



Diver Dashboard Development - Next Steps

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Methodist



- **Located in Peoria, IL – World Headquarters of Caterpillar**
- **353 licensed beds** - *Inpatient, Outpatient, Emergency Department, Post Acute care (Rehab care, Home care, Hospice care), Niche services*
- **Methodist Medical Group** - *31 physician offices; 140+ employed physicians*
- **Methodist College of Nursing** - *Educational mission; Methodist provides a training site*
- **2,598+ employees across 32 different locations**
- **500 board certified physicians**
- **461 volunteers who provided 61,194 hours (2008)**
- **\$330 million in Net Revenues (2008)**
- **5.8% Net Operating Margin (2008)**
- **Serving a 1 million-person population in West Central Illinois**
- **59,000 annual Emergency Department visits (2008)**

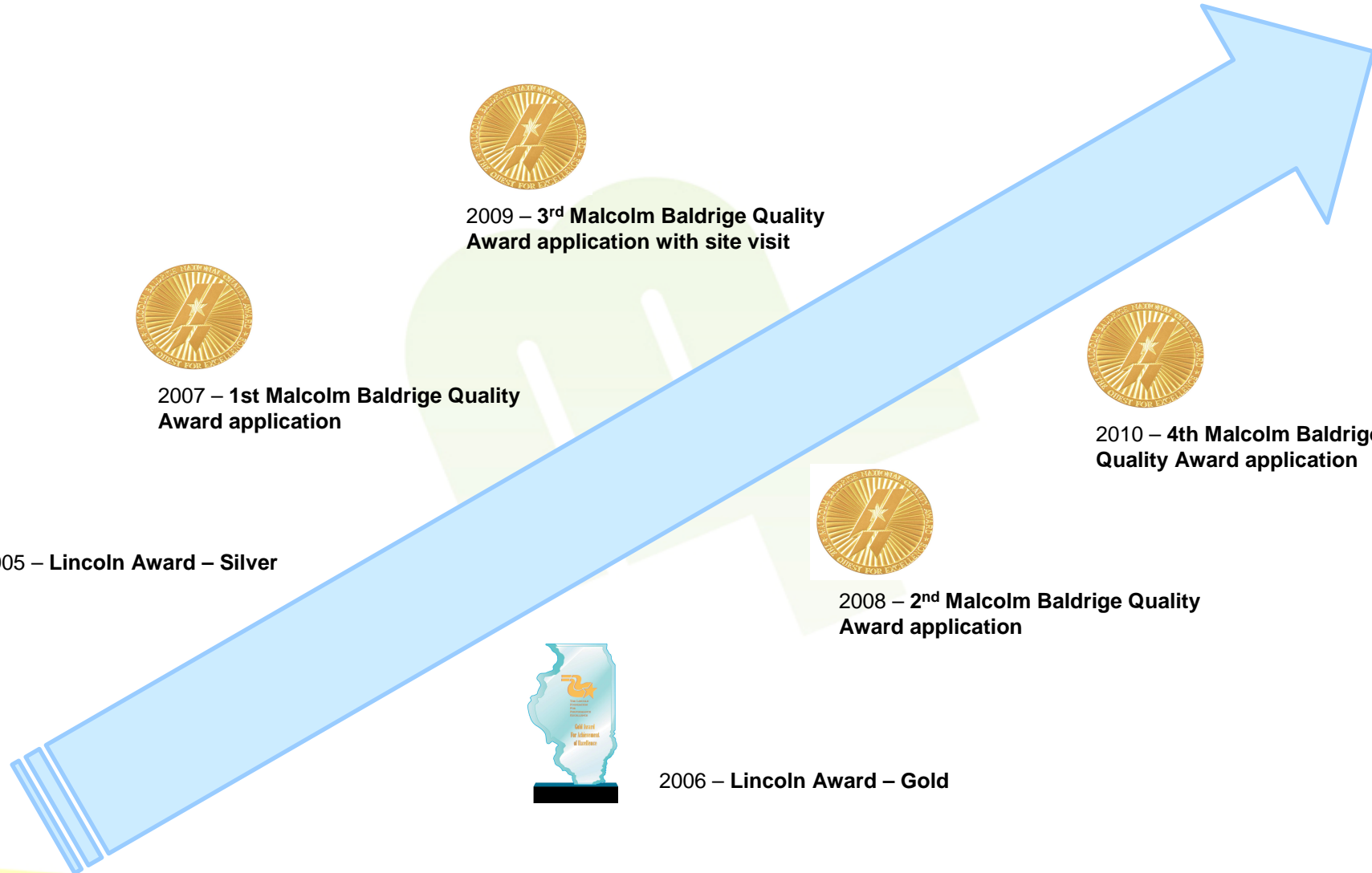




Outstanding Healthcare

OUR INSPIRATIONAL GOAL:

*Striving to be
in the Top 5%
in everything we do.*

Excellence Journey



1 THEMES	2010-2012 Goals	2010 OBJECTIVES	INITIATIVES	LEAD
 <p>PHYSICIAN INTEGRATION</p>	<p>1.0 Develop a model that integrates MMG and independent physicians into the management of care across the continuum by 2012.</p>	<p>1.1 Align the MMG and Independent Medical Staff to xxxxx</p>	<p>1.1a Increase MMG referrals to xxx</p>	<p>Mike J</p>
