

Balanced Scorecard as a monitoring tool for dialysis care - A case study

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Introduction

The Balanced Scorecard (BSC) is used to measure an organisation's activities and initiatives outlined in its strategic plan. Key Performance Indicators (KPIs) could be useful to support decision-making and improve the clinic's performance and management.

Objectives

To analyse the evolution of selected KPIs in a dialysis clinic of Northern Portugal.

The stated objectives were: a) Determine whether BSC improves the treatment to CKD patients in our clinic; b) Compare the evaluation of patients KPIs since January 2014 until August 2016. Those KPIs included effective weekly treatment time, infusion volume or blood volume processed, single-pool Kt/V, vascular access, hydration status, HBV immunization, albumin, haemoglobin, and phosphate.

Methods

We conducted a quantitative descriptive study evaluating all dialysis patients in our clinic. We analysed the development of KPIs over a 32 months period (January 2014 - August 2016). KPIs selected were the effective weekly treatment time, infusion volume or blood volume, spKt/V, type of vascular access, hydration status, HBV immunisation, haemoglobin, albumin, and phosphate serum levels.

Results

During the 32 months period, the following improvements were observed. At the beginning of data collection (January 2014), the KPIs compliance ratio was 73.73%, improving to 98.7% until the end of the follow-up period (August 2016) for patient outcomes with an overall average of 94.2%. Comparing January 2014 with August 2016, improvements of the individual KPIs were observed in the effective dialysis treatment time (58.8 versus 89.6%), infusion volume (79.4 versus 93.8%), spKt/V (89.0 versus 97.9%), HBV immunisation (80.1 versus 98.6%), and albumin serum levels (51.5 versus 88.9%). Moderate improvements were observed in the type of vascular access (82.4 versus 86.8% AVF) and hydration status (78.7 versus 82.1%). No significant improvements were observed in the haemoglobin concentration and phosphate serum levels.

Conclusion

This study revealed an improvement of KPIs, probably resulting in better patient outcomes that might be related to the successful BSC implementation. Our results show that the Balanced Scorecard is a great tool to support the achievement of better treatment results in our patients. Altogether, our results about the patients' KPIs improved during the study. Overall, patients received better treatment after the implementation of Balanced Scorecard in our clinic.

References

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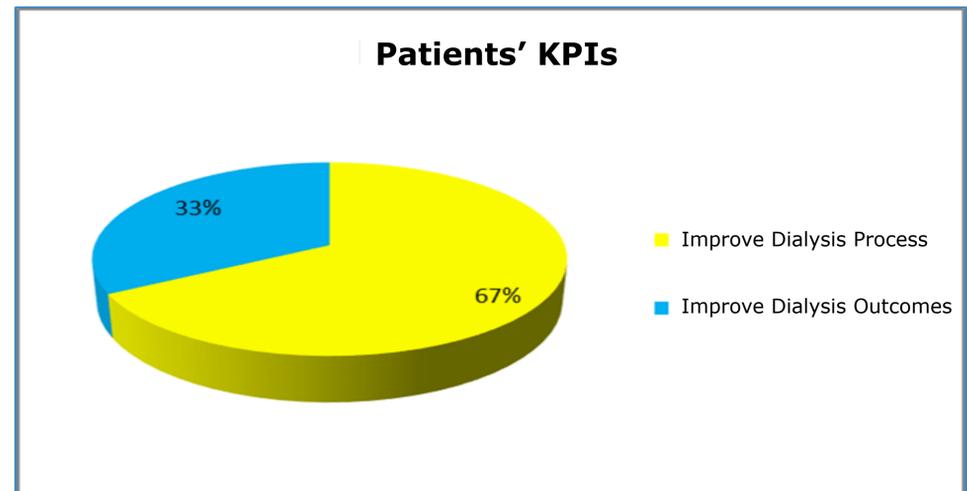


Figure 1: KPIs Patient's Weighting

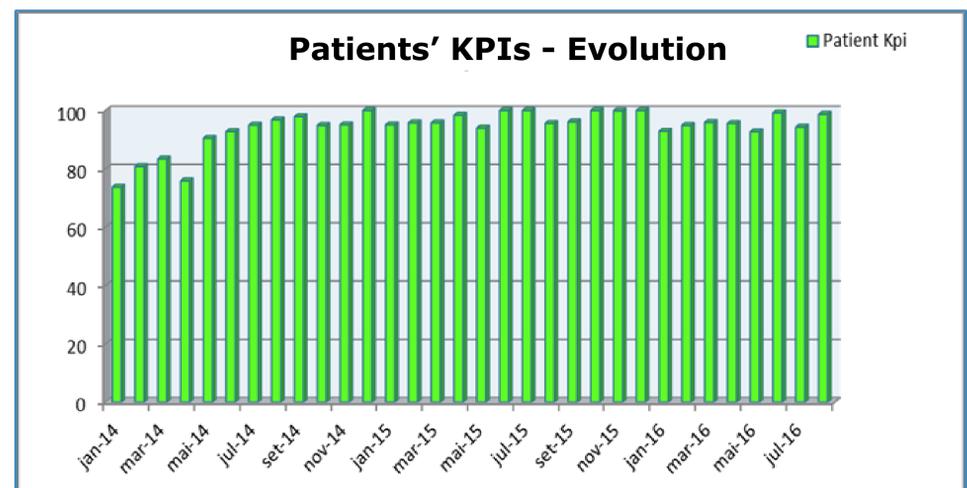


Figure 2: KPIs Evolution during the study