



Henley
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UNIVERSITY OF READING

What Makes a High-Performing Hospital?

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www.henley.ac.uk

BMJ

14 December 2013 | bmj.com

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BMJ CHRISTMAS APPEAL

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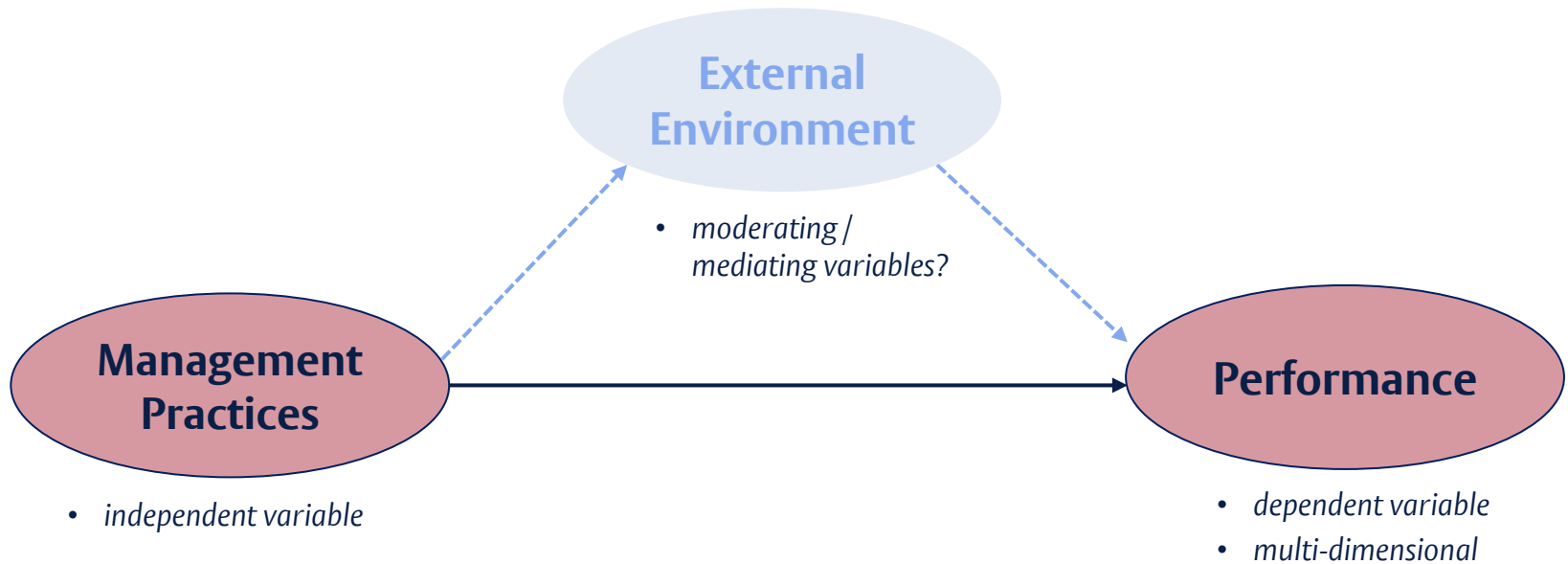
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SPECIAL ISSUE
Mid Staffs inquiry

