

ABSTRACT: 2017 ELAM Institutional Action Project Symposium

Project Title: Enhancing Strategic Alignment Across a Faculty Physician Group through use of an Integrated Dashboard of Performance Metrics

Name and Institution: Heather M. Prendergast MD, MS, MPH, Assistant Dean of Clinical Affairs, Vice Chair of Academic Affairs, Emergency Medicine University of Illinois

Collaborators and Mentors: Frank Goldberg PhD; Patrick Tranmer MD; Robert Winn MD; Dimitri Azar MD

Background, Significance of project: The overall vision is to transition the Faculty Practice Plan into a more integrated system of practices that recognizes and leverages the interrelationships between the clinical services provided by each department and acts in a more coordinated and strategic manner.

Development of integrated performance based dashboard is a component of the strategic plan for the Faculty Physician Group. The objective of an integrated dashboard of performance metrics would be to

- Provide useful management information that moves beyond traditional financial reports and develops a repository of useful management information
- Provide opportunities for identifying and maximizing synergies between departments
- Gain insight into a broad scope of strategic and operational issues and opportunities to improve performance
- Improve transparency, coordination and visibility across the enterprise

Purpose/Objectives: Identify key stakeholders from ambulatory, hospital, and Medical Service Plan (MSP) leadership to determine optimal performance metrics; 2) selection of performance metrics that are consistently available, readily measurable, valid, and actionable; and 3) determine which metrics could be useful in forecasting performance.

Methods/Approach: Identify key stakeholders from ambulatory, hospital, and Medical Service Plan (MSP) leadership to determine optimal performance metrics; 2) selection of performance metrics that are consistently available, readily measurable, valid, and actionable; and 3) determine which metrics could be useful in forecasting performance.

Outcomes and Evaluation Strategy: Metrics were selected within 3 primary domains:

- Physician Productivity (wRVUs; RVU's/FTA; Charges and payments/RVU; benchmarking analysis)
- Operational Efficiency with Trend Analysis (visit volume, appointment access: time to first appointment, room utilization, no show rates, discharge orders by time of day, documentation lag, CPT code utilization, charge capture rate)
- Revenue enhancement (charge lag, clinical collections, average days in A/R, first pass & terminal denial rates, A/R by payer)

Once the dashboard is operationalized the plan will be to 1) develop and implement systems to reward quality (that exceed performance targets set), 2) reevaluation of performance metrics on an annual basis, and 3) presentation quarterly to clinical department heads.

Conclusion with Statement of impact/potential impact: Creation of an Integrated Dashboard of Performance Based Metrics will allow the Physician Group to identify the critical core performance indicators that reflect performance goals, and provide a more robust clinical financial profile for the physician group and individual departments. The downstream impact will be significant and will allow for greater transparency and optimization of clinical care and revenue through improved efficiency across the enterprise.



Project Title:

Enhancing Strategic Alignment Across a Faculty Physician Group through use of an Integrated Dashboard of Performance Metrics

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Background:

- Transition the Faculty Practice Plan into a more integrated system of practices
- Recognize and leverage the interrelationships between the clinical services
- Perform in a more coordinated and strategic manner

Significance of project:

- Development of an integrated performance based dashboard is a component of the strategic plan for the Faculty Physician Group.

Objective:

- Provide useful management information that moves beyond traditional financial reports
- Develops a repository of useful management information
- Provide opportunities for identifying and maximizing synergies between departments
- Gain insight into a broad scope of strategic and operational issues and opportunities to improve performance
- Improve transparency, coordination and visibility across the enterprise

Methods/Approach:

- Identification of key stakeholders from ambulatory, hospital, and Medical Service Plan (MSP) leadership
- Selection of performance metrics that are consistently available, readily measurable, valid, and actionable;
- Determine which metrics could be useful in forecasting performance.

