

Key Performance Indicators (KPI)



Prepared By :
Head Of Quality Department
Inaam Nassrallah

DEFINITION

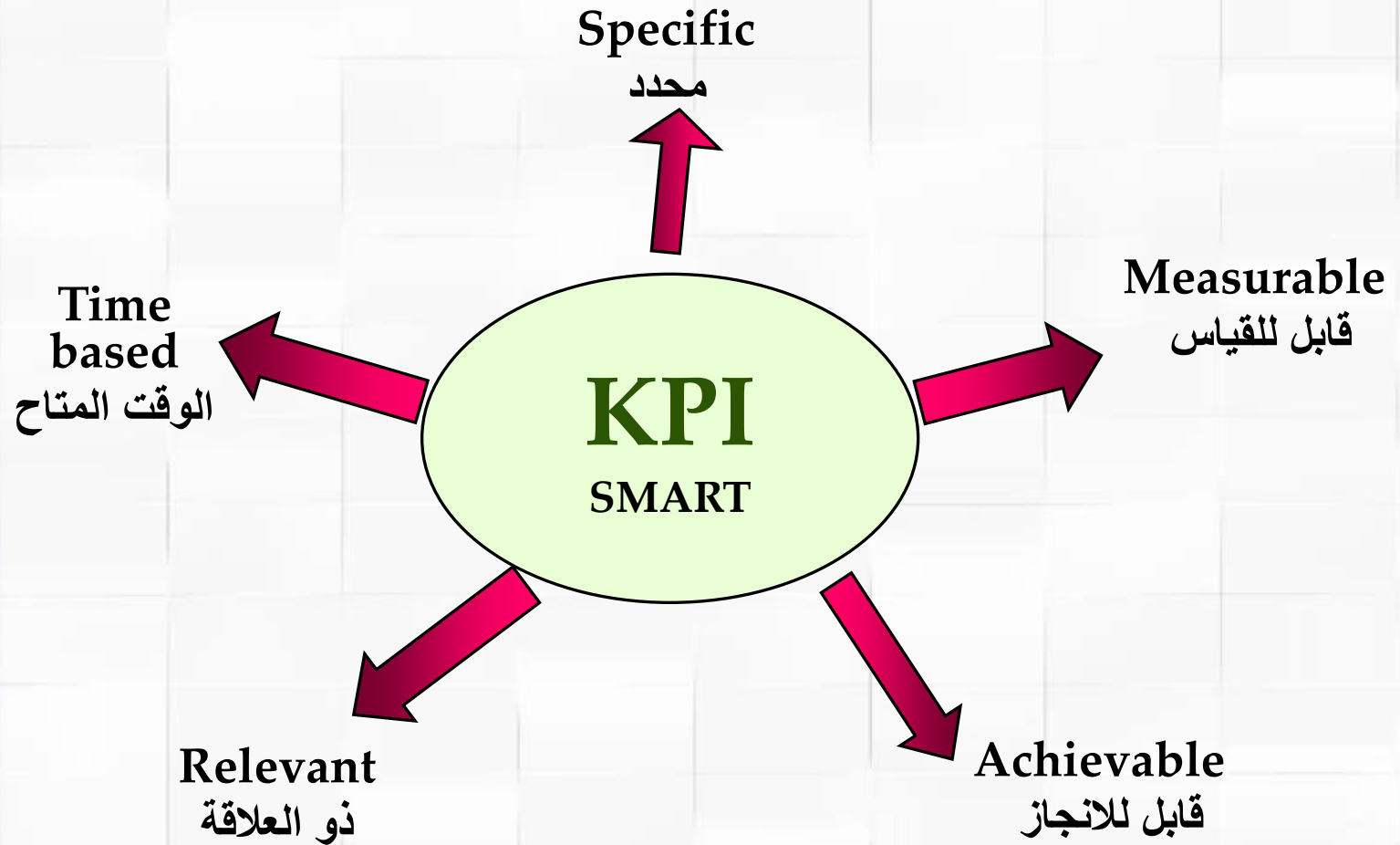
- ▶ A key performance indicator/ **KPI**: is a measurement tool, which is rate-based or defined as an event.
- ▶ A key performance indicator is a numerical measure based on quantitative and qualitative data collection and aggregation that is expressed in various ways(rates, averages, proportions ,...)
- Are data, that will be used to determine progress toward goals.

