Category 4
Measurement, Analysis, and Knowledge Management

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Panelists

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Integration Across 9 Business Units

- 4 acute care hospitals
  - Henry Ford Hospital staffed by Henry Ford Medical Group
  - 3 Community hospitals supported by both employed and private practitioners
- Henry Ford Medical Group
- Henry Ford Physician Network
- Community Care Services
- Behavioral Health Services
- Health Alliance Plan

“The Henry Ford Experience”: 7 Pillars of Performance

Mission: To improve people’s lives through excellence in the science and art of health care and healing.

Vision: Transforming lives and communities through health and wellness – one person at a time.

People | Service | Quality & Safety | Growth | Research & Education | Community | Finance

System Values: Respect for people, High Performance, Learning & Continuous Improvement, Social Conscience, Each Patient First

Core Competencies: Innovation, Care Coordination, Collaboration

Organizational Framework: Leadership, Strategic Planning, Customer Focus, Performance & Knowledge Management, Staff Focus, Safe & Reliable, Process Focus, Accountability for Results
Measurement, Analysis, and Knowledge Management

- How do you measure, analyze, and improve organizational performance?
- How do you manage your information, organizational knowledge, and information technology?

“Information is important. But it’s how we use it that defines us”

Recent Google Ad
Measure, Analyze and Improve

- **Metrics Committee** provides operational, financial, and pillar leaders who provide oversight and expertise to pillar teams and the Performance Council on the best way to define, display (dashboards), compare, and analyze organizational performance.

- **HFHS Analytics** department
  - Measurement and Comparator Selection
  - Business Intelligence Oversight
  - Dashboards/Organizational Performance Review
  - Knowledge Management
Metrics Committee Structure

- Performance Council
- Metrics Committee
- Data Stewardship
- Analytics Delivery
- Knowledge Management

Organizational Performance Review

- System-level dashboard and monthly review of measures at Performance Council (PC)
- Continuous search for best measures and comparators / databases
- Semi-annual review of all pillars and business units at PC

System Dashboard

- People
  - Engagement
  - Turnover
- Service
  - Cost
  - Engagement (Top Box)
  - Likelihood to Recommend
  - HCAPPS
- Quality & Safety
  - No Harm: Acute Harm
  - Readmissions
- Growth
  - Admission Volumes
  - Tri-County IP Mkt share
  - HAP Membership
- Finance
  - Net Operating Income
  - Cost Per Unit
# System Dashboard

<table>
<thead>
<tr>
<th>Pillar</th>
<th>Performance Indicator</th>
<th>Freq.</th>
<th>2010 Actual</th>
<th>2011 Target</th>
<th>2011 Current</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Turnover Total</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Engagement</td>
<td>Annual</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Getting and Filling Return Surveys</td>
<td>Semi-Annual</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>Customer Engagement: &quot;Likely to recommend&quot;</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>HCAHPS: Hospital Consumer Assessment of Healthcare Providers and Systems</td>
<td>Quarterly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality &amp; Safety</td>
<td>Name - Overall Rate</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>For 1000 patient days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Readmissions to the Hospital of All Patients</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth</td>
<td>Tel-County Inpatient Market Share Density/Supply/Demand</td>
<td>Quarterly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Administration Turnovers</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total VAT Memberships</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>Payroll Quality/New Business</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Cost Per Unit/Case/Admission/Visit</td>
<td>Monthly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **> 5% Variance to Target**
- **≤ 5% Variance to Target**
- **At or Above Target**
Sample Business Unit: YTD Performance on Key Metrics

<table>
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<tr>
<th>Pillar</th>
<th>Performance Indicator</th>
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<th>2011 Target</th>
<th>2011 Current</th>
<th>Current Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>People</td>
<td>Total Sales</td>
<td>Monthly</td>
<td>15.6%</td>
<td>17.15% (YTD)</td>
<td>15.7%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employee Engagement</td>
<td>Annual</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Customer Engagement</td>
<td>Semi-Annual</td>
<td>3.09%</td>
<td>4.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service</td>
<td>NCQA Rankings</td>
<td>Monthly</td>
<td>83.0%</td>
<td>83.5%</td>
<td>83.1%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>HEDIS Compliance</td>
<td>Quarterly</td>
<td>40%</td>
<td>45% (Q4)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality &amp; Safety</td>
<td>Heart Rate</td>
<td>Monthly</td>
<td>77%</td>
<td>79% (YTD)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Readmissions to Hospital</td>
<td>Monthly</td>
<td>22%</td>
<td>22% (Q2)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Growth</td>
<td>Growth Rate</td>
<td>Quarterly</td>
<td>3.6% (Q4)</td>
<td>3.6% (Q3)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>ProForma Income</td>
<td>Monthly</td>
<td>11%</td>
<td>12% (Q2)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- > 5% Variance to Target
- ± 5% Variance to Target
- At or Above Target

