

Developing a dashboard for your hospice

Good practice guide

This publication is part of Hospice UK's Governance Support Programme for hospice boards and trustees



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Foreword

The need for good hospice governance is greater than ever. We know from our members that the challenges faced by hospice boards and leadership teams right across the UK are increasing in number and complexity. Alongside this, the complexity of the strategic decision making required of them is increasing too, along with the risk of negative impact if they make poor decisions.

In 2013, the Commission into the Future of Hospice Care identified rapid demographic change, changes in patterns of illness, increasing financial constraints, and uncertainty about future funding as just some of the challenges that are causing hospices to become more vulnerable.

The Commission said that such pressures are only likely to increase, and in the three years since its final report was published, this prediction has proved entirely accurate. Added to this, in recent years we have seen rising public concern and media scrutiny of charitable fundraising and the quality of charity governance.

The Commission gave a clear message that hospices must adapt now to become fit for the future. It urged hospices to make positive, informed decisions about how they operate and to find new ways of ensuring that hospice care can match future needs. Good governance and effective leadership are central to hospices' ability to respond to these many and varied challenges. Yet it can be hard for hospice trustees to know who to turn to for support and how to tell whether they are getting it right.

This good practice guide is one in a series produced by Hospice UK as part of our Governance Support Programme for hospice boards and trustees. The series covers:

- Appraisal of hospice boards and trustees
- Board involvement in hospice strategy and planning
- Board reports that add value to your hospice
- Developing a balanced scorecard for your hospice
- Developing a dashboard for your hospice
- Effective board meetings in your hospice
- Hospice board recruitment and selection
- Quality governance for your hospice

We are confident that, taken together, these good practice guides will be an extremely useful resource for all hospice trustees and senior staff.

Antonia Bunnin
Director of Hospice Support and Development
Hospice UK

Introduction

A dashboard is a one page collection of the key performance measures of current and primary interest to the board, used to gain 'at a glance' insights to underpin strategic conversations.

This sample board dashboard has been produced as a 'halfway house' for hospice boards who are interested in adopting a balanced scorecard approach to strategic reporting, but who have not yet had the time to invest in its development. (Please take a look at the good practice guide 'Developing a balanced scorecard for your hospice', which can be downloaded from the Hospice UK website:

www.hospiceuk.org/governancepublications)

A dashboard is not intended to hold all of the measures the board is interested in, just the most important ones.

The sample dashboard

The sample dashboard has been compiled from a range of examples offered by hospice boards. These examples had a number of measures in common including:

- measures to illustrate **key activities**, such as hospice at home care hours or inpatient numbers
- measures to reflect the **quality of care**, such as numbers of compliments and complaints or critical incidents reported
- **a focus on staff and volunteers**, such as head count, training days or satisfaction
- **financial measures** such as income and expenditure or reserves levels.

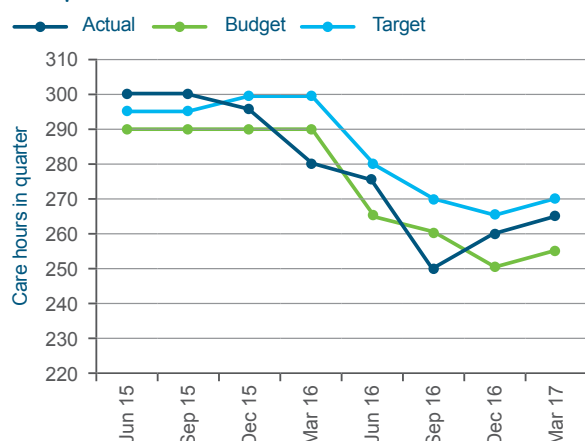
To create the sample dashboard, we have taken these examples and used them to develop a two page document that also illustrates **trends** over time and **comparisons** with targets/budget and the performance of others.

