

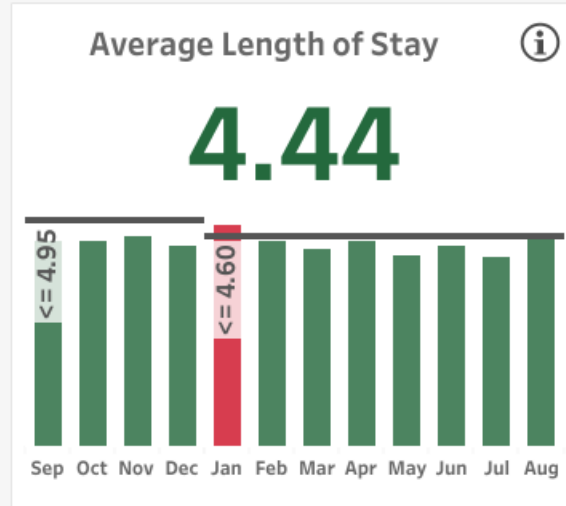
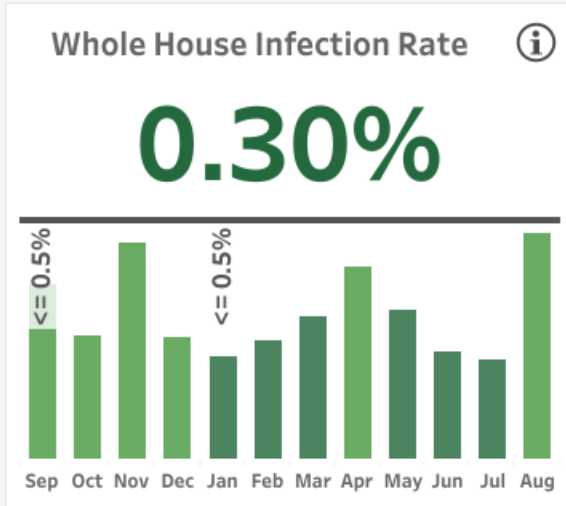
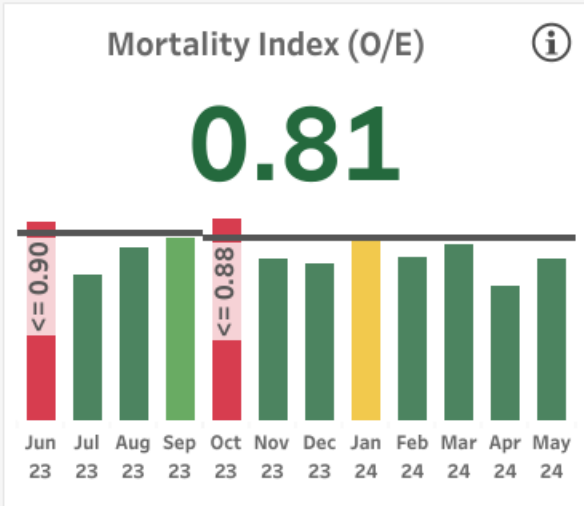
Entity

