

Aligning Performance Management with Strategy

QHN Spring Forum
April 26, 2006

One of the key levers to successful performance management is strategic alignment...

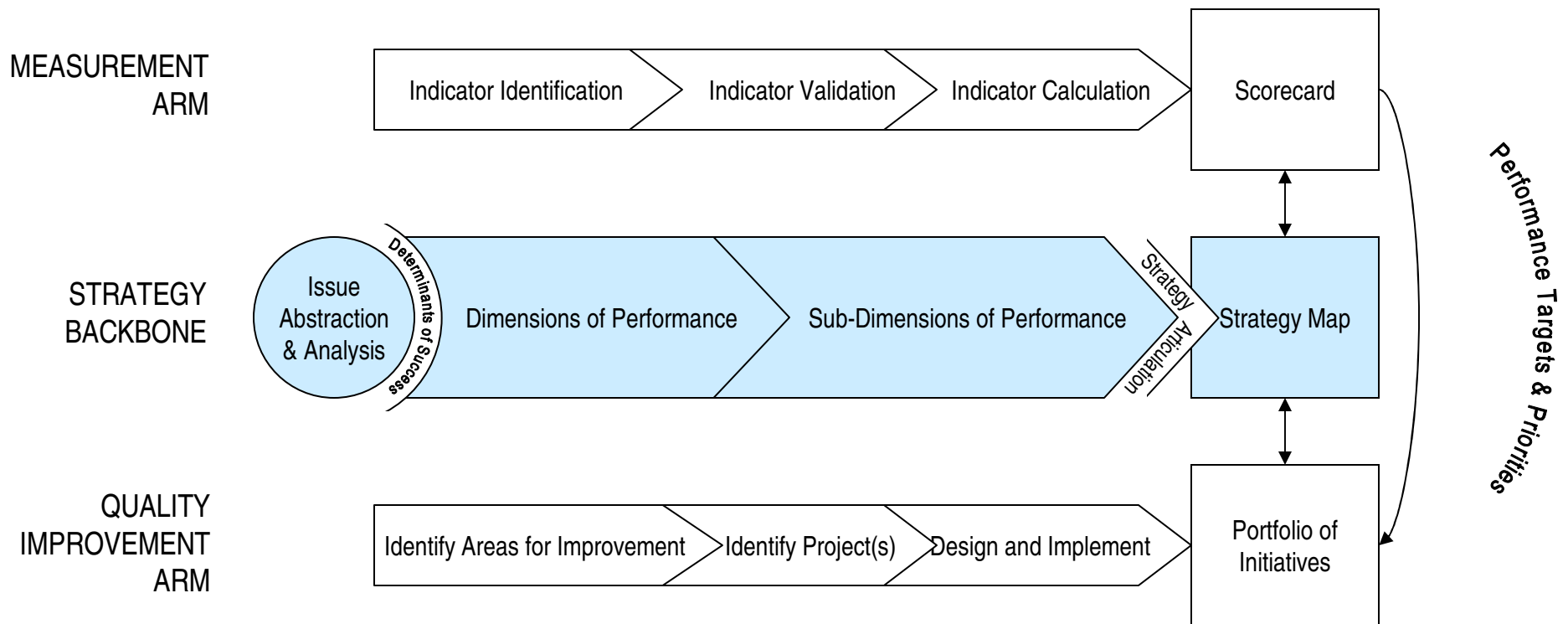
“Every system is perfectly designed to produce the results it gets.”

