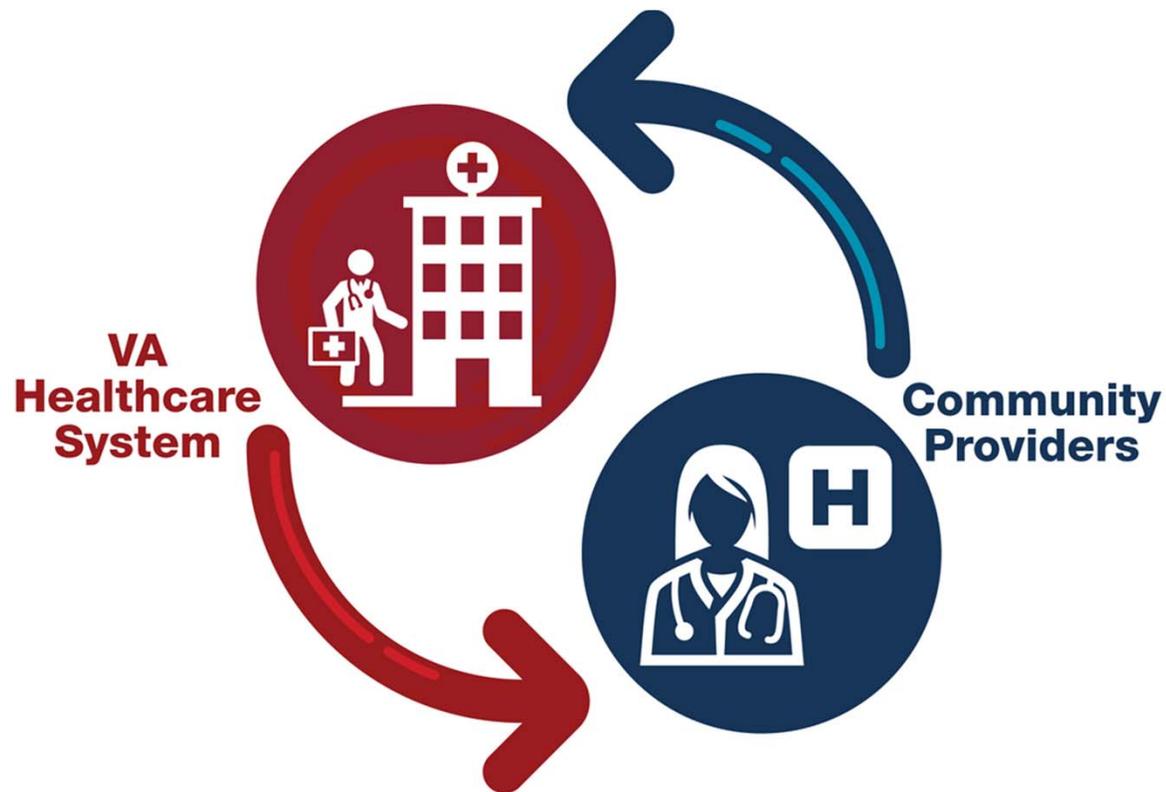


# Community Care

## Overview of Future State Processes



# Today's Agenda

- Introduction to Veterans Engineering Resource Center (VERC)
- Overview of Principles and Process Mapping
- Progress to Date
- Review of Veterans Experience and Future State Process
- Next Steps
- Questions

# Veterans Engineering Resource Center (VERC)

- **Mission:** To propose, develop, and facilitate deployment of innovative solutions to challenges within VHA healthcare delivery through the integration of systems engineering principles.
- VERC comprised of staff from many disciplines, for example:
  - Systems Engineers
  - Lean/Six Sigma Black Belts
  - Program/Project Managers
  - Analysts (Administrative and Clinical)
  - VHA Subject Matter Experts
  - Training Specialists

# Overview of Lean Principles and Human Centered Design

*There are many approaches to process improvements including Lean Thinking, Six Sigma, and Human/Veteran Centered Design. These approaches provide a framework that improve the customer experience, increase efficiency, decrease cost and ensure patient safety as a priority.*

## Lean Thinking

- Aims to streamline processes, add value and eliminating waste. Originally developed by Toyota Production System.
- Objective: Eliminate Waste
- Outcome:
  - **Optimizes the flow** of products and services through an entire process, across technologies, people, and departments.
  - **Provides value to the customer** through a process that has zero waste.