System Results

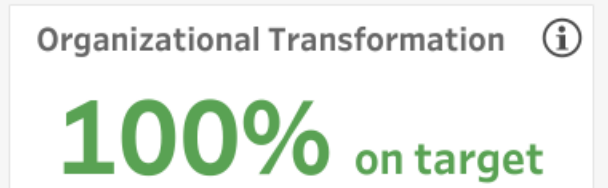
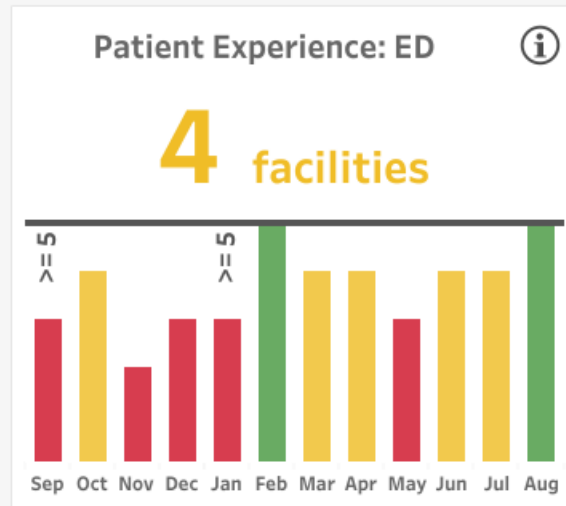
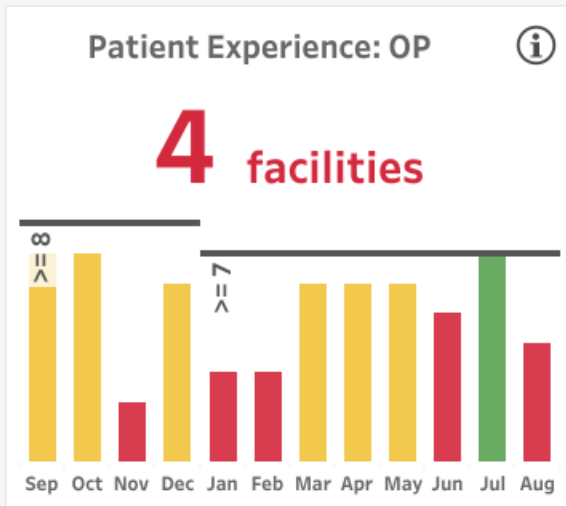
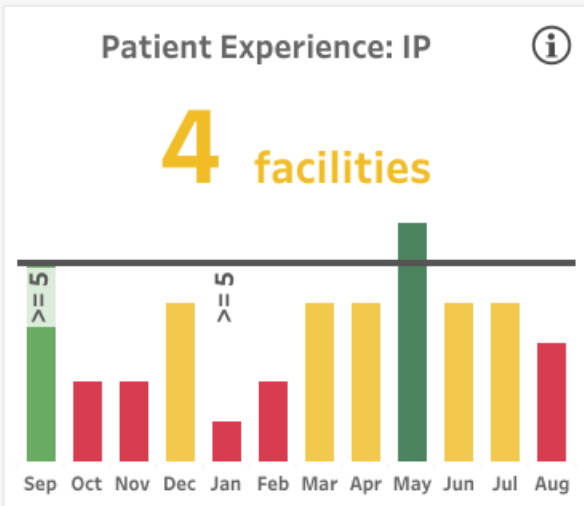
Time Frame
YTD

Graph Selection
Monthly Trend

Legend: ■ Not meeting targets ■ Meets minimum ■ Meets target ■ Meets maximum ■ Unavaila..



Please note where the color gray appears in the Patient Experience graphs it is because the measure definition has changed for 2024 v. 2023 and goals using the same definition do not exist for 2023.



