UBT TRACKER USER GUIDE

LABOR MANAGEMENT PARTNERSHIP

UBT TRACKER

BEST QUALITY · MOST AFFORDABLE · BEST PLACE TO WORK · BEST SERVICE

PATIENT AND MEMBER FOCUS

SUPPORTING TEAMS ON THE ROAD TO HIGH PERFORMANCE

UBT TRACKER USER GUIDE

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Welcome

The UBT Tracker system supports the collection and reporting of data about the activities of unit-based teams (UBTs). Established under the 2005 National Agreement, UBTs are the foundation of Kaiser Permanente's efforts to achieve the goals of the Value Compass: providing the best quality of care and service, being the best place to work and remaining affordable for working families while keeping the interests of the member and patient as the center of everything we do.

Excitement about UBTs is growing. Every day, labor and management leaders throughout the company are asked: "How many teams are there?" "What are they working on?" "How do I find out what solutions teams have developed?" UBT Tracker is designed to help answer those questions and others.

UBT Tracker collects data on team activities. UBTs can create a team record in the system. This record allows teams to track membership, assign key team roles, and create records of performance improvement projects and tests of change.

UBT Tracker is designed to support teams in using the Rapid Improvement Model (RIM). This is an approach to improvement that encourages experimenting with small tests of change. Teams plan a test, carry it out, check their results and then decide whether to permanently implement the change. This approach is summarized by the phrase Plan, Do, Study, Act (PDSA).

UBT Tracker is more than just a reporting tool. As its database of projects grows, UBT Tracker becomes a more valuable resource for sharing successful practices across the organization. Teams can look at what teams in similar departments in other regional facilities are doing, or they can search for projects aimed at improving a particular performance measure. Either way, good ideas are being spread.

UBT Tracker is more than just a system. UBT Tracker is part of the movement to transform Kaiser Permanente in order to transform health care. Join us!

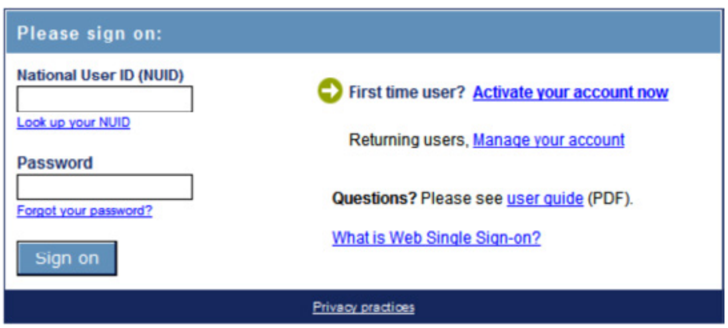
SUPPORTING TEAMS ON THE ROAD TO HIGH PERFORMANCE

UBT Tracker: Logging In

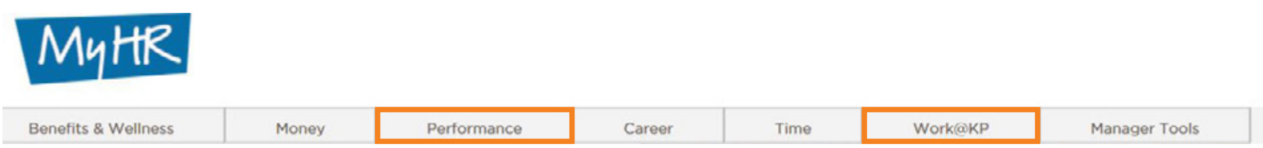
UBT Tracker resides within the My HR application. To access UBT Tracker, you must first log in to My HR as follows:

- Go to the **My HR** link.
- Click **Sign On**.

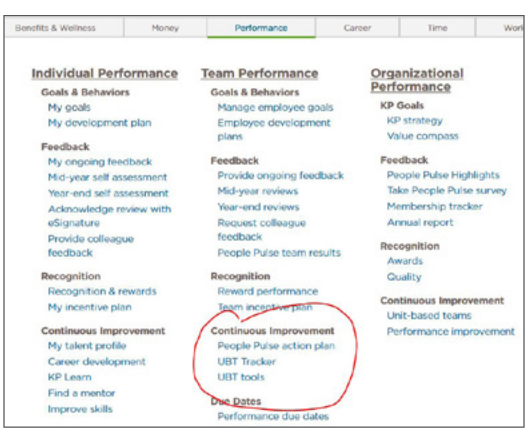
- Enter **NUID** and **Password**.



Once you have logged in to My HR, verify you are logged into the correct region.



1. Click on the **Performance** Tab Under the Team Performance heading, look for the Continuous Improvement sub-heading. The link to UBT Tracker is there.



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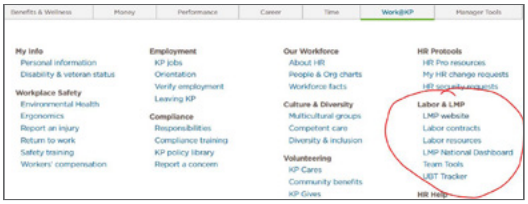
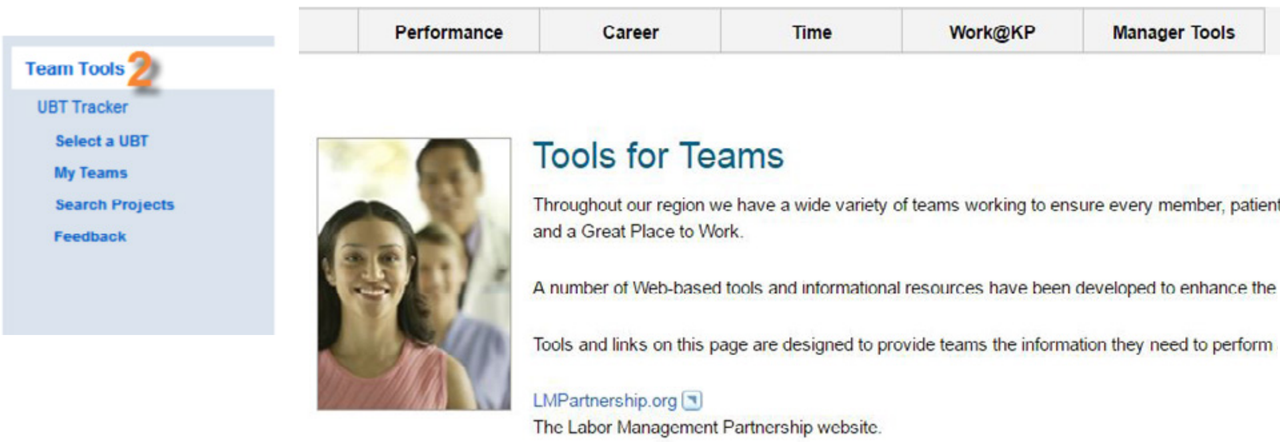
UBT Tracker: Logging In *continued*

Alternatively, click on the **Work@KP** tab. Under the Labor & LMP heading, you will see a link to UBT Tracker.



2. Click **Team Tools** link.



The Team Tools page appears. This page presents links to information and resources specific to your region.

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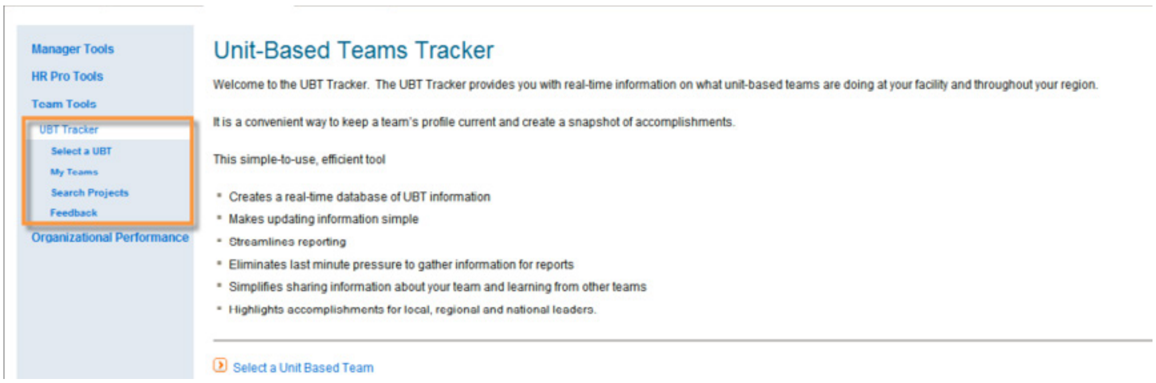
UBT Tracker: Logging In *continued*

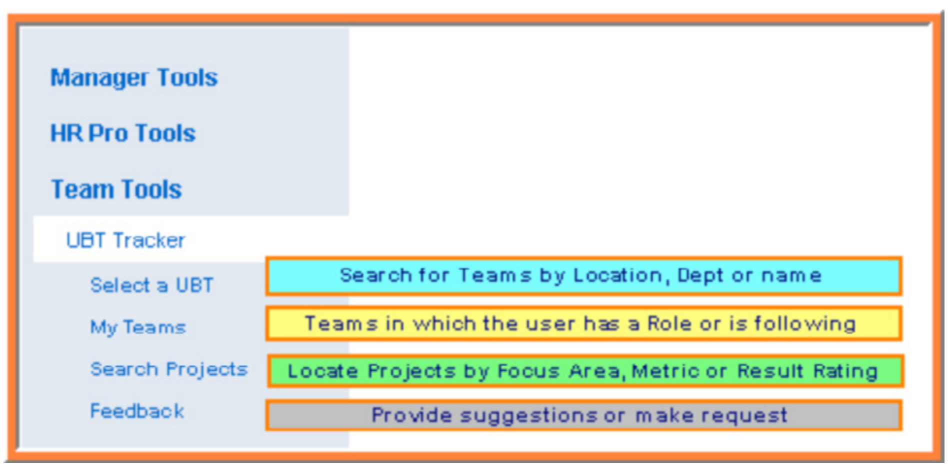
UBT TRACKER MENU

Once you are on the Team Tools page, the UBT Tracker menu displays on the left side of your browser. This menu allows you to navigate through the application. Certain functions (e.g., Add UBT Profile) only will display for administrators (see Part III).



Below is a helpful summary of the key features of the four UBT Tracker menu options available to most users:

Warning: When navigating in the UBT Tracker, do not use the Back button from your Internet browser in order to avoid undesired results.



Part I: Looking at Data in UBT Tracker

UBT Tracker contains records on thousands of unit-based teams and thousands of performance improvement projects. Users can track individual teams or search for particular types of projects and tests of change. The system is designed to support better sharing of effective practices across Kaiser Permanente. UBT Tracker can be of particular help for team sponsors and consultants who are trying to support multiple teams.

These sections help users track individual teams or search for particular types of projects or tests of change.

View My Teams Page

The My Teams page allows you to track teams in which you have a role (e.g., member, co-lead, sponsor, consultant, proxy, etc.). If you are a member of a single team, your team will always show up on your My Teams page. If you are a sponsor or a consultant for multiple teams, those teams will show up on My Teams if you have been added to the team membership record.

LIST YOUR TEAMS

1. Click on **My Teams** on the UBT Tracker menu (located in the middle left side of your page). *The results will display a list of teams with which you are associated.*

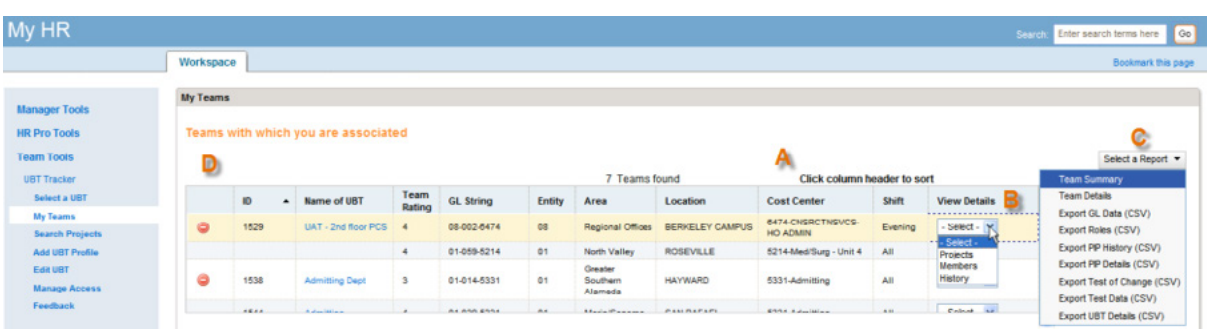
List of teams:

A. You are able to sort the list of results by clicking in each column header.

B. The **View Details** column allows you to navigate to **Projects**, **Members** or **History** of a team.

C. The **Select a Report** button allows you to export reports, or view team summary and detail information in a new window (see pages 3.1-3.2 for more information).

D. Buttons in the first column allow you to add or remove a team on your My Teams page. You can track projects and changes to teams through the My Teams page.



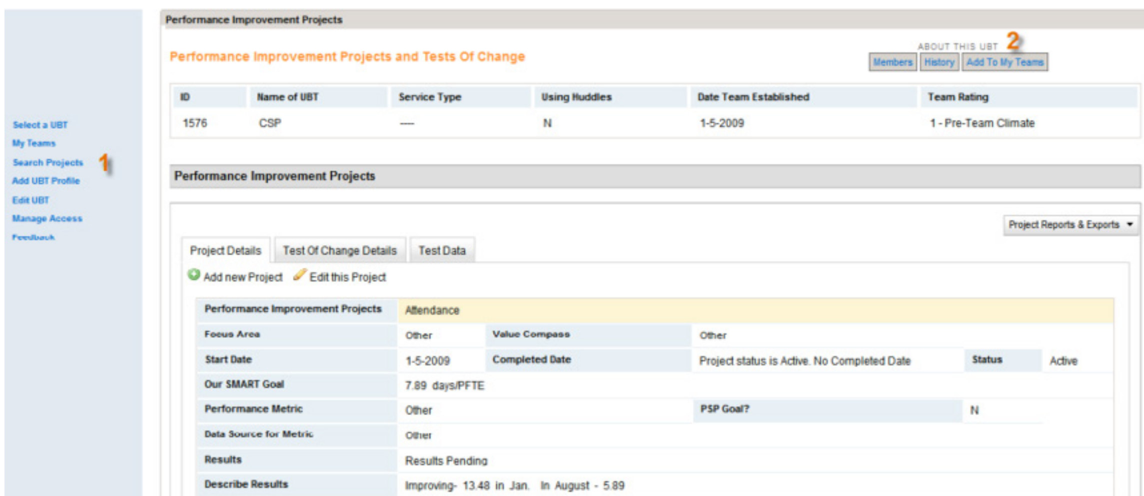
Tracking Teams—Adding Teams to My Teams

The My Teams page automatically will display all teams in which you have a role, e.g., as a team member, co-lead, representative, consultant or sponsor.

However, you also can add additional teams to your My Teams list. You may want to do this because a team is working on a similar project and you want to see what they do with it. Or you could track teams in similar departments in other medical centers and facilities.

ADD A TEAM TO YOUR MY TEAMS PAGE

1. Using **Search Projects** or **Select a UBT**, select the team you are interested in.
2. Once you reach the Projects screen, a new gray button will appear that says **Add to My Teams**.



3. Click on the **Add to My Teams** button. *A dialogue box will pop up confirming your choice.*

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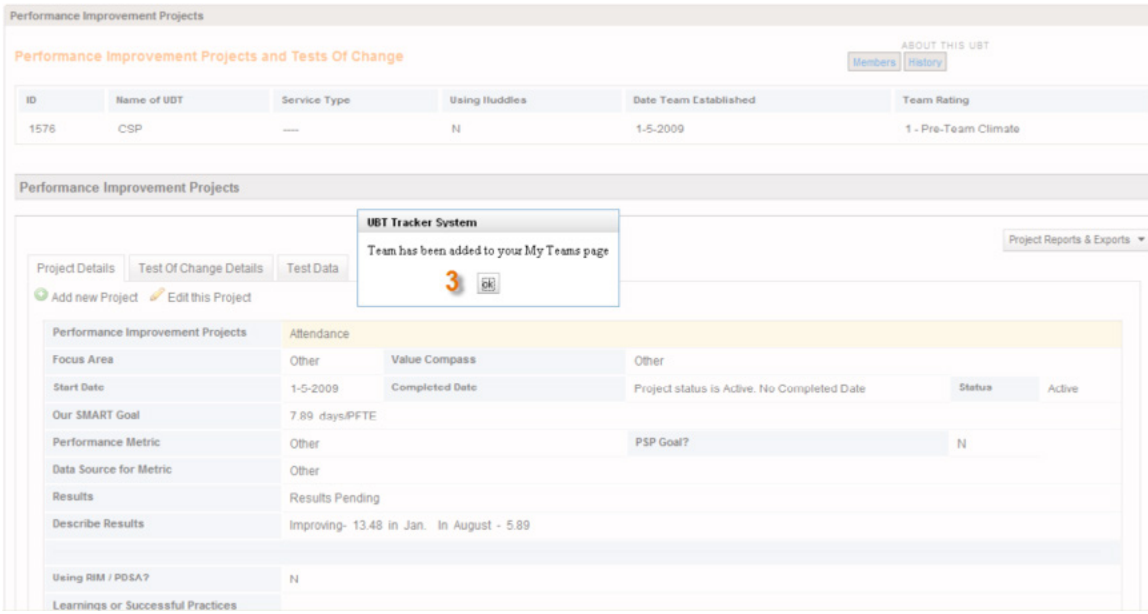
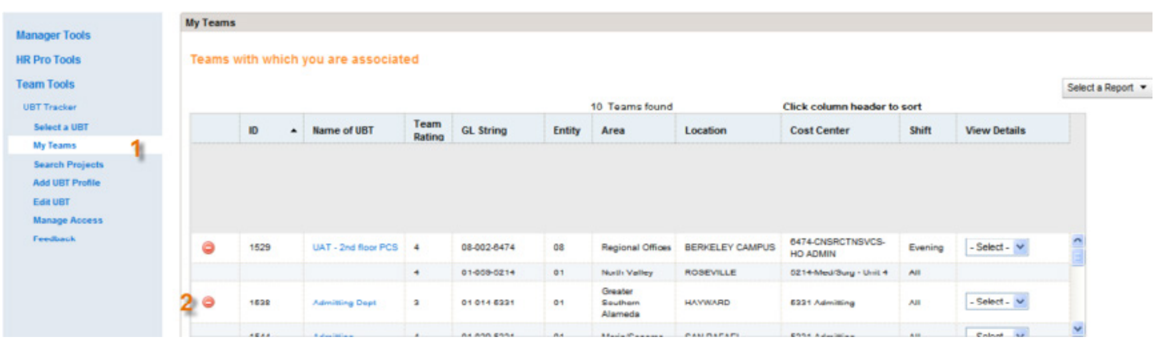
Tracking Teams—Adding Teams to My Teams *continued*



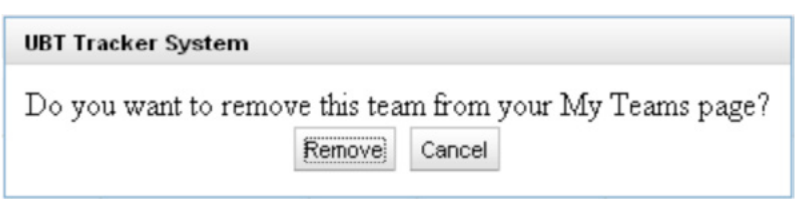
DELETE A TEAM FROM YOUR MY TEAMS PAGE

Teams added to your My Teams page can be deleted. These teams will show up on your My Teams page with a red icon to the left of the team (see item 2 below).

