Category 4: Measurement, Analysis & Knowledge Management

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From Data to Knowledge

- Performance Measurement System
  - Balanced Scorecard (BSC) System
  - Measurement Development
  - Benchmarking
  - Action Plans
- Best Practice-sharing
- Management of Information & Technology
Balanced Scorecard: 2004-2006

- Centralized & Standardized System
  - System, SMG & Directors
  - Centrally Collected & Reviewed
  - Spreadsheet Format
  - Accountability
  - Action Plan Follow-Up

Spreadsheet BSC

Challenges with BSC

- Data Integrity
- Cascading Measure Coordination
- Completion & Action Plan Follow-up
- Spreadsheet Usability
Balanced Scorecard: 2007 - 2008

- Automated BSC System (bConnected)
  - Standardized Data Entry
  - Centralized Data Entry for Key Measures
  - Automated Action Plans
  - System, SMG & Director BSC Linkage
  - Automated Trend Lines
  - Web Access, including Board of Directors
- Accountability
  - Reporting Process for Completion & Action Plans
Measurement Development

- Review Strategic Plan
- Identify Key Measures
- Define Measures
  - Why chosen
  - How & when calculated
  - Format
  - Benchmarks
- Monitor Balanced Scorecard
Analyze Results

- **Action Plan Process**
  - Results in the red for 1 reporting period or results in yellow for 3 reporting periods
  - System PDCA when action plan approach fails
- **Culture of Accountability**
  - Leadership Priorities
- **Best Practice Sharing**
  - Monitoring BSCs
  - Listening to Voice of the Customer
  - Industry Best Practices
  - Department and System PDCAs

...all lead to a need for best practice sharing
Management of Information & Technology

- PVHS Community of Care
- Informatics Focus
- IS Governance Structure
- Employee Homepage
- Examples of Key Initiatives

Informatics Focus

IS Governance Structure

- Goal: Put process owners in the driver’s seat
- Board & senior management set strategic direction
- IS Steering Committee prioritizes & provides oversight
- Functional area informatics teams identify & prioritize needs
  - Clinical: Director of Clinical Informatics
  - Business: VP of Strategic Planning
  - Financial: CFO
  - Provider: Physician/Director of Medical Informatics
Examples of Key Initiatives

- Wireless Environment
  - VOIP, Public Hotspots, Mobile Access
- Electronic Health Record
- Knowledge Applications
  - Clinical Database
  - Business Intelligence Tools
- Bedside Medication Verification (BMV)

BMV Scan Rates

- Improving accountability reports
- Improving drug levels
- 80% Reduction in Med Errors
What’s Next?

- Further Development of BSC
- Medical Director BSCs
- Upgrade of Core Systems (Enhancing Excellence)
  - Incorporating value stream mapping process
- And many, many more!

Panelists

- Mark Clark, Director, Application Services
- Priscilla Nuwash, Director, Process Improvement
- Doug Faus, COO, Medical Center of the Rockies
- Craig Luzinski, CNO, Poudre Valley Hospital
- Dan Robinson, COO, Poudre Valley Hospital