



Performance Improvement in Partnership

1. **Remember the quality of the patient/member experience is the driving motivation** for any improvement of a process, workflow or service.
2. **Before starting an improvement project, create a list and reach out to key stakeholders** (such as union and management co-leads and sponsors, affected team members and physicians).
3. **Ask team members to identify and prioritize processes or services they think should be improved.** They're likely to be more engaged and invested in an improvement of their choice.
4. **Communicate, communicate, communicate.** If the improvement is driven by organizational goals, share the "why" up front, and keep the team informed of a project's status through huddles, emails or other forms of communication.
5. **Create an environment where everyone's input is valued.** Ensure team members have a chance to provide feedback throughout the process and actively solicit input from a variety of sources within and outside your department.
6. **Assess a team's skills and knowledge in performance improvement methodology,** and get the appropriate support, such as improvement advisors, UBT consultants, union partnership representatives or just-in-time training.
7. **Help a team limit the scope of its project so it can be completed in 90 to 120 days.** Getting quick results on tests of change motivates everyone to keep at it.
8. **Encourage folks to be involved in all parts of the process**—from defining and collecting the data to brainstorming and entering tests of change into UBT Tracker.
9. **Empower frontline staff to report on the project** or improvement at huddles, on storyboards and/or at monthly meetings.
10. **Celebrate and recognize milestones and successes together.** Recognizing progress as a team can improve the team's morale on current and future projects and everyday operations.

Improving the care and service we give doesn't happen in a vacuum, nor does it rest on any one person. The best efforts to improve and sustain performance happen in *partnership*. The more frontline employees and key union, management and physician stakeholders participate in an improvement, and the more ownership they feel in a changed work process, the better the results and the stronger the work environment. Collaborating on performance improvement also ensures KP is creating an environment in which continuous learning and improvement come naturally. These tips from unit-based team consultants and performance improvement advisors can help UBTs become proficient in performance improvement techniques in partnership.