
Creation of the Physician Scorecard

Rouge Valley Health System

Quality Healthcare Network Fall Forum,
September 2005

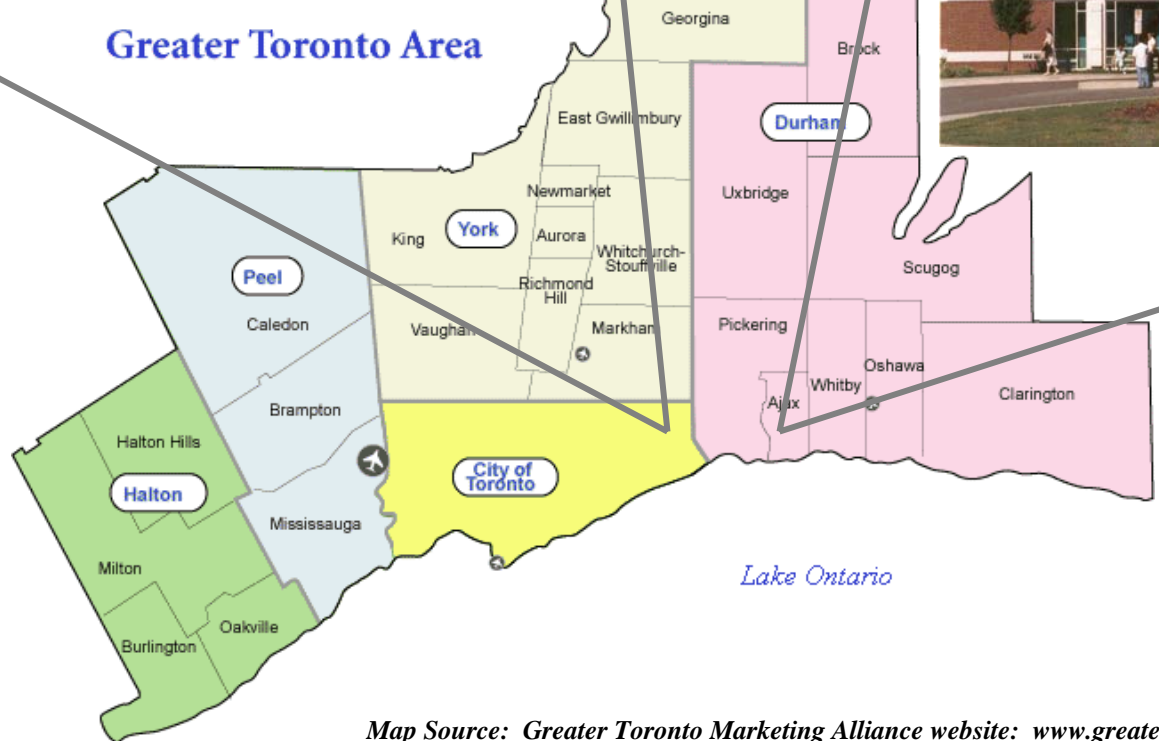
It's in our nature to care.



Agenda/Overview

- Introduction
- Content & Production
- Implementation:
Why & How
- The Physician Perspective
- Results
- Q & A

About RVHS



Map Source: Greater Toronto Marketing Alliance website: www.greatertoronto.org/images/maps/gta_large.gif

It's in our nature to care.



Clear Need

- Greater emphasis on Performance Measurement
 - Achieve greater efficiency while maintaining and improving quality of care

What the Scorecard Looks Like

- 1) Individual performance
- 2) Summary – by MD
- 3) Net Conservable Days Trend Graph

RVHS Physician Scorecard Summary - by MD

For the Period [Start Month] - [End Month], [Year]

| | |
|-------------|-------------|
| Site | (All) |
| Pgm Desc | (All) |
| Fiscal Year | 2004/05 |
| AgeGp | (All) |
| Floor | (All) |
| DrName | Physician X |

