

Measures	Available on the Balanced Score Card
Clinical Measures	
Surgical Site Infections	X
Financial Measures	
Direct Cost per Case Mix Adjusted Discharge (CMAD)	X
Net Operating Margin per Inpatient Discharge	X
Net Operating Margin per Service	X
Payor Mix	X
Mortality Measures	
Mortality/Observed vs Expected (Ratio)	X
Mortality Rate	X
Operational Measures	
24 Hour OR Returns	X
30/Day Med/Surg Readmission Rate	X
ALOS/Observed vs Expected (Ratio)	X
Attending Certification before Discharge	X
Average Length of Stay	X
Average Midnight Census	X
Case Mix Index	X
DCs between 6AM to 12 PM (%)	X
DC Orders Before 11:00AM (%)	X
Discharge Volume/Inpatient, ATO, RPPR	X
First Case on Time Starts (%)	X
Hospital Inpatient Transfers to BWH	X
OR Block Utilization (%)	X
OR Case Hours Between 4PM and 11PM	X
OR First Patient in Room (PIR) on Time (%)	X
OR Last Patient in Room (PIR) on Time (%)	X
OR Hold Hours	X
OR Related Blood/Body Fluid Exposures	X
OR Surgical Case Volume and Hours	X
OR Turnover Time	X
OR Utilization, without (TOT) %	X
OR Utilization, with (TOT) %	X
PACU Discharge Delays	X
PACU LOS	X
Safety Reports	X
Patient Satisfaction Measures	
Inpatient Satisfaction with DC Process	X
Inpatient Satisfaction with Personal Issues	X
Inpatient Satisfaction with Physicians	X
Patient/Family Concerns	X