A Visual Metric for Quality, Finance & Capacity Reporting
(an experiment in progress)

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Hospitals and health systems have strong cultural and organizational “silos”

Typically, clinical, operational, financial structures are not well integrated.

Project emerged from single-metric reporting:
- ALOS
- Readmissions
- Discharge by 11:00
- Capacity
- Observation Cases

Concern that metrics were perceived to be isolated

Metrics did not measure performance against a target
**Capacity:**
Inpatient, observation patient, emergency department, surgical cases

**Finance:** Capacity weighted by average financial class reimbursement percent and AR days

**Quality:**
ALOS, Discharge before 11:00 am, Inpatient:Observation patients Readmissions # patients whose LOS exceeds expected benchmark

**Benchmarks established by Hospital Wide Goals**

Visual metric for Quality, Finance & Capacity Reporting
Implementation and Reception

Initially, daily – moved to monthly

Difficult to see as predictive/intentional versus descriptive

Does not adequately show relationships

Highlights and questions target goals

Hard to link to performance

“experiment in progress”