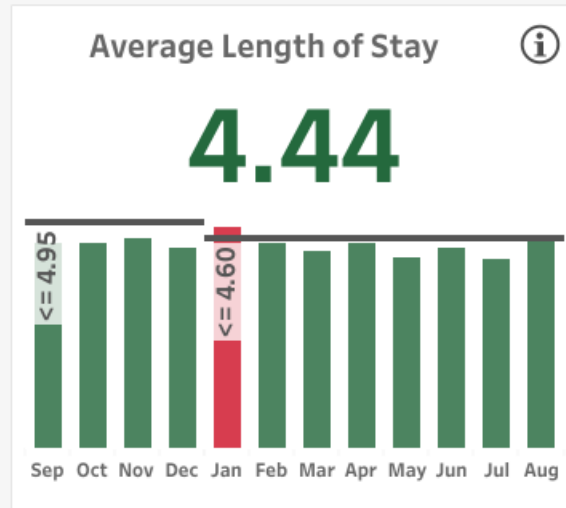
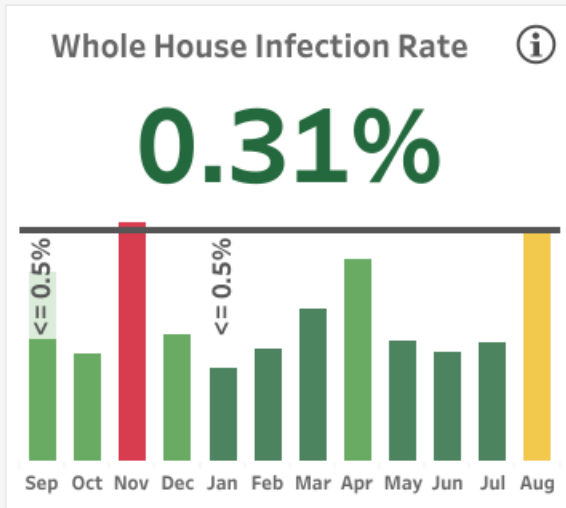
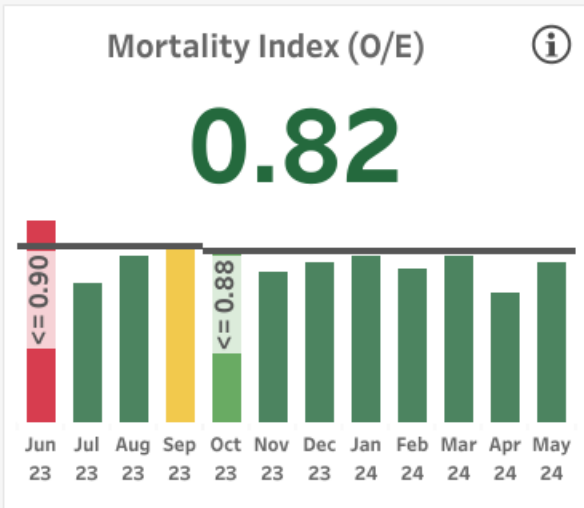
Entity

Entity Results

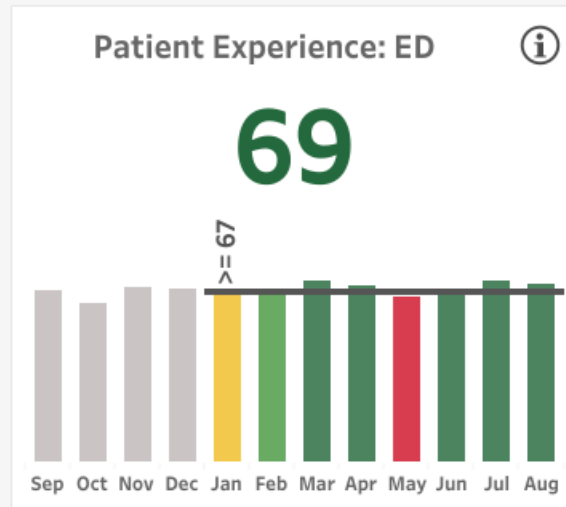
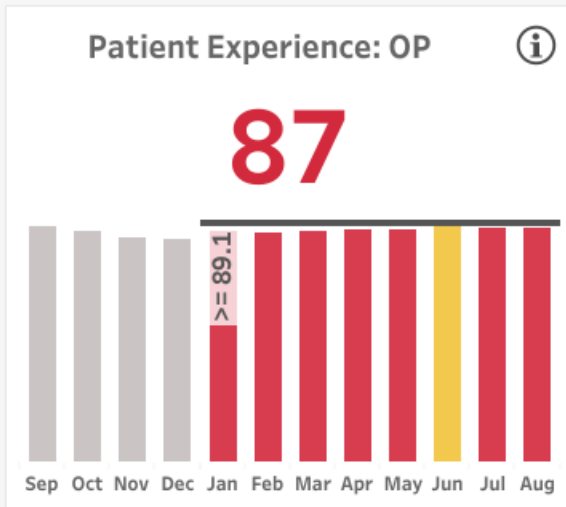
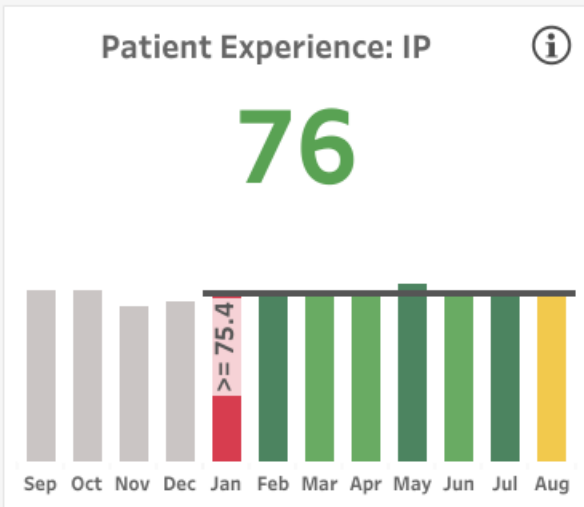
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Definitive Dashboard

In these dashboards you'll find [redacted] operating plan measures focused on entity and system performance against targets.