### Examples:

- Decreased wait times in Emergency departments, clinics etc.
- Standardizing and streamlining supplies
- Improving OR turnover times
- Decreasing backlog of patients waiting for a specialty service

## Six Sigma

- A measurement standard in product variation. Credit for coining the term “Six Sigma” goes to a Motorola.
- Objective: Reduce Variation
- Outcome:
  - Measures of **quality** that strives for near perfection.
  - Data-driven approach and methodology to **eliminating defects**.

### Examples:

- Reduction in blood stream infections in ICU
- Stroke patient length of stay
- Reduction in lost radiology films
- Staff recruitment and retention
- Physician billing accuracy

## Human/Veteran Centered Design

- Develops solutions to problems by involving the human perspective. Also known as “user centered design.”
- Objective: Improve End-User Experience
- Outcome:
  - A process that **starts with the people** you’re designing for and ends with new solutions that are tailor made to **suit their needs**.
  - All about building a deep **empathy** with the people you’re designing for.

### Examples:

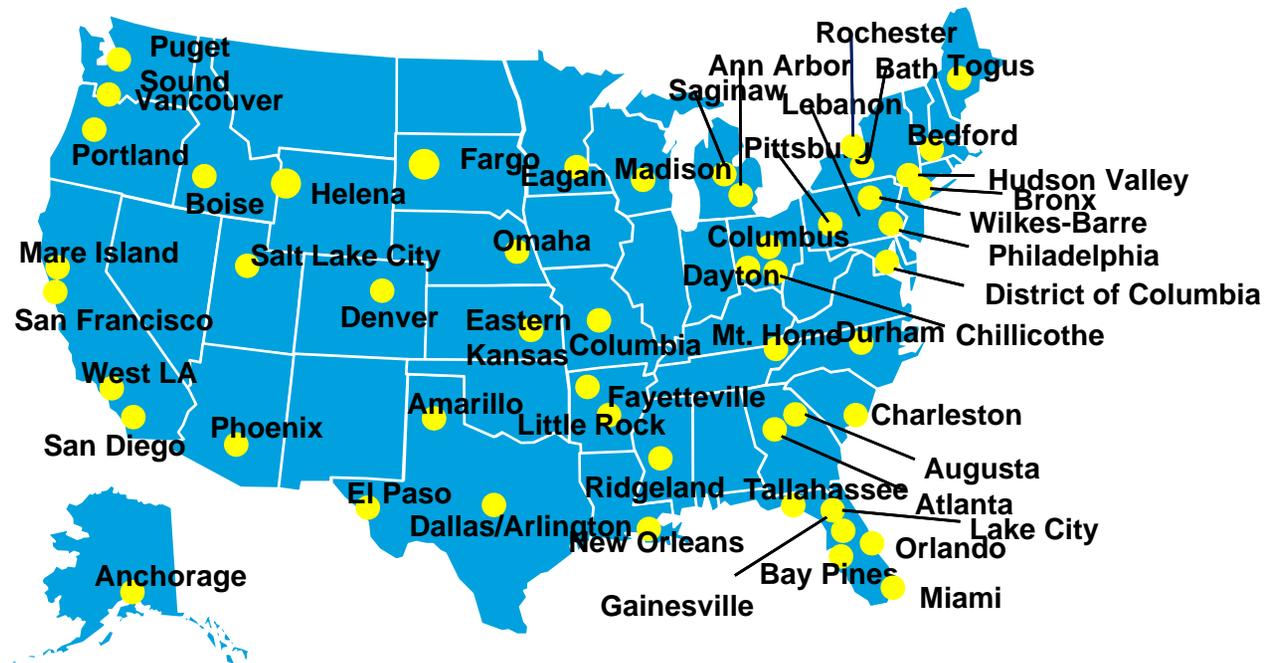
- Design and development of patient centered computer based support systems
- Development of fall detection systems
- Redesigning patient education material

