# Data Dashboards:
# What should you be tracking?

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Today's Presenter
**Sue Coppola, R.N., B.S, CHC**

Sue Coppola, RN, BS, CHC, joined *Sunrise Senior Living* in 2015 as Senior Vice President of Care. In her role, Sue oversees all care-related programs and policies impacting Sunrise's communities. This includes the management of the Quality department for Sunrise in addition to the implementation of electronic health records and clinical operations.

With more than 25 years of leadership experience in health care, Sue possesses a wealth of expertise in clinical areas such as processes to monitor and validate outcomes, quality assurance and compliance.

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Today's Presenter
**Donna J. Thiel, CHC**

Donna Thiel is the Director of the new Compliance Integrity division of ProviderTrust.

ProviderTrust, an exclusion and license monitoring SAAS company, is located in Nashville, Tennessee. With clients ranging from Acute Care, Post-Acute Care, LTC/Home Health, Renal Dialysis and Health Plans, thousands of compliance officers depend on ProviderTrust for their OIG exclusions and sate license monitoring compliance dashboard.

Donna has over 30 years of experience in the long-term care industry with nearly 15 of those years in legal and compliance. She is the former Chief Compliance Officer of a nationwide post-acute health care company.

Today's Presenter
**Michael Rosen, Esq.**

Mr. Rosen, who co-founded ProviderTrust, an exclusion monitoring SAAS company, brings over 25 years of experience in founding and leading service-oriented business. He was formerly President of Kroll Background Screening, of the largest pre-employment background screening firms in healthcare.

He grew up in Nashville, Tennessee, graduated from the University of Texas and the University of Memphis Law School, and enjoys traveling and spending time with his family.

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## Today's Agenda

- The History of Data
- The importance of a Compliance Dashboard
- How do you decide which metrics to include?
- Sample Compliance Dashboards
- What to do with all that data?

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Section 1
# The history of data

## The History of Data – The power of the 20th Century

**Think Horse Power.**
Did you know?  The term "dashboard" was the barrier of wood/leather at the front of a horse drawn carriage. Used to protect driver from debris.

**Then Think Automobile.**
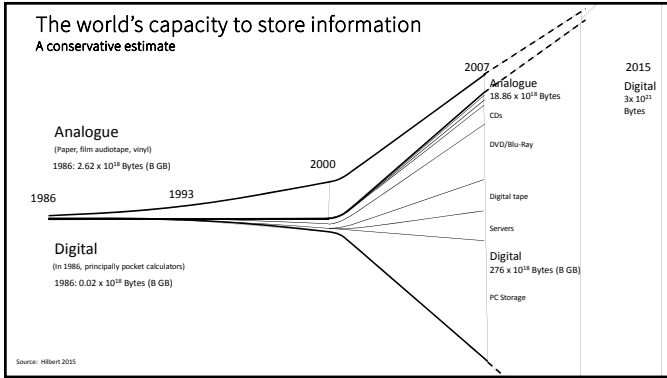Advent of collecting engine metrics needed to see under the hood.

## Google, circa 1997



Source: Bit Rebels

## The History of Data

- So data dashboards went from protective barrier to protective communication
- Businesses today can't function without up to the minute data
- Visualization of data simplifies complex and sometimes unrelated data to share across company
- Real time data allows to pivot, respond and forecast- but need to decide what is important vs. "shiny"
- The right data metrics allow for increased compliance and improved quality outcomes

### The world's capacity to store information
A conservative estimate

Analogue
(Paper, film audiotape, vinyl)
1986: 2.62 x $10^{18}$ Bytes (B GB)

1986    1993    2000

Digital
(In 1986, principally pocket calculators)
1986: 0.02 x $10^{18}$ Bytes (B GB)

2007
Analogue
18.86 x $10^{18}$ Bytes
CDs
DVD/Blu-Ray
Digital tape
Servers
Digital
276 x $10^{18}$ Bytes (B GB)
PC Storage

2015
Digital
3x $10^{21}$
Bytes

Source: Hilbert 2015

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## What Makes a Great Data Dashboard?

