



## **Case Study: Driving Performance Through Data Sharing**

### **Overview:**

Most organizations, certainly healthcare organizations, set goals to measure success, often through a “balanced scorecard” or other dashboarding method. While smart organizations share these goals transparently with their employees, the truly effective ones go beyond simply sharing the numbers. Healthcare employees are a values-driven bunch and “patient scores,” for example, are looked upon with a fair amount skepticism and not a lot of enthusiasm. When our employee survey data held comments like “all they care about is numbers,” my communication team knew we had some translation work to do.

### **Aligning Employee Values with Organizational Goals and Metrics**

I advised our leadership that we needed to translate performance metrics into the language our caregivers speak. We needed stories that resonated with employees’ values and made the connection to our organizational purpose. The healthcare is rife with compelling stories that demonstrate people benefit when we do it well and right. My team began collecting stories that helped explain why the target metrics were important, and how daily employee activities, done well and right, resulted in improvements in patient care. The metrics were just the evidence across the whole patient population.

### **Focus on What We Do Well**

While healthcare providers are trained to diagnose a problem and fix it, positive psychology tells us that humans are more motivated by focusing on success. The practice of Appreciate Inquiry asks what it looks like when caregivers are doing their best work, focuses patients on their best healthcare experience, and directs leaders and teams to consider what conditions are in place when things are really humming. Then we strive to recreate those conditions more often.

Our leadership team sought out the departments where performance metrics were high and asked them what their secret was. We invited those teams to share their stories, making them feel valued. At the same time, other teams heard about best practices from their engaged peers, setting new cultural expectations.

My team developed employee communications structures with metric timelines that showed relevant changes in performance after key interventions. Departmental performance graphically rolled up to organizational performance to help connect the daily work in meaningful ways to the organization’s performance.

**Results:**

My hospital significantly improved results in employee retention and experience, patient experience, care quality, and finance and growth. The culture transformed overtime to one in which employees recognized the importance of measuring what they were accomplishing. They understood why looking at the reasons some teams did better than others could help all of us improve. With the very widest lens, employees made the connection that all these activities and the performance goals driving them would ultimately result in better care for our patients and a more satisfying and meaningful professional experience for them, as well.