



ISLANDS of GOOD
GOVERNANCE

PHILIPPINE HEART CENTER

Office of Strategy Management

BALANCED SCORECARD SUMMARY REPORT

January – December 2019



VISION The Philippine Heart Center is the leader in upholding the highest standards of cardiovascular care, a self reliant institution responsive to the health needs of the Filipino people by 2022



Better health outcomes in Cardiovascular diseases and Responsive Health System

Healthier Filipino Hearts

Position Philippine Heart Center as the leader in cardiovascular care at par with global benchmarks

Position Philippine Heart Center as the country's lead advocate in the prevention of cardiovascular diseases

Provide comprehensive and responsible patient care using multi-disciplinary best practice standards

Expand local and international training for advanced cardiovascular procedures

Prioritize institutional research on advanced cardiovascular procedures to impact national health policies

Strengthen linkages with stakeholders for prevention and treatment of CV diseases nationwide

Provide comprehensive Employee Career training and progression pathway to enhance employee engagement

Promote heartfelt cardiovascular care through positive patient experience

Upgrade hospital facilities for positive practice environment and stakeholders' satisfaction

Provide technology solutions to improve operational efficiency








Ensure prudent and efficient asset management

MISSION We shall provide comprehensive cardiovascular care enhanced by education and research that is accessible to all



CORE VALUES Patient-Focused Care | Compassion | Integrity | Respect | Excellence

Approved by: 
JOEL M. ABANILLA, MD
Executive Director, PHC

IMPACT

	Impact Indicator	#	Measure	BL	Target	Actual	% ACC
A	Healthier Filipino Hearts	1	National Cardiac (Heart) Mortality Rate 	22.3% (2013-DOH)	22.0%	No Updated Data	
		2	Health Outcomes RHCs Mortality Z-Benefit Cardiac Surgery 	1.1% (1/90)	3.5%	3.2% (4/124)	109.4% (3.5/3.2)
B	Better Health Outcomes	3	Health Outcomes of PHC Net Overall Mortality Rate 	4.5% (699/15,588)	5.0%	4.6% (712/15,537)	108.7% (5/4.6)
		4	Decrease mortality from Cardiovascular disease 	NA	<5	7.5% (360/8,409)	65.3% (4.9/7.5)
		5	Hospital Acquired Infection Rate 	1.10% (174/15,836)	1.10%	0.63% (100/15,786)	174.6% (1.10/.63)
C	Responsive Health Systems	6	% of Client with Very Satisfactory Rating 	55.4% (<u>3,657</u> 6,63)	60.0%	57.9% (4,278/7,390)	96.5% (57.9/60)
		7	% NBB-Eligible patients with zero Co payment 	90.6% (<u>1,527</u> 1,686)	93.0%	92.2% (1,893/2,053)	99.2% (92.2/93)





STRATEGIC GOAL

	Goal	#	Measure	BL	Target	Actual	% ACC
D	Position Philippine Heart Center as the leader in cardiovascular care at par with global benchmarks	8	Number of cardiovascular procedures with health outcomes at par or better than global benchmarks 	3/5	8	<p align="center">16</p> 1. VSD 2. CABG 3. TOF 4. ASD 5. PDA Device 6. PCI Door To Balloon 7. PTC 8. Telecare 9. ASD Device 10.VSD Device 11. Single Valve Repair- Mitral 12. Single Valve Repair- Aortic 13. Endovascular Aneurysm 14. Radio Frequency Ablation Therapy 15. Arterial Switch Operation 16. Neonatal Cardiac Surgery	200.0% (16/8)
E	Position Philippine Heart Center as the country's lead advocate in the prevention of cardiovascular diseases	9	Number of PHC research/ programs on prevention adopted as national policy 	6	7	<p align="center">6</p> 1. VSD 2. CABG 3. TOF 4. Regional Heart Center Program 5. IVIG- KAWASAKI 6. RFRHD	85.7% (6/7)












