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Big Data Healthcare Innovations – Performance Monitoring with KPI dashboards

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Background

- Big data revolutionizing healthcare
- Performance dashboards can be important tools to manage big data innovations.
- Dashboards are not just clear and straightforward representations of healthcare performance.
- Rather, "dashboarding" as a process of "collective sense-making".
- An interactive and iterative process involving all stakeholders.

Purpose

- Develop a dashboard for each pilot
- “Integrative, iterative, and informative”
- Does the use of big data translate into performance improvement in healthcare?
- Learning: the dashboarding is as important as the dashboard.

Problems - a priori

- Performance is an inherently debated and complex concept
 - multiple, sometimes even conflicting aims.
 - ‘performance’ depends on context.
- Trade-off between validity and feasibility.
- Tension between internal learning and accountability



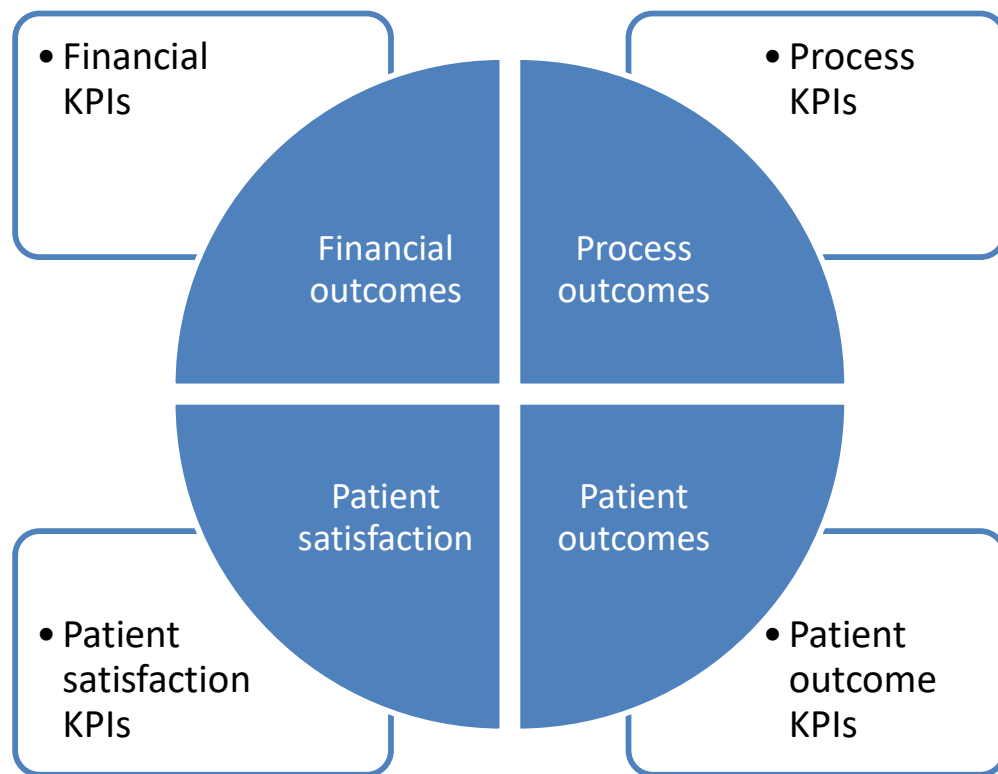
Methods



- Co-creating dashboards with pilot stakeholders
- Data: dashboard designs and stakeholder experiences over time.
- Reflecting on experiences of dashboarding process

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Balanced ScoreCard



Multiple dimensions

- Dimensions capture performance
- Same for all pilots

KPIs within dimensions

- Comparable where possible
- Tailored where needed
- Close to the 'inner workings' of the pilot's Big Data innovation.

Tensions - a posteriori

- Navigating between divergent stakeholder views and expectations
- Navigating between timely and meaningful data collection
- Navigating between different purposes – comparability and evaluation

Recommendations

- See performance dashboarding as a ‘collective sense-making process’
- Allow for continuous refinements based on learnings
- Accommodate comparability and customization.

Questions & Discussion
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