

MaineHealth

## MaineHealth Knowledge Connection

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Operational Transformation

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Spring 5-21-2024

### Key Performance Indicator (KPI) Development Pathway

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Project: Key Performance Indicator (KPI) Development Pathway

Last Updated:10/15/2023

Executive Sponsor: Kenneth Lewis

Facilitator: Christopher Lloyd



Team Members: Amy Giles, David Spaulding, Sarah Rines

## Problem/Impact Statement

In Q1 FY24 as more team members started to take Operational Excellence classes and subsequently become more engaged in quality improvement it was observed there was much enthusiasm but also some gaps in the understanding of available tools, resources, data collection strategies, and what elevates something to a KPI, etc. There is a need to create a guide that supported gaps, streamlined tracking process, and aligned teams in this new approach.

## Scope

**In Scope:** Training completed by CTI staff within the MaineHealth Operational Transformation structure on how to develop KPIs.

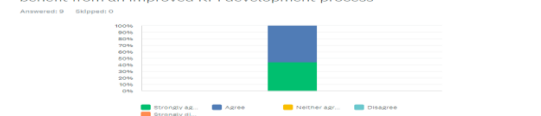
**Out of Scope:** Maine CDC QI project results template.

## Baseline Metrics/Current State

In the past 12 months I have seen a benefit with the current KPI development process



Based on my current experience with KPI development, I feel that CTI could benefit from an improved KPI development process



## Goal/Objective

**Overall Goal (Outcome measure):** By December 29, 2023, increase CTI's ability to produce measurable effective KPIs by implementing a process utilizing the tools of Lean Six Sigma to develop KPIs.

**Process measure #1:** All senior program managers and project managers will complete 5 question survey on effectiveness of current process by 11/10/23

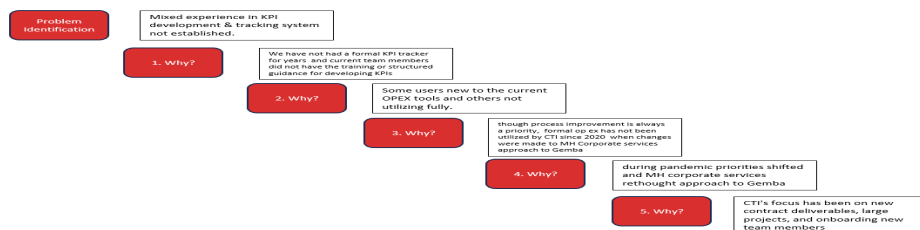
**Process measure #2:** Create draft of both KPI Development Pathway and draft of checklist to be reviewed by team

**Process measure #3:** Meetings to finalize and format KPI SOP and checklist and upon completion the start of Beta testing, Beta testing starts 01/10/2023 and ends 02/02/2024

**Process measure #4:** KPI Development Pathway and checklist will go live for all of CTI on 02/05/2024. Senior Program managers will be brought in on bimonthly meetings to discuss KPIs and development.

**Process measure #5:** By the end of third quarter, a new 5-question survey will be sent out on KPI development and to review and compare results

## Root Cause Analysis



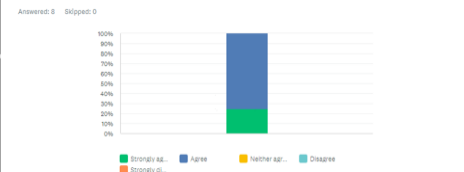
## Countermeasures

Action	Owner	Due Date	Status
All senior program managers and project managers will complete 5 question survey on effectiveness of current process	Chris Lloyd, David Spaulding, Amy Giles, Sarah Rines	11/10/2023	Completed
Create draft of both KPI Development Pathway and draft of checklist to be reviewed by team	Chris Lloyd	11/20/2023	Completed
Meetings to finalize and format KPI SOP and checklist,	Chris Lloyd, David Spaulding, Amy Giles, Sarah Rines	1/5/2024	Completed
Initiate Beta testing of the KPI SOP and checklist for user comfort and feedback	Allyson Quinn, Matthew Whalen	2/2/2024	Completed
KPI Development Pathway and checklist goes live.	Chris Lloyd	2/5/2024	Completed
Senior Program managers will be brought in on monthly meetings to discuss KPIs and development.	Chris Lloyd, David Spaulding, Amy Giles, Sarah Rines	12/1/2023	Completed
By end of quarter three 2nd 5-question survey on KPI development pathway completed and reviewed to compare results	Chris Lloyd, David Spaulding, Amy Giles, Sarah Rines	5/15/2024	Completed