- ▶ **Indicators are reliable and valid measures used to screen/assess organizational and practitioner performance issues, but not direct measures of quality**
- ▶ **A performance indicator is a quantitative tool that provides information about the performance of a clinic's process, services, functions or outcomes.**
- ▶ **Indicator is a number which reflect performance**
- ▶ **Indicator = numerator / denominator (within period of time)**

Questions needs to ask when developing the KPI

- **What is the event or observation being tracked?(numerator)**
- **What is the population base from which the indicator is calculated?(denominator)**
- **Over what period will the event or observation is tracked?(time period)**

KPI



What Do I Do With Key Performance Indicators?

- ▶ Good KPI reflect your organization's **goals**,
- ▶ KPIs give everyone in the organization **a clear picture** of what is important, of what they need to make happen.
- ▶ Use **to manage performance**.
- ▶ You make **sure that everything the people in your organization do is focused on meeting or exceeding those Key Performance Indicators..**
- ▶ Compare actual conditions with a specific set of reference conditions.
- ▶ Measure the 'distance(s)' between the current environmental situation and the desired

Selection of a Performance Indicator

Based on the following considerations:

- ▶ Relevance to mission - whether the indicator addresses the population served.
- ▶ OPERATIONAL importance - whether it addresses a operational important process that is:
 - high volume
 - problem prone or
 - high risk

Performance Measures And Indicators:

- ▶ **Key performance indicators are linked to accreditation (Measure is the "What" of something.)**
- ▶ **Indicator is the "HOW" of something : It is quantification of performance measure.**
- **While measures, indicators address the 'WHAT' and the 'HOW', targets answer the "HOW MUCH" of something.**
- **It is specific quantitative or qualitative goal against which actual outputs or outcomes will be compared.**
- **Targets** are a desired goal that the organization wants to achieve.

For ex:

- ▶ **Employee satisfaction needs to be measured. (In this ex. Employee satisfaction is the measure).**
- **(the indicator of Employee satisfaction is: the percentage of Employee that are satisfied in this organization for a period of time).**

Types Of Indicators

Measures the inputs to the process and resources allocated to provide service

يقيس المدخلات \ المشاكل والعيوب في النشاطات والموارد
الموجودة لتأمين الخدمة

Structure indicator

Measures a discrete activity that is carried out to provide care or service

يقيس النشاطات والعمليات لتأمين الخدمة

Process Indicator

Measures what happens or does not happen as the result of a process or processes

يقيس النتائج الحاصلة وغير الحاصلة كنتيجة للعمليات والنشاطات

Outcome Indicator

OUTCOME MEASURE VS. PROCESS MEASURE VS. STRUCTURE MEASURE

▶ Structure indicators:

Describe the type and amount of resources used to deliver programs and services.

Such indicators are related to resource allocation (staff , money , supplies, equipment and building).

▶ Process indicators:

Such indicators provide a measure of the activities and tasks undertaken to achieve program or service objectives. They relate to resource utilization, which constitute the activities that occur between Students and providers- what is done to the student/employee....

Example: Practical work doing in lab...

Cont....

▶ Outcomes measures:

Report the results of activities or services. These tools measure the effectiveness of an agency's performance and the public benefit derived. They represent the highest form of performance measures.

Ex of outcome measures include:

- ▶ the ratio of **ACHIEVEMENTS OF LEARNING OUTCOMES OF THE COURSE** to the total **OF LEARNING OUTCOMES**

Common Questions that are asked by accreditation surveyors include:

- 1. What indicators are being used?**
- 2. Why were they selected? By whom?**
- 3. How is the information from the indicators used for quality improvement?**
- 4. How are the results shared within your organization?**

Step-By-Step Guide To Develop Key Performance Indicators For Quality Improvement

➤ **STEP 1: Educate the organization (develop a common understanding):**

- Capacity building and training sessions should be provided to staff in organization in order to help them understand the role, benefits and definition of indicators.
- A common understanding about KPI need to be developed to enable everybody to get involved in developing and measuring indicators.

CONT....

