



TOOL: Tips for finding, creating and using metrics

These tips can help your team make smart use of metrics in performance improvement work. And remember: Complex metrics can often be broken down into a few simple metrics; always get a baseline measurement.

1. How consultants and advisers can help their teams understand and use metrics

- » Make sure teams have access to metrics.
- » Ask questions to help them understand these metrics.
- » Steer teams toward simple and easy-to-use metrics.
- » Coach teams on how to collect and track data.
- » Help teams think through what they need before they jump into gathering data.
- » Help teams understand the data source, data collection methodology and development of the performance metrics.
- » Make sure teams can chart data over time and use run charts and statistical process-control charts.

2. How teams can avoid trying to “make their numbers” rather than truly improve a process

- » Revisit the three fundamental questions from RIM:
 - + What are we trying to accomplish?
 - + How will we know that change is an improvement?
 - + What change can we make that will result in improvement?
- » Use automated or electronic data sources that independently measure performance; reduce or minimize manual data capture.

- » If collecting data manually, create a data collection tool/template with detailed directions.
- » Have a plan (i.e., number of records/patients; frequency: daily or weekly, etc.).
- » Incorporate balancing measures to ensure systematic changes do not produce unintended negative effects.
- » Validate performance results.
- » Conduct random data audits.
- » Remember that fewer meaningful metrics are better than more metrics that aren't focused; choose quality over quantity.
- » If data is available in KP HealthConnect, partner with an analyst to have the data pulled automatically instead of extracting it manually.

3. How teams can avoid biased or slanted measurements that don't provide an accurate representation of the real world

- » Team members should be able to define and explain SMART goals.
- » Teams should review goals with sponsors.
- » When using existing reports, understand the definition of the measures and what gets included and excluded.
- » Understand how the patient population is defined and measured.

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