



REVELE



Strategies for Effective Healthcare Performance Management

“You can’t manage what you don’t measure”

– Robert Kaplan, Harvard Business School

Today's Agenda

- Company Overview
- Performance Management
- A Performance Improvement Framework
- How We Can Help
- Q and A

Who is DashboardMD?

Company Overview

- **14 Years in Business**
 - Over 1,200 Practices of all sizes and specialties
 - Over 10,000 providers processing nightly
- **Client Mix – All Sizes and Specialties**
 - Single docs and small groups of 3 to 5 clinicians
 - Medium and large sized practices with 10,20,30 or 50+
 - RCM and Billing Services with 10, 20...90+ practices
- **Large Flagship Clients**
 - MS Group -19 Divisions and 200 providers
 - RCM companies with over 160 practices – 650 providers
 - IHDN with over 510 providers
 - IHDN with over 450 providers
 - Large Academic Facilities with over 1000 providers

“You can’t manage what you don’t measure.”

Robert Kaplan and David Norton
The Balanced Scorecard

The Hawthorne Effect

Improving Behavior with Observation

The alteration of behavior by the subjects of a study in response to their awareness of being observed.

Hawthorne Works, Inc.

- Large producer of telephone equipment from the 1930s just outside of Chicago
- Owned by Western Digital now AT&T
- Studies regarding how changes in lighting would effect the productivity of workers

A Performance Improvement Framework

- Objective
- Plan
- Measure
- Monitor
- Analyze
- Repeat

A Performance Improvement Framework

- **Objective**

- What do we want to improve?
- Clearly Define the Objective

- **Plan**

- **Measure**

- **Monitor**

- **Analyze**

- **Repeat**

A Performance Improvement Framework

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A Performance Improvement Framework

- **Objective**

- **Plan**

- How are we going to accomplish this improvement?
- Identify and List out Action Items
- Identify Stakeholders that can affect change

- **Measure**

- **Monitor**

- **Analyze**

- **Repeat**

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A Performance Improvement Framework

- **Objective**

- **Plan**

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- **Monitor**

- How can we measure our starting point and future results?

