



UBT TRACKER USER GUIDE

(L+M)^P
The Power of Partnership



**UBT
TRACKER**

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!



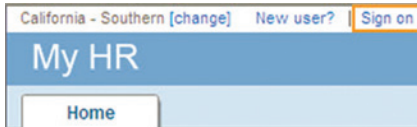
SUPPORTING TEAMS ON THE ROAD TO HIGH PERFORMANCE



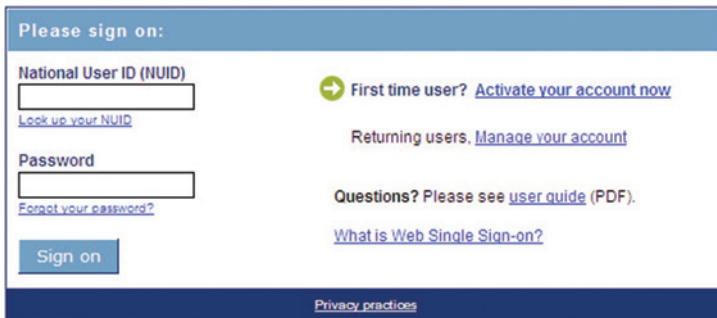
UBT Tracker: Logging In

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

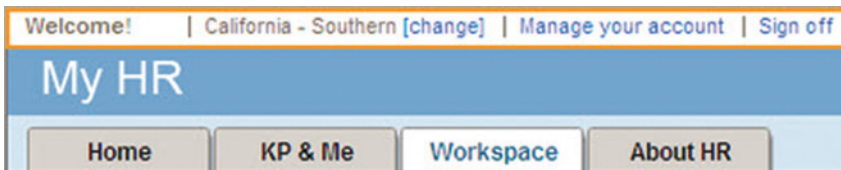
- Go to the [My HR](#) link.
- Click [Sign On](#).



- Enter [NUID](#) and [Password](#).



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



1. Click [Workspace](#) tab.
2. Click [Team Tools](#) link.

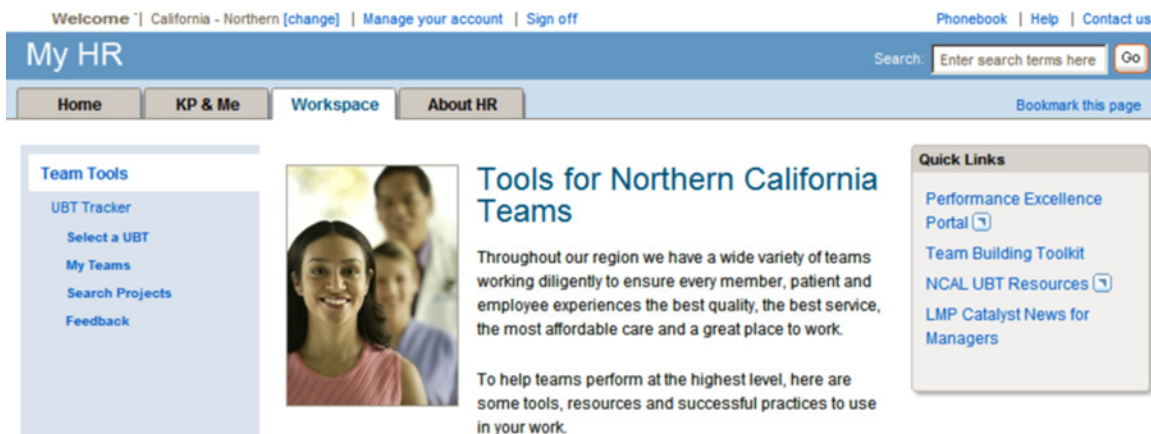
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UBT Tracker: Logging In *continued*



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



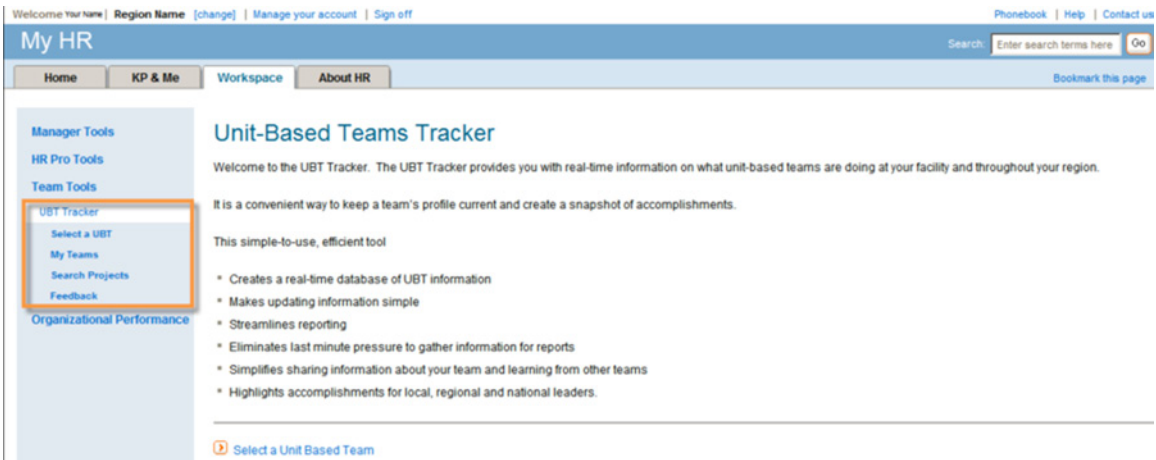
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UBT Tracker: Logging In *continued*

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.

UBT Tracker has help icons  located at the top right of selected pages and next to most fields. These help icons offer instructions on how to fill out the field, view a project data sample, or refer to a LMP website link.



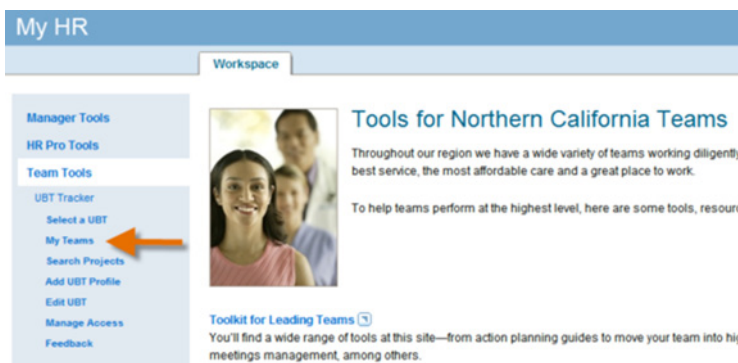


View My Teams Page

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.

| ID | Name of UBT | Team Rating | GL String | Entity | Area | Location | Cost Center | Shift | View Details |
|------|--------------------------------|-------------|---------------|--------|----------------|------------------|---------------------------|-------|--------------|
| 1131 | Nutritional Services - Modesto | 2 | 01-22301-4530 | 01 | Central Valley | Modesto Hospital | 4530-Nutritional Svcs-IP | All | -Select- |
| | | 2 | 01-22301-4531 | 01 | Central Valley | Modesto Hospital | 4531-Nutritional Svcs-OIP | All | |



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.*

New feature: UBT Tracker now gives you access to project information from all regions and locations. This is a powerful feature that you can use to learn about successful practices and share content knowledge outside your region.

Although you have cross-regional view rights, you need to search for teams in each region separately. There is no “all regions” value in any location field. You may not edit teams’ information from other regions.

Continued on next page



Tracking Teams—Adding Teams to My Teams *continued*

The screenshot shows the 'Performance Improvement Projects' interface. At the top, there's a header 'Performance Improvement Projects and Tests Of Change' with 'Members' and 'History' buttons. Below is a table with columns: ID, Name of UBT, Service Type, Using Huddles, Date Team Established, and Team Rating. A row shows ID 1576, Name of UBT CSP, Service Type ---, Using Huddles N, Date Team Established 1-5-2009, and Team Rating 1 - Pre-Team Climate.

Below the table, there's a 'Performance Improvement Projects' section with tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. A notification box says 'UBT Tracker System: Team has been added to your My Teams page' with a red '3' icon. Below this are buttons for 'Add new Project' and 'Edit this Project'.

The main content area shows a project summary for 'Attendance' with various details like Focus Area, Start Date, Our SMART Goal, Performance Metric, Data Source for Metric, Results, Describe Results, Using RIM / PDSA?, and Learnings or Successful Practices.

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**.

The screenshot shows the 'My Teams' page. It has a header 'My Teams' and a sub-header 'Teams with which you are associated'. Below this is a table with columns: ID, Name of UBT, Team Rating, GL String, Entity, Area, Location, Cost Center, and Shift. There are 4 teams found. The first team, ID 1450, 'Telemetry & West', has a red minus icon in the ID column. A dropdown menu is open over the table, showing options like 'Team Summary', 'Team Details', 'Export GL Data (CSV)', etc.

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

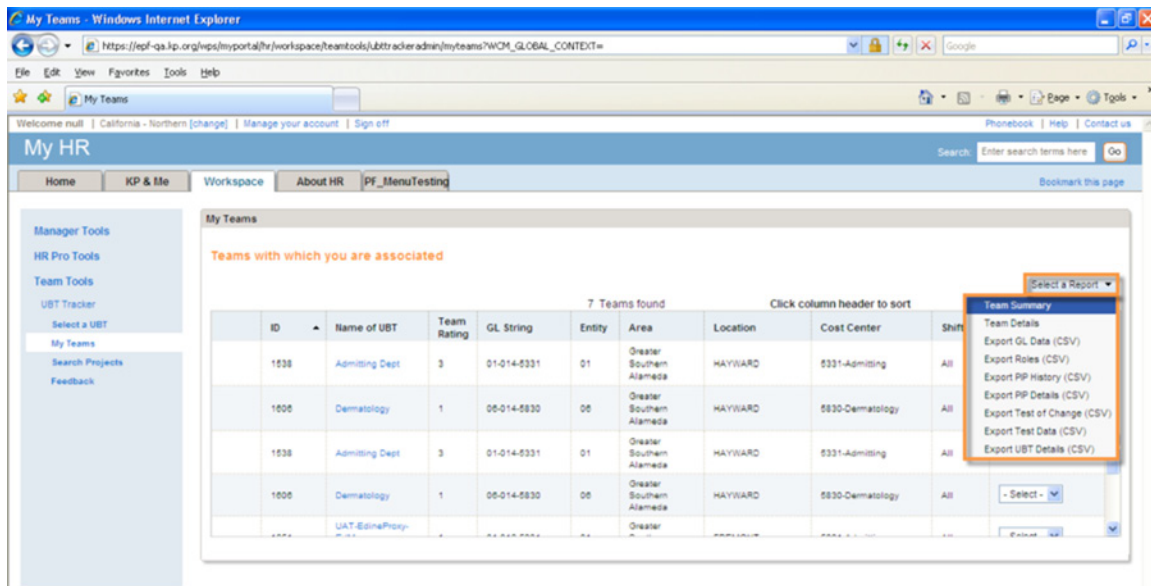
The screenshot shows a dialog box titled 'UBT Tracker System'. The text inside asks 'Do you want to remove this team from your My Teams page?'. At the bottom, there are two buttons: 'Remove' and 'Cancel'.



