

Video: What We've Learned

VC.003

1 Slide

What we've learned with Performance "Eye Charts"

ABC Medical Center 2008 "Eye Chart"

Department	Staff Count	My manager is effective at remaining great	My manager is an effective coach when keeping me on track	My manager seems to care about me as a person	My manager is receptive to staff suggestions	Front Line Manager Index	Front Line Manager Rank
1. HEMATOLOGY	4	48.7	41.7	42.4	48.8	48.8	1
2. RADIOLOGY	15	48.7	41.7	42.4	48.8	48.8	2
3. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	3
4. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	4
5. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	5
6. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	6
7. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	7
8. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	8
9. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	9
10. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	10
11. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	11
12. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	12
13. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	13
14. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	14
15. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	15
16. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	16
17. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	17
18. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	18
19. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	19
20. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	20
21. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	21
22. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	22
23. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	23
24. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	24
25. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	25
26. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	26
27. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	27
28. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	28
29. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	29
30. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	30
31. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	31
32. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	32
33. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	33
34. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	34
35. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	35
36. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	36
37. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	37
38. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	38
39. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	39
40. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	40
41. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	41
42. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	42
43. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	43
44. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	44
45. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	45
46. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	46
47. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	47
48. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	48
49. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	49
50. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	50
51. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	51
52. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	52
53. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	53
54. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	54
55. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	55
56. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	56
57. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	57
58. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	58
59. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	59
60. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	60
61. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	61
62. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	62
63. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	63
64. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	64
65. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	65
66. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	66
67. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	67
68. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	68
69. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	69
70. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	70
71. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	71
72. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	72
73. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	73
74. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	74
75. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	75
76. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	76
77. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	77
78. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	78
79. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	79
80. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	80
81. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	81
82. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	82
83. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	83
84. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	84
85. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	85
86. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	86
87. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	87
88. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	88
89. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	89
90. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	90
91. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	91
92. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	92
93. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	93
94. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	94
95. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	95
96. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	96
97. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	97
98. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	98
99. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	99
100. PHYSICIAN CLINIC	15	48.7	41.7	42.4	48.8	48.8	100

- **Red departments** can dominate leaders (executives) time per week/month (requiring up to **75%** of their time)
- **Red and Orange** departments tend to be “more difficult” functions to manage (Higher degree of Difficulty)
- **Red and Orange** departments tend to have more employees (larger departments with greater spans of control)
- **Red and Orange** departments usually represent a higher Revenue Generating ratio (departments that bill for revenue vs. those that are an internal overhead expense).
- **Red and Orange** departments usually have leaders (front line managers) that are less talented than the leaders (managers) in the top ½ of the chart (this fact is obvious)
- **Bottom Quartile (Red)** departments typically have **300%** greater voluntary turnover than top quartile (Green)
- **Bottom Quartile (Red)** departments typically have **28%** tile lower patient satisfaction than top quartile (Green)
- **Bottom Quartile (Red)** departments typically miss budget projections by **≥ 8%** compared to top quartile (Green)
- Improvement within the original quartile zone = likely **50%** odds (one in two chance).
- Improvement of one quartile (Red to Orange) = somewhat unlikely **25%** odds (one in four chance).
- Improvement of two quartiles (Red to Yellow or Orange to Green) = unlikely **10%** odds (one in ten chance).
- Improvement of three quartiles (Red to Green) = very unlikely **< 5%** odds (one in twenty chance).