Data Source: Operating Plan Scorecard (VH Intranet, Excel document) | Refreshes: monthly after manual inputs received | Contact: Brittany Helton, Business Analytics

Dashboard

Metric Scorecard with performance against targets and trending

Definitions:

Mortality Index (Observed: Expected): Observed-to-Expected Mortality is a measure of the number of inpatient deaths compared to an expected value based on patient type and acuity. Ratios less than 1.0 indicate mortality performance that is better than expected.

Hospital Acquired Infection Rate: Total healthcare associated infections (based on NHSN criteria) divided by the total inpatient encounters and outpatient encounters with procedures

Average Length of Stay: Number of adult patient days divided by number of discharges in that time period. VH LOS is measured based on WMC only.

Operating Margin: Divisional operating margin divided by operating revenue. Operating margin percentage is a profitability ratio that shows how much profit a company makes from its core operations in relation to the total revenues it brings in.
(Note: Divisional reporting started in 2023; historic performance not displayed)

Patient Experience- VH definition: Number of entities meeting their target

Patient Experience- entity definitions:

Patient Experience- Inpatient: Press Ganey Top Box Score for inpatient survey responses

Patient Experience- Outpatient: Press Ganey Top Box Score for outpatient survey responses

Patient Experience- Emergency Department: Press Ganey Top Box Score for ED survey responses

(Note: Patient Experience Entity measure definition changed for 2024; historic targets not displayed)

Employee Engagement: Overall score and percentile ranking from annual Press Ganey employee engagement survey

Organizational Transformation: Percent of total initiatives which are "on track" towards completion *(Note: New metric as of 2023)*

Sources and Time Frames:

Mortality Index: Quality Analytics, monthly, reporting lags by 3 months due to third party comparative program

Hospital Acquired Infection Rate: Infection Control department, monthly

Average Length of Stay: Business Analytics department, monthly after 7th business day

Operating Margin: Business Analytics department, monthly after 7th business day

Patient Experience: Service Excellence department, monthly

Employee Engagement: Organizational Development department, annual after survey completion, percentile rankings available mid-January

Organizational Transformation: monthly

Entity Results “Harm Scorecard”

Goal Zero Preventable Harm

Quality Indicators	Source	Ave-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sept-24
Number of Patient Deaths	VH Data Analyst/ Tableau	44	49	38	48	51	46	48	33	42	37	41	38	36
Number of Patient Deaths Re:Sepsis (Not POA)	VH Data Analyst/ Tableau	1	1	0	0	1	1	3	2	1	1	5	1	2
Number of Patients with DVT/PE (Not POA)	VH Data Analyst/ Tableau	1	2	3	0	1	0	2	3	3	2	3	0	1
3rd/4th Degree Pressure Ulcer (HA)	VH Data Analyst/ Tableau	1	0	0	1	0	0	1	0	0	1	0	0	1
Falls with Major Injury &/or Death Injury	Risk Reports	1	1	1	0	0	0	1	2	0	1	0	1	1
Falls with Moderate & Minor Injury	Risk reports		7	5	2	6	7	8	0	0	3	1	3	3
Falls with No Injury	Risk reports		19	21	30	15	34	15	22	15	25	39	35	29
Grievances	Patient Relations					0	1	3	1	2	1	1	0	13
Complaints	Patient Relations					47	32	45	51	56	40	57	68	57
Workplace Violence	Risk Reports					11	11	8	9	7	6	11	15	14
Near Miss Events	Risk Reports	58	46	56	38	60	35	53	114	81	95	110	65	57
Serious Safety Event Number	Risk Reports	2	1	1	0	0	2	1	4	0	1	0	0	1
Serious Safety Event Rate	Risk Reports		0.8	0.8	0.8	0.8	0.7	0.7	0.8	0.7	0.6	0.5	0.5	0.4
Sentinel Event	Risk Reports		1	1	0	1	2	1	4	0	1	0	0	0
Process Indicators	Source													
Code Blue Events	Code Committee					18	16	15	12	10	11	22	15	17
Rapid Response Calls	Code Committee					639	581	570	573	541	524	527	613	565
Mock Code Events	Code Committee					0	0	0	0	0	0	0	0	0
Entity Specific Indicators	Source													
Postpartum Blood Transfusions	VH Data Analyst	0	2	6	3	1	4	4	3	3	0	3	2	5
Percentage of Post Code Debrief	Code Committee	71	80	92	92	71	69	70	44	70	27	95	80	53
Surgical Count Discrepancies	Risk Reports					3	0	3	1	4	5	3	7	2
ED Behavioral intervention issues	Risk Reports					0	0	1	3	1	0	1	2	0
Laboratory Specimen Issue	Risk reports	0	0	0	0	23	25	27	7	10	6	15	15	7
Significant Medication Event	Risk reports	20	20	18	25	2	2	3	6	1	3	0	0	3

