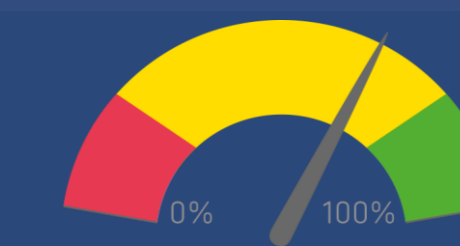# ActionOI: Operational Benchmarking

Brenda Ball, Ted Vander Linden

BIDMC

Introduction/Problem

While clinical quality and outcome benchmarking (Vizient/UHC) has helped to guide and inform improvement initiatives for years at BIDMC, historically there has not been an equivalent, hospital-wide standard for operational benchmarking. Improving facility and department level insights into BIDMC's resource utilization relative to peer Academic Medical Center's was identified as a priority in FY17, intended as a tool and resource for decision makers at all levels of the organization.

Aim/Goal

Advance data-driven decision making and improvement planning around resource utilization (space, labor, supplies, etc.) through a peer benchmarking platform, specifically with respect to:

➢ **Capacity/Access:** Service intensity and utilization across all departments – inpatient, ambulatory, centralized services, etc.

➢ **Cost:** Operational expenses related to service delivery; insights into investment and cost-reduction opportunities as the organization targets long-term financial stability.
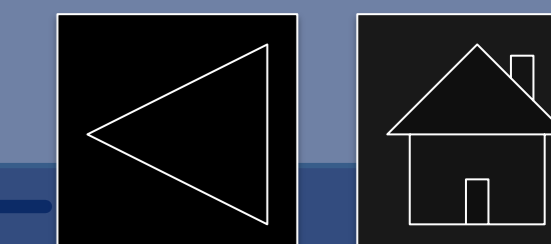
The intervention

➢ Implement ActionOI. an industry-standard operational benchmarking platform

➢ Conduct ongoing VP, director and manager level trainings on data collection and reporting

➢ Incorporate operational benchmarking into organizational decision making and improvement planning at all levels of the organization
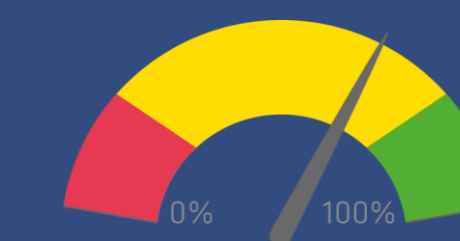
The Team

➢ **Project Sponsor:** Senior Leadership

➢ **Project Leader(s):** Sarah Moravick, Eileen Simons

➢ **Team Members:** Brenda Ball, Sarah Moravick, Eileen Simons, Ted Vander Linden

For more information, contact:

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Custom Comparison Report

Quarterly Period - 3Q 2017

ActionOI

Facility:	Beth Israel Deaconess Medical Center
Standard Department:	
Department:	
Compared to:	BIDMC Primary

	Host Value				Percentile				
Measure	1Q 2017	2Q 2017	3Q 2017	Host Percent Rank	25th	50th	75th	Compare Group Average	Sample Size
Dept Operating Statistics									
Bed Capacity	10.00	10.00	10.00	0.00 %	12.00	17.00	24.00	18.31	15
Total Number of Stepdown Beds	0.00	0.00	0.00	91.67 %	0.00	0.00	0.00	0.12	13
Patient Days	741.00	735.00	760.00	0.00 %	919.02	1,119.00	1,969.04	1,375.20	15
Discharges	17.00	26.00	21.00	8.33 %	33.00	49.00	75.00	51.69	13
Outpatient Observation Days	3.00	6.00	4.00	76.92 %	0.00	0.00	3.71	3.51	14
Equivalent Patient Day	744.00	741.00	764.00	0.00 %	930.20	1,119.00	1,969.04	1,381.94	15
Labor Expense per Patient Day	1,334.58	1,368.23	1,366.44	84.62 %	752.76	791.81	1,038.94	978.28	14
Medical Supply Expense per Patient Day	194.46	179.20	187.93	38.46 %	170.28	192.36	215.20	196.81	14
Hours Worked per Patient Day	23.31	23.93	24.40	76.92 %	21.12	23.34	24.27	22.86	14
RN Hours Worked per Patient Day	18.47	19.15	18.93	69.23 %	16.31	18.21	19.52	18.05	14
RN Hours Worked per Equivalent Patient Day	18.39	18.99	18.84	69.23 %	16.21	18.19	19.50	17.96	14
Hours Worked per Equivalent Patient Day	23.22	23.74	24.28	76.92 %	20.88	23.34	24.18	22.75	14
Hours Paid per Patient Day	27.18	26.97	27.52	69.23 %	23.35	26.53	27.58	26.00	14
Hours Paid per Equivalent Patient Day	27.07	26.76	27.37	69.23 %	23.19	26.53	27.55	25.87	14
Worked Hours: Staff	16,827.97	17,552.09	17,907.00	7.69 %	20,400.66	25,698.73	38,611.45	28,623.78	14
Worked Hours: Physician Provider	0.00	0.00	0.00	100.00 %	0.00	0.00	0.00	0.00	14
Worked Hours: Management					284.01	425.49	909.00	814.16	13
Worked Hours: RN	13,684.99	14,073.39	14,390.00	7.14 %	15,625.90	22,655.00	33,321.04	24,114.79	15

* Data based on small sample size.   ª Insufficient unshared data for display.   ᵇ Calculation not applicable.

Run Date: Dec 18 2017 10:19AM

Results/Progress to Date

- Established quarterly feeds from financial statements, general ledger, payroll and CCC
- Mapped 316 departments across the medical center that now have access to quarterly benchmark reports
- Established centralized reporting and distribution standards with all of Patient Care Services

Next Steps

- Assist in the budget and planning cycles (when requesting New positions)
- Identify opportunities for performance improvement

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