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.

Continued on next page

Viewing Team Reports *continued*

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

Close Window Print Report

September 3, 2010

Team Summary Report

| 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 testemf Franklin Bridgette L Garner Myoka 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=teamedetails?pageid=ubtReportIdMyTeams - UBT Tracker - T - Windows Internet Explorer

Close Window Print Report

September 7, 2010

Team Detail Report

| 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 Mabide R Paulero Patrice L Cole | Lydell L Rider Sara Wiklund Ross | None | Gina D Garrett Chevon B Mayes Wilberta Georgiadis | Denise Lynn Foster |

| Performance Improvement Project | 3266-UAT - Canton Hospital - Doses Administered between ADE |
|---------------------------------|---|
| Focus Area | No Harm |
| Start Date | 07-Aug-09 |
| Last Updated | 20-Aug-10 |
| Our SMART Goal | |
| Performance Metric | |
| Data Source for Metric | |
| Results | Results Pending |
| Describe Results | |
| Learnings | |

| Performance Improvement Project | 3269-UAT - Canton Hospital - Falls in Rooms |
|---------------------------------|---|
| Focus Area | No Harm |
| Start Date | 10-Aug-09 |
| Last Updated | 17-Aug-10 |
| Our SMART Goal | |
| Performance Metric | |
| Data Source for Metric | |
| Results | Results Pending |
| Describe Results | |
| Learnings | |



Select a UBT

You can use the Select a UBT function to search for UBTs by geographic area (Region, 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.I).

1. Click **Select a UBT** from the Team Tools directory.
The Region auto-populates with your region as the default value. You may, however, change the region value in your search by clicking the Region drop-down menu and selecting the desired region. You may only search for one region at a time.
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.

Continued on next page



Select a UBT *continued*

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.

The screenshot shows the 'List Unit Based Teams' interface. On the left sidebar, under 'Team Tools', the 'Select a UBT' option is highlighted with a red box and a '1'. The main content area has a 'Filter Results' section with dropdown menus for Region (Northern California), Area (All), Location (All), Entity (All), and Center (All). A 'CostCenter' dropdown is open, showing options: 'All', '0001 - Regional Doctors', '5000 - Area Administration', and '5001 - Patient Care Svcs'. Below the filters is a 'Find by UBT Name' text input field, which is highlighted with a red box and a '2'. At the bottom of the filter section, the 'Search' button is highlighted with a red box and a '3', along with a 'Refine Search' button.



Search for a Performance Improvement Project

UBT Tracker allows you to search for performance improvement projects by Region, 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 in a different region.

1. Click **Search Projects** from the Team Tools directory.
The Region auto-populates with your region as the default value. You may, however, change the region value in your search by clicking the Region drop-down menu and selecting the desired region. You may only search for one region at a time.
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 532I-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 17.2-17.3).

Continued on next page



Search for a Performance Improvement Project *continued*

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

Performance Improvement Projects and Tests Of Change

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|----|--|--------------|---------------|-----------------------|------------------|
| 1 | Unit Assistants Department Secretaries | Inpatient | N | 8-16-2010 | 3 - Transitional |

Performance Improvement Projects

6 to 10 of 15 page 2 of 3

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|----------|--------------|------------|--------------------------------------|-----------------------|--|
| Complete | 11-4-2011 | 11-17-2011 | New_Cycle3_Project | No Harm | Prevent Falls (Incidence Rate / 1000 Patient Days) |
| Active | 11-4-2011 | 11-11-2011 | Performance Improvement Project Name | Hospital Patient Flow | Improve Inpatient Bed Turnaround Time (% left ED within 60 minutes) |
| Active | 11-1-2011 | 10-25-2011 | Performance Improvement Project name | Prevention | Improve Blood Pressure Control (% eligible population in compliance (139/89) (HEDIS rate)) |
| Active | 10-31-2011 | 10-31-2011 | Performance Improvement Project name | Patient Satisfaction | Improve KFH Staff Courtesy Score (midpoint, baseline to 75th %tile) |
| Active | 10-29-2011 | 10-31-2011 | Performance Improvement Project name | Patient Satisfaction | Improve KFH Staff Courtesy Score (midpoint, baseline to 75th %tile) |

New feature: UBT Tracker now gives you access to project information from all regions and locations. This is a powerful feature that you can use to learn best practices and share content knowledge outside your region.

Although you have cross-regional view rights, you need to search for projects in each region separately. There is no “all regions” value in any location field. You may not edit projects’ information from other regions.

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).

The screenshot displays the 'My HR' interface for 'Performance Improvement Projects'. At the top, there are navigation tabs: Home, KP & Me, Workspace, and About HR. A search bar is located in the top right corner. The main content area is titled 'Performance Improvement Projects and Tests Of Change' and includes a table with the following data:

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|----|--|--------------|---------------|-----------------------|------------------|
| 1 | Unit Assistants Department Secretaries | Inpatient | N | 8-16-2010 | 3 - Transitional |

Below this table is a detailed view of a project, 'Performance Improvement Projects', showing a list of projects with columns for Status, Last Updated, Start Date, Name Of Project, Focus Area, and Performance Metric. The second row is highlighted in yellow:

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|----------|--------------|------------|--------------------------------------|-----------------------|--|
| Complete | 11-4-2011 | 11-17-2011 | New_Cycle3_Project | No Harm | Prevent Falls (Incidence Rate / 1000 Patient Days) |
| Active | 11-4-2011 | 11-11-2011 | Performance Improvement Project Name | Hospital Patient Flow | Improve Inpatient Bed Turnaround Time (% left ED within 60 minutes) |
| Active | 11-1-2011 | 10-25-2011 | Performance Improvement Project name | Prevention | Improve Blood Pressure Control (% eligible population in compliance (139/89) (HEDIS rate)) |
| Active | 10-31-2011 | 10-31-2011 | Performance Improvement Project name | Patient Satisfaction | Improve KFH Staff Courtesy Score (midpoint, baseline to 75th %tile) |
| Active | 10-29-2011 | 10-31-2011 | Performance Improvement Project name | Patient Satisfaction | Improve KFH Staff Courtesy Score (midpoint, baseline to 75th %tile) |

The bottom section of the screenshot shows the 'Project Details' tab for the selected project, including fields for Name of Project, Start Date, Focus Area, and SMART Goal, as well as a 'Goal Setting' table:

| Goal Setting | Improvement Baseline | Improvement Threshold | Improvement Target | Improvement Stretch |
|--------------|----------------------|-----------------------|--------------------|---------------------|
| | 100.0 | 50.0 | 90.0 | 10.0 |



Continued on next page



Viewing Performance Improvement Projects *continued*

ORGANIZATION OF PROJECT DATA

The project data is organized into sections that correspond to the Rapid Improvement Model: “What are we trying to accomplish?” “How will we know that change is an improvement?” and “What changes can we make that result in improvement?”

UBT Tracker allows you to collapse or expand individual sections by clicking the  or  sign located on the right side of the section title in the blue row. You can also collapse or expand all sections by selecting the Close/Expand All Panes button, located on the right side of the Project Details tab. This feature can be used to better visualize data entered into the system.

1. What are we trying to accomplish?

Name of the Project: Project title.

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.” NOTE: *Completed projects do not display in the reports.*

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.

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

2. How will we know that change is an improvement?

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.”

Data Source for Metric: If the team is working on a metric not defined by the region, select “other” as the metric and then enter the metric name in the description data box. Selecting “other” from the Data Source for Metric dropdown enters the tool or report the team is using to track the metric value.

Continued on next page



Viewing Performance Improvement Projects *continued*

Goal Setting Fields: A team can set goals for its project by filling in the baseline, threshold, target and stretch fields.

- Baseline—Established criteria or original value before the team executes tests of change
- Threshold—Minimum accepted criteria or value for project improvement
- Target—Desired goal or criteria for project success
- Stretch—Value or criteria above target. Incentive or challenge to the UBT

Links to Metric Information: If the region has identified a website for the published report for the metric, a link is displayed in the next blue section under Link to Metric Report. Click the link to go to the report. Teams can use this information to populate both the “Baseline” field and the “Describe Results” field (see below).

3. What changes can we make that result in improvement?

What Tools Are We Using? Record the performance improvement tools you are using in your project, such as RIM or process maps. A brief description of these tools can be found in Appendix D.

Ideas From UBTs Doing Similar Work? A link that will take you, based on your choice of metric, to a list of stories, videos and other material on the national LMP website about teams doing similar projects.

The screenshot displays the UBT Tracker interface. At the top, there are tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. Below the tabs, there are buttons for 'Add new Project' and 'Edit this Project', along with a 'Close All Panes' button. The main content area is divided into several sections:

- WHAT ARE WE TRYING TO ACCOMPLISH?:** This section contains a table with project details:

| | | | |
|-----------------|---|---------------|------------|
| Name of Project | Sterile Water--- Waste/Cost Effectiveness/Savings Potential | | |
| Start Date | 7-1-2009 | Status | Complete |
| Focus Area | Cost Management | Value Compass | Affordable |
| Our SMART Goal | It was our practice to open and use only a small portion of the 1000 ML Sterile Water Bottles when needed for procedures, i.e: Hysteroscopy. Medical Assistant Traci McGurk addressed this issue of waste at our meeting, and was asked to check into the availability of small bottles of Sterile Water for Cost Savings. It was discovered that 250ml bottles of Sterile Water were available at a substantial cost savings. At that time we started ordering the 250 ML bottles. Had Traci not brought this issue of waste up, we would not have even been aware of the availability of the smaller bottles, thus the savings. | | |
- HOW WILL WE KNOW THAT CHANGE IS AN IMPROVEMENT?:** This section includes:
 - Performance Metric: Reduce Supply Costs (cost/mo)
 - Data Source for Metric: SCOG Report
 - Goal Setting: Improvement Baseline
- Links to Metric Information:** This section contains a 'Current search' box with the text '[4] Topics: Cost management'.
- WHAT CHANGES CAN WE MAKE THAT RESULT IN IMPROVEMENT?:** This section contains several links:
 - What Tools Are We Using?
 - Ideas from UBTs Doing Similar Work? (with a 'Web Site' link)
 - Tools & Tips
 - Test of Change (with a 'To record individual Tests of Change Click Here' link)

On the right side of the interface, there is a search results section titled 'Search: Cost management'. It features a navigation menu with options like 'Home', 'What is Partnership?', 'Unit Based Teams', 'Your Role', 'Regions', 'Stories and Videos', 'Tools', and 'eStore'. Below the menu, there are several search results cards, each with a thumbnail image and a brief description of a project, such as 'Business team fast-tracks Medi-Cal reimbursement' and 'Lab provides speedier service, reduces missing orders'.