| | | Data | | | | | | | | | | | | | | | | |
|-----|--------------------------|-----------|----------|-----------|----------|----------|--------------|------------------|------------------|--------|----------|--------|---------|-----------|---------------|--------------|----------------------|--------------------|
| CMG | CMG_Desc | TTL cases | TTL days | T&O Cases | T&O Days | T&O ALOS | Hay T&O Days | Hay T&O Tgt ALOS | Hay Days to Save | PADX% | Comorb % | Mort % | Infxn % | Readmit % | Outlier Cases | Outlier days | T&O PAC10 Target LOS | PAC10 Days to Save |
| 772 | Dementia W Or W/o D | 3 | 115 | 3 | 115 | 38.33 | 67 | 22.25 | 48 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 1 | 76 | 12.00 | 79 |
| 138 | Respiratory Neoplasm | 2 | 56 | 2 | 56 | 28.00 | 19 | 9.28 | 37 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 1 | 35 | 7.80 | 40 |
| 137 | Respiratory Infect & Inf | 4 | 66 | 4 | 66 | 16.50 | 30 | 7.42 | 36 | 0.00% | 100.00% | 0.00% | 0.00% | 25.00% | 0 | | 8.30 | 33 |
| 842 | Signs & Symptoms | 4 | 50 | 4 | 50 | 12.50 | 27 | 6.65 | 23 | 25.00% | 25.00% | 0.00% | 25.00% | 0.00% | 1 | 35 | 5.30 | 29 |
| 813 | Drug Reaction | 2 | 27 | 2 | 27 | 13.50 | 4 | 2.17 | 23 | 50.00% | 50.00% | 0.00% | 0.00% | 0.00% | 2 | 27 | 1.90 | 23 |
| 143 | Simple Pneumonia & I | 13 | 98 | 8 | 76 | 9.50 | 57 | 7.17 | 19 | 0.00% | 92.31% | 30.77% | 0.00% | 0.00% | 2 | 46 | 5.75 | 19 |
| 704 | Red Blood Cell Disord | 4 | 37 | 4 | 37 | 9.25 | 21 | 5.21 | 16 | 25.00% | 75.00% | 0.00% | 0.00% | 0.00% | 1 | 18 | 4.03 | 21 |
| 140 | Chr Obstructive Pulmo | 9 | 97 | 8 | 84 | 10.50 | 69 | 8.58 | 15 | 33.33% | 100.00% | 11.11% | 0.00% | 0.00% | 1 | 21 | 6.80 | 37 |
| 226 | Other Circulatory Diag | 3 | 32 | 3 | 32 | 10.67 | 19 | 6.47 | 13 | 0.00% | 100.00% | 0.00% | 0.00% | 33.33% | 1 | 13 | 4.87 | 17 |
| 222 | Heart Failure | 13 | 94 | 10 | 81 | 8.10 | 71 | 7.08 | 10 | 7.69% | 84.62% | 15.38% | 0.00% | 15.38% | 0 | | 6.36 | 12 |
| 611 | Vaginal Delivery | 19 | 41 | 19 | 41 | 2.16 | 32 | 1.67 | 9 | 0.00% | 36.84% | 0.00% | 0.00% | 0.00% | 0 | | 1.90 | 5 |
| 146 | Asthma | 4 | 21 | 4 | 21 | 5.25 | 13 | 3.18 | 8 | 0.00% | 25.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.30 | 8 |
| 205 | Ami No Card Cath With | 9 | 107 | 8 | 90 | 11.25 | 82 | 10.22 | 8 | 33.33% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 8.70 | 29 |
| 186 | Perm Pacemaker No C | 1 | 13 | 1 | 13 | 13.00 | 5 | 5.22 | 8 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 5.00 | 8 |
| 11 | Degenerative Nervous | 3 | 37 | 2 | 29 | 14.50 | 21 | 10.73 | 8 | 33.33% | 66.67% | 0.00% | 0.00% | 33.33% | 0 | | 9.90 | 10 |
| 402 | Disc Disease | 1 | 12 | 1 | 12 | 12.00 | 5 | 5.20 | 7 | 0.00% | 100.00% | 0.00% | 0.00% | 100.00% | 0 | | 5.30 | 7 |
| 521 | Renal Failure No Dialy | 3 | 33 | 2 | 27 | 13.50 | 21 | 10.65 | 6 | 0.00% | 100.00% | 0.00% | 0.00% | 33.33% | 0 | | 7.80 | 12 |
| 213 | Uns Angina No Cath/s | 2 | 13 | 1 | 9 | 9.00 | 4 | 3.71 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.50 | 6 |
| 281 | G.I. Hemorrhage | 2 | 17 | 2 | 17 | 8.50 | 12 | 5.88 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 4.50 | 8 |
| 326 | Liver Dis (Ex Cirrhos/c | 2 | 18 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 5.30 | 7 |
| 447 | Cellulitis | 4 | 27 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 25.00% | 75.00% | 25.00% | 0.00% | 0.00% | 0 | | 5.35 | 6 |
| 527 | Upper Urinary Tract Inf | 4 | 17 | 4 | 17 | 4.25 | 12 | 3.07 | 5 | 0.00% | 50.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.10 | 5 |

It's in our nature to care.



RVHS Physician Scorecard Summary by CMG For the Period [Start Month] - [End Month]

| | |
|-------------|-------------|
| Site | (All) |
| Pgm Desc | (All) |
| Fiscal Year | 2004/05 |
| AgeGp | (All) |
| Floor | (All) |
| DrName | Physician X |

**Descriptive
Detail**

Shows:

- Site
- Fiscal Year
- Name of Physician (use Most Responsible Physician (MRP))

