Performance Measurement: Accelerating Discovery, Improving Systems and Organizations
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I. Review of Program Area Goals
II. Response to EAB Recommendations
III. Progress
IV. Future plans

Areas most important to our renewal

Information not covered in presentation submitted as supplemental material
I. Program Area Goals

1. Longitudinally track and evaluate initiative and program outcomes

2. Implement a performance measurement and improvement initiative

3. Create a transdisciplinary center for evaluation research

4. Collaborate with local, regional and national CTSA institutions and support NCATS initiatives
II. Summary of Major EAB Recommendations

• Digital Dashboarding Tool.
  – Plans to select software and co-design V2.0 dashboard with Bioinformatics
  – Capture high priority/novel metrics in emerging strategic plan

• Ratio of Outputs to Outcomes.
  – Balance of dashboard metrics
  – Output=10/ Outcome=7

• Cost-Outcome Evaluation.
  - 2014 Focus on Return on Investment (ROI)
II. Summary of Major EAB Recommendations (continued)

• Tracking Career Outcomes.
  – Stay with RU Graduate Tracking System Survey (GTSS) in CTSA cycle
  – Migrate to ORCHID post-2015/16

• KL2 Education and Training Dashboard.
  - At end of year 4, conduct additional analyses to design metrics based strategic plan for renewal application
  - Measure career performance and pathway by type of training and track metrics associated with success

• IRB Process Mapping and Outputs.
  - Stratified IRB metrics by partner site
  - UC BRAID IRB workgroup
  - Interdependent IRB metrics and IRB Directors are critical
II. Summary of Major EAB Recommendations (continued)

EAB Strengths/Assets

- Executive Dashboard Initiative
  - to monitor and improve organizational outputs and outcomes
  - guide timely decision-making is another strength

- Cross-component performance metrics linked to strategies in the strategic framework
  - including Return on Investment (ROI) is a great asset
NCATS/CTSA Context for Evaluation

- **IOM Report**
  1. Formalize and standardize evaluation processes
  2. Lead in developing evaluation methodologies and metrics
  3. Critical for accountability, transparency, informed decision-making, and communication regarding outcomes and value of investment
### III. Progress

<table>
<thead>
<tr>
<th>Goal 1</th>
<th><strong>Longitudinally track and evaluate initiative and program outcomes</strong></th>
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<tbody>
<tr>
<td></td>
<td>• UCLA CTSI Executive Dashboard</td>
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<tr>
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<td>• Continue to collect data and update 17 metrics</td>
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<td></td>
<td>• Metrics definition and interpretation</td>
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CTSI Performance Measurement Strategy

**Goals:**
Conduct performance measurement to

- **Accelerate discovery**
- **Enhance performance**
  - Systems/Organizations/Programs
  - Metrics based strategic plan
  - Interfaces and interdependencies

**Aims:**
Facilitate a collaborative process to:

1. Align metrics with strategic plan
2. Set performance targets
3. Plan high impact interventions to optimize performance
EAB Supplement I provides metric definitions, interpretations, and format for setting performance targets.
## ROI/Return Dashboard Metrics

### CTSI Goal 2: Team Science

**Return on Investment/Return**

<table>
<thead>
<tr>
<th>Goal 2</th>
<th>Metric</th>
<th>Data Source(s)</th>
<th>Periodicity</th>
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<tbody>
<tr>
<td>Return on Investment (ROI): Vouchers, pilot grants</td>
<td>Scientific Achievement survey</td>
<td>Annual</td>
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<tr>
<td>Return /CTSI Grant Facilitation (includes RRT)*</td>
<td>Office of the Institute Admin records</td>
<td>Annual</td>
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ROI metrics reflect cumulative yield from 2011 voucher and pilot grant awardees only
### Goal 2

**Implement a Performance Measurement and Improvement Initiative**

- Template for setting metric targets
- Continue collaborations, e.g.:
  - CTSI-Regulatory Program to track IRB
  - CTRC needs assessment to identify investigator needs/interests
  - UC BRAID to measure and improve contracting
  - UC BRAID needs assessment on virtual biobank
  - UC CAI performance metrics and innovator knowledge and skills development
### Goal 3

#### Create a transdisciplinary center for evaluation research

- U54 Pending (Norris and Davidson): NIH BUILD/NRMN Coordination and Evaluation Center
  - **BUILD**: Building Infrastructure Leading to Diversity
  - **NRMN**: National Research Mentoring Network

- F5LA Dental Home Project/ Evaluate access to care in 22 safety net clinics

- J. Macy: Innovative tools for Evaluating Interprofessional Competencies
### Goal 4

**Collaborate with local, regional and national CTSA institutions and support NCATS initiatives**

<table>
<thead>
<tr>
<th>UC BRAID</th>
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<tr>
<td>NHLBI Center for Accelerating Innovation (CAI)</td>
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<tr>
<td>Evaluation Network</td>
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<tr>
<td>Contracting Workgroup</td>
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<tr>
<td>Biobanking Workgroup</td>
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<tr>
<td>IRB Workgroup</td>
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<tr>
<td>Standardize Research Education Metrics</td>
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<tr>
<td>Bibliometrics</td>
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IV. Future Plans

I. Continue developing performance measurement system in collaboration with CTSI leaders and BIP

1. Continue reporting and refining existing metrics
2. Set performance targets
3. Develop high impact interventions to accelerate discovery and enhance org performance
4. Expand dashboard to reflect metrics-based strategic plan
II. Collaboratively design metrics based strategic plan

III. Develop capabilities and competencies in performance enhancement in the research enterprise.

IV. Continue expansion in UC BRAID, UC CAI, and NCATS/CTSA evaluation activities.

V. Support and sustain evaluation program through extramural funding.

UC BRAID: Biomedical Research Acceleration, Integration, and Development
UC CAI: Center for Accelerating Innovation funded by National Heart Lung Blood Institute
Supplementary Materials

Supplement I. UCLA CTSI Executive Dashboard Metrics Definitions, Interpretation, and Format for Setting Performance Targets

Supplement II. Detailed Responses to 2013 EAB Recommendations