

Healthcare Service Key Performance Indicators

Powerlink Healthcare Support Services provides an elevated hospitality experience in three key Healthcare Support Services; food and nutrition, housekeeping, and facility management.

Performance cannot improve unless it is measured

Statement

A Quality Management System (QMS) is an ongoing, planned, and systematic collection of processes focused on consistently meeting a customer's requirements and enhancing their satisfaction. Its function is to observe and assess the quality, appropriateness, and compliance of services delivered. Key performance indicators (KPIs) are the quality assessment tool to measure the overall performance of services provided. They are an integral component of a QMS.

Key Performance Indicators succinctly convey information, that is used to estimate, monitor, analyze, optimize, and gauge processes and business strategies in achieving the set goals for delivering quality healthcare services. The following summarizes two of Healthcare's key performance indicators; food and nutrition and housekeeping services.

Introduction

Today's Healthcare services are under tremendous pressure to improve the quality of services provided to residents and patients. To effectively review the objectives and strategies of services provided on a regular basis, there needs to be a means to understand and measure their execution and measure the change overtime- either deteriorating or improving. Healthcare service K P I s provide quantifiable measurements of performance in time and are used to affect the critical success factors of services provided.

Selection of KPIs

Selecting the right indicators to measure performance and keep track of whether the service provided is effectively meeting its strategic goals, is a challenge. An all-too-common error is to measure everything just because one can. Not every KPI is pertinent when assessing performance. The determining criteria should be those which provide the most accurate insight into performance effectiveness. Relevant KPIs are specific, quantifiable, measurable, attainable, and verifiable, and can detect potential problems before they occur.

Irrespective of the size of the healthcare facility, the KPIs selected must reflect the goals of the institution at large as well as the individual service operations. Each supported service needs its own KPIs to monitor and evaluate the key areas of performance and identify progress dependably, frequently, and exactly.

Criteria for Selecting Quality Indicators:

- Availability of KPI
- Accessibility of KPI
- Flexibility of KPI
- Integrity of KPI
- Utilization of KPI

Deploying KPI's

Healthcare KPIs are an effective tool to predate and prevent poor support services in Long-Term Care Facilities. When properly deployed they can optimize all systematic processes to dramatically increase both the resident's/patient's quality of care, while meeting or exceeding their expectations. Implementing a corresponding KPI system includes an evaluation of provided services and satisfaction levels.

Deploying too many KPIs weakens the focus on the organization's performance strategic objectives and muddles valuable actionable improvement insights. Healthcare Support Services operations should have a minimum of 5 to 7 core KPIs so that it is easy to quantify, understood, and communicated. Food and nutrition and housekeeping operations are carefully orchestrated team efforts, which contribute to the overall successful functioning of the service department. As such, each individual team (section) should have their own KPIs, 2 to 3, to measure and adjust their own operational contributions in producing the desired results.

The most important function of a successful healthcare operation is to serve and satisfy the residents and patients. KPIs track the rise and fall of the level of performance they are indicating. If a department's performance is poor, actions can be taken quickly and monitored whether those actions had the desired effect.

Types of Quality Indicators

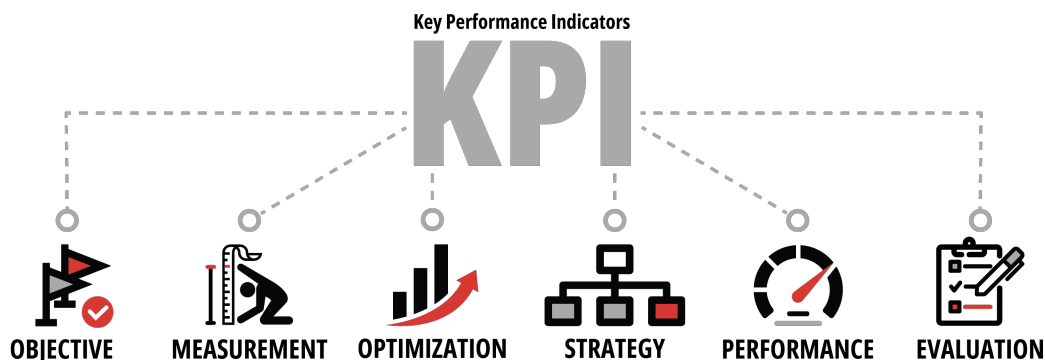
- Quantity KPI: Data that can be presented in numbers
- Quality KPI: Data that can be subjectively presented as a quality number
- Process KPI: Reveals the efficiency of the process
- Outcome KPI: Reflects the outcome
- Leading KPI: Predicting the outcome of the process
- Financial KPI: Overall performance management

