DEPARTMENT OF NEUROLOGY
PROCESS MAPS
What is Process Mapping?

The Department of Neurology at the Anschutz Medical Campus, like many other School of Medicine departments, has seen incredible growth in clinical and grant revenue over the last several years, requiring the hire of 9 additional faculty and the creation of 12 new administrative positions in the past 3 years alone. Additionally, the very nature of working in an academic medical community means that employee turnover can be quite high, as employees gain experience in the department's clinics and/or labs, and then move on to medical school or graduate school. Like many departments, there is little training documentation in the department - institutional knowledge is slowly gained, highly valued as it is used in daily work, but then is lost when employees retire, transfer to other departments, or leave the university's employment, and new employees struggle to figure out the best way to perform their job functions, reinventing the wheel each time.

Last fall, Kathy Illian, MA who is the department's Director of Finance and Administration, and Leah Lleras, BA, the department's Manager of Human Resources and Faculty Affairs, decided that creating a Succession Plan was a high priority for the department, so that even in a time of rapid expansion and fast-paced activity, the Department's administrative needs would be met at all times. Out of this discussion came the Process Mapping project.

Process Maps are essentially swim lane diagrams that describe in a visual fashion the tasks, decisions, and timeline of specific departmental functions, by each participant in the function:
They are created in Microsoft Visio (flow-charting software), converted to PDF, and loaded on the Neurology Intranet with links to additional forms, supplemental documentation, screenshots, videos, and even audio files as appropriate. The maps are reviewed, edited, and approved for publishing by the entire administrative staff in twice-monthly meetings. This mass review is critical as it ensures that there is no assumption of prior knowledge - the map should be clear enough that an employee on the very first day of work could perform the function using the process map as a guide. The Process Map team uses a standard template, and they color code each 'role' and all of that role's functions. They use the same color coding on all maps for consistency, and use a naming convention for the files that clearly identifies the administrative unit and the function being described. The goals of Process Mapping are to shorten the learning curve for (and instill confidence in) employees who have taken on new positions, to capture the institutional knowledge of the longer-term employees, and most importantly, to provide checklists for critical functions to ensure deadlines are met.

What can Process Maps do to help CU?

Most training materials are a 'wall of words' - often inside a Word document or a Power Point slideshow. Bullets and indents might attempt to parse information into meaningful sections, but at the end of the day the training material is just words. There is overwhelming evidence, supported by the last 15 years of global research into technology and adult learning, that people learn better from pictures and words than from just words alone. By using only words, the opportunity to transfer knowledge more quickly and with better retention is lost. In addition to improving the speed with which one becomes proficient in a job, the process map serves easily as a printable checklist, which can be annotated with notes and reminders for each instance of its use. Process maps also provide, at a glance, an overall indication of the complexity of a process, the optimal timeline and deadlines, and the extent of the involvement of the participants - valuable information when allocating resources.

Unanticipated, but welcome outcomes of the Process Mapping project are:

- It teaches and encourages 'systems' thinking
- It fosters a team spirit
- It offers an opportunity for all employees regardless of position/professional level to practice critical thinking and problem-solving
- It teaches information design and a rather unique software program that most of the Process Map team have enjoyed learning
- It creates cross-training opportunities
- Perhaps the most important unseen benefit of the Process Mapping project is that it quite often reveals flaws in existing processes, which can then be revised.
**Implementation Status**

By June 30, 2013 we will have 50 process maps on our website, with an additional 75 links to supporting documentation. Each administrative unit is tasked with completing 2 process maps per month, so by year’s end we hope to have an additional 80 process maps live. We have hired a full-time student worker to assist with this project, and it is a project we expect will never end.

NOTE: All of our process maps are on our Intranet, and so these documents and many of their links are not accessible outside of the campus network. For the purpose of this submission, we have loaded one on our public site:


Also included below are some of the various Process Maps already live, as well as our standard template, color-coding guide, and a tips sheet.
When should you create a process map? If you were training your replacement (who is brand new to the University), is this task something you would show him/her how to do? If yes, create a process map.

- When using a hyperlink, the border around the task box should be weighted to 3 pt.

- When mapping a decision, use the diamond “decision” task box and connectors.

- Add all relevant deadlines to the Optimal Timeline.

- If one task must happen before the next can occur, the first task should appear above the second.

- When linking to a document (.doc, .xls, .pdf, etc) use the “document” task box

- Follow the color code system that has been established for the department, saved in the G:\processMaps folder titled “colorCodeAndCurrentIncumbentsForProcessMapping”
- Use the template process map saved in the G:\processMaps folder titled “ed-processMapTemplate”
### Color Codes and Current Incumbents

To use these colors, on the home tab click “Fill”, then “More Colors”, then “Custom”, then type in the numbers listed for Red, Green, and Blue.
Creating A Process Map

### Optimal Timeline

**Day 1**
- **Process Map Creator**: Create process map in MS Visio

**Biweekly meeting**
- **Neurology Process Map Team**: Review Process Map in bi-weekly Process Map meeting or in separate individual meetings
  - Make any needed changes to Process Map

- **Web Developer**: Load the files on the web server and email the URL(s) to the requestor.

