

Linking Community Benefit Dashboards to Hospital & Health System Scorecards

TELNET 2485

April 23, 2009 ~ 10-11 am EDT

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Director Community Health
Lancaster General Health

Outline

- I. Overview of Healthy System
- II. Background – Community Health Improvement at Lancaster General Health
- III. Identification of health priorities to scorecard to business plan
- IV. Scorecard development, implementation & evaluation
- V. What worked well/what did not
- VI. Begin to develop/modify/expand your scorecard (share scorecards)
- VII. Closing comments

Lancaster *County*, PA

Population: 470,658 (↑ 11.3% since 1990)

White	91.5%
Hispanic Latino	5.7%
Black/AA	2.8%
Native American	0.1%
Asian	1.4%
Other	4.2%

 Lancaster General
By your side.

Lancaster, Pennsylvania Profile (Census 2000)

% of children living in poverty

11.8%

Media household income

\$43,119

Population living in poverty

7.6%

 Lancaster General
By your side.

Lancaster **City** Profile (Census 2000)

Population 56,348

White	51.8%
Hispanic Latino	30.8%
African American (alone)	14.1%
Asian (alone)	2.5%

 Lancaster General
By your side.

Lancaster County

- Four Hospitals
(2 non-profit; 2 for profit)
- No public health department

 Lancaster General
By your side.

Lancaster General Health

- Largest employer in County with over 7,000 employees
- Hospital (500 beds), freestanding Women's Hospital, physician practices, home health care agency, skilled nursing facility, multi-outpatient sites, rehab center.
- 18 Physician Practices with over 130 providers



Lancaster General Health (Cont.)

- 100 Top Hospitals in America (Thomson Healthcare)
- America's 50 Best Hospitals (Health Grades)
- Magnet Hospital since 2002
- Gold Well Workplace (WELCOA)



Lancaster General Health

Mission: To advance the health and well being of the communities of Lancaster

Vision: To create an extraordinary healthcare experience... every time



Lancaster General Health

Strategic Goals

Strategic Growth: Lancaster General offers a balanced mix of comprehensive services for Lancaster County and a few exceptional services that promote targeted growth from a broader region.

Community Benefit: Lancaster General fulfills its charitable mission and contributes to the health of its communities in a manner that is evident to all.

Extraordinary People: Lancaster General has a sufficient workforce of skilled and motivated people who care about what they do, care about each other and are committed to the Lancaster General Experience Vision.



Lancaster General Health

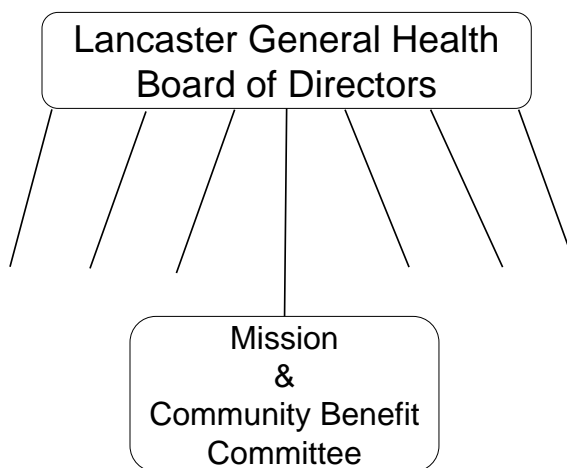
Strategic Goals (Cont)