		<p>1.2 Pilot at least one physician management structures.</p>	<p>1.1b Evaluate the development of an xxx 1.1c Evaluate the deployment of XXX to</p> <p>1.2a Implement a co-management agreement with xxx</p>	<p>Terry W Steve Riney Terry W</p>
 <p>GROWTH</p>	<p>2.0 Achieve MHSC net revenue growth of \$x million by 2012.</p>	<p>2.1 Expand hospital ambulatory revenue by \$x million in 2010.</p>	<p>2.1a Achieve same day access across the system:</p>	
			<p>MMG Primary Care: Physician of Choice - X% by 2010</p> <p>2.1b Increase outpatient surgery net revenue by \$X million 2.1c Increase outpatient imaging net revenue by \$X mil 2.1d Increase outpatient cardiology net revenue by \$X million 2.1e Increase niche service net revenue by \$X million</p>	<p>Mike J Jeanine S Mike N Jeanine S Rich B</p>

Priority initiatives based on critical success factors or those required to achieve the vision.

Current MMCI Dashboard Environment

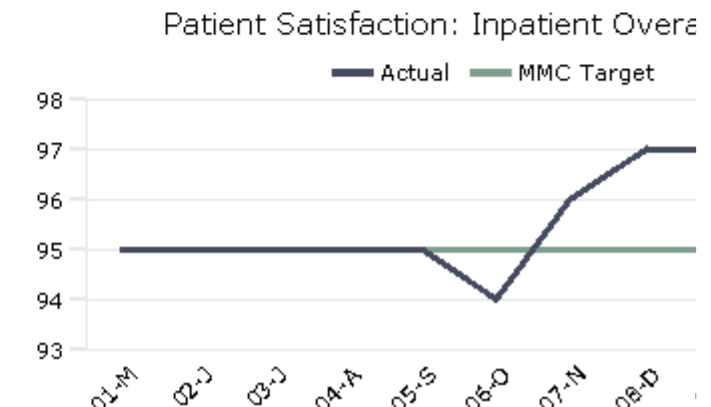
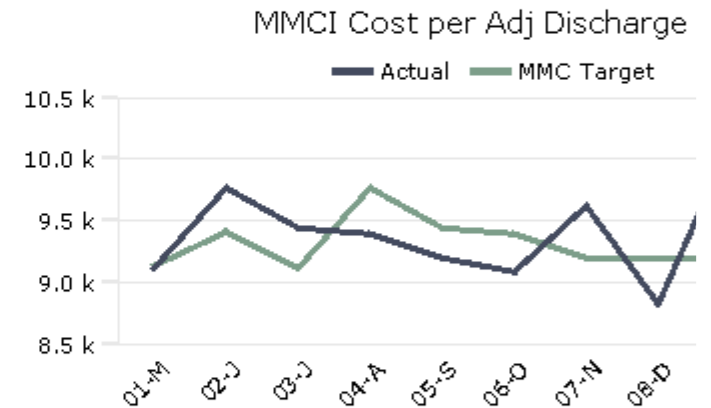
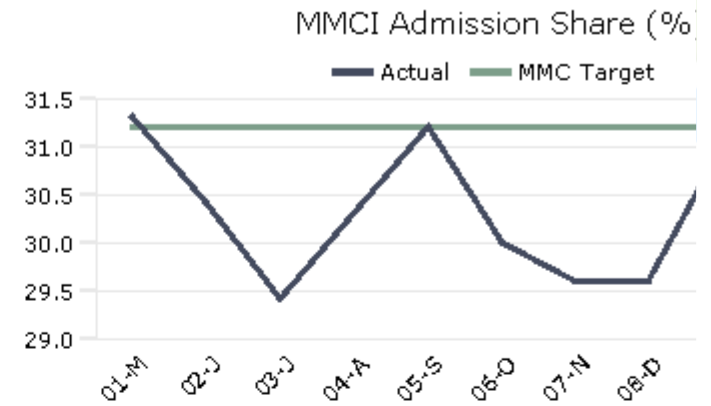
- Dashboard driver: strategic plan & budget
- Change frequency: annual with ongoing tweaks
- Data sources: numerous
- Data entry: standardized spreadsheets
- Reporting frequency: monthly
- Users: MMCI board, leadership, steering committees, teams, employees
- Usage: high
- Action driver: **Red**
- Change driver: executive planning group & steering committees – golden thread to departments and all employees

