



## TOOL: Coaching Co-Leads on Use of Metrics

As a leader in the organization, you may be in the position of responding to question from UBTs about what they should measure or how they can get access to data. Here are some questions you can work through together to help them focus their efforts.

<p><b>What is Your Overall Goal?</b></p>	<p>Before jumping into the question of metrics, be clear on the team’s performance excellence goal. If the goal is closely aligned with one of the points on the Value Compass, there may be an existing metric to measure progress toward that goal.</p>
<p><b>Are We Currently Measuring That Goal?</b></p>	<p>When the team has a clear idea of the goal, investigate whether any of KP’s existing performance measures are a good fit for that goal. If not, would it make sense for the team to adjust the goal so they can take advantage of existing reporting systems?</p>
<p><b>Can We Measure Things that Drive the Outcome?</b></p>	<p>In some cases, it may be more appropriate to measure certain “drivers” that affect the outcome rather than the outcome itself. For example, month-to-month data for strokes and heart attacks will often be too variable to be a reliable measure of the team’s performance. Instead, encourage them to focus on key drivers of the outcome (e.g., effectively controlling hypertension) and measure and track those.</p>
<p><b>Is the Measure “Good Enough?”</b></p>	<p>Just because a measure isn’t exactly what you are looking for doesn’t mean it can’t be helpful. Even if a measure shows a more muted impact in distilled, departmental data, that may be the feedback you need to justify continuing the activity and perhaps refining the measure.</p>
<p><b>Is the Target Reasonable?</b></p>	<p>You want a target that stretches the team and encourages it to perform at its best—not one so hard it becomes a source of discouragement. Try looking at the three best-performing teams or departments in your medical center or region and aim for their level of performance. As a leader, you can provide an important “reality check” to teams so that they don’t set their sights too low or too high.</p>
<p><b>How Do We Communicate to the Team About The Metrics?</b></p>	<p>Everyone on the team should understand how the metric works and how they can work to improve it. Your teams may need your help in connecting with the right kind of analytic staff within your medical center who can explain the metrics the organization is using.</p>

Source: LMP Metrics and Analytics