CORE PROCESSES

	Objective	#	Measure	BL	Target	Actual	% ACC
F	Provide comprehensive and responsible patient care using multi-disciplinary best practice standards	10	No. of clinical pathways developed and implemented	4 CABG VSD TOF PDA Device	17	22	129.4% (22/17)
		11	Percentage compliance to approved clinical pathways	63.5% CABG: 49.3% VSD: 83.7% TOF: 87.3%	70.0%	57.3% (775/1,352) CABG: 42.5% VSD: 88.4% TOF: 93.7%	81.9% (57.3/70)
G	Expand local and international training for advanced cardiovascular procedures	12	Number of new training programs developed	7 1. ECC courses 2. CV Wellness 3. ECG courses 4. Critical Care nursing 5. CV Nursing 6. CV Lab Training Module 7. PGS Module 1	8	14 1. Pediatric Cardiology Clinical Research Fellowship 2. Clinical Pathway Workshop for Hospitals 3. PGS Module 2 4. RFRHD Module 5. ECC courses 6. CV Wellness 7. ECG courses 8. Critical Care nursing 9. CV Nursing 10. CV Lab Training Module 11. PGS Module 1 12. OSM Program/Benchmarking 13. Minimally Invasive Valve Surgery 14. Perfusion Training Program (PTP)	175.0% (14/8)
		13	Number of graduates of new Fellowship training programs / Hospitals with completed module	NA	<ul style="list-style-type: none"> • 1 Fellow/ Program • 20 hospitals- PGS Module 1 • 4 hospitals- PGS Module 2 • 4 hospitals- Clinical Pathway 	<ul style="list-style-type: none"> • 1 Fellow/ Program • 39 hospitals- PGS Module 1 • 5 hospitals- PGS Module 2 • 5 hospitals- Clinical Pathway • PTP- 22 	175.0% (49/28)

CORE PROCESSES

	Objective	#	Measure	BL	Target	Actual	% ACC
H	Prioritize institutional research on advanced cardiovascular procedures to impact national health policies	14	Number of research outputs published & presented 	141.4% (198/140)	90.0%	123.2% (142/175)	136.9% (123.2/ 90)
		15	Number of research outputs completed for policies on prevention and benchmark procedures 	6 CABG- 1 VSD- 1 TOF- 1 RFRHD- 1 Metabolic Syndrome- 2	4	9	225.0% (9/4)
I	Strengthen linkages with stakeholders for prevention and treatment of CV diseases nationwide	16	Number of independent regional heart centers 	2	2	3 1. SPMC 2. VSMMC 3. NMMC	150.0% (3/2)
		17	Beneficiaries of barangay-based PhilPrevent program 	1	2	2 1. Sitio Ruby 2 nd Phase Intervention 2. Taguig-RFRHD	100.0% (2/2)

SUPPORT PROCESSES

	Objective	#	Measure	BL	Target	Actual	% ACC
J	Provide comprehensive Employee Career training and progression pathway to enhance employee engagement	18	Percentage increase in employment satisfaction survey	85.0% 	90.0%	93.1% (1,634/1,756)	103.4% (93.1/90)
		19	Percentage of filled additional plantilla positions	0 	0	NA	NA
		20	PRIME-HRM Level	LEVEL II 	Submit application for LEVEL III	100.0% (submitted 4/4)	100.0%
K	Promote heartfelt cardiovascular care through positive patient experience	21	Percentage of resolved documented complaints	80.0% 	85.0%	94.7% (54/57)	111.4% (94.7/85)
		22	Decrease in patient safety related incidences	2.66% (476/178,889) 	2.5%	1.81% (242/133,695)	138.1%
L	Upgrade hospital facilities for positive practice environment and stakeholders' satisfaction	23	Percentage of infrastructure projects completed as scheduled	96.7% 	95.0%	142.3% (37/26)	149.8% (142.3/95)
M	Provide technology solutions to improve operational efficiency	24	Number of new IT systems utilized by end-users	0 	10	43	430.0% (43/10)
N	Ensure prudent and efficient asset management	25	Percentage increase in gross revenue	14.9% 	12.0%	10.9% (357.6M/3.29B)	90.8% (10.9/12)
		26	Budget utilization rate	85.0% 	100.0%	83.4% (2.13B/2.56B)	83.4%
		27	CapEx budget utilization rate	55.8% 	100.0%	69.7% (143.0M/205.3M)	69.7%
		28	Zero out-of-stock essential drugs and supplies	11.2% 	10.0%	3.3% (3/91)	303.0% (10/3.3)