- Identify Key Performance Indicators, KPIs

- Define Performance Goals

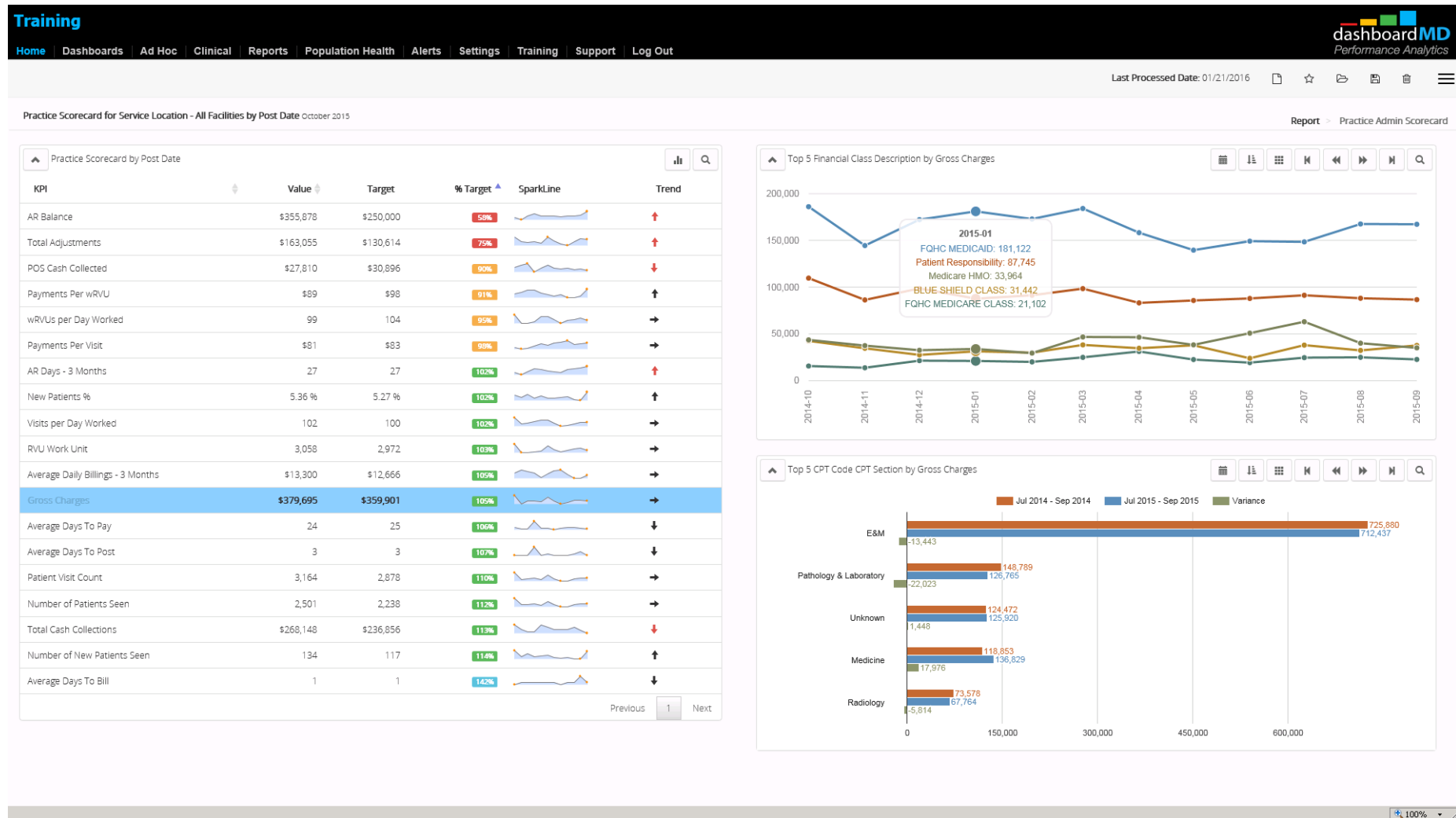
- Internal and External Comparatives

- Benchmarking Data

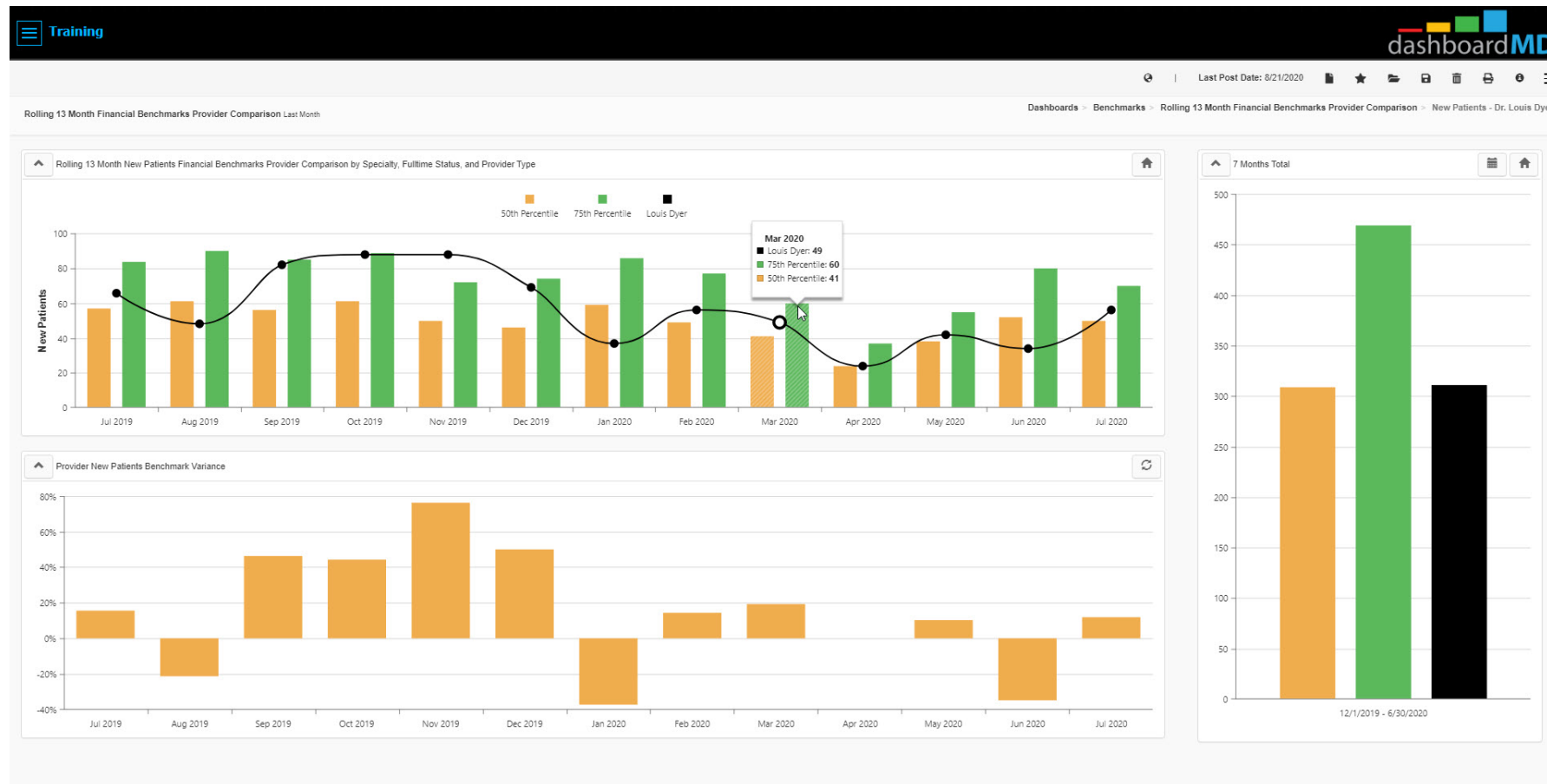
- **Analyze**

- **Repeat**

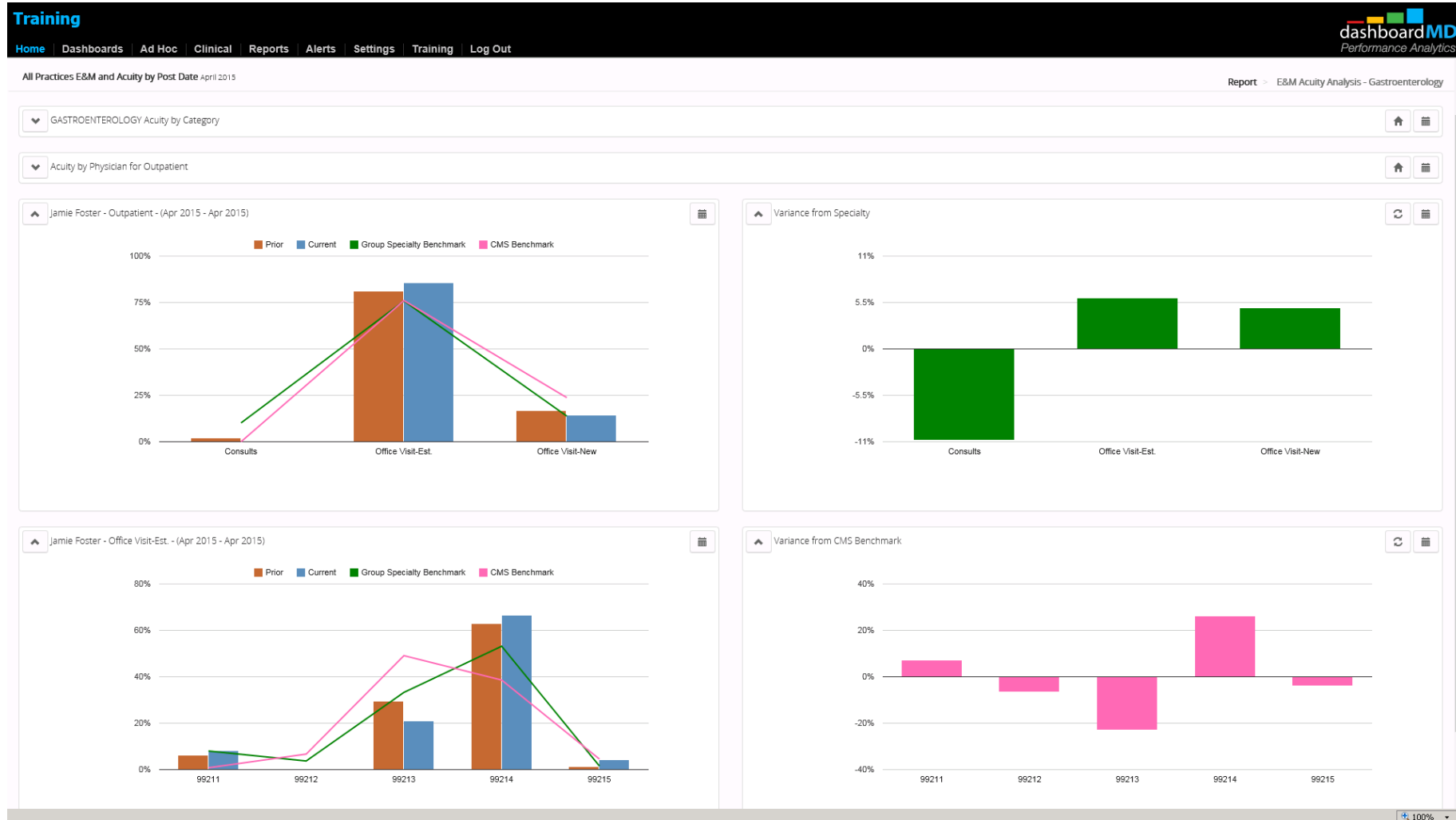
BPM – Executive Scorecard Dashboards



External Benchmarks Dashboards



BPM – Executive Scorecard Dashboards



A Performance Improvement Framework

- **Objective**

- **Plan**

- **Measure**

- **Monitor**

- Keep you eyes on the Prize!
- Regularly compare KPI results against goals and benchmarks
- Communicate results with the stakeholders

