

PERFORMANCE MEASUREMENT GETTING TO THE “WHY”

When asked by;

The Board

Management

Staff



With the data collection and reporting systems largely in place what else do we need to do?

Education

- For the Board
- For Middle Managers
- For the Staff
- And first and foremost the Senior Leaders – we need them to be the catalysts, the change agents, the drivers of innovation and the institutional educators or at least the sponsors of education.

Pennsylvania Office of Rural Health

- We Are! Penn State
- When a team outgrows individual performance and learns team confidence, excellence becomes a reality.

Joe Paterno

Education to Four Constituencies



- Boards – a diverse, difficult group to reach
- Senior Management – generally like it, want it
- Middle Management – some get it some don't
- Staff – another diverse difficult to reach group

So what have we done well and what do we need to improve upon?

Senior Managers

- From a National Perspective
 - Terry Hill – The National Flex Program
 - John Gale – Community Benefit
 - Ira Moscovice – ED Transfer Communication
 - Eric Shell – Attributes of Successful CAHs
 - Scott Goodspeed – Board Governance
 - Hayes Group – Gaining Strategic Edge
 - Clint McKinney – PI for the ED

Senior Managers (cont)

- From Penn State
 - Green Technology – Penn State Center for Sustainability
 - Energy Audits – PennTAP
 - Rural Healthcare Engineering Collaborative
 - Penn State Institute for Diabetes & Obesity
 - Lean Healthcare West
 - Evaluating the Balanced Scorecard and RPM

Senior Managers (cont)

- From a Quality perspective
 - Quality Insights of Pennsylvania (QIO)– numerous
 - Institute for Safe Medication Practices
 - Pennsylvania Health Care Quality Alliance
 - Hospital and Healthsystem Association of PA
 - CMS
 - Pennsylvania Trauma Systems Foundation

Senior Managers (cont)

□ Shared Learning

- Staci Covey – TCH – “Integrating PI with the Balanced Scorecard”
- Alberta Smith – JSH – “Using RPM”
- Alan Richards – BMC – “ED Quick Gains”
- Mary Liebengood –MMC – “Meyersdale Financial Improvement”
- Jason Hawkins – FCMC – “Constructing and Financing a New Hospital”