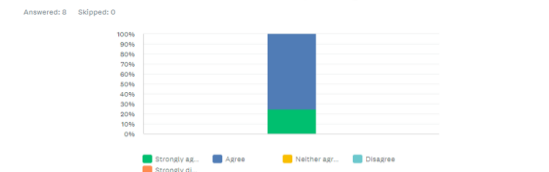
## Outcomes

At the end of Q2 the beta testing of the SOP was well underway, and it was being introduced to CTI teams. There were several KPIs underway and more in the works. A shared space was created for the SOP, current KPIs, archived KPIs, and helpful tools.

In the past 12 months I have seen a benefit with the current KPI development process



Based on my current experience with KPI development, I feel like I have all the tools and resources needed to develop strong data driven KPIs



## Next Steps

CTI's Quality Team will review current KPIs and elicit feedback from team on an ongoing basis to understand effectiveness of SOP and make any needed adjustments, identify training needs, etc.

## Problem/Impact Statement

In Q1 FY24 as more team members started to take Operational Excellence classes and subsequently become more engaged in quality improvement it was observed there was much enthusiasm but also some gaps in the understanding of available tools, resources, data collection strategies, and what elevates something to a KPI, etc. There is a need to create a guide that supported gaps, streamlined tracking process, and aligned teams in this new approach.

## Scope

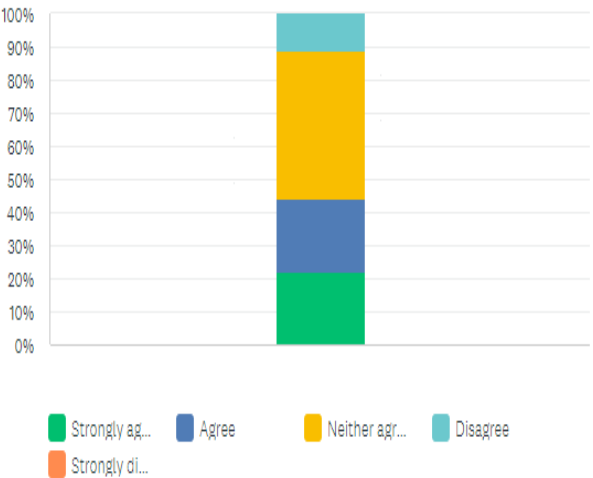
**In Scope:** All CTI care team members participate in the MaineHealth Introduction to Improvement Science Course and receive orientation to associated MH Operational Excellence (OpEx) documents and tools. Run Beta phase with select team members for user friendly experience and usage.

**Out of Scope:** Maine CDC QI project results template.

# Baseline Metrics/Current State

In the past 12 months I have seen a benefit with the current KPI development process

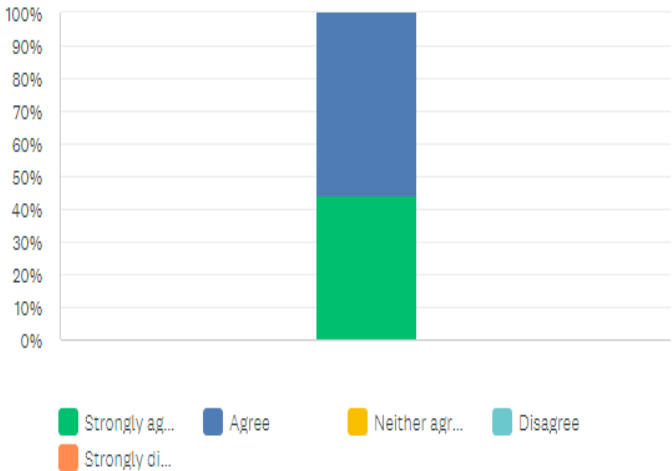
Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	22.22%
Agree	22.22%
Neither agree nor disagree	44.44%
Disagree	11.11%
Strongly disagree	0.00%
TOTAL	9

