REVITALIZING DASHBOARDS: DRIVING THE JOURNEY

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BACKGROUND

The Duke Heart Network is dedicated to enhancing the availability of quality-driven cardiovascular care in local communities. Our unique network of heart affiliates combines the expertise and resources of the Duke Heart Center with the strengths of the local hospitals to develop new clinical services, enhance existing programs and improve patient outcomes through the use of evidence-based guidelines.

Opportunity

Day-to-day, cardiovascular service line leaders are inundated with performance data—presented in a variety of formats and often from separate sources. Leaders must distill this disparate data into a meaningful story for their executive, governing boards, physicians and staff. Duke Heart affiliate CEOs and Cardiovascular Service Line leaders struggled to drive performance in alignment with strategic objectives.

Project Aim

To implement a valued, effective resource to advance service line performance and organizational strategy.

Team Composition

• Chief Executive Officer
• Chief Operating Officer
• Chief Financial Officer
• Chief Medical Officer
• Chief Nursing Officer
• Vice President Quality/Patient Safety Officer
• Cardiovascular (CV) Service Line Leader
• Medical Director, Cardiology
• Medical Director, Cardiovascular Surgery
• Hospitalist and Emergency Room Physicians
• Service Line Department Leaders
• Duke Heart Network Facilitator/Lead

Acknowledgements

A special thank you to our Duke Heart Network Affiliates; their dedication is the driving force behind improving cardiovascular patient care.

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METHODS

1. Garner executive leadership support
2. Collaboratively define service line strategy
3. Define service line goals, objectives and tactics
4. Identify dashboard metrics: consider data reliability, logistics
5. Design and implement the infrastructure to drive performance reporting and improvement
6. Designate accountabilities
7. Measure and communicate progress
8. Continuously refine measures and tactics

Figure 1. Sample Dashboard in Balanced Scorecard Format
Figure 2. Strategic Planning Process
Figure 3. Sample Committee Structure
Figure 4. Standing Agenda

Results

1. Value:
   • Executive and physician leaders demonstrate a reliance on the use of a dashboard.
   • CV Service Line committee’s use of the dashboard creates accountability and results robust discussions that improves performance.

2. Quantifiable Results:

Lessons Learned

• Successful dashboard implementation is contingent on a formal interdisciplinary committee structure.
• Accountability for updating the dashboard, directing performance and reporting results must be clearly established/enforced.