Paul Batalden

Overview

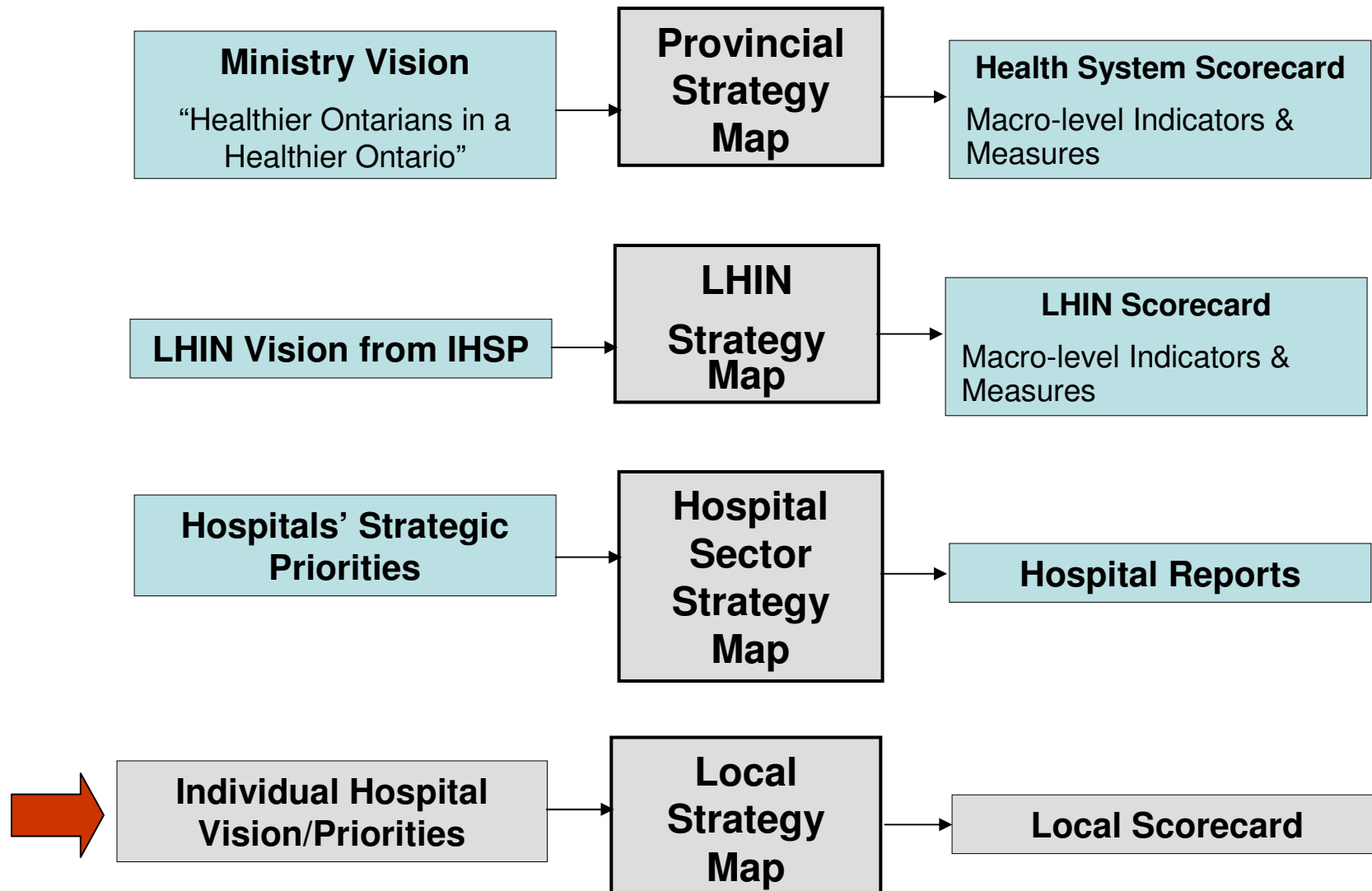
- **Setting the Context: Aligning performance measurement and management with strategy**
- **System-level performance management**
- **Local organizational performance management**

Performance management = alignment of strategy + measurement + quality improvement