# Steps to Developing the Future State Process Map

- Collaborate with Portfolio Teams and incorporate input from national subject matter experts to:
  - Brainstorm obstacles/areas for opportunity within the current process
  - Conduct process observations and voice of the customer interviews
  - Identify strong practices at high-performing sites and corresponding industry standards
  - Map the desired future state process (*iterative, in process*)
  - Identify gaps between current and future state, including needed legislative changes (*in process*)
  - Develop list of process improvements, projects, and resources needed to attain the future state (*in process*)

# Driving Transformation from the Field

- Our teams have conducted interviews, site visits, and data gathering exercises with VISN and VA medical center staff across the country to inform the future state design.



## Field Based Portfolio Teams with Strong Integrated Support

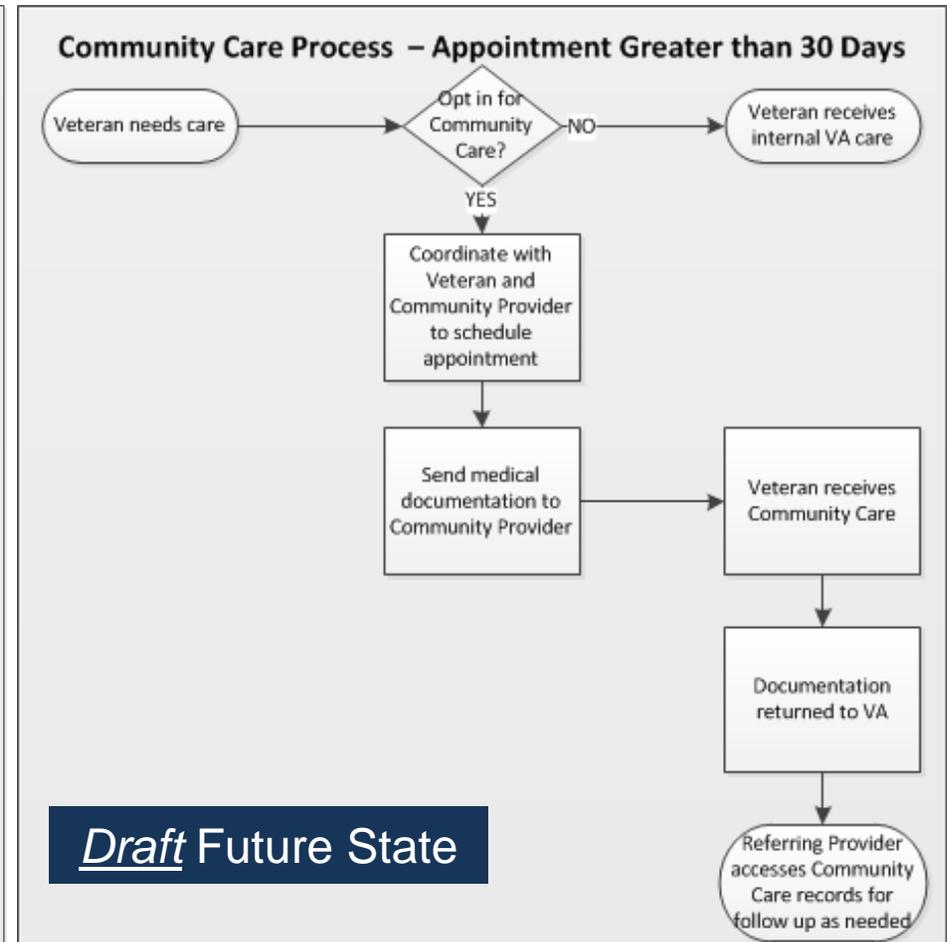
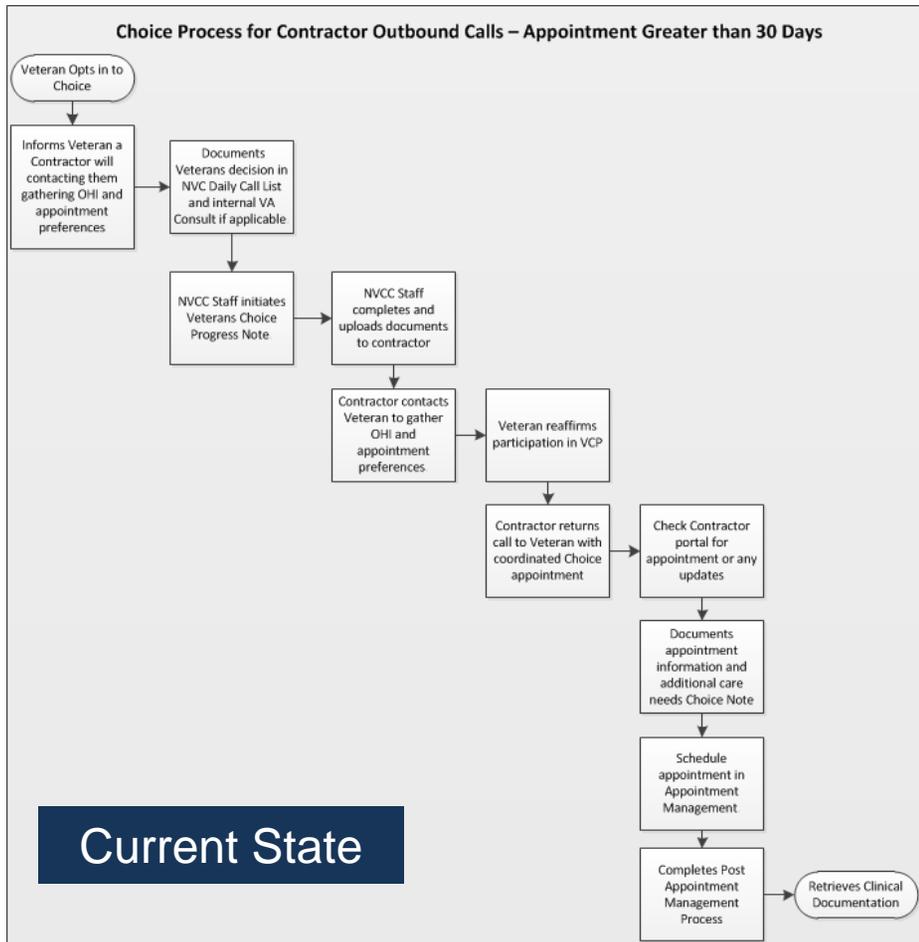
- Diverse membership including Physicians, Nurses, Social Worker, Care Coordinators, Chief Medical Officers, Customer Service Representatives, Provider Relations, Business Office Chiefs, and Purchased Care Staff
- Engaged IT, Systems Engineers, Industrial Engineers, Performance Measurement Experts and Project Managers

