

ABSTRACT: 2019 ELAM Institutional Action Project

Project Title: Creating an Integrated Provider Clinical Dashboard

Name and Institution: Renee Edwards MD MBA; OHSU, Portland OR

Collaborators and Mentors: Sharon Anderson, Dean School of Medicine; John Hunter CEO OHSU Health System

Topic Category: Administration

Background, Significance of project:

There is no centralized provider dashboard at OHSU that allows individual providers or divisions/depts to understand their performance relative to their peers or the strategic initiatives of the institution. As a result, there is inability to roll up clinical metrics to understand the whole of the enterprise. This leads to lack of internal consistency in what is measured, lack of benchmarking, lack of alignment to strategic initiatives and lack of understanding of how daily activities contribute to the whole. We will be ill prepared to engage faculty, achieve our strategic goals or flex to risk and value-based population work without an understanding of the performance of the whole as created by individual components of the healthcare system.

Purpose/Objectives:

Creation of a clinically facing provider dashboard as one component of an institutional dashboard that touches all of our faculty's missions.

Methods/Approach/Evaluation Strategy:

- 1) Determination of metrics through the 2025 Clinical Enterprise Strategic Planning Process.
- 2) Metric alignment with evolving future funds flow models
- 3) Catalogue currently existing department/division dashboards for understanding of current state as we move toward a new future state
- 4) Faculty satisfaction survey tool as a means for measuring transparency, engagement and leadership opportunities for faculty in instituting the components of this new tool

Outcomes/Results:

The outcome of this project will be a clinical dashboard within the context of a larger faculty dashboard that allows us to understand the whole of our clinical enterprise in order to target appropriate resources and performance efforts toward specific units. It will also be used within our new Funds Flow model in an anticipated "shared upside" concept. Results to this point in time include beginning to hold conversations within committees that oversee current metric performance along with departments around metrics appropriate to include however, these cannot be finalized until we have completed the work of developing a new Clinical Enterprise Strategic Plan in June 2019.

Discussion/Conclusion with Statement of Impact/Potential Impact:

The potential impact of this project will be to have a clinical portion of a broader faculty dashboard that will align daily activities to our Clinical Strategic Plan as part of a broader Faculty Dashboard. This will allow us to make actionable decisions across the healthcare system with regard clinical priorities, funds flow, and resource allocation. Ideally it will be transparent to faculty and allow for increased engagement in system-level strategy and leadership opportunities toward common goals.



Creating an Integrated Provider Clinical Dashboard

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Mentors: Sharon Anderson, M.D., Dean OHSU School of Medicine; John Hunter, M.D., F.A.C.S., CEO OHSU Health System

Background/Significance of the Project

There is no centralized provider dashboard at OHSU that allows individual providers or divisions/depts to understand their performance relative to their peers or the strategic initiatives of the institution. This results in:

- inability to roll up clinical metrics to understand the whole of the enterprise, either for leadership or individual faculty
- lack of internal consistency in what is measured between depts
- lack of benchmarking
- lack of alignment to strategic initiatives

We will be ill prepared to engage faculty, achieve our strategic goals or flex to risk and value-based population work without an understanding of the performance of the whole as created by individual components of the healthcare system.

Purpose/Objectives

Creation of a clinically facing provider dashboard as one component of an institutional dashboard that touches all of our faculty’s missions.

Methods/Approach/Evaluation Strategy

- Determination of metrics through the 2025 Clinical Enterprise Strategic Planning Process.
- Metric alignment with evolving future funds flow models
- Catalogue currently existing department/division dashboards for understanding of current state
- Possible adoption of a similar tool as used at UTMB, Galveston
- Faculty satisfaction survey tool as a means for measuring transparency, engagement and leadership opportunities for faculty in instituting the components of this new tool

Sample Dashboard Template

Select Quality Metrics (Note: Primary Mission: Research. At least two (2) metrics must be selected from the primary mission & one (1) metric for each secondary mission for which you have FEEA effort.)

Clinical Education Research

Clinical Metric 1

Category:	Metric:	Target:	Actual:	Result:	Description/Example:
Inpatient	Mortality O:E Ratio	0.75	0.58 ↑	Undetermined	Mortality O:E Ratio (Galveston & ADC, LCC Combined)

Clinical Metric 2

Category:	Metric:	Target:	Actual:	Result:	Description/Example:
Select category	Select metric				

Clinical Metric 3

Category:	Metric:	Target:	Actual:	Result:	Description/Example:
Select category	Select metric				

Outcomes/Results

The outcome of this project will be a clinical dashboard within the context of a larger faculty dashboard that allows us to understand the whole of our clinical enterprise in order to target appropriate resources and performance efforts toward specific units. It will also be used within our new Funds Flow model in an anticipated “shared upside” concept. Results to this point in time include beginning to hold conversations within committees that oversee current metric performance along with departments around metrics appropriate to include. These will be finalized when we have completed the work of developing a new Clinical Enterprise Strategic Plan along with Key Performance Indicators in June 2019.

Summary/Conclusion

The potential impact of this project will be to have a clinical portion of a broader mission-based faculty dashboard that will align daily activities to our Clinical Strategic Plan. This will allow us to make actionable decisions across the healthcare system with regard clinical priorities, funds flow, and resource allocation. Ideally it will be transparent to faculty and allow for increased engagement in system-level strategy and leadership opportunities toward common goals.

