



WHAT'S YOUR DEFENSIBILITY SCORE?

You know your metrics. But do you understand what created them?

This assessment isn't designed to tell you whether your organization is doing a good or bad job. It's designed to help you ask better questions.



**DON'T ANSWER BASED ON WHAT SHOULD BE HAPPENING.
ANSWER BASED ON WHAT YOU KNOW IS HAPPENING.**

2 = Yes, and we can demonstrate it

1 = Sometimes / some gaps

0 = No / I'm not sure



UNDERSTANDING THE NUMBERS

1. When one of your key metrics changes, can your leadership team explain why it changed? 0 1 2
2. Do you know which processes within your organization are driving your most important metrics? 0 1 2



UNDERSTANDING THE PROCESS

3. Do the processes your teams actually follow match the processes leadership believes they are following? 0 1 2
4. When a metric isn't where you want it to be, do you look across the organization to understand everything that may be contributing to it? 0 1 2
5. When something is working well, do you take the time to understand why it's working so that success can be repeated? 0 1 2



UNDERSTANDING THE DECISIONS

6. For your most important operational processes, is it clear who owns the process, who monitors it, and who is responsible when something needs to change? 0 1 2
7. When leadership makes an operational decision, do you consider how that decision may affect processes, the people doing the work, quality and reimbursement? 0 1 2
8. When something isn't working, do you first ask whether the problem is with the person — or with the system they're working within? 0 1 2



CAN YOU EXPLAIN IT?

9. If an outside party questioned one of your organization's results tomorrow, could you clearly explain what happened and support that explanation with evidence? 0 1 2
10. When your organization takes action, are you confident the decision is based on what you know — rather than what you assume — created the result? 0 1 2

YOUR SCORE:

____ / 20



16–20

STRONG VISIBILITY

You have meaningful understanding of the systems creating your results.



10–15

THERE'S MORE TO UNDERSTAND

There may be places where you know what is happening without fully understanding why.



0–9

START WITH UNDERSTANDING

Your answers have identified places where better questions may need to begin.

BEFORE YOU FOCUS ON THE NUMBER, ASK YOURSELF:



Where did you hesitate?



Which answer surprised you?



Where did you answer based on what you believe rather than what you know?



DEFENSIBILITY BEFORE CRISIS.

YOUR SCORE ISN'T THE CONCLUSION. IT'S WHERE THE QUESTIONS BEGIN.

Every metric deserves a question before it deserves a conclusion.



START THE DISCOVERY →

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