# Vocabulary

Term	Definition
Process map	<p>A picture of the separate steps of a process in sequential order. Used as a visual tool for understanding the process and identifying problem areas.</p> <p>Synonyms: Flow map, flowchart, flow diagram</p>
Current state map	<p>Process map reflecting the current understanding, not an 'idealized' state or what is stipulated by policy.</p>
Future state map	<p>Allows visualization of what the process will look like following implementation of process improvements.</p> <p>Requires elimination and/or reduction of as many non-value adding process steps as possible.</p>

# Overview of Process Mapping

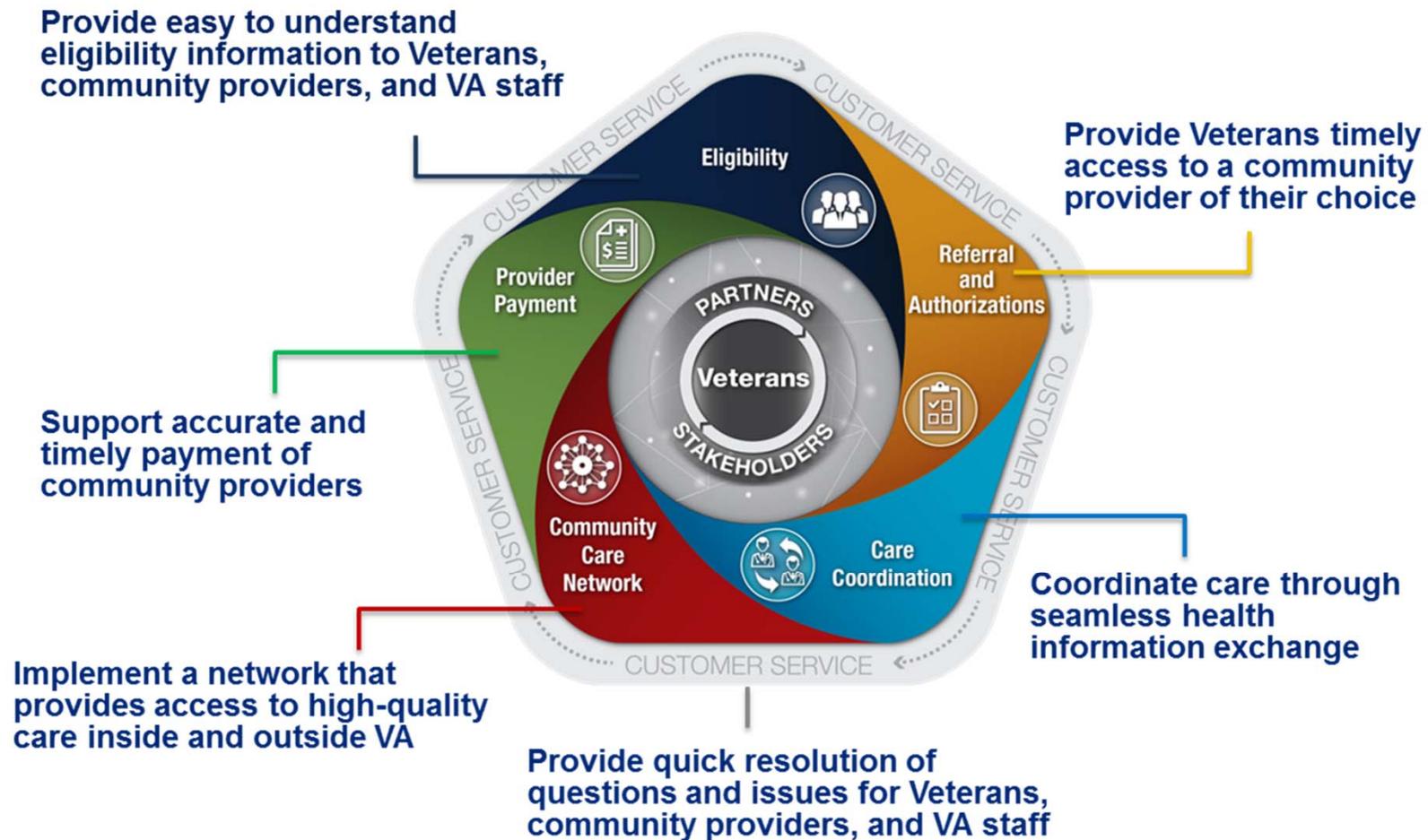
A process map is a visual depiction of the individual steps of a unique process in sequential order. Process maps are used to increase understanding of the an individual process and identify potential improvement areas in the process.



# Community Care Veterans Experience & Future State Process Map

# Five Key Touchpoints Trace the Veteran Community Care Journey

*The ultimate goal of Community Care is to establish a program that is easy to understand, simple to administer and meets the needs of Veterans, community providers and VA staff.*



