

Driving Performance Excellence

DASHBOARD

A catalyst for change

Quality Healthcare Network

January 26th, 2004

Agenda

- **The Strategic Context**
- **Dashboard Concepts**
- **Using Indicators - The Consultants' Role**
- **Lessons Learned**

Background

- **Abundant data, little useful information with the potential to confuse**
- **Origin – the critical few key metrics for the senior team**
- **Opportunity to dovetail data and information into knowledge capacity**
- **Enhance the quality of decision-making**
- **Fits with the Vision for Trillium**

Strategic Context

The Trillium Way

- **Vision:**
 - Together, Leaders in Health Innovation
- **Mission:**
 - By 2005, we will have achieved Performance Excellence in our Core Services
- **Strategic Priorities:**
 - World Class Programmes & Services
 - Leverage Strategic Alliances
 - Build People Places
 - Unleash Knowledge@Trillium
 - Fully Engage People
 - Drive Performance Excellence

Performance Excellence is...

- ... an integrated approach to organizational performance management that results in:
 - Delivery of ever-improving value to our patients and to our people; contributing to better health care quality
 - Improvement of overall organizational effectiveness and capabilities as a health care provider
 - Organizational and personal learning

Adapted from the 2003 Baldrige Health Care Criteria

From the design flow.....

- ...three Dimensions of Quality:
 - Clinical and Service
 - Effectiveness, Safety, Timeliness
 - Process and Operational
 - Efficiency, Competence, Alignment
 - Community Outcomes
 - Satisfaction, Access
- Apply to projects, new programs, operating plans and our progress towards our Strategic Priorities
- Strategic progress is monitored through our electronic Dashboard

Why is Dashboard important?

- Provides information at your fingertips;
- Monitoring organizational effectiveness;
- It answers the question "How do you know you're achieving your goals?" by providing information based on measurement;
- It tracks the improvement journey;
- It can serve as an Early Warning System; and
- It role models *Unleashing Knowledge @ Trillium, Fully Engaging People & Performance Excellence.*

The Dashboard Template

- **Adapted from The Improvement Model (Langley et al):**
 - **What do you want to achieve?**
 - Definition, Significance related to Strategic Priority
 - **How will you know you're getting there?**
 - Indicator performance over time, vs. internal target (control chart) or external benchmark
 - **What changes will be an improvement?**
 - Interpretation, Action

Dashboard Indicators

Guiding Principles

- **Monitor the Critical Few**
- **Capacity to drill-down**
- **Journal our improvement story**
- **Enhance internal capacity for effective decision-making and learning**

Which Indicators to Monitor?

- **Consulted internally**
- **Reviewed**
 - **Hay Benchmarks**
 - **CCHSA AIM standards and library of indicators**
 - **OHA Report Card**
 - **Network-specific indicators, e.g. Cardiac Care, Stroke Network**
 - **Other industries**
- **And decided on Core Indicators and System-Specific Indicators**

Core Indicators

- Are monitored Corporately and by each relevant Health System and Strategic Business Unit
- This provides drill-down and roll-up capability
- It also assists with identifying the Critical Few



Performance Excellence Dashboard CORPORATE



Clinical & Service

World Class Programs & Services



- Best Practice
- Awards

Drive Performance Excellence



- ALOS from decision to admit to patient leaving ER
- % Ambulatory Activity
- ALC days

Unleash Knowledge



- % filmless

Engage People Fully



- Patient Safety



Process & Operational

World Class Programs & Services

- Activity Information

Drive Performance Excellence

- Rate Performance
- Cost/Volume Variance
- Potential Bed Savings
- % Tertiary & Quaternary Weighted Cases

Unleash Knowledge

- Intranet site visits

Engage People Fully

- Staff Utilization

Build People Places

Financial Statements

Community Outcomes

World Class Programs & Services

- Ambulatory Volumes
- Market Share

Drive Performance Excellence

- Satisfaction Rates

Unleash Knowledge

- Investment in Learning
- Performance Reviews completed

Engage People Fully

- Staff Retention Rate
- Employee Absenteeism
- High Risk Incidents

Leverage Strategic Alliances

- # of partnerships, strategic alliances

Using Indicators

The Consultant's Role

Who Monitors Performance?

- **Health Systems & SBUs**
 - Their own electronic Dashboards, after preliminary analysis by Decision Support Consultants
- **Senior Team**
 - The electronic Corporate Dashboard, after analysis by Health Systems/SBUs
- **The Board of Directors**
 - A quarterly paper version, after analysis by the Senior Team
- **Projects**
 - Their paper-based project Dashboards

Consultants...

- are aligned with Health System, i.e. ER, NRS/MSK, MH, thus relationships develop.
- are active contributing members of the Health System Core Teams.
- present information at Core Team Meetings and are involved in discussions, interpret what is presented, provide suggestions as to possible action so that the team can move towards their goals.

Consultants Cont.

- **have a thorough understanding of the Health Systems Goals and Objectives.**
- **serve as vital resources in their area of expertise.**
- **Anticipate the information needs of their clients and network with other Decision Support Consultant experts to research information for their clients.**

Lessons Learned

To align with Strategy...

- Sponsorship at the Senior level
- Have a clear vision
- Champions across the organization
- Incorporate indicator development into the strategic and operating planning processes

To develop Indicators

- Plan and scope out your Dashboard
- Focus on strategic and outcome indicators
- Concentrate on the “vital few” indicators to get you up and running
- Identify core indicators to build drill-down capacity
- Identify benchmarks & best practice peers
- Align with external information requirements (regional, provincial & national)

To Really use Indicators

- Incorporate performance monitoring into business processes
- Decision support consultant roles to support performance improvement
- Dedicated resources are essential

To use Technology

- **Have your processes in place prior to looking for software**
- **Determine Security access**
- **Web based and easy to use**

Our Success Depends on:

- **Communication**
 - Decision Support Consultants who understand the relationship between indicators and understand their customers' context
- **Information**
 - Indicators that are reflective of our Strategies
- **Learning**
 - Regular feedback loops to identify improvements to the Dashboard
 - Knowledge of tools and skills to advance quality improvement

Latest updates

- **Patient Satisfaction indicator web site link**
- **Indicator workshops for directors, managers**
- **Solutions to additional requests**

Current Challenges

- **Need for improved automation**
- **Finding the right balance between continuous innovation and keeping it simple**
- **Just in time solutions to the drive for expansion**



Dialogue and Questions