

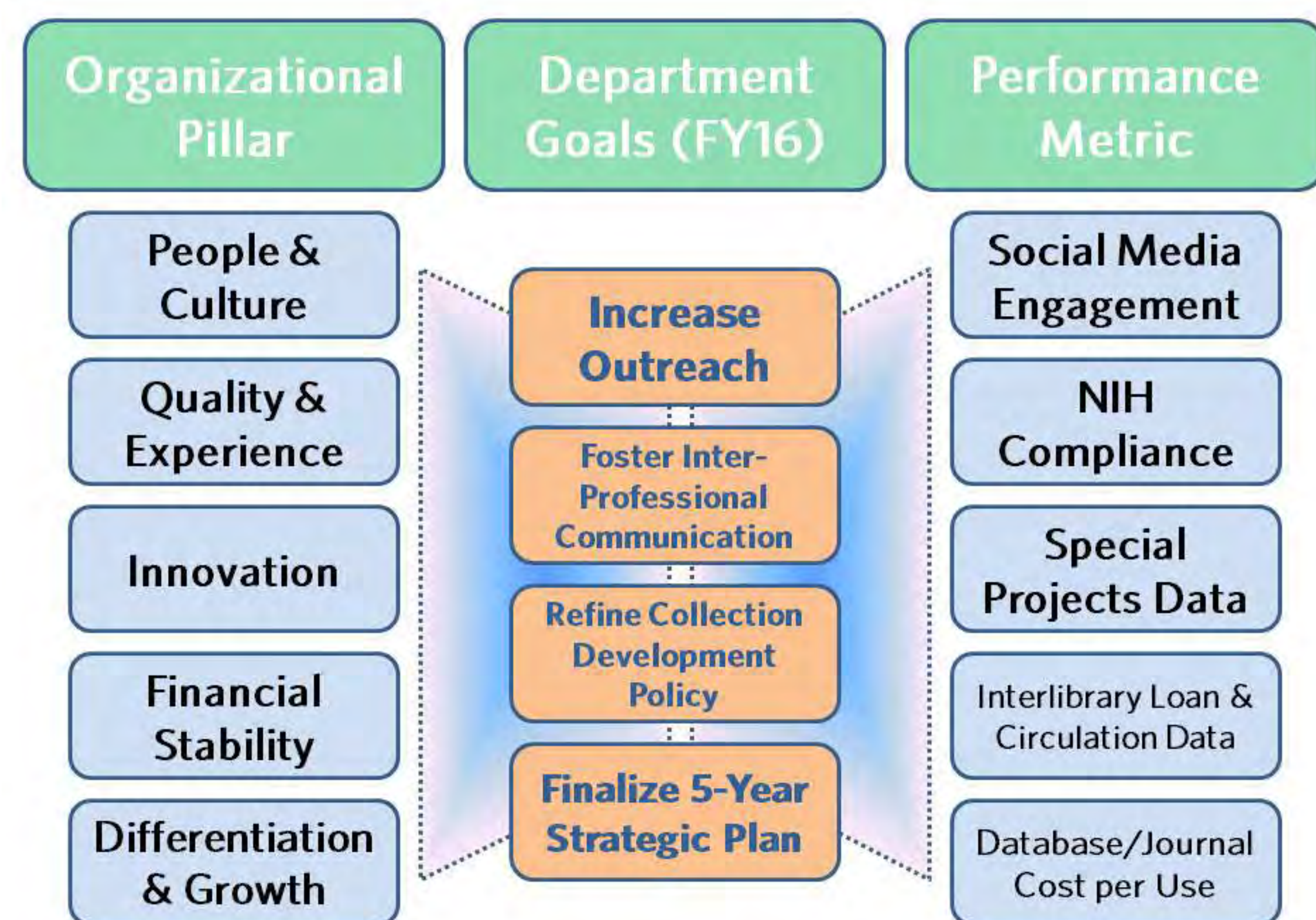
# Performance Metrics in the Lee Graff Medical & Scientific Library

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## INTRODUCTION

In 2014, the Lee Graff Medical & Scientific Library at City of Hope, in alignment with an organization-wide effort, embarked on a journey to operational excellence supported by the use of performance metrics. The metrics apply to both the day-to-day operation of the library and to departmental goals aligned with City of Hope's 2013 - 22 Strategic Pillars (Fig. 1). The program is still in the development stage, but it has already had a positive impact on performance and efficiency.

Fig. 1: Organizational Alignment



## DATA DASHBOARD

Currently, our data dashboard (see Fig. 2a) measures interlibrary loan and document delivery turnaround time and fill rates; NIH compliance of internal publications; social media engagement; circulation statistics; and journal and database usage.