Continued on next page



Viewing Performance Improvement Projects *continued*

Tools & Tips: This link takes users to a website that contains tools and tips relating to the project's metric.

Test of Change: Shortcut or link to the test of change (TOC) tab from the Project Detail tab.

4. What results did we obtain?

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

Results Description: Teams use this field to briefly describe results and compare current performance to project measures.

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

5. Define and track your own outcome measure

Numerator/Denominator/Calculated Value/Additional Variable: Teams define labels in order to track project progress and outcome. This section is used by teams to define an outcome metric for a project and track it using the Test Data tab (see pages I6.2-I6.4).

6. Project information documents

Team Project Documentation: Teams copy and paste URL containing additional documentation about the project.



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.

The screenshot shows the 'Performance Improvement Projects' interface. At the top, there is a table listing projects. Below this, the 'Project Details' tab is active. A dropdown menu titled 'Project Reports & Exports' is open, showing options: 'Print Project Record', 'Test Data Charts', 'Export Test Data (CSV)', and 'Expand All Panels'. An orange arrow points from the 'Print Project Record' option to a 'Print Project' button located below the project details section.

The project details section includes the following information:

- Name of Project:** Increasing Collection at Point of Service (POS)
- Start Date:** 9-26-2011
- Status:** Active
- Focus Area:** Attendance
- Value Compass:** Other
- Our SMART Goal:** To increase the InPatient Cash Collection by 10% in the Surgical Department by the end of 2011 Q4
- Performance Metric:** All Tracked Sick Leave
- Data Source for Metric:** Other
- Result Summary:** Target Met
- Results Description:** Oct11: Reached 72% of POS Collections. In Nov11: 75% P OS Collections. By end of 2011 Q4, we reached 78%
- Using RIM / FDSA?:** null
- Learnings or Successful Practices:** Increased collaboration between departments. Example: Financial counselors conducted 'round' on units; Insurance eligibility documented patient's financial responsibility in accounting system; Pre-Admit Team used script to confirm payment location and amount with patient one day before surgery

At the bottom, there is a section for 'Set Up Chart Labels' with the following data:

| | | | |
|-----------------------|------------------|----------------------------|----------------------|
| Numerator Label (Top) | Cash Collections | Denominator Label (Bottom) | InPatient Admissions |
|-----------------------|------------------|----------------------------|----------------------|

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 I7.1-I7.3.



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:

The screenshot displays the 'Test Of Change Details' tab for a project named 'Increasing Collection at Point of Service (POS)'. The interface is divided into several sections:

- Project Details:** Shows the project name 'Increasing Collection at Point of Service (POS)'.
- Table:** A table listing tests of change with columns for 'Date Last Updated', 'Test Of Change', and 'Rating'. The table shows 5 tests, all dated 10-26-2011. The tests are: Target (0-Unrated), Baseline (0-Unrated), Financial Counselor Rounding (3-Adopt), Eligibility Department (2-Adapt), and Pre-Admit Team Script (2-Adapt).
- Details Panel (Left):** Provides a detailed view of the selected test, 'Financial Counselor Rounding'. It includes the title, a description of the test, the outcome ('50% of patients did follow-up with application and 25% were approved for funds by Public Assistance Organizations'), the rating (3), and the source ('4 Found it in Tracker').
- Form (Right):** A form for editing the test details. It includes fields for 'Title' (30 characters left), 'Test of Change' (1024 characters left), 'Outcome' (1024 characters left), 'Rating' (a dropdown menu set to '-select-'), and 'Source' (a dropdown menu set to '-select-'). There are 'Save' and 'Cancel' buttons at the bottom.

Continued on next page



Viewing Tests of Change *continued*

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 five fields in the Test of Change window as follows:

Title: Brief sentence with the name of the Test of Change

Test of Change: 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

Where did you get this idea? Pick the best description of where the team found this Test of Change.

1. Came up with it ourselves
2. Found it in UBT Tracker
3. Found it in Performance Improvement wiki
4. Idea from Sponsor/Supervisor
5. Found it from another KP source
6. Found it from a source outside of KP



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 screenshot shows the 'List Unit Based Teams' interface. On the left is a sidebar with 'Team Tools' and 'UBT Tracker' options. The main area has a 'Filter Results' section with dropdowns for Region (Southern California), Area, Location, Entity, and Center. Below this is a 'Cost Center' dropdown menu that is open, showing a list of cost centers including '0100 - Med/Surge - General' through '0105 - Med/Surg - UNIT 5'. Below the filters is a table with 1079 teams found. The table has columns for ID, Name of UBT, Team Rating, GL String, Entity, Area, Location, Cost Center, Shift, and View Details. The 'View Details' column for the first row is open, showing a dropdown menu with options: '- Select -', '- Select -', '- Select -', 'Members', 'History', and '- Select -'. Red numbers 1 and 2 are overlaid on the image to indicate the steps: 1 points to the dropdown arrow in the 'View Details' column, and 2 points to the 'Members' option in the dropdown menu.

| ID | Name of UBT | Team Rating | GL String | Entity | Area | Location | Cost Center | Shift | View Details |
|-----|-----------------------------|-------------|---------------|--------|---------------|-------------------------------------|-------------------------------------|-------|--------------|
| 752 | Kern County Medical Records | 4 | 06-81804-8181 | 06 | Kern County | Kern Warehouse | 5101-Facility Mail Center/Mail Room | All | - Select - |
| | | 4 | 06-81804-5024 | 06 | Kern County | Kern Warehouse | 5024-Chart Rm-O/P Medical Records | All | - Select - |
| 753 | Cardiology/Pulmonary/E | 99 | 06-80951-2333 | 06 | West LA | West LA Medical Center | 2333-Respiratory Therapy-Reg Clinic | All | Members |
| | | 99 | 06-80951-2293 | 06 | West LA | West LA Medical Center | 2293-Pulmonology-Regular Clinic | All | - Select - |
| | | 99 | 06-80951-1072 | 06 | West LA | West LA Medical Center | 1072-Cardiology-Reg Clinic | All | - Select - |
| | | 99 | 06-80951-1332 | 06 | West LA | West LA Medical Center | 1332-Endocrinology-Regular Clinic | All | - Select - |
| 754 | AMC EVS | 1 | 01-81051-4480 | 01 | Orange County | OC Anaheim Med Center- Lab/Specimen | 4480-Environmental Svcs | All | - Select - |

The UBT Detail window appears.

Continued on next page



Edit Member Details *continued*

3. **Scroll down** to locate the member names. If the member name is not on the current page, you can either change the page number or the change the number of records per page to a larger number.
4. Click the **Member Status drop-down** menu to the right of the member name.
5. Select **Co-lead**, **Excluded**, **Member**, **Representative** or **Proxy**.

UBT Detail

Detail About the Selected Unit Based Team ABOUT THIS UBT
Projects History

| Edit | ID | Name of UBT | Date Team Established | Team Rating | Service Type | Using Huddles | Default Membership |
|------|-----|-----------------------------|-----------------------|-------------------|--------------|---------------|--------------------|
| | 752 | Kern County Medical Records | 2-29-2008 | 4-Unit Based Team | Call Center | Yes | Yes |

| GL String | Entity | Location | Cost Center | Shift | # Employees |
|---------------|--------|----------------------|-------------------------------------|-------|-------------|
| 06-81604-5161 | 06-SCP | 81604-Kern Warehouse | 5161-Facility Mail Center/Mail Room | All | 14 |
| 06-81604-5024 | 06-SCP | 81604-Kern Warehouse | 5024-Chart Rm-O/P Medical Records | All | 13 |

Sponsors **Consultants** **Co-Leads** **Help**

Early Aluminum Alive R Ape Many Bear
Rapid M Brass
Tender Bloodstone

Defaulted Members Manually Added Members Add Members

View Employees per Page 1 to 20 of 27 page of 2

| Last Name | First Name | NUID | Union Code | CKPU | Team Role |
|------------|----------------|---------|------------|------|--|
| Aluminum | Early | K129406 | B15 | Y | Sponsor 4 |
| Amethyst | Magnificent | M931588 | B15 | Y | Co-Lead |
| Ant | Defeated A | O230692 | B15 | Y | Consultant |
| Babble | Famous Octavio | T135321 | B15 | Y | Excluded |
| Bear | Many | P774774 | NUE | N | Member |
| Bear | Plain S | K209733 | B15 | Y | Proxy |
| Bloodstone | Tender | K239269 | B15 | Y | Representative |
| Bobble | Odd R | K244002 | B15 | Y | Sponsor 5 |

3 ↓

| UBT Membership Summary | Defaulted | Manually Added | Total |
|---------------------------------|-----------|----------------|-----------|
| Team Co-Leads and Proxy | 5 | 0 | 5 |
| Team Representative | 4 | 0 | 4 |
| Team Members (Total - Excluded) | 18 | 0 | 18 |
| Defaulted Members Excluded | 0 | n/a | n/a |
| Team Sponsors | 1 | 0 | n/a |
| Team Consultants | 0 | 1 | n/a |
| Total | | | 27 |



Communication Between Teams and Leaders

UBT Tracker allow users to generate emails to any group of co-leads, sponsors and consultants.

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.
3. Scroll down to locate the member names. You may need to change the page number or the number of records per page.
4. Select the mail icon or the email list icon located in the third box on the **UBT Detail Page**. Lotus Notes or your default email program will create a new window email addressed to the specific role group you've selected.

The icons will appear only when member email contacts are available.