Context

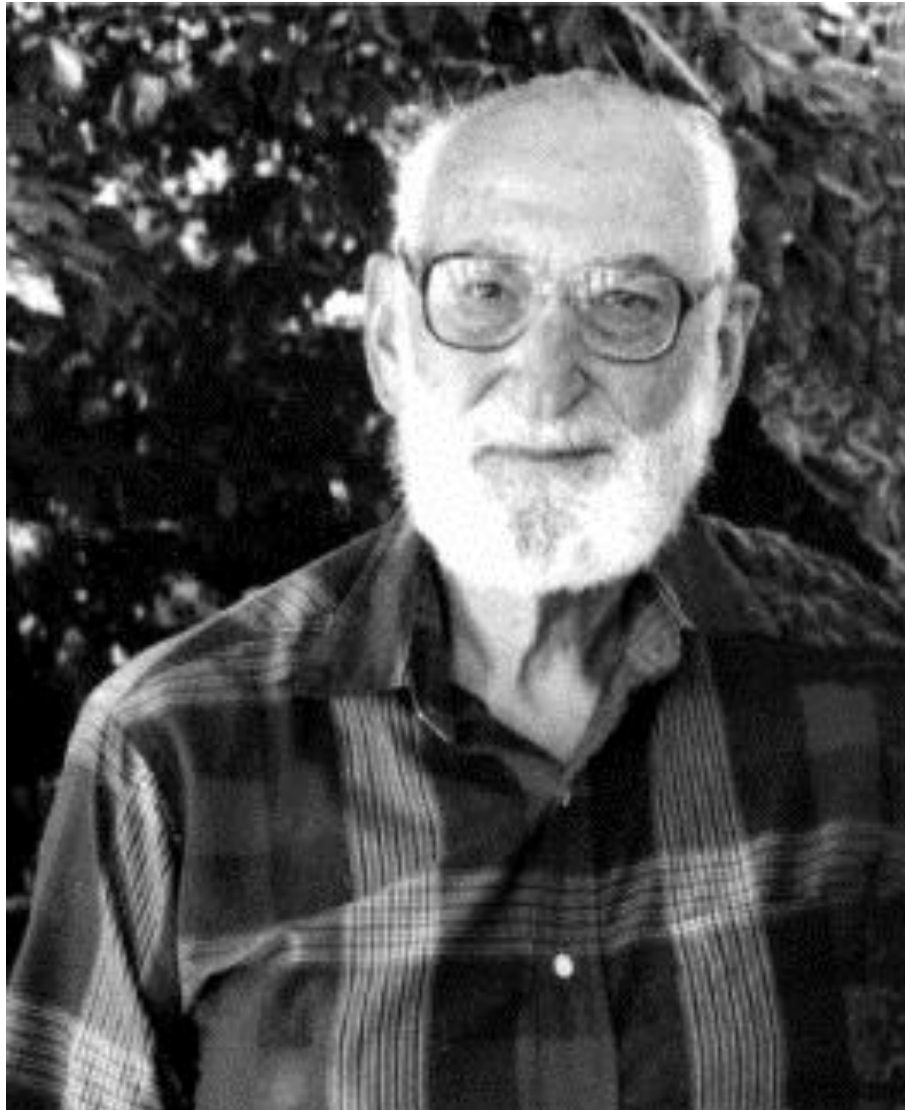


Significance

- There is a general consensus that rigorous and valid measurement of performance is a good thing.
- But in numerous instances, technically satisfactory measurement initiatives –
 - fail to have any impact on performance, or
 - have a perverse impact.
- Tremendous performance variation endures between healthcare providers and systems.