1. Using the My Teams page, **select the team** you are interested in.
2. Click on the **red icon**.



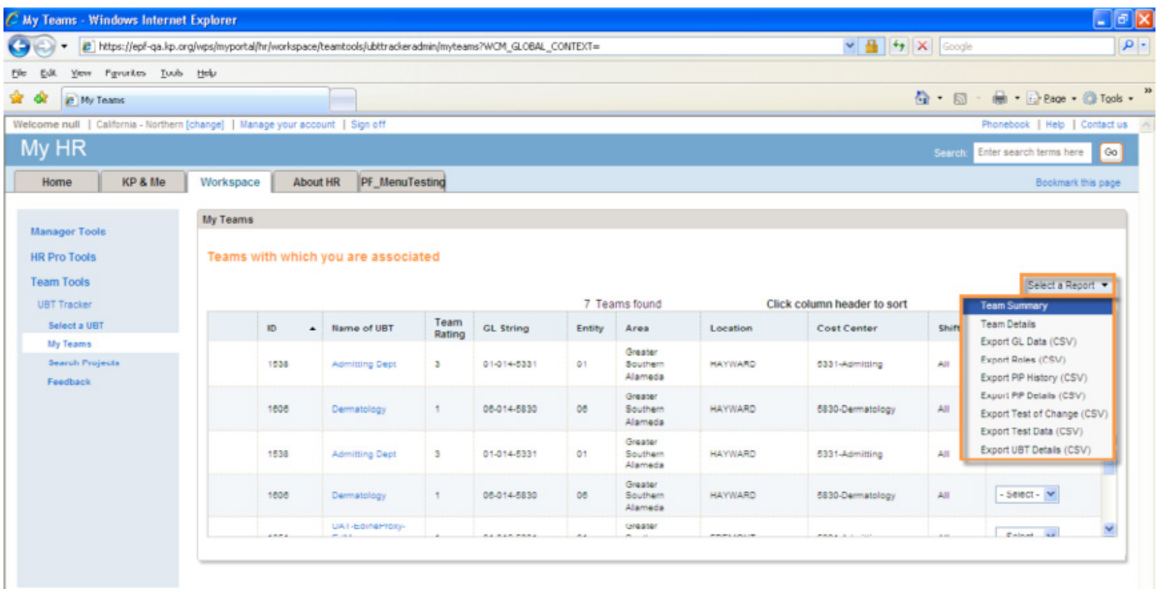
3. Confirm your decision by clicking **Remove** when the dialogue box pops up.



Viewing Team Reports

Once you have a list of UBTs on your My Teams page, you can run reports on team activity. These reports will give you information about the team and the performance improvement projects they are working on.

You choose reports from the drop-down menu on the right side of the screen. This menu also will appear when you view a list of teams created by using the Select a UBT option from the choices in the left menu. It also will appear on any team project page, where you can run reports for an individual team.



There are two report choices. One is a **Team Summary Report**, which provides summary information about all the teams on your list of teams. The start of information for each team is highlighted in blue and yellow (see next page), which makes it easier to figure out where a team's information starts and stops. The fields in the report are drawn from the Team Details page and the Performance Improvement Project page.

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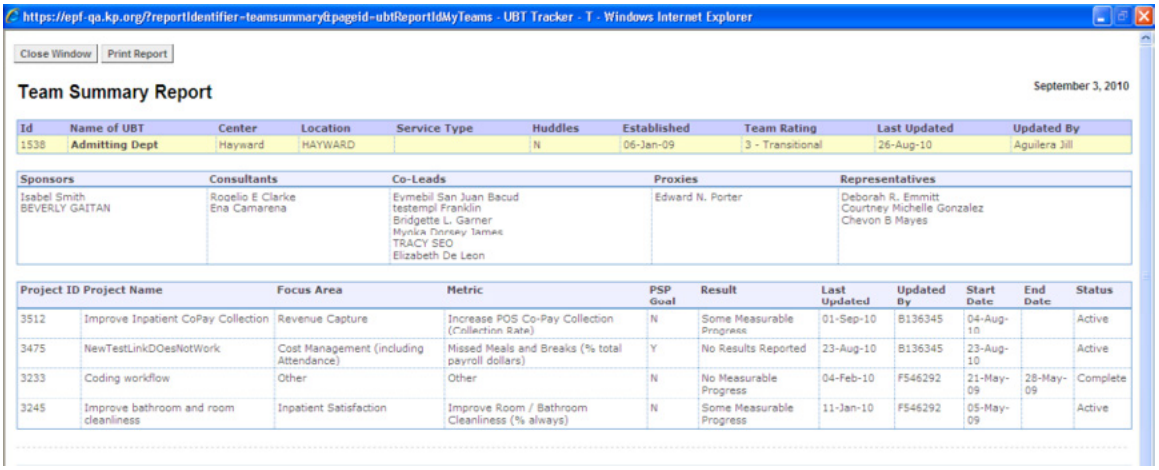
Viewing Team Reports *continued*


https://epf-qa.kp.org/?reportIdentifier=teamsummary&pageid=ubtReportIdMyTeams - UBT Tracker - T - Windows Internet Explorer

Close Window | Print Report

Team Summary Report

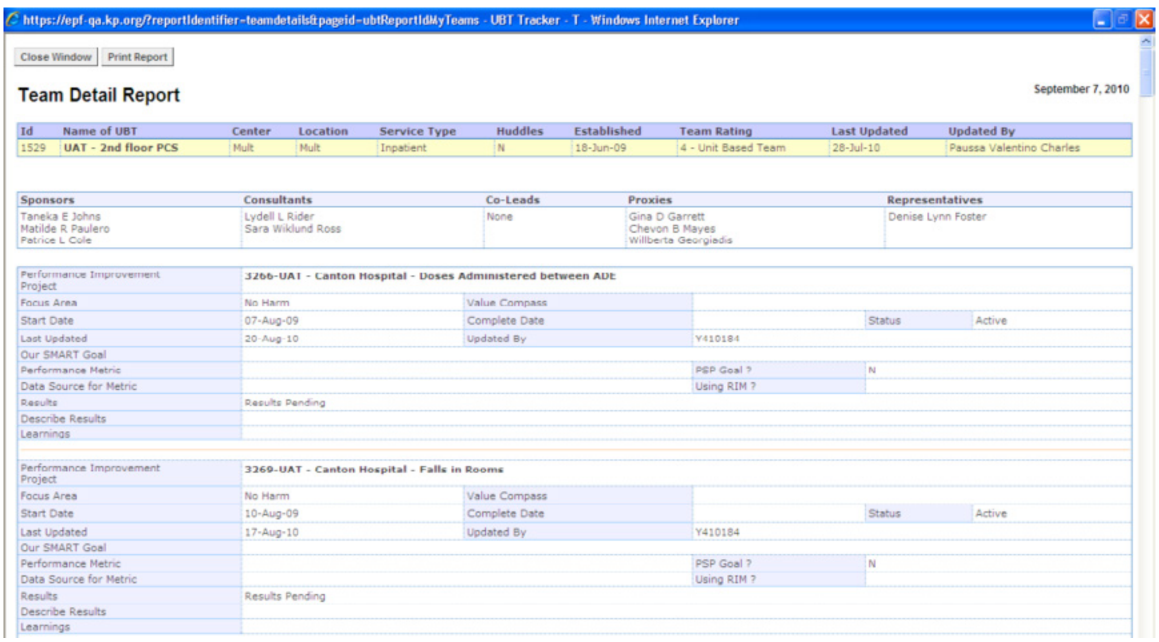
September 3, 2010

Id	Name of UBT	Center	Location	Service Type	Huddles	Established	Team Rating	Last Updated	Updated By
1538	**Admitting Dept**	Hayward	HAYWARD		N	06-Jan-09	3 - Transitional	26-Aug-10	Aguilera Jill

Sponsors	Consultants	Co-Leads	Proxies	Representatives
Isabel Smith BEVERLY GAITAN	Rogelio E Clarke Ena Camarena	Eymebil San Juan Bacud testempl Franklin Bridgette L. Garner Mynka Dorsey James TRACY SEO Elizabeth De Leon	Edward N. Porter	Deborah R. Emmitt Courtney Michelle Gonzalez Chevon B Mayes

Project ID	Project Name	Focus Area	Metric	PSP Goal	Result	Last Updated	Updated By	Start Date	End Date	Status
3512	Improve Inpatient CoPay Collection	Revenue Capture	Increase POS Co-Pay Collection (Collection Rate)	N	Some Measurable Progress	01-Sep-10	B136345	04-Aug-10		Active
3475	NewTestLinkDOesNotWork	Cost Management (including Attendance)	Missed Meals and Breaks (% total payroll dollars)	Y	No Results Reported	23-Aug-10	B136345	23-Aug-10		Active
3233	Coding workflow	Other	Other	N	No Measurable Progress	04-Feb-10	F546292	21-May-09	28-May-09	Complete
3245	Improve bathroom and room cleanliness	Inpatient Satisfaction	Improve Room / Bathroom Cleanliness (% always)	N	Some Measurable Progress	11-Jan-10	F546292	05-May-09		Active

A second choice is the **Team Detail Report**, which provides all available information on each performance improvement project a team has entered.


https://epf-qa.kp.org/?reportIdentifier=teamdetails&pageid=ubtReportIdMyTeams - UBT Tracker - T - Windows Internet Explorer

Close Window | Print Report

Team Detail Report

September 7, 2010

Id	Name of UBT	Center	Location	Service Type	Huddles	Established	Team Rating	Last Updated	Updated By
1529	**UAT - 2nd floor PCS**	Mult	Mult	Inpatient	N	18-Jun-09	4 - Unit Based Team	28-Jul-10	Paussa Valentino Charles

Sponsors	Consultants	Co-Leads	Proxies	Representatives
Taneka E Johns Matilde R Paulero Patrice L Cole	Lydell L Rider Sara Wiklund Ross	None	Gina D Garrett Chevon B Mayes Willberta Georgiadis	Denise Lynn Foster

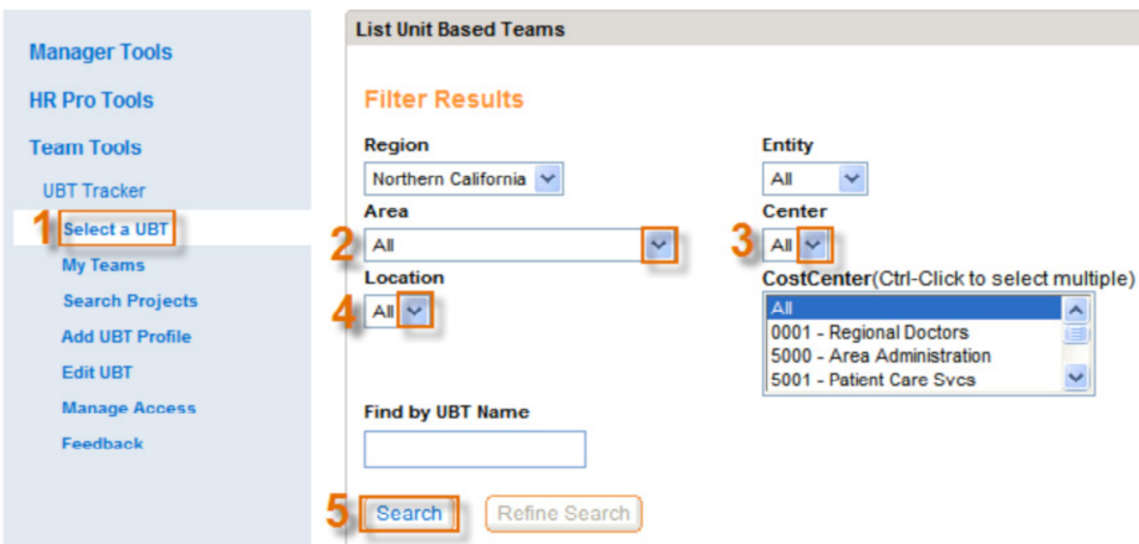
Performance Improvement Project	**3266-UAT - Canton Hospital - Doses Administered between ADE**				
Focus Area	No Harm	Value Compass			
Start Date	07-Aug-09	Complete Date		Status	Active
Last Updated	20-Aug-10	Updated By	Y410184		
Our SMART Goal					
Performance Metric			PSP Goal ?	N	
Data Source for Metric			Using RIM ?		
Results	Results Pending				
Describe Results					
Learnings					

Performance Improvement Project	**3269-UAT - Canton Hospital - Falls in Rooms**				
Focus Area	No Harm	Value Compass			
Start Date	10-Aug-09	Complete Date		Status	Active
Last Updated	17-Aug-10	Updated By	Y410184		
Our SMART Goal					
Performance Metric			PSP Goal ?	N	
Data Source for Metric			Using RIM ?		
Results	Results Pending				
Describe Results					
Learnings					

Select a UBT

You can use the Select a UBT function to search for UBTs by geographic area (Area, Center, Location), by Cost Center or by UBT name. Once you identify teams you are interested in following on a regular basis, you can add them to your My Teams page (see page 2.1).

1. Click **Select a UBT** from the Team Tools directory.
   The Region auto-populates with your region.
2. Click the **Area drop-down menu** and **select your Area**.
3. Click the **Center drop-down menu** and **select your Center**.
4. Click the **Location drop-down menu** and **select your Location**.
5. Click the **Search** button.



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Select a UBT *continued*

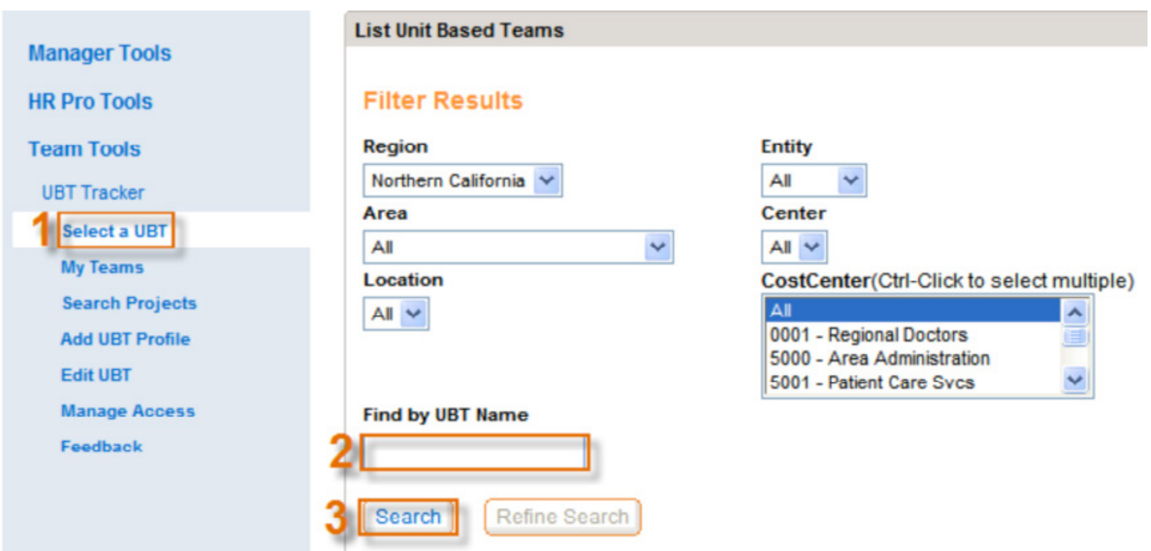
OR

IF YOU KNOW THE NAME OF YOUR UBT:

1. Click **Select a UBT** from the Team Tools directory.
2. Click in the **Find by UBT Name** field and **enter your UBT name**.
   The UBT Tracker uses completion matching to locate the name so you only need to type a few letters of the UBT name to receive a match.