The screenshot shows the 'UBT Detail' window. On the left is a 'Team Tools' sidebar with options like 'Select a UBT', 'My Teams', 'Search Projects', 'Add UBT Profile', 'Edit UBT', 'Manage Access', and 'Feedback'. The main content area is titled 'Detail About the Selected Unit Based Team' and includes a table with columns: Edit, ID, Name of UBT, Date Team Established, Team Rating, Service Type, Using Huddles, and Default Membership. Below this is a table with columns: GL String, Entity, Location, Cost Center, Shift, and # Employees. At the bottom, there are sections for Sponsors, Consultants, and Co-Leads, along with a 'Help' button and a question mark icon. A red box highlights the mail and email list icons in the bottom right area.

| Edit | ID | Name of UBT | Date Team Established | Team Rating | Service Type | Using Huddles | Default Membership |
|------|------|--------------------------------|-----------------------|----------------|--------------|---------------|--------------------|
| | 1131 | Nutritional Services - Modesto | 12-31-2008 | 2-Foundational | Inpatient | Yes | Yes |

| GL String | Entity | Location | Cost Center | Shift | # Employees |
|---------------|--------|------------------------|---------------------------|-------|-------------|
| 01-22301-4530 | 01-KFH | 22301-Modesto Hospital | 4530-Nutritional Svcs-I/P | All | 10 |
| 01-22301-4531 | 01-KFH | 22301-Modesto Hospital | 4531-Nutritional Svcs-O/P | All | 5 |

| Sponsors | Consultants | Co-Leads | Help |
|--------------------|-----------------------------|--------------------------------------|------|
| John Larry Roberts | No Consultants in this team | Beverly Ann Brooks Maureen Narain | |



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.

| Add | Last Name | First Name | NUID | Location | Union Code | CKPU |
|-----|-----------|------------|---------|--------------------------------------|------------|------|
| + | ABDELNABY | MARYAM | W240724 | 099 NON-LOCATION | SCP | N |
| + | ASHLEY | MARK | K247252 | 099 NON-LOCATION | SCP | N |
| + | ATCHISON | MARVIN | G788120 | 099 NON-LOCATION | SCP | N |
| + | Aluminum | Many V | K247836 | 82399 California Service Center No.1 | B06 | Y |

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.

| Last Name | First Name | NUID | Union Code | CKPU | Team Role |
|-----------|----------------|---------|------------|------|------------|
| Aluminum | Early | K129406 | B15 | Y | Sponsor |
| Amethyst | Magnificent | M931588 | B15 | Y | Co-Lead |
| Ant | Defeated A | O230692 | B15 | Y | Consultant |
| Babble | Famous Octavio | T135321 | B15 | Y | Excluded |
| Bear | Many | P774774 | NUE | N | Member |



Adding Physicians to Teams

Unit-based teams 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 18.1), 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 10.1 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 screenshot displays the 'List Unit Based Teams' interface. On the left, a sidebar contains 'Team Tools' and 'UBT Tracker' with sub-options like 'Select a UBT', 'My Teams', 'Search Projects', 'Add UBT Profile', 'Edit UBT', 'Manage Access', and 'Feedback'. The main content area has a 'Filter Results' section with dropdowns for Region (Southern California), Area, Location, Entity (All), Center (All), and Cost Center (All). A 'Filter by UBT Name' search box is also present. Below the filters, a table lists teams with columns: ID, Name of UBT, Team Rating, GL String, Entity, Area, Location, Cost Center, Shift, and View Details. The table shows two rows of data. A dropdown menu is open over the 'View Details' column of the second row, showing options like '- Select -' and 'Projects'.

| ID | Name of UBT | Team Rating | GL String | Entity | Area | Location | Cost Center | Shift | View Details |
|-----|-----------------------------|-------------|---------------|--------|-------------|----------------|-------------------------------------|-------|------------------------|
| 752 | Kern County Medical Records | 4 | 05-81604-5181 | 08 | Kern County | Kern Warehouse | 5181-Facility Mail Center/Mail Room | All | - Select - |
| | | 4 | 05-81604-5024 | 08 | Kern County | Kern Warehouse | 5024-Chart Rm-OIP | All | - Select - Projects |

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*

Performance Improvement Projects

Performance Improvement Projects and Tests Of Change ABOUT THIS UBT
[Members](#) [History](#)

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|------|---------------------|--------------|---------------|-----------------------|---------------------|
| 1529 | UAT - 2nd floor PCS | Inpatient | N | 6-18-2009 | 4 - Unit Based Team |

Performance Improvement Projects

1 to 5 of 40 page 1 of 8 [Team Reports & Exports](#)

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|--------|--------------|------------|--|------------------------|--|
| Active | 8-20-2010 | 8-7-2009 | UAT - Canton Hospital - Doses Administered between ADE | No Harm | Reduce Hospital Acquired Infections (Infection Rate) |
| Active | 8-17-2010 | 8-10-2009 | UAT - Canton Hospital - Falls in Rooms | No Harm | Prevent Falls (Incidence Rate / 1000 Patient Days) |
| Active | 8-17-2010 | 9-9-2009 | UAT - Canton Hospital Cardiac Arrests Outside of ICU | No Harm | Reduce Hospital Acquired Infections (Infection Rate) |
| Active | 8-17-2010 | 9-15-2009 | UAT - Clinton Hosp Knee, Hip & Spine Replacement | Inpatient Satisfaction | Improve Admitting Satisfaction (% Avatar Factor Score) |
| Active | 8-17-2010 | 11-3-2009 | UAT - Canton Inpatient Admissions | Hospital Patient Flow | Improve Inpatient Bed Turnaround Time (% leaving ED in under 60 minutes) |

Project Details | **Test Of Change Details** | Test Data Project Reports & Exports

| Performance Improvement Projects | UAT - Canton Hospital - Doses Administered between ADE |
|----------------------------------|--|
| Focus Area | No Harm Value Compass Best Quality Care |
| Start Date | 8-7-2009 Completed Date Project status is Active: No Completed Status Active |

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

Performance Improvement Projects

Performance Improvement Projects and Tests Of Change ABOUT THIS UBT
[Members](#) [History](#) [Add To My Teams](#)

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|------|----------------------------|--------------|---------------|-----------------------|----------------------|
| 1765 | Musculoskeletal Department | --- | N | 1-5-2009 | 1 - Pre-Team Climate |

No Performance Projects added to the above selected team.

[Click here to Add a Project](#)

After the first project:

4. Scroll down to view the [Project Details](#) tab.
5. Click [Add New Project](#).

The Project Tab is organized into sections that correspond to the Rapid Improvement Model: “What are we trying to accomplish?” “How will we know that change is an improvement?” and “What changes can we make that result in improvement?” Teams that can complete these sections will have a very strong “Plan,” the first step of the Plan, Do, Study, Act process.

Continued on next page



Add a Performance Improvement Project *continued*

Performance Improvement Projects and Tests Of Change

ABOUT THIS UBT
Members History Add To My Teams

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|-----|-----------------------------|--------------|---------------|-----------------------|---------------------|
| 752 | Kern County Medical Records | Call Center | Y | 2-29-2008 | 4 - Unit Based Team |

Performance Improvement Projects

1 to 3 of 3 page 1 of 1 Team Reports & Exports

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|----------|--------------|------------|---|------------------|------------------------|
| Active | 12-1-2011 | 9-26-2011 | Increasing Collection at Point of Service (POS) | Attendance | All Tracked Sick Leave |
| Active | 10-27-2011 | 8-12-2011 | UAT Test of FA and Metrics for SCAL | Workplace Safety | Safety Observations |
| Complete | 10-27-2011 | 7-11-2008 | Team Attendance Contests | Attendance | Total Sick Leave |

Project Details Test Of Change Details Test Data Project Reports & Exports

5 Add new Project Edit this Project Expand All Panes

WHAT ARE WE TRYING TO ACCOMPLISH?

| | | | |
|-----------------|---|---------------|--------|
| Name of Project | Increasing Collection at Point of Service (POS) | | |
| Start Date | 9-26-2011 | Status | Active |
| Focus Area | Attendance | Value Compass | Other |
| Our SMART Goal | To increase the InPatient Cash Collection by 10% in the Surgical Department by the end of 2011 Q4 | | |

HOW WILL WE KNOW THAT CHANGE IS AN IMPROVEMENT?

WHAT CHANGES CAN WE MAKE THAT RESULT IN IMPROVEMENT?

WHAT RESULTS DID WE OBTAIN?

DEFINE AND TRACK YOUR OWN OUTCOME MEASURE

PROJECT INFORMATION DOCUMENTS

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. The values in this field are customized to each KP region.
9. Enter your **SMART Goal**. Click on the help icon for guidance on how to do this.

Continued on next page



Add a Performance Improvement Project *continued*

Performance Improvement Projects

Performance Improvement Projects and Tests Of Change

ABOUT THIS UBT
Members History Add To My Teams

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|-----|-----------------------------|--------------|---------------|-----------------------|---------------------|
| 752 | Kern County Medical Records | Call Center | Y | 2-29-2008 | 4 - Unit Based Team |

Performance Improvement Projects

Project Details Test Of Change Details Test Data Project Reports & Exports

WHAT ARE WE TRYING TO ACCOMPLISH?

Name of Project 6

* Start Date 7 Status 10 Active

* Focus Area 8 Value Compass

Our SMART Goal ? 9
1024 characters left

HOW WILL WE KNOW THAT CHANGE IS AN IMPROVEMENT?

* Performance Metric 11 If metric is "Other," describe metric
Example: "Coding Turn Around Time"

PSP Goal? 12

* Data Source for Metric 13

Goal Setting ? 14 Baseline Threshold Target Stretch

WHAT CHANGES CAN WE MAKE THAT RESULT IN IMPROVEMENT?

What Tools Are We Using? ? 15
Brainstorming
Control Charts
Driver Diagram
Fishbone Diagram
Frontline Waste Tool
Pareto Charts

Ideas from UBTs Doing Similar Work? ? Tools & Tips ? Link to Report for Metric ?

WHAT RESULTS DID WE OBTAIN?




KEY TIPS FOR RESULTS DESCRIPTION
Include baseline performance on target metric
Example: "Baseline performance in Q2-2015 is 75%"

10. Select the status of the Project. Change from **"Active"** to **"Closed"** once the project is finished. Please note that closed projects do not display in the Team Reports. Select the applicable Results answer.
11. Select the **Focus Area** from the drop-down menu. The values in this field are customized to each KP region.
12. Select applicable **PSP Goal?** answer.
13. Select the Metric associated with the project. If you select **"Other,"** enter the metric value in the new text box field. The values in this field are customized to each KP region.

