

Insightformation's Strategy-Aligned Management Approach and InsightVision Software help The Children's Hospital to Excel

Business Situation

Founded in 1908, The Children's Hospital of Denver (TCH) is dedicated to caring for kids of all ages and stages of growth. That dedication is evident in more than 1,000 pediatric specialists and more than 2,400 full-time employees.

Solution

The Children's Hospital embraced a strategy management approach developed by Insightformation called "Strategy-Aligned Management" (SAM) which integrates proven principles of strategic performance management with InsightVision software's in-built tools and templates. Subsequently, when TCH shifted from the Balanced Scorecard to the Studer Group's approach to performance management for hospitals, InsightVision easily adapted to fit that methodology as well.

In 2005, TCH was experiencing an exceptional set of organizational pressures. In addition to factors stressing most hospitals—implementing Electronic Medical Records, telemedicine, consumer-driven healthcare, and "Pay for Performance"—TCH was in the process of building and planning the move to a new campus in a Denver suburb. At the same time, the TCH leadership was committed to improving their quality and performance to move further up the U.S. News & World Report ranking.

To help guide the organization on this journey, CIO Jim Turnbull led the effort to find a better set of strategic management tools. TCH started off on a project to deploy an 'Executive Dashboard,' but Turnbull quickly realized that they needed much more than a dashboard.

Insightformation Solution

Insightformation provided TCH with an integrated solution that gave benefits of both a powerful methodology and an effective software tool resulting in a solid framework for strategic management. TCH embraced an approach that put the focus on clearly defining the strategic objectives and the organizational changes that would be required to execute the strategy.

"The measurements and the technology support the deployment and implementation of the performance management system, but they are not the stars of the show," explains Turnbull. "The star is the powerful framework for translating a strategy into operational terms, using tools like strategy maps and 'cascading' of strategic objectives based on carefully discussed cause and effect hypotheses."

Jerry Howell, Vice President for Quality, Patient Safety and Compliance, explains the strategic-alignment journey, "The Balanced Scorecard methodology, strategy maps, theme teams and InsightVision software all contribute to orchestrating those types of [quality] improvements. The process takes time, but everyone agrees that these are the conversations that we need to be having. The BSC framework provides us with a common language, and at each step of the way, the InsightVision software provides helpful structure that allows us to see our progress."



Profile

The Children's Hospital of Denver is a private, not-for-profit pediatric health-care network located in Denver, Colorado. It has been ranked one of the best children's hospitals in America by U.S. News & World Report for more than a decade.

Business Needs

TCH wanted to utilize a better set of strategic management tools to overcome the pressure facing the hospital segment, as well as improve their quality and performance.

"Insightformation brought an integrated approach that recognized the importance of facilitation, change management and the process for creating focus and alignment. Unlike the other vendors, Insightformation positioned the software as a supporting tool, not the solution itself. With the Strategy-Aligned Management approach and the InsightVision software, we didn't need to embark on a major IT initiative."

Jim Turnbull, CIO, The Children's Hospital, Denver

Highlights

- The integrated approach of technology and supporting process allowed early victories in spite of everyone being exceptionally busy preparing for a hospital move
- TCH integrated fragmented dashboards and measurement tools into a common, centralized platform provided by InsightVision as an enterprise-wide scorecard platform
- Improvements in their strategic planning process and organizational alignment helped TCH move up 3 spots in 2007 US News & World Report to be ranked the #4 best children's hospital in the U.S.

Implementation and Benefits

InsightVision is designed around a strategy-centered approach instead of a data-centered approach. This minimizes the IT effort in deploying the strategic management system. Turnbull notes: "With the Strategy-Aligned Management approach and the InsightVision software, we didn't need to embark on a major IT initiative. The amount of IT effort in deploying this software has been very modest. Rather than 'rip and replace' the things we had been working on to meet JCAHO [accreditation] or other reporting needs, we are able to integrate them with the strategic framework and InsightVision software."

"The work we did with Insightformation, the SAM process, and InsightVision software helped significantly improve our approach to strategic planning and execution. Our strategy is much more clearly defined, and we're making much better progress in defining, communicating, managing and measuring how we will execute that strategy."

Jenna Hausmann, Vice President of Strategic Planning and Network of Care

Jerry Howell states "We benefit from using the software as a central place to collaborate as we refine our strategy maps and scorecards. We don't have to wait until everything is finalized to begin to gain the benefits of alignment and focus."

Flexibility to Adapt to Other Methodologies

In early 2007, under the leadership of a new CEO, Jim Schmerling, The Children's Hospital began to shift towards the methodology of the Studer Group, built around Quint Studer's approach to "Hardwiring Excellence." But the shift away from emphasizing Kaplan and Norton's Balanced Scorecard methodology did not reduce their use of InsightVision. "The Studer Methodology and the Balanced Scorecard have some basic similarities," explains Joy Fitch, the SAM System Administrator at The Children's Hospital. "InsightVision was flexible enough to allow me to switch over to Studer's methodology so that users could continue to gain from the software's benefits. We didn't need to abandon SAM, just adjust it." In the spring of 2007, The Children's Hospital upgraded to an enterprise-wide license of InsightVision. "This gives us a standard platform that we can use for a variety of types of scorecards," notes Fitch. "Without it, we'd have a growing number of inconsistent and difficult-to-integrate home-built scorecards."

Results—The Children's Hospital of Denver Reaches Top Five status.

When The Children's Hospital began to focus on strategic management tools in 2005, it was ranked 7th in U.S. News and World Report's annual ranking of children's hospitals. One of the key goals in implementing a new system was to advance into the top five ranking. The Children's Hospital of Denver was ranked #4 in 2007. "No one tool or technique can take the credit for that improvement," said Hausmann. "But the work we did with Insightformation, the SAM process, and the InsightVision software helped significantly improve our approach to strategic planning and execution."