| CMG | CMG_Desc | Data | | | | | | | | | | | | | | | | |
|-----|--------------------------|-----------|----------|-----------|----------|----------|--------------|------------------|------------------|--------|----------|--------|---------|-----------|---------------|--------------|----------------------|--------------------|
| | | TTL cases | TTL days | T&O Cases | T&O Days | T&O ALOS | Hay T&O Days | Hay T&O Tgt ALOS | Hay Days to Save | PADX% | Comorb % | Mort % | Infxn % | Readmit % | Outlier Cases | Outlier days | T&O PAC10 Target LOS | PAC10 Days to Save |
| 772 | Dementia W Or W/o D | 3 | 115 | 3 | 115 | 38.33 | 67 | 22.25 | 48 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 1 | 76 | 12.00 | 79 |
| 138 | Respiratory Neoplasm | 2 | 56 | 2 | 56 | 28.00 | 19 | 9.28 | 37 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 1 | 35 | 7.80 | 40 |
| 137 | Respiratory Infect & Inf | 4 | 66 | 4 | 66 | 16.50 | 30 | 7.42 | 36 | 0.00% | 100.00% | 0.00% | 0.00% | 25.00% | 0 | | 8.30 | 33 |
| 842 | Signs & Symptoms | 4 | 50 | 4 | 50 | 12.50 | 27 | 6.65 | 23 | 25.00% | 25.00% | 0.00% | 25.00% | 0.00% | 1 | 35 | 5.30 | 29 |
| 813 | Drug Reaction | 2 | 27 | 2 | 27 | 13.50 | 4 | 2.17 | 23 | 50.00% | 50.00% | 0.00% | 0.00% | 0.00% | 2 | 27 | 1.90 | 23 |
| 143 | Simple Pneumonia & Inf | 15 | 98 | 8 | 76 | 9.50 | 57 | 7.17 | 19 | 0.00% | 92.31% | 30.77% | 0.00% | 0.00% | 2 | 46 | 5.75 | 19 |
| 704 | Red Blood Cell Disord | 4 | 37 | 4 | 37 | 9.25 | 21 | 5.21 | 16 | 25.00% | 75.00% | 0.00% | 0.00% | 0.00% | 1 | 18 | 4.03 | 21 |
| 140 | Chr Obstructive Pulmo | 9 | 97 | 8 | 84 | 10.50 | 69 | 8.50 | 16 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 21 | 6.80 | 37 |
| 226 | Other Circulatory Diag | 3 | 32 | 3 | 32 | 10.67 | 19 | 6.84 | 10 | 0.00% | 0.00% | 0.00% | 0.00% | 33.33% | 1 | 13 | 4.87 | 17 |
| 222 | Heart Failure | 13 | 94 | 7 | 57 | 8.14 | 34 | 7.15 | 7 | 0.00% | 0.00% | 0.00% | 0.00% | 15.38% | 0 | | 6.36 | 12 |
| 611 | Vaginal Delivery | 19 | 41 | 1 | 1 | 0.53 | 1 | 1.00 | 1 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | | 1.90 | 5 |
| 146 | Asthma | 4 | 21 | 0 | 0 | 0.00 | 3 | 3.00 | 3 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.30 | 8 |
| 205 | Ami No Card Cath With | 9 | 10 | 0 | 0 | 0.00 | 10 | 10.00 | 10 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | | 8.70 | 29 |
| 186 | Perm Pacemaker No C | 1 | 13 | 1 | 13 | 13.00 | 5 | 5.00 | 5 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | | 5.00 | 8 |
| 11 | Degenerative Nervous | 3 | 37 | 2 | 29 | 14.50 | 21 | 10.00 | 10 | 0.00% | 0.00% | 0.00% | 0.00% | 33.33% | 0 | | 9.90 | 10 |
| 402 | Disc Disease | 1 | 12 | 1 | 12 | 12.00 | 5 | 5.20 | 7 | 0.00% | 100.00% | 0.00% | 0.00% | 100.00% | 0 | | 5.30 | 7 |
| 521 | Renal Failure No Dialy | 3 | 33 | 2 | 27 | 13.50 | 21 | 10.65 | 6 | 0.00% | 100.00% | 0.00% | 0.00% | 33.33% | 0 | | 7.80 | 12 |
| 213 | Uns Angina No Cath/s | 2 | 13 | 1 | 9 | 9.00 | 4 | 3.71 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.50 | 6 |
| 281 | G.I. Hemorrhage | 2 | 17 | 2 | 17 | 8.50 | 12 | 5.88 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 4.50 | 8 |
| 326 | Liver Dis (Ex Cirrhos/c | 2 | 18 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 5.30 | 7 |
