



Health Systems and Hospital Improvement

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Introductory:

1. Performance

2. Health Systems Performance

3. Hospital Performance

4. Improving Hospital Performance

Definition of Performance

- Performance is the achievement of desired goals based on:
 - Competences in application of present knowledge available technologies and resources
 - Efficiency in the use of resources
 - Minimal risk to the patients
 - Satisfaction of the patient
 - Health outcomes

Steps in performance assessment:



Purpose of Assessing Health Systems Performance:

- 1.To empower decision makers in policy and system development
- 2.To empower the public with information relevant to their well-being

How to Assess Health Systems Performance?

1. Measure health system's **contribution**
2. Measure health system and non-health system **resources** and the **efficiency** of their use
3. Evaluate the **impact of the functions** of the system
4. Implement policies to improve **attainment** and **efficiency**
5. Monitor the **effect of the new policies**

WHO Health System Performance Framework

Health system boundaries

Health system goals

Health system efficiency or overall performance

Health system functions

Health System Boundaries

A health system includes:

Resources, Actors & Institutions related to the financing, regulation, and provision of health actions

Health Action:

Any set of activities, primary intent is to improve health.

Health System Goals

Three goals are defined in the WHO framework:

Health Outcomes

Responsiveness to Consumers

Fairness in Financing

To assess their level of Quality, Efficiency and Accessibility and Distribution of Equity

Health System Efficiency (Overall Performance)

To examine how well a health system is doing, given the resources available to it.

Health System Functions

The level of efficiency can have an impact on the health system to carry out 4 core functions:

Provision

Financing

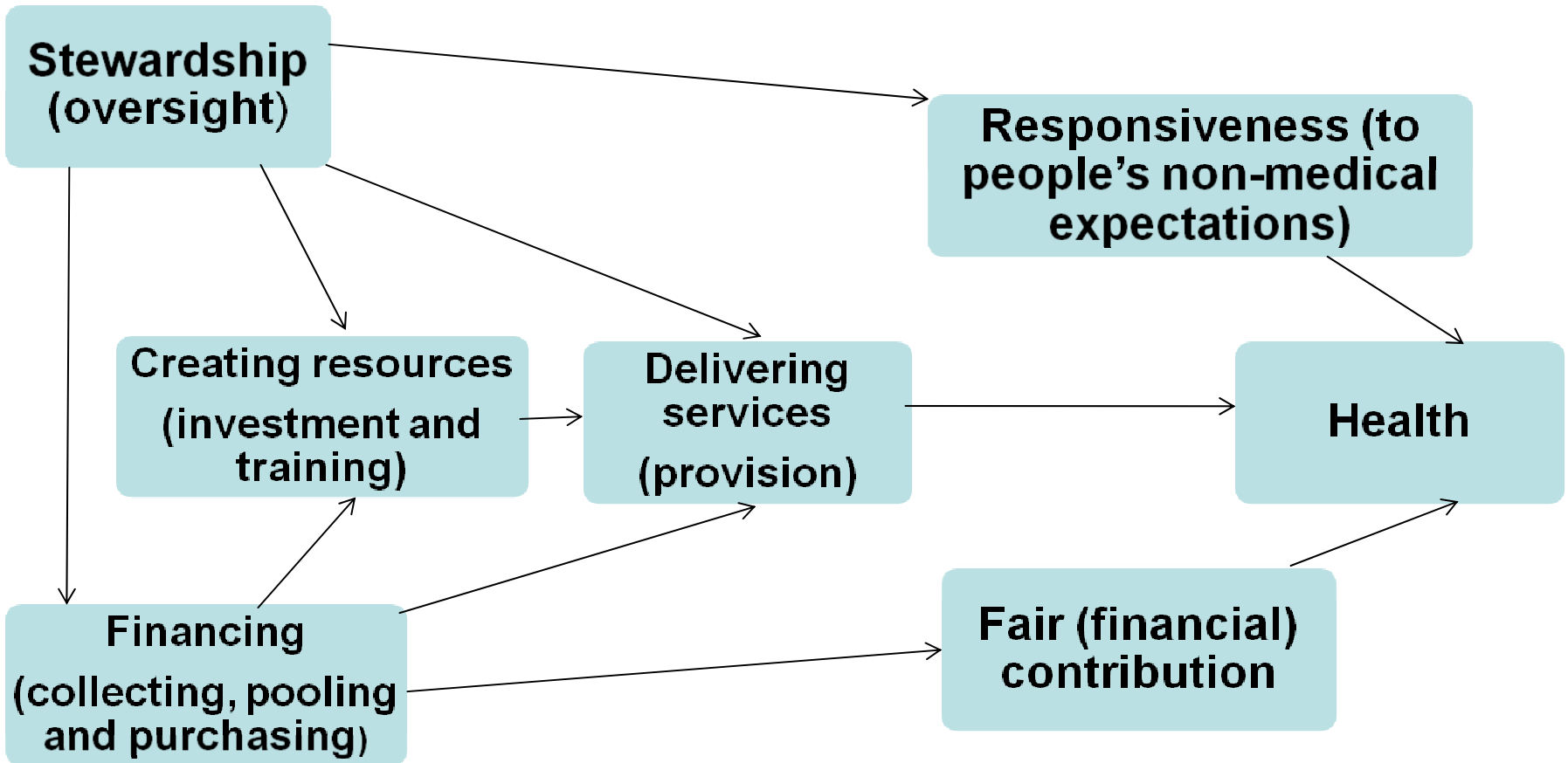
Resource Generation

Stewardship

Relationships between functions and objectives of health systems

Functions the system performs

Objectives of the system



WHO, Health Systems Performance (2001) <http://www.who.int/health-systems-performance/concepts.htm>