- **Discover, Design, Decompose and Deliver**
- Tricky: balance key overall with deep dive capabilities
- It's about catering for personalization and prioritization of the right metrics
- Keeps everyone on the same page = collaboration
- Contextualizes Data = automate process of data gathering and empower people with business intelligence
- Provides Social Intelligence = people want to be in the know

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## Stats Don't Lie: They have no hidden Agenda

- Avoid data entry errors
- Shows the good and the bad
- Ability to identify and correct negative trends
- Demonstrates good governance and performance over time
- Aligns strategies and organizational goals
- Essential that it fit on one page only

Section 2
## Why is a dashboard so important?

## Why have a dashboard?

- Saves you time
- Likely not to review individual reports
- Individual metrics may be misleading
- Metrics trended or grouped should tell a story
- Allows you to determine where to focus more time and resources
- Dashboards should make data management easier
- Turns data into information

## Why have a Compliance Dashboard?

- View of what is happening holistically
  - Not just your functional area
- Gives you the bigger picture
- Must see big picture to know where to ask more questions
- Allows you to see company-wide trends

## Example of Big Picture Dashboard: Cyber Security



## Dashboard Considerations

- Frequency of Data
  - Daily
  - Weekly
  - Monthly
  - Quarterly
  - Annually
- Trend Line
  - Benchmark
  - Peer Group
- How many metrics should be grouped together?
- Which metrics should be grouped together?
- How many dashboards?

Section 3

# How do you pick your metrics?

## Roadblocks on the road to useful data

Duplicates

Poorly organized data

Missing critical identifiers

Hard to access

Missing critical information

Can't visualize

Siloed data

Information is out of date

## Initial Steps

- Identify key business risk drivers
  - Quality
  - Litigation
  - Government Trends
  - Financial
  - Satisfaction/Hotline
- Each business line will influence metrics
- Have to meet with key stakeholders to identify these key risk drivers
- Don't pick these in a vacuum

## Sample Metrics

- Quality of Care
- Compliance
- Training
- Billing
- Turnover
- Customer/Employee Satisfaction
- Staffing
- Licensing

- High Risk Operational Risks
- Internal Risk Assessment
- New Operational Initiatives
- Government Focus Areas
- Litigation Trends
- Worker's Compensation
- HIPAA (Breaches)
- Ethics and Compliance Hotline Calls

## How to organize your metrics?

Structure, process and outcomes
- Measurements of structure
  - Turnover/Retention
  - Staffing/Labor
  - Ethics Hotline Notification
- Process or System Measure
  - Falls, Weight Loss, Pressure Ulcers
  - Reporting of Allegations of Abuse/Neglect
  - Compliance with Mandatory Meetings or Processes
- Outcome measures
  - Regulatory/State Survey
  - Denial Trends
  - Financials (EBIDA, NOI)
  - Employee and Resident Satisfaction

## Organize the information to support its meaning and use

- Think Studio apartment not 10 bedroom mansion

A studio apartment is a small space and each item serves a purpose; nothing is extraneous.
1. Visually identify and monitor at a glance
2. Single computer screen or report page
3. Most important trends, patterns and/or variances that are needed to think, reason and make informed decisions

Section 4

# Sample dashboards

## Quality of Care

- Specific areas identified as above benchmark and high risk; be sure to define what comprises the measures
- Government scrutinized quality metrics
  - Readmission to hospital also consider measuring mortality
  - RUG or DRG levels
  - Antipsychotic Medication Utilization
  - Significant Medication Errors
- Falls, Falls with Injury, Falls with Significant Injury
- Near Misses
- Elopement/Unsafe Leaving

## Quality Dashboard Example

| Facility | State | RTH Rate (20% or <) | Antipsychotic Use (10% or <) | Fall Rate (3% or <) | Sign. Med. Error (2% or <) | Target Standard Def. | No Cites G and Above | 5 Star QM Rating 3 or > | 24/7 RN Coverage (0 Shifts Missed) | Total Score | Total Possible Points | Percent | Rank | Previous Score |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | TN | 10 | 10 | 0 | 10 | 5 | 10 | 10 | 10 | 65 | 80 | 81.25% | 6 | 73.60% |
| 2 | TN | 0 | 0 | 0 | 10 | 0 | 10 | 7 | 10 | 37 | 80 | 46.25% | 20 | 57.60% |
| 3 | CA | 10 | 0 | 10 | 10 | 10 | 10 | 0 | 0 | 50 | 80 | 62.50% | 15 | 59.26% |
| 4 | CA | 0 | 0 | 0 | 10 | 10 | 10 | 0 | 10 | 40 | 80 | 50.00% | 18 | 62.96% |

