

The Balanced Scorecard - How to use metrics to improve haemodialysis treatment outcomes

Corina Popescu¹, Mihai Preda², Cristina Miriunis³, Maria Teresa Parisotto³

NephroCare

¹Fresenius Medical Care, Country EuCliD Trainer, Bucharest – Romania

²Fresenius Medical Care, Clinical Coordinator, Bucharest – Romania

³Fresenius Medical Care, NephroCare Coordination, Bad Homburg – Germany

Background

The Balanced Scorecard (BSC) has been used since 2008 to monitor the performance targets of a private Romanian dialysis network and achieve improvements. Carefully selected Key Performance Indicators (KPIs) are evaluated on a monthly basis using a score for dialysis clinics and the performance summarised from patient and operational perspectives.

Objectives

To evaluate the improvement of dialysis treatment and of dialysis outcomes using various metrics.

Methods

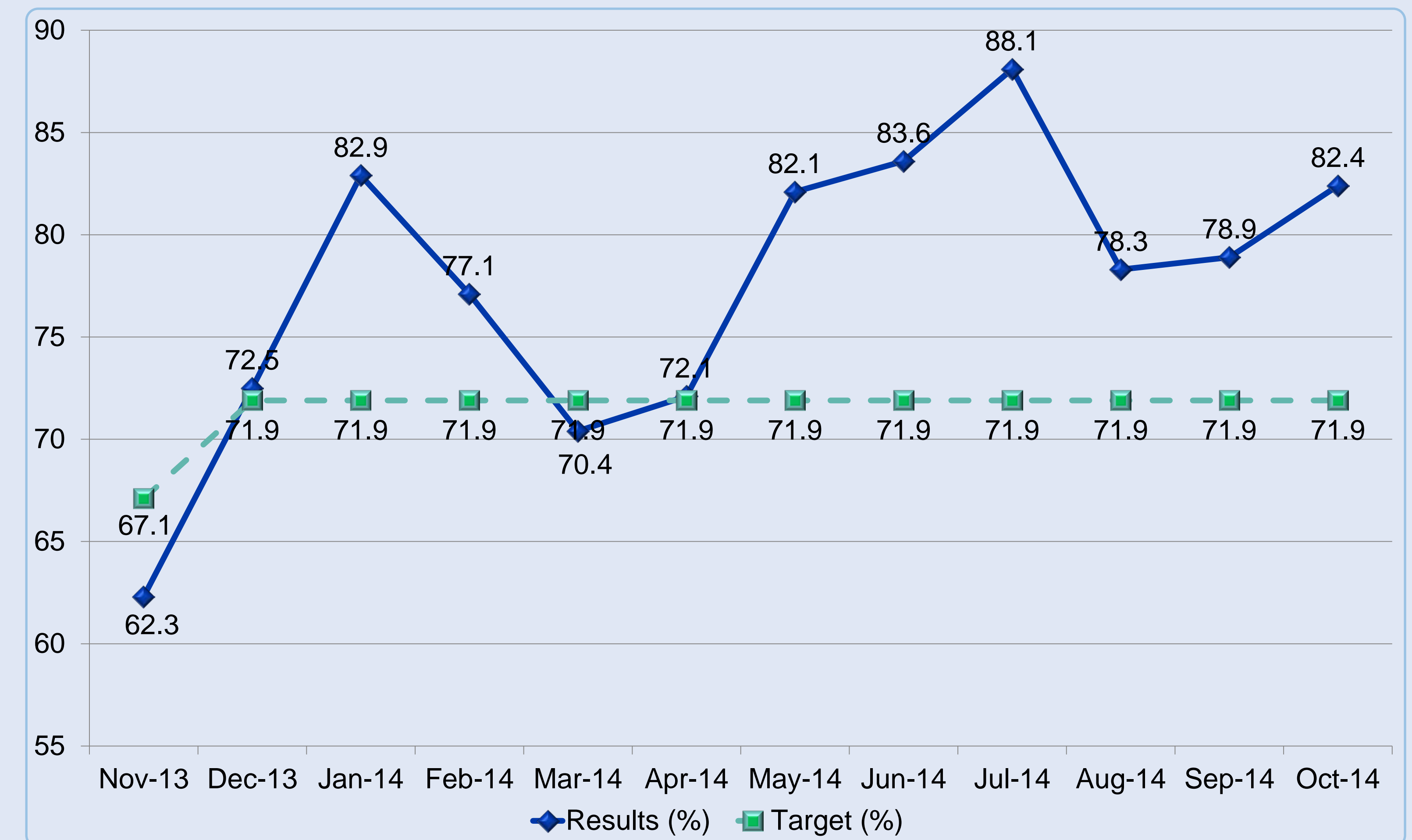
- Patient data were entered into the clinic database during daily routine
- The clinic team was involved in analysing KPI trends
- Analysis was performed for each KPI and patient, with a special focus on patients out of target
- Root-cause-analysis was performed for the deviation of KPIs from targets
- Individual and collective corrective and preventive actions were implemented according to improvement plans
- Results were communicated to the organisation

