

# Director Dashboard

## EMA LEADERS USE DIRECTOR DASHBOARD TO TAKE DEPARTMENTS' PULSE

The directors who oversee EMA's 20 emergency departments (EDs) are now able to monitor productivity, quality and patient satisfaction using a single innovative online system built by one of the practice's own providers.

"As we get bigger, one of our challenges is managing growth," says EMA Chief Innovation Officer Alex Mohseni, MD, FACEP. "How do you manage a larger and larger workforce and make sure that you continue to provide the highest quality of care?"

EMA has always had a strong focus on tracking and analyzing performance data, but in the past, directors who wanted an update of their site's statistics would reach out to the company's data analytics team with ad hoc requests to generate spreadsheets and graphics. With the support of EMA colleagues, in 2015 Mohseni began developing a more efficient, self-service model for communicating standards and tracking provider and department performance across all of EMA's facilities.

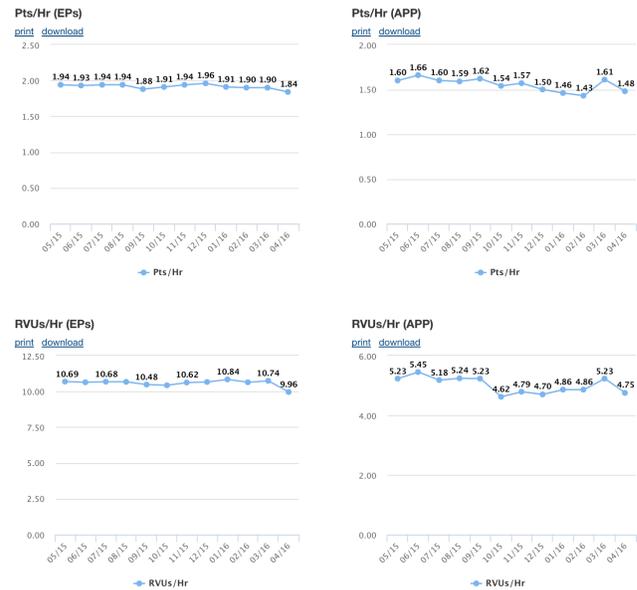
### Pts/Hr (EP) Quick Glance (most recent month)



In January 2016, the practice rolled out its Director Dashboard, a data analytics tool and communication platform that allows any ED director or other member of EMA's leadership to log into a web application and view performance data at a company, department or individual provider level. Mohseni and the data analytics team work together to upload the latest information as soon as it becomes available, so users can see important data points like ED patient volume, provider productivity and patient

satisfaction scores. Data and trends are displayed graphically and make it easy for directors to see how their departments are performing relative to others.

### Site Performance Report



Many large companies in other industries rely on similar dashboard systems to manage their businesses as they grow, yet these systems are lagging in healthcare, says Mohseni, who has been with EMA since 2006 and currently practices at Virginia Hospital Center in Arlington.

"This sort of tool allows us to measure and watch everything very closely so that we can maintain the highest level quality of care consistently," Mohseni says. "It really is a testament to our practice's dedication to being ahead of the curve and thinking about our future and preparing for it by investing in our infrastructure."

As EMA has grown, the Director Dashboard has helped leadership at new sites quickly get up to speed with the practice's standards and values. In February 2016, EMA took over management of four Bon Secours Health System EDs in central and eastern Virginia, all with directors who are new to EMA's staff.

"The Director Dashboard breaks down two critical pieces of information for them fairly easily – productivity and patient experience, so a director can identify who might need assistance and



whose good performance should be reinforced,” explains Tina Latimer, MD, FACEP, EMA’s Regional Medical Director for Bon Secours. “For me as a regional director, it’s great because all of that information is in one resource. I don’t have to look through a series of spreadsheets.”

The system has also streamlined communications within EMA, which employs more than 600 full- and part-time providers in three states and the District of Columbia. Now with a single click, EMA’s chief performance officer can notify an ED director at any site when someone in his or her department is struggling with an aspect of patient satisfaction and needs the director’s assistance.

“We want our physicians to succeed,” says EMA President and Chairman Donald Infeld, MD, FACEP. “This tool allows us to offer them the timely support, education and resources they need, which is in the best interest of the provider, our patients and our hospital partners.”

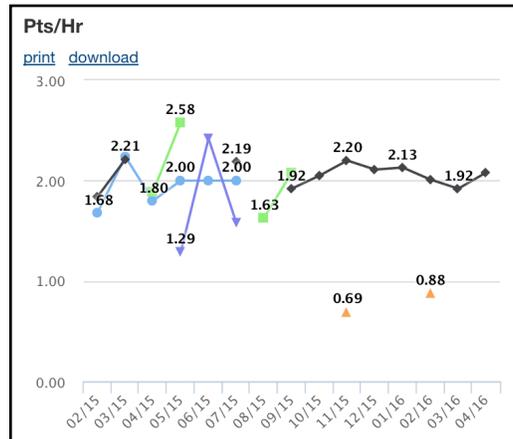
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To that end, EMA plans to build on this successful technology, adding a Provider Dashboard feature that will allow individual physicians and advanced practice providers to access and review their productivity and patient satisfaction data in order to self-monitor performance.

“It has become a really great tool for everybody to be able to have a sense as to how their site is doing, how the providers are doing, and how the company is doing,” Mohseni says.



The dashboard allows each provider’s productivity to be monitored and compared across multiple hospital sites.

As healthcare reimbursement models shift from fee-for-service to value-based, Mohseni and his colleagues are working on another new component of the system. The Value Dashboard will soon allow directors to track their sites’ performance relative to the quality and utilization measures that drive reimbursement from the Centers for Medicare and Medicaid Services (CMS) and other entities. Examples include the percentage of transferred patients with chest pain or acute myocardial infarction who

receive aspirin in the ED and the median time from ED arrival to departure for patients who are discharged. While all hospitals are now tracking these metrics, it can take CMS nine to 12 months to compile and publicly report them, says EMA Chief Value Officer J.J. Sverha, MD. EMA’s Value Dashboard will utilize preliminary hospital data as soon as it becomes available, dramatically increasing the speed with which directors can identify deficiencies and make adjustments.

“We are looking to make sure we have an easy, timely way to take our organization’s pulse in relation to quality,” Sverha says.

