

## The Daily Metric Board: A Lean Approach to Performance Improvement.

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# The Daily Metric Board: A Lean Approach to Performance Improvement

## Perioperative Services

Lehigh Valley Health Network, Allentown, Pennsylvania

### Behavioral Objectives:

- 1. Identify tool used daily to report metrics
- 2. Recognize metrics important to Operating Room (OR) Efficiency
- 3. Examine trends in reported metrics

### Problem Statement:

Amid a journey towards becoming a Lean Healthcare environment, Lehigh Valley Hospital's Level One Trauma Center faced an inconsistency in the reporting of key OR efficiency metrics. Data was collected, yet information providing a rationale for our performance to target was not founded in real time. This lack of cohesion led to a lack of understanding and decrease in effectiveness in fixing issues related to efficiency. As part of leadership standard work, OR efficiency metrics were reported on a visibility wall monthly. This visual control was necessary to deem our on-target or off-target progress in achieving a more lean, efficient process. We were seeing results, but were unsatisfied. We believed there was a long lag between problem identification and problem solving.

### Rationale:

If information is unknown, the team cannot begin to problem solve. Gathering and posting metrics allows staff to see the large picture and begin to ask the "5-whys." Daily transparency is one element required in order to change behaviors.

### Methodology:

The idea of a daily metric board, or performance metric board, was introduced to the team. The leaders within the OR and Sterile Processing Department (SPD) would meet with the Director, daily, to review their key metrics:

- On Time First Case Starts
- Immediate Use Sterilization, and
- Average Room Clean Time.

A "Notes" section would be available to translate specifics related to actual daily performance to the target. This allowed regular and timely problem solving on a daily basis.

### Results:

Immediately, there was a 2-fold accountability created. The managers were engaged and owned their metrics, incorporating this new process into their Leadership Standard Work. The staff members directly involved in the processes creating the metrics now became owners. Teams become responsible to provided explanations for all metrics outside of the accepted range. All metrics followed on the daily metric board have both surpassed targets and have been sustained.

### Take Home Messages:

- PDCA – Change what isn't working
- Create and sustain an engaged group
- Establish achievable targets
- Track what is important for success – alter daily metrics once sustainability has been achieved
- Make it part of Leadership Standard Work