| 447 | Cellulitis | 4 | 27 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 25.00% | 75.00% | 25.00% | 0.00% | 0.00% | 0 | | 5.35 | 6 |
| 527 | Upper Urinary Tract Inf | 4 | 17 | 4 | 17 | 4.25 | 12 | 3.07 | 5 | 0.00% | 50.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.10 | 5 |

**Case Mix Group
(CMG)**

Sorted in Order of:

- Greatest number of conservable days to least number of conservable days

RVHS Physician Scorecard Summary - by MD

For the Period [Start Month] - [End Month], [Year]

| | |
|-------------|-------------|
| Site | (All) |
| Pgm Desc | (All) |
| Fiscal Year | 2004/05 |
| AgeGp | (All) |
| Floor | (All) |
| DrName | Physician X |

Discharge Activity

LOS Performance

Quality Indicators

Supplemental Info

| CMG | CMG_Desc | Discharge Activity | | | | LOS Performance | | | | Quality Indicators | | | | | Supplemental Info | | | |
|-----|--------------------------|--------------------|----------|-----------|----------|-----------------|--------------|--------------|------------------|--------------------|----------|--------|---------|-----------|-------------------|--------------|----------------------|--------------------|
| | | TTL cases | TTL days | T&O Cases | T&O Days | T&O ALOS | Hay Tgt Days | Hay Tgt ALOS | Hay Days to Save | PADX% | Comorb % | Mort % | Infxn % | Readmit % | Outlier Cases | Outlier days | T&O PAC10 Target LOS | PAC10 Days to Save |
| 772 | Dementia W Or W/o D | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 138 | Respiratory Neoplasms | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 137 | Respiratory Infect & Inf | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 842 | Signs & Symptoms | | | | | | | | 25.00 | | | | 0.00% | | | | | |
| 813 | Drug Reaction | | | | | | | | 50.00 | | | | 0.00% | | | | | |
| 143 | Simple Pneumonia & Inf | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 704 | Red Blood Cell Disorders | | | | | | | | 25.00 | | | | 0.00% | | | | | |
| 140 | Chr Obstructive Pulmo | | | | | | | | 33.33 | | | | 0.00% | | | | | |
| 226 | Other Circulatory Diagn | | | | | | | | 0.00 | | | | 33% | | | | | |
| 222 | Heart Failure | | | | | | | | 7.69 | | | | 38% | | | | | |
| 611 | Vaginal Delivery | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 146 | Asthma | | | | | | | | 0.00 | | | | 0.00% | | | | | |
| 205 | Ami No Card Cath With | | | | | | | | 33.33 | | | | 0.00% | 0 | | 8.70 | 29 | |
| 186 | Perm Pacemaker No C | | | | | | | | 0.00 | | | | 0.00% | 0 | | 5.00 | 8 | |
| 11 | Degenerative Nervous | | | | | | | | 33.33 | | | | 33% | 0 | | 9.90 | 10 | |
| 402 | Disc Disease | | | | | | | | 0.00 | | | | 0.00% | 0 | | 5.30 | 7 | |
| 521 | Renal Failure No Dialy | | | | | | | | 0.00 | | | | 33% | 0 | | 7.80 | 12 | |
| 213 | Uns Angina No Cath/s | 2 | 13 | 1 | 9 | | | | 0.00 | | | | 0.00% | 0 | | 3.50 | 6 | |
| 281 | G.I. Hemorrhage | 2 | 17 | 2 | 17 | | | | 0.00 | | | | 0.00% | 0 | | 4.50 | 8 | |
| 326 | Liver Dis (Ex Cirrhos/c | 2 | 18 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 0.00 | | | 0.00% | 0 | | 5.30 | 7 | |
| 447 | Cellulitis | 4 | 27 | 2 | 18 | 9.00 | 13 | 6.59 | 5 | 25.00% | 75.00% | 25.00% | 0.00% | 0.00% | 0 | 5.35 | 6 | |
| 527 | Upper Urinary Tract Inf | 4 | 17 | 4 | 17 | 4.25 | 12 | 3.07 | 5 | 0.00% | 50.00% | 0.00% | 0.00% | 0.00% | 0 | 3.10 | 5 | |