When you select the measures and indicators for your dashboard, the decision making will depend on the board's view of 'what success looks like', and what the measures are that reflect this. So, in the attached sample the fictitious board may be interested in:

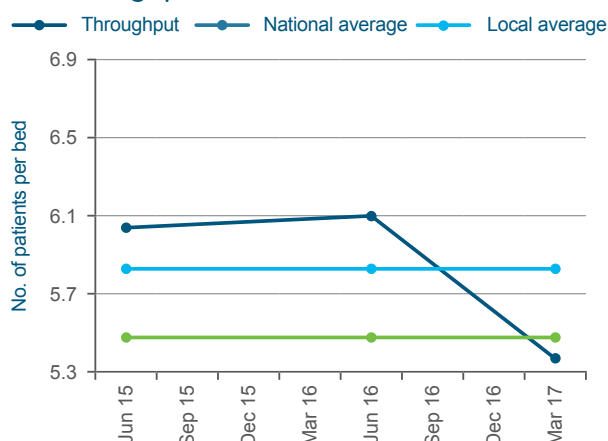
- hospice at home activity, perhaps because the service is seen to be key to future development
- the number of patients per bed, because this has been steadily dropping and is a key driver of sustainability for them given the current business model
- oral and written complaints, plus critical incidents ratios, because these are the main measures available to reflect the quality of care
- staff and volunteer satisfaction, because the board believe this is a primary influencer of patient and carer satisfaction
- staff numbers because this is the prime driver of costs, which the hospice has to bring down to be sustainable
- income sources, because of their current focus on increasing (as a proportion) the income from statutory sources and trading
- reserves, because the board has agreed to use reserves to invest in new initiatives and wants to keep their eye on the trend.