You are here: MMC → Top Sheet

ETRIC	CYCLE	ACTUAL	TARGET	% +/-		ACTUAL	TARGET	% +/-
PHYSICIAN INTEGRATION								
Referrals-MMG: To Preferred Groups (%)	2010-03	70	85	-17.9	●	281	340	-17.3
ROWTH								
MCI Admission Share (%)	2010-04	29	31	-6.7	●	30	31	-4.5
Visits: MMG Offices (#)	2010-04	23,374	24,706	-5.4	●	94,579	95,498	-1.0
Net Rev OP: Commercial Insurers (\$K)	2010-04	6,712	7,205	-6.8	●	27,030	28,820	-6.2
SERVICE EXCELLENCE								
Patient Satisfaction-IP: Inpatient Overall (%)	2010-04	97	95	2.1	●	97	95	1.6
Patient Satisfaction-OP: Outpatient Overall (%)	2010-04	94	95	-1.1	●	93	95	-1.8
Patient Satisfaction-ED: Emergency Dept (%)	2010-04	90	90	0.0	●	89	90	-1.1
Patient Satisfaction-AS: Ambulatory Surgery (%)	2010-04	93	85	9.4	●	80	85	-6.5
Patient Satisfaction-MMG: MMG Overall (%)	2010-04	94	90	4.4	●	88	90	-2.2
Patient Satisfaction-HH: Home Health Overall (%)	2010-04	82	95	-13.7	●	81	95	-14.7
CLINICAL EXCELLENCE								
Appropriate Care Scores: Initiatives at Target (%)	2010-04	72	72	0.0	●	65	72	-10.4
Never Events: All Hospital Patient (#)		0	0	0.0	●	0	0	0.0
Mortality Index: Inpatient-final (Idx)	2010-04	0.72	0.95	-24.2	●	0.76	0.95	-20.3
Complication Index: AHRQ PSI (Idx)	2010-04	0.61	0.75	-18.7	●	0.58	0.75	-22.7
30 Day Readmission Index: IP to IP (%)	2010-04	0.80	0.80	0.0	●	0.85	0.80	6.6
OPERATIONAL EXCELLENCE								
MCI Cost per Adj Discharge: Total (\$)	2010-04	9,643	9,704	-0.6	●	9,649	9,419	2.4
Net Operating Margin (%)	2010-04	2	1	233.3	●	2	1	97.6
Cash on Hand: Days (Days)	2010-04	174	170.00	2.3	●	170	170	-0.1
CULTURE								
Employee Turnover Rate: All Employees (%)	2010-04	1	1	23.1	●	1	1	7.7