# Veterans Experience

## Veterans Experience

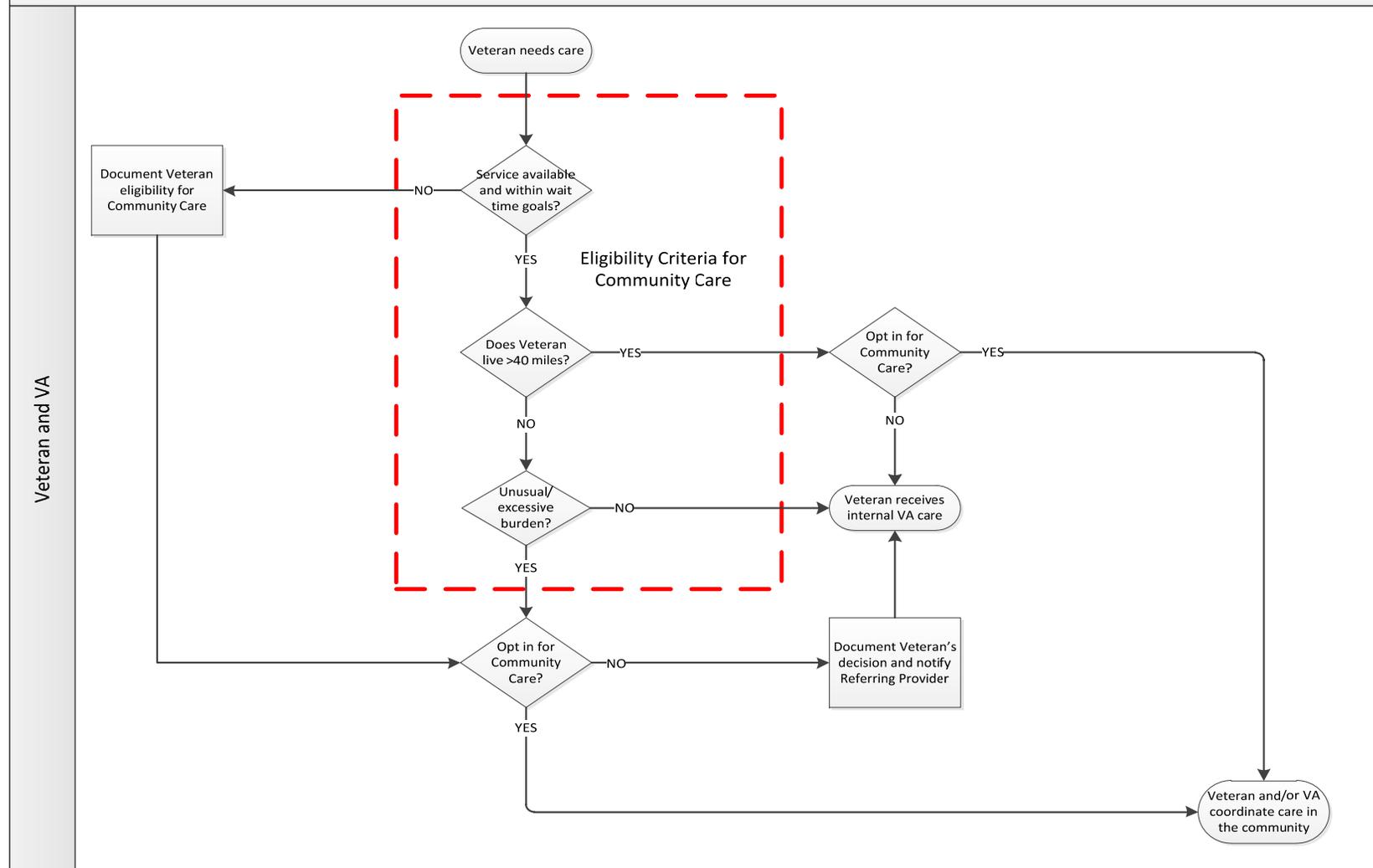
- Process will be consistent from the Veterans point of view, regardless if care is delivered internally or in the community
- VA will support the Veteran, as needed, in care coordination to ensure appropriate care is delivered according to their health needs and preferences

## Focus Areas

- Veteran opts in/out of community care
- Veteran selects community provider
- Veteran receives needed care

