THE BALANCED SCORECARD: A QUALITY ASSURANCE SYSTEM FOR COLLEGE HEALTH

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NYSCHA ANNUAL MEETING
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OVERVIEW/OBJECTIVES

• Evidence-Based Management
• Strategic Planning
• Quality Assurance
• Balanced Scorecard
  • Vision and Mission
  • Objectives and Measures
  • Perspectives
  • Learning Outcomes and Metrics
• Build a Balanced Scorecard
EVIDENCED-BASED MANAGEMENT

Health Care Journals

- Journal of the American Medical Association
- New England Journal of Medicine
- Journal of American College Health
- Journal of Primary Care
- Journal of Adolescent Health

Health Management Journals

- Journal of Health Care Management
- Journal for Healthcare Quality
- Journal of Health Services Research and Policy
- Journal of Healthcare Resource Management
- Evaluation & the Health Professions
- Health Care Management Review
- Health Care Strategic Management
- Health Policy Health Policy & Planning
- Healthcare Financial Management
STRATEGIC PLANNING

Strategy is one piece of a continuum...

Values
- Vision Statement
- Mission Statement

Strategies
- Strategic Initiatives
- Individual Initiatives

Quality Assurance
- Balanced Scorecard

Strategic Outcomes
- Customer
- Organization
QUALITY ASSURANCE

"I have a delivery for you: 1000 pens with the slogan 'Excellence is in the Detales' and 500 factory-second, slightly irregular coffee mugs that say 'Quality Matters'."
QUALITY ASSURANCE

AAAHC

Joint Comm.

Report Cards

Quality Assurance

Middle States

Triple Aim

NCQA
QUALITY MANAGEMENT & IMPROVEMENT
AAAHC

Peer Review
- Ongoing, systematic monitoring of care
- Staff participate in development of criteria
- Results used in clinical privileging

Risk Management
- Incident and adverse event review
- Incapacitated provider policy
- Prevention of unauthorized prescribing

Quality Improvement Program
- Broad in scope and participation
- Goals, objectives, performance measures
- Corrective actions, re-measurement, close the loop.
BALANCED SCORECARD HISTORY

Measurement and Reporting
1992

Alignment and Communication
1996

Enterprise-wide Strategic Management
2000

**Articles in Harvard Business Review:**
- “The Balanced Scorecard — Measures that Drive Performance” January - February 1992
- “Putting the Balanced Scorecard to Work” September - October 1993
- “Using the Balanced Scorecard as a Strategic Management System” January - February 1996
WHAT IS THE BALANCED SCORECARD?

*Strategic Management System*

- **Directive**: Guide the implementation of the vision by translating strategy into objectives and actions.
- **Instructive**: Provides feedback on outcomes that can be used to modify objectives and actions.
- **Systemic**: Focus on four (or more) key perspectives
IS ALL ABOUT BALANCE

- Financial measures
- Long term goals
- Internal factors
- Leading indicators

- Non-financial
- Short term goals
- External factors
- Lagging indicators
BALANCED SCORECARD OVERVIEW

Vision & Strategy

- Financial Perspective
- Internal Operations Perspective
- Employee Perspective
- Learning and Growth Perspective
- Customer Perspective
MISSION STATEMENT

"It’s supposed to inspire, but most employees see it as permission to take a nap.”
BALANCED SCORECARD - IMPLEMENTATION

Step 1
• Translate vision and strategy into objectives and actions
• Select critical measures – in each perspective

Step 2
• Communicate and link to individual endeavors
• Motivate staff

Step 3
• Monitor outcomes
• Adjust strategy, objectives and actions as needed
CUSTOMER PERSPECTIVE

Questions:
• How do our customers/patients see us?
• How do we create sustainable value for our customers?
• How is customer demand satisfied?

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Maintain strong customer satisfaction</th>
</tr>
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<tbody>
<tr>
<td>Measures</td>
<td>Web-based satisfaction survey</td>
</tr>
<tr>
<td>Targets</td>
<td>90% overall satisfaction in both services</td>
</tr>
<tr>
<td>Initiatives</td>
<td>Scheduling w/in 24 hours, on-time or explain, staff introductions, clarify directions</td>
</tr>
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</table>
INTERNAL PERSPECTIVE

Questions:
• What must we excel at?
• What key operational processes are most critical?

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Identify behavioral health issues in primary care setting and successfully refer patients to counseling services.</th>
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</thead>
<tbody>
<tr>
<td>Measures</td>
<td>Number of referrals that result in mental health visit.</td>
</tr>
<tr>
<td>Targets</td>
<td>Increase number of successful referrals from 74% to 85%.</td>
</tr>
<tr>
<td>Initiatives</td>
<td>Referral and case management system: continue provider coding of referrals, continue case manager tracking of referral outcomes and outreach to students who do not schedule counseling appointment, begin outreach to students who schedule counseling appointment and then no-show</td>
</tr>
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</table>
FINANCIAL PERSPECTIVE

Questions:
• What return on investment do we provide our customers?
• What is the value added for the customer?
• How can we reduce costs?

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<tr>
<th>Objectives</th>
<th>Monitor cost-of-care via at least one cost-of-care QI study per year</th>
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<tbody>
<tr>
<td>Measures</td>
<td>Number of x-rays ordered in compliance with Ottawa Ankle Rules</td>
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<tr>
<td>Targets</td>
<td>90% of compliance with Ottawa Rules</td>
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<tr>
<td>Initiatives</td>
<td>Ankle Exam form in EHR</td>
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</tbody>
</table>
LEARNING & GROWTH PERSPECTIVE

Questions:
- What can we improve?
- What internal processes need to be enhanced?

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<thead>
<tr>
<th>Objectives</th>
<th>Conduct an annual peer review process with medical, counseling, and health promotion staff</th>
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<tr>
<td>Measures</td>
<td>Consistency between intake notes and diagnosis; suicide assessment where appropriate; appropriateness of care; history appropriate to chief complaint; completeness of documentation</td>
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<tr>
<td>Targets</td>
<td>Percent compliance varies per service and criteria</td>
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<tr>
<td>Initiatives</td>
<td>Conduct review at the end of each semester; review results with each provider; provide training where needed</td>
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## EMPLOYEE PERSPECTIVE

### Questions:
- How satisfied are our employees?
- Do employees feel empowered?
- Are relationships strong and collaborative?
- Does the work environment inspire achievement and excellence?

### Objectives
- Conduct annual employee surveys

### Measures
- Alternate between employee satisfaction survey and 360 degree evaluation

### Targets
- Strong satisfaction and morale as measured via survey tools

### Initiatives
- Respond to quantitative and qualitative survey feedback (e.g., policy changes, improvements to communication, and individualized feedback)
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<tr>
<th></th>
<th>Objectives</th>
<th>Measures/Target</th>
<th>Outcome</th>
<th>Action Plan</th>
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<tr>
<td><strong>Customer</strong></td>
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<td><strong>Internal</strong></td>
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<td><strong>Innovation – Learning</strong></td>
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<tr>
<td><strong>Financial</strong></td>
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