Goals of **Hospital Performance** need to be
related to the health system in order to
improve **Health System Performance**

Hospital performance

- Responsiveness to community needs
- Integration of services
- Commitment to health promotion

WHO, Regional Office for Europe. Measuring Hospital Performance To Improve The Quality of Care in Europe. Report on a WHO Workshop. 2003

Key Dimensions of Hospital Performance

Dimension	Including
1. Clinical effectiveness	Technical quality, evidence-based practice and organization, health gain, outcome (individual and population)
2. Patient centeredness	Responsiveness to patients: client orientation (prompt attention, access to social support, quality basic amenities, choice of provider), patient satisfaction, patient experience (dignity, confidentiality, autonomy, communication)

Key Dimensions of Hospital Performance

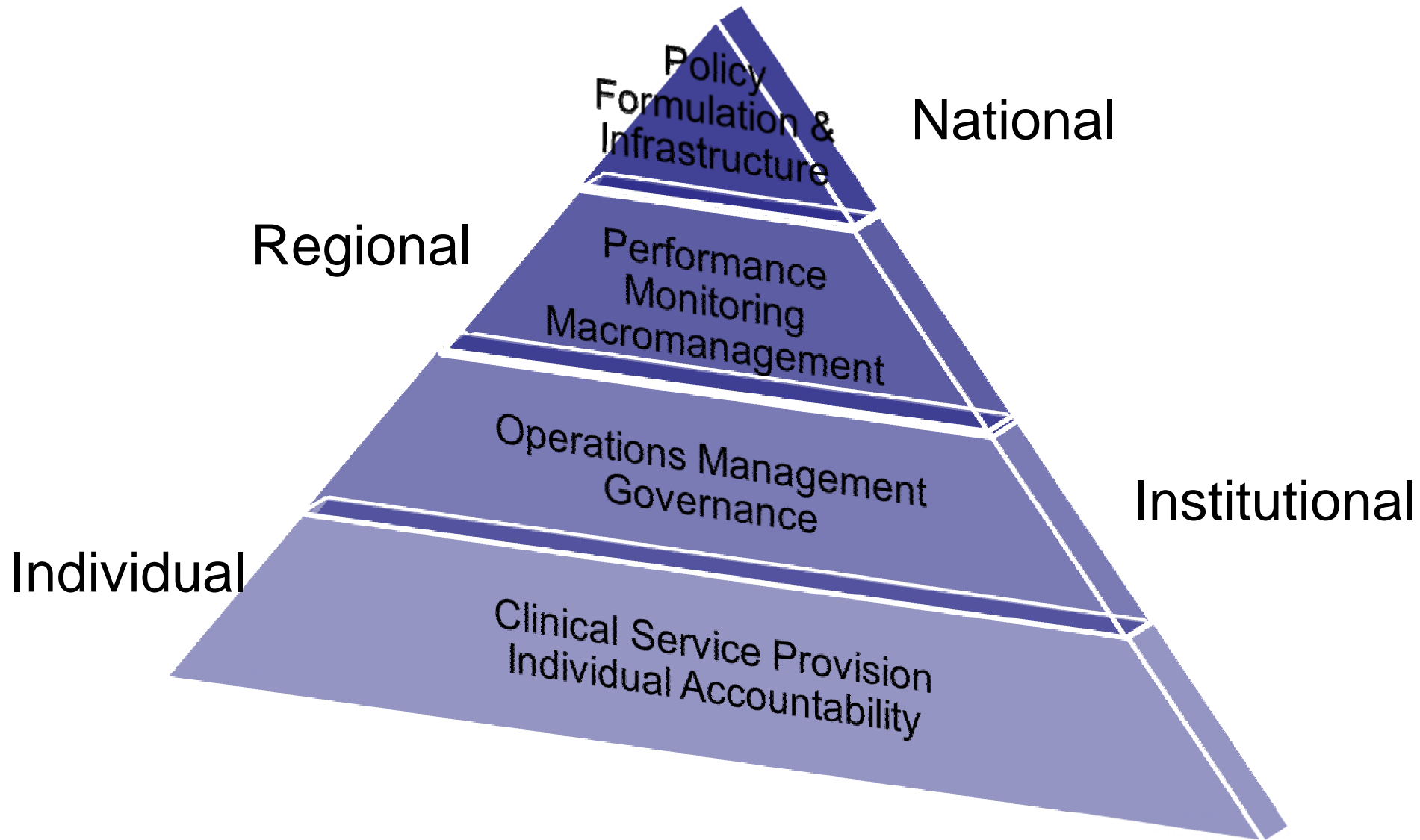
Dimension	Including
3. Product efficiency	Resources, financial (financial systems, continuity, wasted resources), staffing ratios, technology
4. Safety	Patients and providers, structure, process
5. Staff	Health, welfare, satisfaction, development (e.g. turnover, vacancy, absence)
6. Responsive governance	Community orientation (answer to needs and demands), access, continuity, health promotion, equity, adaption abilities to the evolution of the population's demands (strategy fit)