Before next meeting
- **Web Developer**: Load the files on the web server and email the URL(s) to the requestor.

#### Have you added links to the Process Map?
- **Yes**: Add the URL(s) to the process map.
- **No**: Make sure each linked task has a bold 3 pt. outline and that link is active

#### Is the linked document already live on a website?
- **Yes**: Submit an IT Support request and ask that the files be loaded on the Neurology Intranet or Internet, as appropriate.
- **No**: Submit an IT Support request and ask that the files be loaded on the Neurology Intranet or Internet, as appropriate.

- **Web Developer**: Add a new row to the training.html page in the appropriate section, and link to the new page.

#### Save the Visio file as a PDF file in the “Ready for Web” folder on G:/ProcessMaps
- **Web Developer**: Save the new Process Map PDF and any related documents on the web server in the ‘Documents’ folder, and move all related documents from the “ReadyForWeb” folder on G:/ProcessMaps to the master “onWeb” folder.

#### Save the Visio file as a Visio file in the appropriate folder on G:/ProcessMaps
- **Web Developer**: Add a new row to the training.html page in the appropriate section, and link to the new page.
Revising a Process Map

**Neurology Process Map Team**

- Review Process Map in bi-weekly Process Map meeting or in separate individual meetings

**Process Map Creator**

- Revise process map according to suggestions made during Process Map meeting
- Print process map
- Circle all revisions made on the printed process map

**Web Developer**

- Did the document name change?
  - Yes
    - On the printed process map write "Document name changed from ___ to ___"
  - No

- Did the links change?
  - Yes
    - Circle the linked box on the printed process map and write the new link name
    - Save the Visio file as a PDF file in the "Ready for Web" folder on G:ProcessMaps
    - Give the printed copy to the Web Developer
  - No

Add the new Process Map PDF and any related documents on the web server in the 'Documents' folder, and move all related documents from the "ReadyForWeb" folder on G:/ProcessMaps to the master "onWeb" folder.

Add a new row to the training.html page in the appropriate section, and link to the new page.
Administering Final Exam for 3rd Year Medical Students (MSIII)

Optimal Timeline

2 days prior to exam

Last Friday of MSIII Block

First week of next Block

Program Director

Medical Student Coordinator

Student Services

Send final exam via E-mail to Program Coordinator

Format final exam and prepare scantrons

Proctor final exam in RC 2 3109 from 1pm-3pm

Drop off completed exams and answer key scantron to Student Services ED 2 North 5th floor

Calculate final grades and notify Coordinator when ready for pick up

Pick up scores and E-mail them to Program Director

Send recalculation requests to Student Services

Recalculate grades and E-mail to Program Coordinator

E-mail exam results to students

Toss questions?

Yes

No
Reconciling Travel Expenses

<table>
<thead>
<tr>
<th>Optimal Timeline</th>
<th>Traveler</th>
<th>Finance Manager (FM)</th>
<th>Director of Finance and Administration (DFA)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Send original receipts and supporting documentation to FM via hand-delivery or intercampus mail</td>
<td>Review and sort documents for input into Concur</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Traveler adds FM as a delegate</td>
<td>Open the “Concur Travel and Expense System” via the UCD Access Portal</td>
<td></td>
</tr>
<tr>
<td>Is FM a delegate for the traveler?</td>
<td>Yes No</td>
<td>Is the report for the Department Chair?</td>
<td></td>
</tr>
<tr>
<td>Email “How to Add Delegate” instructions to the traveler</td>
<td></td>
<td>“Submit Report to” - select HR Supervisor (HRMS Reports to)</td>
<td></td>
</tr>
<tr>
<td>Select traveler from the “You are administering Travel/Expenses for” dropdown menu</td>
<td></td>
<td>“Submit Report to” - select Speedtype (Finance Fiscal Roles)</td>
<td></td>
</tr>
<tr>
<td>Click on “New Expense Report” under the “Active Work” section</td>
<td></td>
<td>Does the traveler have Travel Card Expenses to reconcile?</td>
<td></td>
</tr>
<tr>
<td>Import Travel Card Expense into the Expense Report</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Continued on page 2</td>
<td></td>
</tr>
</tbody>
</table>
Reconciling Travel Expenses (cont.)