Top Sheet

CYCLE	ACTUAL	TARGET	% +/-		ACTUAL	TARGET	% +/-	
2010-03	70	85	-17.9	●	281	340	-17.3	●
2010-04	29	31	-6.7	●	30	31	-4.5	●
2010-04	23,374	24,706	-5.4	●	94,579	95,498	-1.0	●
2010-04	6,712	7,205	-6.8	●	27,030	28,820	-6.2	●
2010-04	97	95	2.1	●	97	95	1.6	●
2010-04	94	95	-1.1	●	93	95	-1.8	●
2010-04	90	90	0.0	●	89	90	-1.1	●
2010-04	93	85	9.4	●	80	85	-6.5	●
2010-04	94	90	4.4	●	88	90	-2.2	●
2010-04	82	95	-13.7	●	81	95	-14.7	●
2010-04	72	72	0.0	●	65	72	-10.4	●
	0	0	0.0	●	0	0	0.0	●
2010-04	0.72	0.95	-24.2	●	0.76	0.95	-20.3	●
2010-04	0.61	0.75	-18.7	●	0.58	0.75	-22.7	●
2010-04	0.80	0.80	0.0	●	0.85	0.80	6.6	●
2010-04	9,643	9,704	-0.6	●	9,649	9,419	2.4	●
2010-04	2	1	233.3	●	2	1	97.6	●
2010-04	174	170	2.3	●	170	170	-0.1	●
2010-04	1	1	23.1	●	1	1	7.7	●
2010-04	3	5	-36.4	●	3	5	-41.1	●
2010-04	0	1	-100.0	●	0	1	-100.0	●



Next Steps - MMCI Dashboard Journey

- **Diver dashboards**
 - Identify
 - core competency indicators
 - indicators that can be automated from existing systems
 - all the dashboard elements that must be built into the integration & build (dashboard name, themes, target variance calculations, reporting cycle, units of measure,etc)
 - Prioritize
 - Plan 2-3 dives per indicator
- **Benefits**
 - Improved understanding of key process indicators
 - Reduced time for analysis

