

The Science of Performance Measurement

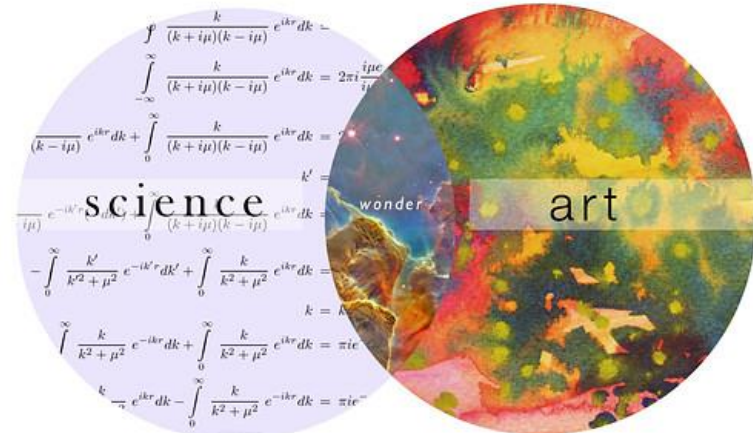
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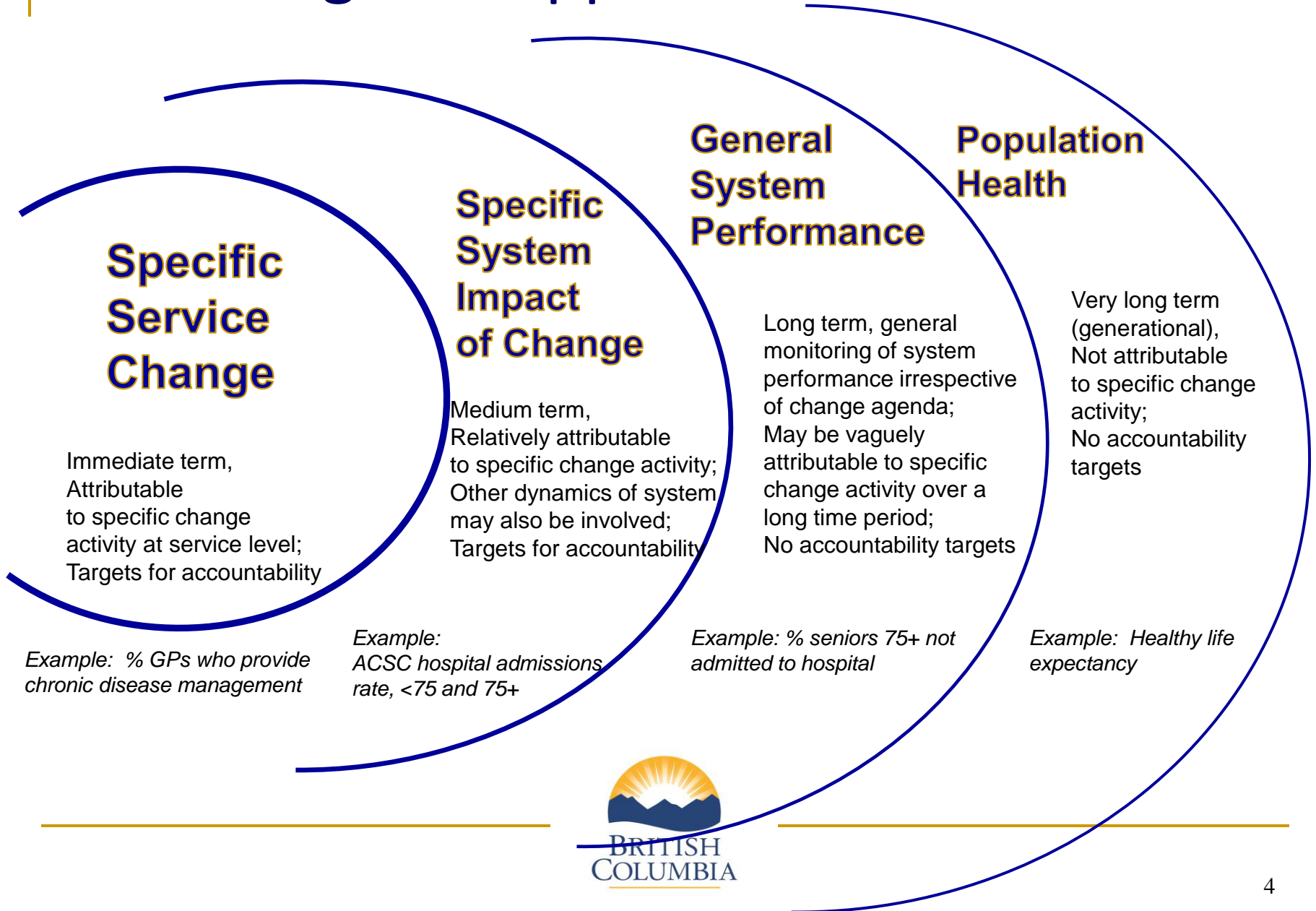
The Ministry of Health is responsible for:

- ❑ Setting the overall strategic direction for the health sector in BC
- ❑ Establishing expectations and target outcomes for health authority performance;
- ❑ Monitoring and evaluating health authority performance against those expectations; and
- ❑ Reporting to the public.

The use of performance measurement

- To measure and report on achievement of current strategic priorities as well as overall system performance
- To enable stakeholders to make informed decisions on performance based on available evidence
- To evaluate the functioning of the health system through quantitative (measures/indicators) and qualitative (deliverables) measures

Measuring the Ripple Effect: Micro to Meta



It is a Science!

■ Analytics

- Interpreting and explaining data

- Statistics

 - Comparing recent progress and historic trends; determining whether change is “significant”

- Research

 - Innovations in measurement and studies of health care approaches

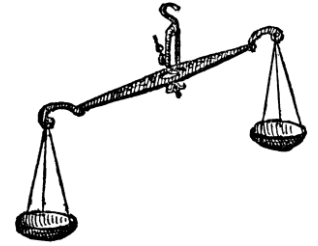
- Economics

 - Examining how health resources are used and the dynamics that drive utilisation and production of services

- Visual analytics

 - Visualising health data to convey complex information

But it is also an Art!



- Science can only take us so far
 - Much we do not yet know about how health systems work
 - Data systems are not yet comprehensive and timely
- Performance measurement requires judgement and experience, especially when little science is available
 - Choosing measures when there are many options, or very few
 - Setting targets when we don't know how much change is possible in the time frame or when there is no "ideal" or benchmark towards which we are aiming
- It needs ongoing discussion and collaboration with the best-informed people

Recognizing measurement gaps

- We need to expand the scope of performance measurement:
 - Service sectors
 - Primary care – service quality, integration with other providers
 - Community services – substance use, mental health, HCC
 - Patient perceptions – PREMs and PROMs
 - Patient outcomes – did patients actually get better?
 - Efficiency – are we using our resources for maximum benefit?
 - General monitoring of the health system as a whole apart from measuring performance on strategic priorities

Challenges

- Implementation of better data sources – Home and Community Care, Mental Health & Substance Use
- Development of new indicators to reflect changing health system priorities
 - Integration
 - Patient centred care
 - Appropriateness
- Replacing proxy measures with ‘real’ measures
 - E.g., clinical outcomes instead of only readmission rates
- A balanced approach to performance measurement – multi-dimensional, comprehensive measurement of the health system

Limitations

- Attribution problem of accountability measures – especially where funding is connected to performance
- Developing new, and improving existing, data sources is resource and time intensive, especially in the context of public funding realities
- The health system changes faster than the data pathways can
- We must use the data we have now to make decisions, as imperfect as it may be in some areas
- The science and art of performance measurement, like the health system itself, continue to evolve

Questions & Comments
All Welcome!