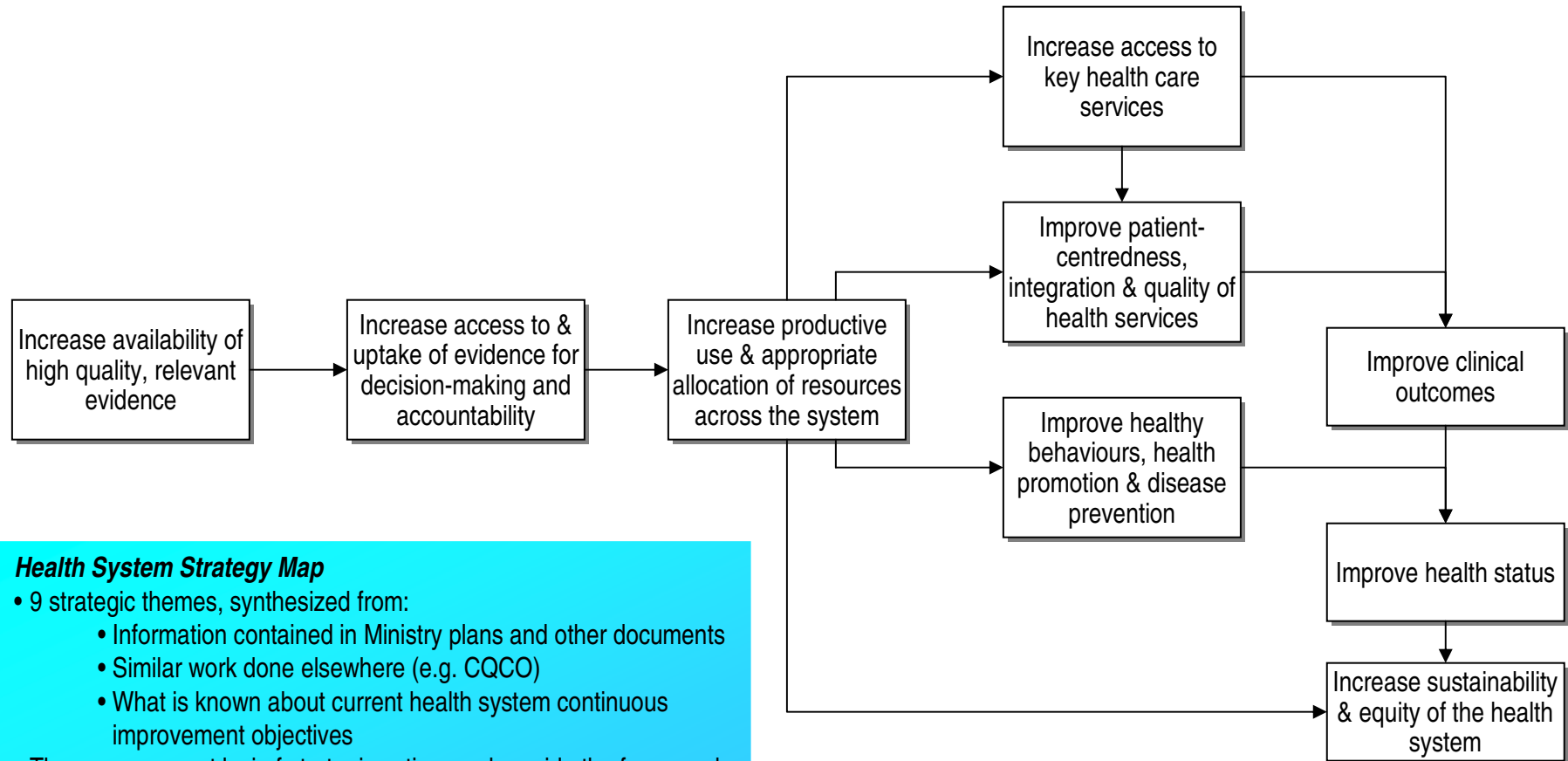


System level performance management

Alignment begins at the provincial level and continues down to the organizational level...



A provincial strategy map was developed as the foundation for a health system scorecard...

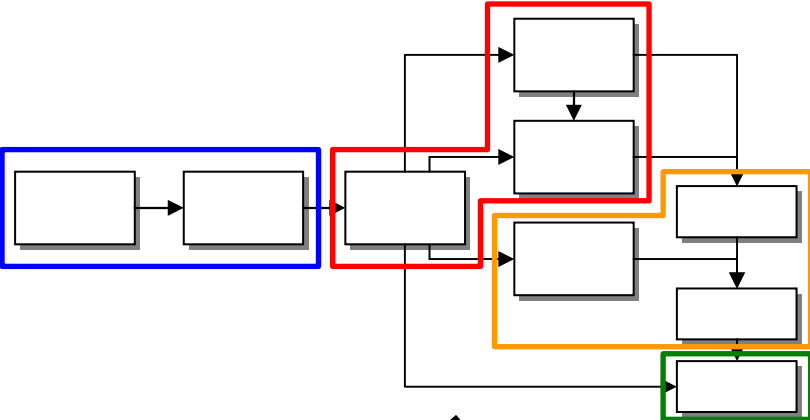


Health System Strategy Map

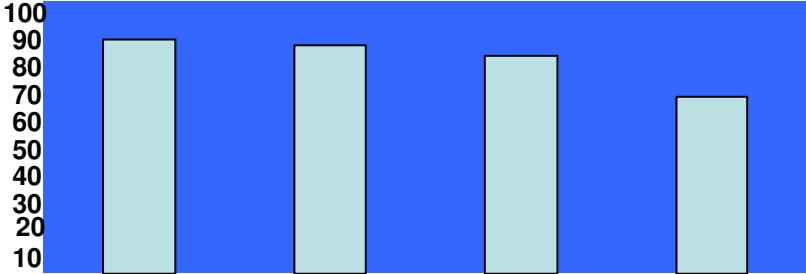
- 9 strategic themes, synthesized from:
 - Information contained in Ministry plans and other documents
 - Similar work done elsewhere (e.g. CQCO)
 - What is known about current health system continuous improvement objectives
- Themes represent loci of strategic action, and provide the framework for selecting performance indicators
- Arrows represent hypothesized relationships among strategic themes, and together, depicts how the health system creates value