Continued on next page



Add a Performance Improvement Project *continued*

14. Record the team goal for the project by filling in the goal-setting fields of baseline, threshold, target and stretch.
Baseline—Established criteria or original value before the team executes tests of change
Threshold—Minimum accepted criteria or value for project improvement
Target—Desired goal or criteria for project success
Stretch—Value or criteria above target. Incentive or challenge to the UBT
15. Select one or more tools your team has used in this project. Click on the  Help icon for a list of tools, explanations of which can be found in Appendix D
16. Select the Result from the drop-down menu. These values are not customized to each KP region.
17. Use the **Describe Results** field to explain your results in more detail. Click on the  Help icon for guidance or consult the graphic on next page.
18. Enter **Learnings** or **Successful Practices** in the field provided. Click on the  Help icon for guidance or consult the graphic on next page.
19. Name the dimensions or variables in order to track performance and project outcome. The fields in this section should be text; use a word or a phrase to describe the data being collected. Do not use numeric values for these fields.
20. Enter a link or address location where team members may find more information about this project.
21. Click **Save**.

Note: There is a section at the bottom of the Performance Improvement Project screen under the heading Define and Track Your Own Outcome Measure. 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.



Add a Performance Improvement Project *continued*

Performance Improvement Projects

ABOUT THIS UBT
[Members](#) [History](#) [Add To My Teams](#)

Performance Improvement Projects and Tests Of Change

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|-----|-----------------------------|--------------|---------------|-----------------------|---------------------|
| 752 | Kern County Medical Records | Call Center | Y | 2-29-2008 | 4 - Unit Based Team |

Performance Improvement Projects

Project Details | **Test Of Change Details** | Test Data Project Reports & Exports ▾

WHAT ARE WE TRYING TO ACCOMPLISH?

Name of Project 6

* Start Date 7 Status 10 Active ▾

* Focus Area 8 -select- Value Compass Select Focus Area to view Value Compass

Our SMART Goal 9

KEY TIPS FOR SMART GOALS

Include specific target and deadline

Example: **We will improve [measure] to 87% by Q4-2015**

1024 characters left

HOW WILL WE KNOW THAT CHANGE IS AN IMPROVEMENT?

* Performance Metric 11 Select the Focus Area to get list of Performance Metrics
- Select - If metric is "Other," describe metric
Example: "Coding Turn Around Time"

PSP Goal? 12 Select Focus Area to view PSP Goal

* Data Source for Metric 13 Select the Performance Metric to get list of Data Source
- Select -

Goal Setting 14

| | | | |
|--|--|--|--|
| Baseline | Threshold | Target | Stretch |
| <input style="width: 90%;" type="text"/> | <input style="width: 90%;" type="text"/> | <input style="width: 90%;" type="text"/> | <input style="width: 90%;" type="text"/> |

WHAT CHANGES CAN WE MAKE THAT RESULT IN IMPROVEMENT?

What Tools Are We Using? 15 6 S (Sort / Standardize etc.)
Brainstorming
Control Charts
Driver Diagram
Fishbone Diagram
Frontline Waste Tool
Pareto Charts

Ideas from UBTs Doing Similar Work? Tools & Tips Link to Report for Metric

WHAT RESULTS DID WE OBTAIN?

* Result Summary 16 -select-

Results Description 17

KEY TIPS FOR RESULTS DESCRIPTION

Include baseline performance on target metric
 Example: "Baseline performance in Q2-2015 is 75%"

Include current performance on target metric
 Example: "Q3-2015 is 77%"

Do not delete previously entered performance data

Include other measurable or observed results if relevant

1024 characters left

Learnings or Successful Practices 18

KEY TIPS FOR LEARNINGS OR SUCCESSFUL PRACTICES

Complete and enter a sentence that begins: "The most successful things we've tested so far are: 1)..."

Complete and enter a sentence that begins: "The biggest barriers we've encountered so far are [X & Y] and we have overcome them by..."

If providing updates over multiple time periods, place moth/year or quarter/year at end of sentence in parentheses, by writing "(Mar09) or (Q1-09)"

1024 characters left

DEFINE AND TRACK YOUR OWN OUTCOME MEASURE

Numerator Label (Top) 19 Denominator Label (Bottom) ?

Calculated Value Label (Top/Bottom) ? Additional Variable Label ? DO NOT USE

PROJECT INFORMATION DOCUMENTS

Team Project Documentation 20

21

Save
Cancel



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.

The screenshot shows the 'Performance Improvement Projects' interface. At the top, there is a header with 'Performance Improvement Projects and Tests Of Change' and 'ABOUT THIS UBT' links for 'Members' and 'History'. Below this is a table with columns: ID, Name of UBT, Service Type, Using Huddles, Date Team Established, and Team Rating. The first row shows ID 752, Kern County Medical Records, Call Center, Y, 2-29-2008, and 4 - Unit Based Team.

Below the table is a section titled 'Performance Improvement Projects' with a 'Team Reports & Exports' dropdown. It shows '1 to 3 of 3' and 'page 1 of 1'. A table lists projects with columns: Status, Last Updated, Start Date, Name Of Project, Focus Area, and Performance Metric. The third row is highlighted in orange and has a red '1' next to it. The row details are: Complete, 10-27-2011, 7-11-2008, Team Attendance Contests, Attendance, Total Sick Leave.

Below this is a 'Project Reports & Exports' dropdown and tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. There are buttons for 'Add new Project', 'Edit this Project' (with a red '2' next to it), and 'Expand All Panes'. The 'Project Details' tab is active, showing a form titled 'WHAT ARE WE TRYING TO ACCOMPLISH?' with fields for Name of Project (Team Attendance Contests), Start Date (7-11-2008), Status (Complete), Completed Date (10-26-2011), Focus Area (Attendance), and Value Compass (Other). The SMART Goal is 'Decrease the number of sick days per FTE'.

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**.

| Date Last Updated | Test Of Change | Rating |
|-------------------|------------------------------|-----------|
| 12-13-2011 | Eligibility Department | 2-Adapt |
| 12-13-2011 | Pre-Admit Team Script | 2-Adapt |
| 10-28-2011 | Target | 0-Unrated |
| 10-28-2011 | Baseline | 0-Unrated |
| 10-28-2011 | Financial Counselor Rounding | 3-Adopt |

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 and Source**.

1024 characters left

Outcome

<When creating a TOC, before you have results, just enter "NA" or "Not Applicable". Once you have collected enough Test Data, update this field with the outcome of your Test of Change (TOC). >

1024 characters left

Rating

-select-

Source

-select-

Save Cancel

Don't forget to save before leaving record!

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**.

The screenshot shows the 'Performance Improvement Projects' page. At the top, there is a table with columns: ID, Name of UBT, Service Type, Using Huddles, Date Team Established, and Team Rating. The first row shows ID 752, Kern County Medical Records, Call Center, Y, 2-29-2008, and 4 - Unit Based Team.

Below this is a section for 'Performance Improvement Projects' with a 'Team Reports & Exports' dropdown. A table lists projects with columns: Status, Last Updated, Start Date, Name Of Project, Focus Area, and Performance Metric. The first row is highlighted in orange and has a red '1' next to it. The second row is highlighted in yellow and has a red '2' next to it.

The 'Test of Change Details' form is open for the project 'Increasing Collection at Point of Service (POS)'. It has tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. The 'Test Of Change Details' tab is active. The form includes a 'Name Of Project' field, an 'Add New Test' button, and a table of tests with columns: Date Last Updated, Test Of Change, and Rating. The first row is highlighted in yellow and has a red '3' next to it. Below the table is a 'Details' section with fields for 'Test Of Change Title', 'Test of Change', 'Outcome', 'Rating', and 'Source'. The 'Test of Change' field is highlighted in blue and has a red '4' next to it. A red starburst with the text 'Don't forget to save before leaving record!' is positioned over the 'Save' button.

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**.

The screenshot displays the 'Test Of Change Details' interface. At the top, there are tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. The 'Test Of Change Details' tab is active, showing the project name 'Increasing Collection at Point of Service (POS)'. Below this is a table with columns for 'Date Last Updated', 'Test Of Change', and 'Rating'. The table contains five rows of data, with the third row highlighted. An orange arrow points from the 'Add New Test' button to the 'Test Of Change Details' tab. Another orange arrow points from the 'Financial Counselor Rounding' record in the table to the 'Details' section. The 'Details' section shows the following information:

- Test Of Change Title:** Financial Counselor Rounding
- Test of Change:** Counselors conducted a final interview of patient satisfaction and provided pre-filled forms with instructions on how to obtain financial assistance from other resources in order to settle account's balance.
- Outcome:** 50% of patients did follow-up with application and 25% were approved for funds by Public Assistance Organizations
- Rating:** 3
- Test Of Change Source:** 4 Found it in Tracker

On the right side, there are input fields for 'Title', 'Test of Change', and 'Outcome', each with a character count. Below these fields are dropdown menus for 'Rating' and 'Source'. At the bottom right, there are 'Save' and 'Cancel' buttons. A callout box with a mouse cursor icon and the text 'Don't forget to save before leaving record!' is positioned over the 'Save' button.



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 I2.I-I3.I).
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).

| DEFINE AND TRACK YOUR OWN OUTCOME MEASURE | | | |
|---|----------------------|----------|---|
| Numerator Label (Top) ? | <input type="text"/> | A | Denominator Label (Bottom) C ? |
| Calculated Value Label (Top/Bottom) ? | <input type="text"/> | B | Additional Variable Label D ? |
| | | | <input type="text" value="DO NOT USE"/> |

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 14.1 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.

Performance Improvement Projects

Performance Improvement Projects and Tests Of Change ABOUT THIS UBT
Members History

| ID | Name of UBT | Service Type | Using Huddles | Date Team Established | Team Rating |
|------|-------------|--------------|---------------|-----------------------|------------------|
| 2588 | Pineapple | Outpatient | Y | 8-26-2010 | 2 - Foundational |

Performance Improvement Projects

1 to 2 of 2 page 1 of 1

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|--------|--------------|------------|------------------------|-----------------------|--|
| Active | 9-2-2010 | 9-2-2010 | Blood Pressure Recheck | Prevention | Improve Blood Pressure Control (% Hypertensives in compliance) |
| Active | 8-26-2010 | 8-19-2010 | Attendance | Hospital Patient Flow | Improve Inpatient Bed Turnaround Time (% leaving ED in under 60 minutes) |

Project Details **1** Test Of Change Details **2** Test Data

Name Of Project: Blood Pressure Recheck

| Last Updated | Test of Change | Rating |
|--------------|------------------|---------|
| 9-3-2010 | BP alert in KPHC | Unrated |

3 Add New Test Data **5**

| Date of Test | Shift | Patients Receiving Recheck | Patients with Elevated BP | % Rechecked | Notes | DO NOT USE |
|----------------------|-------|----------------------------|---------------------------|-------------|----------------------|----------------------|
| <input type="text"/> | All | <input type="text"/> | <input type="text"/> | 0.00 | <input type="text"/> | <input type="text"/> |

A **B** **C** **D** **E** **F** **4**

Save **Cancel**

| | Date of Test | Shift | Patients Receiving Recheck | Patients with Elevated BP | % Rechecked | Notes | DO NOT USE |
|--|--------------|-------|----------------------------|---------------------------|-------------|-------|------------|
| | 9-6-2010 | All | 25 | 26 | 96 | | |
| | 9-5-2010 | All | 22 | 26 | .85 | | |
| | 9-4-2010 | All | 20 | 25 | .80 | | |

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).