Case Volumes & Total Days Stay for:

- All Cases
- Typical & Outlier Cases (LOS Benchmarks applied only to these cases)

Focus on Typical & Outlier LOS:

- Actual LOS
- Target LOS based on Benchmarks
- Days that could have been saved if the Target LOS had been met

Provide a More Complete Picture of Activity & Performance:

- Post Admit Complications (PADX%)
- Co-morbidities
- Mortality
- Infection
- Readmissions

A Little Extra:

- More info on Outlier Cases
- PAC10 LOS (more aggressive LOS Benchmark)

RVHS Physician Scorecard Summary - by MD

For the Period [Start Month] - [End Month], [Year]

| | |
|-------------|-----------|
| Site | Site A |
| Pgm Desc | Program B |
| Fiscal Year | 2004/05 |
| AgeGp | (All) |
| Floor | (All) |

| DrName | Data | | | | | | | | | | | | | | | | |
|--------------|-----------|----------|-----------|----------|----------|------------------|------------------|------------------|---------|----------|--------|---------|-----------|---------------|--------------|----------------------|--------------------|
| | TTL cases | TTL days | T&O Cases | T&O Days | T&O ALOS | Hay T&O Tgt Days | Hay T&O Tgt ALOS | Hay Days to Save | PADX% | Comorb % | Mort % | Infxn % | Readmit % | Outlier Cases | Outlier days | T&O PAC10 Target LOS | PAC10 Days to Save |
| Physician 1 | 258 | 2,482 | 215 | 1,917 | 8.92 | 1,658 | 7.71 | 259 | 12.40% | 81.01% | 7.36% | 4.26% | 2.71% | 20 | 677 | 5.50 | 958 |
| Physician 2 | 215 | 1,978 | 181 | 1,610 | 8.90 | 1,450 | 8.01 | 160 | 13.49% | 79.07% | 7.91% | 1.86% | 4.19% | 13 | 388 | 6.05 | 634 |
| Physician 3 | 9 | 166 | 6 | 138 | 23.00 | 37 | 6.13 | 101 | 11.11% | 88.89% | 0.00% | 11.11% | 0.00% | 1 | 88 | 5.90 | 110 |
| Physician 4 | 4 | 119 | 4 | 119 | 29.75 | 35 | 8.67 | 84 | 25.00% | 75.00% | 0.00% | 0.00% | 0.00% | 1 | 94 | 6.53 | 93 |
| Physician 5 | 8 | 76 | 8 | 76 | 9.50 | 34 | 4.31 | 42 | 12.50% | 62.50% | 0.00% | 0.00% | 0.00% | 1 | 63 | 3.19 | 51 |
| Physician 6 | 3 | 54 | 3 | 54 | 18.00 | 19 | 6.31 | 35 | 33.33% | 66.67% | 0.00% | 0.00% | 0.00% | 1 | 39 | 5.07 | 39 |
| Physician 7 | 14 | 140 | 9 | 93 | 10.33 | 64 | 7.07 | 29 | 7.14% | 71.43% | 21.43% | 7.14% | 7.14% | 1 | 25 | 6.23 | 56 |
| Physician 8 | 3 | 84 | 2 | 37 | 18.50 | 13 | 6.41 | 24 | 33.33% | 100.00% | 0.00% | 33.33% | 0.00% | 1 | 29 | 5.65 | 67 |
| Physician 9 | 6 | 32 | 6 | 32 | 5.33 | 20 | 3.41 | 12 | 16.67% | 66.67% | 0.00% | 0.00% | 0.00% | 1 | 6 | 2.87 | 15 |
| Physician 10 | 1 | 12 | 1 | 12 | 12.00 | 3 | 2.96 | 9 | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 12 | 2.70 | 9 |
| Physician 11 | 2 | 9 | 2 | 9 | 4.50 | 4 | 2.10 | 5 | 0.00% | 50.00% | 0.00% | 0.00% | 0.00% | 1 | 8 | 2.10 | 5 |
| Physician 12 | 1 | 11 | 1 | 11 | 11.00 | 6 | 6.29 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 4.50 | 7 |
| Physician 13 | 1 | 10 | 1 | 10 | 10.00 | 6 | 5.57 | 4 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 3.40 | 7 |
| Physician 14 | 4 | 13 | 3 | 12 | 4.00 | 9 | 3.06 | 3 | 25.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | | 2.57 | 1 |
| Physician 15 | 20 | 150 | 18 | 141 | 7.83 | 139 | 7.74 | 2 | 10.00% | 55.00% | 10.00% | 0.00% | 0.00% | 1 | 25 | 6.11 | 29 |
| Physician 16 | 1 | 1 | 1 | 1 | 1.00 | 1 | 1.00 | 0 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | | 2.20 | -1 |

It's in our nature to care.



