resist the temptation to “sanitize” the process or improve it as you draw the “current state” map. Fixing the process will be a later step. You need to know how much variation exists in the current process today no matter how ugly the real truth is. Then, you can measure your improvement when you change or redesign your process to improve it.
This is another example of something that happens in the physician office. You need a piece of equipment to care for a patient. This could be any piece of equipment from an otoscope or scale, to the doppler or EKG machine.

The process flow in the affirmative is that yes the equipment does work. If you find that the piece of equipment does not work, then there are other steps that you must take.
This continues with the equipment story. In the discussion of getting a piece of equipment to use with a patient. Note that the direct flow continues in a straight line, directly to the end point “Job is done.”

If the piece of equipment like an otoscope or a doppler does not work, then you must follow an alternate work flow process. You must either find another one that does work or fix the one that is not functioning properly. You can see on the slide that there is an alternative path for when the decision point is “no.”

Also note that the work process returns to the main work flow stream when a piece of equipment is found that works. We have diagrammed the alternative work flow from “Find one that does work” to “Found one!” and then the alternate work flow joins with the main flow.

The examples described here have mapped physical processes. Additionally, we know that a lot of work that occurs in a physician office is driven by mental processes. The next slide will take a look at a mental process. The story is fun, but figuring out the flow may be a challenge.
Now, this process map looks very confusing. It is a humorous story, once you figure out the paths.

There is no starting point designated by an oval or circle. This makes it difficult to know where to begin. Without the beginning point to anchor the process, the flow is messy and doesn’t really follow the guidelines we just reviewed.

To review this process map, start at the top of the slide and the words “Does the stupid thing work?” located in a diamond shape. This is a decision point. Either the thing works or it does not work. Follow the yes path (on the left side of the slide) first. This leads to the rectangle box telling you the next step in this process “Don’t mess with it.” This then leads to “No problem” which is the end point and is located in an oval.

To review the “no” branches, start at the top of the slide again, and follow the “no” arrow to the next symbol, which is another decision point located in a diamond. Follow each of the “yes” and “no” pathways.
How to Map Summary

• Define start and end points
• Use sticky notes to post actions and decision points in sequential order
• Use arrows for direction of flow
• Keep main flow straight
• Use branches for alternative paths
• Involve people who do the work

This is a summary of the important points for Objective 4: How to map a process.

You must begin with defining the starting point and the ending point of the process that you are going to map.

It is easiest to use sticky notes so that forgotten or unknown pieces can be added as the map grows. Sticky notes allow you to move things around easily.

Arrows define the direction of flow. These show you what is the next step or action.

Keep the flow straight. It can be across the page from left to right (as in most of our examples), or it can start at the top of the page and flow to the bottom.

Always use branches for the alternative paths. A clue to an alternative path is when you hear “Sometimes I need to…” or, “Usually, we…” or, “Frequently, we must…”

Very importantly, the people who actually do the work must be involved in mapping. Otherwise, you will end up with a map that looks nice, but does not show how your office does the actual work.
Pearls of Wisdom

• Include all staff who touch the process
• Map is complete when all members agree that it captures:
  ■ all steps
  ■ in proper sequence,
  ■ beginning to end!
• Maintain mapping energy
• Celebrate successes

Listed here are some tips for success or “Pearls of Wisdom”

• A process mapped from only one person’s perspective typically does not accurately represent the way the process actually occurs (unless it is a one-person process). Typically, we do not work in isolation. Resist the temptation to do it for them, because the rest of the staff team members will not be invested in the process or in the steps for improving the process.

• Map your process so that it accurately reflects the way your office does the work today. It is important to add sufficient detail so that the team can examine the process for areas that are not needed. Waste will be the topic of the next self-instructional module (SIM).

• To help your team maintain their energy and enthusiasm for mapping, it may be helpful to break a large process into two or three sections or pieces. Complete one section and then proceed to mapping the next section. This makes the mapping process manageable, gives a sense of accomplishment and satisfaction, and helps motivate staff to begin the next section. Mapping the second section is usually easier, because the team knows the symbols and mapping process, are used to working together as a team, and are committed to the mapping their work processes.

• It is equally important to celebrate the teams success at completing the map. This recognizes their contributions and motivates the team for the ongoing work of quality improvement.
An Important Thought...

From a Toyota Senior Executive:

“We get brilliant results from average people managing brilliant processes”

This quote speaks volumes for the value of mapping your work flow process and then examining ways to improve your work.

This SIM has explained the benefits and methods of process flow mapping. Another self-instructional module will discuss how to examine your processes for value and waste.
MedQIC is a national knowledge forum for healthcare quality improvement. It is a Web-based resource funded by the Centers for Medicare & Medicaid Services to empower the healthcare community to deliver the right care to every Medicare beneficiary, every time.

MedQIC provides effective and timely quality improvement tools, literature, and resources for healthcare professionals. This resource provides information for physician Offices as well as hospitals, nursing homes, and home health care.

From this site you will be able to:
• Download quality improvement resources
• Access to a national directory of professionals
• Get first-hand information from experts and peers
• Receive updates on the latest resources

You will need to register to use this site. All MedQIC resources are non-proprietary and available at no charge.
Listed here are some references which may be helpful to you and your team as you embark on mapping your work flow processes.

References

- www.ihi.org/IHI/TopicsImprovement/Improvement Methods/Changes/Eliminate+Waste
Continuing Education (CE) Contact Hours

- Answer the post test questions
  - Minimum passing score = 76%
  - Minimum correct answers = 19/25
- Complete the evaluation
- Print your certificate

Thank You for Reading This SIM

Now that you have completed reading the “How to Map Your Office Process” SIM, you may proceed to take the Post Test. If you think that you might need to refer to the module during the test, do not close the module; leave the module open or save it to your computer.

1. Select **Post Test** under “How to Map Your Office Process”.

2. Complete the Post Test by selecting the best answer. Keep the Post Test open while you refer to the learning module. Once you have completed and submitted the test, you will be able to review your responses to each question and learn which of your responses were correct, click on “continue”.

3. After reviewing your responses, click on “POGAE”.

4. Select **Evaluation** and complete this section.

5. Click on “POGAE”.

6. Select **Print Certificate**. A certificate will print if you passed the test and completed the evaluation.

7. If you have difficulty with any of these steps, please contact the MPRO helpdesk at (248) 465-7450.

8. If you have any questions regarding the continuing education contact hours, please contact Carol Grubba at (248) 465-7337 or cgrubba@mpro.org.
For additional information about MPRO QI materials and services, please contact Diane Dewey or Angela Vanker as noted on the slide.

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The next self-instructional module “How to Examine Value and Waste in your Office Processes” will help your team use your office process map for quality improvement.
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