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Using Metrics to Improve Performance in Strategic Partnerships

Annette Balog, BS. MBA

Executive Director, Global Product and Account
Management

Quintiles Laboratories



Metrics Development

A New Member's View

Prior to the Metrics Champion Consortium...

- **Recognition of the value of metrics**
- **Mixed and often inconsistent objectives**
- **Varied and often long lists of requirements**
- **Some real success with strategic partners**
- **Not scalable without standardization thus costly for service providers**



Metrics Development

A New Member's View

Consortium offers... *standardization and guidance on how to get real benefit from metrics.*

- **Measurable and actionable**
- **Shared evaluation of performance**
- **Shared performance improvement**
- **Continuous review and refinement of the metrics**



Metrics Development

A New Member's View

Completed a variance analysis...

Metric	Category	Metric Title	Current QLAB Status
1	General Operations	Project Management turnover during protocol	Currently tracking
2	Protocol Initiation	Average number of working days from statement of work signature to "database ready"	Currently tracking
3	Site Initiation	Percentage first supplies shipped on time	Currently tracking
4	Data Cleaning	Percentage of queries from central laboratory to site based on requisitions received	Data Available but Not Currently Requested Working to automate tracking
5	Data Cleaning	Average turnaround for resolution of queries from central lab to site	Data Available but Not Currently Requested Working to automate tracking
6	Site Support Services	Percentage of queries from site to central lab based on requisitions received	Not Currently Requested Longer - Term Availability
7	Site Support Services	Average turnaround time on queries from site to central laboratory	Not Currently Requested Longer - Term Availability
8	Safety	Percentage of panics successfully communicated to sites within defined turnaround time	Data Available but Not Currently Requested Working to automate tracking

Metrics Development

A New Member's View

9	Laboratory Operations	Percentage specific test(s) reported within expected turn around time.	Currently tracking
10	Laboratory Operations	Percentage tests not reportable	Currently tracking
11	Laboratory Operations	Percentage shipments/samples shipped from central laboratory on time to sponsor-directed third party lab	Data Available but Not Currently Requested Working to automate tracking
12	Data Management	Percentage on time accepted file transfers	Currently tracking
13	Financial Management	Plan, Forecast, and Actual Financial Report	Currently tracking
14	Financial Management	Comparison of budgeted and actual transportation costs by region and/or country	Data Available but Not Currently Requested Working to automate tracking
15	Quality Assurance	Percentage of audit findings closed within sponsor and central laboratory agreed upon timeframe	Data Available but Not Currently Requested Working to automate tracking

Standardization is key to investment in automated data capture



Metrics Implementation

Quintiles Laboratories Experience

- **Shared understanding of metrics objectives**
 - Open dialog
 - Establishment of priorities
 - Shared investment in process improvement
 - Shared return on investment (efficiency/cost reduction)
- **Examples: (*Trends seen through quarterly metrics review*)**
 - **Issue:** a.) > 4 test transfers required for each new protocol
b.) 7% of transfers had errors
 - **Action:** Sponsor/QLAB working group developed process and transfer specifications (over 9 month period of time...)
 - **Result:** a.) 1 test transfer sent prior to each new protocol
b.) > 1% of transfers have errors