For the Middle Managers

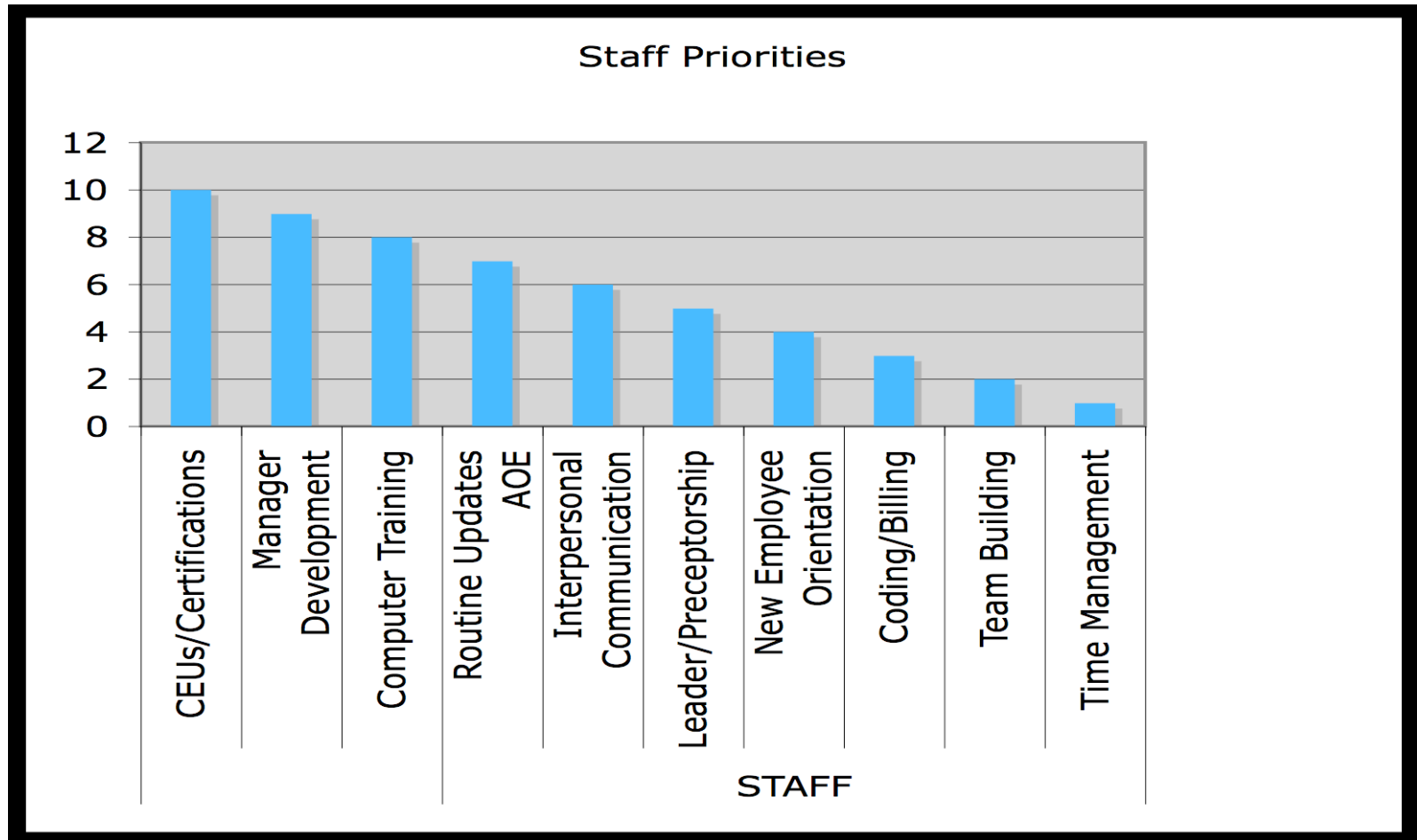
- Through collaboration with two Penn State Departments
 - Office of Economic & Workforce Development and
 - Management Development
- Two Educational Programs were developed
 - Rural Health Care Manager Academy
 - Rural Nurse LEAD Program (Leadership Enrichment and Development)

