

IAP Abstract

Title: **Beyond Margin: Developing Meaningful Metrics for Clinical Programs in Academic Medical Centers**

Fellow: **Ashley Wysong MD, MS**

Collaborators: Stephanie Daubert, CFO; Michael Ash, COO; Matt Pospisil VP-Operations; Bryce Brackle VP-Finance, Ryan Kenney Director-Business & Finance, John Williams Director-Market Intelligence

Background/Project Significance: Academic medical center (AMC) leaders need objective, data-driven information to make strategic choices and to allocate enterprise time and resources among competing priorities in an increasingly challenging financial climate. Historically, healthcare system metrics have been focused on financial and operational outcomes, however, they may lack measures in research, educational, and other academic key results that drive excellence in AMCs.

Purpose/Goals/Objectives: To develop comprehensive metrics and a clinical program scorecard to evaluate performance and prioritize clinical program investments in key financial, clinical, research, education, reputational and other metrics to aid in systemwide strategy and resource allocation.

Methods/Approach: A review of the worldwide medical literature was performed in addition to a survey of key indicators from AMCs participating in Executive Leadership in Academic Medicine (ELAM)/ Executive Leadership in Healthcare (ELH) 2022-23 program, and interviews with key stakeholders at the University of Nebraska Medical Center (UNMC).

Outcomes: A comprehensive list of metrics utilized at AMCs participating in ELAM/EHC and reported in the literature was developed and categorized by theme. The most utilized metrics by ELAM/ELH programs were identified and highlighted. A proposed comprehensive scorecard was developed to utilize for clinical programs at UNMC.

Discussion/Conclusion: By developing a comprehensive approach to measuring the performance of clinical programs, leaders can integrate clinical, operational, financial, educational, research, DEI, reputational, and other data to drive informed decision making in academic healthcare systems. Next steps of this project will include developing and validating any new metrics within our organization, engaging additional stakeholders, creating a new clinical program dashboard, and updating presentation formats at our clinical program executive committee utilizing novel performance metrics.