



Relieving the Pain of Performance Management

Washington State Lean Conference 2018

Tim Dyeson / Aaron Cunningham / Gwen Grams / Blake Ellison
November 2018

Results HCA – Relieving the Pain of Performance Management

Agenda

- Driving Concepts and Pain Points (Tim)
- HCA Planning and Performance Division Overview (Tim)
- Pathway to Painlessly Discussing a Performance Measure (Aaron)
- Training Compliance Demo (Tim)
- Process Improvement Intersect (Blake)
- Documentation Demo (Gwen)
- Q&A

Results HCA – Relieving the Pain of Performance Management

Driving Concepts

- Data Reflect the Work
- Make the Right Answer the Easy Answer
- Don't do Anything Twice
- Red is an Opportunity
- Get to Conversations Quickly
- Documentation

Results HCA – Relieving the Pain of Performance Management

Pain Points

- Performance Measurement and Process Improvement is “Extra Work”
- Analysis Most Often in Excel
- Does Not Describe Daily Work
- Programs Often Lack Analytic Capacity
- Systems to Support Performance Management Can Be Cumbersome

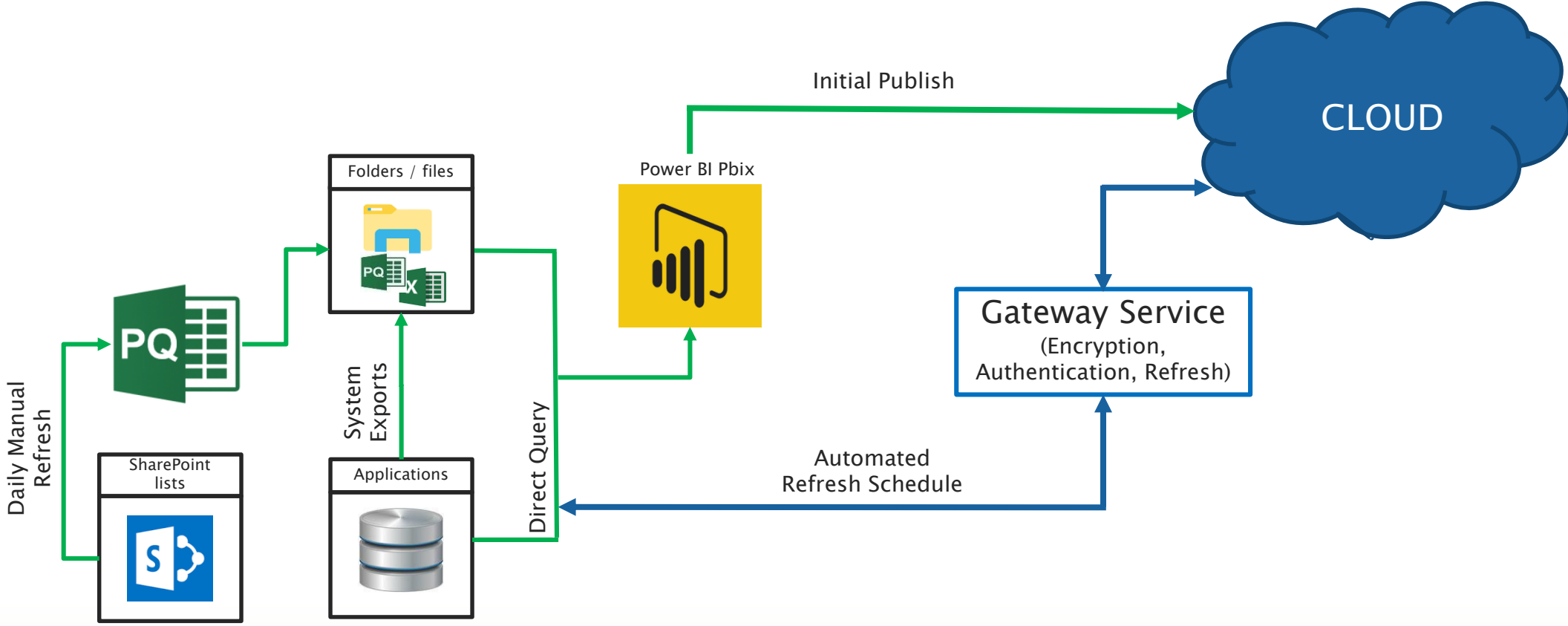
Results HCA –
Relieving the Pain of Performance Management