The screenshot displays the UBT Tracker interface. At the top, there's a navigation menu with options like 'Search Projects', 'Add UBT Profile', 'Edit UBT', 'Manage Access', and 'Feedback'. The main content area is titled 'Performance Improvement Projects' and shows a table of active projects. Below this, there's a 'Project Details' section for 'Blood Pressure Recheck' with tabs for 'Project Details', 'Test Of Change Details', and 'Test Data'. A 'Project Reports & Exports' dropdown menu is open, showing options: 'Print Project Record', 'Test Data Charts', and 'Export Test Data (CSV)'. A green message 'Successfully created TDS' is visible. At the bottom, a table shows test data for 'Blood Pressure Recheck'.

| Status | Last Updated | Start Date | Name Of Project | Focus Area | Performance Metric |
|--------|--------------|------------|------------------------|-----------------------|--|
| Active | 9-2-2010 | 9-2-2010 | Blood Pressure Recheck | Prevention | Improve Blood Pressure Control (% Hypertensives in compliance) |
| Active | 8-26-2010 | 8-19-2010 | Attendance | Hospital Patient Flow | Improve Inpatient Bed Turnaround Time (% leaving ED in under 50 minutes) |

| Name Of Project | Last Updated | Test of Change | Rating |
|------------------------|--------------|------------------|---------|
| Blood Pressure Recheck | 9-3-2010 | BP alert in KPHC | Unrated |

| Date of Test | Shift | Patients Receiving Recheck | Patients with Elevated BP | % Rechecked | Notes | DO NOT USE |
|--------------|-------|----------------------------|---------------------------|-------------|-------|------------|
| 9-6-2010 | All | 25 | 26 | 96 | | |
| 9-5-2010 | All | 22 | 26 | 85 | | |
| 9-4-2010 | All | 20 | 25 | 80 | | |

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.

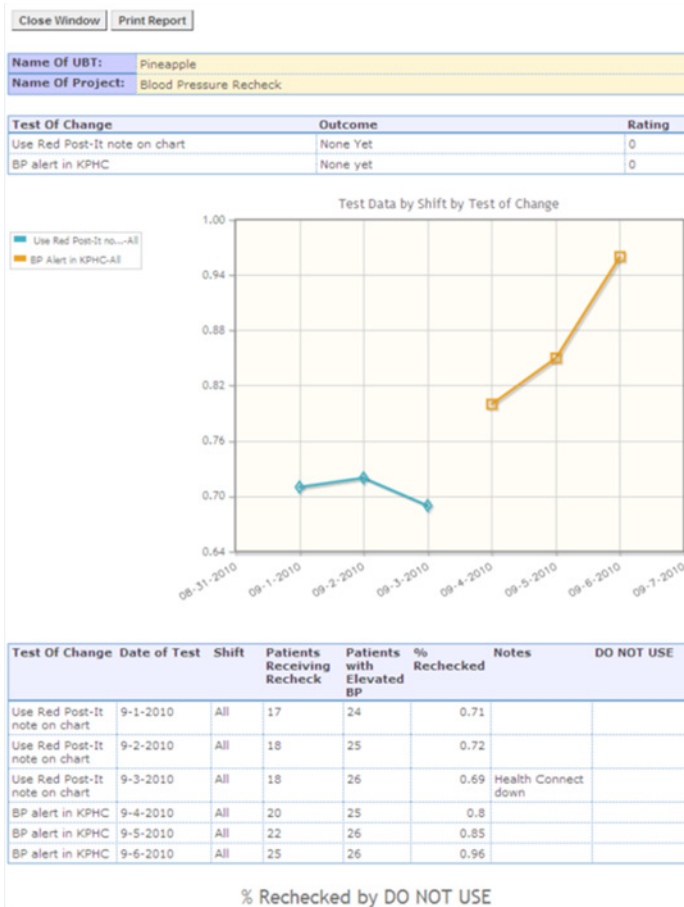
On the run chart, the data associated with each Test of Change is shown by a different color line. This allows you to quickly see which Tests of Change are having an impact on your outcome measure.

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 sticky 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*



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

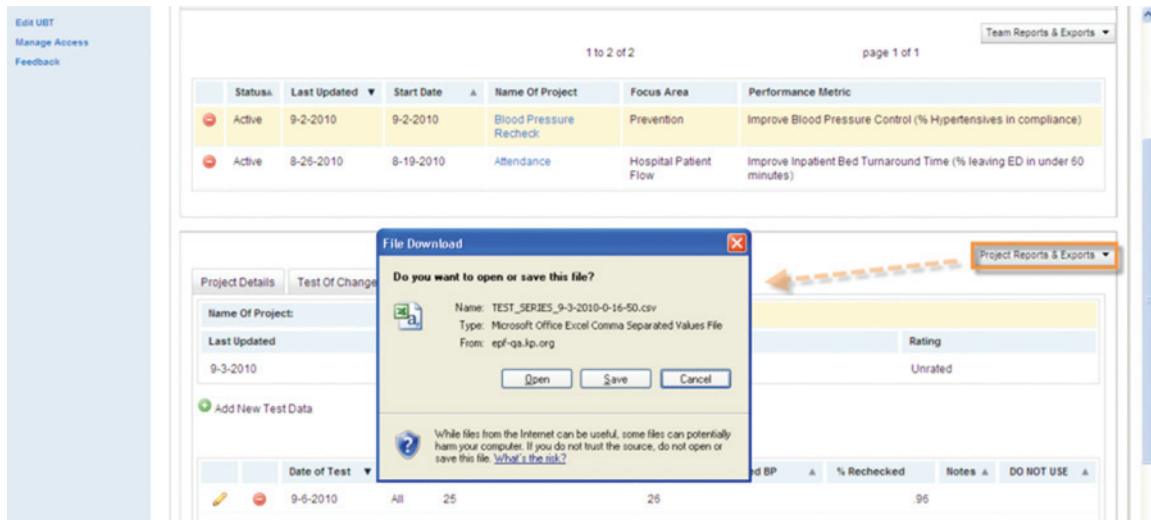
Sometimes you may want to export your test data to another application. For example, applications like ChartRunner and Statit can apply statistical tests to your data that allow you to know whether your changes are real improvements or just statistical noise. Alternatively, you may want to use the data 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 8.1-8.2.



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.

The screenshot displays the 'Edit UBT' page in the 'My HR' system. The page includes a search bar at the top right, a 'Workspace' tab, and a left-hand navigation menu with 'Edit UBT' highlighted. The main content area shows filter results for Region (Southern California), Area (All), Center (All), and Location (All). Below the filters, there is a 'Sort by' dropdown set to 'ID' and a '1079 Teams found' indicator. The table below lists teams with columns for ID, Name of UBT, Team Rating, GL String, Entity, Area, Location, Cost Center, Shift, and View Details. The 'Team Rating' column for the first team (ID 752) is highlighted with a red box, and a dropdown menu is open showing options 1, 2, 3, 4, 5, and 99.

| ID | Name of UBT | Team Rating | GL String | Entity | Area | Location | Cost Center | Shift | View Details |
|-----|------------------------------------|-------------|---------------|--------|---------------|--------------------------------|-------------------------------------|-------|--------------|
| 752 | Kern County Medical Records | 4 | 06-81604-5024 | 06 | Kern County | Kern Warehouse | 5024-Chart Rm-O/P Medical Records | All | - Select - |
| 753 | Cardiology/Pulmonary/Endocrinology | 4 | 06-80951-2333 | 06 | West LA | West LA Medical Center | 2333-Respiratory Therapy-Reg Clinic | All | - Select - |
| 754 | AMC EVS | 1 | 01-81051-4490 | 01 | Orange County | OC Anaheim Med Center-Lakeview | 4490-Environmental Svcs | All | - Select - |
| 755 | Diagnostic Imaging | 2 | 06-81504-0869 | 06 | Baldwin Park | Baldwin Park MOB | 0869-X-ray-Night | All | - Select - |



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**.

The screenshot shows the 'My HR' interface with the 'Manage Access' page. The left navigation bar has 'Manage Access' highlighted. The main content area shows a table of administrators with the following data:

| Edit | Delete | Name | Role | Access |
|------|--------|--------------------------------|---------------|--|
| | | Aguilera,Jill Aguilera-B136345 | Administrator | Area: CEN-Central Valley Center: MAN-Manteca Location: 049-MANTECA |
| | | Aguilera,Jill Aguilera-B136345 | Administrator | Area: CEN-Central Valley Center: STK-Stockton Location: All |
| | | Camarena,Ena Camarena-M879285 | View-Only | Area: All Center: All Location: All |
| | | Davis,Edine Davis-F546292 | Administrator | Area: MAS-Marin/Sonoma Center: All Location: All |

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., I = 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 | <p>UBT Details Report: Total number of employees who are members of the unit-based team</p> <p>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</p> <p>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</p> |
| 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., I = 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 |

Continued on next page



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 16.1-17.3) 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 16.1-16.3. 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.

| DEFINE AND TRACK YOUR OWN OUTCOME MEASURE | | | | | |
|---|---|-------------------------|----------------------------|---|---------------------------|
| Numerator Label (Top) | ? | Patients Re-Checked | Denominator Label (Bottom) | ? | Patients with Elevated BP |
| Calculated Value Label (Top/Bottom) | ? | % of Patients Rechecked | Additional Variable Label | ? | Urgent Care Clinic |

Continued on next page



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 I4.I).
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 I6.3-I6.4), 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**.