Hint: If you are unsure about the exact name, don't search for the full name, because you may not find that team. Try using part of the name.

3. Click the **Search** button.



Search for a Performance Improvement Project

UBT Tracker allows you to search for performance improvement projects in your region. You can search by Location (including Cost Center), Focus Area or Metric. For example, a user might be interested in all the projects aimed at improving mammography screening, regardless of location. Another user can use the Cost Center search to find all the projects being done by a particular type of department across the region.

1. Click **Search Projects** from the Team Tools directory.
   The Region auto-populates with your region.
2. You can **filter your search by location** by choosing from the **Region, Entity, Area, Center,** or **Cost Center drop-downs**. For example, an EVS team working in one medical center can search projects from EVS teams in other medical centers by searching all teams in cost center 5321-Housekeeping.
3. You can also filter your search by type of project by choosing from the **Focus Area** or **Metric drop-downs**.
   This will bring up all projects dealing with a particular Focus Area or Metric.
4. You can also use the **Results** and **Test of Change Rating drop-downs** to filter your search by projects and tests of change that were rated as successful by the teams.
   A list of projects will populate.
5. Click the **Project** you are interested in viewing.
   A. The **Select Report** button allows you to export reports, or view team summary and detail information in a new window (see pages 3.1-3.2 and 16.2-16.3).

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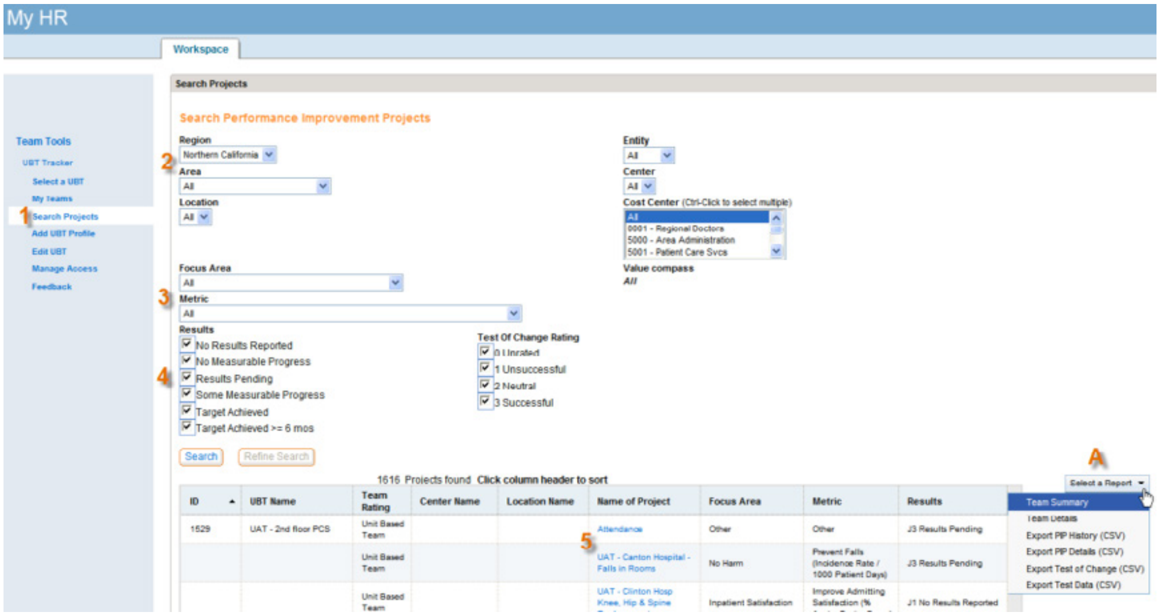
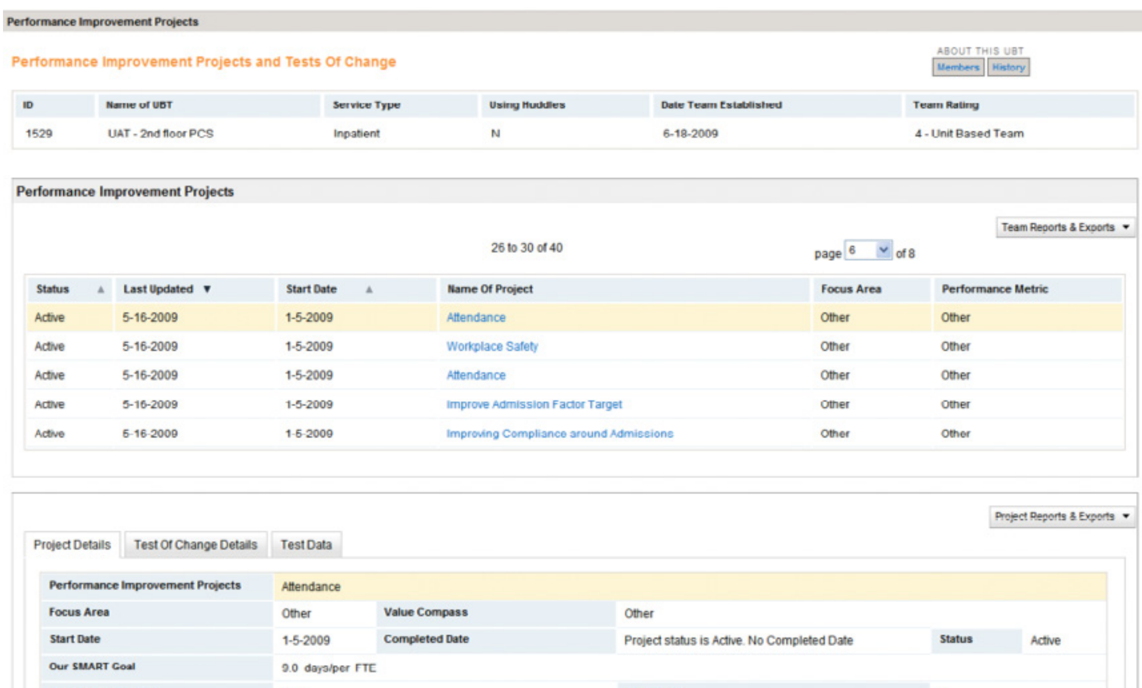
Search for a Performance Improvement Project *continued*



This will take you to the Project screen for the team that did the project.



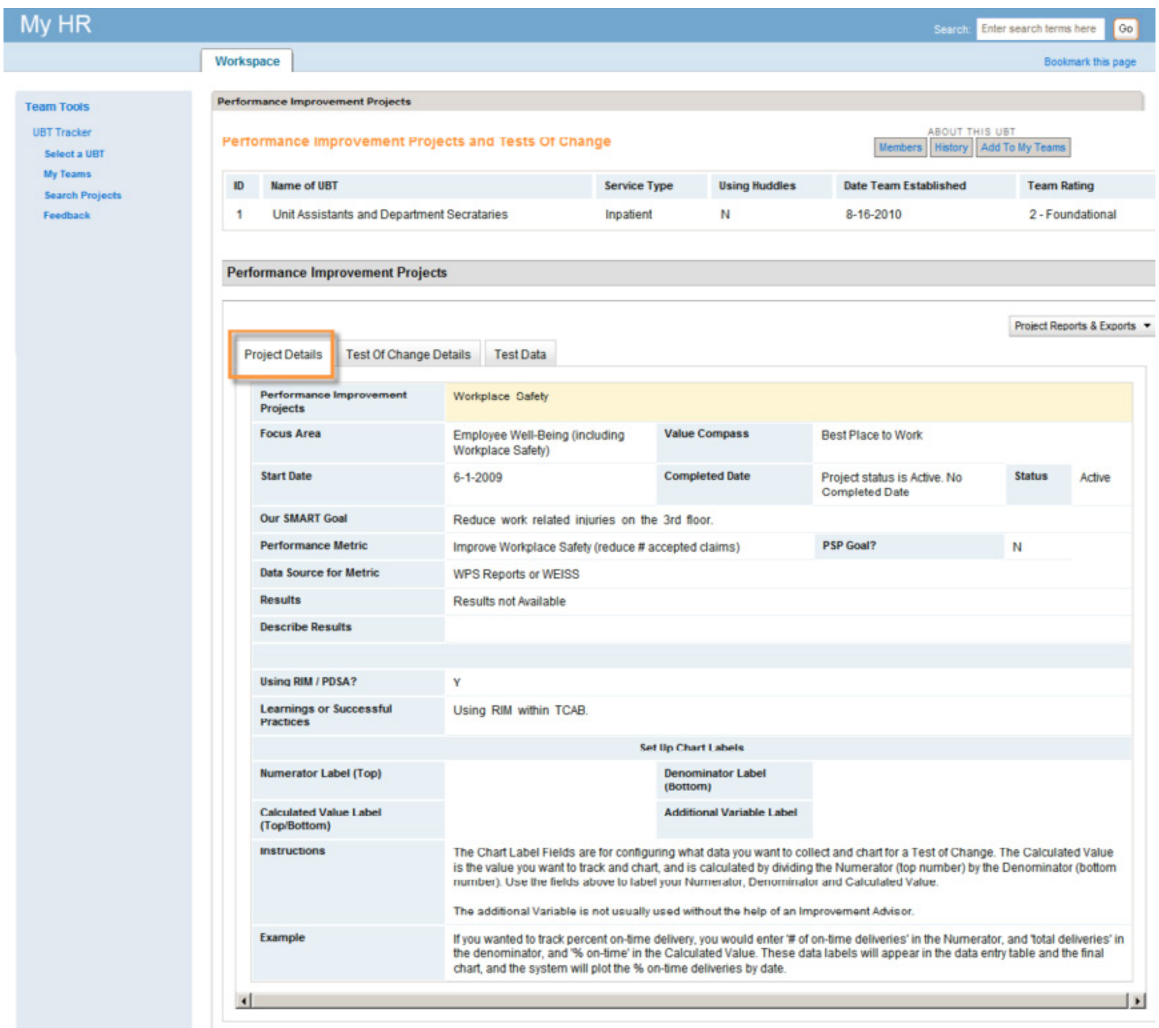
For more information on how to view performance improvement projects and tests of change, see the next section.

Viewing Performance Improvement Projects

One of the most useful features in UBT Tracker is the ability to view performance improvement projects. Looking at what other teams are working on is a great way for UBTs to avoid reinventing the wheel.

VIEWING PROJECTS

After you navigate to a UBT's Project page (see previous section), you will see a list of projects in the middle box on the page. **Clicking on a project** highlights it in yellow and displays the information about that project in the Project Details tab in the bottom box (see screenshot below).



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Viewing Performance Improvement Projects *continued*

THE PROJECT DATA IS ORGANIZED INTO A NUMBER OF FIELDS AS FOLLOWS:

Performance Improvement Project: Project title.

Focus Area: Each region establishes its own set of high-level focus areas (e.g., Quality, Service, etc.) for UBTs. Selecting a Focus Area generates a list of Performance Metrics the UBT can choose from.

Value Compass: Each Focus Area is linked to one of the four points of the Value Compass.

Start Date/Completed Date/Status: Teams enter their start date for the project. If the project is completed, they enter a completion date and the Status field changes to "Completed."

Our SMART Goal: Teams enter a SMART goal for the project. SMART means Specific, Measurable, Attainable, Realistic and Timely.

Performance Metric: Each region establishes its own set of performance metrics for teams to choose from. These metrics are tied to specific Focus Areas.

PSP Goal: If a particular metric is tied to the region's PSP goals, this flag will read "Y."

Results: Teams use this drop-down menu to report results at a high level (e.g., No Results Reported, Target Achieved, etc.)

Describe Results: Teams use this field to describe results in more detail.

Using RIM/PDSA: Teams indicate whether they used the RIM/PDSA method.

Learnings or Successful Practices: This field is for teams to report high-level learnings or successful practices that could be generalized more widely.

Set Up Chart Labels: This section is used by teams to define an outcome metric for the project and track it using the Test Data tab (see page 15.2-15.4).

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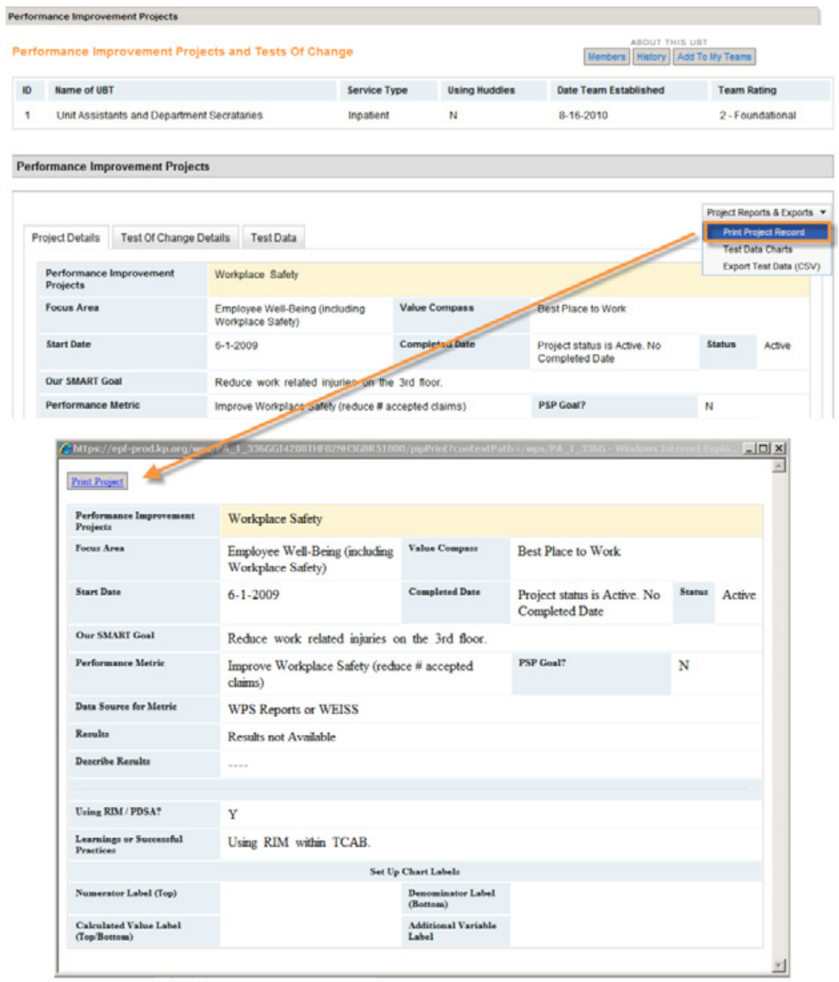
Viewing Performance Improvement Projects *continued*

PRINTING REPORTS ON PROJECTS

There are several options for printing reports on a team's projects.

For a printout of a single project, choose **Print Project Record** from the drop-down menu on the far right-hand side of the Project Details tab.



For a printout of all the projects a team is working on, scroll up to the middle box on the screen, which lists the Performance Improvement Projects. You can choose a **Summary Report** or a **Details Report**, which follows the same format found on pages 3.1-3.2.

VIEWING PROJECT CHARTS

UBT Tracker allows teams to define an outcome metric associated with the project and then to track the impact of multiple Tests of Change on that metric. Instructions for viewing the charts can be found on pages 16.1-16.3.

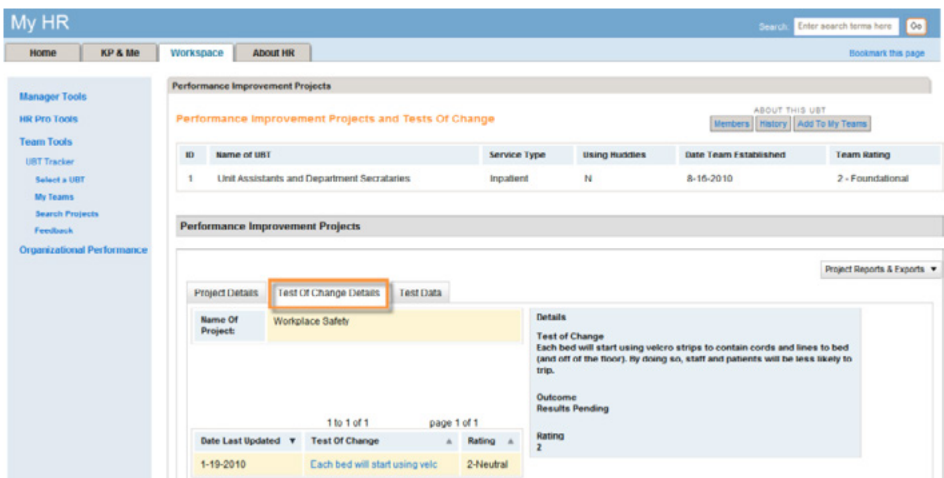
Viewing Tests of Change

PRINTING REPORTS ON PROJECTS

The Rapid Improvement Mode (a.k.a. Plan, Do, Study, Act or PDSA) assumes teams will try a lot of different things to try to improve performance. These ideas are meant to be tried quickly and then either adopted, modified and tested again, or abandoned. UBT Tracker is designed to capture these "tests of change." This allows users to find approaches that really work and identify those that probably won't.

You can view Tests of Change associated with a project by navigating to that project on the Performance Improvement screen (see page 6.1).