Fig. 2a: Data Dashboard

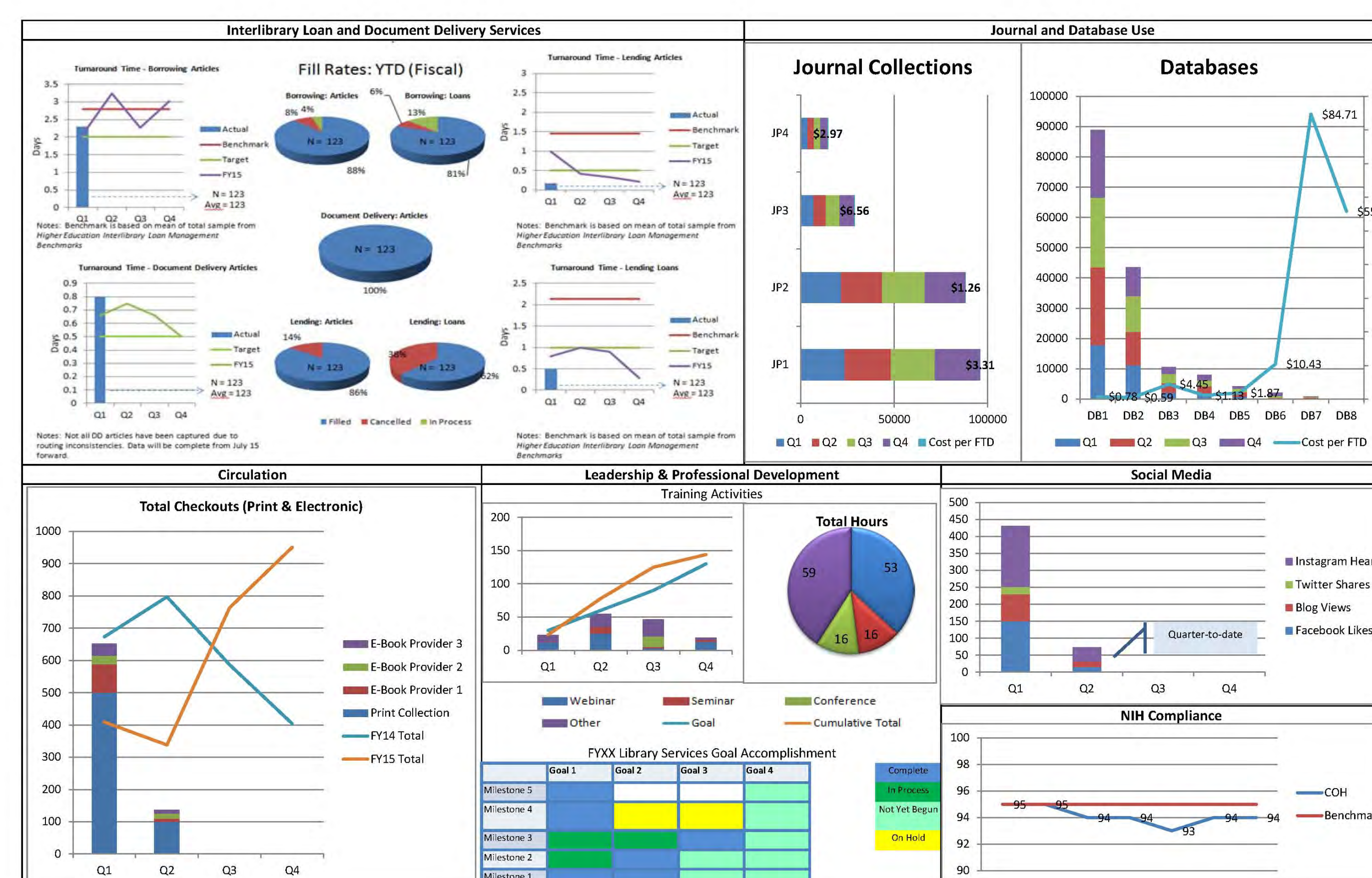