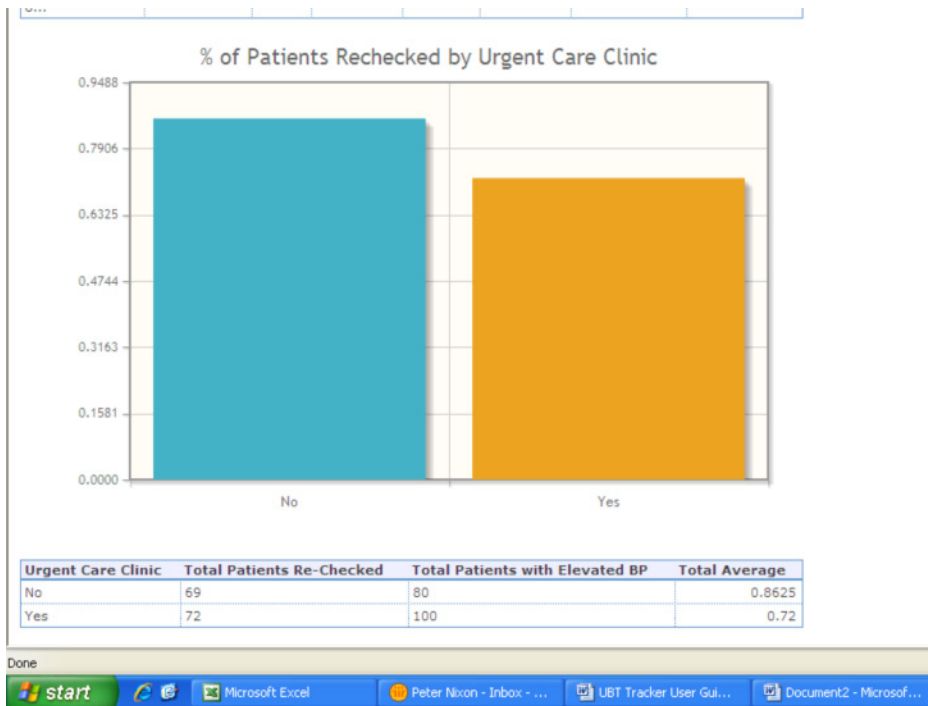
| Project Details | | Test Of Change Details | | Test Data | | | | | |
|-------------------|--|-----------------------------------|-------|---------------------|---------------------------|-------------------------|-------|--------------------|--|
| Name Of Project: | | Hypertension Control / BP Recheck | | | | | | | |
| Last Updated | | Test of Change | | | | Rating | | | |
| 12-29-2011 | | BP alert in KPHC | | | | Unrated | | | |
| Add New Test Data | | | | | | | | | |
| | | Date of Test | Shift | Patients Re-Checked | Patients with Elevated BP | % of Patients Rechecked | Notes | Urgent Care Clinic | |
| | | 12-6-2011 | All | 15 | 20 | .7500 | | No | |
| | | 12-5-2011 | All | 12 | 20 | .6000 | | Yes | |
| | | 12-4-2011 | All | 15 | 20 | .7500 | | No | |
| | | 12-1-2011 | All | 12 | 20 | .6000 | | Yes | |

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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 I7.1-I7.2). However, the data are displayed in a bar chart:



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.



Appendix D: Performance Improvement Assessment Tools

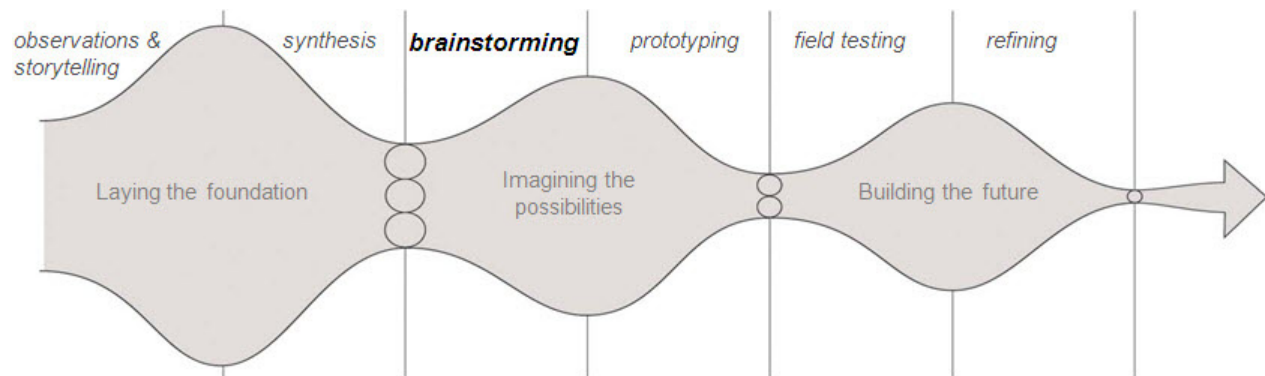
6S (Sort/Standardize etc.)

A method to organize a physical space: sort, set in order, shine, standardize, safety and sustain.



Brainstorming

Generating a lot of ideas so that a great idea can be found. It uses creative techniques to break out of traditional thought patterns so new patterns and thus novel ideas can emerge.



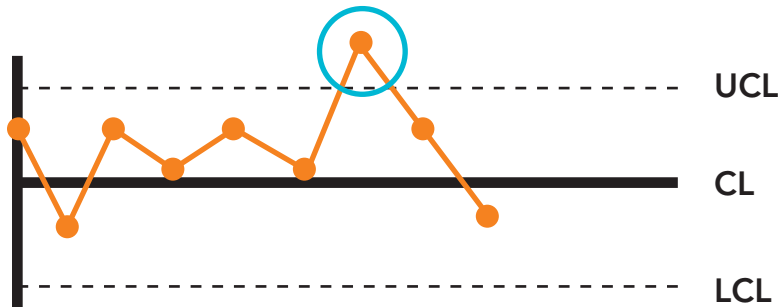
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Appendix D: Performance Improvement Assessment Tools *continued*

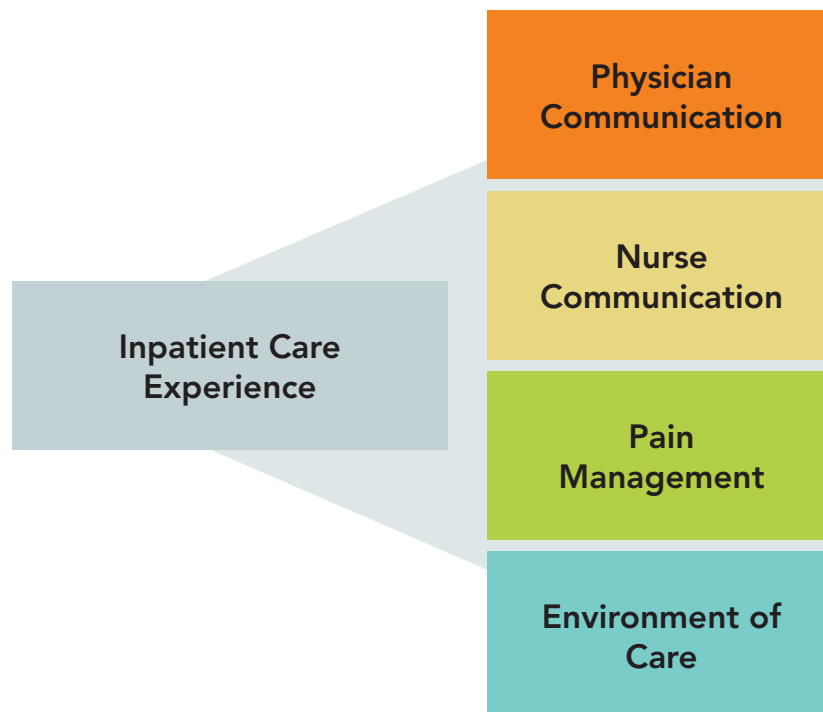
Control Charts

Line graphs that display data over time. All projects should use one to track a baseline before changes are tested and post-change results.



Driver Diagram

A method of looking at the individual projects needed to achieve a larger goal, or the different problems that must be solved to achieve an overall goal. An effective planning and communication tool for all projects.



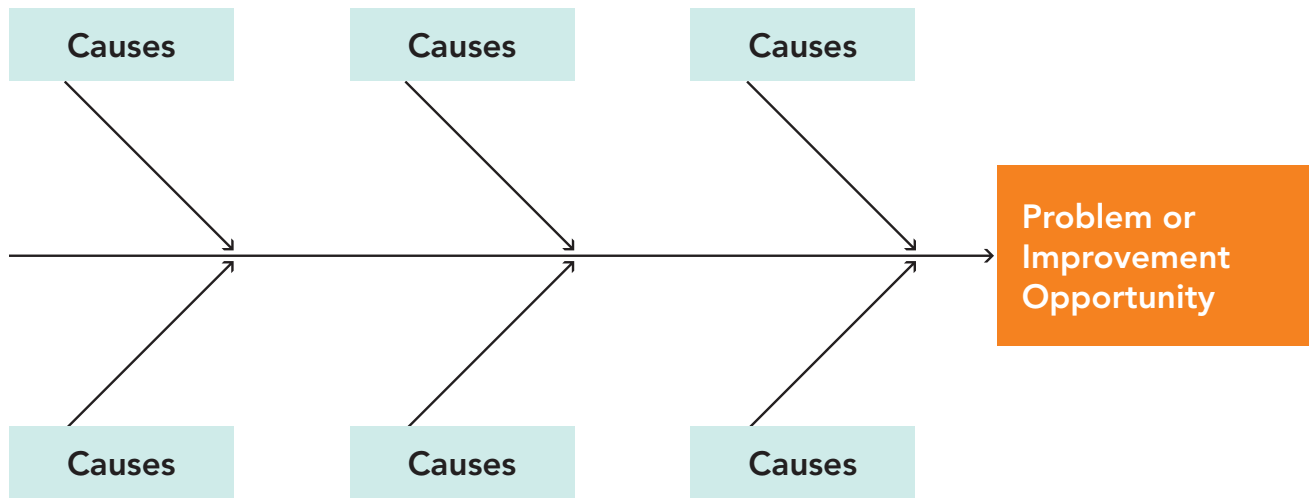
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Appendix D: Performance Improvement Assessment Tools *continued*

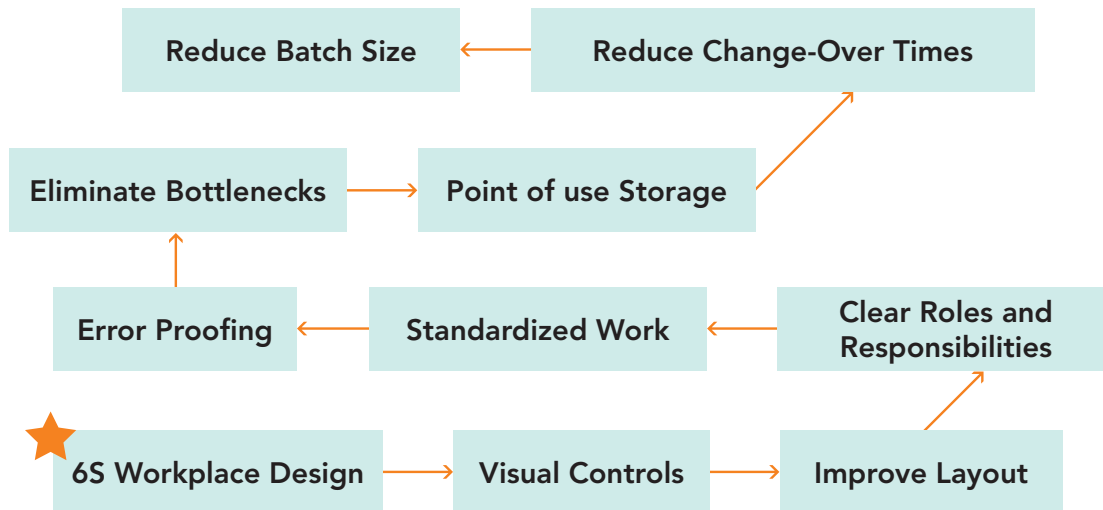
Fishbone Diagram

Clearly identifies the various factors or causes affecting a process. By identifying the problem on the right side of the diagram, your team can brainstorm and collect data listing potential causes of the problem on the left side of the diagram.



