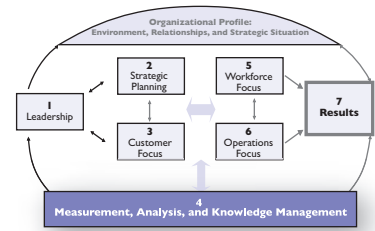


## 4

## Measurement, Analysis, and Knowledge Management (90 pts.)

The *Measurement, ANALYSIS, and Knowledge Management* category examines HOW your organization selects, gathers, analyzes, manages, and improves its data, information, and KNOWLEDGE ASSETS and HOW it manages its information technology. The category also examines HOW your organization uses review findings to improve its PERFORMANCE.



### 4.1 Measurement, Analysis, and Improvement of Organizational Performance: How do you measure, analyze, and then improve organizational performance? (45 pts.)

Process

Describe HOW your organization measures, analyzes, reviews, and improves its PERFORMANCE through the use of data and information at all levels and in all parts of your organization.

Within your response, include answers to the following questions:

#### a. PERFORMANCE Measurement

- (1) **PERFORMANCE MEASURES** How do you select, collect, align, and integrate data and information for tracking daily operations and overall organizational PERFORMANCE, including progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? What are your KEY organizational PERFORMANCE MEASURES, including KEY short-term and longer-term financial MEASURES? How frequently do you track these MEASURES? How do you use these data and information to support organizational decision making and INNOVATION?
- (2) **Comparative Data** How do you select and ensure the EFFECTIVE use of KEY comparative data and information to support operational and strategic decision making and INNOVATION?
- (3) **PATIENT and STAKEHOLDER Data** How do you select and ensure the EFFECTIVE use of VOICE-OF-THE-CUSTOMER data and information (including complaints) to support operational and strategic decision making and INNOVATION?
- (4) **Measurement Agility** How do you ensure that your PERFORMANCE measurement system is able to respond to rapid or unexpected organizational or external changes?

#### b. PERFORMANCE ANALYSIS and Review

How do you review organizational PERFORMANCE and capabilities? How do you use your KEY organizational PERFORMANCE MEASURES in these reviews? What ANALYSES do you perform to support these reviews and ensure that conclusions are valid? How do you use these reviews to assess organizational success, competitive PERFORMANCE, financial health, and progress relative to STRATEGIC OBJECTIVES and ACTION PLANS? How do you use these reviews to assess your organization's ability to respond rapidly to changing organizational needs and challenges in your operating environment?

#### c. PERFORMANCE Improvement

- (1) **Best-Practice Sharing** How do you use PERFORMANCE review findings to share lessons learned and best practices across organizational units and WORK PROCESSES?
- (2) **FUTURE PERFORMANCE** How do you use PERFORMANCE review findings and KEY comparative and competitive data to project future PERFORMANCE?
- (3) **Continuous Improvement and INNOVATION** How do you use organizational PERFORMANCE review findings to develop priorities for continuous improvement and opportunities for INNOVATION? How are these priorities and opportunities DEPLOYED to work group and functional-level operations throughout your organization? When appropriate, HOW are the priorities and opportunities DEPLOYED to your suppliers, PARTNERS, and COLLABORATORS to ensure organizational ALIGNMENT?

#### Notes:

N1. Performance measurement (4.1a) is used in fact-based decision making for setting and aligning organizational directions and resource use at the work unit, key process, departmental, and organizational levels.

N2. Comparative data and information (4.1a[2]) are obtained by benchmarking and by seeking competitive comparisons. "Benchmarking" refers to identifying processes and results that represent best practices and performance for similar activities,

inside or outside the health care industry. Competitive comparisons relate your organization's performance to that of competitors and other organizations providing similar health care services.

**N3.** Organizational performance reviews (4.1b) should be informed by organizational performance measurement and by performance measures reported throughout your Criteria item responses, and they should be guided by the strategic objectives and action plans described in items 2.1 and 2.2. The reviews also might be informed by internal or external Baldrige assessments.

**N4.** Performance analysis (4.1b) includes examining performance trends; organizational, health care industry, and technology projections; and comparisons, cause-effect

relationships, and correlations. Performance analysis should support your performance reviews, help determine root causes, and help set priorities for resource use. Accordingly, such analysis draws on all types of data: patient- and stakeholder-related, health care outcome, financial and market, operational, and competitive/comparative.

**N5.** The results of organizational performance analysis and review should contribute to your organizational strategic planning in category 2.

**N6.** Your organizational performance results should be reported in items 7.1–7.5.

For additional description of this item, see pages 39–41.

## 4.2 Management of Information, Knowledge, and Information Technology: How do you manage your information, organizational knowledge, and information technology? (45 pts.)

Process

Describe HOW your organization builds and manages its KNOWLEDGE ASSETS. Describe HOW your organization ensures the quality and availability of needed data, information, software, and hardware for your WORKFORCE, SUPPLIERS, PARTNERS, COLLABORATORS, and PATIENTS and STAKEHOLDERS.

Within your response, include answers to the following questions:

### a. Data, Information, and Knowledge Management

(1) **Properties** How do you manage your organizational data, information, and knowledge to ensure the following properties?

- accuracy
- integrity and reliability
- timeliness
- security and confidentiality

(2) **Data and Information Availability** How do you make needed data and information available to your WORKFORCE, SUPPLIERS, PARTNERS, COLLABORATORS, PATIENTS, and STAKEHOLDERS, as appropriate?

(3) **Knowledge Management** How do you manage organizational knowledge to accomplish the following?

- the collection and transfer of WORKFORCE knowledge
- the transfer of relevant knowledge from and to PATIENTS, STAKEHOLDERS, SUPPLIERS, PARTNERS, and COLLABORATORS
- the rapid identification, sharing, and implementation of best practices
- the assembly and transfer of relevant knowledge for use in your INNOVATION and strategic planning PROCESSES

### b. Management of Information Resources and Technology

(1) **Hardware and Software Properties** How do you ensure that hardware and software are reliable, secure, and user-friendly?

(2) **Emergency Availability** In the event of an emergency, HOW do you ensure the continued availability of hardware and software systems and the continued availability of data and information to EFFECTIVELY SERVE PATIENTS, STAKEHOLDERS, and organizational needs?

### Note:

**N1.** Data and information access (4.2a[2]) might be via electronic or other means.

For additional description of this item, see page 41.

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