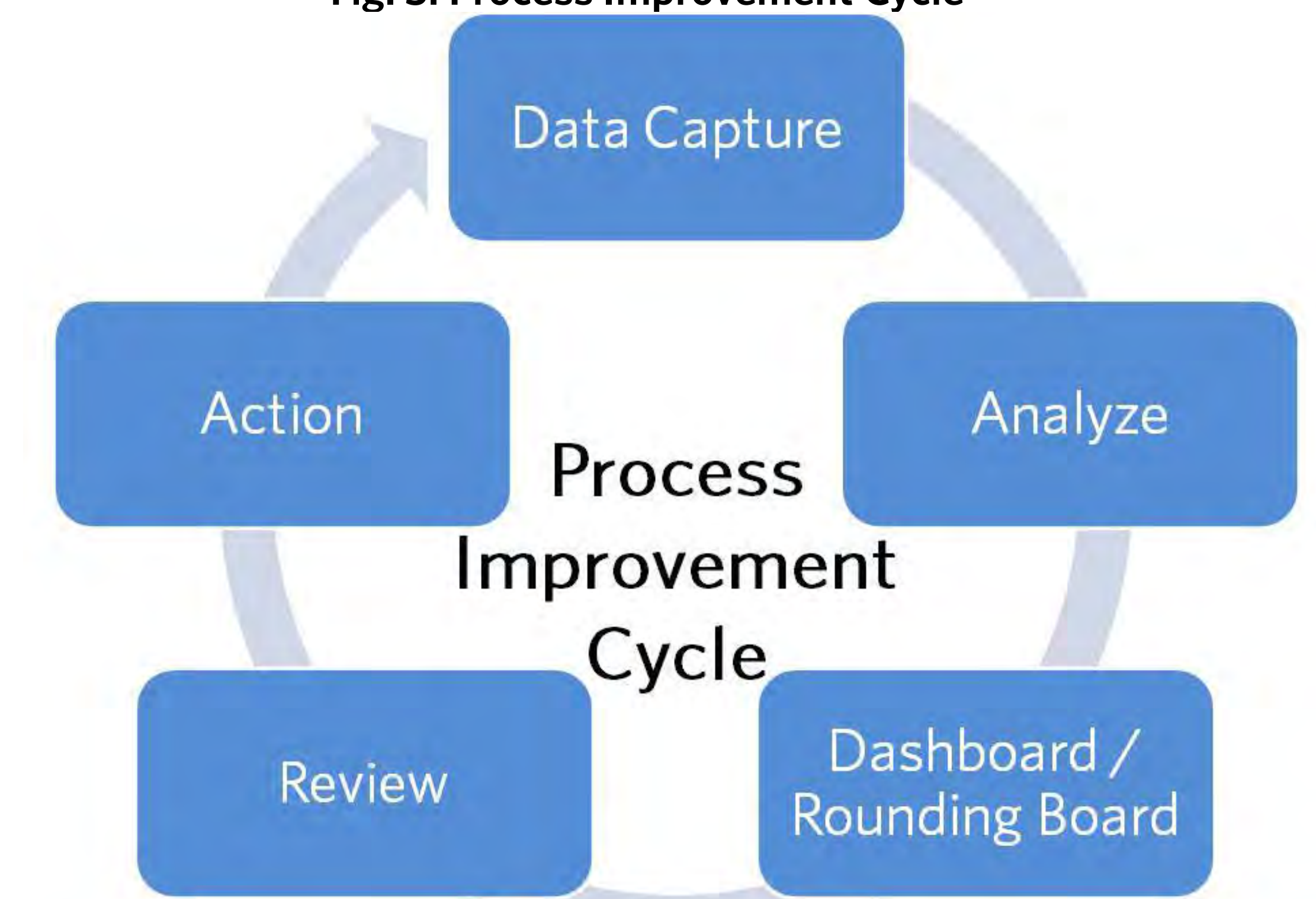