- **Analyze**

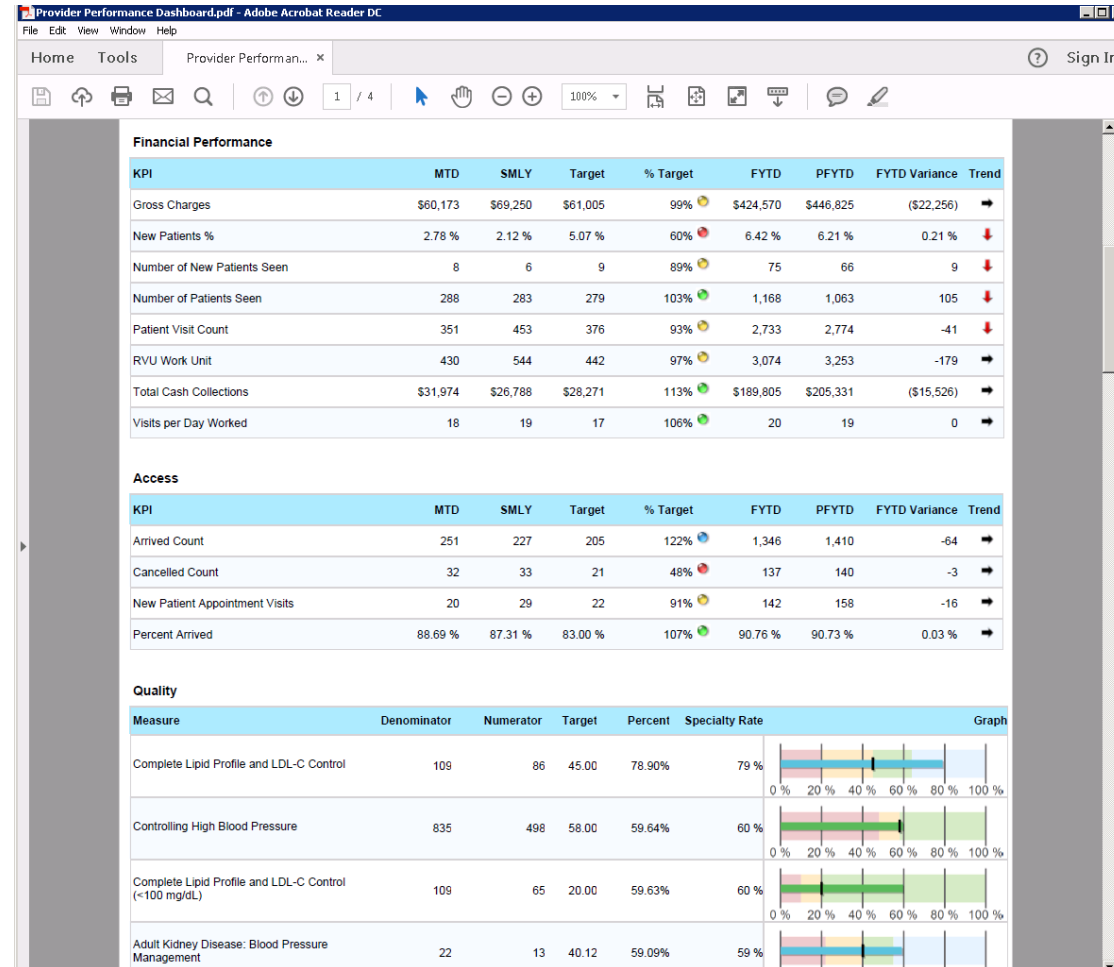
- **Repeat**

Dashboard Reports

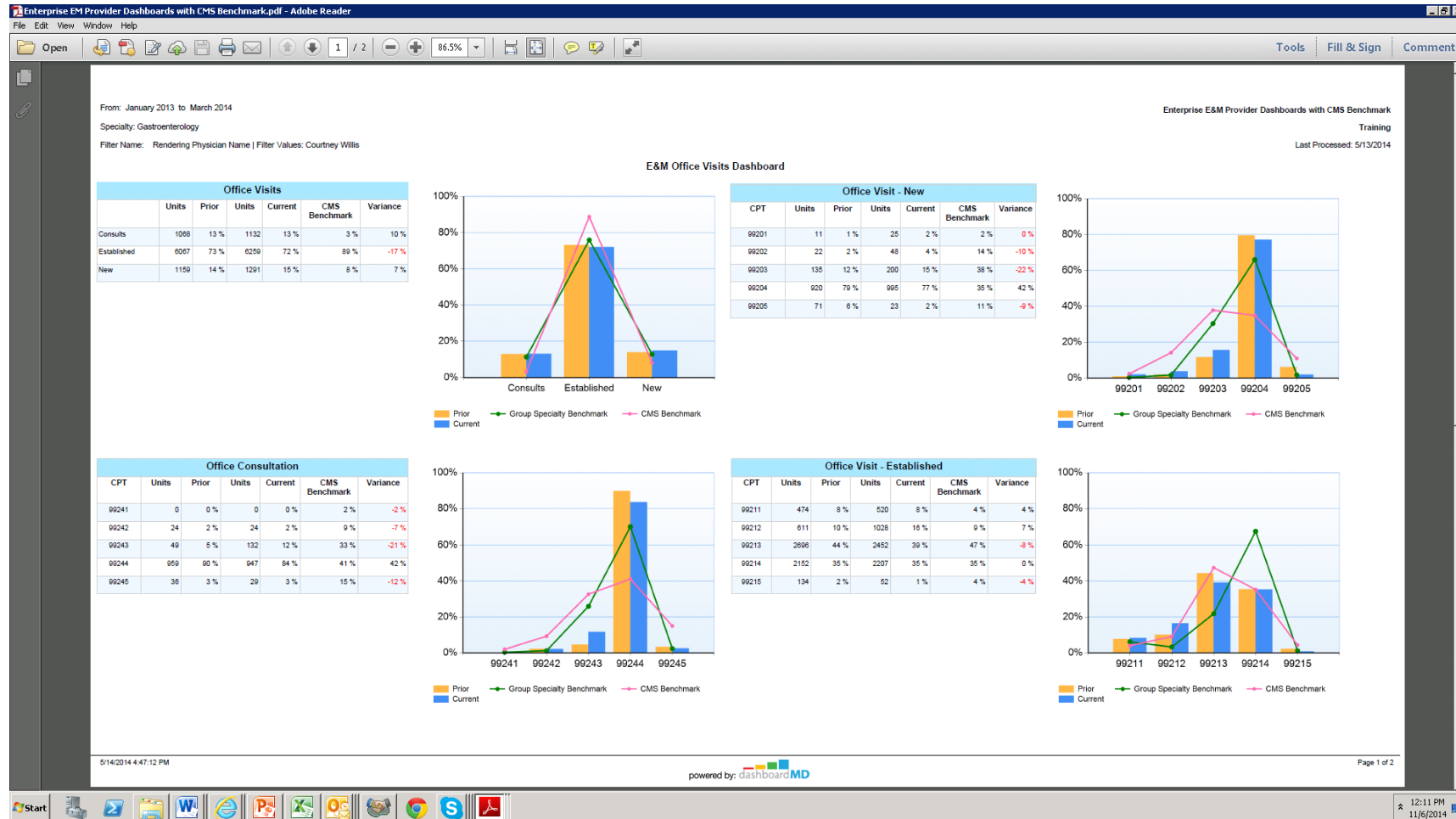
Help Visualize Performance

- Is my payer mix shifting and how's it affecting me?
- How do our E&M coding levels compare to national norms?
- How much A/R is left to collect from last month?

