

Hudson River Psychiatric Center

BALANCED SCORECARD - FIRST QUARTER (JANUARY, FEBRUARY, MARCH) 2000

<b>FINANCIAL PERSPECTIVE</b> Score: /12                      %	<b>CUSTOMER PERSPECTIVE</b> Score: /16                      %
<b>INTERNAL BUSINESS PERSPECTIVE</b> Score: /32                      %	<b>INNOVATION AND LEARNING PERSPECTIVE</b> Score: /20                      %

**OVERALL SCORE:    /80                      ( %)**

FINANCIAL

CUSTOMER PERSPECTIVE

INTERNAL BUSINESS

INNOVATION&LEARNING

**PERSONAL SERVICES**  
 Score                      /4

**INCREASE CUSTOMER/STAKEHOLDER SATISFACTION WITH SERVICES**  
 Score                      /16

**QUALITY TREATMENT SERVICES**  
 Score                      /16

**DEVELOP STRATEGIC SKILLS AND COMPETENCIES**  
 Score                      /8

**NON-PERSONAL SERVICES**  
 Score                      /4

**PROVIDE SAFE THERAPEUTIC ENVIRONMENT**  
 Score                      /16

**IMPROVE TECHNOLOGY INFRASTRUCTURE**  
 Score                      /4

**ROSS**  
 Score                      /4

**CLINICAL OUTCOMES ASSESSMENT**  
 Score                      /8

**Total                      /12**

**Total                      /16**

**Total                      /32**

**Total                      /20 %**

## HIGHLIGHTS

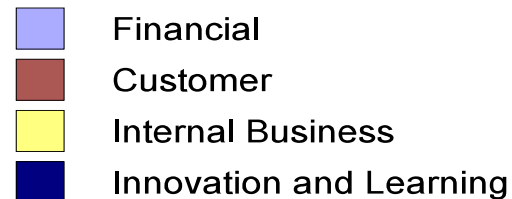
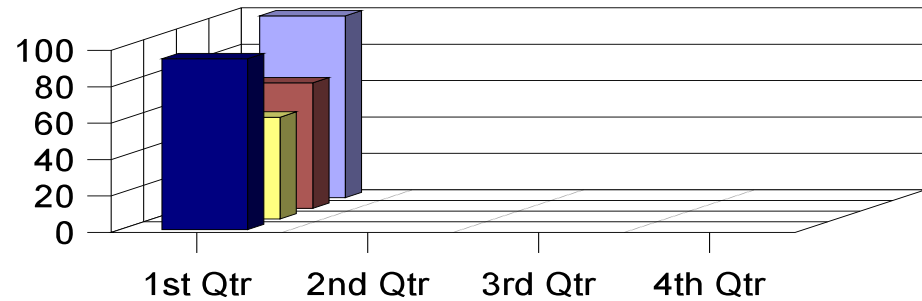
The First Quarter 2000 Balanced Scorecard presents the first quarter of data with the revised indicators. The number of indicators has been reduced to twenty overall. In the area of Customer Perspective, the scoring of satisfaction survey items have been combined to provide an overall measure for each survey. The findings are as follows:

PERSPECTIVES	HIGHLIGHTS
FINANCIAL	All three indicators received the score, resulting in a score of % for overtime, unit budgets and Ross Building construction.
CUSTOMER	This quadrant received a score of % with the highest satisfaction expressed by outpatients and the lowest by inpatients.
INTERNAL BUSINESS	The Internal Business Perspective was scored at % with the highest scores being received in the areas of staff training compliance and serious incident rates followed by census management and medical records clinical pertinence review results. The lowest scores continued in the areas of
INNOVATION AND LEARNING	This quadrant scored %, rating staff continuing education, completion of performance evaluations, and computer training.

