Developing a Business Process for an Evidence-based Assessment System

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COLLAGE
The Art & Science of Healthy Aging

Why Develop a Business Process?

- Defines activities: goals, objectives, resources, stakeholders
- Identifies the measures for success
- Analyzes outcomes
- Identifies a road map for implementation
- Evaluates for sustainability

Six Sigma -- Quality Approach

- Defines the activities to address a quality measure approach

- Defines critical quality measures (CQM)

- Includes the organizational team in its model

Six Sigma Phrases -- DMAIC

- **D**esign
- **M**easure
- **A**nalyze
- **I**mprove/implement
- **C**ontrol

All aspects use applicable data for statistical purposes

Foundations of a Business Process

- Leadership is key to success quality --demands MVV integration

- Mission, Vision, and Values are incorporated

- Commitment to training/education continues and reinforces project concepts and consistency

Design

- **Design**: team identifies business objectives, customer process needs, and identified CQM for most impact
- **Objectives**
  - Define scope of project
  - Define business process
    - Critical customer requirements -- CQM's
    - Effective project team
- **Activities**
  - ID business opportunities
  - Stakeholders, team charter, team guidelines
  - ID mapping process
  - ID quick wins/successes
  - Define project critical measures

Measure

- **Objectives**
  - Critical measurements to define success and methods of data collection to measure performance
- **Activities**
  - ID process outputs
  - Operational definition and measurement plan
  - Plot and analyze data
  - Cause and effect analysis
  - Baseline performance definitions

Analyze

- **Objectives**
  - Identify the key variables that are most likely to create process variation
  - Discover why issues occur
  - Eliminate the gaps between existing and desired performance

- **Activities**
  - Analysis capacity
  - Design pilot(s)

Implement/Improvement

- **Objectives**
  - Develop management approaches and assignment within organization for implementation
  - ID and evaluate right solutions for improvement

- **Activities**
  - Process mapping
  - Generate ideas and concepts
  - Communicate project
  - Evaluate solutions and impacts
  - Implement pilot plan(s)

Control

- Success in this phase depends upon how well the previous four phases were implemented

- Tools put in place to ensure key measures remain within successful ranges

- Project handoff process, pilot to long-term project sustainability

Completing Assessments in COLLAGE: CHA and WA

Design and Measure

- Identify issues from process mapping
  - Data is collected by different team members
  - The assessment coding is not consistent
  - Data is only being used by the resident health team
- Potential opportunities for team input
- Identify measures of success within process mapping

Implement

- Team identifies pilots designed by discovery in the previous stages

  - Garner input from organization on implementation plan -- team members post comment walls, host "lunch and learns" for specific questions regarding process or tools
  - Identify new process -- team communication to organization, residents, and other identified stakeholders
  - Trial period -- identify specifics of roll out time
  - Report out to facility -- successes, not so greats, bombs

Control/Evaluate

- Team identifies issues and solutions from the pilot
  - Revise assessment schedule to ID all new residents on admission, any resident with a significant health episode during the past year
  - Propose a screening for independent residents that would identify significant changes
  - For AL, CNA shift report for residents with unstable ADL needs
  - Training -- for new tools, interactive, scored, mentored