

Voted one of "America's Best Hospitals" for 2006, Columbus Children's Hospital (CHI), a Research Hospital, located in Columbus, OH, USA was founded in 1892. Presently there are 700 medical practitioners and 4800 employees.

Columbus Children's Hospital admits over 14,000 patients to its 323 bed facility every year. The number of visits to the health system's clinics, urgent care centers and outpatient volume totals nearly 600 000 visits annually.

QPR ScoreCard Tracks Performance Improvement at Columbus Children's Hospital

CUSTOMER CASE:



"With the extra focus on key performance indicators that the QPR ScoreCard provides, nursing managers at Children's have become more proactive in adjusting staffing levels, and operating margins are improving."
Maribeth Quinn,
Director Business Process Improvement Department.

QPR ScoreCard is helping the managers at Children's Hospital to align their priorities with the strategic plan.

Healthcare has become more cost conscious in the past 20 years but measuring the quality of care is as important as ever. "How do you know if you are doing a good job?" That can be a tough question to answer as there are several business drivers including finance, human resources, service, quality and regulatory. QPR ScoreCard is helping the managers at Children's Hospital to align their priorities with the strategic plan.

Providing highest quality healthcare

In October 2001, a department for Business Process Improvement was created. Director, Maribeth Quinn, formerly a consultant with Columbus Children's, got the challenge of helping the management team achieve results that were necessary to realize that

vision. Early in 2003, Quinn and her team recognized that a Balanced Scorecard software product could improve the communication of performance information to managers.

Selecting the solution and pilot project

The solution selected was QPR ScoreCard provided as an ASP solution by QPR Partner Solutions Hosting, Inc. This package addressed two important issues:

The software, patterned after the popular Harvard Business School Balanced Scorecard methodology, was specifically designed to help managers more easily interpret performance information.

- Using the software through an application service provider (ASP) allowed Children's to experiment with Balanced Scorecards, and the

software, without making big investments in technology.

- The pilot project focused on creating Scorecards for the managers of 13 inpatient nursing units.

The project was supported by Chief Nursing Officer, Linda Stoverock, which was very important to the success of the project, as there are always challenges implementing a new management methodology.

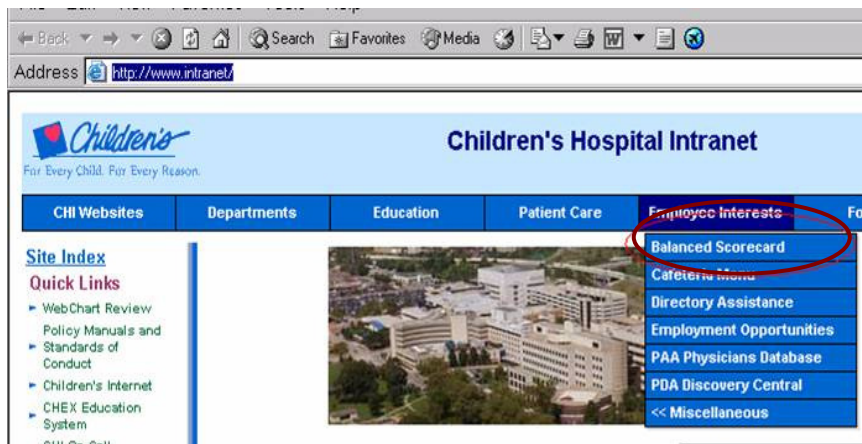
Scorecards are available from one secure location, the QPR Portal, which is a web-enabled scorecard portal. This helps Children's save time and effort in reviewing their current status.

Data is "translated" into red, yellow, and green and, in the case of Children's, blue stoplights, which make it easy to focus managers' attention on the important matters. If corrective actions are required, they can be initiated directly from the scorecard portal using Action Plans that assign responsibility and set deadlines.

After proving the usefulness of scorecards in inpatient nursing, Quinn's Team quickly rolled the concept out to other "larger" areas of the hospital, including Emergency, Primary Care, Perioperative, Radiology and the Dental Clinic.

Two years into the project, "non-revenue" producing areas, such as Information Services, Admitting, Marketing, Materials Management and Engineering began using scorecards as management tools.

When all is done, Columbus Children's Hospital will be ever closer to their vision of "providing the highest quality healthcare...delivered with unsurpassed value and customer service."



Easy access to scorecards, as with a homepage link, is essential to their use.

Achieved benefits

Patient Care Services was a very beneficial starting point for the pilot project. It is a significant component of the organization in terms of employees.

The most visible results were shown in adjusting staffing levels to match the actual patient load. Labor expense is a significant part in any hospital's financial figures and especially in nursing.

All the Nursing scorecards include measures to help monitor how staffing matches with capacity usage levels of inpatient nursing units.

Why QPR Software

QPR Software was selected because it can present all the business measures in an aggregated, balanced and visual form.

Nothing gets lost, as the scorecards monitor themselves to be sure goals are met. If problems occur, the QPR Portal sends alerts to appropriate individuals.

After the pilot project

The Executive Sponsor of the scorecard is the Chief Financial Officer, with strong support from the Chief Operating Officer, the Chief Nursing Officer and the Senior VP of Human Resources. Strong management support was a key success factor for the project. The executive group created the vision and ensured buy-in.

Under Quinn's direction, standard scorecard templates were created to be re-used, which made the implementation faster for all the units.