Based on my current experience with KPI development, I feel that CTI could benefit from an improved KPI development process

Answered: 9 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	44.44%
Agree	55.56%
Neither agree nor disagree	0.00%
Disagree	0.00%
Strongly disagree	0.00%
TOTAL	9

# Goal/Objective

Overall Goal (Outcome measure): By December 29, 2023, increase CTI's ability to produce measurable effective KPIs by implementing a process utilizing the tools of Lean Six Sigma to develop KPIs. Simultaneously develop a tracking system.

**Process measure #1:** All senior program managers and project managers will complete 5 question survey on effectiveness of current process by 11/10/23

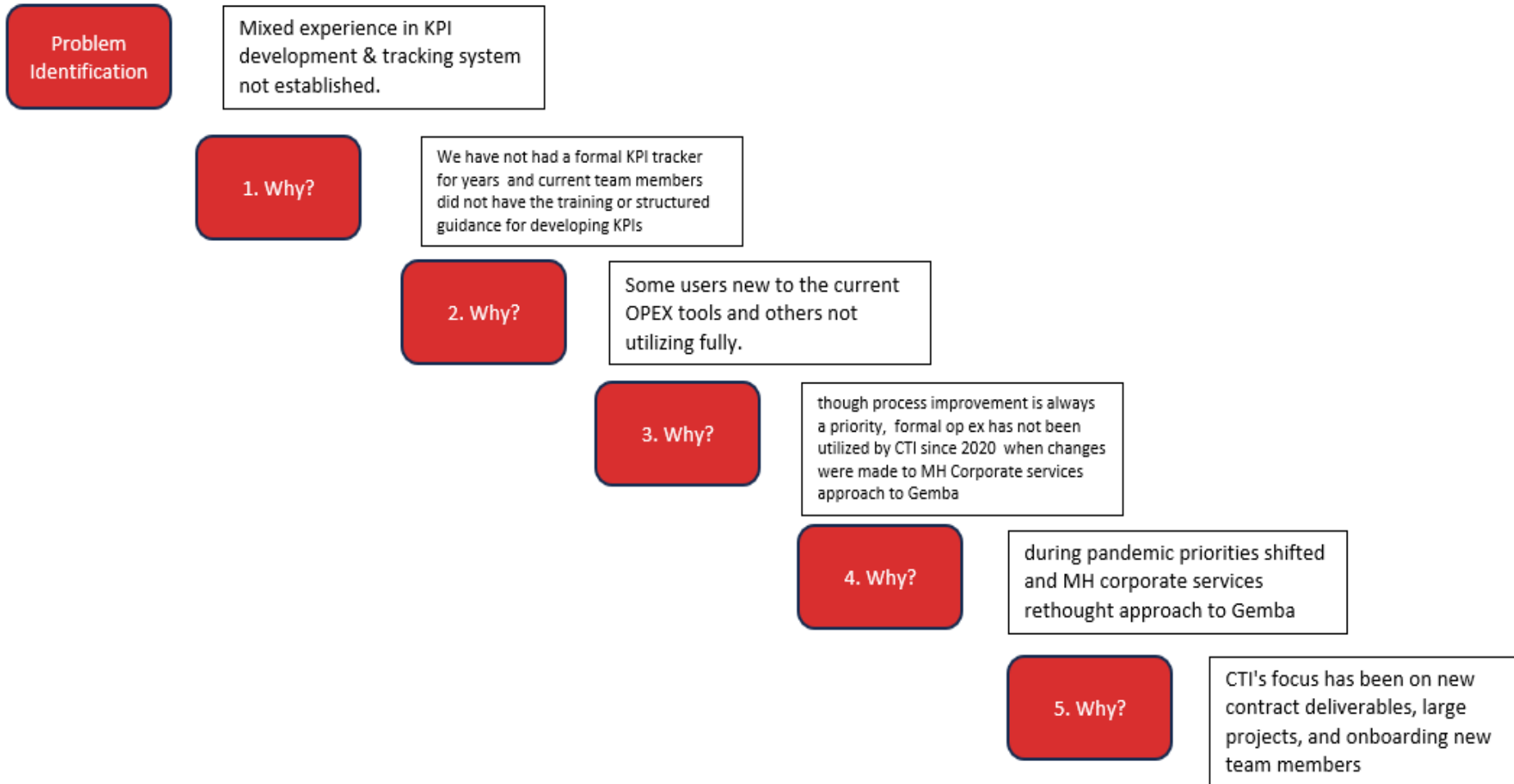
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# Root Cause Analysis