PHILIPPINE HEART CENTER

Balanced Scorecard

2018- 2019 Yearend Comparative Report



PERSPECTIVE	2018 Jan-Dec	2019 Jan-Dec
SOCIAL IMPACT (1-7 measures)	166.1%	108.9%
ORGANIZATION (8-9 measures)	160.0%	142.9%
INTERNAL PROCESS (10-11, 20-24 measures)	193.1%	161.9%
PEOPLE EMPOWERMENT (12-19 measures)	168.0	159.3%
FUND RESOURCE (25-28 measures)	76.6%	136.7%
AVERAGE ACCOMPLISHMENT	152.8% Outstanding	141.9% Outstanding

Legend: ● 100% and up

● 70%- 99%

● 69% and below



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GOVERNANCE








PHILIPPINE HEART CENTER

Office of Strategy Management


BALANCED SCORECARD QUARTERLY SUMMARY REPORT


January – December 2019

IMPACT

	Impact Indicator	#	Measure	BL	Actual			% ACC
					Q1-Q2	Q3	Q4	
A	Healthier Filipino Hearts	1	National Cardiac (Heart) Mortality Rate 	22.3% (2013-DOH)	No Updated Data	No Updated Data	No Updated Data	No Updated Data
		2	Health Outcomes RHCs Mortality Z-Benefit Cardiac Surgery 	1.1% (1/90)	3.5% 1.9% (1/52)	3.5% 4.8% (4/84)	3.5% 3.2% (4/124)	109.4% (3.5/3.2)
B	Better Health Outcomes	3	Health Outcomes of PHC Net Overall Mortality Rate 	4.5% (699/ 15,588)	5.0% 5.1% (382/ 7,517)	5.0% 4.8% (555/ 11,509)	5.0% 4.6% (712/ 15,537)	108.7% (5/4.6)
		4	Decrease mortality from Cardiovascular disease 	NA	<5 7.9% (333/ 4,235)	<5 7.5% (491/ 6571)	<5 7.5% (360/ 8,409)	65.3% (4.9/7.5)
		5	Hospital Acquired Infection Rate 	1.10% (174/15,836)	1.10% 0.72% (55/ 7,634)	1.10% 0.71% (83/ 11,693)	1.10% 0.63% (100/ 15,786)	174.6% (1.10/.63)
C	Responsive Health Systems	6	% of Client with Very Satisfactory Rating 	55.4% <u>(3,657</u> 6,63)	60.0% 56.4% (1,875/ 3,323)	60.0% 56.8% (3081/ 5427)	60.0% 57.9% (4,278/ 7,390)	96.5% (57.9/60)
		7	% NBB-Eligible patients with zero Co payment 	90.6% <u>(1,527</u> 1,686)	93.0% 92.0% (888/ 965)	93.0% 92.6% (1442/ 1557)	93.0% 92.2% (1,893/ 2,053)	99.2% (92.2/93)