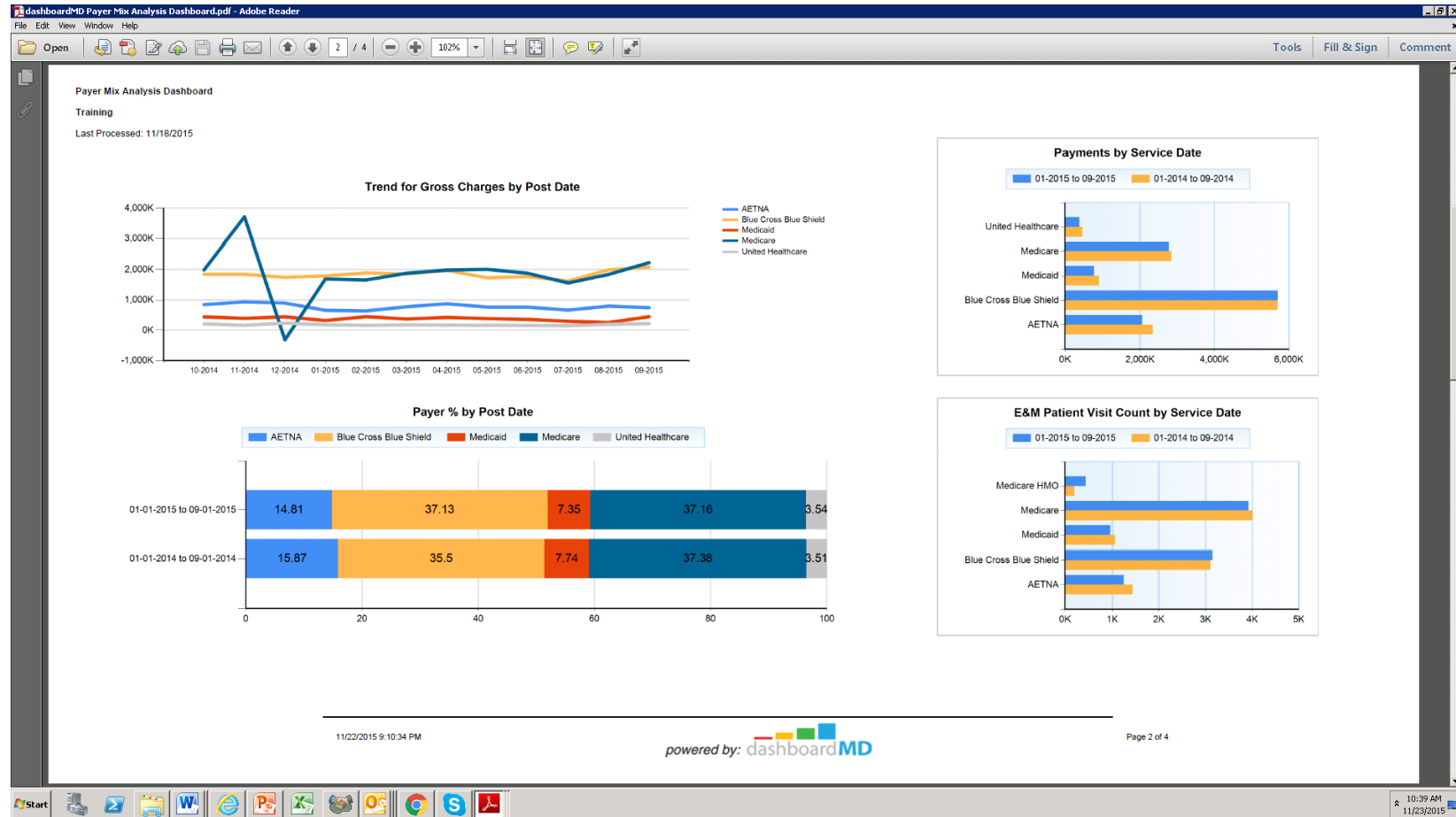
Email Report – Provider Performance



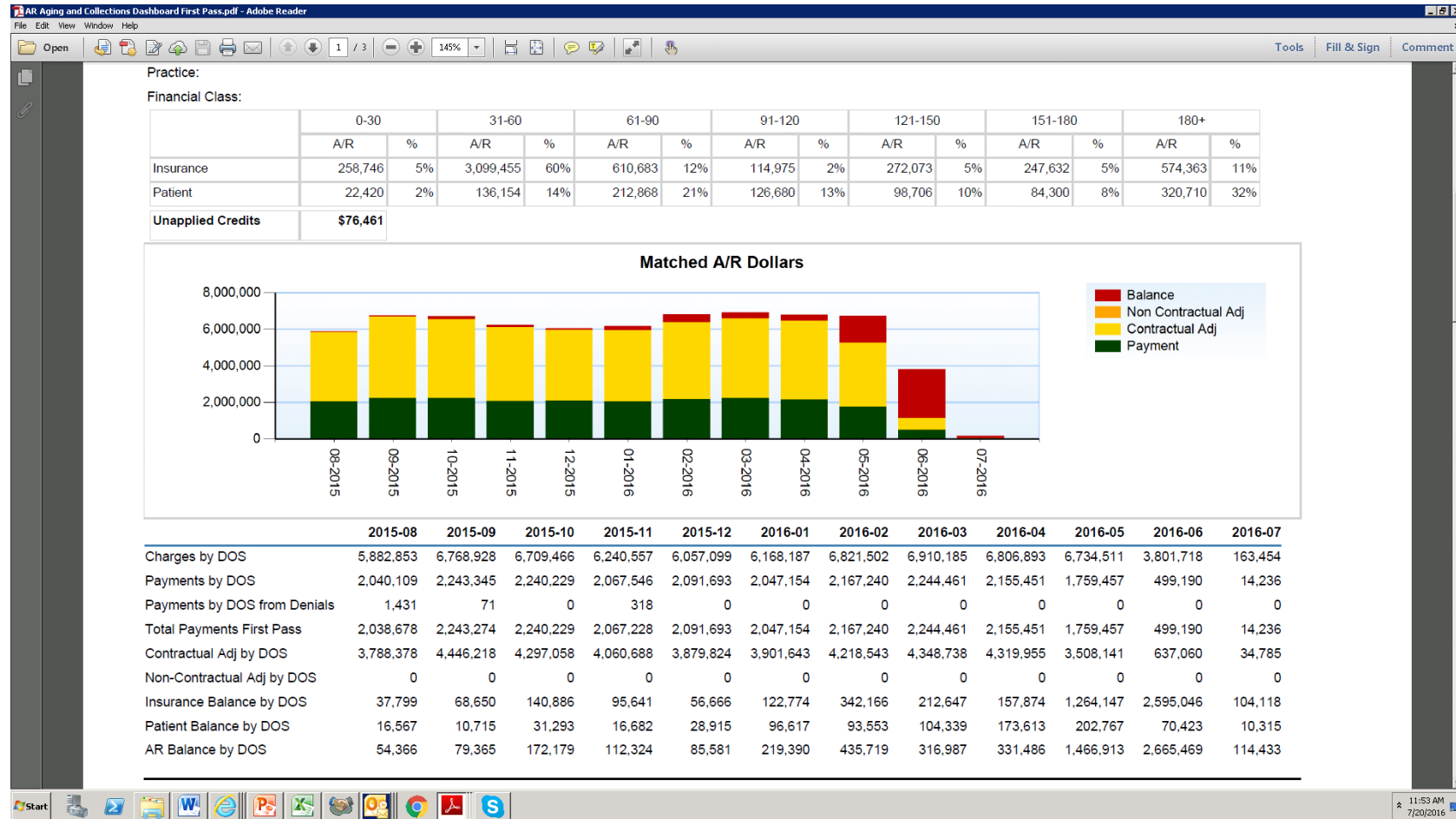
Email Report – E&M Provider Dashboards



Email – Payer Mix Dashboards



Email Report – Provider Productivity Dashboard



A Performance Improvement Framework