Starting with the provincial strategy map, HRRC integrated hospitals' strategic priorities...

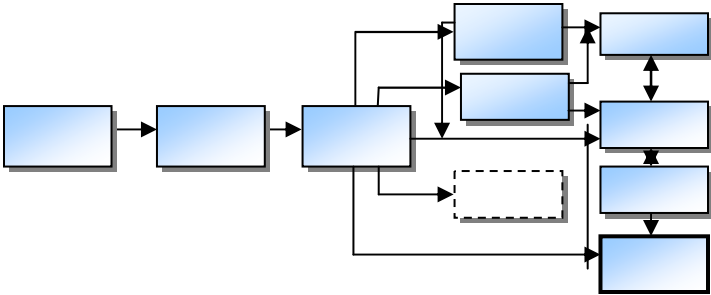
Provincial Strategy Map



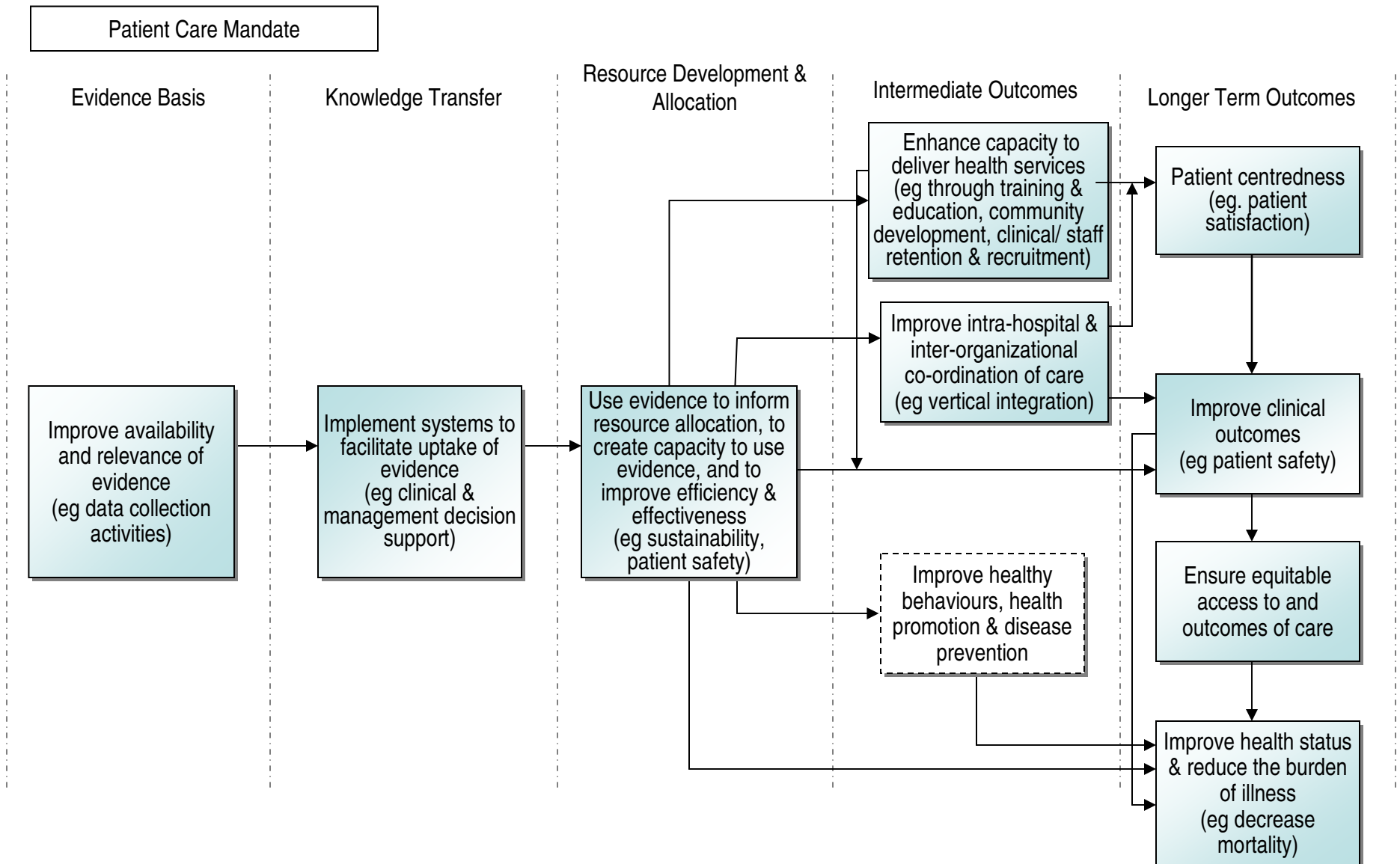
Hospitals' Strategic Priorities



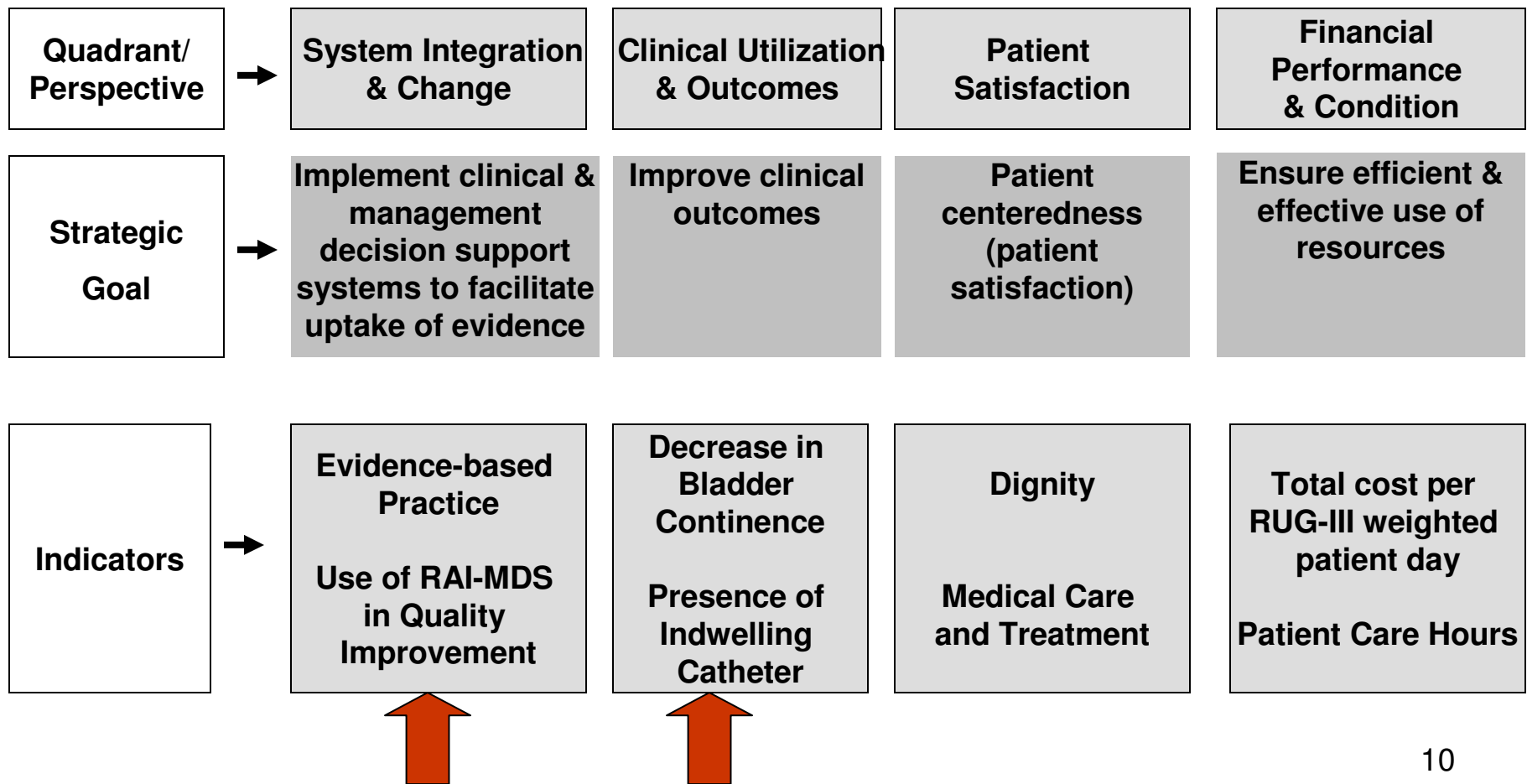
Hospital Strategy Map



...to develop a hospital sector strategy map.

