

Quick-Hitting Survey Performance Tracking

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Executive Summary

Methodology

In January 2019, The Health Management Academy conducted a quick-hitting survey of Leading Health Systems to gain insight into performance tracking and strategic plan documentation practices. The 8 responding Chief Strategy Officers represent health systems with an average Total Revenue of \$4 billion that own or operate 71 hospitals and have approximately 900,000 admissions per annum.

Key Findings

- The majority of health systems (62%) use report cards to track performance related to the organization's strategic plan.
- Health system report cards are organized by the pillars of the organization's strategic plan, with subsequent objectives, initiatives, and associated performance metrics noted under each pillar.
- All health systems utilize Microsoft Office products (e.g., Word, Excel, PowerPoint) for documenting strategic plans.

Results

The majority of health systems (62%) use report cards for tracking performance around the organization's strategic plan (Figure 1). Among these health systems, 100% utilize homegrown report cards rather than using an externally developed tool. One executive commented that their health system had considered leveraging external partners to develop the report card, but ultimately felt the vendors did not offer any additional value compared to a homegrown solution.

Across health systems, report cards are organized by the pillars of the health system's strategic plan, with subsequent objectives, initiatives, and associated performance metrics noted under each pillar. Health systems' pillars commonly include Quality, Safety, Service, Operating Performance, Stewardship & Growth, and Talent.

Report card performance updates are commonly reported at system leadership meetings on a quarterly and annual basis. Additionally, some health systems provide status reports on the organization's Intranet or via email updates. One executive detailed that the health system assigns each initiative to a Vice President who is responsible for quarterly reports on the status of the respective initiative. Status reports typically include activities completed during the previous quarter, action items for the upcoming quarter, updates on performance metrics, and information around entities engaged in the initiative.

All health systems utilize Microsoft Office products including Word, Excel, and/or PowerPoint for strategic plan documentation. Most organizations use PowerPoint for overall strategic plan reporting and documentation, while Excel or Word are used for documenting specific goals and action plans. Additionally, some health systems augment their plan documentation with analytic software such as Tableau or TIBCO Spotfire.

FIGURE 1. DOES YOUR HEALTH SYSTEM USE REPORT CARDS FOR TRACKING PERFORMANCE AROUND THE STRATEGIC PLAN?