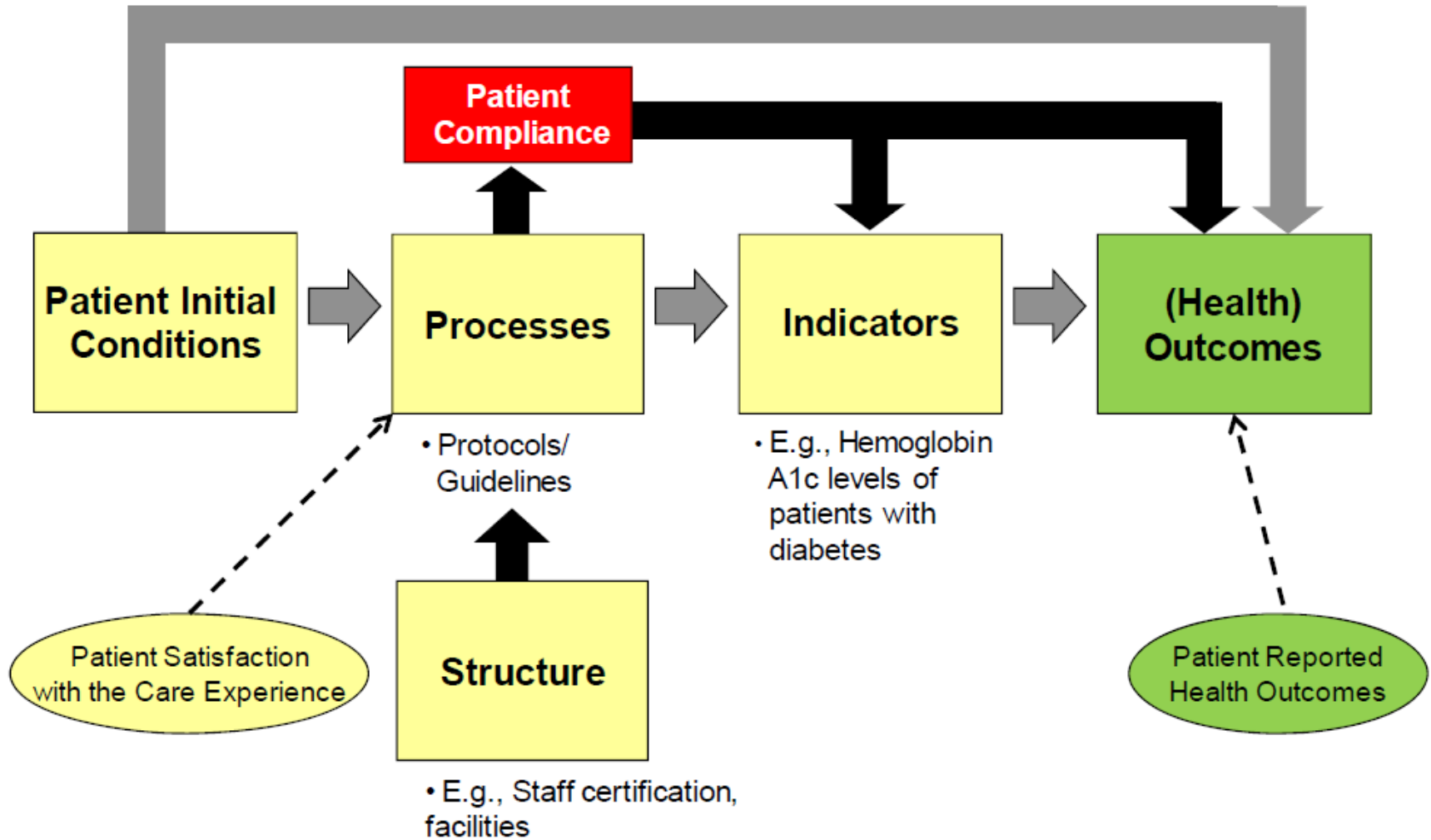
Contribution

- Identify -
 - issues and challenges in performance measurement
 - best practices in performance measurement, and
 - recommendations for improvement.