Integrated Core Competencies

Keys to Excellence



Clinical Excellence

INNOVATIONS

Evidence-based Practices -

Interdisciplinary Team -

DiDiver Analytics at Bedside -

Physician Champions -

Weekly Metrics -

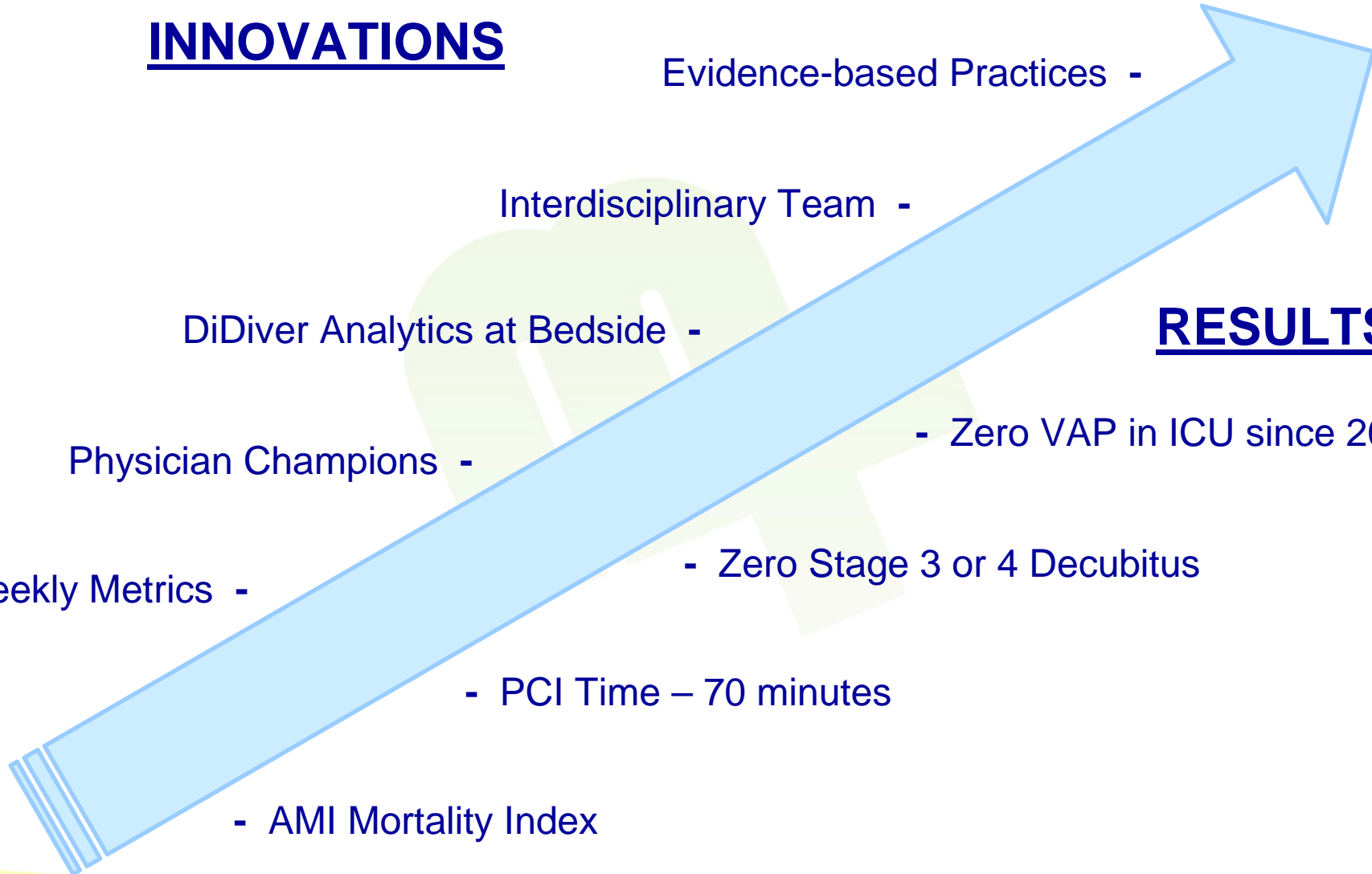
- AMI Mortality Index

- PCI Time – 70 minutes

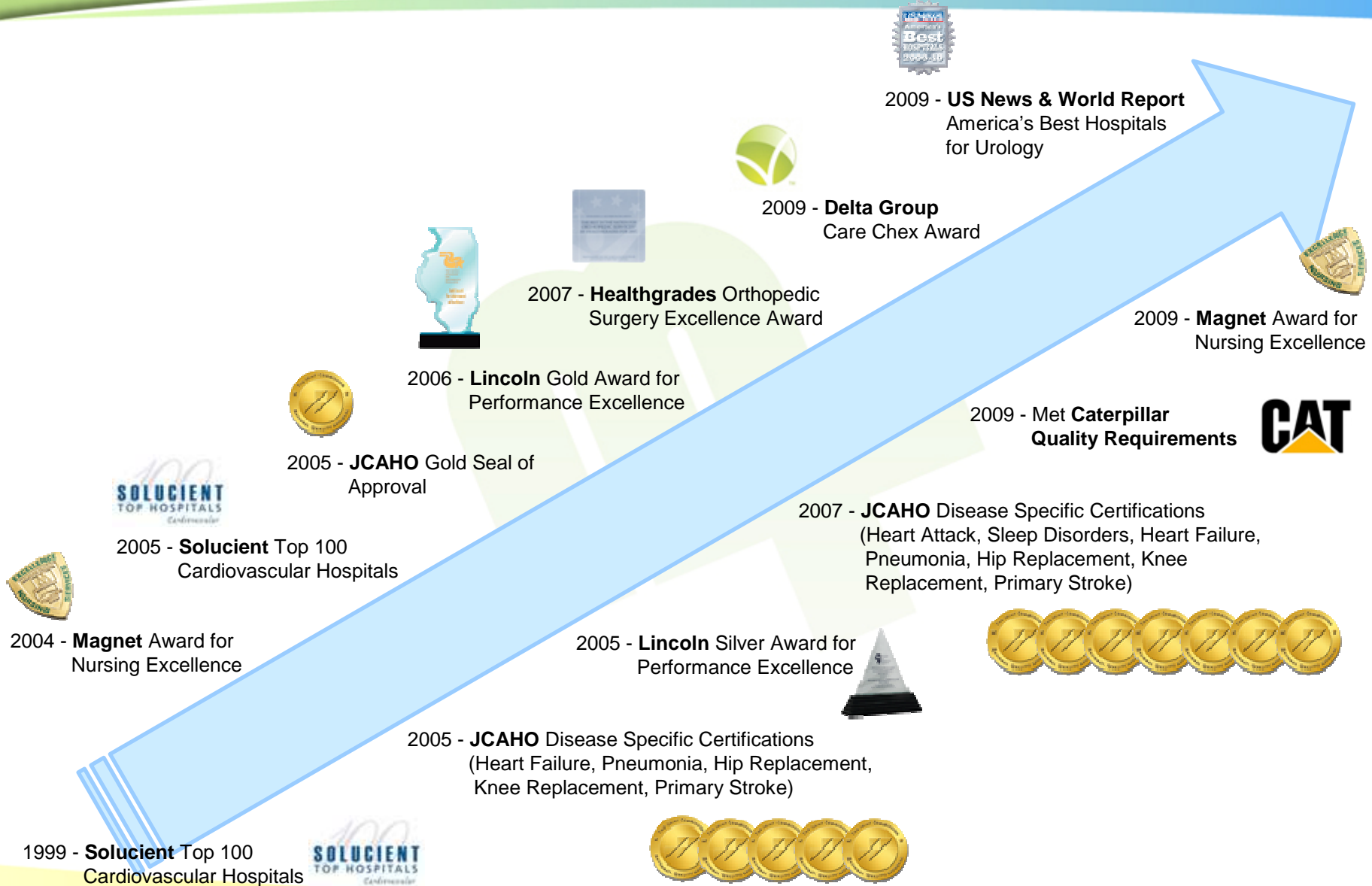