Scorecard Summary provides Chief with snapshot profiles of each Physician in the Department

| | |
|-------------|-----------|
| Site | Site A |
| Pgm Desc | Program B |
| Fiscal Year | 2004/05 |
| AgeGp | (All) |
| Floor | (All) |

Same column headings as individual Physician Scorecard

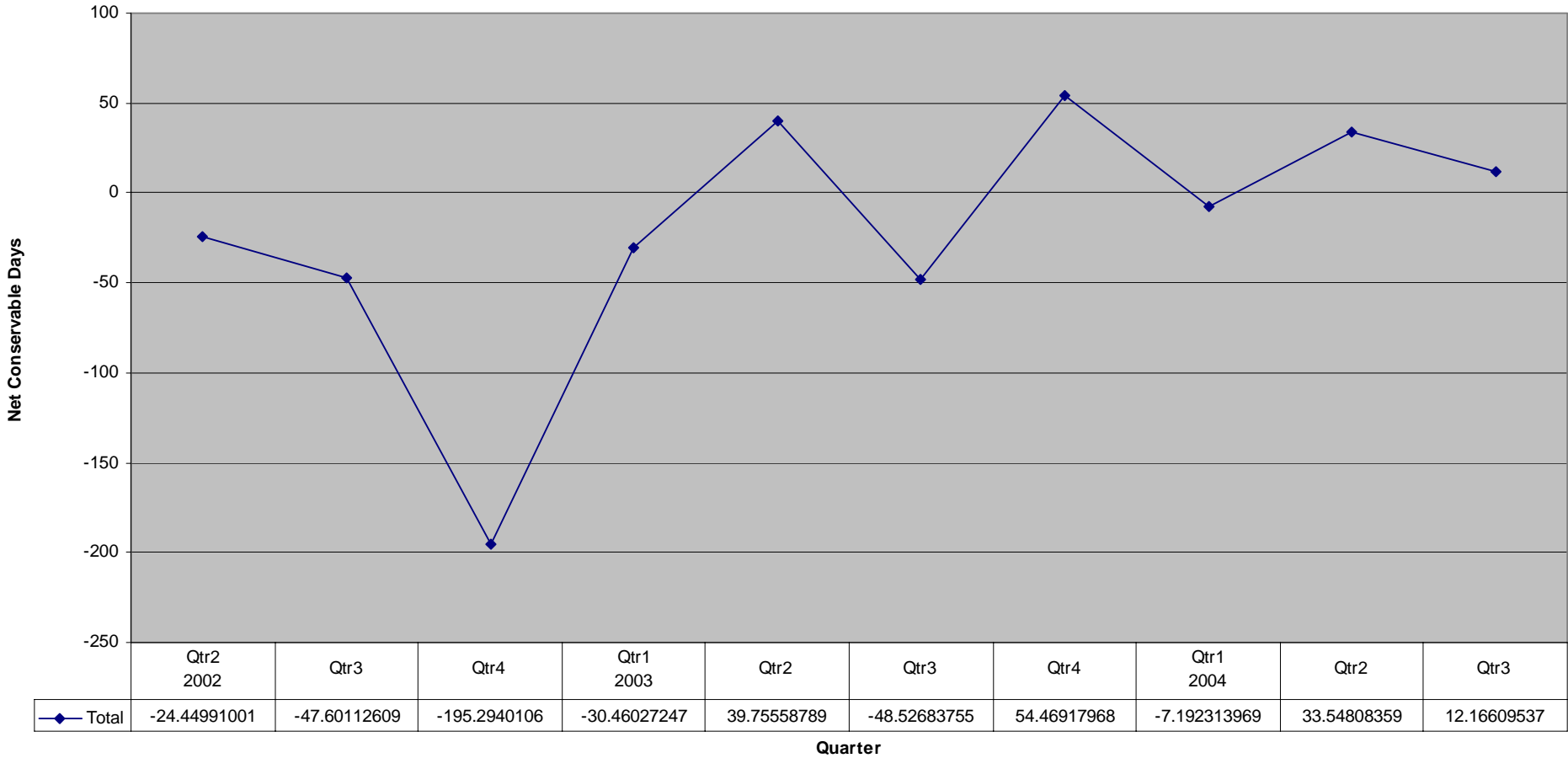
| DrName | TTL Cases | TTL days | T&O Cases | T&O Days | T&O ALOS | Hay Tgt Days | Hay Tgt ALOS | Hay Days to Save | PADX% | Comorb % | Mort % | Infxn % | Readmit % | Outlier Cases | Outlier days | T&O PAC10 Target LOS | PAC10 Days to Save |
|--------------|-----------|----------|-----------|----------|----------|--------------|--------------|------------------|---------|----------|--------|---------|-----------|---------------|--------------|----------------------|--------------------|
| Physician 1 | 258 | 2,482 | 215 | 1,917 | 8.92 | 1,658 | 7.71 | 259 | 12.40% | 81.01% | 7.36% | 4.26% | 2.71% | 20 | 677 | 5.50 | 958 |
| Physician 2 | 215 | 1,978 | 181 | 1,610 | 8.90 | 1,450 | 8.01 | 160 | 13.49% | 79.07% | 7.91% | 1.86% | 4.19% | 13 | 388 | 6.05 | 634 |
| Physician 3 | 9 | 166 | 6 | 138 | 23.00 | 37 | 6.13 | 101 | 11.11% | 88.89% | 0.00% | 11.11% | 0.00% | 1 | 88 | 5.90 | 110 |
| Physician 4 | 4 | 119 | 4 | 119 | 29.75 | 3 | 3.00 | 3 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 94 | 6.53 | 93 |
| Physician 5 | 8 | 3 | 3 | 3 | 3.75 | 3 | 3.00 | 3 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 63 | 3.19 | 51 |
| Physician 6 | 3 | 1 | 1 | 1 | 3.33 | 1 | 1.00 | 1 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 39 | 5.07 | 39 |
| Physician 7 | 14 | 6 | 6 | 6 | 4.29 | 6 | 4.50 | 6 | 0.00% | 100.00% | 0.00% | 7.14% | 7.14% | 1 | 25 | 6.23 | 56 |
| Physician 8 | 3 | 1 | 1 | 1 | 3.00 | 1 | 1.00 | 1 | 0.00% | 100.00% | 0.00% | 33.33% | 0.00% | 1 | 29 | 5.65 | 67 |
| Physician 9 | 6 | 32 | 6 | 32 | 5.33 | 2 | 2.00 | 2 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 6 | 2.87 | 15 |
| Physician 10 | 1 | 12 | 1 | 12 | 12.00 | 0 | 0.00 | 0 | 100.00% | 0.00% | 0.00% | 0.00% | 0.00% | 1 | 12 | 2.70 | 9 |
| Physician 11 | 2 | 9 | 2 | 9 | 4.50 | 4 | 2.10 | 5 | 0.00% | 50.00% | 0.00% | 0.00% | 0.00% | 1 | 8 | 2.10 | 5 |
| Physician 12 | 1 | 11 | 1 | 11 | 11.00 | 6 | 6.29 | 5 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | 0 | 4.50 | 7 |
| Physician 13 | 1 | 10 | 1 | 10 | 10.00 | 6 | 5.57 | 4 | 0.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | 0 | 3.40 | 7 |
| Physician 14 | 4 | 13 | 3 | 12 | 4.00 | 9 | 3.06 | 3 | 25.00% | 100.00% | 0.00% | 0.00% | 0.00% | 0 | 0 | 2.57 | 1 |
| Physician 15 | 20 | 150 | 18 | 141 | 7.83 | 139 | 7.74 | 2 | 10.00% | 55.00% | 10.00% | 0.00% | 0.00% | 1 | 25 | 6.11 | 29 |
| Physician 16 | 1 | 1 | 1 | 1 | 1.00 | 1 | 1.00 | 0 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0 | 0 | 2.20 | -1 |