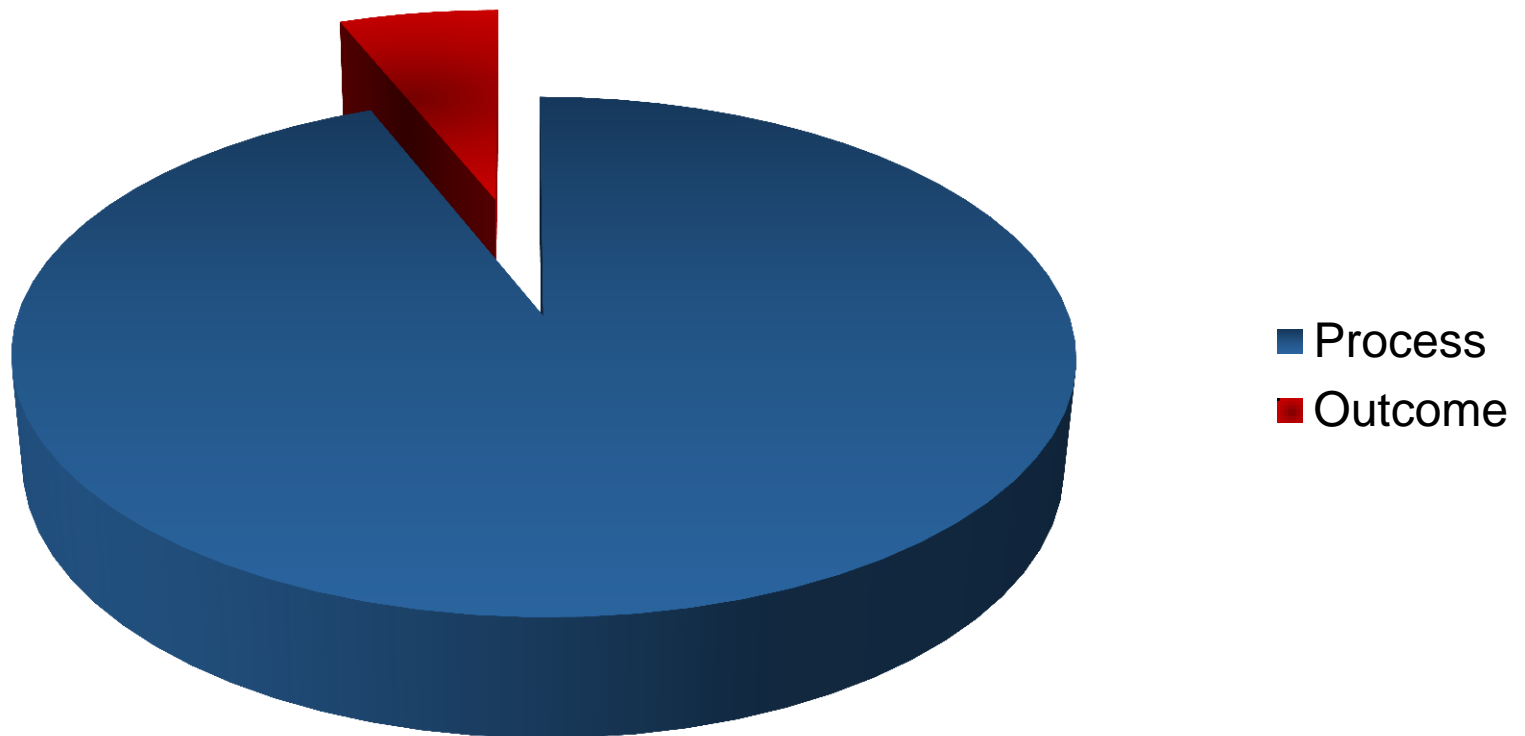
Avedis Donabedian

1919 - 2000



| Indicator | Advantages | Disadvantages | Best Used For |
|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Process | <ul style="list-style-type: none"> • easy to measure and interpret • sensitive to quality • small sample sizes • clear pathways for action | <ul style="list-style-type: none"> • too specific • dated by new models of care • little value to patients unless relationship with outcomes is clear • easily manipulated | <ul style="list-style-type: none"> • quality of care where technical skill relatively unimportant • quality of care of homogeneous conditions in different settings |
| Outcome | <ul style="list-style-type: none"> • more meaningful to multiple stakeholders • direct attention to health goals of patient • encourage long-term view • difficult to manipulate | <ul style="list-style-type: none"> • may be ambiguous or difficult to interpret • take time to collect • require large sample sizes • difficult to measure | <ul style="list-style-type: none"> • quality of homogeneous procedures • quality of homogeneous diagnoses with strong links between interventions and outcomes |

Healthcare Effectiveness Data and Information Set (HEDIS)





