	Administrative Policy	No.	AD 1.010
	Title: QUALITY METRICS ON THE BALANCED SCORECARD	Page:	1 of 2
		Effective Date:	08-01-08
		Retires Policy Dated:	12-21-06
		Previous Versions Dated:	

I. SCOPE:

This policy applies to (1) Tenet Healthcare Corporation and its wholly-owned subsidiaries and affiliates (each, an “Affiliate”); (2) any other entity or organization in which Tenet Healthcare Corporation or an Affiliate owns a direct or indirect equity interest of 50% or more; and (3) any hospital or healthcare facility in which Tenet Healthcare Corporation or an Affiliate either manages or controls the day-to-day operations of the facility (each, a “Tenet Facility”) (collectively “Tenet”).

II. PURPOSE:

To establish a process to develop and implement quality metrics on the Balanced Scorecard (BSC) that will support key corporate programs, such as Commitment to Quality, and create consistency in defining successful performance for quality services, in compliance with the requirements contained within the [Corporate Integrity Agreement](#) (CIA) dated September 27, 2006 between Tenet Healthcare Corporation and the Office of Inspector General (OIG) of the Department of Health and Human Services.

III. POLICY:


The Balanced Score Card (BSC) translates Tenet’s mission and strategy into a comprehensive set of performance metrics. The metrics expand beyond the traditional financial performance to include all of Tenet’s Five Pillars (Quality, Service, People, Cost and Growth). All of the BSC’s key indicators will be represented in Tenet’s incentive compensation plan for eligible employees to ensure that a balanced view drives the right behaviors and rewards success.

The Clinical Quality Department will develop the Quality metrics in order to support Tenet’s vision to distinguish itself as a leader in redefining health care delivery. The Strategic Operations team will manage the BSC with assistance from Human Resources, Finance and Information Technology departments as appropriate.

IV. PROCEDURE:

A. Corporate Implementation

1. On an annual basis, the Quality metrics will be reviewed and revised for the next calendar year. Each identified metric will include a definition of the metric and the weighted percentage the metric has in relation to the Quality Pillar.

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2. The BSC is available on a web-based reporting tool that is completely transparent throughout the company. Users may view the performance of each hospital, region or the company as a whole. The system creates monthly, quarterly and year-to-date reports for comparative information.

3. The user will see the data presented in a color-coded format with the following colors:

- a. Red – Poor performance
- b. Yellow – Caution performance
- c. Green – Good performance
- d. Blue – Excellent performance

4. Each data set that is reported on the BSC has a data owner that must approve the data before it is populated to the BSC.

5. Hospitals that have a significant variance from other facilities will be contacted by the Regional Chief Medical Officer or designee. Recommendations will be made for improving performance and monitored through the BSC.

V. REFERENCES:

- [Corporate Integrity Agreement Between The Office Of Inspector General Of The Department of Health and Human Services And Tenet Healthcare Corporation, signed September 27, 2006](#)