TOOL: Establishing Measures

The more specific a goal is, the easier it will be to test with the Plan-Do-Study-Act cycle. Try coaching your co-leads to develop SMART goals with their unit-based teams.

Once teams have a goal, they need to figure out what measures, or metrics, are needed to track their progress. Measurement is a critical part of testing and implementing changes; measures tell a team whether the changes they are making actually lead to improvement. This answers the question, ***"How will we know that a change is an improvement?"***

Tips for Measuring Data

- Plot data over time
- Seek usefulness, not perfection
- Use sampling
- Keep it simple
- Integrate collection, display and analysis into the daily routine
- Use qualitative and quantitative data

THREE TYPES OF MEASURES	
Outcome Measures (voice of the member or patient)	How is the system performing? What is the result? » Tied directly to goal statements » Can be time, clinical outcome, financial or satisfaction
Process Measures (voice of how the process works)	Are the parts/steps in the system performing as planned?
Balancing Measures (viewing system from different directions/dimensions)	Are changes designed to improve one part of the system causing new problems in other parts of the system? » What happened to the system as we improved outcome and process measures?

Three Types of Data:

Accountability

Reporting Purposes

- Specific data
- Agencies
- State/federal regulators

Research

Beyond Doubt

- Lots of data
- Prove hypotheses
- Statistical

Improvement

Just Enough to Learn

- Limited data
- Small samples/tests of change
- Changes incorporated, as needed