Legend:  100% and up

 70%- 99%





 69% and below

Targets in red fonts





STRATEGIC GOAL

	Goal	#	Measure	BL	Actual			% ACC
					Q1-Q2	Q3	Q4	
D	Position Philippine Heart Center as the leader in cardiovascular care at par with global benchmarks	8	Number of cardiovascular procedures with health outcomes at par or better than global benchmarks 	3/5	8 11	8 11	16 1. VSD 2. CABG 3. TOF 4. ASD 5. PDA Device 6. PCI Door To Balloon 7. PTC 8. Telecare 9. ASD Device 10.VSD Device 11. Single Valve Repair- Mitral 12. Single Valve Repair- Aortic 13. Endovascular Aneurysm 14. Radio Frequency Ablation Therapy 15. Arterial Switch Operation 16. Neonatal Cardiac Surgery	200.0% (16/8)
E	Position Philippine Heart Center as the country's lead advocate in the prevention of cardiovascular diseases	9	Number of PHC research/ programs on prevention adopted as national policy 	6	7 6	7 6	6 1. VSD 2. CABG 3. TOF 4. Regional Heart Center Program 5. IVIG- KAWASAKI 6. RFRHD	85.7% (6/7)












CORE PROCESSES

	Objective	#	Measure	BL	Actual			% ACC
					Q1-Q2	Q3	Q4	
F	Provide comprehensive and responsible patient care using multi-disciplinary best practice standards	10	No. of clinical pathways developed and implemented 	4 CABG VSD TOF PDA Device	8 14	17 22	17 22	129.4% (22/17)
		11	Percentage compliance to approved clinical pathway 	63.5% CABG: 49.3% VSD: 83.7% TOF: 87.3%	70.0% 52.2% (363/95) CABG: 38.5% VSD: 84.7% TOF: 94.5%	70.0% 55.3% (582/1052) CABG: 40.4% VSD: 87.3% TOF: 94.5%	70.0% 57.3% (775/1,352) CABG: 42.5% VSD: 88.4% TOF: 93.7%	81.9% (57.3/70)
G	Expand local and international training for advanced cardiovascular procedures	12	Number of new training programs developed 	7 1. ECC courses 2. CV Wellness 3. ECG courses 4. Critical Care nursing 5. CV Nursing 6. CV Lab Training Module 7. PGS Module 1	8 10	8 11	8 14 1. Pediatric Cardiology Clinical Research Fellowship 2. Clinical Pathway Workshop for Hospitals 3. PGS Module 2 4. RFRHD Module 5. ECC courses 6. CV Wellness 7. ECG courses 8. Critical Care nursing 9. CV Nursing 10. CV Lab Training Module 11. PGS Module 1 12. OSM Benchmarking 13. Minimally Invasive Valve Surgery 14. Perfusion Training Program (PTP)	175.0% (14/8)
		13	Number of graduates of new Fellowship trainings/ Hospitals with completed module 	NA	10 27	23 44	28 49 • 1 Fellow/ Program • 39 hospitals- PGS Module 1 • 5 hospitals- PGS Module 2 • 5 hospitals- Clinical Pathway	175.0% (49/28)

CORE PROCESSES

	Objective	#	Measure	BL	Actual			% ACC
					Q1-Q2	Q3	Q4	
H	Prioritize institutional research on advanced cardiovascular procedures to impact national health policies	14	Number of research outputs published & presented 	141.4% (198/140)	90.0% 197.0% (130/66)	90.0% 193.8% (126/65) (Jan-Jun)	90.0% 123.2% (142/175)	136.9% (123.2/ 90)
		15	Number of research outputs completed for policies on prevention and benchmark procedures 	6 CABG- 1 VSD- 1 TOF- 1 RFRHD- 1 Metabolic Syndrome- 2	4 7	4 7	4 9	225.0% (9/4)
I	Strengthen linkages with stakeholders for prevention and treatment of CV diseases nationwide	16	Number of independent regional heart centers 	2	2 3 1. SPMC 2. VSMMC 3. NMMC	2 3 1. SPMC 2. VSMMC 3. NMMC	2 3 1. SPMC 2. VSMMC 3. NMMC	150.0% (3/2)
		17	Beneficiaries of barangay-based PhilPrevent program 	1	2 2 1. Sitio Ruby 2 nd Phase Intervention 2. Taguig-RFRHD	2 2 1. Sitio Ruby 2 nd Phase Intervention 2. Taguig-RFRHD	2 2 1. Sitio Ruby 2 nd Phase Intervention 2. Taguig-RFRHD	100.0% (2/2)