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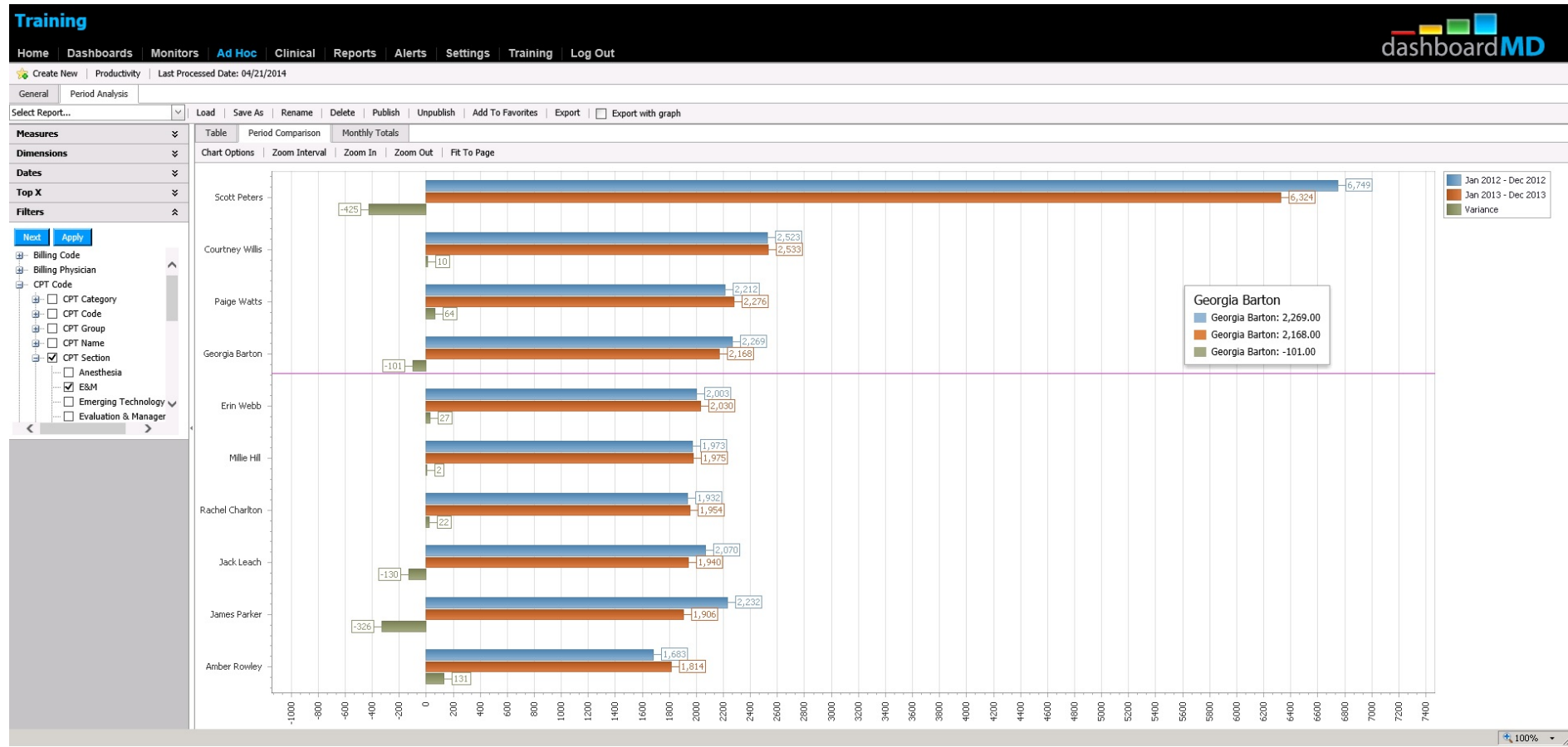
A Performance Improvement Framework

- **Objective**
- **Plan**
- **Measure**
- **Monitor**
- **Analyze**
 - Analyze results and Improve the plan
 - Communicate results with the Stakeholders
- **Repeat**

