

# KPIs and Performance Management

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## PROBLEM STATEMENT

- ☐ Problem domain - *"I have several piles of data, and I want to get some value out of them"*
- ☐ Issues – what to measure, how to measure, how to get/apply/analyze data

## Solution

- Business Intelligence Applications - a category of methodologies and technologies for gathering, storing, analyzing and providing access to data to help enterprise users make business decisions.
- Actions:
  - Visualize
  - Aggregate
  - Report
  - Drill / Slice



## Traditional EMS KPIs

- Number of call annually
- Number of transports annually
- No transports
- Turnover
- Response times
- Did we make budget?
- IV success rates
- Intubation success rates
- Protocol compliance

### **Problem with Traditional EMS KPI Systems**

One of the failings of ambulance performance measurement systems throughout the world is that they generally draw upon a narrow band of performance indicators that are based on availability rather than any coherent framework.

### **The Balanced Score Care System**

## Classic Balanced Score Card Systems

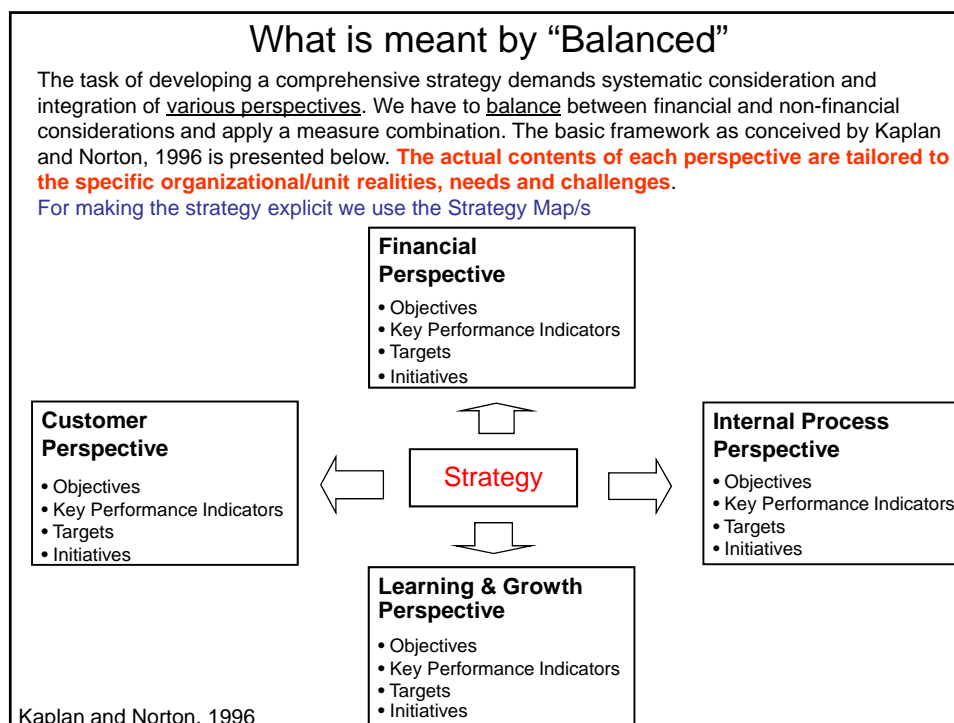
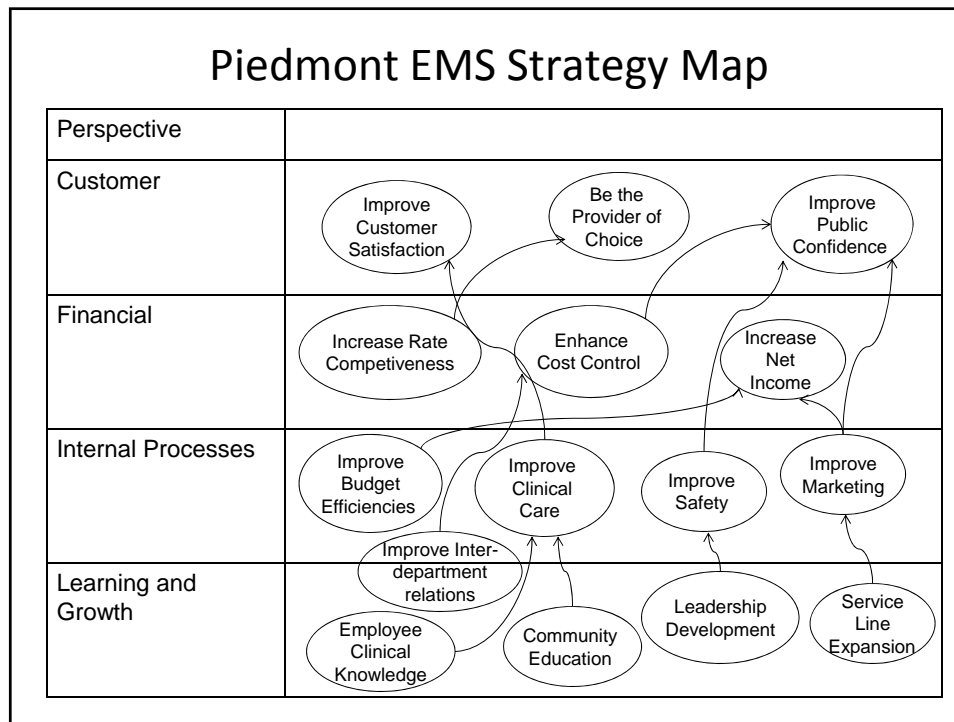
- Perspectives
  - **Financial:** profit-and-loss
  - **Customer:** satisfaction
  - **Processes** (internal, business):  
health of processes
  - **Learning and growth:**  
employee's quality and satisfaction



