

Value Stream Analysis Overview

Early Adopter Steering Committee

07-Sept-2011

Objectives

- To provide an overview of the 2-day value stream mapping and analysis (Sept 20-21: NSM and HNHB; Sept 22-23: CE and SE)
- To communicate the deliverables from the VSA and alignment with the BSO model (Pillars) and Action Plan submission templates
- To identify preparation required and supports offered by HQO
- To identify strategic decisions/supports required from Early Adopter Steering Committee

What is Value Stream Mapping?

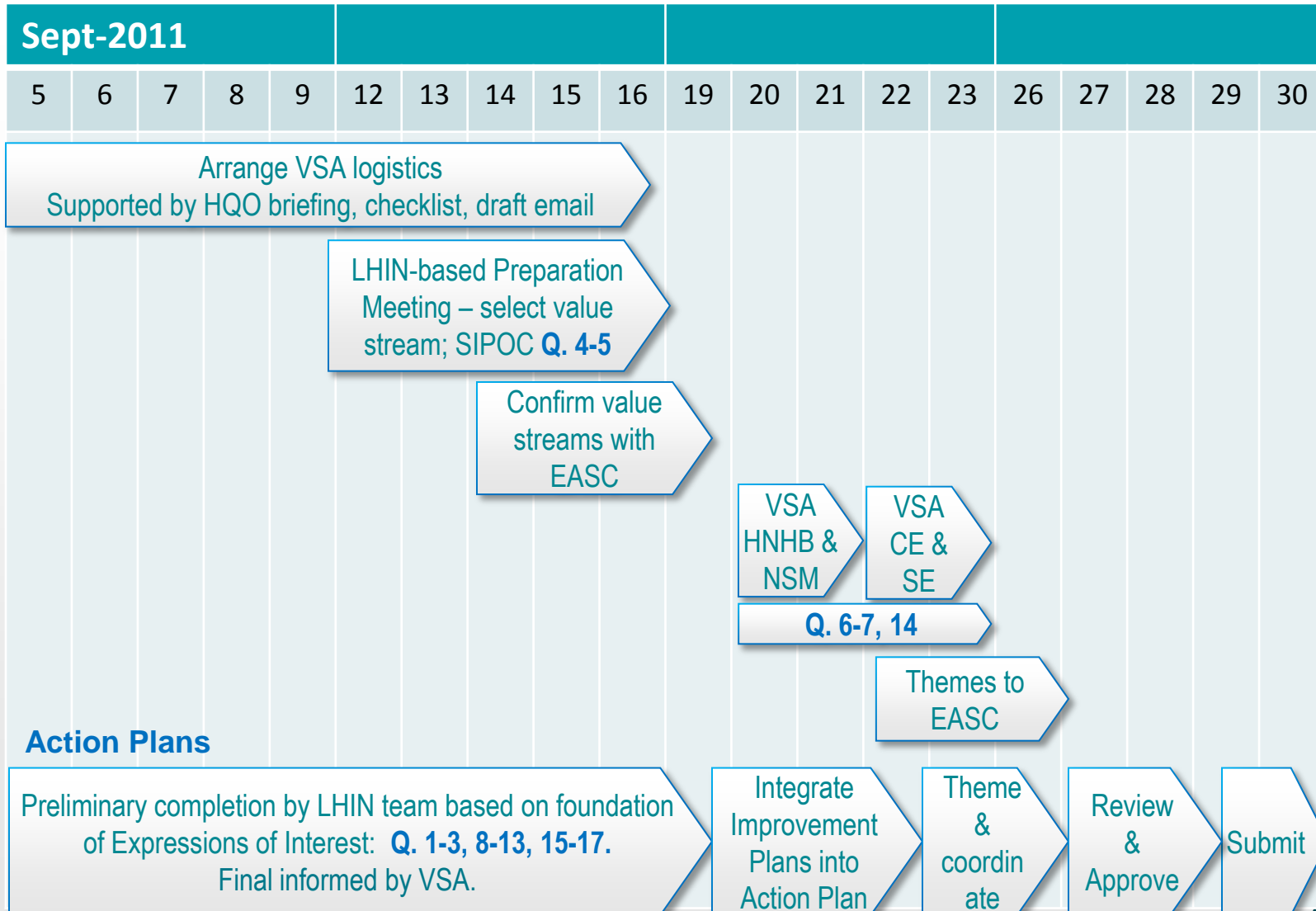
*“A **value stream** is the end-to-end flow of activities and work units ... that deliver value to the customer.”*

*“A **Value Stream Analysis** is a structured and proven process for planning and linking improvements together within the targeted Value Stream”*

- Rother and Shook, 2003, Learning to See

This approach aligns with BSO's identified focus on inter-sectoral, system-wide solutions.