Once you have the project called up in the window on the bottom of the page, click the **Test of Change** details tab. The tab will display as follows:



A list of Tests of Change appears on the left. Clicking on a Test of Change will display that Test of Change in the window on the left. There are three fields in the Test of Change window as follows:

Details: Description of the Test of Change

Outcome: Description of the outcome of the test

Rating: Tests are rated on a four-point scale:

1. **Unrated:** Not enough information to rate yet
2. **Abandon:** Test was unsuccessful
3. **Adapt:** Test was partially successful and shows enough promise to be adapted in some way and tried again
4. **Adopt:** Test was successful enough to justify implementing the change permanently

Part II: Managing Team Membership and Data

UBT Tracker is a wonderful source of ideas for improving performance on all four points of the Value Compass. In addition to capturing individual team activity, UBT Tracker allows teams to view what other teams in the region are working on. Thus, teams can learn from the good ideas of others.

UBT Tracker is only as useful as the information that is entered into it. Detailed and complete information in the team and project records creates useful information for others who want to learn from that team's experiences.

These sections walk you through the steps involved in managing team membership and roles and in creating records of performance improvement projects and tests of change.

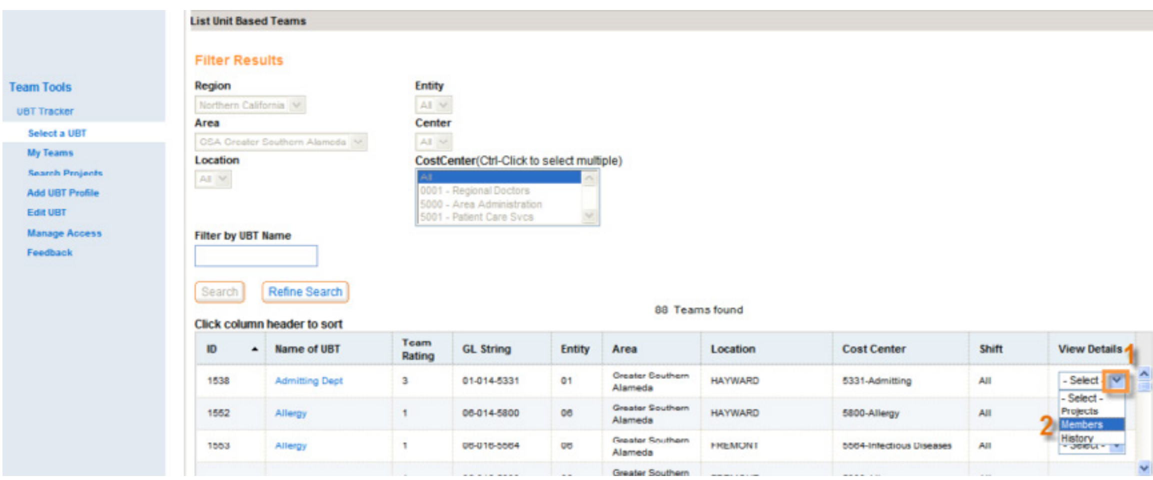
Edit Member Details

Once you have created a UBT profile and added members to it, you can indicate the role each member plays on the team (e.g., co-lead). If you have a large UBT governed by a representative team, you can indicate which members serve on that team. If there are members who have been added automatically to your Cost Center but who are not, in fact, on your team, you can choose Excluded from the drop-down menu.

Note that co-leads or a team member who has been designated a proxy may edit member details.

LOCATE YOUR UBT

1. Click the **drop-down menu** in the View Details column.
2. Choose **Members** from the list.



The UBT Detail window appears.

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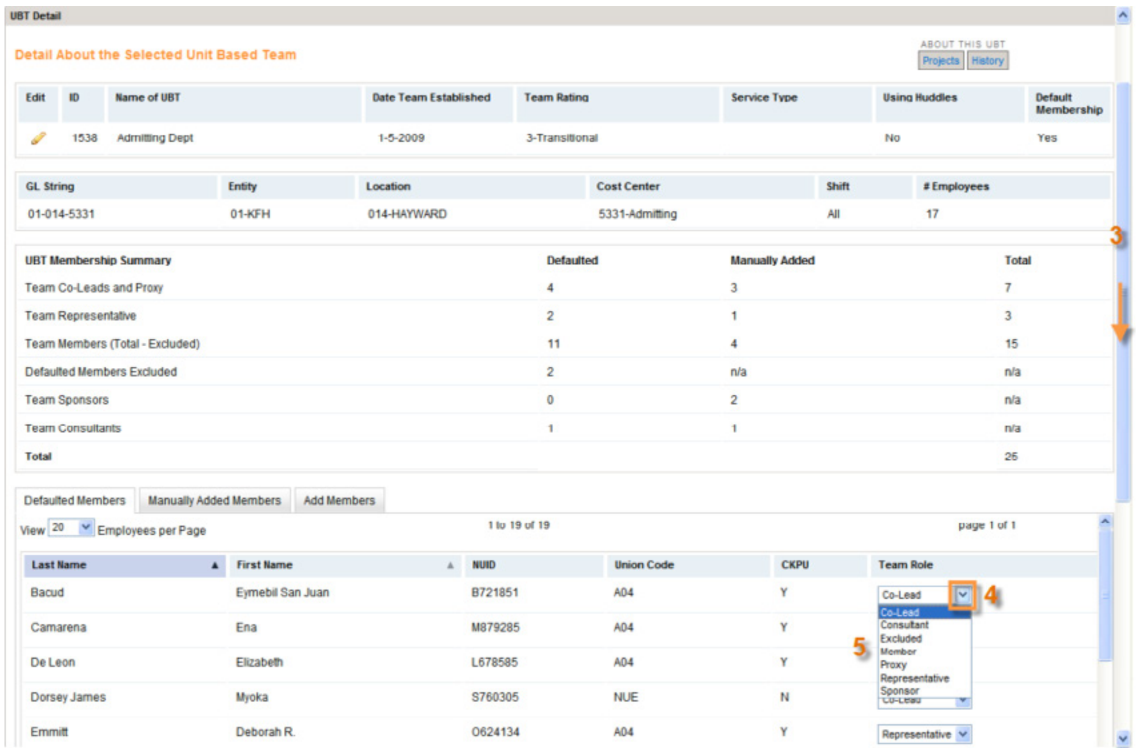
Edit Member Details *continued*

3. **Scroll down** to locate the member names.
4. Click the **Member Status drop-down** menu to the right of the member name.
5. Select **Co-lead**, **Excluded**, **Member**, **Representative** or **Proxy**.

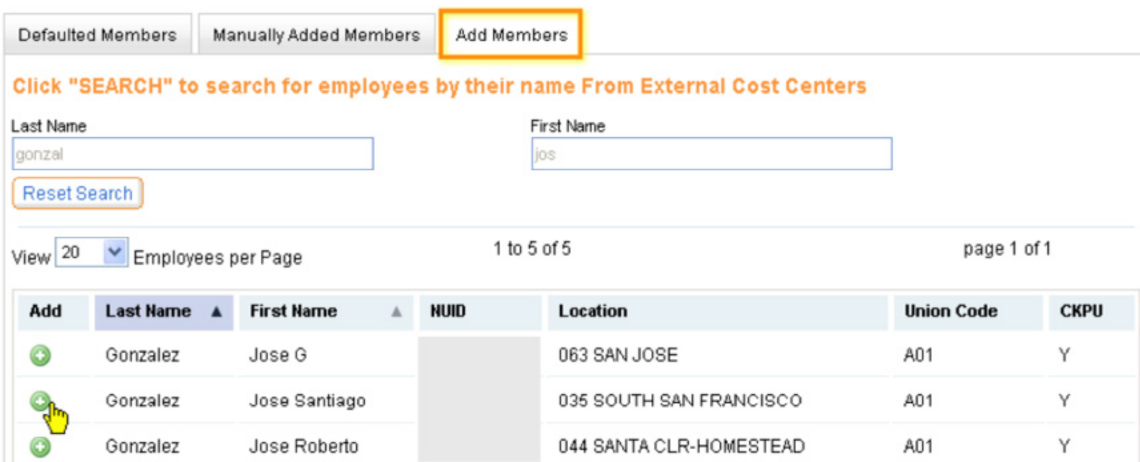


Add Members From Other Cost Centers

UBT Tracker allows you to add members to your team from other Cost Centers without bringing all the employees in that Cost Center into your team. This is also the way you assign Sponsors and Consultants to a team.

Navigate to the UBT Details page:

1. Click the tab labeled **Add Members**.
2. Enter both the **Last Name** and **First Name** of the person to be added in the fields.
3. Click the **Search** button.



4. **Click the button** next to the name of person to be added.

Once the person has been added to the team, he/she will show up under the **Manually Added Members** tab. Click on this tab to edit the Member Status using the drop-down menu.

You can use this process to **add a Sponsor** or a **Consultant** to a team. Simply choose one of those options from the drop-down menu.

Adding Physicians to Teams

With Release 2b of UBT Tracker, unit-based teams now can add their physician members to their membership rosters.

Physicians can be added in one of two ways, automatically and manually.

Physicians are automatically added to teams in cases where physicians and employees reside in the same four-digit Cost Center.[1] When a team is created (see page 17.1), the administrator links a set of General Ledger accounting strings (a.k.a. GL Strings) to the team to populate the team membership roster. If the Cost Centers (the four-digit code at the end of the string) contains physicians as well as employees, those physicians will be pulled into the team automatically. Physicians are identified with a three-letter code corresponding to their medical group as follows:

OPM	Ohio PMG
TPM	Northern California PMG
PRM	Program Office PMG
NWP	Northwest PMG
HPM	Hawaii PMG
GPM	Georgia PMG
SCP	Southern California PMG
CPM	Colorado PMG
MAP	Mid-Atlantic PMG

However, in cases where physicians and employees do not reside in the same four-digit Cost Centers, physicians need be added manually as though they were members from other Cost Centers. To do this, follow the directions on page 9.1 and search for the physician name as you would any other employee.

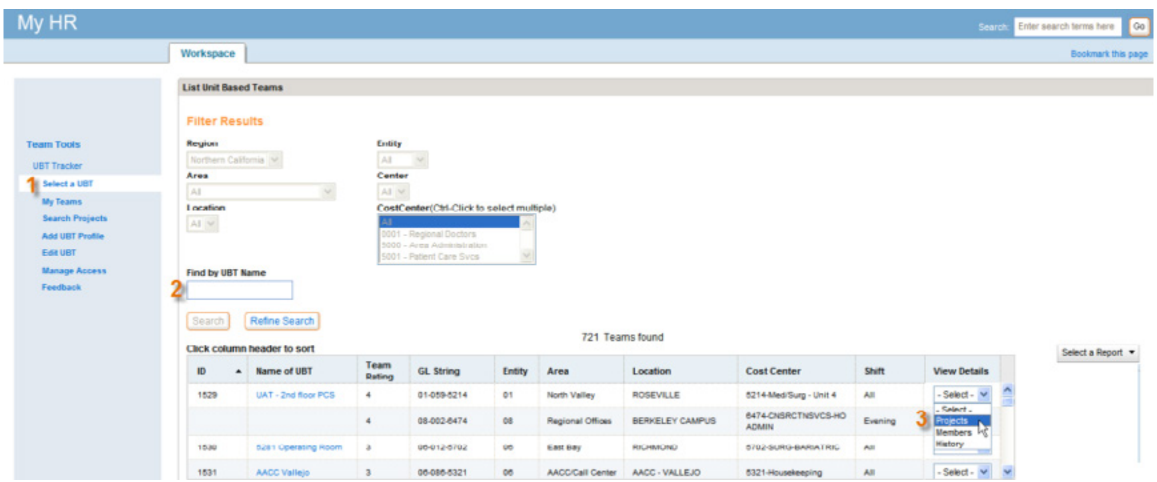
[1] This feature is not enabled in the Northern California region; physicians there must be added to teams manually.

Add a Performance Improvement Project

UBT Tracker allows you to track your team's performance improvement projects. The forms are based on the Rapid Improvement Model/Plan, Do, Study, Act approach. You begin by creating a project and identifying a desired outcome. Then record the various small tests of change you tried to achieve the outcome.

Follow the steps below to create a performance improvement project. Only a co-lead or a designated proxy may enter this data.

1. Click **Select a UBT**.
2. Locate your UBT by **Filter Results** or **Find by UBT Name**.
3. Select **Projects** from the drop-down menu to the right.

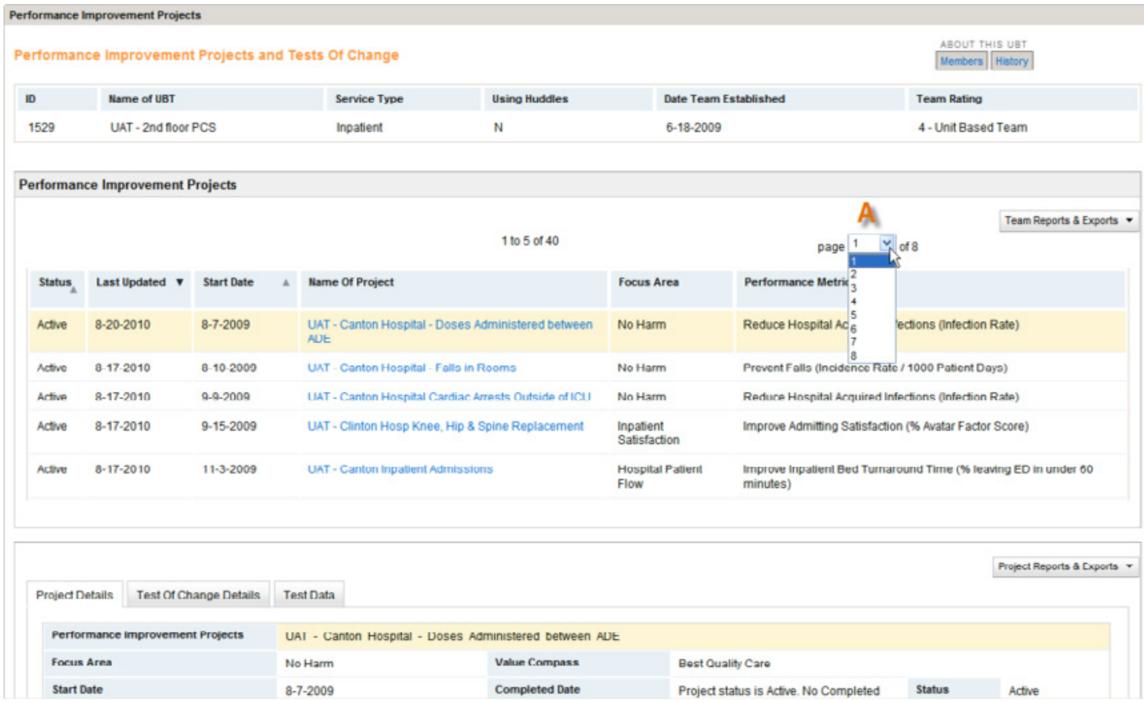


The Performance Improvement Projects screen appears.

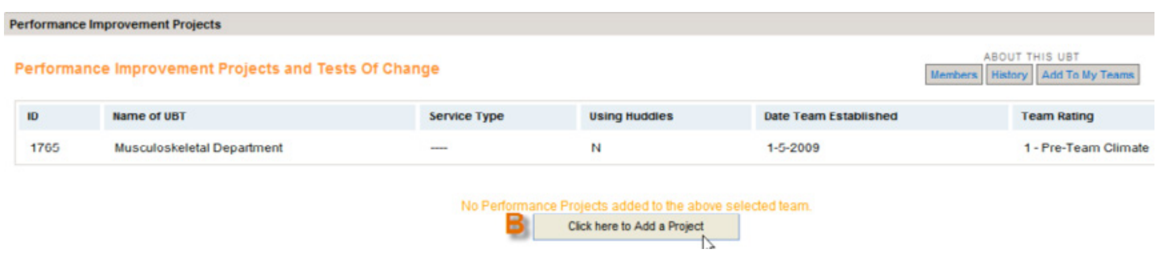
A. Note that you are able to navigate through the pages of Performance Improvement Projects by selecting the page number in the page drop-down.