Organizational Assessment

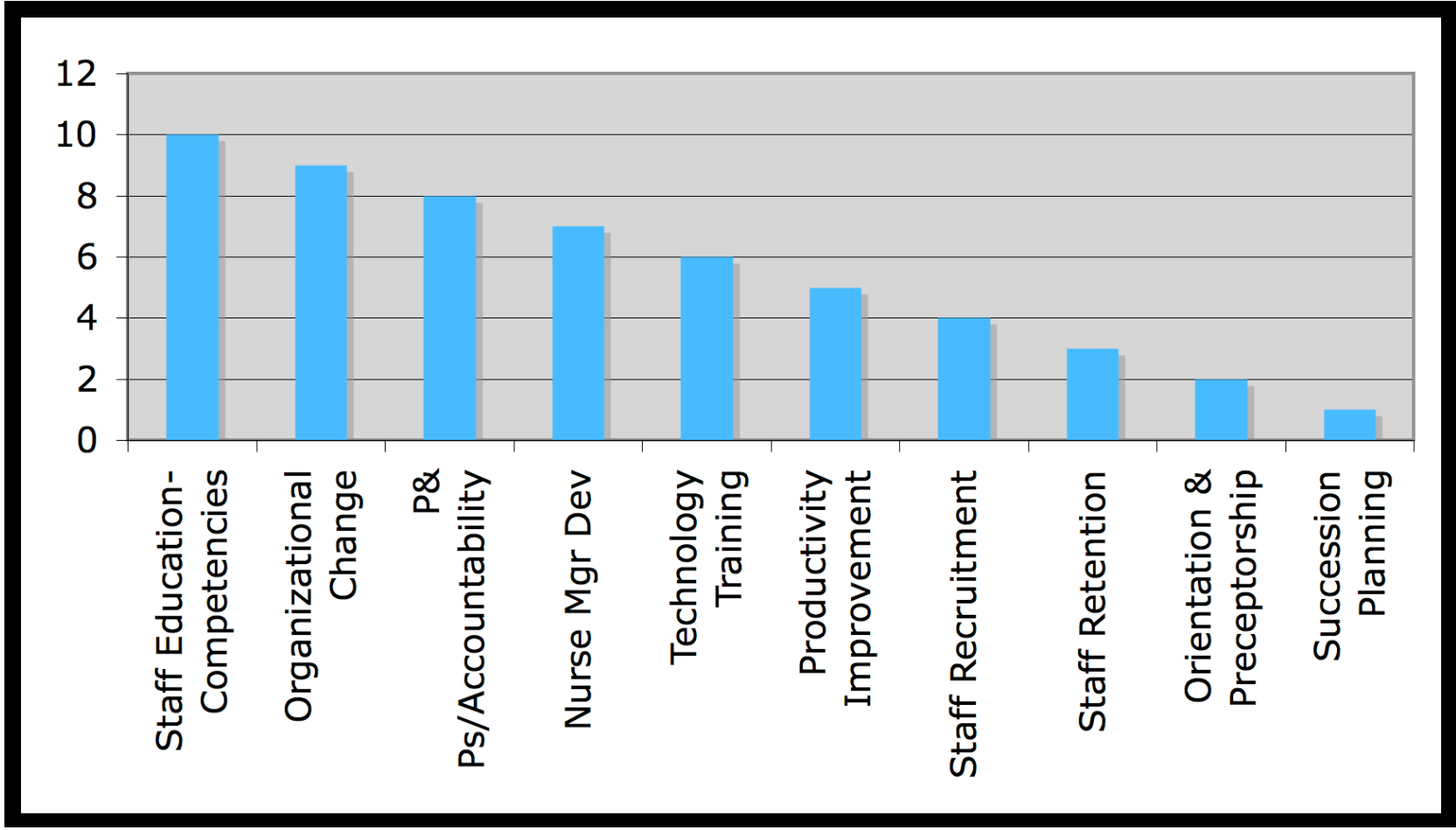
PA Critical Access Hospitals

- **Ten CAHs:** geographically dispersed
- **Data Collection:**
 - **Survey** (n=1015)
 - *Demographics*
 - *Critical Training Needs*
 - *Training Preferences*
 - **Staff Interviews** (n=182)
 - **Administrative Interviews** (n=51)
 - **Technology Assessment** (basic)