| Area | Facility | Percent | Rank | | Area | Facility | Percent | Rank |
|---|---|---|---|---|---|---|---|---|
| 1 | Fac1 | 92.30% | 1 | | 1 | Fac7 | 63.20% | 7 |
| 1 | Fac2 | 91.20% | 2 | | 1 | Fac8 | 60.00% | 8 |
| 1 | Fac3 | 89.60% | 3 | | 1 | Fac9 | 57.60% | 9 |
| 2 | Fac4 | 85.60% | 4 | | 1 | Fac10 | 57.60% | 10 |
| 3 | Fac5 | 85.60% | 5 | | 1 | Fac11 | 57.60% | 11 |
| 2 | Fac6 | 81.60% | 6 | | 1 | Fac12 | 56.00% | 12 |

## Compliance

- All Compliance Events
  - Calls
  - Investigations
  - Investigations, requests
- Volume of hotline calls
- Type of issues
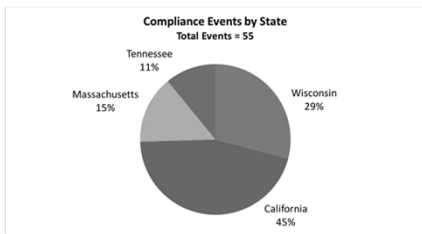- Number of anonymous vs. not
- Open investigations

## Compliance Event Dashboard Example
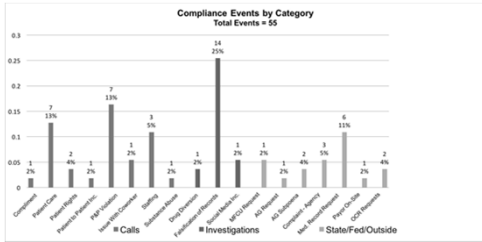


## Board of Directors Dashboard

- High Level
- Big Picture of Compliance
- Color Coded vs. specific scores

## Board of Directors Example

## Training

- Mandatory: compliance with topics such as Code of Conduct and Integrity, Abuse Neglect and Misappropriation, Privacy or HIPAA

- Orientation: completion of assigned on-boarding or at hire training

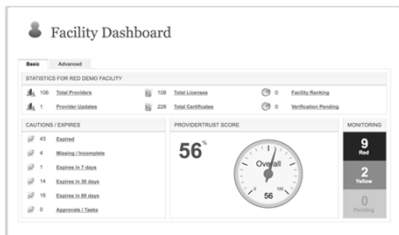## Sample Training or Onboarding Dashboard



## Regulatory Outcomes

- Standard Surveys or Inspections
- Complaint Surveys or Inspections- if you can differentiate results between self reported and unexpected
- Fines and Penalties
- Imposition of Denial of Payments for New Admissions
- By Severity Rating
- Compare to State and Federal Outcome Trends

Section 5
**Bringing data alive**

Great, but what do we do with it?



Organize the information to support its meaning and use - *who is the audience*?

## Organize the information to support its meaning and use - *who is the audience*?



## Looking at your results

- Metrics, targets thresholds
- Did you pick the right metrics?
- Are the definitions right?
- Were your metrics effective?
- Are you evaluating ongoing business needs?
- Ability to communicate and understand the business

## Looking at your results

- Year over year
- Positive Trend or Negative?
- Do you need to modify?

Is there transparency in reporting?

## Communicating Outcomes

**Who Needs to Know?**
- Line Management
- Department
- Compliance
- Legal
- Board

**How to Capture Attention?**
- Monthly Report vs. Interactive
- Dashboard Alert- when needed
- Ability to Update or Notation?
- How to track outcomes?
- Knowledge is Notice- Do Something!

## CIA Impact

**More input**
- CIA requirements
- Monitor requirements
- OIG requirements

**More Scrutiny**
- Monitor participation in Compliance Committee
- Monitor participation in Board Meetings
- Quarterly/semi-annual reports/feedback from Monitor
- Annual feedback from OIG

## Key takeaways
- There is more data available than ever before…it can be _useful or useless_

- There are new ways to make data _meaningful_

- There are new ways to gain _knowledge_ from data

- Organizations are adapting at different paces but _all are adapting_

# Questions

Feel