Sample hospice dashboard

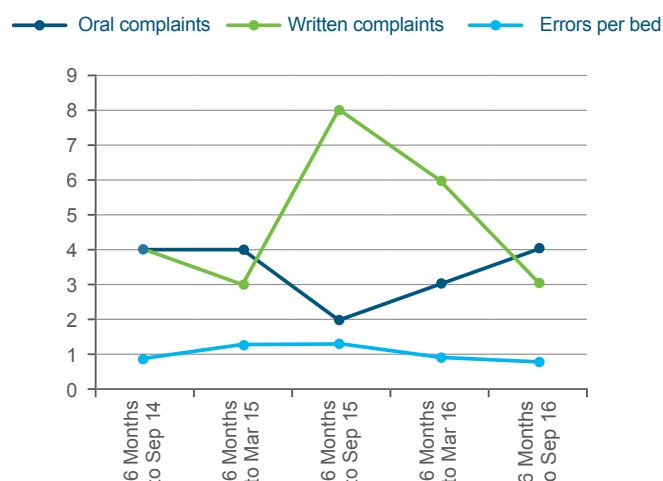
Hospice at Home care hours



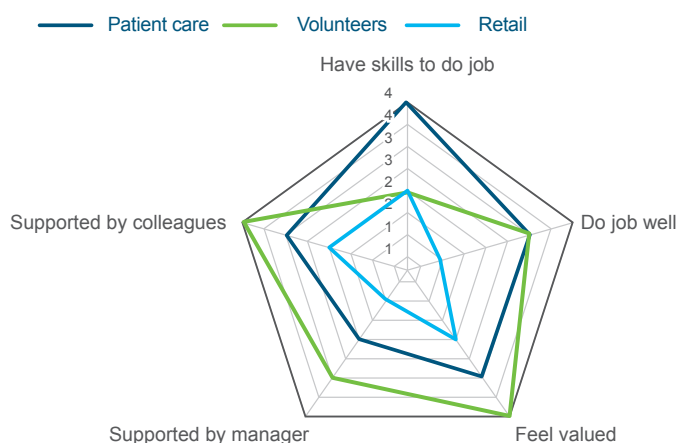
IPU throughput



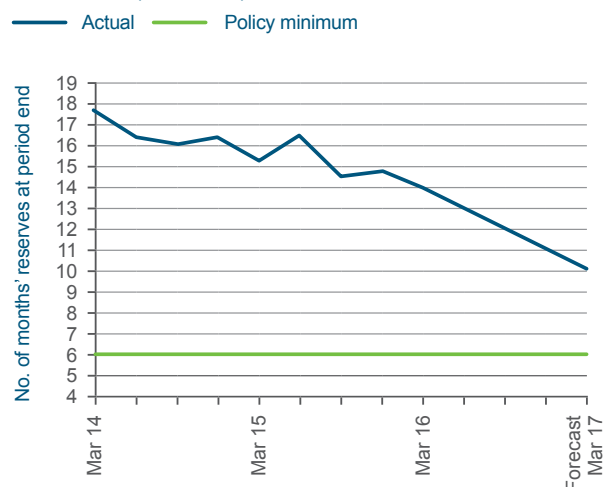
Quality



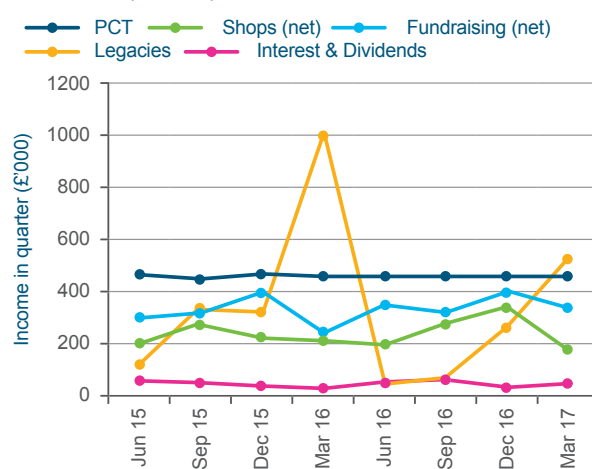
Staff satisfaction by department



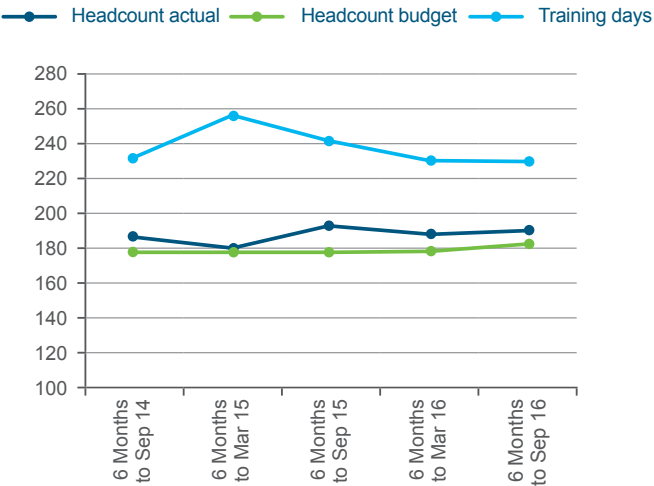
Reserves (months)



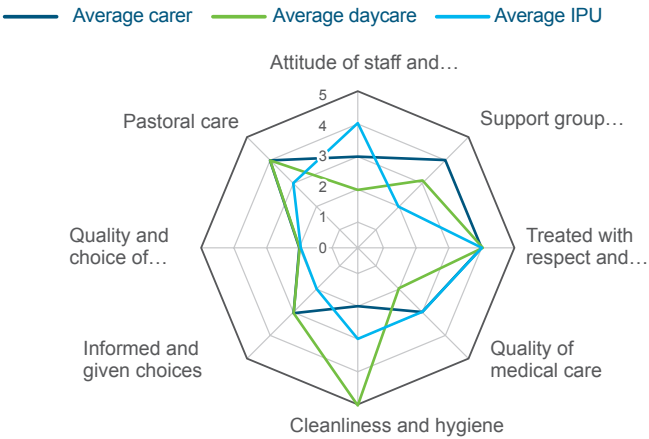
Income (£'000)



Staffing



Patient and carer in snapshot survey





Professional Networks
Benchmarking Intelligence
Income ehospice Events
International Publications
Families Governance **Donate**
National Charity Care Hospice
Advocacy Hospice Care Finance
Care Campaigns Voice Challenges
Patients Volunteering Grants Commission
Training Education Recruitment **Policy**
Palliative Care Conference **Members** Income

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