Results

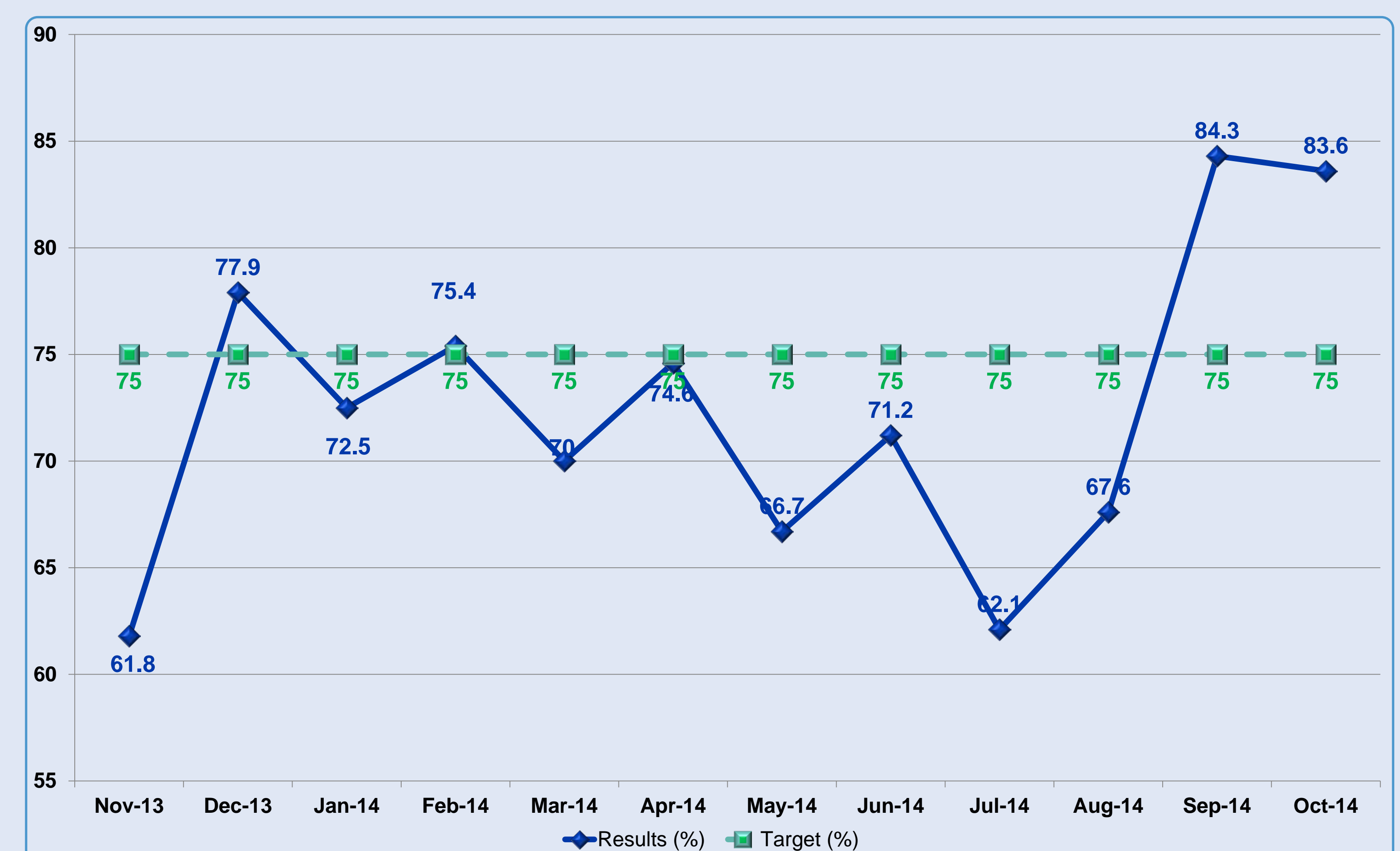
- Data analysis over a period of 12 months (from November 2013 to October 2014) showed that the use of metrics helped reaching the patients' KPI targets:
- 7.2% of the patients out of target reached the "Effective weekly treatment time"
- 20.1% of the patients out of target reached the "Substitution volume or Blood volume"
- 5.7% of the patients out of target reached the "Single pool Kt/V"
- 21.8% of the patients out of target reached the "Hydration status"
- 3.6% of the patients out of target reached the target for Phosphate

