

Key Performance Indicators

“Where on earth do we start”



What gets measured

gets managed

Key Performance Indicators NHO Decontamination Draft Standards recommendation

Standard Statement

“Key Performance Indicators that are capable of showing improvements in the efficiency of the decontamination process are used. The usefulness of the indicators is reviewed regularly”

“Key Performance Indicators are designed to demonstrate improvement the performance of decontamination services over time”

The beginning

- Departments in the Health service defined their own performance targets without reference to the outside world
- Today we are expected to become more accountable
- Meet demanding targets defined from the point of view of the people we serve
- We are expected to monitor and demonstrate progress

Where on earth do we start

- In practice it can be extremely difficult for public organisations to get a clear view of performance
- Organisations need to measure not just linear progress but also multidirectional cause & effect relationships that cross through the Organisation

What do we measure

- “How many Hospital beds do we have”
- “How many hip replacements do we perform”
- From a patients point of view the real question may be
“How has my quality of life improved as a result of clinical intervention”

KPI

Key performance indicators are designed to help an Organisation/Department define and measure progress toward the predetermined Mission / Goals

What are they

- Internal benchmark of how well we are meeting our objectives or are achieving our actions
- KP'I – High level indicators that provide an overview of how a Department is achieving it's primary purpose
- P'I – Are benchmarks against which Departments can evaluate the level at which they perform and evaluate outcomes

“First things first”

- Analyse/ devise your **Mission**
- Identify your **Stakeholders**
- Define your **Goals**
- **Measure** progress toward the set goals
Key Performance Indicators are those measurements

Mission

- A mission statement defines what an organisation/Department is, why it exists, its reason for being. At a minimum, your mission statement should define who your primary customers are, identify the products and services you produce, and describe the geographical location in which you operate.

Stakeholders

- All parties that have an interest, financial or otherwise, in the Organisation, creditors,, employees, customers, management, the community, and the government

Goals

- Goals represent desired future plan for the organisation. Goals and objectives are similar but can be distinguished: * Since goals represent the end state, they may be 1 to 3 years out* Objectives represent pieces of the goal (or steps toward a goal) and may be accomplished in less than a Year

Measure

- Measure output trends , identify defects and take corrective action flagging areas for attention

Examples of areas for monitoring using KPI'S

- Number of needlestick/sharps exposures
- Hours of Agency staff
- Recalls
- Daily/weekly/monthly production statistics
- Sick leave hours
- Overtime hours
- Demonstrating ongoing education of staff
- Attendance at compulsory training sessions
- % compliance with completion of annual staff appraisals
- Meeting monthly budgetary requirements

KPI's

reflect the Departments goal

“A CSSD that one of its goals is to reduce the number of non conformances”

- Will have Key Performance Indicators that measure
- 3. The level of productivity per Week
- 4. The number of non conformances logged per week
- 5. The Area where the non conformance occurred

What are KPI's

1. They are quantifiable measurements
2. They are agreed to beforehand
3. They reflect the critical success factors
4. They will differ from Department to Department (Area to Area)
5. They must reflect the set goals
6. They are usually long term considerations
7. The definition of what they are and how they are measured do not change often

KPI's must be quantifiable

- If the KPI is to be of any value there must be a way to measure its progress/ success

“To be the best CSSD”

- This wont work as a KPI because there is no way to measure the Departments popularity or compare it to others

Key Performance Indicators

KPI Ref	Parameter	Performance Range ¹⁶		
		Green	Amber	Red
K01	No. of calls to Helpdesk per month	< [] no.	[] – [] no.	> [] no.
K02	No. of Failure Events per month	< [] no.	[] – [] no.	> [] no.
K03	No of Quality Failures per month	< [] no.	[] – [] no.	> [] no.
K04	Customer Satisfaction	< [] %	[] – [] %	> [] %
K05	Staff Turnover	< [] %	[] – [] %	> [] %
K06	Absenteeism and Sickness	< [] %	[] – [] %	> [] %
K06	Staff Satisfaction	< [] %	[] – [] %	> [] %
K07	Staff with relevant NVQ qualification or higher / equivalent	< [] no.	[] – [] no.	> [] no.
K08	Manhours of training per month	< [] no.	[] – [] no.	> [] no.
K09	No. of complaints per month	< [] no.	[] – [] no.	> [] no.
K10	No. of RIDDOR incidents per month per 100 WTE per annum	< [] no	[] – [] no.	> [] no.
K11	No. of non- RIDDOR incidents per month per 100 WTE per annum	< []	[] – [] no.	> [] no.
K12	PEAT	< [] no.	[] – [] no.	> [] no.
K13	NEAT	< [] no.	[] – [] no.	> [] no.

Note 1

Key Performance Indicators track Project Co performance trends. They are intended to be used as a tool for continuous improvement and are a mechanism by which the Trust and Project Co is triggered with the intention of devising an action plan to counter negative performance movements if applicable.

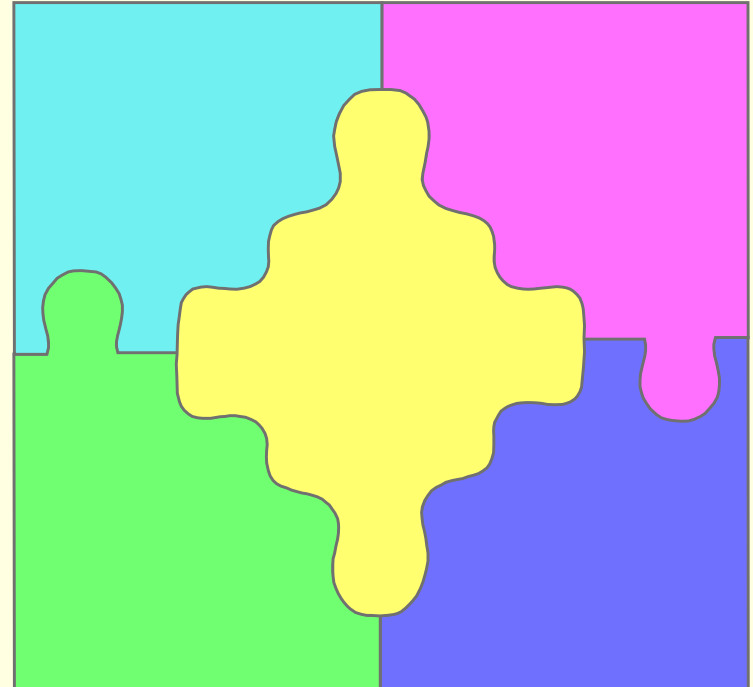
Set targets for KPI's

- Make sure the targets are
- 2. Clear
- 3. Specific
- KPI – To reduce the number of reported non conformances in the packing area by 50% by June 2008

Implement and Monitor

Be SMART About Your KPI'S

- **S**pecific
- **M**easurable
- **A**chievable
- **R**ealistic
- **T**imely



Advantages of using KPI's

- Stops wasting time on measures that are not meaningful
- Improves your Department
- Improves performance
- Aligns Strategy/Goals
- Cascades through to all staff
- Easier to measure and Report
- Gives real signals
- Drives improvement
- Increases productivity

Challenges

- Finding the right KPI
- Keeping the KPI relevant and appropriate
- Accounting for the differences
- Providing feedback
- Telling the story/writing the report
- Linking KPI and measurement action



Over to you

“Remember what gets measured gets managed”