➤ **STEP II: Find the right thing to measure/Determining the right Indicators**

- Teams can brainstorm about the kinds of indicators needed for measurement.
- It is not the quantity of indicators that count; it is quality and rigor of measurement.
- Identify the "critical few" indicators that will be used to measure performance in the short to medium term by insuring that those indicators are:
 1. **Specific-eliminates ambiguity,shows relevance**
 2. **Linked-(cause and effect) linkages to other indicators.**
 3. **Reliable- scientifically and sound,provide an appropriate degree of accuracy.**
 4. **Available- data is easily accessible or they is a low level of effort to collect and analyze .**
 5. **Understandable-data can be easily grasped by various audiences.(for instance,when choosing key performance indicators, you should balance the three types of quality indicators (Structure,Process and Otcomes).**

CONT.....

➤ **Step III: Build a data Collection Strategy:**

For each KPI, it is important to clarify key points such as:

- a. Individuals responsible for data collection and reporting;
- b. Data source(s);
- c. Data availability;
- d. The timeline and resource requirements to initiate data collection.

➤ **Step IV: Complete Data Collection Templates for Indicator:**

(Sample Data Collection Sheet)

Data Collection, Analysis And Reporting:

- ▶ **Report on performance on an ongoing basis, one needs to be able to answer the following question:**
 1. **What** are the right indicators to judge performance?
 2. **Where** will we find the data to report on performance?
 3. **Who** will be responsible for gathering, analyzing and reporting on this data in an informative way?
 4. **How** will the performance information be presented commented on?
 5. **When** will the performance information be presented and comment on?
- ▶ **Share results with other departments/unit in your Faculty**
- ▶ **Share results with management**
- ▶ **Present the information in a clear and interesting way, using appropriate tool (Use visual aids, pictures, diagrams and graphs..)**

THE ACCREDITATION AND DATA

The Accreditation requirements clearly state that:

- ▶ Data collection is paramount to the ongoing progression of the quality plan .
- ▶ Data should ordinarily be collected on such indices.
- ▶ Follow up analysis and actions undertaken should be benchmarked to determine an acceptable level.
- ▶ It is necessary that data be analyzed into meaningful statistics and then planned interventions executed in response to any deficits identified.

Role, Benefits And Use Of Performance Indicators:

According to the accreditation standards, QIPs must have:

- 1-Very clear ,precise objectives using key performance indicators as the measurement tools
- 2-**indicators** which can be established using the S.M.A.R.T. principles which are clearly specific, Measurable, Achievable, Realistic and Time-bound .
- 3-Objectives which demonstrate realistic expectations.
- 4-Monitoring and documenting process on a regular basis of the efforts to achieve desired outcome.