- Issue – measures can be irrelevant to the strategy

## Improved Balanced Scorecard Systems

- Strategy maps - is a visual representation of the strategy of an organization.
- Goals:
  - plan or competitive strategy to achieve increased profitability (commercial)
  - improve performance (government)
  - cause-and-effect relationships between different strategic objectives and their measures

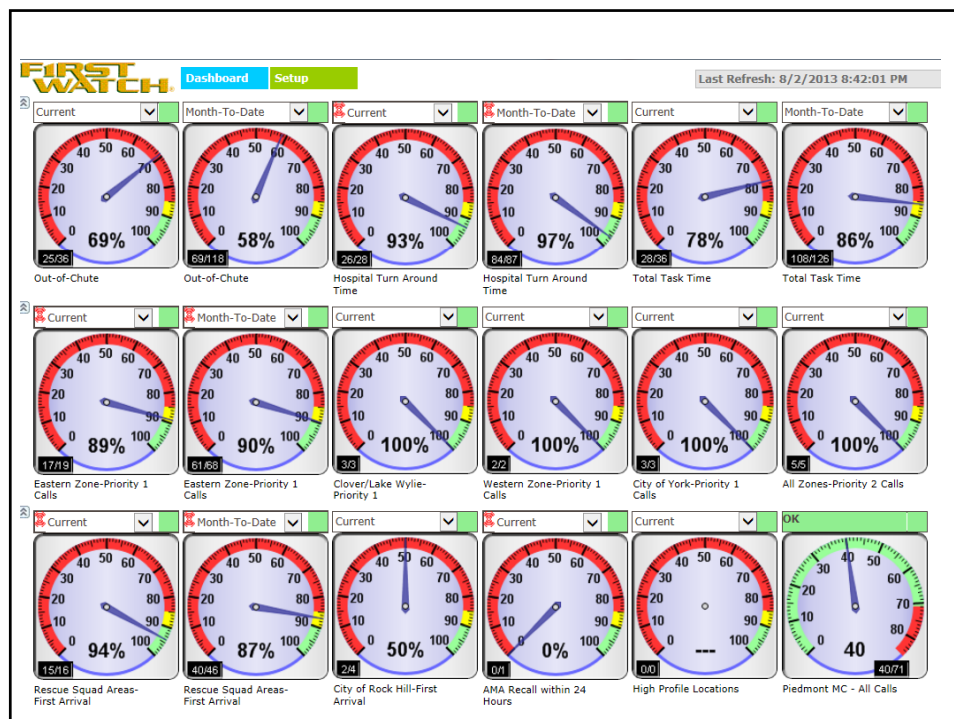


## Scorecards vs. Scoreboards

Scorecards are strategic – represent long term goals on weekly/monthly basis

Dashboard is tactical – real time data (charts, graphs)

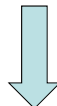
|                | Dashboard                | Scorecard                    |
|----------------|--------------------------|------------------------------|
| <b>Purpose</b> | Measures performance     | Charts progress              |
| <b>Users</b>   | Supervisors, specialists | Executives, managers, staff  |
| <b>Updates</b> | Right-time feeds         | Periodic snapshots           |
| <b>Data</b>    | Events                   | Summaries                    |
| <b>Display</b> | Visual graphs, raw data  | Visual graphs, text comments |



|                           |                    |         |        |        |           |   |
|---------------------------|--------------------|---------|--------|--------|-----------|---|
| EMS Organizational Health | 93.86%             |         |        |        |           |   |
|                           |                    |         |        |        | Weighting |   |
| Secondary Indicators      | Weighting Criteria | Index   | Actual | Target | Criteria  | Secondary Drivers   |
| Clinical Performance      | 17%                | 0.0000  | 97%    | 90%    | 15%       | Chest Pain Quality of Care  |
|                           | 97.1%              | 0.0000  | 91%    | 90%    | 15%       | Cardiac Arrest Quality of Care  |
|                           |                    | 0.0000  | 92%    | 90%    | 15%       | Stroke Quality of Care  |
|                           |                    | 0.0000  | 91%    | 90%    | 15%       | Respiratory Distress Quality of Care  |
|                           |                    | 0.0000  | 93%    | 90%    | 15%       | Critical Trauma Quality of Care   |
|                           |                    | 0.0000  | 9%     | 10%    | 5%        | Protocol exception rate   |
|                           |                    | -0.0286 | 70%    | 90%    | 10%       | % of eligible patients receiving pain med as outlined in protocols and reporting a decrease in pain |
|                           |                    | 0.0000  | 93%    | 90%    | 10%       | % of total County transports  |
|                           |                    | -0.0286 |        |        | 100%      |   |

## What do we balance

- Financial versus Non-financial measures
- Tangible versus Intangible assets
- Long-term versus Short-term Goals
- Internal versus External Perspective
- Performance Drivers versus Outcomes



Cause-effect relationships hypotheses

## Organizational Benefits

- Efficient system of control for implementing main strategic changes and/or focus
- Application of a clear and simple methodology for reporting effectiveness and efficiency of staff and management performance, presented in accordance with strategic indicators and measures to evaluate relationships
- Establishment of key target results for managers to work toward
- A higher quality of organizational culture founded on carefully formulated values and priorities

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