Performance Measurement and Reporting Cycle:

- Establish goals
- Adopt specific measures and indicators
- Performance analysis
- Reporting of data publicly and confidentially
- Systematic implementation/improvement interventions
- Monitoring and feedback

OECD. "Measuring Up" Improving Health Systems Performance in OECD Countries. Applying Performance Indicators to Health Systems Improvement.

Organizing & Integrating Performance



Performance Domains

Individual and Population Level

- Effectiveness
- Efficiency
- Equity
- Responsiveness
- Appropriateness
- Safety

Quality

Theoretical Purposes: Public Reporting

- Regulation
- Purchasing or commissioning decisions
- Facilitating of consumer selection
- Provider / systems behavior change
- Accountability

Performance Reporting

- National Quality Reports
- *“Report Cards”*
- League Tables
- Provider profiling
- Popular press: mass media
- Commercial initiatives

Evidence of Effectiveness of Performance Reporting

Evidence from the USA

- Public
- Provider
- Purchaser / Payers
- Policymakers

The Public

Evidence from the USA:

- Performance data used minimally
- Most data designed for other purposes
- Not easily comprehended or actionable
- Not salient
- Unmotivated-believe individual care is good

The Providers

Evidence from the USA:

- Institutions (eg, hospitals and systems) pay attention and use:
 - 1.To improve appropriateness of care
 - 2.To identify poor performers
 - 3.To alter processes responsive to complaints
- Individual providers less responsive to data

A Case study in New York

Reporting of Performance Data

- Publicly reported risk-adjusted mortality past CABG
- New York had the lowest risk-adjusted mortality rate in the USA after 4 years
- Mortality rate decrease 41% in the first 3 years
- Rate of decline 2x national rate of decline in 5 years

Case Study in New York:

- Improvement driven through actions taken by hospital staff
 - 1.Changes in leadership
 - 2.Curtailment of operating privileges
 - 3.Intensive peer review
- Consumer or market force: minimal action

Purchasers/Payers/Commissioners

Evidence from the USA:

- Little evidence of performance to exercise “market clout”
- Two large studies with 15,000 employers nationwide
 - Data used minimally
 - Price still the main selection factor
 - Data suffers as not designed for buyer decision-makers
- Reliance on purchasers and payers to use performance data not a reliable strategy

Policymakers:

- Some evidence that policymakers use comparative performance indicators
- New national initiatives in Canada, Australia, UK and USA for national performance reporting

Methods of performance measurement:

- Regulatory inspection
- Surveys of consumers' experiences
- Third-party assessments
- Statistical indicators
- Internal assessments

Regulatory Inspection

- Statutory inspectorates to monitor compliance
- Inspection standards to address the minimal legal requirements
- Does not foster innovation

Consumer Surveys

- Standardized surveys to measure hospital performance at a national level
- Identifies what is valued by patients and the general public

Consumer Surveys

Picker Questionnaire:

- Favorable Picker scores: associated with reduced complications and unexpected deaths in Michigan hospitals

(Bechel et al. Joint Commission journal on quality improvement 2000, 26:400-409)

- Low Picker scores: associated with lower health status in New Hampshire

(Fremont et al. Journal of general internal medicine 2001, 16:800-808)

Third-party Assessments

- ISO Standards
- Peer review
- Accreditation

Third-party Assessments

ISO Standards

- Internationally recognized
- Test compliance with standards, but not for organizational development
- ISO 9000 standards for quality systems were adapted in 2000. It is more easily applied to health care.

Third-party Assessments

Peer Review

- A closed system for professional self-assessment and development
- Limitations:
 - Basis in specialties
 - Confidentiality of results

Third-party Assessments

Accreditation

- Aimed at organizational development
- Independent, voluntary programmes for multi-disciplinary assessments of health care functions
- Evidence shows that hospitals rapidly increase compliance with standards and improve organizational processes
- Less evidence that this brings benefits in clinical process and outcome

Statistical Indicators

- Suggest issues for performance management and further scrutiny
- Designed to measure achievement of predetermined objectives
- In practice, they are selected on the basis of data routinely available.

Internal Assessments

- Management or organization initiatives
- Methodological differences
- Question of objectivity

Improve Health Systems and Hospital Performance:

Organizational reform

Financial incentives

Purchasing

Knowledge and skills enhancement of providers

Patient engagement and empowerment

Improve health systems and hospital performance:

- Goal definition critical
- Consistent and congruent combinations needed
- Sustaining improvement a challenge

Thank You!