Trended Scores 2000

QUADRANT	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Financial Perspective	%			
Customer Perspective	%			
Internal Business Perspective	%			
Innovation and Learning Perspective	%			
<b>TOTAL SCORE</b>	%			

## Overall Score



## FINANCIAL OUTCOMES

OUTCOMES/INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>OPERATION WITHIN BUDGET</b>				
<b>PERSONAL SERVICES</b>				
1. Overtime expenditures are within the overtime allocation.	1	Overtime expenditures are met or underspent.	4	
	2	Overtime expenditures are overspent by up to and including 10% .	3	
	3	Overtime expenditures are overspent by between 11 and 15% .	2	
	4	Overtime expenditures are overspent by between 16 and 20% .	1	
	5	Overtime expenditures are overspent by greater than 20% .	0	
<b>NON-PERSONAL SERVICES</b>				
2. Unit budget expenditures are within the Unit budget allocation.	1	Unit budget expenditures do not exceed budget allocations.	4	
	2	Unit budget expenditures are exceeded by up to and including 5% .	3	
	3	Unit budget expenditures are exceeded by 6 to 10% .	2	
	4	Unit budget expenditures are exceeded by 11 to 15% .	1	
	5	Unit budget expenditures are exceeded by more than 15% .	0	
<b>ROSS</b>				
3. Ross Building construction targets met	1	Building completion is at or better than target.	4	
	2	Building completion is within 5% or less of target.	3	
	3	Building completion is within 6-10% of target.	2	
	4	Building completion is within 11-15% of target.	1	
	5	Building completion is within 16-20% of target.	0	
<b>TOTAL</b>				

## CUSTOMER PERSPECTIVE

OUTCOMES INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>INCREASE CUSTOMER/STAKEHOLDER SATISFACTION WITH SERVICES</b>				
1. Inpatient consumers demonstrate satisfaction with service provided by the facility using one overall score as the measure.	1	Overall mean score of 1.0 - 1.24	4	
	2	Overall mean score of 1.25 - 1.49	3	
	3	Overall mean score of 1.50 - 1.74	2	
	4	Overall mean score of 1.75 - 1.99	1	
	5	Overall mean score 2 - 3	0	
		(Note range is from 1 to 3, with one being completely satisfied and 3 being completely dissatisfied.)		
2. Outpatient consumers demonstrate satisfaction with service provided by the facility using one overall score as the measure.	1	80-100% of survey respondents	4	
	2	60-79%	3	
	3	40-59%	2	
	4	20-39%	1	
	5	Less than 20%	0	
3. Family members demonstrate satisfaction with service provided by the facility using one overall score as the measure.	1	80-100% of survey respondents	4	
	2	60-79%	3	
	3	40-59%	2	
	4	20-39%	1	
	5	Less than 20%	0	
4. Staff demonstrate satisfaction with service provided by the facility.	1	80-100% of survey respondents	4	
	2	60-79%	3	
	3	40-59%	2	
	4	20-39%	1	
	5	Less than 20%	0	
<b>TOTAL</b>				

## INTERNAL BUSINESS PERSPECTIVE

OUTCOMES/INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>QUALITY TREATMENT SERVICES</b>				
1. HRPC is within census target.	1	Census target is met or below target.	4	
	2	Census is up to and including 5% over target.	3	
	3	Census is up 6-10% over target.	2	
	4	Census is 11-15% over target.	1	
	5	Census is more than 15% over target.	0	
2. Inpatient wards and program areas meet Program Review criteria.	1	90-100% of review criteria	4	
	2	80-89%	3	
	3	70-79%	2	
	4	60-69%	1	
	5	Less than 60%	0	
3. Inpatient Medical Records Clinical Pertinence Reviews meet Utilization Review standards.	1	85-100% of records reviewed	4	
	2	70-84%	3	
	3	55-69%	2	
	4	40-54%	1	
	5	Less than 40%	0	
4. Outpatient Medical Records Meet UR Standards	1	85-100% of records reviewed	4	
	2	70-84%	3	
	3	55-69%	2	
	4	40-54%	1	
	5	Less than 40%	0	
<b>SUBTOTAL</b>				