<table>
<thead>
<tr>
<th>Traveler</th>
<th>FM</th>
<th>DFA</th>
</tr>
</thead>
</table>

Manually create travel expenses by clicking on the expense type

Out of pocket expenses

Adding lodging expenses

Adding mileage expenses

To add per diem, click on “New Itinerary” under the “Details” dropdown menu

Did the traveler book airfare through the university?

Yes

Click on “Import Itinerary” and select appropriate itinerary

Obtain itinerary from traveler and manually build the travel itinerary

No

Under the “Expenses and Adjustments” tab, remove any meals provided by the conference (check conference website) and click “Create Expense”

Select all of the expenses in the expense report and allocate them to the speedtype(s) that was/were approved in the Travel Authorization Request

Print the CU Fax Receipt Cover Page under the Print/Email dropdown menu

Attach receipts to the Expense Report based on the methods below

Attach by Scan

Attach by Fax

Is the Expense Report for the Department Chair?

Yes

Select appropriate Fiscal Staff Manager for speedtype approval

“Reports to Manager Approval” defaults as “Richard D. Krugman”, add DFA as User-Added Approver before “Reports to Manager Approval”

No

Continued on Page 3
### Reconciling Travel Expenses (cont.)

<table>
<thead>
<tr>
<th>Traveler</th>
<th>FM</th>
<th>DFA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open the “Concur Travel and Expense System” via the UCD Access Portal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Click on the report under “Active Reports”</strong></td>
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</tr>
<tr>
<td><strong>Review expenses, speedtype and receipts</strong></td>
<td></td>
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</tr>
<tr>
<td><strong>Submit Expense Report to Approver</strong></td>
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<tr>
<td><strong>Click the “Notify Employee” button to send an email notification to the traveler letting him/her know the report is ready to be reviewed and submitted for approval.</strong></td>
<td></td>
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</tr>
</tbody>
</table>

- **Traveler**
  - 10 business days from the date the FM receives the receipts
  - Must be submitted within 90 days of travel end date to avoid paying taxes on the reimbursement

- **FM**
  - Review expenses, speedtype, and receipts

- **DFA**
  - Review expenses, speedtype, and receipts
  - Approve Report?
    - Yes: Click the “Approve” button
    - No: Click the “Return to Employee” button and add denial comments

- **DFA**
  - Receive email indicating reimbursement has been sent to the employee’s bank for deposit

- **3-5 business days after all approvals**
Arranging Air Travel for Faculty

Optimal Timeline
Day 1

Administrative Asst.

- Get all travel requirements from faculty member.
- Check faculty member’s calendar to ensure there are no conflicting appointments.
- Are there conflicts?
  - Yes: Resolve calendar conflicts.
  - No: On whose behalf is the faculty member travelling?
    - External Organization: Fill out the Neurology Travel Authorization form.
    - UCD: See Process Map for Arranging Travel Paid by an External Organization (under construction).

Faculty Member

- Notify Admin Asst. about travel needs.
- Are there conflicts?
  - Yes: Resolve calendar conflicts.
  - No: On whose behalf is the faculty member travelling?
    - External Organization: Fill out the Neurology Travel Authorization form.
    - UCD: See Process Map for Arranging Travel Paid by an External Organization (under construction).

Finance Manager

- Search Concur and/or other sites for flight options.
- Give flight information to faculty member after highlighting best possibilities.
- Discuss info via email with Finance Manager.

Travel Auth. System

- Is travel approved?
  - Yes: Approve travel in Travel Authorization System.
  - No: Enter reason for non-approval in TA System.

Not yet, more info needed
Arranging Air Travel for Faculty

<table>
<thead>
<tr>
<th>Optimal Timeline</th>
<th>Administrative Asst.</th>
<th>Faculty Mamber</th>
<th>Finance Manager</th>
<th>Travel Auth. System</th>
</tr>
</thead>
</table>

Is travel cheaper outside of Concur?

- **Yes**
  - Book air travel in Concur
  - Call Christopherson Travel and request a printout of the quote
  - Submit Christopherson Travel quote and Other Vendor Quote to FM, and book travel

- **No**
  - Approve Purchase of Travel outside of Concur

Send email to travel arranger that travel is approved or disapproved along with speedtype, reason for disapproval, and / or disclosure requirement.