Conclusion

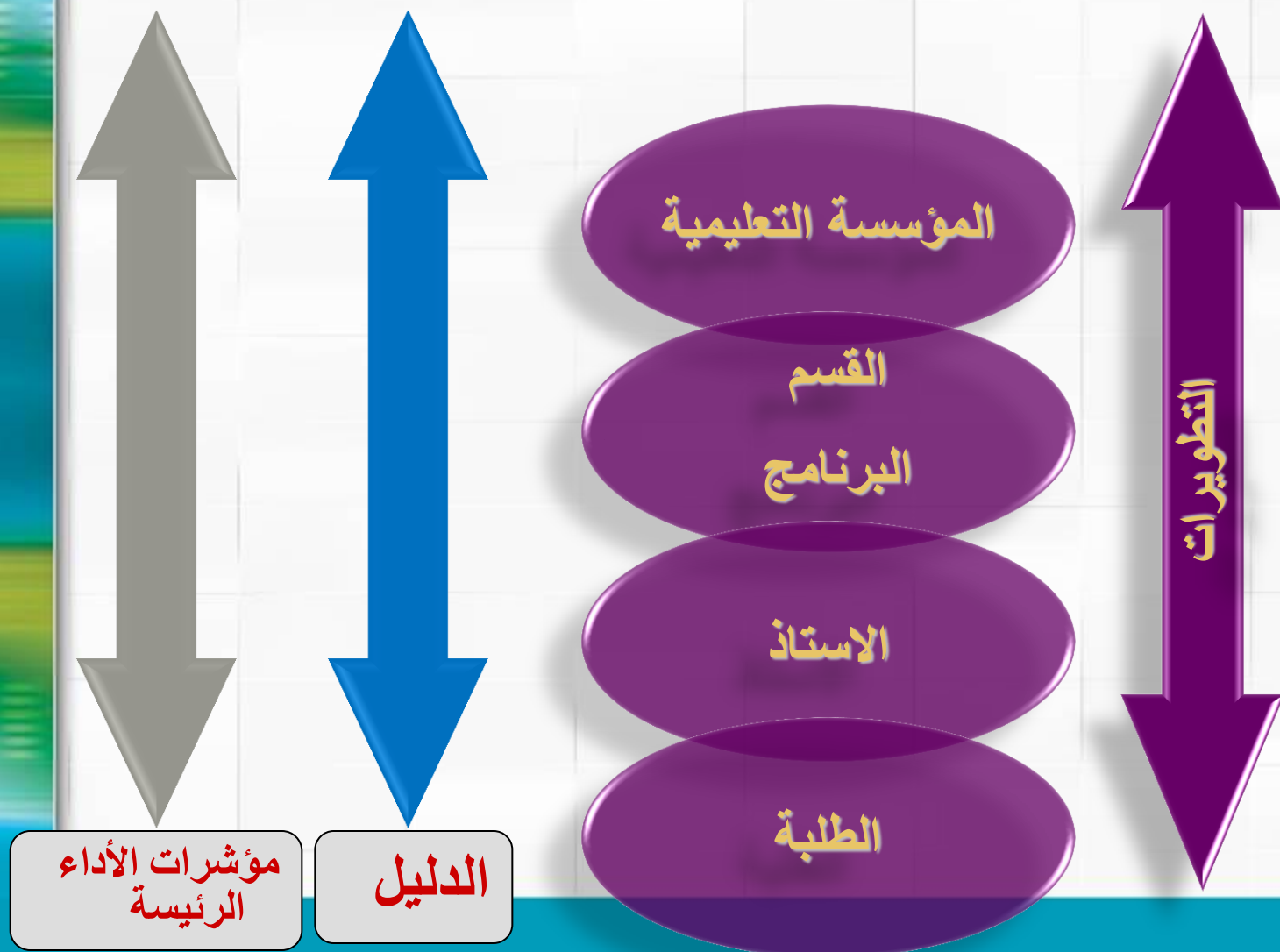
- ▶ **It is important to know, that interpreting data, you need to address the following key questions**
 1. What are the trends or patterns in data?
 2. What do the trends and patterns signify?
 3. Are there other factors involved?
 4. Are there opportunities for improvement?
 5. What is the benchmark?
- ▶ **Performance measurement is essential to quality improvement.**
- ▶ **Organizations are required to indentify, collect, analyze and report data.**
- ▶ **Are also required to translate data into information.**

(Post the KPIs everywhere: in the department room, on the walls of every conference room, on the company intranet, even on the company web site for some of them.

- ▶ Show what the target is for each KPI
- ▶ show the progress toward that target for each of them.

**People will be motivated to reach
those KPI targets**

ربط مؤشرات الأداء الرئيسة على كل المستويات



نشاط رقم (1)

اختر واحداً من مجالات العمل الرئيسة التي تعمل على تطويرها

- أكتب هدفين فيها Obj.
- حدّد إجراءات تحقيق كل هدف Actions
- حدّد مؤشرات الأداء لكل هدف KPI
- حدّد طريقة قياسه Tool measurment
- حدد مستوى الأداء المستهدف Target

مثال: التقرير السنوي

المشكلة	التأثير على البرنامج	العمل لمعالجة الوضع
نقص في عدد أعضاء هيئة التدريس	زيادة العبء أثر على مخرجات التعلم في البرنامج	زيادة عدد أعضاء هيئة التدريس
KPI	KPI- Evidence	KPI Benchmark

مؤشرات التعلم والتعليم

- نسبة الطلبة إلى أعضاء هيئة التدريس
- تقدير الطلبة العام لجودة المقررات
- نسبة الطلبة الذين أكملوا السنة الأولى بنجاح
- نسبة الطلبة الذين تخرجوا في المدة المحددة للبرنامج