## INTERNAL BUSINESS PERSPECTIVE

OUTCOMES/INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>SAFE AND THERAPEUTIC ENVIRONMENT</b>				
1. The patient-related lost time staff injuries rate is at or below targeted rate.	1	Quarterly rate is at or below the OMH rate	4	
	2	Quarterly rate is no more than 5% greater than the OMH rate	3	
	3	Quarterly rate is no more than 6-10% greater than the OMH rate	2	
	4	Quarterly rate is no more than 11-15% greater than the OMH rate	1	
	5	Quarterly rate is over 15% greater than the OMH rate	0	
2. Restraint usage is at or below targeted rate.	1	Quarterly rate is at or below the OMH rate	4	
	2	Quarterly rate is no more than 5% greater than the OMH rate	3	
	3	Quarterly rate is no more than 6-10% greater than the OMH rate	2	
	4	Quarterly rate is no more than 11-15% greater than the OMH rate	1	
	5	Quarterly rate is over 15% greater than the OMH rate	0	
3. Mandated training compliance is at or above target.	1	Training compliance is 91-100%	4	
	2	Training compliance is 85-90%	3	
	3	Training compliance is 80-84%	2	
	4	Training compliance is 75-79%	1	
	5	Training compliance is under 75%	0	
4. Serious incidents do not exceed benchmark.	1	Total serious incident rate remains within HRPC upper control limit	4	
	3	Total serious incident rate equals HRPC upper control limit	2	
	5	Total serious incident rate exceeds HRPC upper control limits	0	
<b>SUBTOTAL</b>				
<b>TOTAL</b>				

DEVELOPED BY JEAN WOLFERSTEIG AND SUSAN DUNHAM HUDSON RIVER PSYCHIATRIC 07/2000

**INNOVATION AND LEARNING PERSPECTIVE**

OUTCOMES INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>DEVELOP STRATEGIC SKILLS/COMPETENCIES</b>				
1. Targeted staff receive continuing education related to patient population served.	1 2 3 4 5	Clinical staff receive an average of: 3 hours or more per quarter 2.5 -2.99 hours per quarter 2 - 2.49 hours per quarter 1.5 -1.99 hours per quarter Less than 1.5 hours per quarter	4 3 2 1 0	
2. Facility Performance evaluations are completed on time for all staff.	1 2 3 4 5	95-100% are on time 80-94% 70-79% 50-69% Less than 50%	4 3 2 1 0	
<b>SUBTOTAL</b>				
<b>IMPROVE TECHNOLOGY INFRASTRUCTURE (I.E., ACCESS TO INFORMATION AND COMMUNICATION)</b>				
<b>BUILDING COMPUTER TECHNOLOGY</b>				
1. Targeted staff are trained in basic computer skills and software applications specific to work requirement.	1 2 3 4 5	95-100% 75-89% 50-74% 25-49% Less than 25%	4 3 2 1 0	
<b>SUBTOTAL</b>				

**INNOVATION AND LEARNING PERSPECTIVE**

OUTCOMES INDICATORS	SCORE	CRITERIA	POINTS	RATIONALE/FOLLOW-UP
<b>CLINICAL OUTCOMES ASSESSMENT</b>				
1. Outpatient consumers experience improvements in functioning and symptomatology.	<u>1</u> 2 3 4 5	Overall improvement, with greater difficulties experienced in no areas Overall improvement, with greater difficulties experienced in a few areas No better, no worse Overall worse with improvement noted in some areas Overall worse with no improvement noted	4 3 2 1 0	As was true between 1997 and 1998, the re-surveyed clients in 1999 showed a statistically significant improvement over the year on the total questionnaire and the subscales.
2. Inpatient consumers experience improvements in functioning and symptomatology.	1 2 3 4 5	Overall improvement, with greater difficulties experienced in no areas Overall improvement, with greater difficulties experienced in a few areas No better, no worse Overall worse with improvement noted in some areas Overall worse with no improvement noted	4 3 2 1 0	Patients receiving risperidone, olanzapine and quetiapine showed improvement in the PANSS questionnaire for all medications.
SUBTOTAL				
<b>TOTAL</b>				