Fig. 3: Process Improvement Cycle



## MANAGING THE DATA

Data collection and reporting is handled by different individuals within the library and reviewed by the Director of Library Services on a regular basis. Weekly "rounding" meetings keep the entire staff up-to-date on the numbers. In 2016, the Librarian Team (LT) will begin reviewing the data dashboard in their bi-weekly meetings and form action plans when opportunities for improvement are detected. The Process Improvement Cycle (Fig. 3) demonstrates the journey of transforming raw data into meaningful change.

## PERFORMANCE EXCELLENCE

The library has begun using the Baldrige Performance Excellence Program (1) framework to systematically evaluate our performance, considering the approach, deployment, learning and integration of all processes.

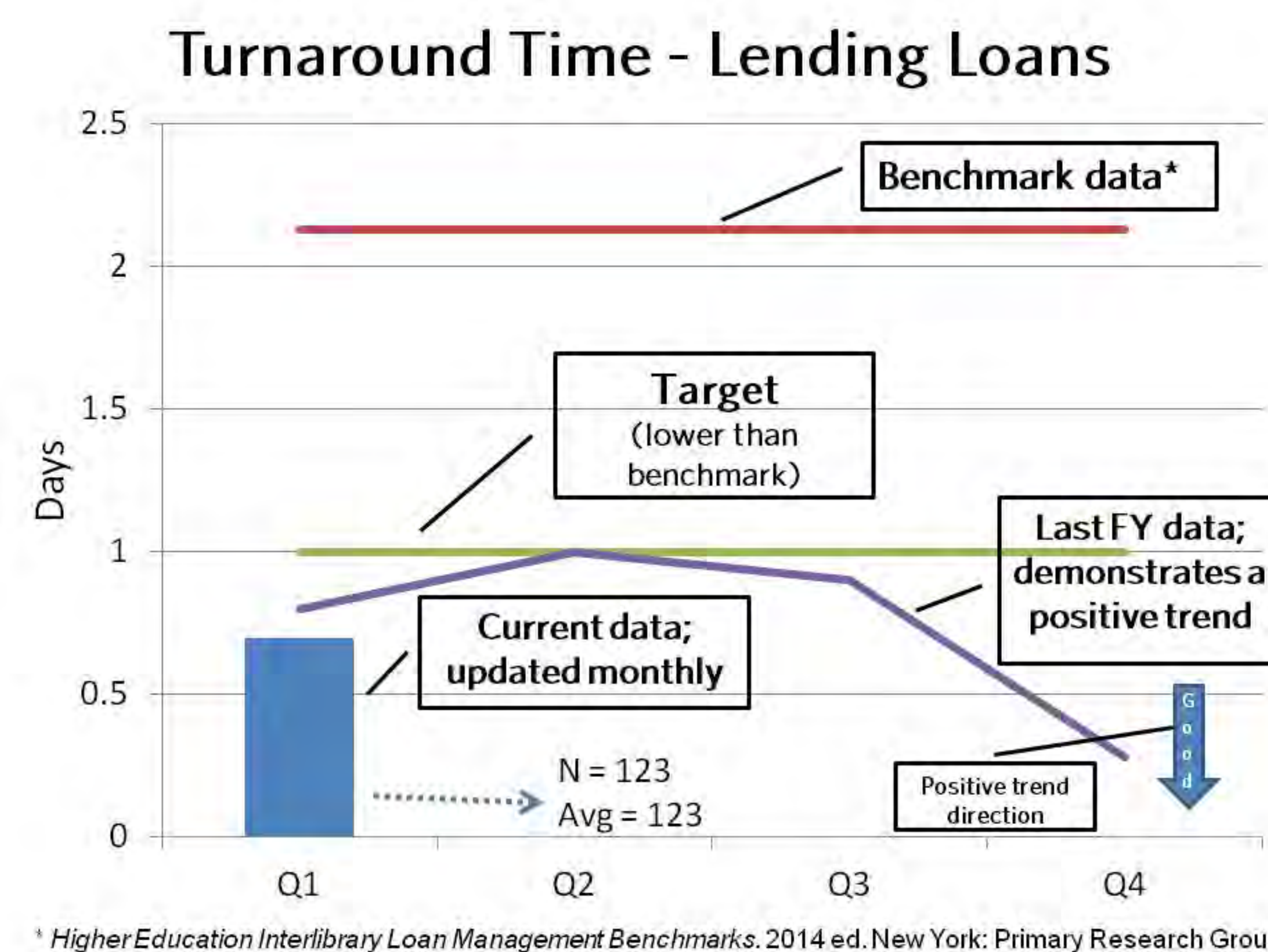
For data (see example in Fig. 2b), are goal is to look at:

- **Levels** - are the metrics appropriate for a library our size;
- **Trends** - are the number moving in the right direction;
- **Comparisons** - how are we doing compared to other libraries; and
- **Integration** - how do our metrics fit into the big picture of the library and the organization.

We also draw from concepts introduced by the *Lean Startup* (2) methodology, such as emphasizing actionable metrics and deemphasizing vanity metrics (e.g. tracking active users rather than registered users).

1) Baldrige Performance Excellence Program. 2015. 2015-2016 Criteria for Performance Excellence. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <http://www.nist.gov/baldrige>.  
 2) Ries, Eric. 2011. *The lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Crown Business.

Fig. 2b: Complete data profile



## OUR JOURNEY

The Graff Library is currently in Phase 3 of 4 (see Fig. 4) in implementing our operational excellence plan. We expect to complete Phase 4 by Spring 2016.

Fig. 4 Our Journey

## Process Improvement Effort