مثال

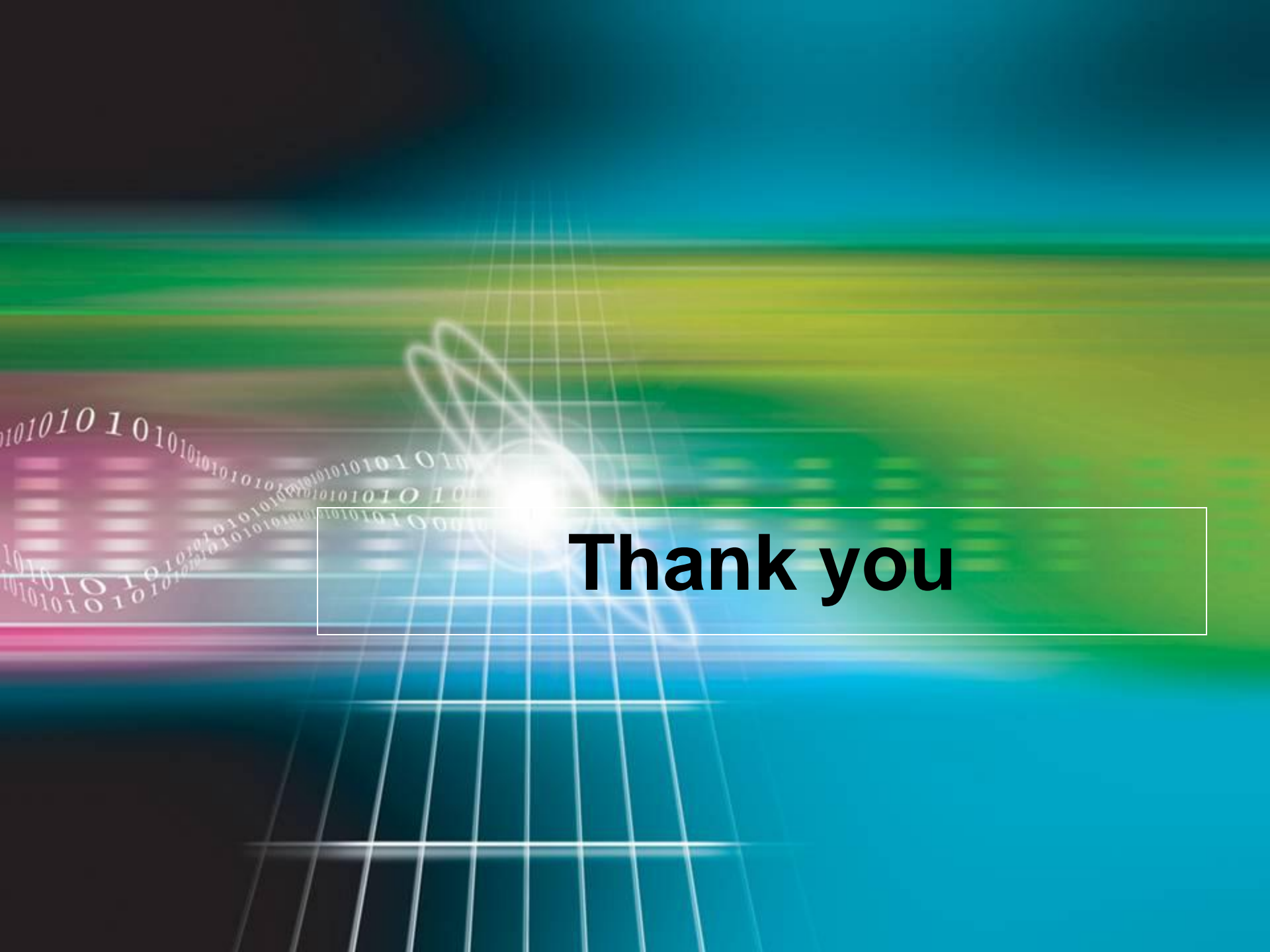
البيانات الأدلة	الهدف	المقارنة		النتيجة	المؤشر	المعيار
		خارجية	داخلية			
البيانات؟ الأدلة؟	35 50 75 %	%85	%35	%30	نسبة الطلبة الذين التحقوا بالبرنامج وتخرجوا في الوقت المحدد	التعلم والتعليم

مؤشرات البحث العلمي

- عدد الأبحاث المنشورة لكل عضو هيئة تدريس في السنوات الثلاث الأخيرة.
- نسبة أعضاء هيئة التدريس الذين لديهم على الأقل بحث واحد منشور خلال السنة الماضية.
- عدد الاستشهادات في المجلات المحكمة لكل عضو هيئة تدريس.

مؤشرات أخرى

- تقويم الطلبة لخدمات المكتبة
- تقويم الطلبة لخدمات الإرشاد الأكاديمي
- نسبة أعضاء هيئة التدريس الذين شاركوا في أنشطة التطوير المهني خلال العام الماضي



Thank you