Most Responsible Physician (MRP)

Sorted in Order of:
 • Greatest number of conservable days to least number of conservable days

Dr. Doctor

**Net Hay Days to Save Over Time
By Physician
For the Period April 1, 2002 - September 30, 2004**

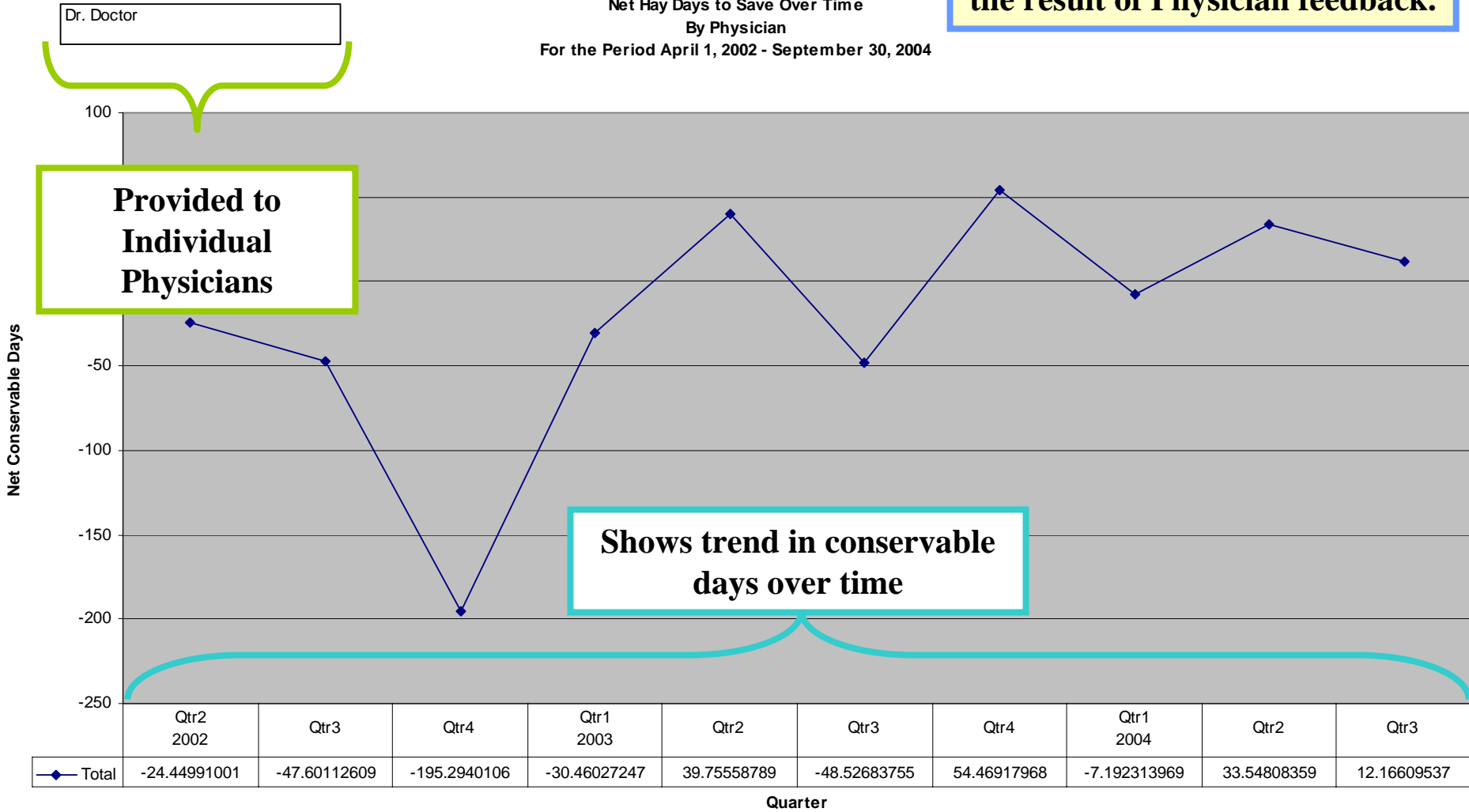


It's in our nature to care.



**Introduced in March 2005 as
the result of Physician feedback.**

**Net Hay Days to Save Over Time
By Physician**
For the Period April 1, 2002 - September 30, 2004



It's in our nature to care.



Production

- Inpatient Discharge Abstract Database
- Data elements exported into Excel @ individual case level (migrating to Access)
- Benchmark LOS @ CMG/Age level provided by HayGroup & using selected peer hospitals
- Excel Pivot Table used to create all Scorecard elements

The Physician Scorecard

Distribution

Physician
Scorecard on
MAC
Agenda
(Quarterly)

- Overall RVHS results reviewed
- Instructions to Chiefs
- Question & Answer

Chiefs &
PGMs Receive:

- *Physician Scorecard Summary*
- *Physician Scorecards*
- *Trend Graphs*

MD Dept Chiefs:

- Review Dept. results
- Review results with members of Dept & distribute to individual physicians

Implementation: Why & How

- Why?
 - Balancing efficiency with quality
 - Physician accountability
- Challenges/Critical Success Factors
 - User Friendly
 - Quality Data
 - Benchmarking and Values
 - Trust and Confidentiality
- Linkages
 - Corporate Scorecard/Quality Indicator
 - Performance Appraisal Process
 - Physician Re-appointment