Available to all Employees
**HFWBH OPR: Quality and Safety**

<table>
<thead>
<tr>
<th>INITIATIVES</th>
<th>ACTION(S)</th>
<th>Overall (R,Y,G)</th>
<th>LOOKING FORWARD: 2012</th>
<th>PERFORMANCE COUNCIL SUPPORT NEEDED</th>
</tr>
</thead>
</table>
| Communication Improvement Project | • Launched significant improvement project around care team communication to the patient  
• Developed Blended Communication Press Ganey score as part of strategic goals. | YELLOW          | • Focused teams tackling root causes and “Baby A3s” including multi-disciplinary rounds, creation of a unified care plan, identification of care team members and consult process improvement  
• Implement proposal for Clinical System Improvement Team with dedicated time to advance this effort and develop the front-line expertise to problem solve  
• 2012 HFWBH Quality Expo (3/29/12) will feature presenters from HFWBH sharing communication improvement examples in the future. | Support and possible participation from key medical group physicians |
| No Harm Campaign             | • Achieved overall targeted reduction in 2011.  
• Achieved a 20% reduction in employee harm between 2010 and 2011 largely due to active Safety Champions. | GREEN           | • Continued focus on Med. Harm, Procedural Harm, Employee Harm, Communication Failures, Specimen Labeling and CAUTI.  
• Host HFWBH Quality Expo featuring improvement efforts from all departments |                                                                    |

**Measurement, Analysis, and Knowledge Management**

- How do you measure, analyze, and improve organizational performance?
- How do you manage your information, organizational knowledge, and information technology?
Measurement, Analysis, and Knowledge Management

- How do you manage your information, organizational knowledge, and information technology?

Information Technology Mission
Information Technology captures, processes and secures the data with the mission of providing the right data to the right individual at the right time, to the right location in the right medium.

Transforming Care Through Information Integration

- Supports Accountable Care Strategy
- Supports Clinical Integration (e.g., avoiding duplicative services)
- Supports Clinical Quality and Service Goals (e.g., likely to recommend)
- Supports regulatory requirements and incentives (e.g., Meaningful Use, Value-Based Purchasing)
- Supports revenue cycle effectiveness
- Provides 23 yrs longitudinal patient clinical information
- Available at all sites of care

- Supports retail-driven management
- Supports Research Program
- Regulatory (e.g., HIPAA, ICD-10)
- Rochester Hills Data Center
- IT Infrastructure
- Revenue Cycle
- CPOE (Clinicals)
- CarePlus Next Generation
- Outreach - Patients, Private Practice, Physicians (FFPN)
- Analytics
Many Modes of Access for All Stakeholders

Information Technology
First Call Resolution

Maintained Response Rates above Benchmarks with Increased Volume

- Tickets Opened
- HFHS FCR
- FCR HC Benchmk
- FCR Industry Benchmk
- FCR Goal
Measurement, Analysis, and Knowledge Management

- How do you manage your information, organizational knowledge, and information technology?

Knowledge Management Vision
Effectively and efficiently manage and share knowledge to achieve HFHS goals and enhance overall HFHS performance.

Knowledge Management Strategy

Knowledge Management Framework

- Knowledge to Do Work
  1. Policies, Procedures and Forms
  2. Job Descriptions, Competency Lists
  3. Standard Operating Procedures
  4. Patient Education Materials
  5. Work Papers, Training Aids

- Knowledge to Improve
  1. Strategic Initiatives, Goals, Action Plans
  2. Dashboards, Metrics
  3. Quality Expos
  4. Research Forums
  5. Implementation Tool Kits

- Knowledge to Benchmark
  1. Competitive and Comparative Databases
  2. Health Reform
  3. Value-Based Purchasing
  4. Economics
  5. P4P Data, Report Cards
Knowledge Wall Home Screen

Welcome to the HHHS Knowledge Management Portal!

To access the site you are interested in, click on the top or left navigation.

Knowledge Wall Improvement Log

Knowledge Wall Completed Projects

Knowledge Wall Home Screen

Knowledge Wall Improvement Log

Knowledge Wall Completed Projects
Lessons Learned

- Ensuring linkage across SPP, PC, Action Plans, and Pillar Teams has fostered new levels of communication, collaboration, internal exchange of best practices and accountability.
- Having the right information available in a timely manner is key to effective performance analysis, process design, standardization, consistency, and continuity of care across the organization.
- Using technology to share documents and results on selected initiatives (No Harm Campaign, improvement collaboratives, etc.)
- Moving toward a consistent clinical and revenue information and an updated Enterprise Data Warehouse to combine information and analyses in one easy-to-access location.
Panel Discussion

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