Frontline Waste Tool

An assessment tool used to identify waste in a system and help you understand where to focus your improvement efforts (aka Value Stream Mapping)



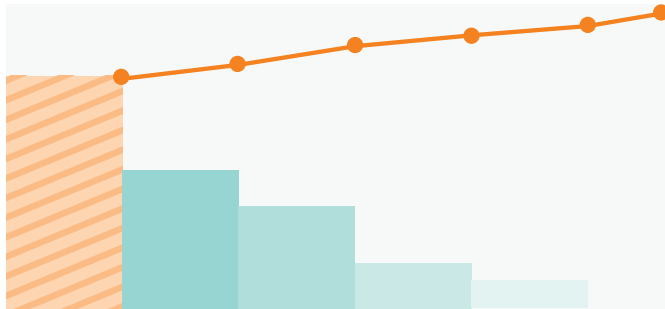
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Appendix D: Performance Improvement Assessment Tools *continued*

Pareto Charts

A bar graph that illustrates the percentage of problems caused by different sources. Helps identify the “vital few” problems that you should focus on first.



Prioritization Matrix

This tool helps UBTs decide what to do after key actions or criteria have been identified but their relative importance (priority) is not known with certainty. Prioritization matrices are especially useful if problem-solving resources, such as people, time or money, are limited, or if the identified problem-solving actions are strongly interrelated. To create a matrix, you must judge the relative ability of each possible action to effectively deliver the results you want compared to every other identified action. The product of your work is a weighted ranking of all the possible actions you are considering. The finished matrix can help the UBT to make an overall decision or determine the sequence in which to attack a problem or work toward a SMART goal.

| Criteria | Criteria being compared to | | | | | | | | | Row TOTAL | % |
|-----------------------|----------------------------|----------------------------|---------------------------|--------------------------|----------------------------|--------------------------------|-------------------------|----------------------------|---------------------|--------------|---|
| | Low cost a. | Use of technology b. | Potential avings c. | Increased speed d. | Decreased defects e. | Customer Satisfaction f. | Minimum impact g. | Easy to implement h. | Quick results i. | | |
| a. Low cost | | 5 | | | | | | | | | |
| b. Use of Technology | 0.2 | | | | | | | | | | |
| c. Potential savings | | | | | | | | | | | |
| d. Increased speed | | | | | | | | | | | |
| e. Decreased defects | | | | | | | | | | | |
| f. Cust. satisfaction | | | | | | | | | | | |
| g. Minimum impact | | | | | | | | | | | |
| h. Easy to implement | | | | | | | | | | | |
| i. Quick results | | | | | | | | | | | |
| Column Total | | | | | | | | | | | |

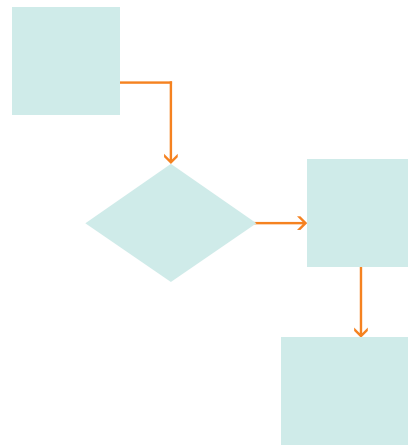
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Appendix D: Performance Improvement Assessment Tools *continued*

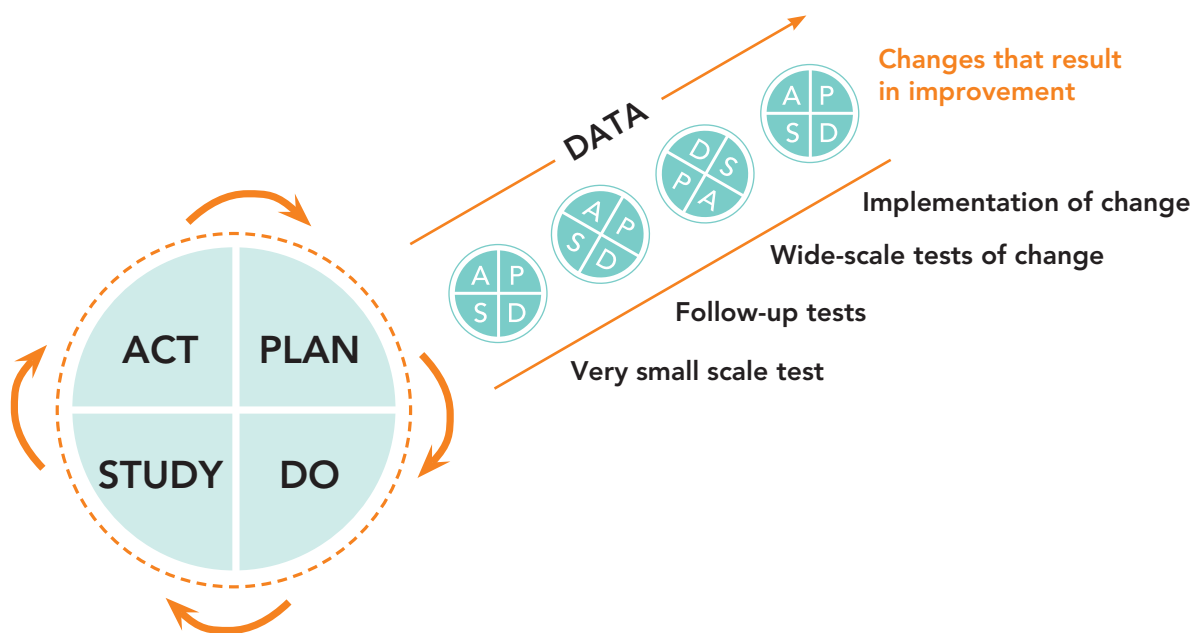
Process Map

Visually illustrates how work flows and who does what. Very useful in helping understand what is currently happening especially if multiple groups are involved. Use to identify bottlenecks and agree to what should be changed. Recommended for all work that changes a process.



RIM/PDSA

Used to explain the rapid improvement model (RIM), a process that carries teams through the Plan, Do, Study, Act steps.



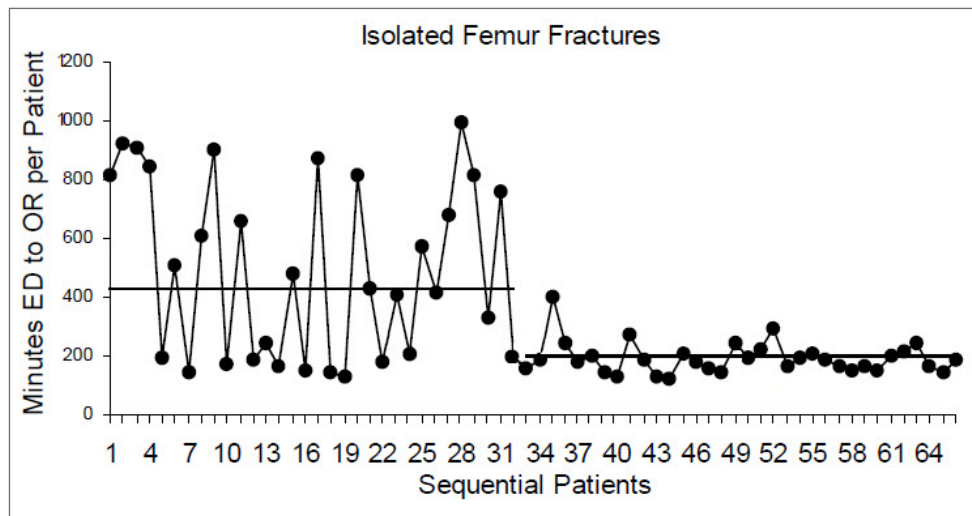
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Appendix D: Performance Improvement Assessment Tools *continued*

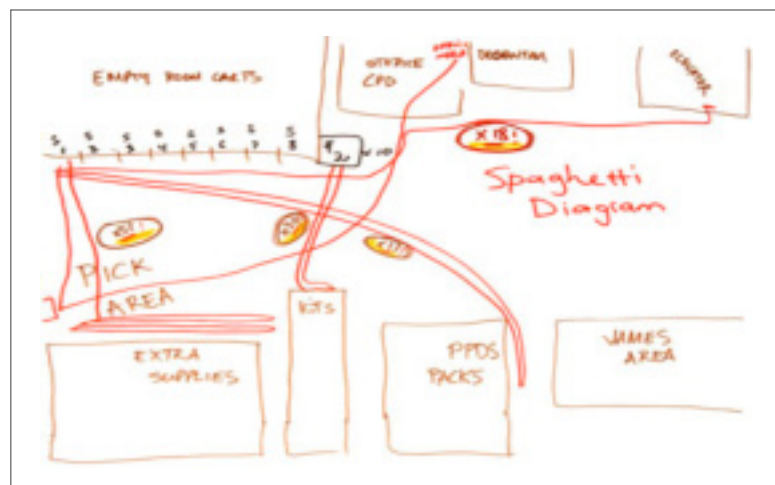
Run Charts

Line graphs that display data over time and show how the data compare to the median. This tool makes process performance visible, helps to determine if a test of change is an improvement, and validates if the results are holding.



Spaghetti Diagrams

A charting method that uses a continuous line to trace the path of a person or item through all phases of process on a diagram that depicts the physical space. Use it to expose inefficient layouts and large distances traveled.





For More Information

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