Conclusions

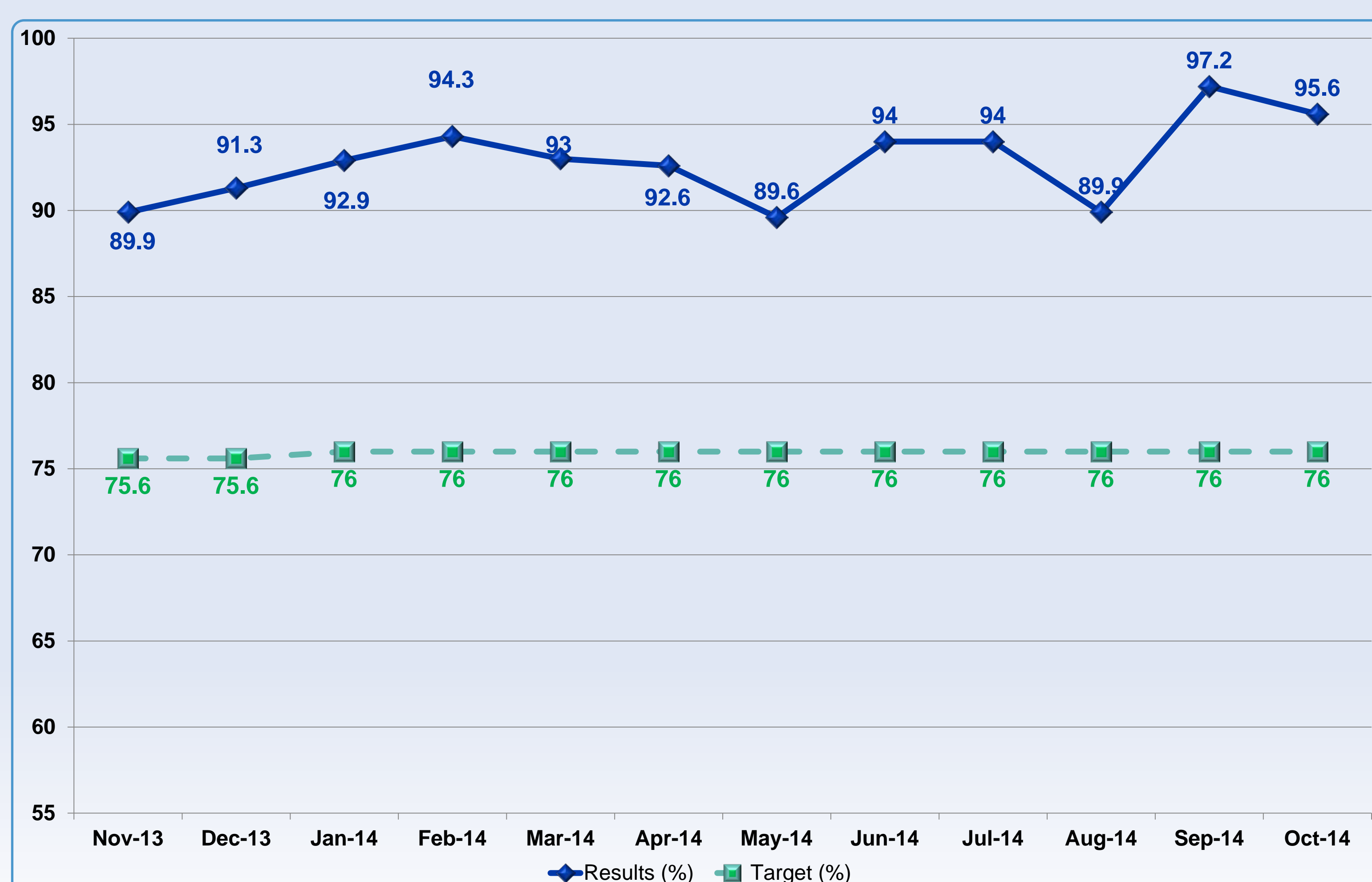
Use of metrics provides a clear benefit for the evaluation of treatment outcomes. Reaching the targets set by patients' KPIs is not difficult. However, maintenance of the results is a challenge and therefore involvement of the entire medical team is very important.