Continued on next page

Add a Performance Improvement Project *continued*



B. Select the **Click Here to Add a Project** button to add the first project (only for the first project).



After the 1st project:

4. Scroll down to view the **Project Details** tab.
5. Click **Add new Project**.

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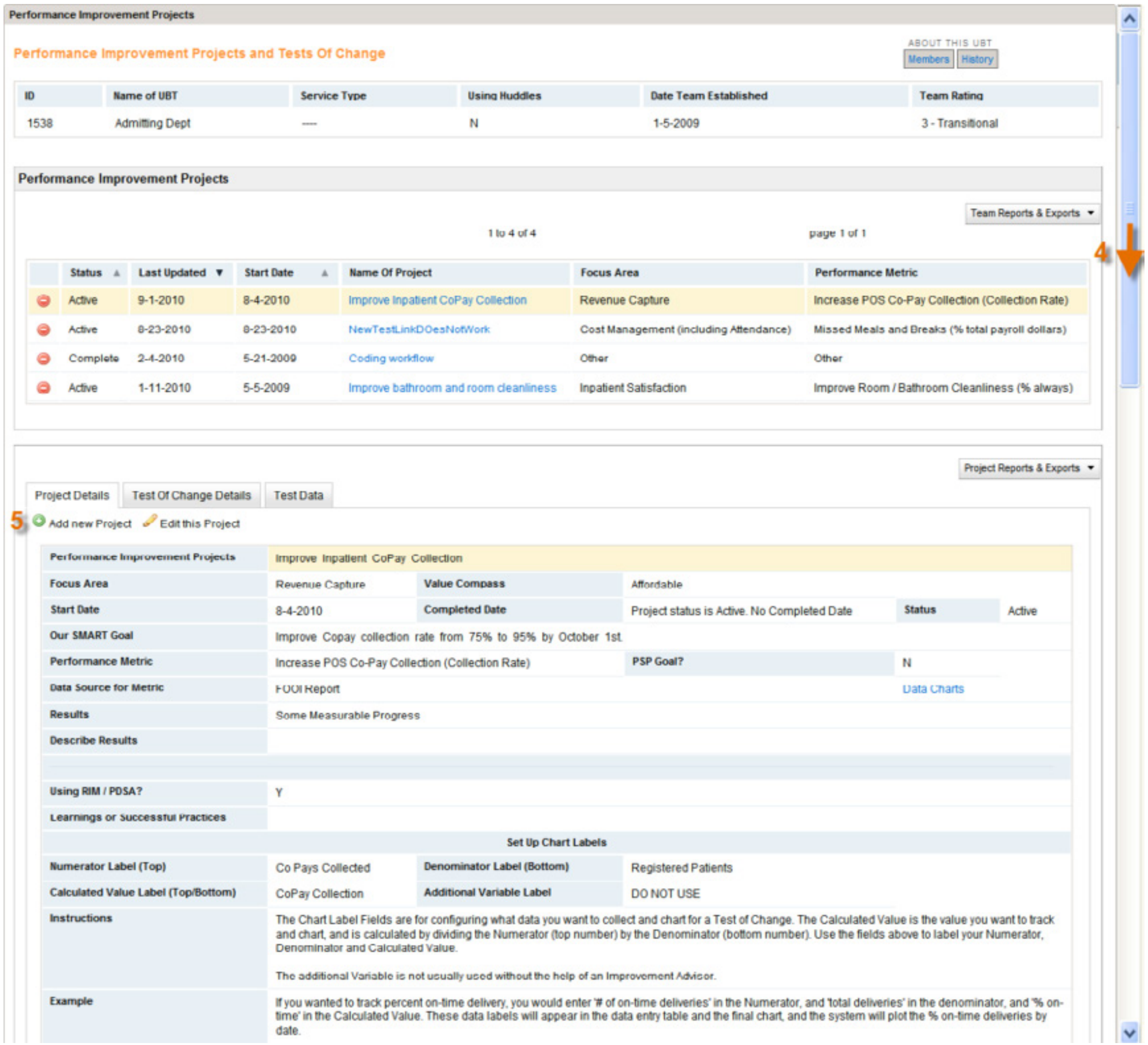
Add a Performance Improvement Project *continued*



Enter the Performance Improvement Project details:

6. Enter the name in the **Performance Improvement Project** field.
7. Select the **Start Date** field.
8. Select the **Focus Area** from the drop-down menu.
9. Enter your **SMART Goal**.

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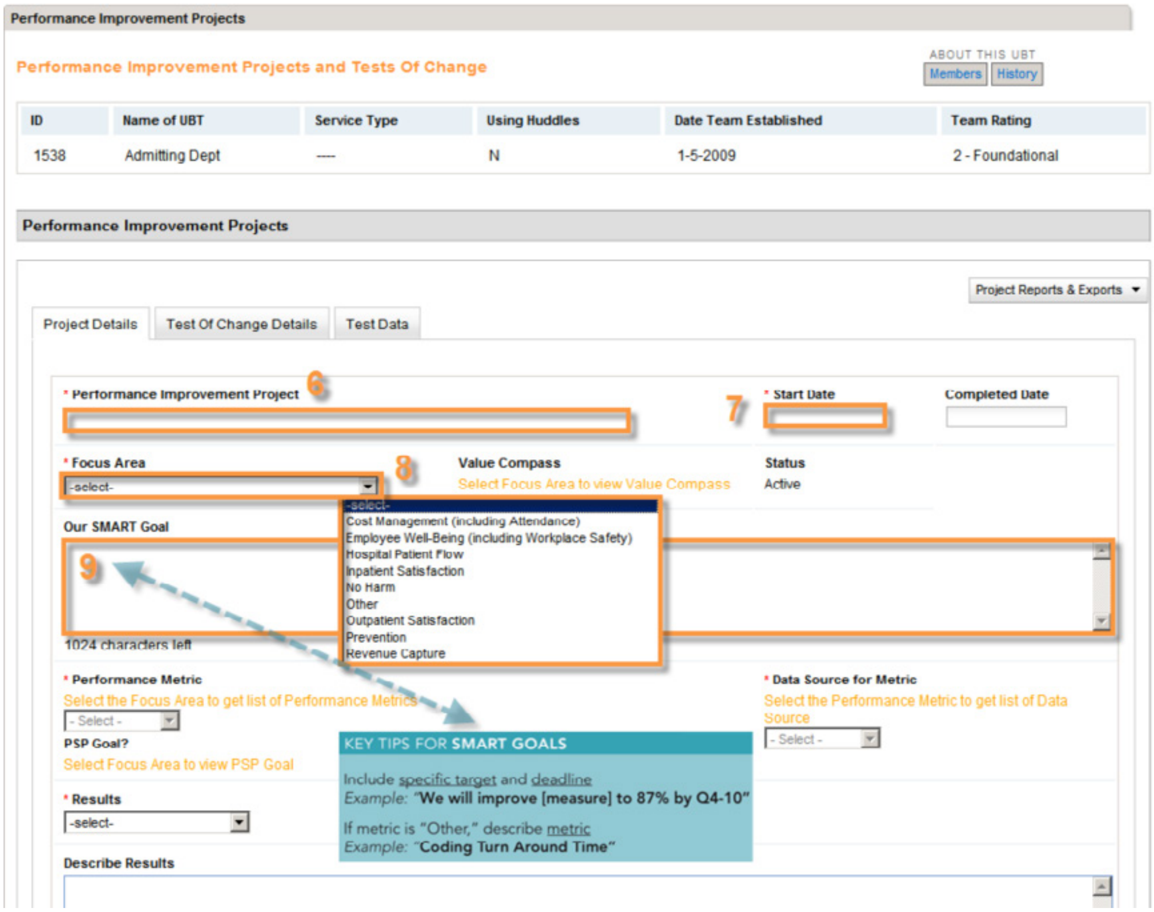
Add a Performance Improvement Project *continued*

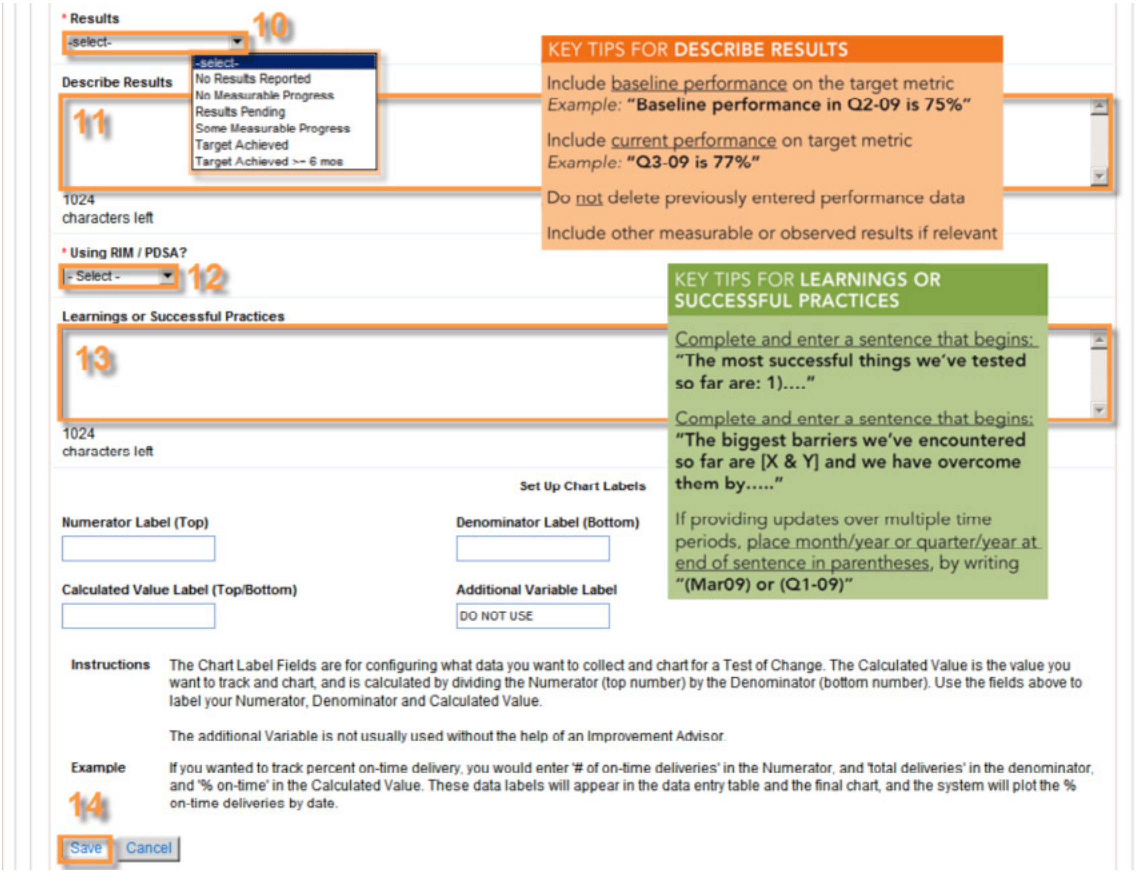


10. Select the applicable **Results** answer.
11. Use the **Describe Results** field to explain your results in more detail.
12. Select the applicable **Using RIM/PDSA?** answer.
13. Enter **Learnings or Successful Practices** in the field provided.
14. Click **Save**.

Note: There is a section at the bottom of the Performance Improvement Project screen under the heading Set Up Chart Labels. Use this section only if you intend to track data on your project using the Test of Change Data Series functionality. For instructions on how to do this, see the Test of Change Data Series section of this manual, Appendix C.

Continued on next page

Add a Performance Improvement Project *continued*

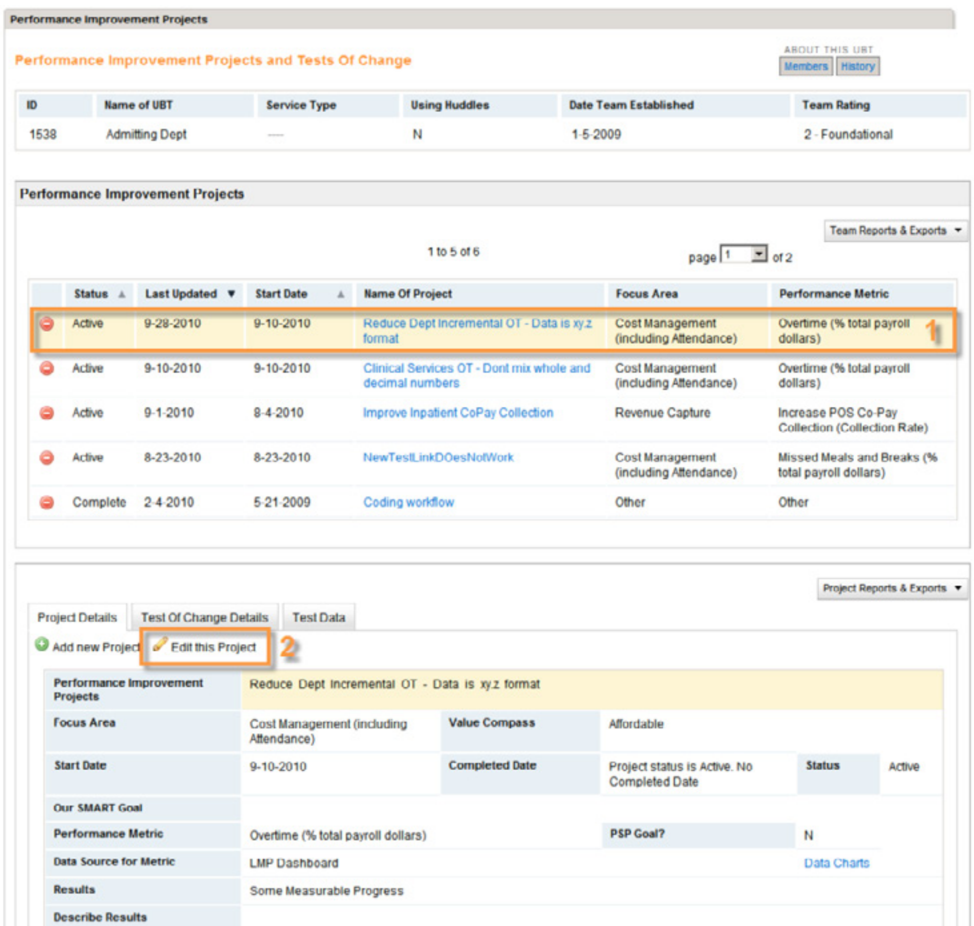


Edit a Performance Improvement Project

Periodically, you will want to update your project record to track what kind of progress you are making. Follow the steps below to update your projects. Only a co-lead or a designated proxy may enter this data.

From the Performance Improvement Projects page:

1. Click the **Performance Improvement Project** you wish to edit.
   The details of the Performance Improvement Project appear.
2. Click **Edit this Project**.
   The Performance Improvement Project screen opens for editing.



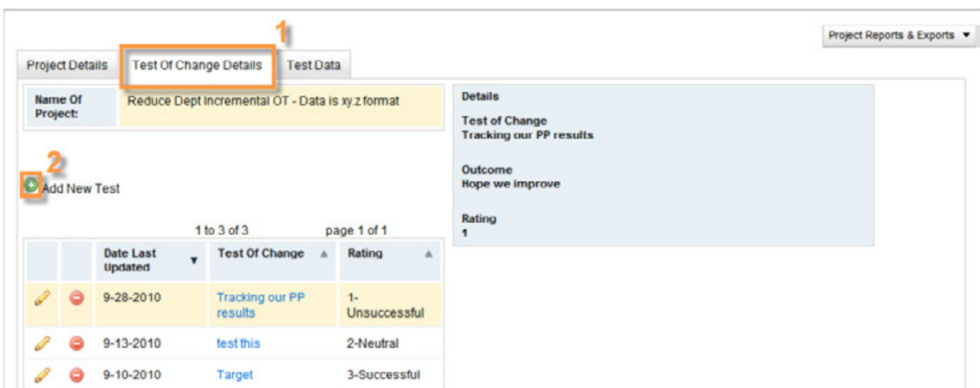
3. **Enter** the necessary edits.
   If you find no edits are needed, click **Cancel**.
4. Click **Save**.

Add a Test of Change

UBT Tracker is designed to support the Rapid Improvement Model (RIM), also known as Plan, Do, Study, Act (PDSA). For any given project, teams may test many ways of improving something, some of which will fail and some of which will succeed. UBT Tracker allows you to record which tests of change worked and which did not.

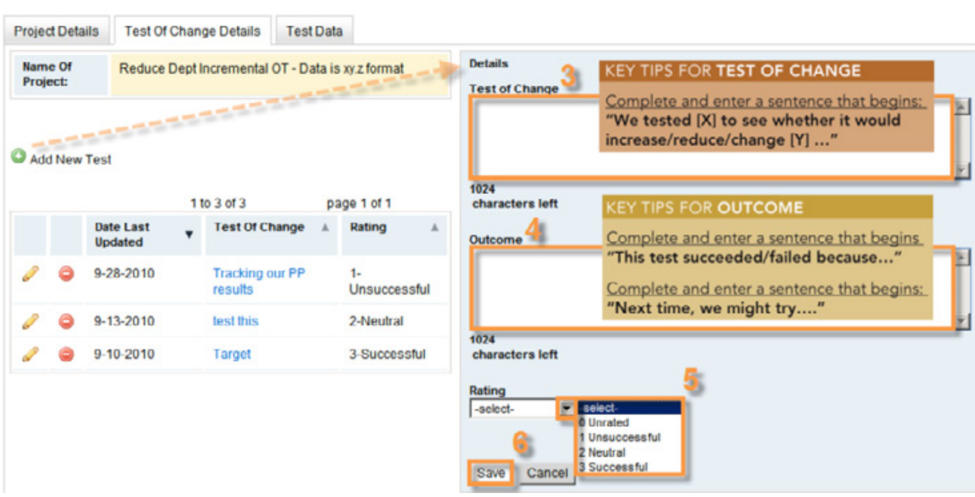
Follow the steps below to add a test of change:

1. Click **Test of Change Details** tab.
2. Click **Add New Test**.



The Details window appears.

3. **Enter the details** of your Test of Change in the field provided.
4. **Enter the outcome** of your Test of Change.
5. Select the applicable **Rating**.