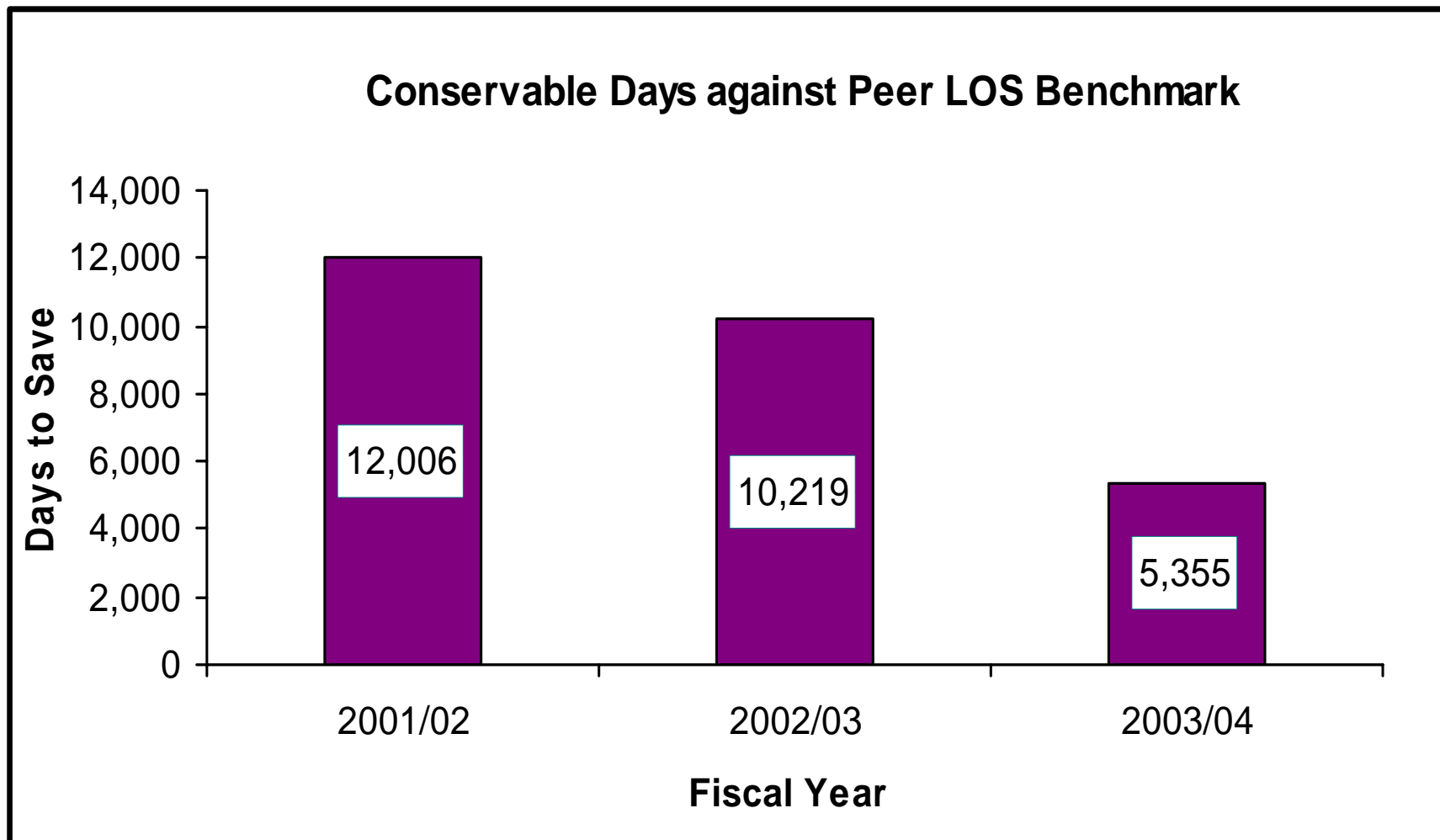
The Physician Perspective

- Transparency
 - MDs see own & peer performance
- Skepticism
 - Objective system
- Buy-in
 - Non-punitive, improvement based
- Support
 - Data Analyst available
- Leadership
 - Saw value of measurement tool
- Engagement
 - Discussion between colleagues
 - Top 10/Bottom 10

Results

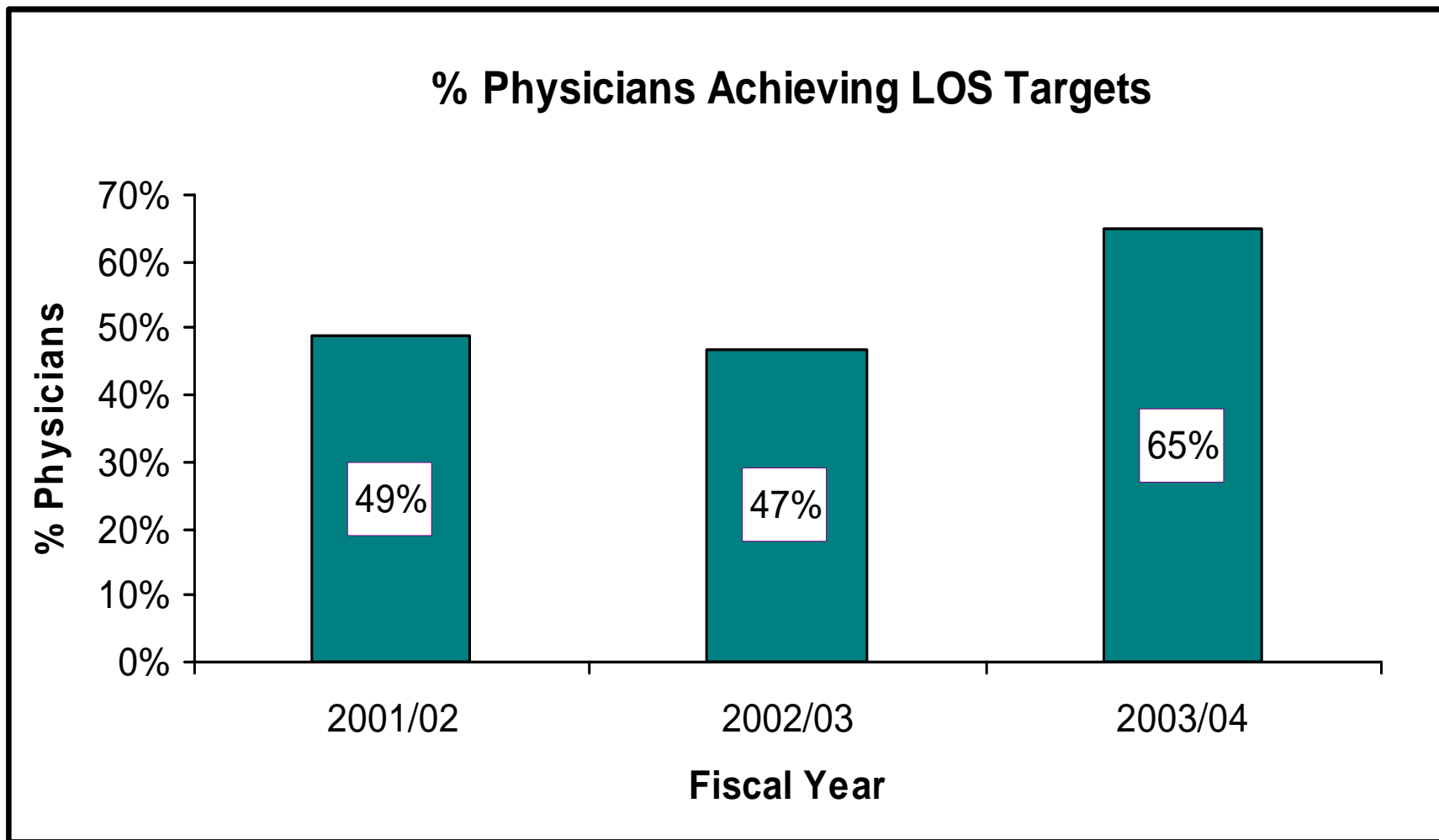
- Length of Stay
- Physician Accountability
- Leadership & Mentoring

The Physician Scorecard



It's in our nature to care.

The Physician Scorecard



It's in our nature to care.

Culture Change – Back to Basics

- Relationships
- Trust
 - In the data
 - In the people producing data & doing analysis
- Listening
 - To needs
 - To questions
 - For clues indicating where people are at
- Take advantage of opportunities & expressed interest
- Flexibility in adjusting product to meet needs
- Clarity

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