Book travel
## Credentialing a New Provider

<table>
<thead>
<tr>
<th>Optimal Timeline</th>
<th>New Provider</th>
<th>Department Human Resources</th>
<th>UCH Medical Staff Office (MSO)</th>
<th>UPI Managed Care Office</th>
<th>UPI QCAE Office</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1</strong></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Send appropriate credentialing portfolio to provider (choose from the 3 below)</td>
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<tr>
<td></td>
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<td></td>
<td>Send &quot;Notification of New Faculty Joining Department&quot; form to UPI</td>
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<td>Complete all applications and requirements as indicated in the Credentialing Portfolio and return ALL documents to Dept HR</td>
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<td></td>
<td>Review Credentialing Packet then send to UCH MSO</td>
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<td></td>
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<td></td>
<td>Send Liability Coverage Letter #1 to UCH MSO</td>
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<td></td>
<td>Submit Managed Care Application (Mobility Form and CHCPCA) to UPI Managed Care Office</td>
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<td></td>
<td></td>
<td>Send &quot;Request for UPI Billing Number&quot; to UPI</td>
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<tr>
<td><strong>Day 7</strong></td>
<td></td>
<td></td>
<td>Review and Process Credentialing Packet</td>
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<td></td>
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<td></td>
<td>Present New Provider’s Credentialing Package at Credentials Committee Meeting</td>
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<td></td>
<td></td>
<td></td>
<td>Send letter to new provider and Department confirming appointment for provisional period of 6 months</td>
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<tr>
<td><strong>Day 30</strong></td>
<td></td>
<td></td>
<td></td>
<td>Send Notification of Managed Care Credentialing (excluding Tricare) to New Provider and Department</td>
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<tr>
<td><strong>Day 120</strong></td>
<td></td>
<td></td>
<td></td>
<td>Provide UPI Orientation to New Provider</td>
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<tr>
<td><strong>Day 121</strong></td>
<td></td>
<td></td>
<td></td>
<td>Send Notification of Managed Care Credentialing for TriCare to New Provider and Department</td>
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<tr>
<td><strong>Day 135</strong></td>
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</tbody>
</table>
Grant Funding Request

**Optimal Timeline**

<table>
<thead>
<tr>
<th>Post-Award</th>
<th>PI</th>
<th>DFA</th>
<th>Dept. HR and Faculty Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Day 1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Receive new speedtype via email from OGC</td>
<td>Send email to PI to confirm funding</td>
<td>Recalculate funding so it is correct</td>
<td>Funding confirmed?</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>No</td>
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<td></td>
<td></td>
<td></td>
<td>Yes</td>
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<td></td>
<td></td>
<td>Enter new funding in “Salaries” database; send funding calculator and current FY budget to HR</td>
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<td></td>
<td>Print copy of Funding Calculator form and file in employee’s funding folder</td>
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<td></td>
<td>Fill out “Funding Change Request” form using info from DFA</td>
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<td></td>
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<td></td>
<td>File Funding Calculator in Z:/HR/Funding/FundingCalculators</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>Save Funding Change Request form to Z:/HR/Funding/FundingChangeRequest/Pending</td>
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<td></td>
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<td></td>
<td>Change funding distribution in HRMS</td>
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<td></td>
<td></td>
<td></td>
<td>Move Funding Change Request form to Z:/HR/Funding/FundingChangeRequests/Completed once approved in HRMS</td>
</tr>
<tr>
<td><strong>Day 2</strong></td>
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<td><strong>Day 3</strong></td>
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</tbody>
</table>
Providing Med-Legal Services to a Law Firm

**Optimal Timeline**
- **When law firm calls to solicit provider**
  - **Law Firm:** Call Administrative Assistant with request
  - **Provider:** Does the Provider accept the case?
    - Yes: Request pertinent medical records from law firm and ask for an estimate of thickness of printed copies
    - No: Inform law firm that Provider will not accept the case
  - **Administrative Assistant:** Take down all pertinent information about the case(s) and send to Provider in email
  - **University Physicians, Inc. (UPI):** Send the following documents to law firm, as requested: Provider CV, Fee Schedule, Testimony List

**Before law firm's deadline**
- **Law Firm:** Send requested records to Administrative Assistant
- **Provider:** Fill out the billing form and send to Administrative Assistant
- **Administrative Assistant:** Review and finalize report
- **University Physicians, Inc. (UPI):** Facilitate the payment for the Provider
  - Once paid, send payment report to Provider

Continued on Page 2
<table>
<thead>
<tr>
<th>Optimal Timeline</th>
<th>Law Firm</th>
<th>Provider</th>
<th>Administrative Assistant</th>
<th>University Physicians, Inc. (UPI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>When legal decision is made</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Was the case settled out-of-court?</td>
<td></td>
<td></td>
<td>If settled, no further action required</td>
<td>If settled, no further action required</td>
</tr>
<tr>
<td>No</td>
<td>Notify Administrative Assistant of case settlement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the case going to trial?</td>
<td></td>
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<tr>
<td>No</td>
<td>Upon receipt of court date, notify Administrative Assistant in order to schedule Provider</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td></td>
<td></td>
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<tr>
<td>Is there additional Provider involvement?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>Notify Administrative Assistant that Provider’s services will not be needed further for this case</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>Notify Administrative Assistant of Provider services needed</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>