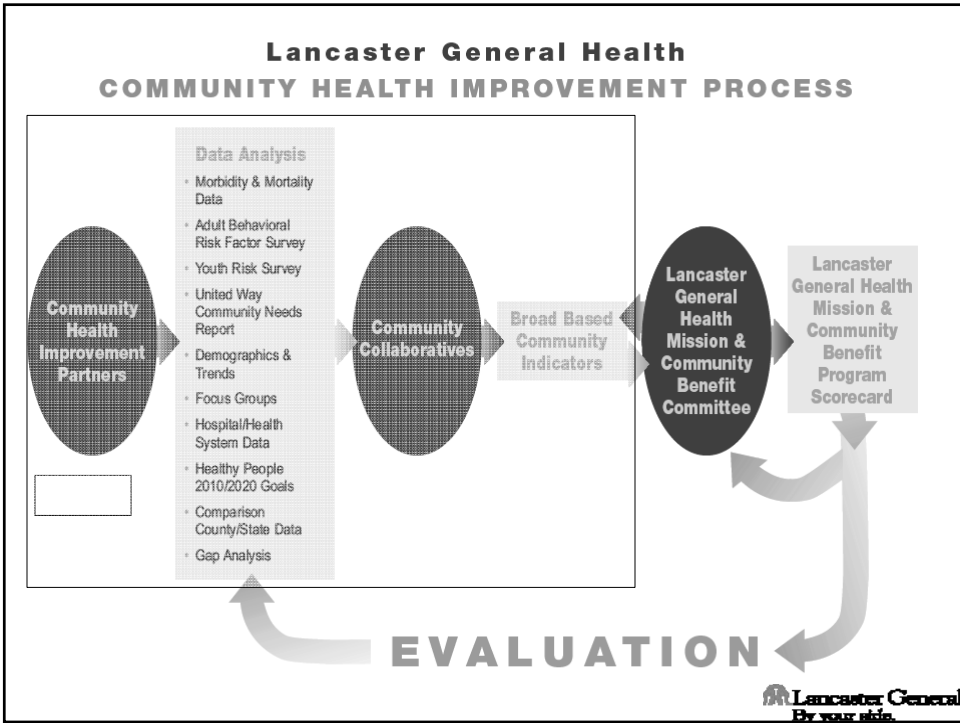
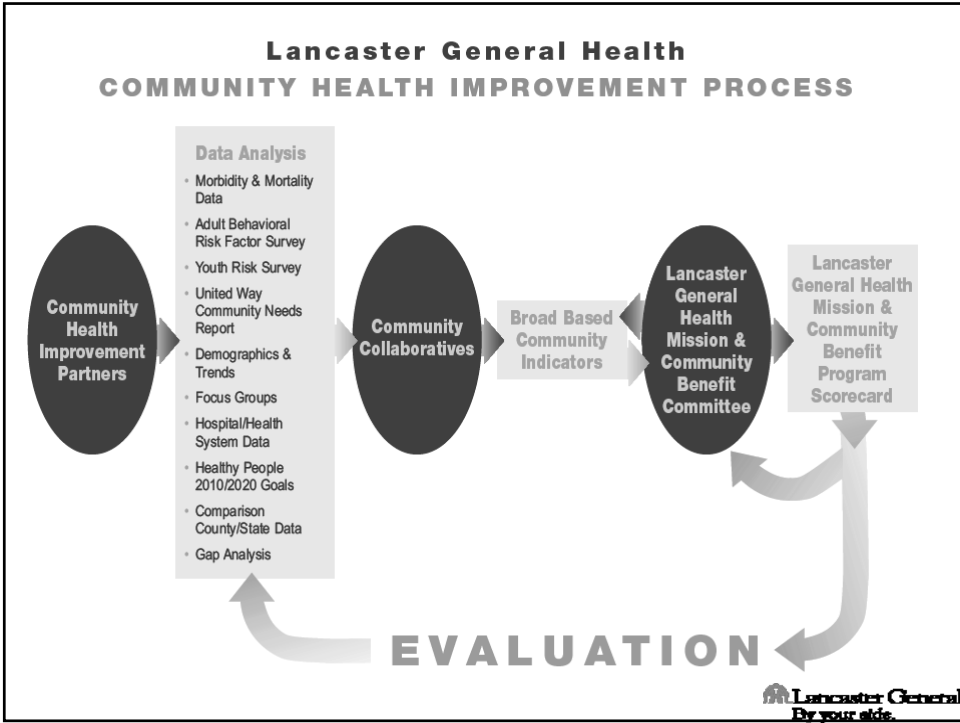
Physician Engagement: Lancaster General has highly qualified collaborative physicians leading clinical teams in all specialties committed to exceptional clinical and service level care.

Quality Experience: Quality outcomes result from an effective infrastructure of systems and processes that enable care at Lancaster General facilities to be customized for the patient, yet standardized to consistently meet or exceed national benchmarks.