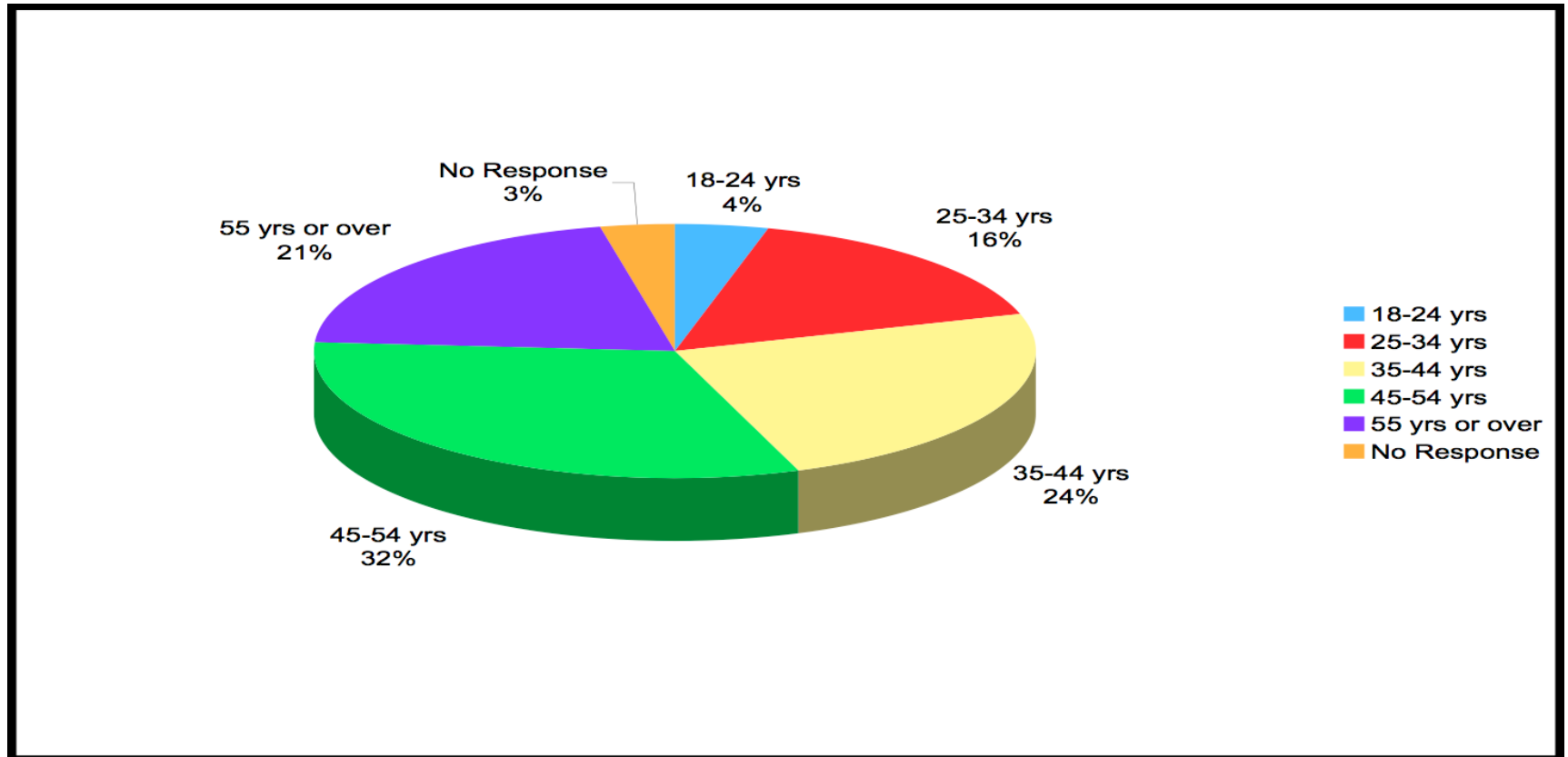
Priorities for Staff Education and Development