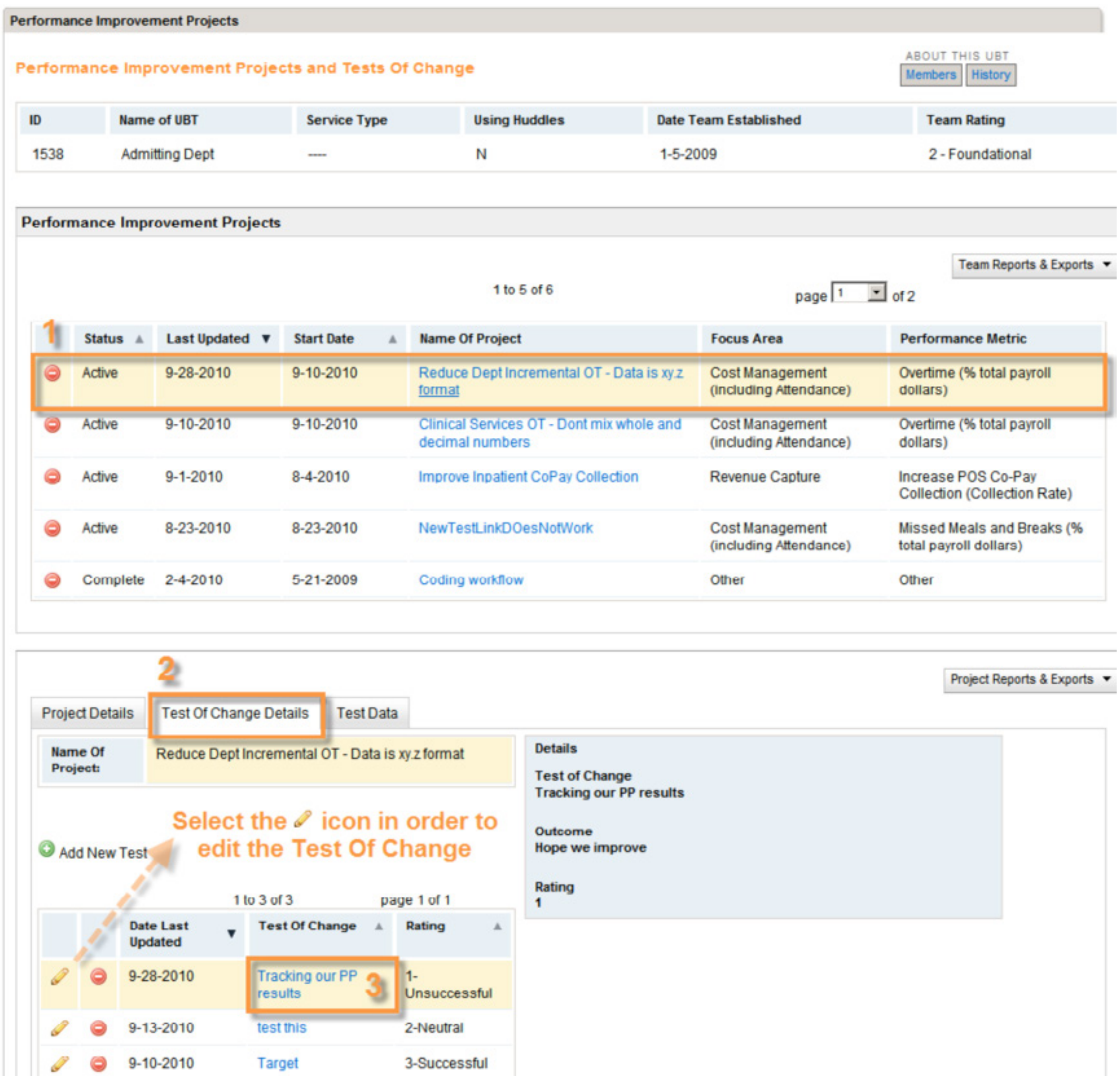


6. Click **Save**.

Edit a Test of Change

Once you have created a test of change record, you can go back and edit it to provide additional information.

1. Click **Search for Projects**.
   The details of the Performance Improvement Project appear.
2. Click the **Test of Change Details** tab.
3. Click the **Test of Change blue text**.

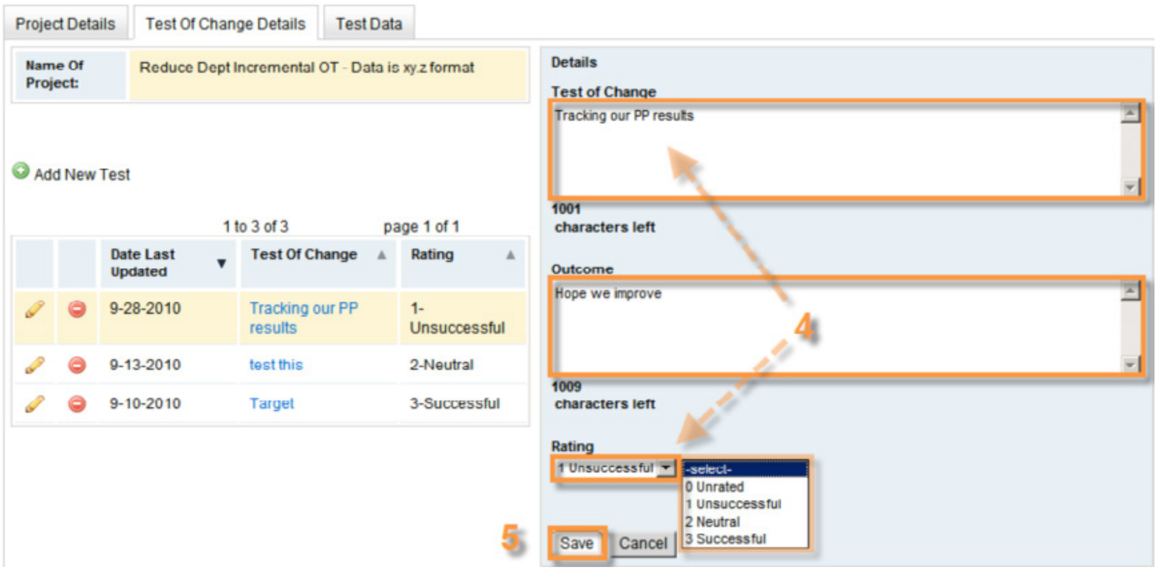


4. **Enter the necessary edits.** If you find no edits are needed, click **Cancel**.

Continued on next page

Edit a Test of Change *continued*

5. Click **Save**.



Track Test of Change Data

"How will we know that change is an improvement?" One of the key skills that unit-based teams need to develop is the ability to know when the changes they are testing actually result in improvement. UBT Tracker can help you generate simple charts to show how your various Tests of Change are affecting your unit's performance.

CHOOSE AN OUTCOME MEASURE

When you set up a project in UBT Tracker, you should decide how you will measure whether change is an improvement. Because the Plan, Do, Study, Act (PDSA) approach is designed for small, quick tests of change, it is best to use something that will give you feedback quickly.

For example, an Adult Medicine department may want to implement a new protocol that calls for all patients presenting with elevated blood pressure to have a recheck done before the end of the visit. Rather than waiting for the quarterly hypertension control report to come out, it might be good to track the number of patients who received the recheck every day.

Many outcome measures are percentages. In the example above, we want to know the percentage of patients with elevated blood pressure who received a recheck. We get this number by dividing the patients who received the recheck (the numerator or top number) by the total number of patients with elevated blood pressure (the denominator or bottom number).

If your outcome measure is not a percentage, you still can use this tool. Sometimes an outcome measure is just a number, like the number of times something was done. In those cases, you can enter 1 as the denominator and the tool will just display the number you entered in the numerator.

Continued on next page

Track Test of Change Data *continued*

DEFINE YOUR OUTCOME MEASURE IN UBT TRACKER

Once you have decided on an outcome measure, you can define your measure in UBT Tracker and begin tracking it.

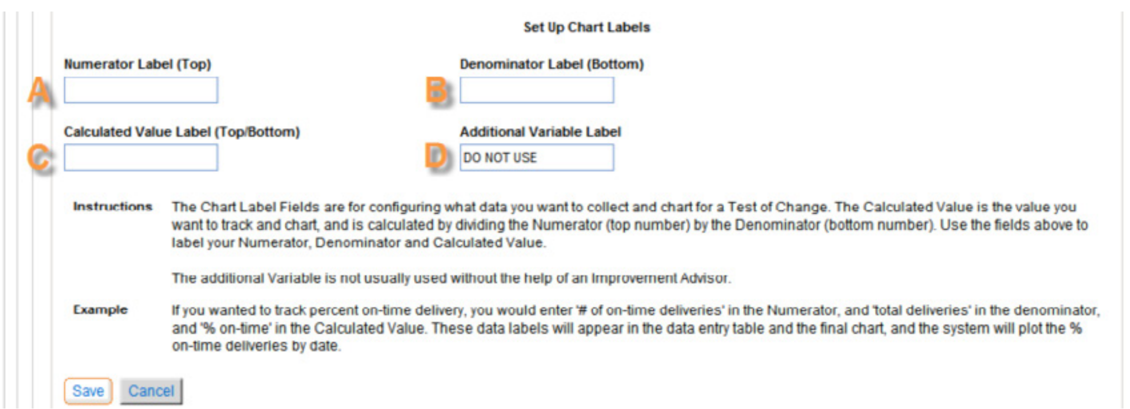
1. **Create a new project or open up an existing one** to add a measure (see pages 11.1-12.1).
2. **Scroll** to the bottom of the project record.
3. **Enter** the following items:

   A. **Numerator Label (Top):** This is the top number of your percentage. In the example above, we are using the share of patients with elevated BP who received a BP recheck.

   B. **Denominator Label (Bottom):** This is the bottom number of your percentage. In the example above, we are using the total number of patients with elevated BP.

   C. **Calculated Value Label (Top/Bottom):** This is the result of dividing the top (numerator) by the bottom (denominator).

   D. **Additional Variable Label:** This field can be used if you want to track an additional piece of information relevant to your test of change. This field should generally be used under the guidance of an improvement adviser (see Appendix C for more details).



Continued on next page

Track Test of Change Data *continued*

CREATE YOUR TEST OF CHANGE

Once you have defined your metric, you need to create Tests of Change in order to begin entering data on them.

1. Click on the **Test of Change Details** tab.
2. **Add a Test of Change**, filling in all fields (see page 13.1 for more detail). If you do not have an outcome yet (and you won't!), simply put No Outcome Yet in that box.

ENTER DATA ON TEST OF CHANGE

Once you have defined your metric, you need to create Tests of Change in order to begin entering data on them.

1. While still in the Test of Change Details tab, click on your **Test of Change** to select it.
   The details for this test of change should show up in the boxes to the right.
2. Click on the **Test Data** tab.
   You will see information about the Test of Change in the active window at the bottom of the screen.
3. Click the **green button with the + sign on it labeled Add New Test Data**.
   A form will pop up allowing you to enter data on the metric you defined on the project page. **Enter the data as follows** (the screenshot that follows has letters corresponding to the ones below).

   A. **Date of Test:** Clicking on the box brings up a calendar, allowing you to select the date. Or you can simply enter it.

   B. **Shift:** If your unit has different shifts and this is relevant to the test, you can choose the shift from a drop-down menu.

   D. **Denominator:** The label at the top of the box is the same one you defined on the Performance Improvement Project tab. This is the bottom number of your percentage. Enter it now.

   E. **Notes.** If there are any notes you want to include about this particular observation (e.g., something unusual about the day or shift), enter them here.

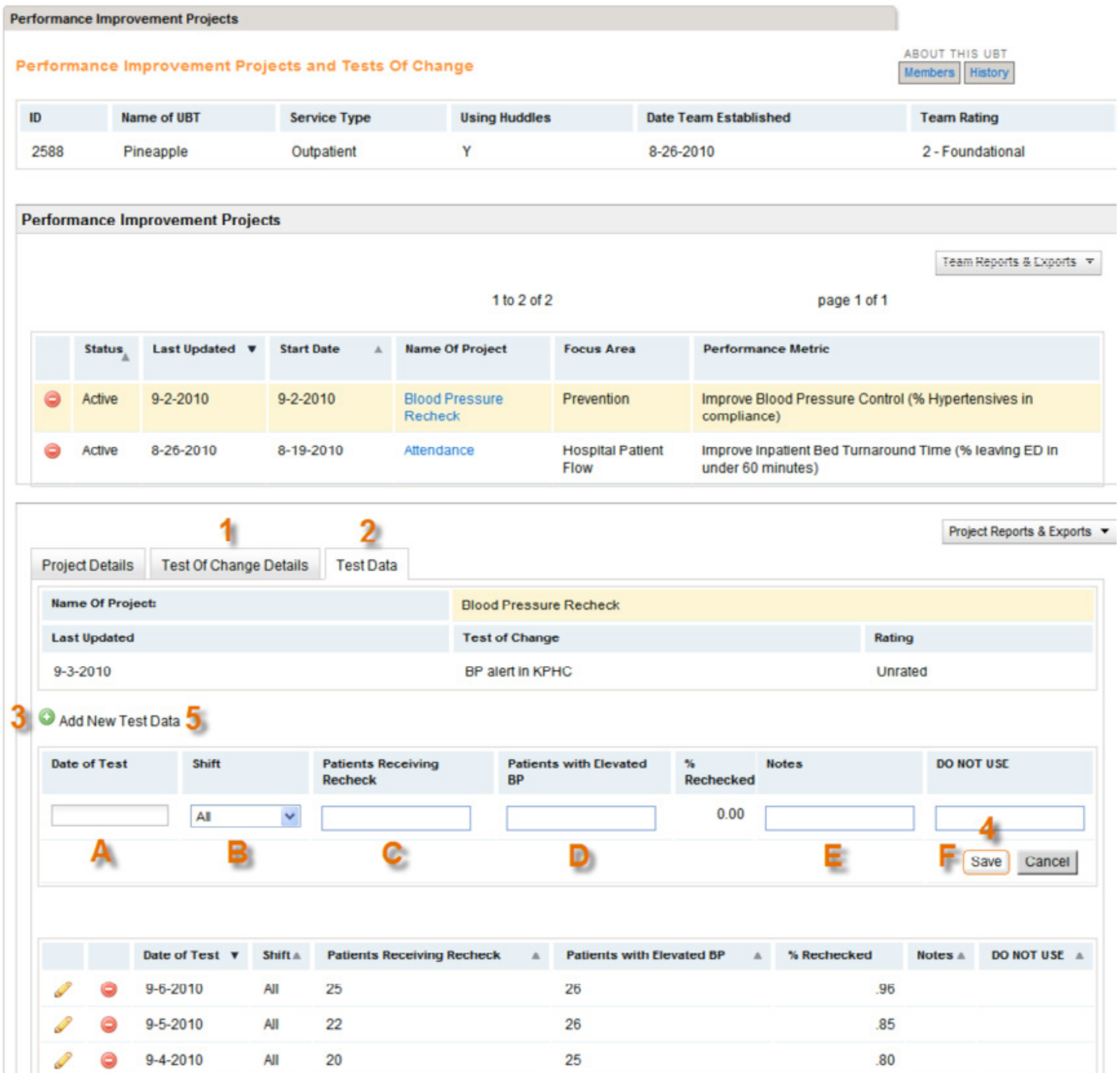
   F. **Tracking Field:** If you defined the Tracking Field on the Performance Improvement Project screen, the label will show up here. If not, it will read Do Not Use.

Continued on next page

Track Test of Change Data *continued*

4. Click the **Save** button.

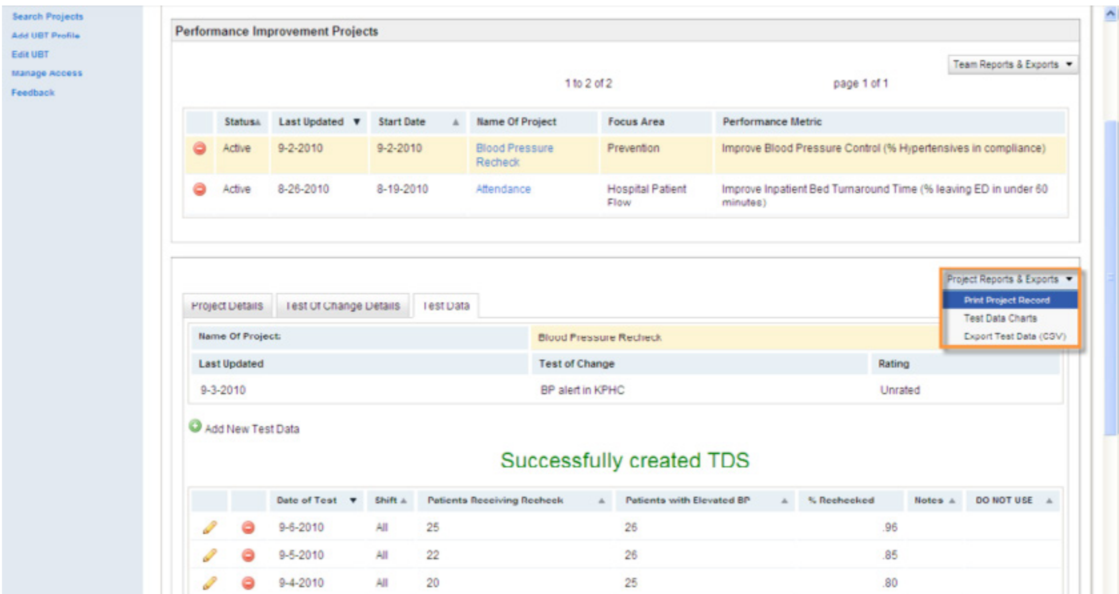
5. **Repeat** for each piece of data you want to enter.



In the next section, you'll learn how to display the data you entered graphically or export it to another program such as Excel or Statit.

Display Test of Change Data

Once you have entered data into the Test of Change Data Series tool, you can view it and manipulate it in a number of ways. You can find a couple of options under the **Project Reports & Exports** drop-down menu on the right side of the screen (see below).



VIEWING TEST DATA

The easiest option for displaying your data is to select the **Test Data Charts** option from the drop-down menu. This will pop up a new window with a simple run chart created from your data.

On the run chart, the data associated with each Test of Change is shown by a different color line. This allows you to quickly see which Tests of Change are having an impact on your outcome measure.