Quality Indicators	Definition
Number of patient deaths	Total number of acute care inpatient deaths
Number of patient deaths re: septicemia, sepsis, severe sepsis, septic shock (Not POA)	ICD-10 Diagnosis Codes Primary and Secondary 1-3
Number of patients with DVT/PE (Not POA)	ICD-10 Diagnosis Codes Primary and Secondary 1-3
3rd/4th Degree Pressure Ulcer (HA)	ICD-10 Diagnosis Codes any sequence coded (Also included unstageable)
Falls with Major/Death Injury	Total number of inpatient (acute care and transitional care"swing bed") falls, excluding extended care facility (ECF) falls coded with injury F-I (Risk Severity)
Falls with Moderate & Minor Injury	Total number of inpatient (acute care and transitional care" swing bed") falls, excluding ECF falls, with Moderate (i.e. suturing) and Minor (i.e. pain, bruising, abrasion) injury
Falls with No Injury	Total number of inpatient falls without injury.
# of Grievances	Total number of Grievances (using the date of the complaint)
# of Complaints	Total number of Complaints
# of WPV (work place violence)	Total number of disease, intentional, threatening, inappropriate visitors and Weapon removal events
Near Miss Events	Total number of near misses (potential for causing harm but did not cause harm) as determined by Risk Management/risk reporting including inpatient falls without injury. (Excluding ECF patient falls.)
Serious Safety Event (SSE) Numbers	The total number of risk reports with an outcome severity of F,G,H,I (Major temporary or severe harm or death), which includes events ruled to be Sentinel by the VH SE Committee.
Serious Safety Event (SSER) Rate	#SSE during 12-mo period / # of adjusted patient days in rolling 12 mo-period x 10,000
Sentinel Event (Unexpected occurrence-death, serious injury)	Total number of serious safety events ruled by VH SE Committee to meet criteria as Sentinel Events as per TJC and VH Policy
Process Indicators	Definition
Code Blue Events	Total number of code blue events per "Get with the Guidelines" criteria (this # includes ED patients that arrive by personal vehicle or patients that code while in the ED)
Rapid Response Calls	Total number of rapid response calls
Mock Code Events	Total number of Mock Code training events
Entity Specific Indicators	Definition
Postpartum Blood Transfusions (low, moderate risk score)	Total number of patient's requiring postpartum blood transfusions with an admission OB Hemorrhage Risk Score of low and moderate
Post Code Debrief	Percentage of codes in which a debrief occurred
Surgical Count Discrepancies	Total number of surgery with incorrect counts causing harm or potential harm, including circumstances that have the capacity to cause harm
ED Behavior Related	Total number of ED behavioral, suicidal, homicidal related events with lack of compliance to policy. This includes safety companion, lack of removal of personal belongings , metal detecting, safe environment
Laboratory Specimen Issue	Laboratory specimen issues that resulted in a delay of care or treatment
Significant Medication Event	Total number of medication events with the outcome severity of D-I