BSO Early Adopter Sites



Objectives for VSA

- Articulate detailed understanding of the **voice of the customer** and the value they specify.
- Develop an understanding of the **current state process** across disciplines, organizations and sectors and visualize the wastes and opportunities.
- **Redesign** to create the desired future state.
- **Engage key stakeholders** and subject matter experts to ensure that the “right” things are addressed.
- Develop a **prioritized local BSO Improvement Plan** in support of Action Plan for submission to MOH.
- Align the Improvement Plan with **the three pillars of the BSO Model**:
 1. System Management;
 2. Inter-sectoral, interdisciplinary service delivery;
 3. Knowledgeable care team and capacity building.

VSA Agenda (2 days)

Day 1: 8:30 am-4:30 pm

- Welcome and introductions
- Overview of BSO (Executive Sponsors)
- Review event charter (boundaries, team selection, measures)
- Introductory training (overview of Lean principles and fundamentals of improvement)
- Define customers and specify value
- Map current state & see the waste

Day 2: 8:30 am – 4:30 pm

- Design the new process and identify gaps
- Create, prioritize and document the Improvement Plan (*align to model*)
- Prepare the final presentation
- Report out and closing remarks (3:30-4:30 pm)

How will results be shared?

□ Report-out presentation (Day 2, 3:30-4:30 pm)

- A high level presentation of the steps and outputs of the event, including action plan
- Early Adopter Steering Committee members are encouraged to attend/call in

□ Improvement Plan

- Each LHIN will end the VSA having developed a coordinated, prioritized improvement plan mapped to the three pillars.
- HQO will work with EA Steering to ensure that the template used as the output of the VSA will support development of the final action plan for submission September 30th

□ September 26th (to be scheduled)

- Themes from all four LHINs will be summarized and shared with the Early Adopter Steering Committee for discussion

Continuum of Behavioural Supports:
LHIN focus determined at preparation meeting week of 12-Sep-2011

Prevention, Health Promotion and Self-Management	Intermediate Risk (Acute Decline)		High Risk (ALC and Specialty Services)
New diagnosis/ behavioural changes noted	Client crisis (living at home)	Client crisis (living in LTCH)	Admission to acute care
Medical assessment	ED visit and/or Acute admission	ED visit and/or Acute admission	Inpatient Assessment
Behavioural assessment	Inpatient assessment	Inpatient assessment	Service plan developed
Community service assessment	Service plan developed	Service plan developed	Treatment
Service plan developed	Treatment	Treatment	Client ready for discharge
Treatment	Client ready for discharge	Client ready for discharge	Wait (ALC)
Family support provided	Community Assessment	Community Assessment	Community Assessment
Client continues to live at home safely	Client discharged home safely	Client discharged to LTCH safely	Client safely placed in LTCH

Please note that these high-level steps are for illustration purposes only. Discussions with local teams at the Planning Meeting will articulate relevant local steps.

Prevention, Health Promotion and Self-Management

Begins with: Behavioural changes noted

Ends with: Client continues to live at home safely

Process	Pillar #1: System Management	Pillar #2: Intersectoral Interdisciplinary Service Delivery	Pillar #3: Knowledgeable Care Team and Capacity Building
<div data-bbox="413 611 633 739">New diagnosis/ behavioural changes noted</div> <div data-bbox="413 782 633 911">Medical assessment</div> <div data-bbox="413 953 633 1082">Behavioural assessment</div> <div data-bbox="413 1125 633 1209">Community service</div>	<div data-bbox="765 953 981 1082">Centralized triage for crisis support</div>	<div data-bbox="1074 753 1373 846">Timely access to primary care</div> <div data-bbox="1074 861 1373 975">Access to Comprehensive geriatric assessment</div> <div data-bbox="1074 989 1373 1089">Access to behavioural assessment</div>	<div data-bbox="1460 761 1676 889">Staff training</div>

These areas of focus are to illustrate the mapping to the BSO Model (pillars). Each team will work through a process to propose solutions during the Value Stream Analysis session.