In the example here, we see this UBT tried two different approaches to ensure patients presenting with elevated blood pressure received a recheck. The first was using a red Post-it® Note attached to the patient's paperwork. The second was a Best Practice Alert in KP HealthConnect. It's clear from the data the latter seems to be having more of an impact.

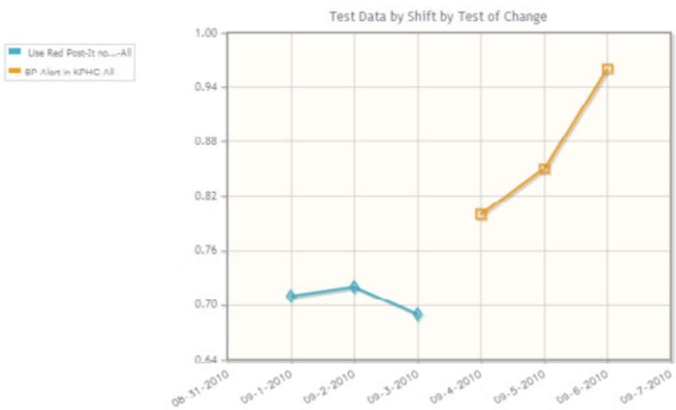
The data you entered into the Test of Change Data Series tool are also displayed in a table below the run chart.

Display Test of Change Data *continued*

Close Window | Print Report

Name Of UBT:	Pineapple
Name Of Project:	Blood Pressure Recheck

Test Of Change	Outcome	Rating
Use Red Post-It note on chart	None Yet	0
BP alert in KPHC	None yet	0



Test Of Change	Date of Test	Shift	Patients Receiving Recheck	Patients with Elevated BP	% Rechecked	Notes	DO NOT USE
Use Red Post-It note on chart	9-1-2010	All	17	24	0.71		
Use Red Post-It note on chart	9-2-2010	All	18	25	0.72		
Use Red Post-It note on chart	9-3-2010	All	18	26	0.69	Health Connect down	
BP alert in KPHC	9-4-2010	All	20	25	0.8		
BP alert in KPHC	9-5-2010	All	22	26	0.85		
BP alert in KPHC	9-6-2010	All	25	26	0.96		

% Rechecked by DO NOT USE

If you have used the Tracking Field to track an aspect of the test process, it will be displayed in a bar graph below the table (see Appendix C).

PRINTING TEST DATA

You can print your run chart and table by pressing the **Print Report** button at the top of the page.

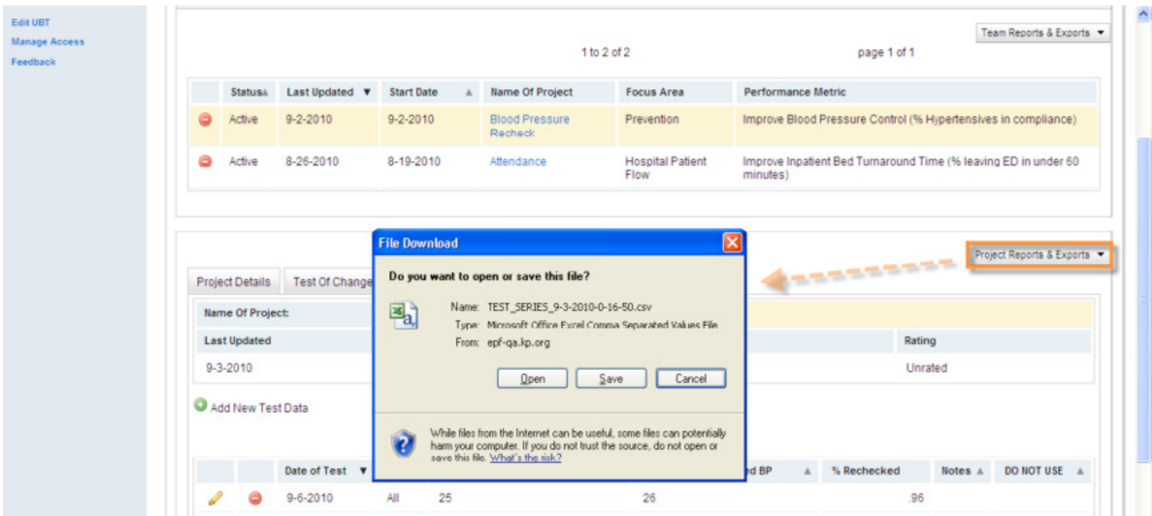
EXPORTING TEST DATA

Sometimes you may want to export your test data to another application. For example, applications like ChartRunner and Statit can apply statistical tests to your data that allow you to know whether your changes are real improvements or just statistical noise. Alternatively, you may want to use the data to create charts and graphs in Excel or PowerPoint.

Continued on next page

Display Test of Change Data *continued*

To export your test data, merely choose **Export Test Data (CSV)** from the drop-down menu on the right side. You should get a window that looks like this:



Click **Save** to save the data on your hard drive. You then can open the file in another application and save it in that format. Note that the file will contain data about the *project* and the *team* as well as the specific test of change data, so it may need to be manipulated before it can be pulled into another application. See Appendix B for a list of the specific field names in these exports.

Continued on next page

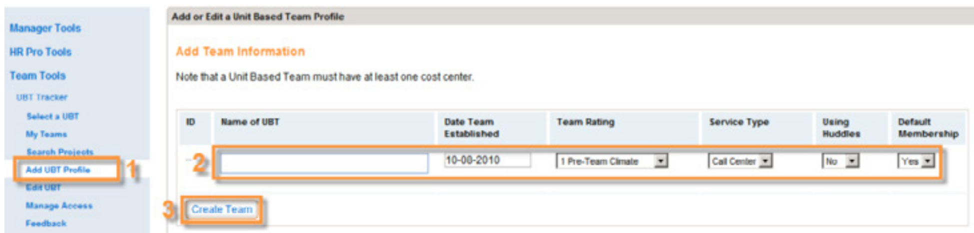
Part III: Administrator Functions

While everyone who has access to UBT Tracker can view the information in the system, certain functions are restricted by role (see Appendix A). For example, only UBT co-leads or their designated proxies may edit information on team projects.

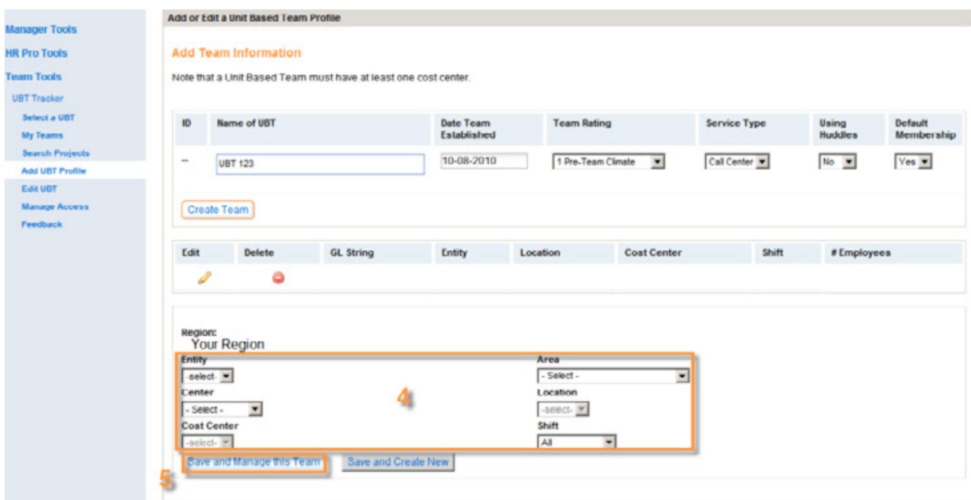
Certain functions in UBT Tracker can be carried out only by administrators. These include the functions of creating new UBT profiles (i.e., new teams), modifying the Team Rating and creating other administrators.

Add a UBT Profile

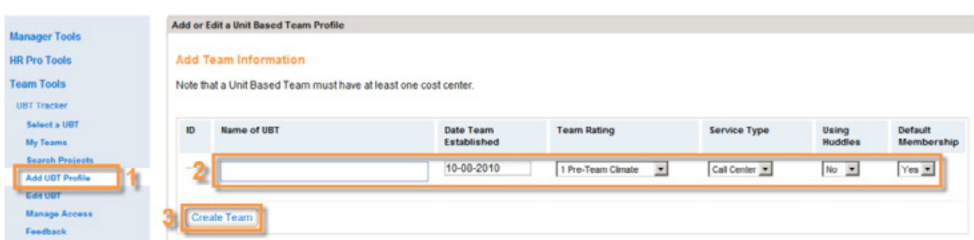
1. Click **Add UBT Profile.**
2. Specify **Name of UBT, Date Team Established, Team Rating, Service Type,** and **Using Huddles** of desired UBT.
3. Click **Create Team**.



4. Specify **Entity, Area, Center, Location, Cost Center** and **Shift** of desired UBT.
5. Click **Save and Manage Team.**



6. Add additional Cost Centers to this UBT by clicking **Add Cost Center**. Specify the **Entity, Area, Center, Location,** and **Shift** of desired Cost Center.



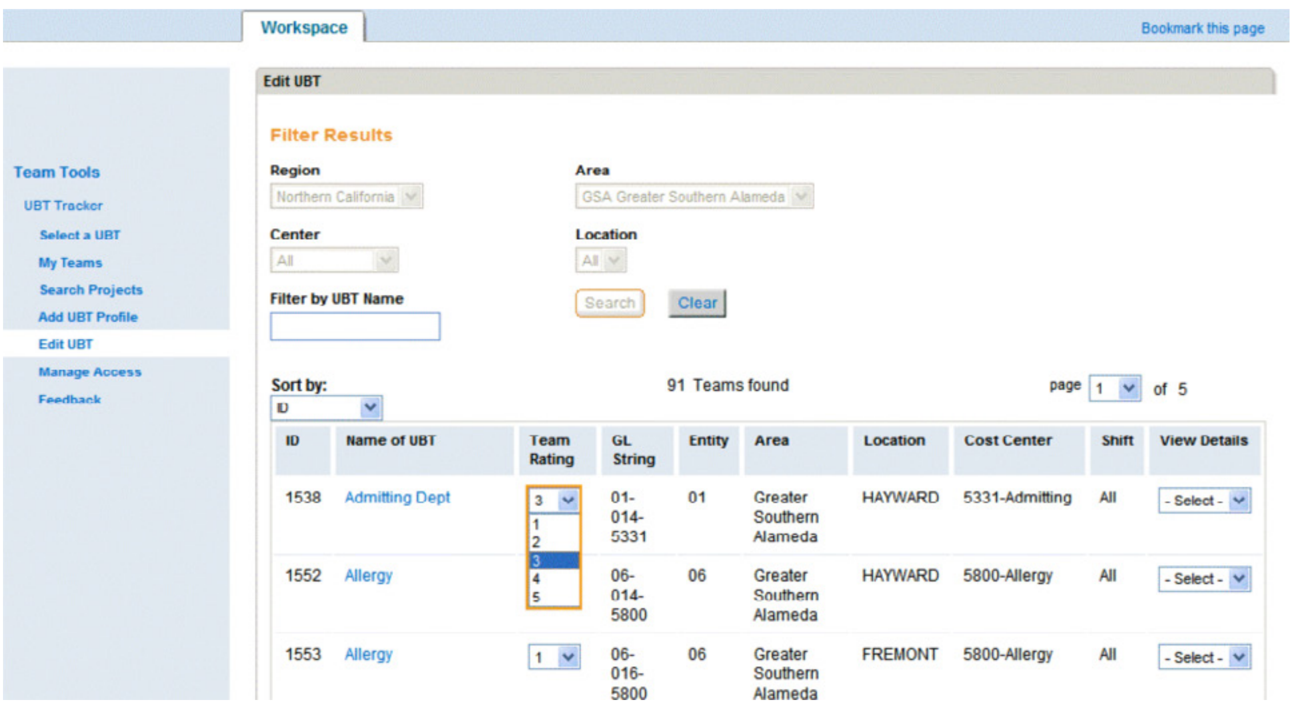
Once the UBT has been created, you can edit the team membership and create co-leads by following the directions on pages 8.1-9.1.

Modify Team Rating

Another function that is restricted to administrators is the modification of the Team Rating. The Team Rating usually is set at 1 when the team is established. Administrators may change the team rating as follows:

1. Click **Edit UBT** on the left-side navigation menu.
2. Use the drop-down menus to indicate the **Region, Area, Center** and **Location**. A list of teams will come up.
3. Use the drop-down menu under the **Team Rating** column to change the team rating. The change is saved automatically.

Note: You can sort the list by ID, name of UBT, etc., by using the drop-down menu on the top of the list on the left side.



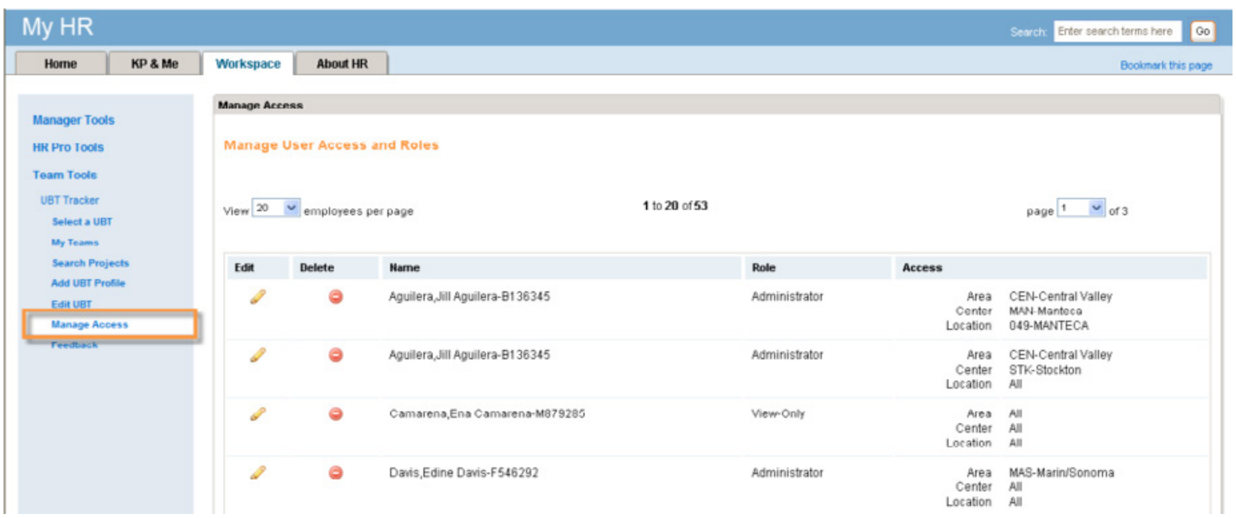
Manage Access

Another important role the administrators play is managing access. The regional LMP lead is the "super user" who initially creates other users as administrators. He or she can grant unlimited administrator rights or can restrict the rights of an administrator to a particular location.

Once someone has been created as an administrator, that person may create other users as administrators within the area where he or she has been granted access.

MANAGE THE RIGHTS OF AN EXISTING ADMINISTRATOR

1. Click on **Manage Access** on the left navigation bar. A list of the administrators you have created will appear.
2. Click the **pencil icon** next to the person whose rights you want to manage. The data in the **Access** column will become drop-down menus. Make new choices and click **Save**.



ADD A NEW ADMINISTRATOR

1. Click on **Manage Access** on the left navigation bar.
2. Choose a **Region** from the drop-down menu.
3. **Type the name of the person you are searching for.**
   If you only know the first or last name, you can type it and a list of people will appear.
4. Click on the **green plus icon** to add them as an administrator. You then can manage their rights as you would an existing administrator (see above).

Appendix A: System Roles

While everyone who has access to UBT Tracker can view the information in the system, certain functions are restricted by role. Below is a list of the roles in the system and their rights to view and edit team information.

Regional LMP Lead: This is the "alpha user" for a given region. However, his or her only role is to create other users as administrators. In fact, a regional LMP lead has to specifically designate him- or herself as an administrator in order to have administrator rights. Changing the regional LMP lead requires a service request to KP-IT.

UBT Administrator: The primary responsibility of the UBT administrator is to create UBT profiles (i.e., team records) in the system and to manage access rights for other administrators. Only an administrator can create a team, change a team rating or create other users as administrators.

UBT Co-Lead: UBT co-leads are labor and management leaders of a unit-based team. They have the ability to edit all information about a team except for the Team Rating, which can be modified only by an administrator. A UBT co-lead's My Teams page always will display his or her own team.

UBT Proxy: UBT co-leads may designate members of their UBT as proxies. These individuals have the same data entry rights as a co-lead. This role is designed to allow a team to spread the burden of entering data into the system more widely. A UBT proxy's My Teams page always will display his or her own team.

UBT Member: UBT members are employees who have been added to a unit-based team in UBT Tracker. UBT members have view-only rights to their entire region and can view and download all reports and data extracts. A UBT member's My Teams page will always display his or her own team.

UBT Sponsor: Operationally, this role is for higher-level management and labor leadership who support unit-based teams. Within UBT Tracker, sponsors have view-only rights to all of their region's data and their My Teams page will display all teams for which they are a sponsor.

UBT Consultant: Operationally, this role is for consultants and project managers who support unit-based teams. Within UBT Tracker, consultants have view-only rights to all of their region's data and their My Teams page will display all teams for which they are a consultant.

View Only: This role can download UBT reports and view team information maintained in UBT Tracker. This role can be granted by the regional LMP lead or a UBT administrator.