Once the dashboard is operationalized the plan will be to

- Develop and implement systems to reward quality (that exceed performance targets set)
- Reevaluation of performance metrics on an annual basis
- Present dashboard quarterly to clinical department heads.

Conclusion with Statement of impact/potential impact:

Creation of an Integrated Dashboard of Performance Based Metrics will be a benefit to the Physician Group by:

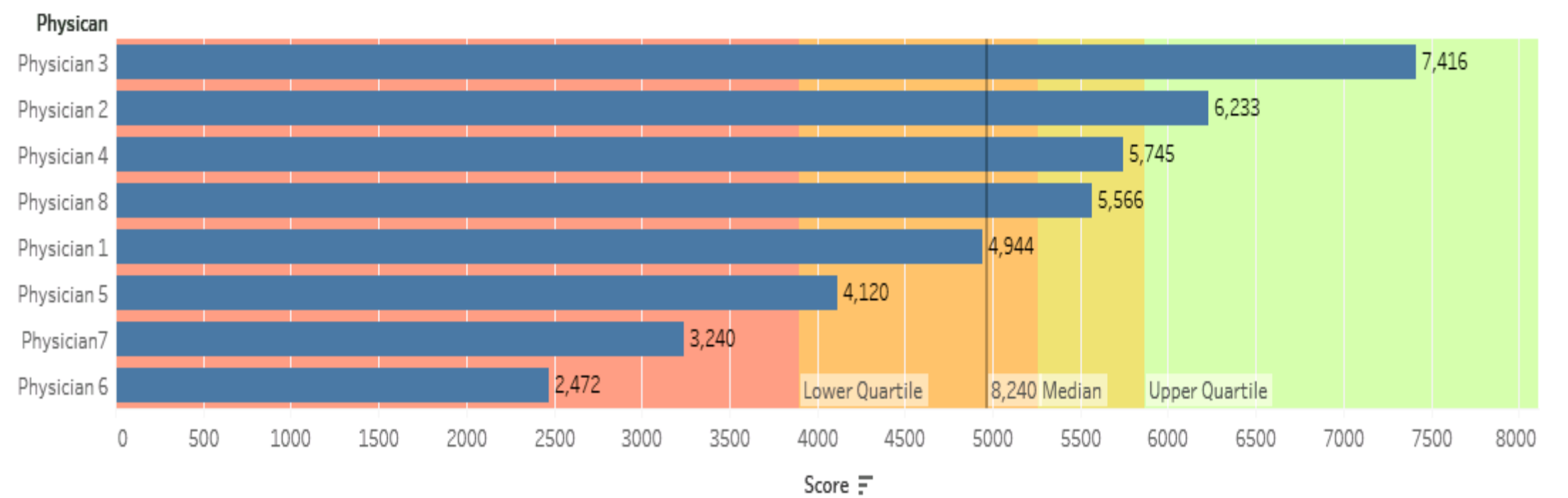
- Identification of the critical core performance indicators that reflect performance goals,
- Provide a more robust clinical financial profile for the physician group and individual departments.
- Allow for optimization of clinical care and revenue through improved efficiency across the enterprise.

Outcomes :

- Metrics were selected within 3 primary domains:

1. Physician Productivity

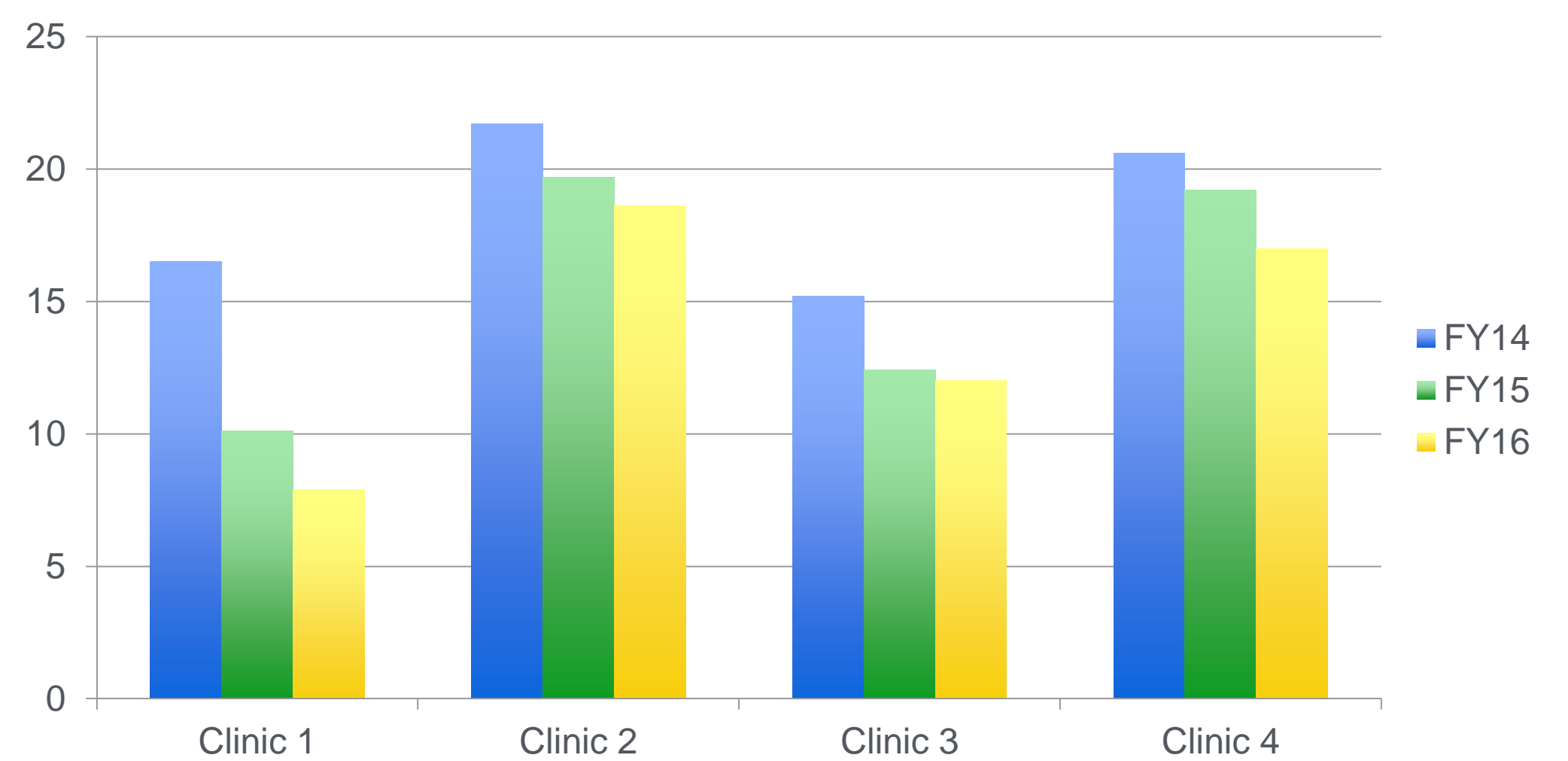
i.e.: Work RVU: Department Quartile Ranking



Other Metrics include: RVU's/FTA, Charges and payments/RVU, benchmarking analysis

