

Creating a Unit-Level Dashboard to Drive Performance Improvement at the Intermediate Care Unit of a Cardiology Service

PURPOSE

The purpose of the project was to establish a unit-based dashboard to communicate the unit's performance data to the unit staff and enable them to identify opportunities for improvement.

BACKGROUND

Performance improvement (PI) requires data and is more effective when there is buy-in and involvement from the process owners such as nurses and staff of a nursing unit. During a Centers for Medicare and Medicaid Services (CMS) survey, the hospital identified an opportunity to demonstrate how quality and PI flows up from the units to the system level. The project was conducted in a 22-bed intermediate care unit (IMU) of the Cardiology Service of a county hospital in the Texas Medical Center in Houston, Texas.

METHODOLOGY

The Plan-Do-Study-Act (PDSA) framework was used to implement the project. A unit survey was conducted to determine the staff's knowledge of the unit's current metrics, how to conduct a PI project, and important performance measures to monitor. In collaboration with the Quality Program

Department, a unit-based dashboard was established containing six unit-specific metrics identified by the staff. These unit-specific metrics were published in the unit through the electronic dashboard called e-Quality. The staff were also given information on how to conduct a PI project.

RESULTS

A unit-level dashboard was published and monitored for three months. A unit-based PI project team was formed to improve one of the metrics, staff responsiveness. The unit leadership also utilized the dashboard to recognize employees.

IMPLICATIONS

A unit-level dashboard provides information to the unit staff on what areas to improve on. It provides transparency and serves as a communication venue for the unit. Unit-level dashboards can be created for all other units in the organization.



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