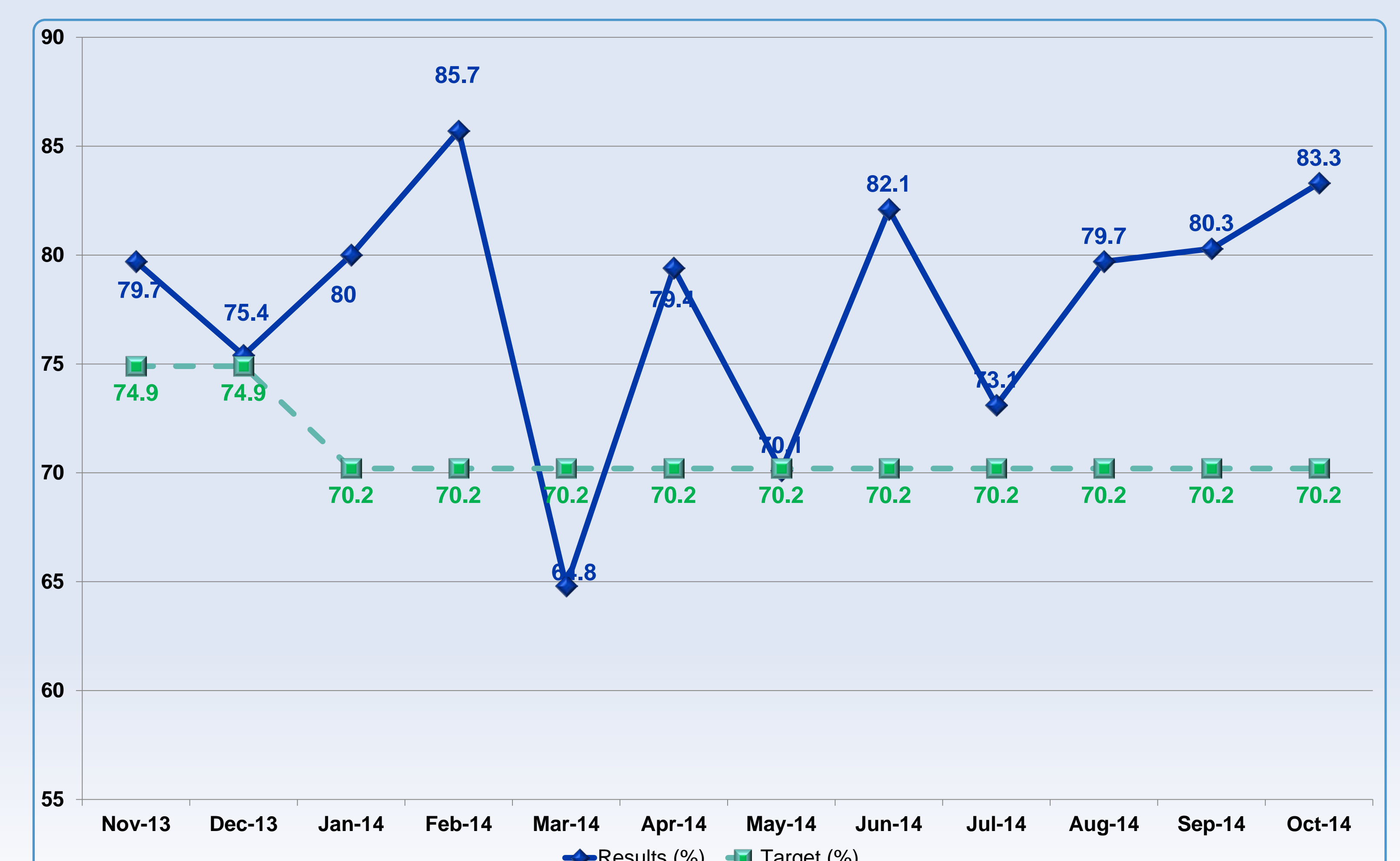
The evolution of "Substitution volume or Blood volume" KPI from November 2013 to October 2014



The evolution of "Hydration Status" KPI from November 2013 to October 2014



The evolution of "Single - pool KT/V" KPI from November 2013 to October 2014



The evolution of "Phosphate" KPI from November 2013 to October 2014

References

1. Kaplan and Norton 1996