KPI Dashboards

A KPI Dashboard is a visualization tool that takes raw data, and metrics, and effectively displays key performance indicators in clear and concise interactive charts and graphs, permitting for a quick and organized review. This graphical presentation is an important aspect in the evaluation of performance goals and business objectives. Displaying KPI's alongside each other provides an overall synopsis of which areas are being met, and those which are under achieving. This in turn, helps service departments identify where problem areas are forming, or efforts sacrificed at the expense of other priorities.

The KPI Dashboard facilitates factual data driven discussions and informed decision-making at the senior management and operational levels. Monthly review of dashboards accelerate teamwork performance and improve collaborations. KPI Dashboards democratize data and promote and enable an effective data-driven culture.

The KPI Life Cycle:



Suggested Key Performance Indicators for Food and Nutrition Service

- Resident/Patient Satisfaction on Food Services (Service Performance KPI):
Feedback is a user-friendly interface for the resident/patients on in diet to give their opinion about the quality of food and the food service received. They can give their reviews with reference to quality, appearance, plate presentation, temperature, and palatability. Measuring their satisfaction from their point of view is the best way to know the quality of the service provided to them. Feedback is an essential tool for continual improvement, hence should be monitored.
- Resident/Patient Meal Card Accuracy (Service Performance KPI):
Accuracy of tray assembly, tray items assembled compared to a meal ticket, is essential for providing appropriate nutrition care to residents/patients and maintaining their health and satisfaction. Measuring tray assembly error rates is designed to evaluate resident/patient tray accuracy and to identify types of assembly errors. Food service providers have to ensure that the food provided to the patient is absolutely safe and accurate for consumption and hygienic and there should not be any room for error. The ultimate goal of any food service operation should be that no meal card tray errors should find a place on meal trays, hence should be monitored.
- Resident/Patient Timely Food Delivery (Service Performance KPI):
Residents/patients who are hospitalized should be served food on time as food is considered to be part of their treatment during hospitalization. Foodservice stewards play a vital role in delivering the food on time to the residents/patients. The delivery process is complete only when the diet is served to the patient on time, every time, and to the right resident/patient. This is a crucial area in patient food service, hence should be monitored.
- Resident/Patient Plate Waste (Service Performance KPI):
Resident/patient plate waste assessment should be done regularly to find out the amount of food that they are not eaten. This gives an inkling of the menu's strengths and weaknesses likes and dislikes. The ultimate goal of any clinical dietitian is to improve the nutritional status of the patient during hospitalization and plate waste audits provide data on whether the patients are meeting the nutritional requirements, hence should be monitored.
- Number of Diet Types Served (Service Performance KPI):
Keeping track of the number of diet types served shows the trend and acceptability of hospital food irrespective of whether hospital diets are compulsory or not. Data's on the Normal diets, therapeutic diets, texture-modified diets, and formula feeds served are mandatory for the food service operations for efficient and effective planning, hence should be monitored.
- Overtime Percentage by Pay Period (Operational Performance KPI):
Overtime is costly and can mean the difference between a profitable week and a losing week. By improving overall efficiency and eliminating waste in an operation, management should be able to reduce operational overtime, hence should be monitored.
- Weekly Food Cost (Operational Performance KPI):
Food cost is the ratio of ingredient cost to revenue generated from food sales using those ingredients. This metric is always displayed as a percentage. Food cost provides insight into operational profitability, hence should be monitored.
- Statuary Compliance (Operational Performance KPI):
Federal/State/Local statuary agencies conduct compliance surveys of qualifying health facilities, to determine whether and how standards are kept and met. While an institution may fail to comply with one or more of the standards during any given survey, it cannot participate in Federal

programs unless it meets each and every condition or returns to substantial compliance with requirements for health facilities, hence should be monitored.