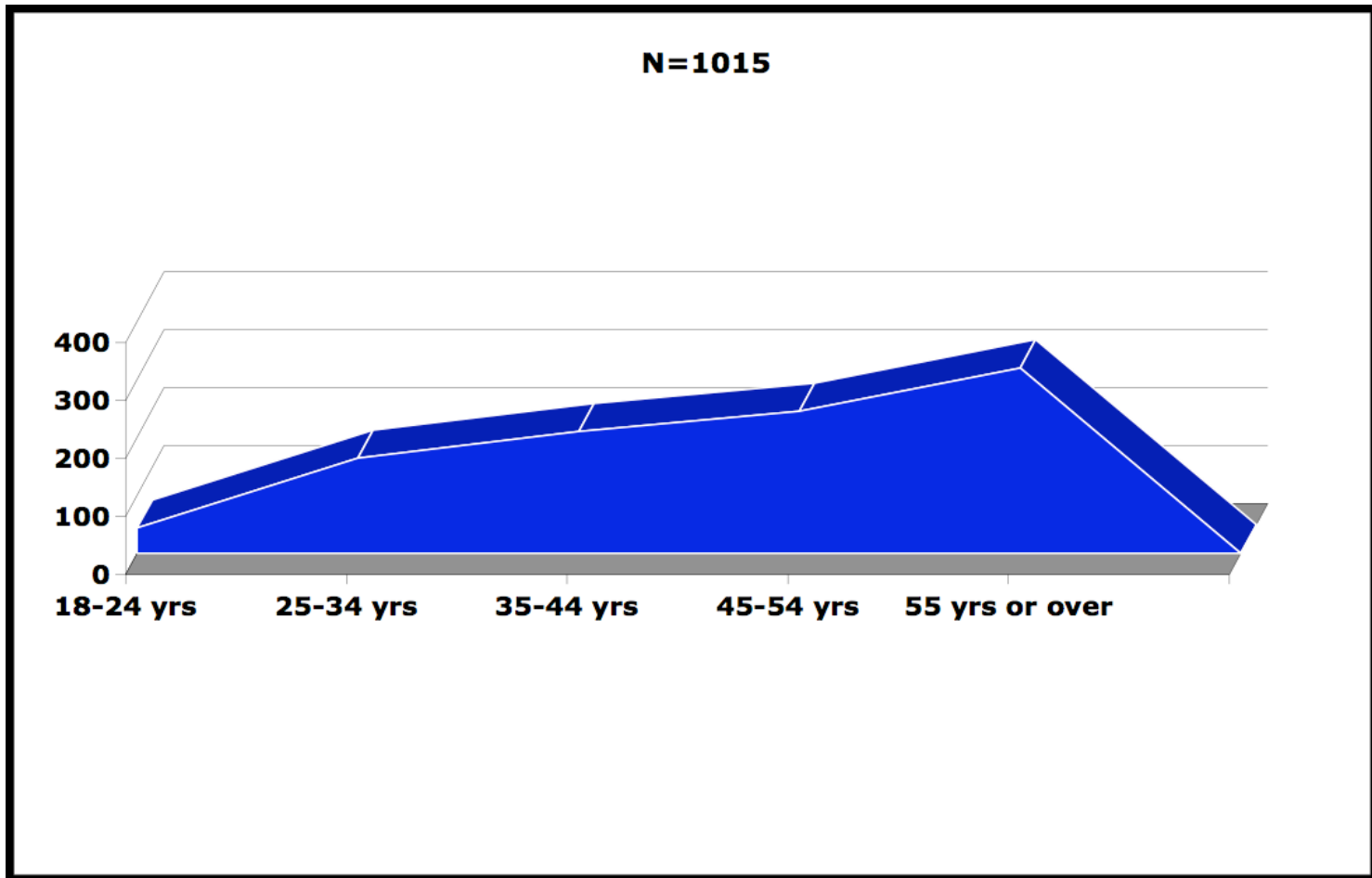
Priorities for Administrators



CAH Workforce Age



Aging Trend of CAH Workforce



Rural Health Care Managers Academy



- Current Issues in Healthcare
- Introduction to the Balanced Scorecard
- Effective Communication
- Building Better Work Relationships
- Fiscal Management
- Coaching for Better Performance
- Work Style Choice
- Employee Development



**Pennsylvania
Rural Health Care
Manager Academy
2007–2008
Project Handbook**

Some of the Projects

- Building a Healthy Work Place –Elk Regional Health Center
- CAT Scan Procedure Overhaul – Bucktail Medical Center
- Department manager Orientation manual – Meyersdale MC
- EMS System Configuration Comparisons – EMMCO West
- Enhanced Patient Transfers – Troy Community Hospital
- Jersey Shore Hospital Amish Initiative
- Organizational Budget Initiative – Endless Mountains
- Physician Satisfaction Survey Tool – J.C. Blair Hospital
- RPM Departmental Scorecards – Tyrone Hospital
- The Busy Bees – Muncy Valley Hospital

1st Place - The Busy Bees – Boosting Effective Energetic Staff



Rural Nurse LEAD Program



- Lean Tools to Reduce Errors and Waste
- Executive Coaching for Performance Improvement
- “Pathway to Excellence” as a Recruitment and Retention Strategy
- All About Staffing Plans: What’s Right for You?