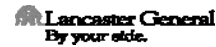
Lancaster General Health



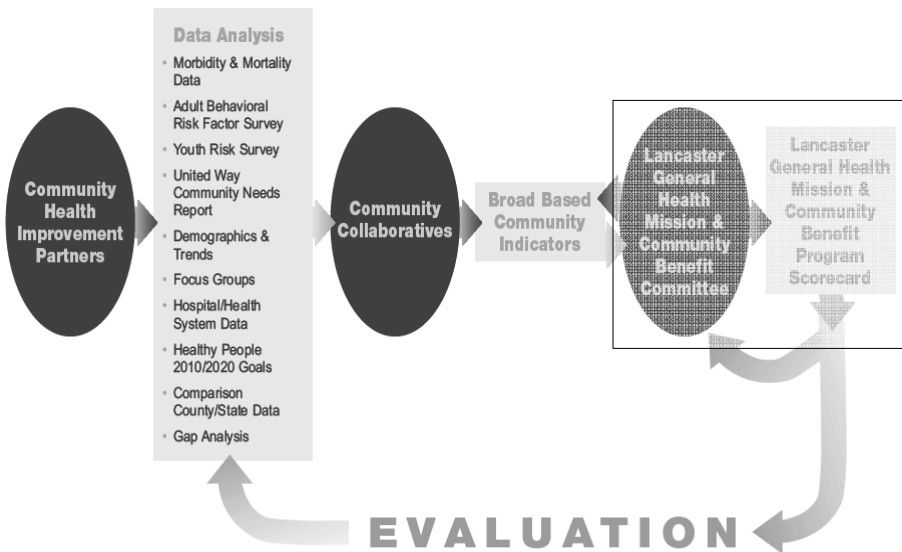


Community Indicators

Community Goal	Indicator	Baseline		Goal	
		2002	2005	2010	2015
HEALTHY WEIGHT MANAGEMENT					
Increase percent of adults who exercise	Percent of adults who engage in moderate and vigorous activity	40%	45%	47%	52%
Increase percent of adults who eat more fruits and vegetables	Percent of adults who eat 5 > fruits and vegetables/ day	27%	26%	28%	33%
Increase percent of adults at a healthy weight	Percent of adults at a healthy weight	38%	36%	Remain Stable	38%
Decrease percent of children classified as "at risk" or overweight	Percent of children classified as "at risk" or overweight <small>(Source: PA Health Kids Compendium)</small>	16%	16%	Remain Stable	14%
Decrease percent of obese adults	Percent of obese adults	22%	25%	Remain Stable	23%
TOBACCO					
Reduce the use of tobacco among adults	Percent of current adult smokers <small>(Source: Lancaster Behavioral Risk Factor Survey)</small>	22%	18%	14%	10%
Reduce the use of tobacco among youth	Percent of current youth smokers <small>(Source: Lancaster Youth Risk Survey)</small>	33.8%	26%	21%	15%
DOMESTIC VIOLENCE					
Decrease number of deaths due to Domestic Violence in Lancaster County	Lancaster County Domestic Violence Fatality Reports		7	3	
Increase the number of calls to Domestic Violence Services	Domestic Violence Services Hotline Calls		3,578	1,650	
911 Calls for Domestic Violence	Number of Lancaster County 911 calls for Domestic Violence		5,778	6,041	
ACCESS TO CARE					
Increase percent of people who have insurance	Number of low income uninsured enrolled in Project Access Lancaster County	NA	650 (2007)	4,000	10,000



Lancaster General Health COMMUNITY HEALTH IMPROVEMENT PROCESS



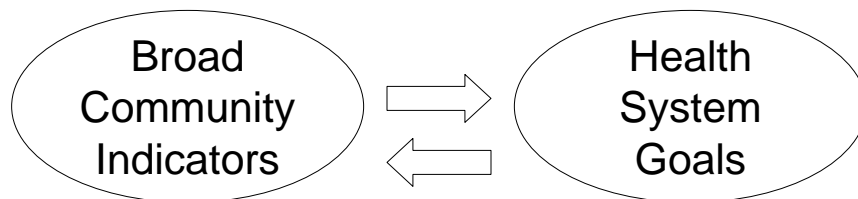
Primary Focus Areas

- Access to Care
- Healthy Weight Management
- Tobacco Use
- Domestic Violence

 Lancaster General
By your side.

Business Plan Development (3-5 years)

- Identification of key indicators



 Lancaster General
By your side.