## Countermeasures

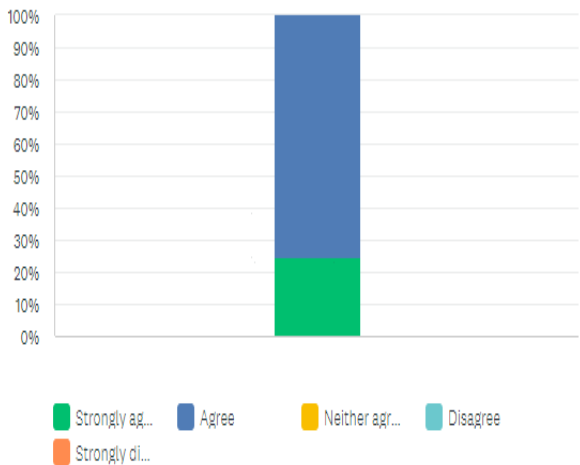
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# Outcomes

At the end of Q2 the beta testing of the SOP was introduced to CTI teams. There were several KPIs underway and more in the works. A shared space was created for the SOP, current KPIs, archived KPIs, and helpful tools. The SOP gave helpful user-friendly links to the MaineHealth Operations Transformation SharePoint.

In the past 12 months I have seen a benefit with the current KPI development process

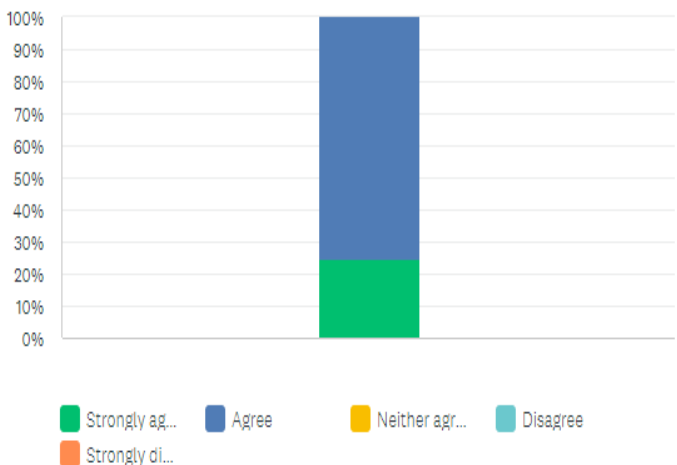
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	25.00% 2
Agree	75.00% 6
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8

Based on my current experience with KPI development, I feel like I have all the tools and resources needed to develop strong data driven KPIs

Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES
Strongly agree	25.00% 2
Agree	75.00% 6
Neither agree nor disagree	0.00% 0
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	8



## Next Steps

CTI's Quality Team will review current KPIs and elicit feedback from team on an ongoing basis to understand effectiveness of SOP and make any needed adjustments, identify training needs, etc. The current tracker that has been developed will put an emphasis on next steps with completed KPIs and results towards continuous quality improvement.