- Zero Stage 3 or 4 Decubitus

- Zero VAP in ICU since 2005

RESULTS

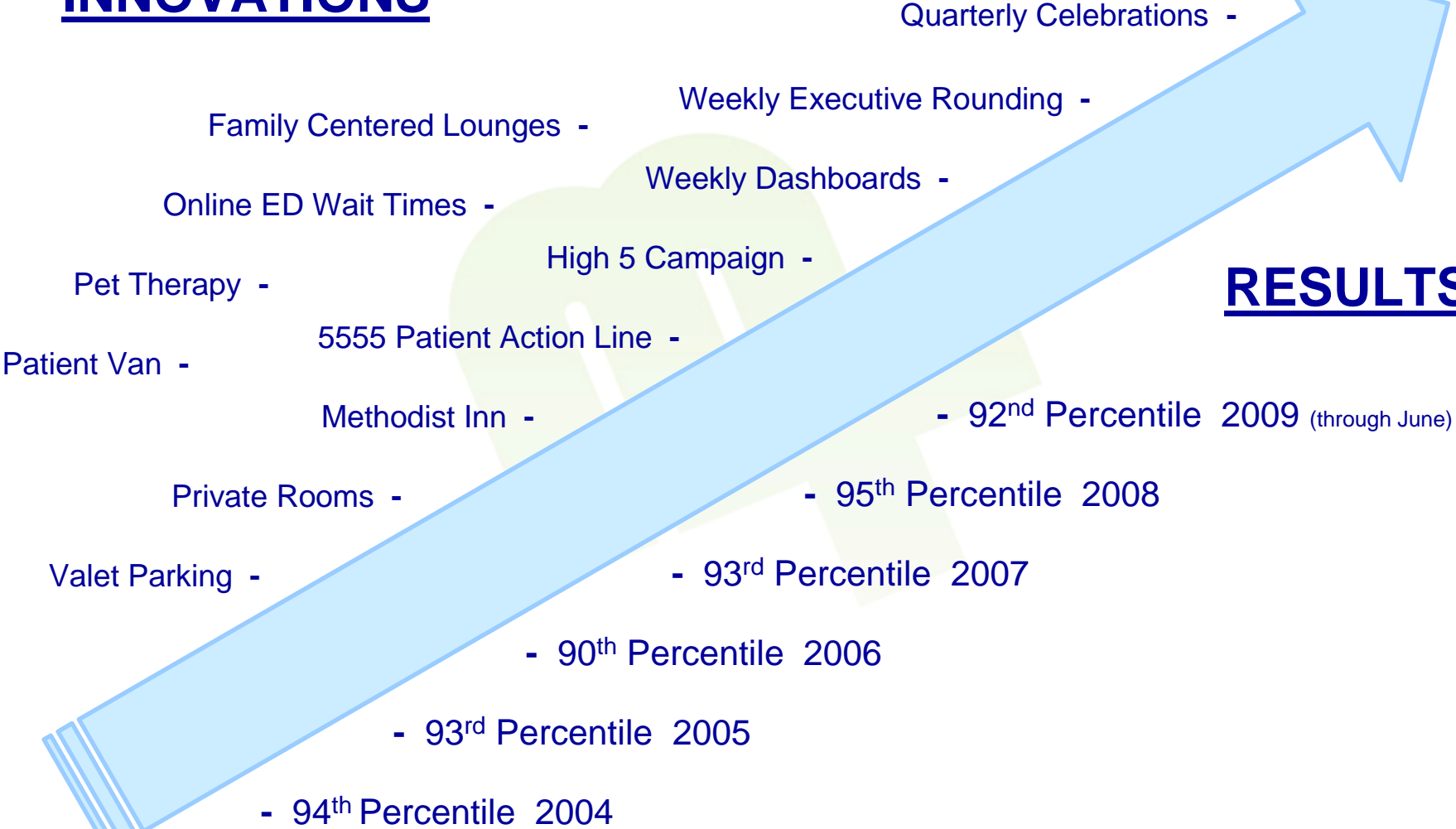


Achievements in Clinical Excellence



Service Excellence

INNOVATIONS



Achievements in Service Excellence

PRESS GANEY

2005 - **Press Ganey**
Success Story Finalist
"Talk about Change"

2004 - **Press Ganey**
Success Story Finalist "Reaching the Impossible Goal – from the 17th to the 95th Percentile"



2007 - **Press Ganey**
Summit Award



2006 - **Press Ganey**
Summit Award

2008 - **Press Ganey**
Summit Award



PRESS GANEY

2008 - **Press Ganey**
Success Story Finalist "Listen and the Doors will Open"