Programmatic Scorecard

Lancaster General Mission & Community Scorecard
4th Quarter
FY 2008

Key Strategic Measures	FY 07	Stretch			GOAL					Threshold		Raw Score	1st QTR	2nd QTR	3rd QTR	4th QTR
		9	8	7	6	5	4	3	2	1						
Healthy Wt Mgt	Weight Watchers-Percent of participants who lose 5% of starting weight (target weight) after 10 weeks	70	85	60	55	50	41	33	25	20	3		31	26	35	
	Shape Down-Percent of participants who achieve an 85% on their habit inventory	80	75	70	65	60	49	37	25	20	9	83	90	90		
	LEARN-Percent of participants who achieve an 80% on their habit inventory	80	75	70	65	60	49	37	25	20	8	97	88	75		
Domestic Violence	Percent compliance in domestic violence screening performed in eligible patients in Family Health Services	95	93	90	87	85	80	75	70	65	9	100	100	100		
	Percent compliance in domestic violence screening performed in eligible patients at WBIH	30	29	27.5	26	25	22	19	15	12	9	20	42	65		
	Percent compliance in domestic violence screening performed in eligible patients in LGH EMD	75	73	70	68	65	60	55	50	45	4	59	62	62		
	Percent compliance in domestic violence screening performed in eligible patients in Cardiac Rehab	98	96	94	92	90	85	80	75	70	9	100	100	100		
Tobacco Use	Percent compliance in domestic violence screening performed in eligible patients in Healthy Beginnings Plus	98	97.2	96.6	95.8	95	85	80	75	70	9	94	100	100		
	Percent of patients staged at preparation in the inpatient program who are smoke free three months post discharge	40	38	35	32	30	28	26	25	22	9	58	55	54		
	Percent of students who demonstrate a knowledge increase in post survey in the LifeSkills program	80	75	70	65	60	48	36	25	18	7	60	71	71		
Access to Care	Percent of employees in smoking cessation program that are smoke free three months post initial consult	40	38	35	32	30	28	26	25	22	9	60	57	55		
	# of patients enrolled in PALCO	600	575	550	525	500	475	450	425	400	9	525	630	791		
											Total	94				
											Goal	60				
											Stretch	108				

Quarterly Index				YTD
1	2	3	4	1.4
1.0	1.3	1.6	1.6	

INDEX: 1.6

Previous Qtr

Note: Overall score of 1.0 indicates achievement of goal



Programmatic Scorecard

Healthy Weight Management

Lancaster General Mission & Community Scorecard
4th Quarter
FY 2008

Key Strategic Measures	FY 07	Stretch			GOAL					Threshold		Raw Score	1st QTR	2nd QTR	3rd QTR	4th QTR
		9	8	7	6	5	4	3	2	1						
Healthy Wt Mgt	Weight Watchers-Percent of participants who lose 5% of starting weight (target weight) after 10 weeks	70	65	60	55	50	41	33	25	20	3		31	26	35	
	Shape Down-Percent of participants who achieve an 85% on their habit inventory	80	75	70	65	60	49	37	25	20	9	83	90	90		
	LEARN-Percent of participants who achieve an 80% on their habit inventory	80	75	70	65	60	49	37	25	20	8	97	88	75		

Programmatic Scorecard Tobacco

Lancaster General Mission & Community Scorecard
4th Quarter
FY 2008

Key Strategic Measures	FY 07	Stretch			GOAL					Threshold		Raw Score	Quarterly Performance			
		9	8	7	6	5	4	3	2	1	1st QTR		2nd QTR	3rd QTR	4th QTR	
Percent of patients staged at preparation in the inpatient program who are smoke free three months post discharge	40	38	35	32	30	28	26	25	22	9		58	55	54		
Percent of students who demonstrate a knowledge increase in post survey in the LifeSkills program	80	75	70	65	60	48	36	25	18	7		60	71	71		

Programmatic Scorecard Domestic Violence

Lancaster General Mission & Community Scorecard
4th Quarter
FY 2008

Key Strategic Measures	FY 07	Stretch			GOAL					Threshold		Raw Score	Quarterly Performance			
		9	8	7	6	5	4	3	2	1	1st QTR		2nd QTR	3rd QTR	4th QTR	
Percent compliance in domestic violence screening performed in eligible patients in Family Health Services	95	93	90	87	85	80	75	70	65	9		100	100	100		
Percent compliance in domestic violence screening performed in eligible patients at WGH	30	29	27.5	26	25	22	19	15	12	9		20	42	65		
Percent compliance in domestic violence screening performed in eligible patients in LGH EMD	75	73	70	68	65	60	55	50	45	4		59	62	62		
Percent compliance in domestic violence screening performed in eligible patients in Cardiac Rehab	98	96	94	92	90	85	80	75	70	9		100	100	100		
Percent compliance in domestic violence screening performed in eligible patients in Healthy Beginnings Plus	98	97.2	96.6	95.8	95	85	80	75	70	9		94	100	100		
Total											40					
Goal											60					
Stretch											108					

Quarterly Index				YTD
1	2	3	4	
1.0	1.3	1.6	1.6	

INDEX:	0.7
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■ = Previous Qtr

Programmatic Scorecard Access to Care

Lancaster General Mission & Community Scorecard

4th Quarter
FY 2008

Key Strategic Measures	FY 07	Stretch			GOAL					Threshold		Raw Score	1st QTR	2nd QTR	3rd QTR	4th QTR
		9	8	7	6	5	4	3	2	1						
# of patients enrolled in PALCO		600	575	550	525	500	475	450	425	400		9		525	630	791