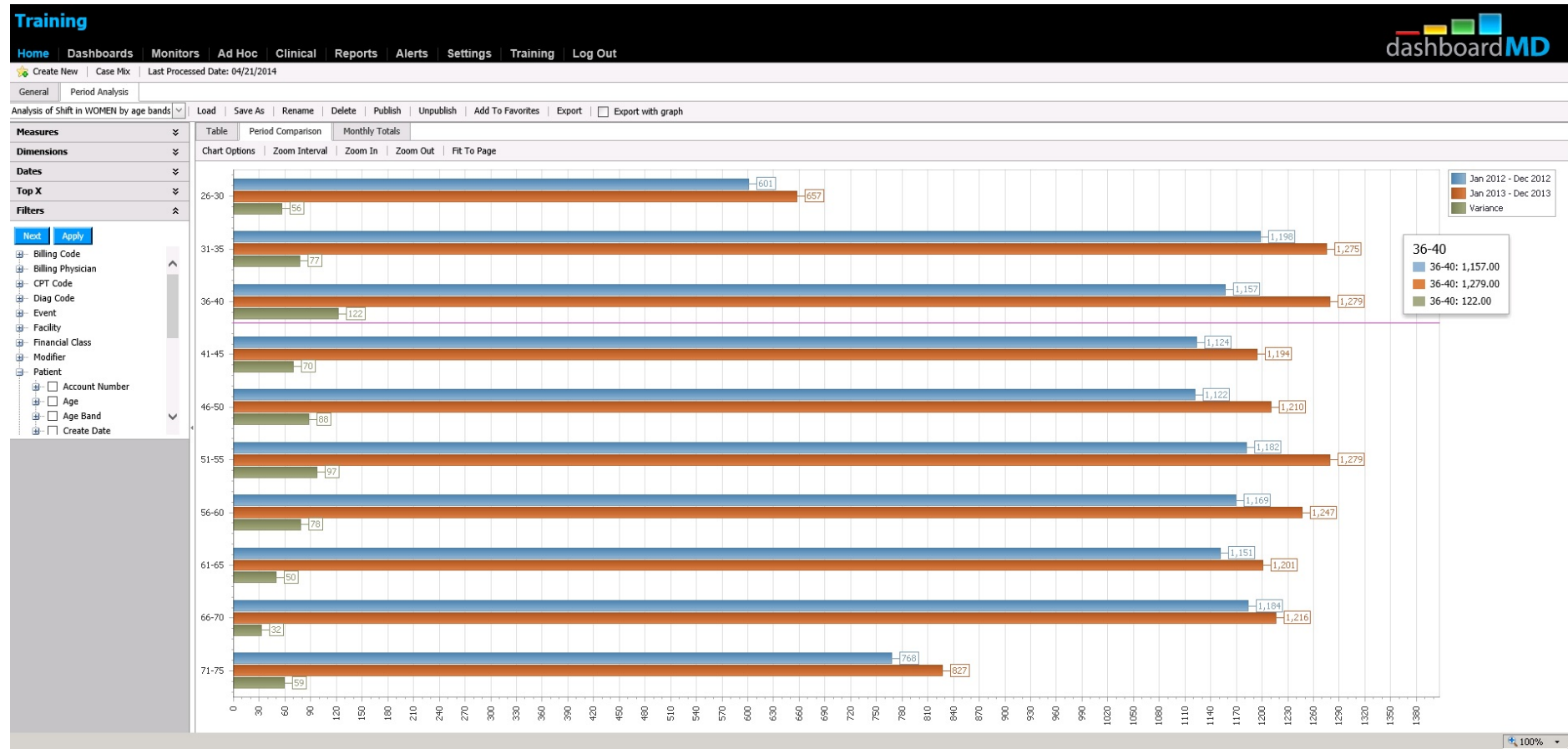
Ad Hoc Analysis

- Where are the new patients coming from?
- Are my top referral sources shifting?

Ad Hoc Analysis – New Patients by Top Referring Physician YoY



Ad Hoc Analysis – Shifts in New Patients by Age Band



A Performance Improvement Framework

- 🌐 Objective
- 🌐 Plan
- 🌐 Measure
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- 🌐 Analyze
- 🌐 Repeat

A Performance Improvement Framework

- Objective

- Plan

- Measure

- Monitor

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- Repeat

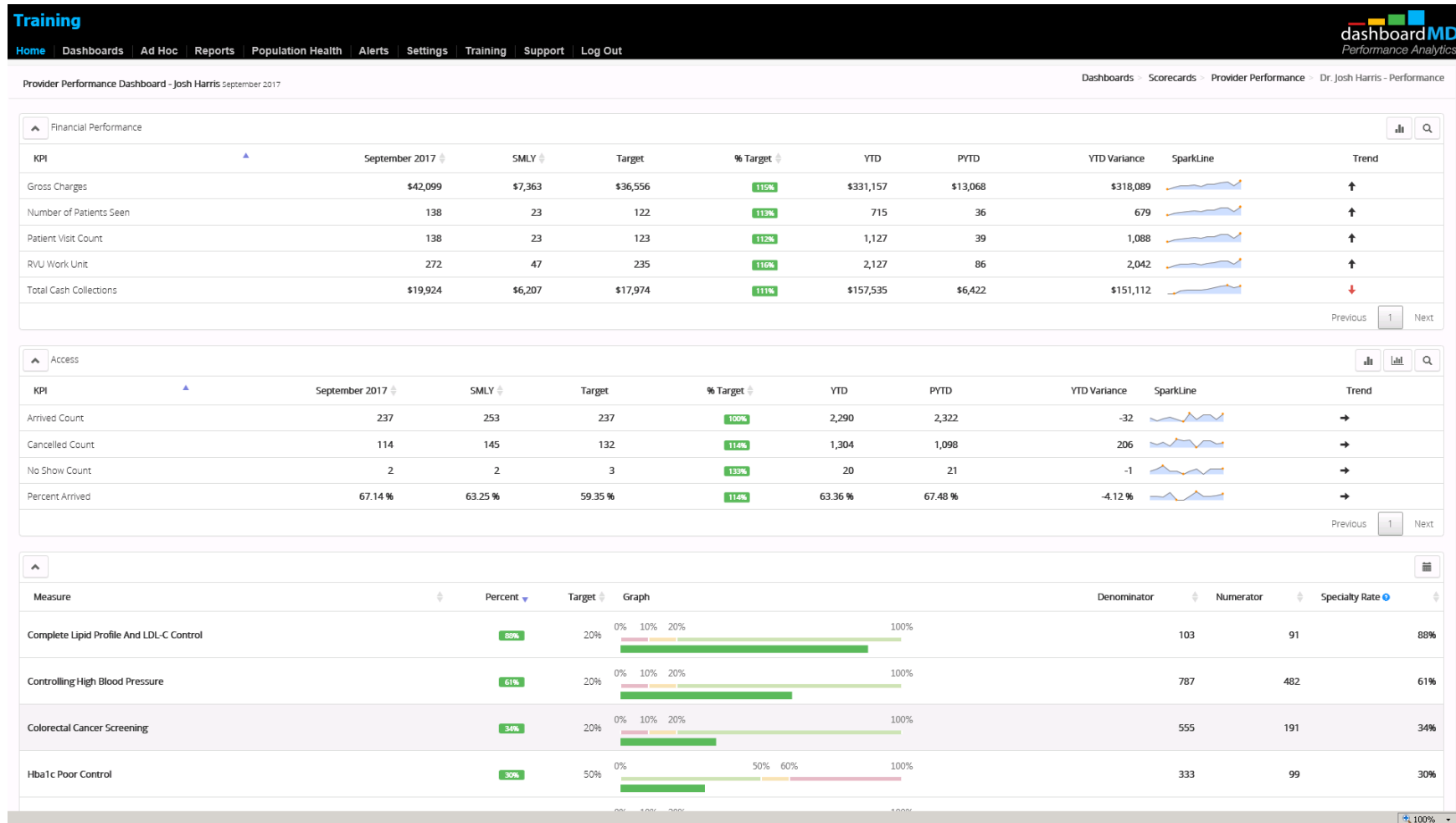
 - Very important step!