What do we now need to improve?

- Board Education
- Staff Education

Board Education

- Past – “Health Care Boards in the 21st Century”
Darlene Bainbridge
- Present – AHA’s “The Boards Role in Quality and Safety” - 3 pilot hospitals last year
- Future – Distance Education
 - ▣ PMI University – *Governance Portal*
 - ▣ Penn State Outreach

Staff Education

- From Evaluation of RPM and Balanced Scorecard
 - Need for Distance Education

EVALUATING BALANCED SCORECARD AND RPM UTILIZATION AT PA CRITICAL ACCESS HOSPITALS

Pennsylvania Office of Rural Health
Thursday, November 5, 2009
Shane Flickinger, Graduate Intern

Conclusions

- Quality measurement challenges similar to other rural health organizations
 - ▣ Lack of human resource and capital
 - ▣ Indicators lack specificity
- Administrative support is essential for increasing Balanced Scorecard and RPM utilization
- Utilization is dependent on staff awareness and training opportunities
- Customization of indicators and reports to meet organization-specific needs is essential

Future Plans (PMI)

- Streamline RPM data entry with other clinical and operational databases
 - ▣ Reduce time for data entry
 - ▣ Increase user-friendliness of the system
- Develop a Balanced Scorecard and RPM training program
 - ▣ Committee-based planning process with representatives from PA CAHs, PMI, and PORH
 - ▣ Online tutorial to increase access to training materials
 - ▣ Improve user-friendliness

Welcome **Gregory Wolf**

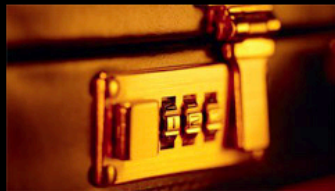
PMI University

Extending Knowledge to Healthcare Leaders

[Governance Portal](#) | [Employee Education](#) | [RPM Training](#)

PMI University is a virtual campus for healthcare professionals who seek to expand their understanding of industry trends and strengthen hospital Board, manager, medical staff and employee engagement through online training, education and performance improvement strategies.

Governance Portal



Expanding Trustee Knowledge

Healthcare governance is a complex and dynamic responsibility, PMI's Governance Portal provides concise training videos on the most important topics to help trustees stay current with industry trends and best practices.

Employee Education and Training



Building Employee Skills

Even the most seasoned, capable hospital CEO struggles to maintain an educated staff whose day to day activities link to the organization's strategy. The Employee Education section provides up-to-date content on topics important to hospital managers.

RPM Training



Utilizing PMI's Monitoring System

RPM is a web-based strategy monitoring and benchmarking system developed for community hospitals. The RPM Training section provides online training videos and printable resources to help staff maximize their use of RPM.



<p>Board Essentials</p>	<p>Rural Differences</p>	<p>Best Practices</p>	<p>Healthcare Trends</p>	<p>High Performance</p>	<p>Strategic Focus</p>
<p>Quality + Safety</p>	<p>Dashboards</p>	<p>Leadership</p>	<p>Community Benefit</p>	<p>Patient Experience</p>	<p>Physician Alignment</p>



Best Practices

Rural Focused Board Education Series

Best Practices for Building a Better Board

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Governance Portal

- Board Essentials ▶ 4:32
A survey of the most pressing hospital governance issues PDF
- Rural Differences ▶ 2:15
What is involved in serving on a rural hospital board?
- Best Practices ▶ 2:43 Viewing**
What are the best board practices at rural hospitals?
- Healthcare Trends
The implications of trends and reform on rural hospitals PDF
- High Performance
Strategies to recruit and educate rural hospital board members
- Strategic Focus
How rural hospitals can help drive strategy without drilling down