PRESS GANEY

2009 - **Press Ganey**
Journey of Improvement

2009 - Met **Caterpillar**
Service Requirements



Operational Excellence

INNOVATIONS

Targets for Every Department -

Daily Productivity -

Technology (CPOE, EMR, other) -

Cross Training -

Facility Design -

RESULTS

- FTE / AOB: 5.2 → 4.2

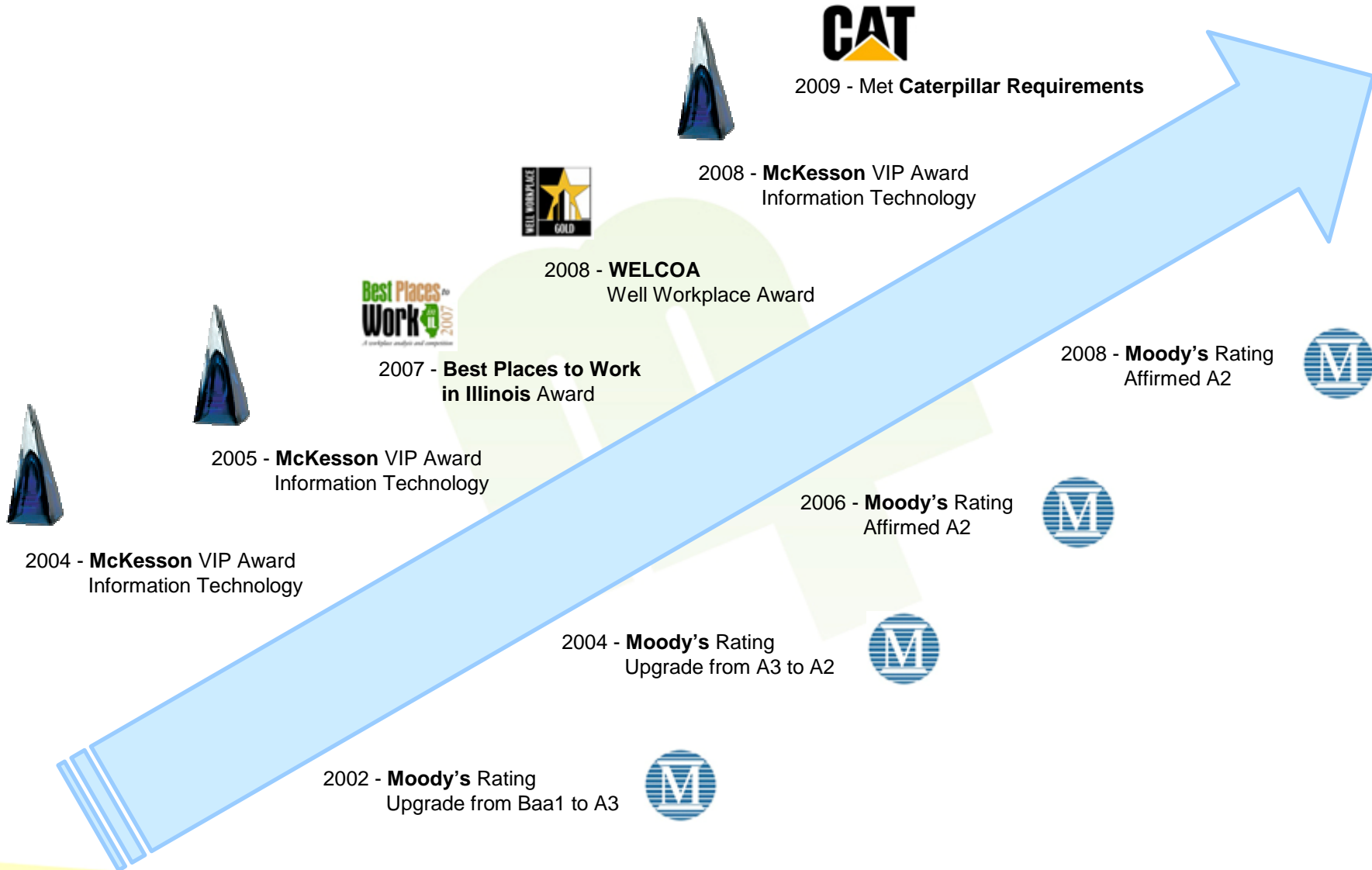
- Strong Financial Performance

- Fully Deployed Electronic Medical Record

- Reduction Medication Errors

- Highly Engaged Workforce

Achievements in Operational Excellence



Dashboard Process



Dashboard Process



What is the process?



Dashboard Challenge – What are the components?

- **Build challenges**
 - Dashboards (30)
 - Strategic plan themes (7)
 - Sub themes (65)
 - Indicators (558)
 - Same indicators on multiple dashboards

Dashboard Build Checklist - Lookups

- Key Components Checklist
 - Dashboard Type: Strategic Plan, Steering Committee
 - Dashboard names: Clinical Excellence
 - Themes: Clinical Excellence
 - Sub themes: Patient Safety
 - Indicators: Mortality index
 - Unit of measure: index, rate \$, #, percentile, percentage, days,

Dashboard Build Checklist - Lookups

- **Key Components Checklist**
 - Indicator ordering: Mortality Index on Strategic Plan, Clinical Excellence and Board dashboard
 - Indicator Decimal places: Mortality Index=0.95
 - Target variance calculation: green, yellow, red (we have 3)
 - Good Direction: H, L
 - YTD value: calculation (cum, averaging) or data entry
 - Are numerators & denominators needed to get the right calculated results?

Dashboard Build Checklist - Lookups

- **Key Components Checklist**
 - Are numerators & denominators needed to get the right calculated results?
 - Abbreviation flags: K = \$1000 & abbreviation divisors
 - Reporting periods vs data periods: Current month, prior months
 - History: how do you want to see your indicator history?
 - Indicator Flags: Strategic plan indicator

Dashboard Build Checklist - Lookups

- **Key Components Checklist**
 - Data source: manual spreadsheets, built from legacy systems, or combination of the two
 - Pre-build dives that help people understand the variance (2-3):
 - Dive variance: against a target or YTD value
 - Prioritize

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Taking You Well

INTO THE FUTURE...