SUPPORT PROCESSES

	Objective	#	Measure	BL	Actual			% ACC
					Q1-Q2	Q3	Q4	
J	Provide comprehensive Employee Career training and progression pathway to enhance employee engagement	18	Percentage increase in employment satisfaction survey 	85.0%	90.0% Ongoing Survey	90.0% 75.0%	90.0% 93.1% (1,634/1,756)	103.4% (93.1/90)
		19	Percentage of filled additional plantilla positions 	0	NA	NA	NA	NA
		20	PRIME-HRM Level 	LEVEL II	100.0% Ongoing application	100.0% 75.0% Ongoing Application	100.0% 100.0% (submitted 4/4)	100.0%
K	Promote heartfelt cardiovascular care through positive patient experience	21	Percentage of resolved documented complaints 	80.0%	85.0% 94.7% (18/19)	85.0% 97.4% (38/39)	85.0% 94.7% (54/57)	111.4% (94.7/85)
		22	Decrease in patient safety related incidences 	2.66% (476 178,889)	2.5% 1.67% (144/86,323)	2.5% 1.67% (144/86,323) (Jan-Jun)	2.5% 1.81% (242/133,695)	138.1%
L	Upgrade hospital facilities for positive practice environment and stakeholders' satisfaction	23	Percentage of infrastructure projects completed as scheduled 	96.7%	95.0% 85.3% (29/34)	95.0% 85.3% (29/34) (Jan-Jun)	95.0% 142.3% (37/26)	149.8% (142.3/95)
M	Provide technology solutions to improve operational efficiency	24	Number of new IT systems utilized by end-users 	0	10 24	10 35	10 43	430.0% (43/10)
N	Ensure prudent and efficient asset management	25	Percentage increase in gross revenue 	14.9%	12.0% 17.3% (176.1M/1.19B)	12.0% 10.9% (357.6M/3.29B)	12.0% 10.9% (357.6M/3.29B)	90.8% (10.9/12)
		26	Budget utilization rate 	85.0%	100.0% 30.3%	100.0% 30.3% (Jan-Jun)	100.0% 83.4% (2.13B/2.56B)	83.4%
		27	CapEx budget utilization rate 	55.8%	100.0% 2.52%	100.0% 2.52% (Jan-Jun)	100.0% 69.7% (143.0M/205.3M)	69.7%
		28	Zero out-of-stock essential drugs and supplies 	11.2%	10.0% 2.0%	10.0% 2.2%(2/91)	10.0% 3.3% (3/91)	303.0% (10/3.3)



PHILIPPINE HEART CENTER

Balanced Scorecard

2018- 2019 Yearend Comparative Report



PERSPECTIVE	2018 Jan-Dec			2019 Jan-Dec		
	Q2	Q3	Q4	Q2	Q3	Q4
SOCIAL IMPACT (1-7 measures)	106.5%	132.3%	166.1%	95.7%	98.6%	108.9%
ORGANIZATION (8-9 measures)	160.0%	160.0%	160.0%	111.6%	126.6%	142.9%
INTERNAL PROCESS (10-11, 20-24 measures)	195.7%	225.1%	193.1%	123.6%	148.8%	161.9%
PEOPLE EMPOWERMENT (12-19 measures)	132.1%	165.7%	168.0%	159.1%	149.2%	159.3%
FUND RESOURCE (25-28 measures)	76.5%	87.4%	76.6%	177.5%	152.7%	136.7%
AVERAGE ACCOMPLISHMENT	134.2% Outstanding	154.1% Outstanding	152.8% Outstanding	133.5% Outstanding	135.2% Outstanding	141.9% Outstanding