2. Operational Efficiency with Trend Analysis

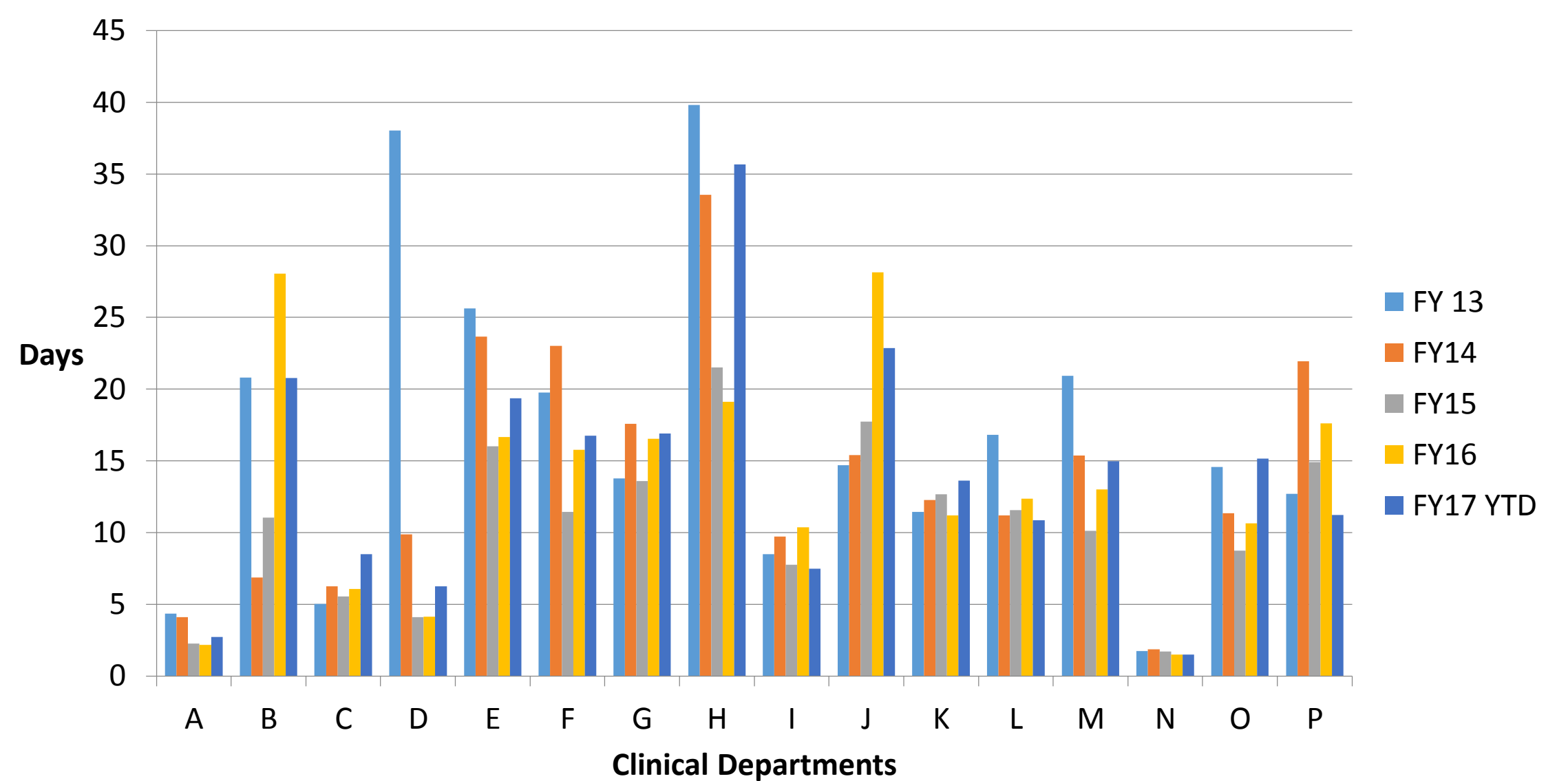
i.e.: Outpatient No Show Rates



Other Metrics Include: Visit Volume, Appointment Access, Time to First Appointment, Room Utilization, Discharge Orders by Time of Day, Documentation lag, CPT code utilization, charge capture rate

3. Revenue Enhancement

MSP Charge Lag



Other Metrics Include: Charge Lag, Clinical Collections, Average Days in A/R, First Pass & Terminal Denial Rates, A/R by Payer