Path to Measure Discussion

- Data Access = 90% of the Game
- Seamless and Automated Path From Raw Data to Visual Display
- Automated Messaging System

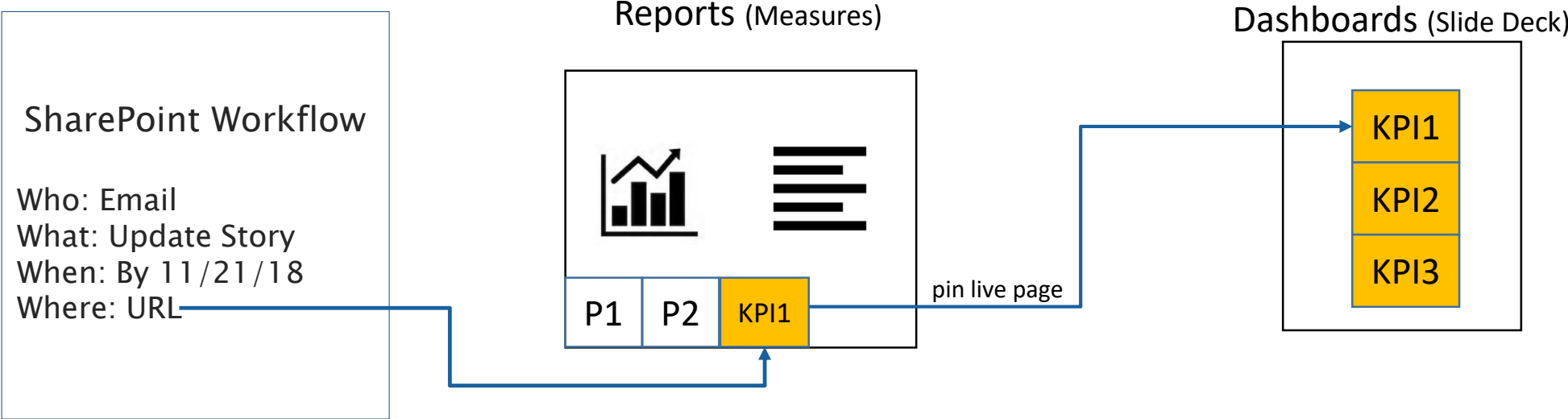
Results HCA – Relieving the Pain of Performance Management