Your Guide to Top Care

U.S. News & World Report

EXCLUSIVE RANKINGS

BEST HOSPITALS

2013 Edition

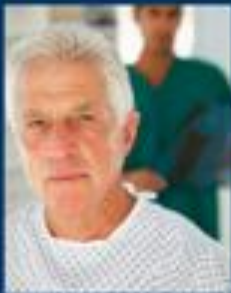
Story of a **HEART TRANSPLANT**
(photos p.12)



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U.S. News & World Report

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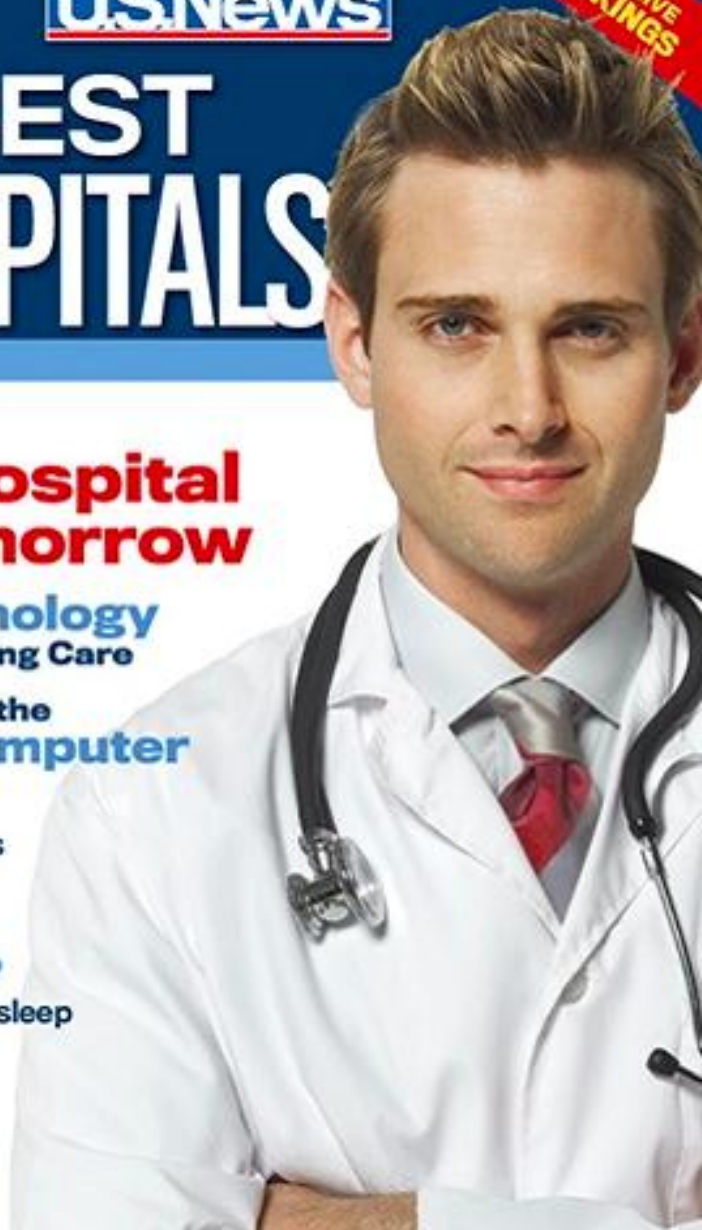
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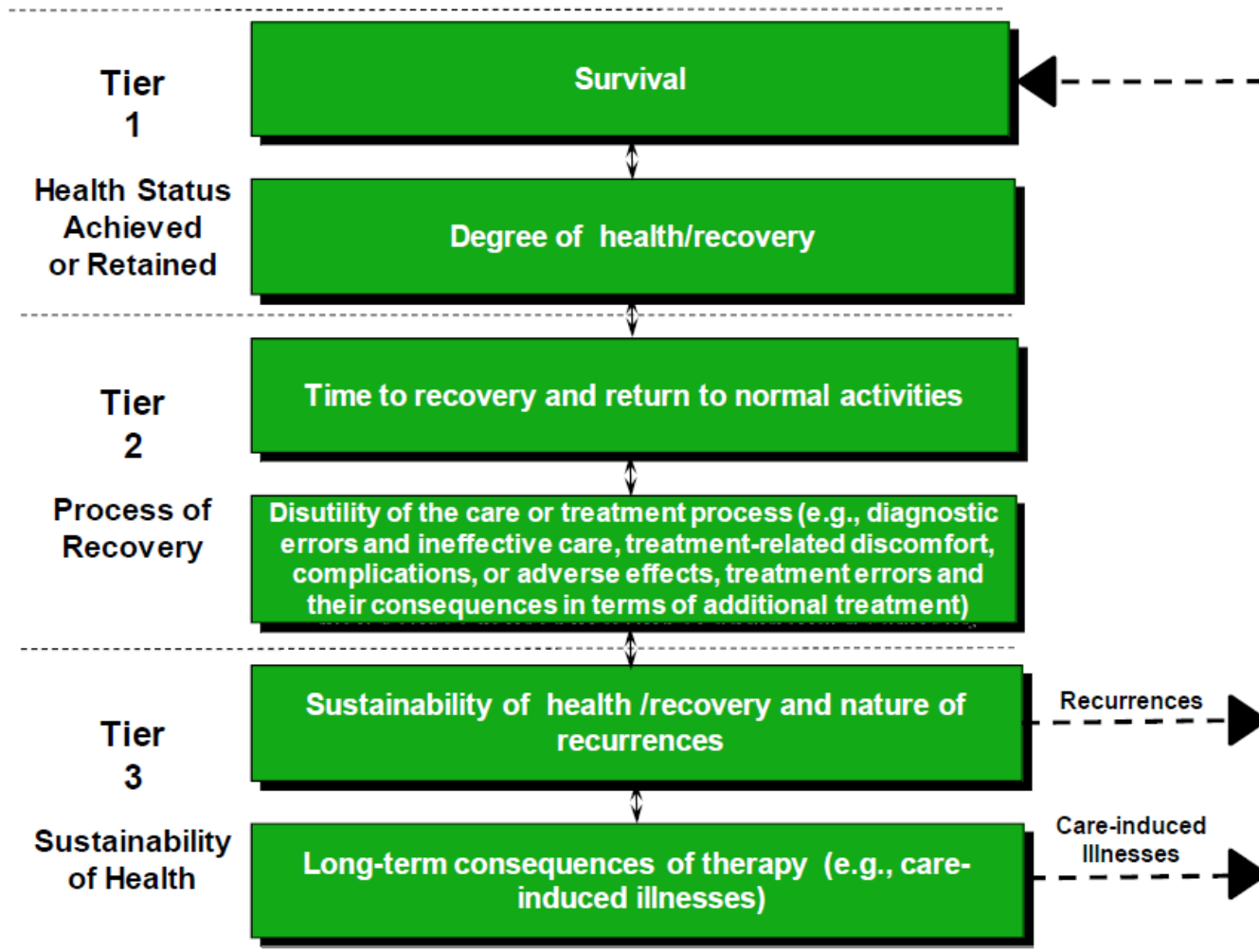


