Measuring Performance
Challenges and Opportunities

Dr Diane Watson, Chief Executive Officer
Health Leaders Forum
October 2012
Measuring Up

Improving Care

Providing Information

Informing Decisions

Enhancing Knowledge
Patients need better information to improve care

A synthesis of international evidence shows that demand for major elective surgery declines by 20% after patients became well informed. Patients became better informed, they made different decisions and feel more confident.

Better information
Best care
Lower costs

Stacey et al. 2011. ‘Decision aids for people facing health treatment or screening decisions’. Cochrane Database of Systematic Reviews
Patients need better information to improve care

Patients with herniated discs were more than 30% less likely to choose surgery (a decrease from 47% to 32%) when fully informed, while those with spinal stenosis were more than 30% more likely to choose surgery (an increase from 29% to 39%).

Better information
Best care
Lower costs

Clinicians need better information to improve care

<table>
<thead>
<tr>
<th>Doctors believe</th>
<th>Actual figure reported by patients?</th>
</tr>
</thead>
<tbody>
<tr>
<td>71% of patients with breast cancer rate keeping their breast as a top priority</td>
<td>7%</td>
</tr>
</tbody>
</table>

Better information
Best care
Lower costs

Local health organisations make informed decisions to improve care

Sweden

All 74 major hospitals monitor the % of patients that die after heart attack. **Before public reporting, the average hospital quality was improving at a rate of 13% per year.** Hospitals that were below the average improved only 7% per year. **After hospital data was publicly reported in late 2006, average hospital quality improved 22% per year, and below-average performers improved 40% per year over the following 3 years.**

Larsson S et al. 2012. Use of 13 disease registries in 5 countries demonstrates the potential to use outcome data to improve health care’s value. Health Affairs 2012: January, 1-8
Local health organisations make informed decisions to improve care

Canada

All 75 of the nation’s major hospitals monitor and publicly report on the extent of unexpected death in hospital. Since hospital data were publicly reported in 2005, there have been significant declines in unexpected death in 40% of hospitals. Improvements in care resulted in fewer people dying unexpectedly in hospital.

Canadian Institute for Health Information. 2010. Health care in Canada. Toronto, Ontario
Measuring Up

Providing Information
- Patients
- Clinicians
- Managers

Better information
- Locally relevant
- Comparable
- Useful
- Insightful

Improving Care

Informing Decisions

Enhancing Knowledge
Better information
• Locally relevant?
• Comparable
• Useful
• Insightful

Figure 3: Care experiences that matter most to *outpatients* in NSW
Better information

• Locally relevant ✓
• Comparable?
• Useful
• Insightful

Standardised results

Wyong Hospital (CCLHD) - BM

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poor</td>
<td>12%</td>
</tr>
<tr>
<td>Fair</td>
<td>31%</td>
</tr>
<tr>
<td>Good</td>
<td>54%</td>
</tr>
<tr>
<td>Very good</td>
<td></td>
</tr>
<tr>
<td>Excellent</td>
<td></td>
</tr>
</tbody>
</table>
Better information
- Locally relevant
- Comparable
- Useful
- Insightful
Wyong and Gosford hospitals rate as two of the best public hospitals in the state when it comes to the care of outpatients.

A survey of outpatient services in NSW public hospitals showed Wyong Hospital scored the highest for overall outpatient care followed closely by Gosford. Central Coast Local Health District chief executive officer Matt Hanrahan said the results were pleasing given the increasing demands on local health services.

“Patient feedback helps us to identify the areas where we are performing well in addition to areas where we need to improve,” he said. “These results show that strategies implemented to improve communication between patients and health professionals are having a positive impact.” Mr Hanrahan said improved communication would make a significant difference to the patient’s experience.
Improving Care

Better information
- Locally relevant
- Comparable
- Useful
- Insightful

Providing Information

Enhancing Knowledge

Informing Decisions

Measuring Up

Main function … to monitor, and report on, the performance of the following:

- Local hospital networks
- Public hospitals
- Private hospitals
- Primary health care organisations
- Other bodies or organisations that provide health care services.
Mission

The National Health Performance Authority will monitor, and report on, the comparable performance of health care organisations to stimulate and inform improvement in the Australian health system, increase transparency and accountability and inform consumers.
Performance and Accountability Framework endorsed by COAG and available on our website www.nhpa.gov.au

Conceptual framework
- 31 indicators for Healthy Communities
- 17 indicators for Hospital Performance

Includes measures of:
- safety and quality
- access and efficiency
- financial performance

All indicators will be reported by Indigenous and non-Indigenous status where statistically possible
Example Indicators for Hospitals and LHNs

- Effectiveness – Safety and quality
  - Hospital mortality
  - Unplanned readmissions

- Effectiveness – Patient experience
  - Measure of patient experience

- Equity and effectiveness – Access
  - Access to services by type of service compared to need
  - Cancer care pathway – waiting times for cancer care
  - Elective surgery waiting times by urgency category

- Efficiency and financial performance
  - Relative stay index for multi-day stay patients
  - Day or surgery admission rates for non-emergency multi-day patients
  - Cost per case mix weighted separation
Example Indicators for Healthy Communities

- Effectiveness – Safety and quality
  - Selected potentially avoidable hospitalisations

- Effectiveness – Patient experience
  - Measure of patient experience

- Equity and effectiveness – Access
  - Access to services by type of service compared to need
  - GP type service use
  - Vaccination rates for children
  - Number of women with at least one antenatal visit in the first trimester

- Health outcome context
  - Prevalence of diabetes
  - Infant/young child mortality rate
Key Success Factors

- Independent organisation
  - Editorial control
  - Stakeholder relations

- Information to support new knowledge and action
  - Locally relevant, comparable, useful and insightful
  - Timely, accurate and impartial
  - Accessible
Better information
- Locally relevant
- Comparable
- Useful
- Insightful