Legend: ● 100% and up ● 70%- 99% ● 69% and below


CARDIOVASCULAR PROCEDURES		BENCHMARK	PHC (Jan-Dec)	Office Responsible
2017	Device Closure of Congenital Heart Disease-PDA	0% Morbidity (Cleveland Clinic 2015: 42 cases)	0.76%, (2/262 cases)	DPC- Invasive Cardiology
	PCI Door to Balloon	90 minutes	41.1 minutes (CV Lab data only)	DAC- Invasive Cardiology DAEC- ER
2018	Percutaneous Transmitral Commissurotomy	< 1% (Phil. Society of CV Catherization Inc)	0% (0/70)	DAC- Invasive Cardiology
	Close Follow-up of Discharged Patients through Telecare Nursing (Focus on post-reportable outcomes after 30 days)	Not Available	97.1% (2,064/2,126)	Nursing- Telecare
2019	Minimally Invasive Cardiac Surgery	0% (Cleveland Clinic, 256 Procedures)	4.65% (2/43 cases)	DSA- Surgery
	Device Closure of Congenital Heart Disease-ASD	3%	0% (0/30)	DPC- Invasive Cardiology
	Device Closure of Congenital Heart Disease-VSD	3%	0% (0/39)	DPC- Invasive Cardiology
	Single Valve Repair	Mitral-5.8% (Society of Thoracic Surgeons)	3.36 % (8/238)	DSA- Surgery
		Aortic-3.8% (Society of Thoracic Surgeons)	1.35% (1/74)	DSA- Surgery
2020	Transcatheter Aortic Valve Replacement	5.2% (Society of Thoracic Surgeons, 2015)	7.69% (1/13)	DSA- Surgery
	Endovascular Aneurysm Repair	6.1% (American Heart Association)	2.22% (1/45)	DSA- Vascular Surgery
	Advanced Heart Failure Therapies			DAEC- Critical Care Division
	Best Practice in Blood Conservation			DAMS- Bloodbank
2021	Advanced Coronary Revascularization			DAC- Invasive Cardiology
	Radio Frequency Ablation Therapy	<2%	1.75% (9/514) 2009-2018	DAC- EPS
	Cardiovascular Clinical Trial Center			ETRS- Clinical Research
2022	Arterial Switch Operation	11% (World Database)	10.0%(4/40)	DPC- Clinical & Critical
	Neonatal Cardiac Surgery	20% (World Database)	14.5% (8/55)	DPC- Clinical & Critical
	Peripheral Endovascular Revascularization	< 1% (American Heart Association, 2017)		DSA- Vascular Surgery


Legend: ● Outcomes at par with global standards ● Still with low number of cases

NATIONAL POLICIES		Office Responsible
2017	Policy on Health Facility Development of Regional Hospitals for Cardiac Specialty to Ensure Availability of Cardiovascular Care in 17 Regions (DOH)	Corp Plan (OSM)
	Full Treatment of Rare Kawasaki Disease with IVIG for the Prevention of Coronary Aneurysm (Registry, Free IVIG DOH)	DPC
2018	Philhealth Special Benefit (Free) Secondary Prophylaxis for all RFRHD Patients 5 to 25 years old	DPC
2019	Philhealth Z-Benefit for Primary PCI in STEMI	DAC- Invasive Cardiology
2020	Adoption of Employees' Wellness Program for all National Government Agencies	ETRS- Preventive Cardiology
	Philhealth Z-Benefit Coverage for Mitral Valvuloplasty	DPC- Invasive Cardiology
	Mandatory Neonatal Pulse-Oximetry in Newborns for Early Detection of Critical Congenital Heart Disease as part of Philhealth-covered Newborn Screening	DPC
2021	Mandatory Screening for all Grade 6 Students for Early Detection of Metabolic Syndrome for Cardiovascular Risk Reduction in Children	DPC
	Philhealth Z-Benefit Coverage for PDA Device Closure	DPC
2022	Philhealth OPD Package -Mandatory Cardiovascular Risk Screening for CAD for ages 40-45 years old	DAEC- OPD

Legend : ● Completed /Achieved ● On-going ○ Not yet started



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