Raw Data to Visual Display



Results HCA – Relieving the Pain of Performance Management

Seamless Automated Messaging



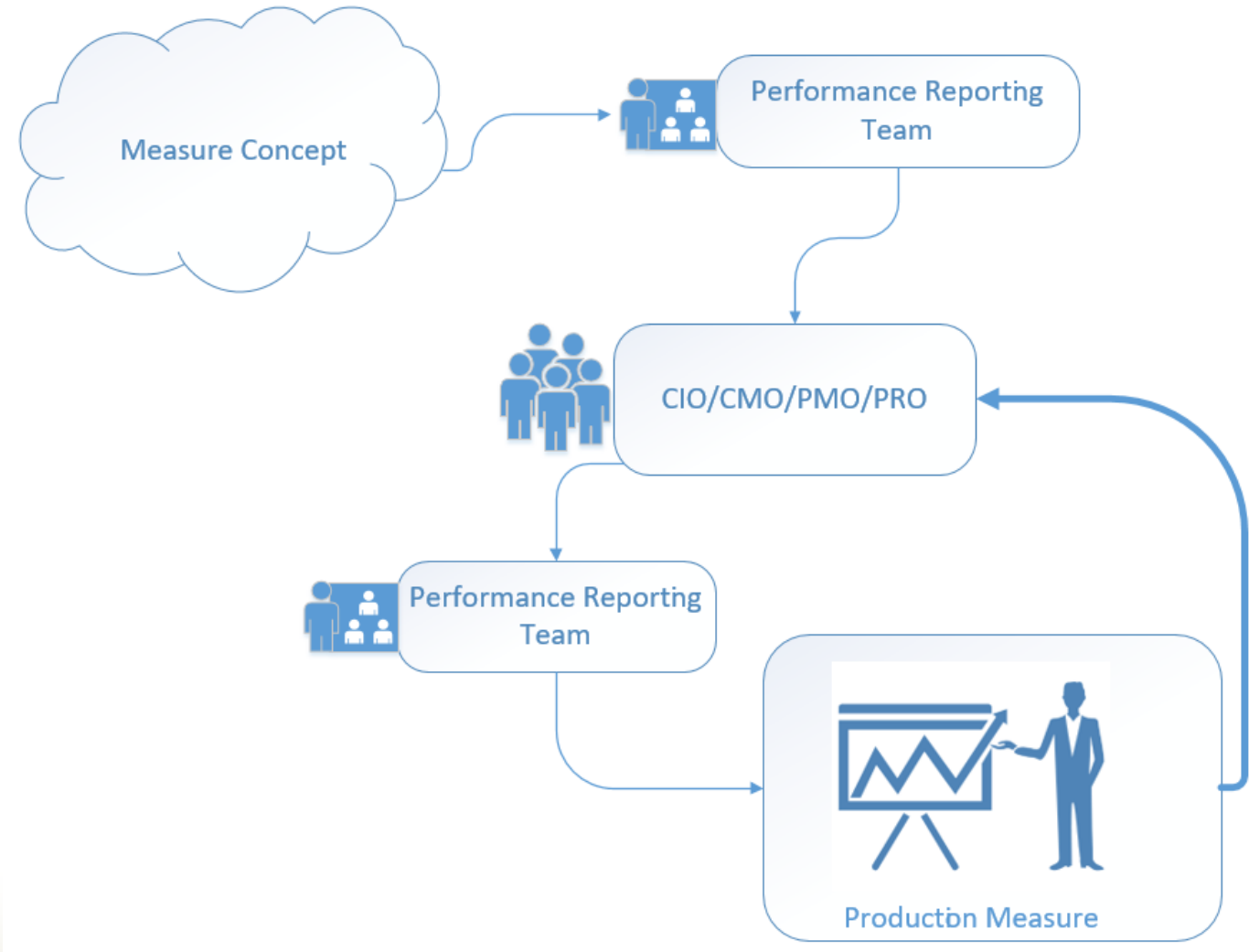
KPI = Key Performance Indicator

Results HCA –
Relieving the Pain of Performance Management

DEMO TIME!