Improvement Title:	Value Stream Analysis Title: Behavioural Supports Ontario: <<specify stream>>
Reason for Improvement:	Executive Sponsor: Project Lead: Improvement Facilitator: Team Members: HQQ Coach:
Current Performance:	Target Performance: <i>#6: How will support across the service continuum be provided to ensure equitable and timely access to the right providers for the right service</i> <i># 7:Who will be the partners for interdisciplinary service redesign?</i>

Measure		Initial	Target
Morale			
Quality			
Delivery			
Cost			
Growth			

Behavioural Supports Model Pillars please check)	Start	End	Project #
<input type="checkbox"/> Pillar #1 System Management <input type="checkbox"/> Pillar #2 Inter-sectoral Interdisciplinary Service Delivery <input type="checkbox"/> Pillar #3 Knowledgeable Care Team & Capacity Building			<i>(collectively #14)</i>

Improvement Title: Centralized Triage for Behavioural Assessment	Value Stream Analysis Title: Behavioural Supports Ontario: High Risk
Reason for Improvement (Aim): <ul style="list-style-type: none"> To avoid decline as a result of long wait times for services To improve coordination of care and reduce fragmentation of service providers 	Executive Sponsor: Project Lead: Improvement Facilitator: Team Members: HQO Coach:
Current Performance: <ul style="list-style-type: none"> Urgent behavioural assessments in community wait an average of 14 days 90% clients in crisis end up in ED 80% families express that they are unable to care for client once they have had an ED visit 60% patients who have ALC days have behavioural needs 	Target Performance: <ul style="list-style-type: none"> 100% crisis assessments completed within 12 h 80% remaining assessments completed within 7 days 0 ED visits related to behavioural needs

SAMPLE ONLY: ALL DATA FICTITIOUS!!

Measure		Initial	Target
Morale			
Quality			
Delivery			
Cost			
Growth			

Behavioural Supports Model Pillars (please check)	Start	End	Project #
<input checked="" type="checkbox"/> Pillar #1 System Management <input type="checkbox"/> Pillar #2 Inter-sectoral Interdisciplinary Service Delivery <input type="checkbox"/> Pillar # 3 Knowledgeable Care Team & Capacity Building	15-Oct-11	15-Dec-11	4

Preparation - Early Adopter Steering

- ✓ Confirm dates:
 - September 20-21, 2011: HNHB and NSM LHINs
 - September 22-23, 2011: Central East and South East LHINs

- ❑ Strategic decision of EA Steering to confirm value stream to be analyzed based on local pressures, diagnostics and opportunities to collaborate between the four LHINs

- ❑ Select 3-7 improvement outcome measures, with consideration for availability of data, sensitivity to client population and improvement work/project scope.

Preparation - Local LHINs

Week of September 6th:

- Arrange VSA logistics and invitations
- Work with HQO Coach to propose focus based on local diagnostics/ data review

Week of September 12th:

- Host preparatory meeting (facilitated by HQO Coach)
- Create high level process map with local subject matter experts (usually 6-8 key steps)
- Develop SIPOC (Suppliers-Inputs-Process-Outputs-Customers)
- Select participants, with representation from suppliers and customers of process. Participants of the Value Stream Analysis should be direct providers (e.g. Want nurse from LTCH rather than CEO) since need people with this level of detail.

Week of September 19th:

- Host Value Stream Analysis
- Participate in theming presentation to Steering (facilitated by HQO Coach)

Preparation - HQO Support

Week of September 6th:

- Distribute VSA preparation checklist
- Distribute VSA Agenda and invitation email
- Work with Improvement Facilitator to review available data to guide local focus
- Align improvement plan with Action Plan template
- Create tools for teams to use to map improvements to pillars

Week of September 12th:

- Facilitate preparatory meeting
- Summarize outputs of local meetings for EA Steering Committee

Week of September 19th:

- Facilitate VSA events
- Facilitate local report-out presentations
- Identify themes for coordinated report out (to be scheduled for September 26th)



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