Using The Dashboard To Identify Measures To Drive Improvement

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My Journey

• Private Practice Dentist
• Neighborcare Health
• Quality Improvement
• Institute for Healthcare Improvement
• IMPACT
• Measure, Measure, Measure
Who Uses Dashboards?

• “Shorter, more focused dashboards that are reviewed on a frequent basis are associated with higher performance. According to the results of this dashboard analysis, hospitals that use dashboards with fewer measures are more likely to be in the high-performance group, suggesting that higher-performing hospitals have developed dashboards that focus on areas they see as critical for quality.”

Kroch et al. (2006)
Measure, Measure, Measure

- Management tool
- Clinic Leadership
- Clinic
- Senior Management
- Board
- Telling our story
Model for Improvement

- The Model for Improvement enables an organization to approach quality improvement through rapid cycles of change and continual feedback on the effectiveness of those changes.
- When used in conjunction with the Chronic Care Model, the Model for Improvement can lead to positive, sustainable changes in the quality of health care.
Quality Improvement (QI)

- An approach to the analysis of performance and efforts to improve it
- Measuring where you are, figuring out ways to improve
- Data collected establishes “baseline” for an aspect of the dental program, and QI process develops methods to improve from the baseline
- Avoids attributing blame
- Creates systems to increase/decrease outcome
Profound Knowledge in Action

Old Way (Quality Assurance)

No action taken here

Reject defectives

Better | Quality | Worse

New Way (Quality Improvement)

Requirement, Specification, Goal

Action taken on all occurrences

Better | Quality | Worse

Washington Dental Service Foundation
Community Advocates for Oral Health

DELTA DENTAL

NNOHA
National Network for Oral Health Access
Opportunity for Improvement

- Access to care (visit)
- Type of service (sealant)
- Cost (lower)
- Adverse patient event (latex allergy)
- Oral health outcomes (BP)
Plan-Do-Study-Act Cycle

Ideas → Action → Learning → Improvement

- Demonstrate improvement
- What changes are to be made?
- What is the next cycle?

- Complete the data analysis
- Compare data to predictions
- Summarize what was learned

- Identify problems and create a plan
- Implement the plan
- Monitor and document results
- Begin analysis of the data
Using the Cycle to Improve

- Very Small Scale Test
- Follow-up Tests
- Wide-Scale Tests of Change
- Implementation of Change
- Spread
- Improvement

Steps:
1. Ideas
2. Data
3. Improvement
4. Spread
What Do We Do Next?
Use the Dashboard for Quality Improvement

• There are differing levels of capability to effectively and efficiently use the data and implement quality improvement plans

• Readiness questionnaire in the User’s Guide – designed to help you and your organization think through how to best use a dashboard before initiating its use.
Use the Dashboard for Quality Improvement

• Start small
• Establish baseline data for the Dental Dashboard measures
• Develop specific goals
• Identify areas for improvement (don’t just watch the dashboard, use the dashboard)
• PDSAs
• Over time, make course corrections
• Regularity
Create a Balanced View

1. **START SMALL**
   - Choose a few measures to understand how the system performs (getting data often presents the first challenge).

2. **BALANCE YOUR WORKFLOW**
   - Incrementally improving performance on several measures will improve care more than a high success rate in just one measure.

3. **REVIEW THE METRICS**
   - Movement in one measure may impact another.
The “Triple Aim”

- Improved Health
- Improved Care
- Reduced Cost
Discussion