Lancaster General Health COMMUNITY HEALTH IMPROVEMENT

BROAD BASED COMMUNITY INDICATORS

Goal Statement	Indicator	Baseline 2002	2005	2010	2015
HEALTHY WEIGHT MANAGEMENT					
Increase percent of adults who exercise	Percent of adults who engage in moderate and vigorous activities (Source: Lancaster Behavioral Risk Factor Survey)	40%	43%	47%	52%
Increase percent of adults who eat more fruits and vegetables	Percent of adults who eat more than 5 fruits and vegetables a day (Source: Lancaster Behavioral Risk Factor Survey)	37%	36%	38%	33%
Increase percent of adults at a healthy weight	Percent of adults at a healthy weight (Source: Lancaster Behavioral Risk Factor Survey)	38%	34%	Remain Stable	34*
Decrease percent of children classified as "at risk" or overweight	Percent of children classified as "at risk" or overweight (Source: Healthy Kids Campaign)	14%	14%	Remain Stable	14%
Decrease percent of obese adults	Percent of obese adults (Source: Lancaster Behavioral Risk Factor Survey)	22%	22%	Remain Stable	22%
TOBACCO					
Reduce the use of tobacco among adults	Percent of current adult smokers (Source: Lancaster Behavioral Risk Factor Survey)	22%	18%	14%	10%
Reduce the use of tobacco among youth	Percent of current youth smokers (Source: Lancaster Youth Risk Survey)	33.8%	26%	21%	15%
DOMESTIC VIOLENCE					
Decrease number of deaths due to domestic violence in Lancaster County	Lancaster County Domestic Violence (Police/Medical Forensic Report)	7	3	0	
Increase the number of calls to Domestic Violence Services	Domestic Violence Services (Source: Helpline calls)	3,578	4,900	4,500	
911 calls for domestic violence	Number of Lancaster County calls (Source: 911 calls for domestic violence)	5,778	6,900	6,500	
ACCESS TO CARE					
Increase percent of people who have insurance	Number of low income uninsured enrolled in Project Access Lancaster County (Source: PALCO)	NA	600 (2007)	4,000	10,000

Lancaster General Health MISSION & COMMUNITY BENEFIT

Program Scorecard

HEALTHY WEIGHT MANAGEMENT

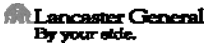
Weight Watchers-Percent of participants who lose 2% of starting weight (target weight) after 10 weeks
Stapledon-Percent of participants who achieve an 80% on their habit inventory
LEAN-Percent of participants who achieve an 80% on their habit inventory
Percent compliance in domestic violence screening performed in eligible patients in Family Health Services
Percent compliance in domestic violence screening performed in eligible patients in WVA
Percent compliance in domestic violence screening performed in eligible patients in LGH (PHD)
Percent compliance in domestic violence screening performed in eligible patients in Cardiac Rehab
Percent compliance in domestic violence screening performed in eligible patients in Healthy Beginnings Plus
Percent of patients signed at preparation in the inpatient program who are smoke free three months post discharge
Percent of residents who demonstrate a knowledge increase in post survey in the LGSB program
Percent of employees in smoking cessation program that are smoke free three months post initial consult
Number of low income uninsured enrolled in Project Access Lancaster County

EVALUATION

Lancaster General
By your side.

Core Strategy	Key Measure	2010 Target	Period Ending 12/31/07	Period Ending 6/30/08	Period Ending 12/31/08	Progress Indicator	On Track	Comments
	Employee Turnover							
Extraordinary People	Employee Engagement							
	Full Deployment of Talent Management for 30 Top leaders							
Strategic Growth	Growth in Outpatient Volume (Registrations over 2007 base)							
	Inpatient discharges							
	Days of Cash on Hand							
	Operating Margin							
Physician Engagement	Debt to Capitalization							
	Physician recruitment: (Total # of new physicians) / (# of physicians in critical service areas*)							
	Physician Loyalty ("response to definitely would recommend")							
Quality Experience	Top box % for "Overall rating of care"							
	% of patients rating physician "Concern for their questions/worries" as Very Good							
	# of Preventable Deaths							
	Net Promoter Score (NPS) - based on "likelihood to recommend"							
Community Benefit	# of LG Preventable Patient Safety Events							
	Number of Patients Enrolled in PALCO							
	Community Impact Index							

*Critical Service Areas include Surgery, Neurology, Pulmonary and Orthopedics



Scorecards

Lessons Learned – Key success factors

- Engages health system operations folks in community language
- Meets them where they are
- Raises the bar for community benefit
- May need to take baby steps



Scorecards

Lessons Learned – Key success factors (Cont.)

- Need to push community agenda while understanding health systems goals
- Speak the right language – “When in Rome...” (community health system)
- Struggles with process and outcomes



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