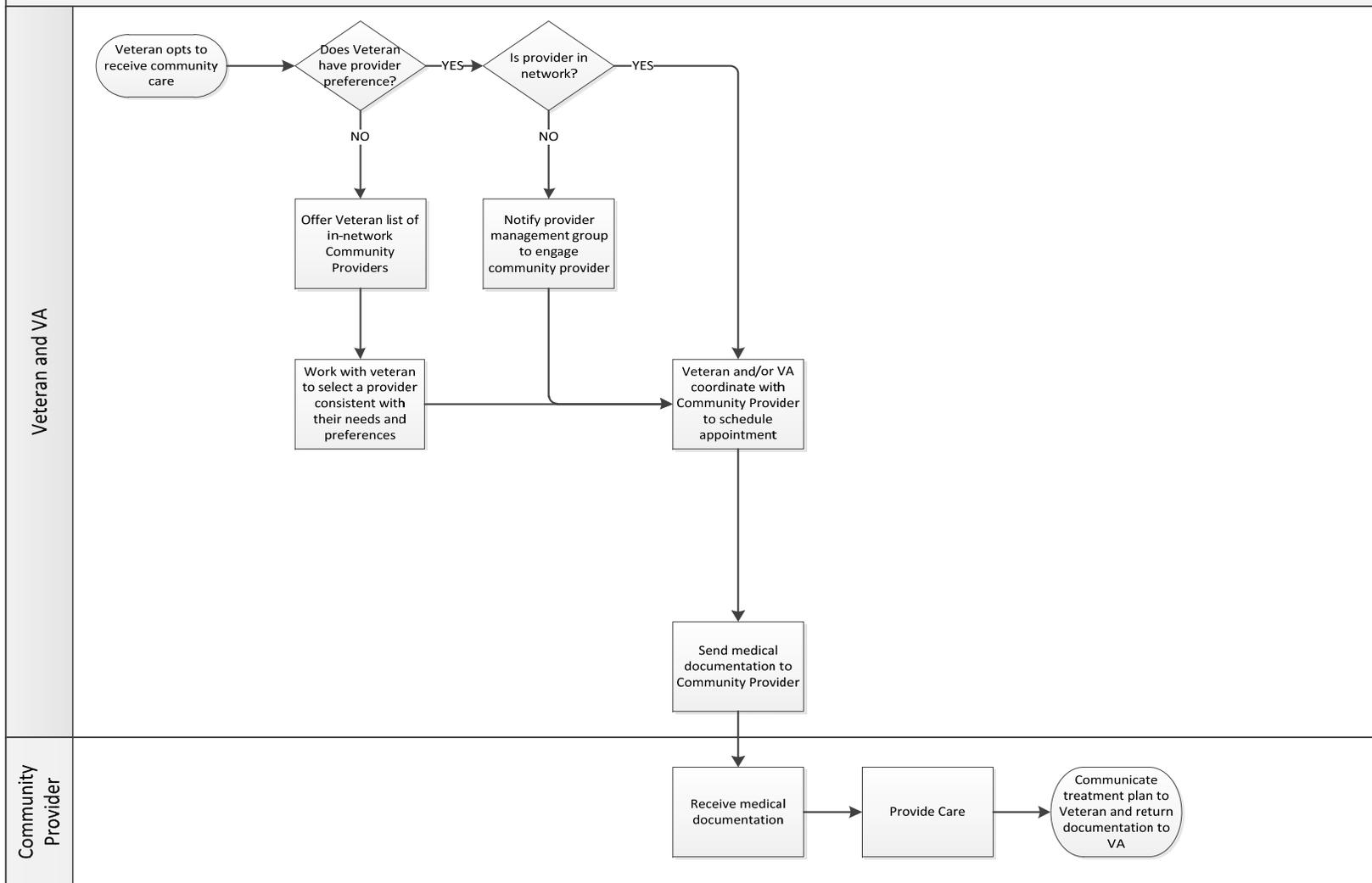
# Veteran Opts In/Out of Community Care

Future State Community Care – Veteran Opts In/Out

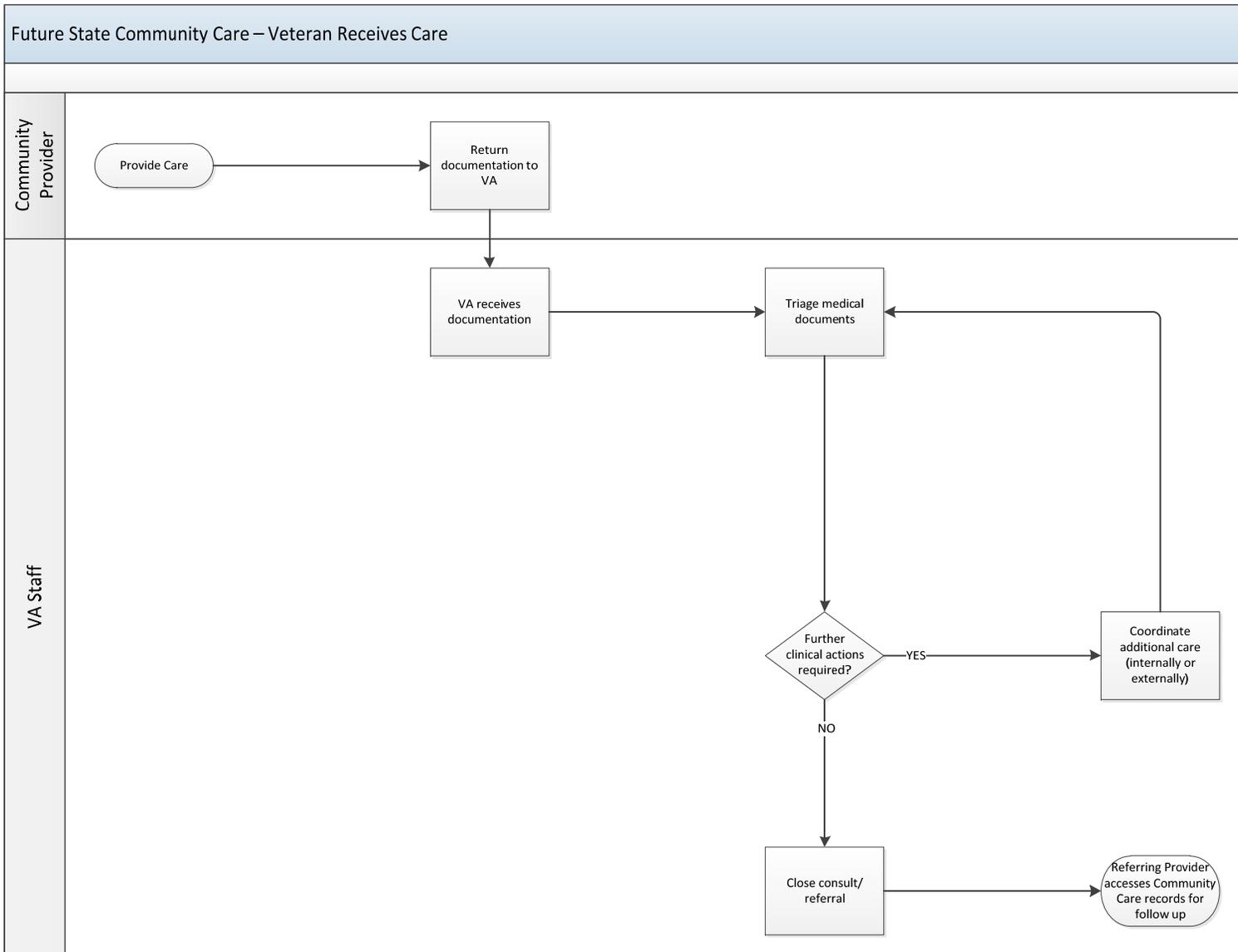


# Veteran Selects a Community Provider

Future State Community Care – Veteran Selects Community Provider



# Veteran Receives Care



# Next Steps

- Continue to collaborate with stakeholder groups to fill in gaps in future state process
- Continue conducting Voice of the Customer Interviews to include all perspectives in the future state (i.e. Community Providers, Veterans Service Organizations, etc.)
- Refine future state maps to include lower level steps and supporting documentation

# Questions