Appendix B: Data Exports

In addition to the Team Summary and Team Detail Reports (see page 3.1), which are fully formatted and suitable for printing, users also may download raw UBT Tracker data in the form of Comma Separated Value (CSV) files. These files can be imported into programs such as Excel or Access.

On the next page, there is a field list for these reports, sorted alphabetically. If you are unclear about the purpose of a particular field, please consult this list.

UBT Details: Contains basic information on unit-based teams, including Name, Location, Service Delivery Type, Date of Inception, Number of Employees, Team Development Rating and Use of Huddles.

Membership Count: Contains data on the number of employees in UBTs in a region, service area or medical center and the number eligible to be on a team (i.e., employees who are members of the Coalition of Kaiser Permanente Unions, managers and physicians in those work units).

PIP Details: Contains data from the Performance Improvement Project screen, including SMART goals, description of results, successful practices, Value Compass Point, Focus Area, Performance Metric, Team Name, ID and Location, etc.

PIP History: Running this report for one or more projects provides all updates to the project, allowing users to see how the information has changed over time.

Tests of Change: Information from UBT Tracker Test of Change Screen, including Test of Change, Result, Rating and basic information on the PIP to which it is linked. Basic identifying data about the project also is included.

Test Data: Contains data entered into the Test of Change Data Series tool, including information on the Tests of Change associated with the data. Users then can import that data into another program (e.g., Excel, Access, Statit, etc., for additional data manipulation).

GL Data: Shows all General Ledger (GL) strings in a region, service area or medical center and UBTs to which they are linked.

Roles: Generates a list of individuals in all team roles, including members. For each team, you can see a list of co-leads, proxies, representatives, sponsors and consultants associated with that team. The inclusion of members can make this a large report and it generally is run for a relatively small number of teams.

Privilege Roles: Generates a list of individuals in all team roles except members. This report is designed for users who want information and who are serving in leadership and sponsorship roles with teams, but don't need information on every single team member. It is a more suitable report to run for a large number of teams.

Appendix B: Data Exports *continued*

CSV EXPORT FIELD LIST

AREA	Name of service area (e.g., Diablo Service Area); defined by region; not all regions use
AREA_CODE	Numerical code for service area; defined by region; not all regions use
CENTER	Name of medical center or other multi-site location; defined by region; not all regions use
CENTER_CODE	Numerical code for medical center or other multi-site location; defined by region; not all regions use
CKPU	"Y" indicates union is member of Coalition of Kaiser Permanente Unions and a participant in the Labor Management Partnership
DATA_DESC	Name of Data Source; defined by region
DATAID	Numeric ID number for Data Source; defined by region
DATE_UBT_CLOSED	If team is deleted from UBT Tracker, this will display the date
DATE_UBT_FORMED	Date UBT was formed; may differ from date team was entered into UBT Tracker
DEPT_ID	Four-digit department ID; a.k.a., Cost Center
DENOMINATOR_NAME	Denominator label defined on Project Details tab for Test Data entry
DEPT_NAME	Name of department (e.g., Admitting)
EMAIL_ADDR	E-mail address
ENTITY	Acronym for entity (e.g., TPM = TPMG)

Continued on next page

Appendix B: Data Exports *continued*

ENTITY_CODE	Entity code (e.g., 1 = KFH)
FIRST_NAME	First name
FOCUS_AREA_DESC	Name of Focus Area; defined by region
FOCUS_ID	Numeric ID number for Focus Area; defined by region
GL_STRING	General Ledger accounting string; may be attached to a particular team; "Mult" code indicates team has more than one GL string attached to it
LAST_NAME	Last name
LAST_UPD_BY	NUID of person who last updated Performance Improvement Project
LIKERT_RATING_DESCRIPTION	Descriptive text assigned to each stage of the team development ranking (e.g., Pre-Team, Unit-Based Team, etc.)
LIKERT_SCALE_RATING	Five-point team development ranking; ranges from 1 to 5
LOCATION	Name of location (e.g., medical office); defined by region; not all regions use
LOCATION_CODE	Numerical code for location (e.g., medical office); defined by region; not all regions use
MEMBER_ROLE	Role on team (e.g., co-lead, proxy, sponsor, etc.)
METRIC	Name of Performance Metric; defined by region
METRIC_ID	Numeric ID number for Performance Metric; defined by region

Continued on next page

Appendix B: Data Exports *continued*

MIDDLE_NAME	Middle name or initial
NUMBER_OF_EMPLOYEES	**UBT Details Report:** Total number of employees who are members of the unit-based team **UBT GL Data:** Total number of employees in that particular GL string who are assigned to that particular UBT; GL strings may be split among multiple teams **Membership Count:** Total number of employees in a GL string who are members of a particular union or are nonunion employees; GL strings may be split among multiple teams and unions
NUMERATOR_NAME	Numerator Label defined on Project Details tab for Test Data entry
NUMERATOR_VALUE	Numerator value entered by user on Test Data tab data entry screen
OTHER_DATASOURCE	Y/N indicates whether team chose "Other" from Data Source drop-down menu
OTHER_RESULT	Code for PIP where team chooses "Other" from the Results drop-down menu
OUTCOME	Text description of Test of Change outcome
OUTSIDE_VAR_VALUE	Yes/No indicates whether Additional Variable Label on Project Details tab has been used
PARTNERSHIP_SETTING	GL String contains one or more employees whose union(s) is part of the Labor Management Partnership
PERF_END_DATE	Date that Performance Improvement Project was completed

Continued on next page

Appendix B: Data Exports *continued*

PERF_GOAL	SMART goal for Performance Improvement Project
PERF_ID	Unique identifier for each Performance Improvement Project
PERF_LAST_UPD_DATE	Date that Performance Improvement Project last was updated
PERF_LEARNINGS	Text entered from the Performance Learning fields on the PIP form
PERF_OTHER_DATASOURCE_TEXT	Text entered when team chooses "Other" from Data Source drop-down menu
PERF_OTHER_METRIC_TEXT	Text entered when team chooses "Other" from the Performance Metric drop-down menu
PERF_OTHER_RESULT_TEXT	Text entered when team chooses "Other" from the Results drop-down menu
PERF_PSP_GOAL	
PERF_START_DATE	Start Date of the Performance Improvement Project (PIP)
PERF_STATUS	Performance Status; shows as "Active" if project is not complete
PIP_DESC	Title of Performance Improvement Project
PSP_GOAL	Y/N indicates whether the Performance Metric tied to this project is a regional PSP goal
RATING_ID	Number corresponding to rating of Test of Change (0=Unrated; 1=Abandon; 2=Adapt; 3=Abandon)
REGION	Name of region (e.g., Ohio)
REGION_CODE	Numerical code for region (e.g., NCAL = 2)

Continued on next page

Appendix B: Data Exports *continued*

RESULT_DESC	Options from Results drop-down menu (e.g., No Results Reported, etc.)
RESULT_ID	Alphanumeric code for Results drop-down choices (e.g., J6=Target Met >6 Mos.)
SERVICE_DELIVERY_TYPE	General type of service that UBT is delivering (e.g., outpatient, inpatient, pharmacy, etc.)
SHIFT	**Membership Count:** Shift Code (e.g., 1 = Day) **Test Data:** Shift chosen by user entering data into Test Data tab data entry screen
SHIFT_NAME	Shift Name (e.g., Day, Night, etc.)
TEAM_LAST_UPDATED	Displays date that data on a particular team was altered
TEAM_LAST_UPDATED_BY	Displays name of individual who last updated team data
TEST_ID	Unique identifier for each line of data entered on the Test Data tab
TEST_DATE	Date that data is entered into the Test Data tab data entry screen
TEST_OF_CHANGE	Text entered by team to describe the Test of Change
TOC_ID	Unique identifier for each Test of Change; assigned by UBT Tracker system when test is created
UBT_ID	Unique identifier for each unit-based team; assigned by UBT Tracker system when team is created
UBT_NAME	Name of UBT; entered by administrator when team is created; may not be unique

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Appendix B: Data Exports *continued*

UNION_CD	Alphanumeric code for employee's union; "NUE" for nonunion employees, usually indicating managers; shows medical group code for physicians
UNION_DESCR	Text description of union; displays "Non-Union Employee" for managers
URL	Web address of Performance Metric Data Source
USING_HUDDLES	Y/N indicates whether UBT is using huddles
USING_RIM	Y/N indicates whether a particular project used RIM/PDSA
VALUE_COMPASS_DESC	Name of the Value Compass point the project is under
VALUE_COMPASS_ID	Code of the Value Compass point the project is under
VALUE_NAME	Calculated Value label on Project Details tab
VALUE_NAME_VALUE	Actual value of Calculated Value as calculated (numerator divided by denominator) on Test Data tab

Appendix C: Using the Additional Variable Label in the Test of Change Data Series

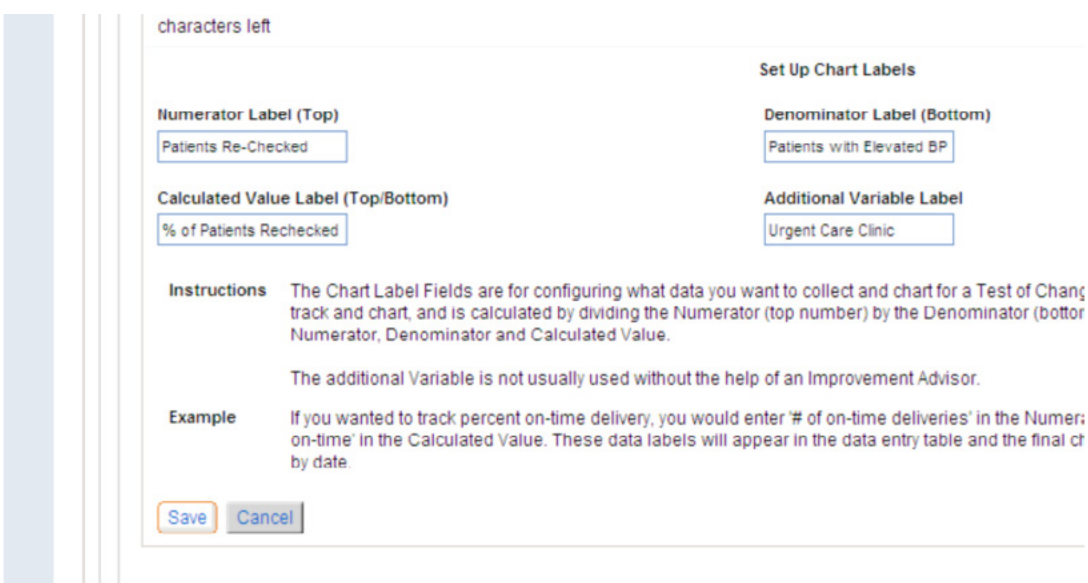
The Test of Change data collection and charting tool (see pages 15.1-16.3) allows users to define an outcome variable for a project and enter data that can be displayed graphically. This tool is suitable for relatively simple tests where the team can control most of the factors that affect the outcome.

Sometimes, however, there are situations where a known factor that cannot be controlled also affects the outcome. The team may want to track this variable as an additional way of understanding what happened during the test.

As an example, consider the Adult Medicine UBT described on pages 15.1-15.3. That team was testing various approaches to ensuring that patients presenting with elevated blood pressure received a recheck before leaving the visit. They tried various tests of change to ensure this actually happened.

However, what if there was another factor that affected whether rechecks were done? Assume that the Adult Medicine unit in question operated an urgent care clinic on some days, and this increased the pressure on staff to move patients along quickly. This could affect whether rechecks were done, but it is not something the team can control. So it may be important to track.

The **Additional Variable Label** on the Project Details tab is designed for this purpose. It allows the user to track some aspect of the process they are trying to improve. In the example below, the team has entered Urgent Care Clinic in order to track when the clinic was operating.



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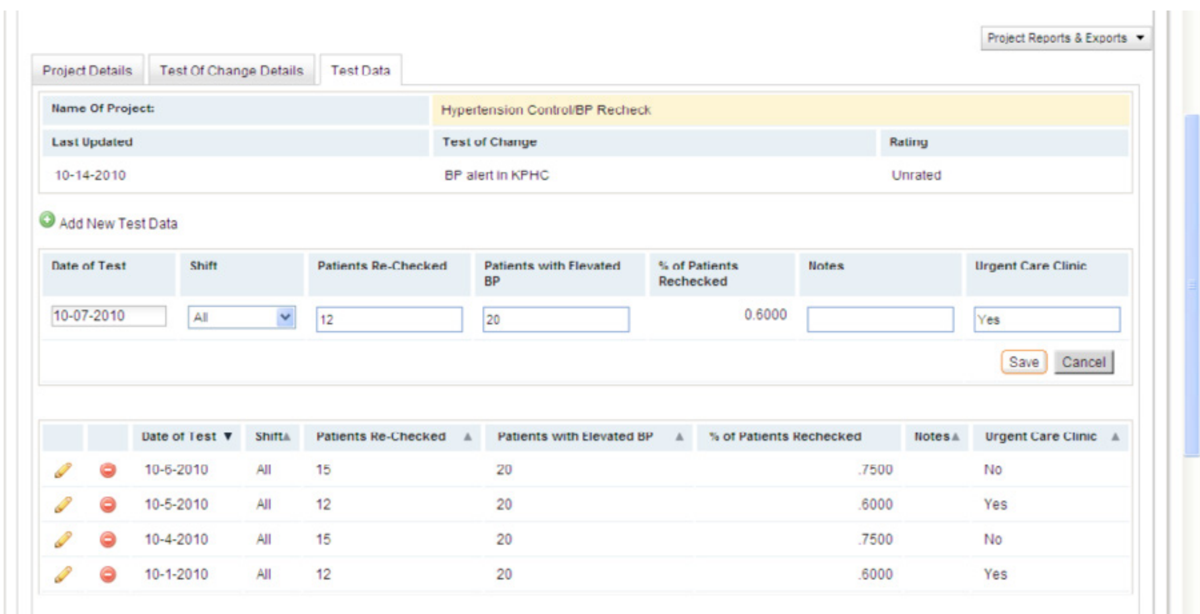
Appendix C: Using the Additional Variable Label in the Test of Change Data Series *continued*

The steps to use the Additional Variable label are as follows:

1. Enter label in **Additional Variable Label**.
2. Save project by clicking **Save**.
3. **Create and Save Tests of Change** (see page 13.1).
4. Click on **Test Data** tab.
5. Click on **Add New Test Data**. This will bring up the data entry form (see below). The last field on the right now will display the variable you entered on the Project Details tab (see orange circle).
6. **Enter your test data** (see page 15.3-15.4), including data in the new field. In this example, the team is entering "Yes" or "No" depending on whether the Urgent Care Clinic is operating that day.
7. Save your data by clicking **Save**.



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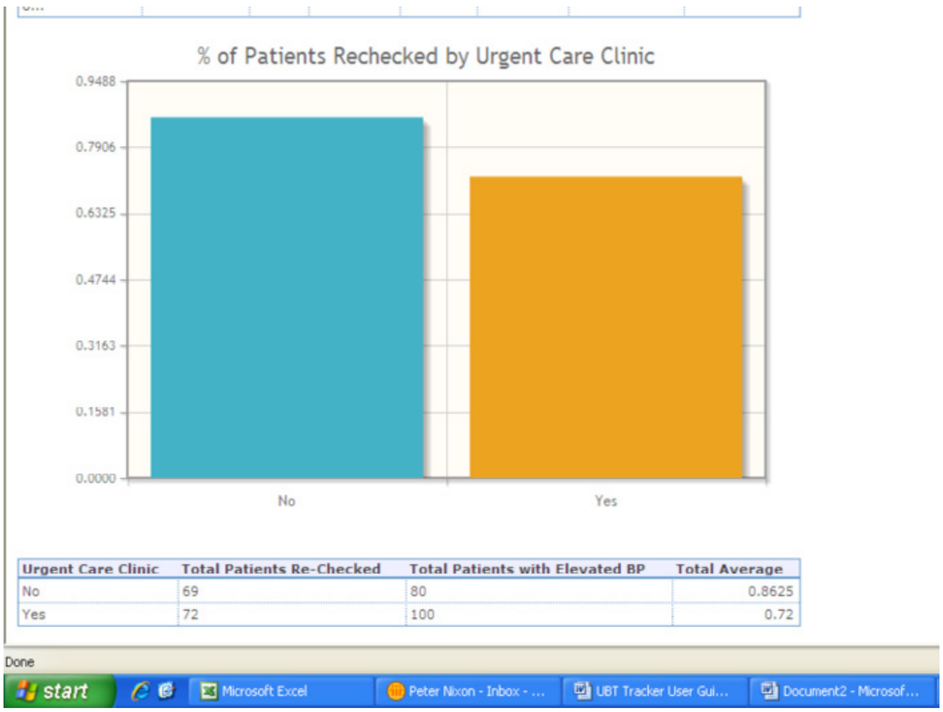
Appendix C: Using the Additional Variable Label in the Test of Change Data Series *continued*

Data from the Additional Variable Label is displayed in the same report that displays the run chart or line chart (see pages 16.1-16.2). However, the data are displayed in a bar chart:



Urgent Care Clinic	Total Patients Re-Checked	Total Patients with Elevated BP	Total Average
No	69	80	0.8625
Yes	72	100	0.72

In this example, the UBT can see the Urgent Care Clinic does seem to have a slightly negative impact on the percent of patients who get their blood pressure rechecked. This information might help the team focus on ways to improve the operation of the clinic so that the rest of the unit is not negatively impacted.

For More Information

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