MAPPING

Diagnostics

ACI Redesign Methodology

Mapping

Mapping is an important tool to use in diagnostics to understand the reality of a process or service. Different types of maps can help you identify issues in both service delivery and as a lived experience for both staff and consumers.

Diagnostics

The purpose of this phase is to gain a comprehensive understanding of the current state from different perspectives. Once you know the issues you can prioritise them and establish the root causes, so you develop the right solutions.

Key points

1. Why map?

The purpose of mapping is to:

• Identify what currently happens

• Understand how the work is done

• Identify issues as they occur along the way

You can choose different types of mapping to suit your purpose. It may be possible to overlay the maps to see the process from a service perspective (process map), patient perspective (journey map) or highlight waste (value stream map).

2. Process mapping

A process map visually lays out each step as it occurs along a specific process from start to finish. This captures the reality of a process as it happens during an average day, highlighting all of the steps and people involved. It can show points of time, data capture, communication, movement and technology. A good map captures the truth of what actually occurs and has input from all stakeholders involved.

3. Journey mapping

A journey map shows how a consumer experiences a process or service. It is based on what a patient/consumer says, thinks or feels about their experience at certain points along the journey. It can highlight which parts a patient feels most frustrated with or where they find value in the service. A journey map helps you understand what is important to the consumer in redesigning the service.

4 Value stream mapping

A value stream map identifies aspects of a process or service that are wasteful. In this map, value is defined by the customer. For example, for a patient seeing their GP, value would be delivered through the receptionist providing information, the practice nurse performing tests, and the GP consultation. Waiting time between these parts of the process is considered `non value add'.

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Considerations and tips

Creating a map requires good planning. It is crucial that the right stakeholders are involved to identify the steps and issues along the journey.

Display the map

Maps can communicate a lot of information in a very engaging way. There are many templates for process maps – choose one that demonstrates the processes well, and conveys information easily to stakeholders. Journey maps can include photographs, emojis or avatars. Storyboards may also be useful.

Include stakeholders

Including stakeholders ensures a more robust and informative map. It can also be a great way to demonstrate that you are listening and interested in understanding their perspectives. Patient journey maps can be developed by collating the input from many patients, demonstrating the common feedback themes.
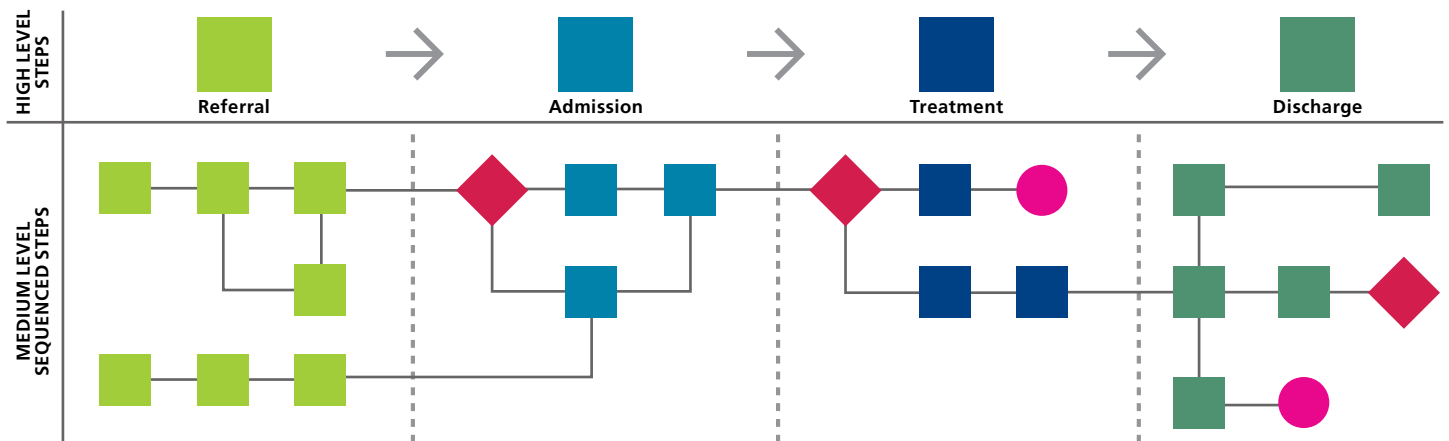
Validate the map

It is important to clearly document the process or journey that has been mapped. Ask for validation from the group and other stakeholders who may not have been involved in workshops or information gathering. This is also an opportunity to get additional information not identified in the original exercise.

Analysis

Once you have validated your map, you are ready to analyse it:

- How many steps are there, and are we doing them in the right order?
- Is the appropriate person doing the work?
- How coordinated is it?
- What steps are wasteful or add little value?
- How can we improve the experience for the staff or consumers?

Process mapping

Further information

My Health Learning Log in Form – Redesign Diagnostics (202464432): Process Mapping

Guide on how to process map (ACI) – www.aci.health.nsw.gov.au/search?q=process+map

Journey Map (Experience based Co-design Toolkit) – www.aci.health.nsw.gov.au/__data/assets/pdf_file/0010/419797/EBCD_Toolkit-Journey_Map.pdf

Next steps

Once you have validated and analysed your mapping, you need to ask if there are data or survey information that support what you found. You may find there are parts of the process you need to investigate further to fully understand.