 - Build off of what you've learned and repeat.

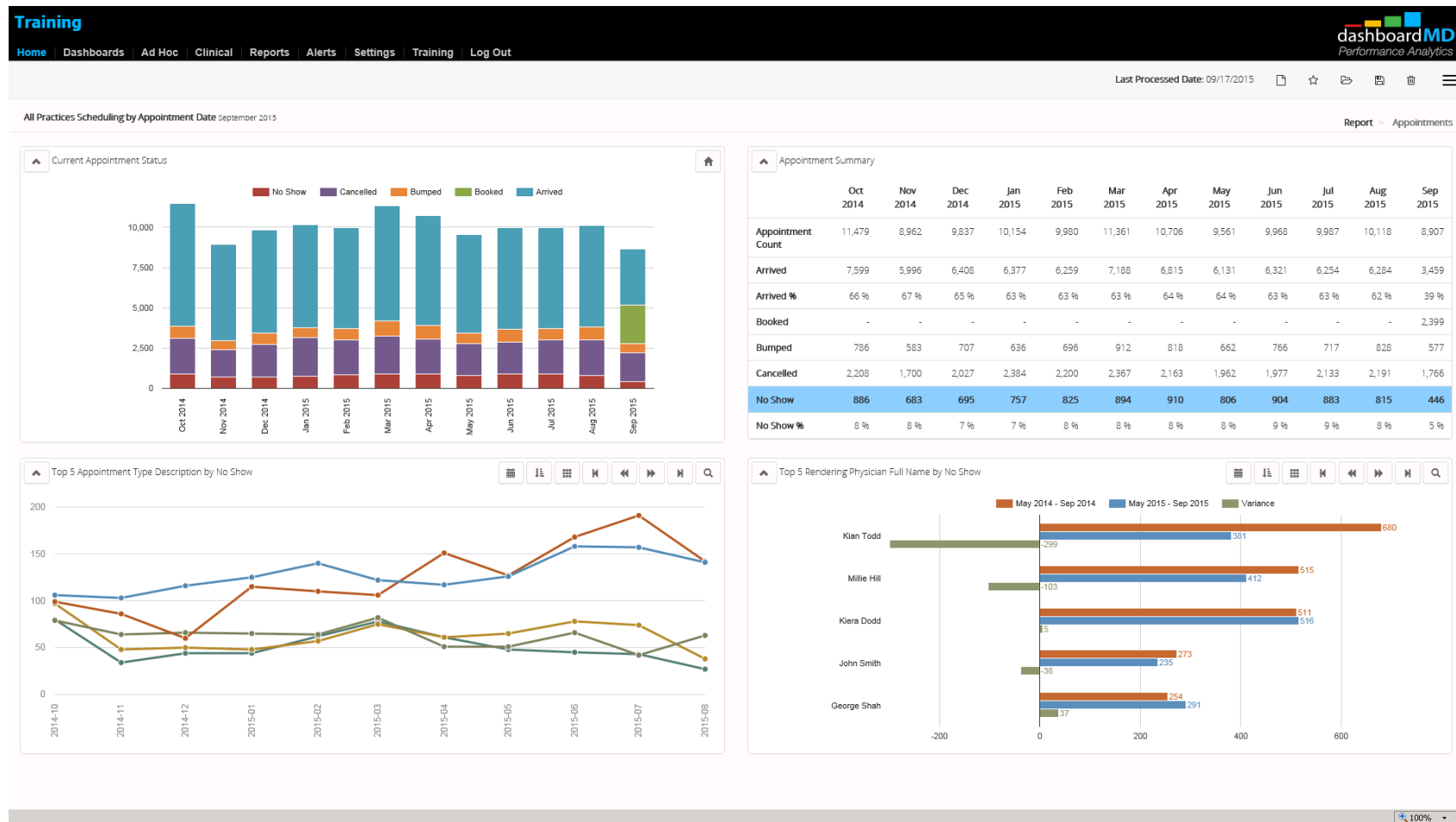
Performance Management with Executive Dashboards

- Which physicians are working harder?
- Do we have a problem with “No Shows”?
- How are we doing this month?

BPM – Productivity Dashboards



BPM – Scheduling Dashboards



**If you don't know where you're going, you
might wind up someplace else.”**

Yogi Berra



REVELE



dashboard**MD**

Q and A

Better Tools. Better Results. Best Practices.

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