Results HCA – Relieving the Pain of Performance Management

Process Improvement Intersect

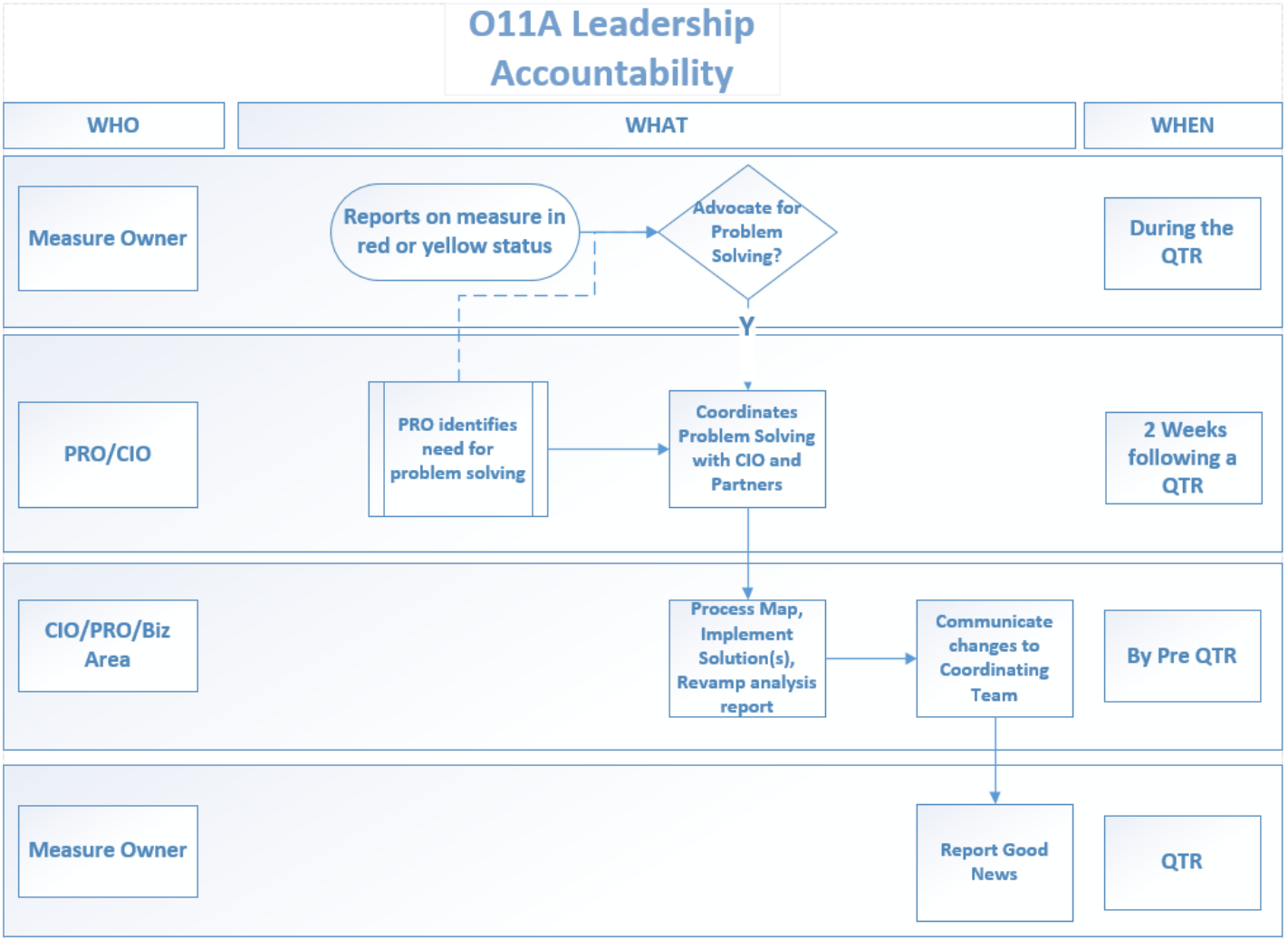


Results HCA – Relieving the Pain of Performance Management

O11A - Leadership Accountability

- One of two major intersects between performance measurement and process improvement.
- O11A is measuring that all yellow and red measures from the previous Quarterly Target Review (QTR) have active and clearly defined process improvement activities associated with them.
- Not a “GOTCHA!”
- Red is Okay! As long as we aim to work the problem and improve.
- This is one of the most important measures as it assures that problems are not just admired from a distance.
- “Forcing” mechanism for action.
- The measure is fundamental to the success of Results HCA. We can measure all day, but if we do not take action, the measurement had no real meaning.

Results HCA – Relieving the Pain of Performance Management



Results HCA – Relieving the Pain of Performance Management

Oh WOW! That's really messed up!

- The second major intersection of performance measurement and process improvement occurs when issues are identified during day to day work performance management efforts.
- “The data reflects the work.” If the data has serious issues, we have found that some process opportunities are likely.
- Again... Not a “GOTCHA!” There is no judgement. It is what it is...
- Our philosophies are:
 - We meet our customers where they are at.
 - We adjust our tools and methods to meet specific customer needs.
 - We say yes!
- Not all HCA process improvement projects come from Results HCA, but Results HCA is a powerful tool to keep a culture of improvement growing.

Results HCA – Relieving the Pain of Performance Management

How Documentation Relieves Pain

- Reference for team members
 - Where data and analyses are stored
 - How measures / other analyses are calculated
 - Documents WHO is supposed to do WHAT by WHEN
- Team knows how changes in one data set will ripple through other data sets

Results HCA – Relieving the Pain of Performance Management

Q&A

Contact Information:

For Performance Measurement Inquiries

Tim Dyeson

Tim.Dyeson@hca.wa.gov

For Process Improvement Inquiries

Blake Ellison

Blake.Ellison@hca.wa.gov