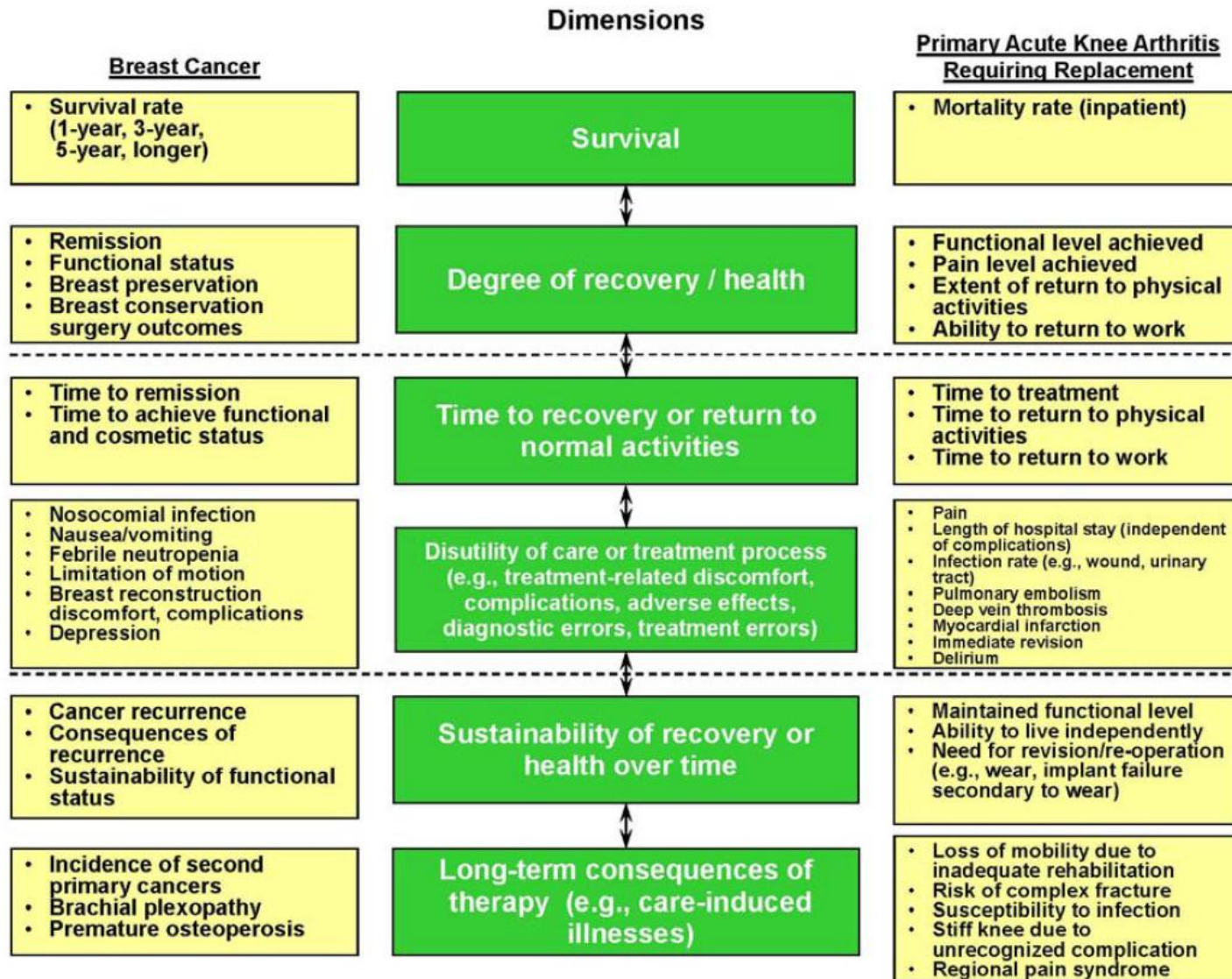
Behavioural Distortions

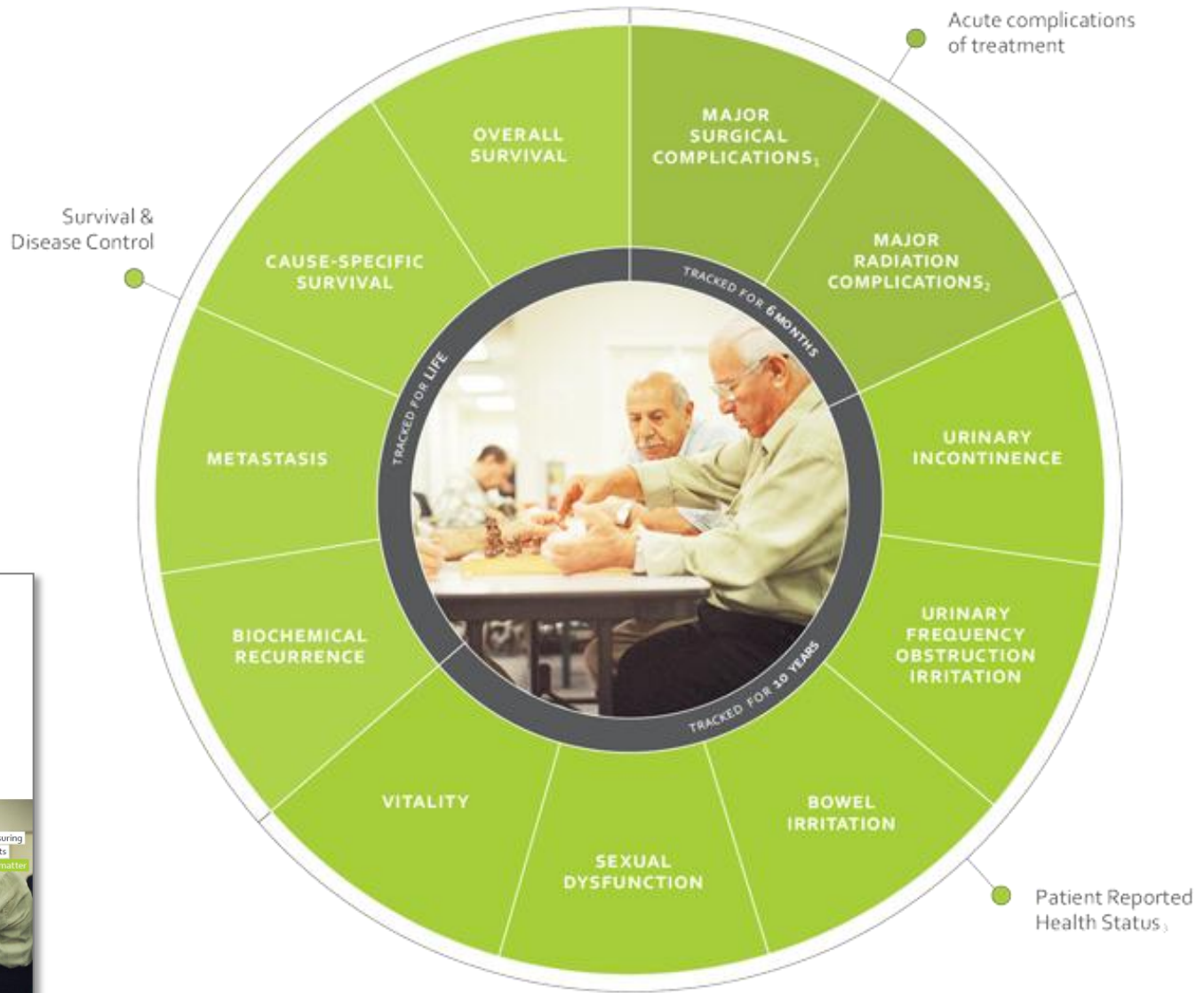


- **‘Looking under the lamppost’** – hard to measure areas excluded
- **‘Teaching to the test’** – what gets measured gets managed
- **‘Cream-skimming’** – choosing patients on the basis of characteristics others than need for care.
- **‘Gaming’** – re-interpreting rules to alter results.
- **‘Attribution bias’** – misinterpreting or misunderstanding causation

Potential Solutions







Recommendations

- Identify your stakeholders and decide what is important to them.
- Create performance measures that reflect these – this means focusing on outcomes
- Try to use measures and methodologies that support comparability – between professionals, departments, institutions and systems.
- Avoid opaque composite indicators.
- Learn to measure better and be more aware of its potential and actual impact on behaviour.

References

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