Suggested Key Performance Indicators for Housekeeping Service

- **Quality of Service (Service Performance KPI):**
How acceptable is the delivery appearance level as determined by regularly scheduled audits by supervision and joint audit rounds with the customer? Cleanliness and appearance is a crucial area in housekeeping service, hence should be monitored.
- **Client Satisfaction and Responsiveness (Service Performance KPI):**
Feedback is a user-friendly interface for the customer to give their opinion about the cleanliness and responsiveness of housekeeping services received. They can give their reviews with reference to quality and appearance. Measuring their satisfaction from their point of view is the best way to know the quality of the service provided to them. Feedback is an essential tool for continual improvement, hence should be monitored.
- **Health and Sustainability (Service Performance KPI):**
Better cleaning processes promote greater facility health, likewise, it is important to give the customer and their customers confidence in how cleaning is affecting them. Incorporating ATP testing and fluorescent surface marking methodologies into the cleaning processes will provide the disclaimer that when it is clean and sanitized it can be proven at the unseen level as well as the seen level are both free of pathogens, hence should be monitored.
- **Facility Cleaning Productivity (Operation Performance KPI):**
Employee productivity by measuring how many square feet are cleaned per hour divided by the number of direct labor hours it takes to clean them determines employee headcount, direct cost, and profitability, hence should be monitored.
- **Overtime Percentage by Pay Period (Operational Performance KPI):**
Overtime is costly and can mean the difference between a profitable week and a losing week. By improving overall efficiency and eliminating waste in an operation, management should be able to reduce operational overtime, hence should be monitored.
- **Statutory Compliance (Operational Performance KPI):**
Federal/State/Local statutory agencies conduct compliance surveys of qualifying health facilities, to determine whether and how standards are kept and met. While an institution may fail to comply with one or more of the standards during any given survey, it cannot participate in Federal programs unless it meets each and every condition or returns to substantial compliance with requirements for health facilities, hence should be monitored.

Suggested Key Performance Indicators for Linen Service

- **Quality of Service (Service Performance KPI):**
How acceptable is the delivered linen in appearance as determined by regular audits by supervision and resident/patients' feedback? Cleanliness and appearance is a crucial criterion in the perception of linen service, hence should be monitored.
- **Cost of Chemicals, per pound of laundry (Operational Performance KPI):**
The gross cost of laundry chemicals is determined by measuring how much is used, by the pound, during the wash process. As the second most cost after labor, it has a significant impact on profitability and hence should be monitored. This metric is displayed as a percentage.

- Daily production, in pounds, of all working wash machines (Operational Performance KPI): Employee productivity by measuring how much laundry, in pounds, is washed in a day determines employee headcount, direct cost, and profitability, hence should be monitored.
- Daily folded production, by item count (Operational Performance KPI): Employee productivity by measuring how many folded laundry items, by count, are processed in a day determines employee headcount, direct cost, and profitability, hence should be monitored.
- Overtime Percentage by Pay Period (Operational Performance KPI): Overtime is costly and can mean the difference between a profitable week and a losing week. By improving overall efficiency and eliminating waste in an operation, management should be able to reduce operational overtime, hence should be monitored.
- Statuary Compliance (Operational Performance KPI): Federal/State/Local statuary agencies conduct compliance surveys of qualifying health facilities, to determine whether and how standards are kept and met. While an institution may fail to comply with one or more of the standards during any given survey, it cannot participate in Federal programs unless it meets each and every condition or returns to substantial compliance with requirements for health facilities, hence should be monitored.

Conclusion

The primary responsibility of Healthcare Support Services is to ensure that all residents/patients are provided 24/7 high-quality services appropriately and on time. Key Performance Indicators are a quality assessment tool to measure the overall quality of care delivered. KPIs are measurable goals that are used to assess the quality and appropriateness of the quality of service rendered and are also used as a tool to identify problems. KPIs translated Healthcare Support Service's promises of service into measurable goals. Finally, effective KPIs can help create a culture of data-driven management, which serve the resident/patients better.

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