Business Process Workflow Modeling Training

Tutorial 8, Validating a Model

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About the Authors & Acknowledgements

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Objective

- Understand the importance of validating your model
- Learn the methods used for validating models based on resources available

Validation Methodology

- Typically done in focus group:
  - Preparation
  - Presentation
  - Discussion / Authentication
  - Critical Incident

Methodology: Preparation

- Identify needed roles
  - e.g., supervisor and subordinate in different groups if possible
- Confirm format of validation session
  - e.g., may want or need individual interviews depending on staff availability and other factors
- Identify specific clarification questions

Preparation: Initial Ground Rules

1. We ask that only one person speak at a time.

2. We would like to hear from each of you today.

3. This is a confidential discussion.

4. There are no wrong answers.

Sample Ground Rules when Starting
Focus Group Session

Methodology: Presentation

- Present model(s): encourage them to keep an eye out for pain points and "likes"

- Discourage interruptions (helps to provide pen and paper to note inaccuracies and pains/likes)

- Ensure everyone has a voice
  - But don't enforce equal contributions

Methodology:
Discussion/Authentication

- Anything missing?
- Can any steps in the flow be combined or eliminated?
- Explicitly ask about pains and likes
- Explicitly ask which steps can be time-consuming, and what can cause errors
    - Avoid "blaming" participants via question phrasing

Example: Discussion Questions

1. What do you generally think about this workflow?
   a. How often have you gone through it?
2. Which aspects of this process do you like/think flow well?
3. Are there any hassles or pain points for you in this process? What are they?
   a. Which steps in the process are most time-consuming?
   b. Which are most likely to cause errors, not due to lack of diligence, but just happen regardless?
   c. Would you suggest a change in how these steps are done?
4. What would you like to see change about this process for processing TS patients?
   a. Which are most important?
5. What communication styles (e.g., verbal, handwritten notes, EHR) do you prefer when going through this TS patient -treatment process?
   a. Is there any style that is typically used that leads to confusion?
6. Are there steps during this process that you feel are likely to be forgotten? If so, what are they?
7. Which steps do you think could be combined or done faster while maintaining quality of care?
8. When you have gone through this process, what has been the most ideal situation you have been in? Alternatively, what situation didn't go as well? (Examples)
9. Is there anything that we missed or that you would like to add to this discussion?

Sample Questions for Focus Groups

Methodology: Critical Incident Technique

- Tease it out further with best-case and worst-case real-world examples
- **Note:** can give great data but can be time-consuming

END OF TUTORIAL