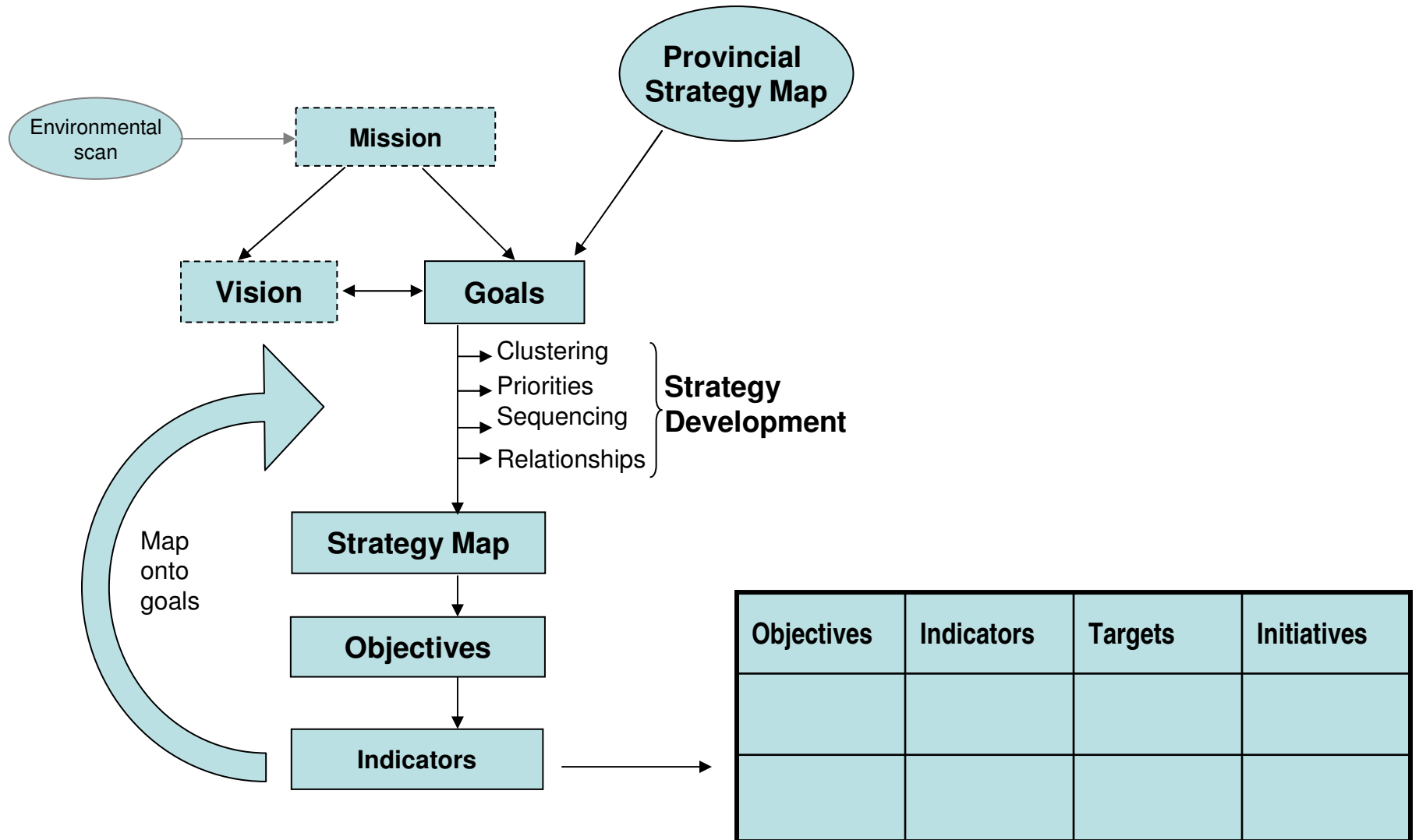


System level indicator results linked to system level strategic priorities can be used to identify opportunities for improvement and to implement multi-organizational initiatives...eg IC 5



Local organizational performance management

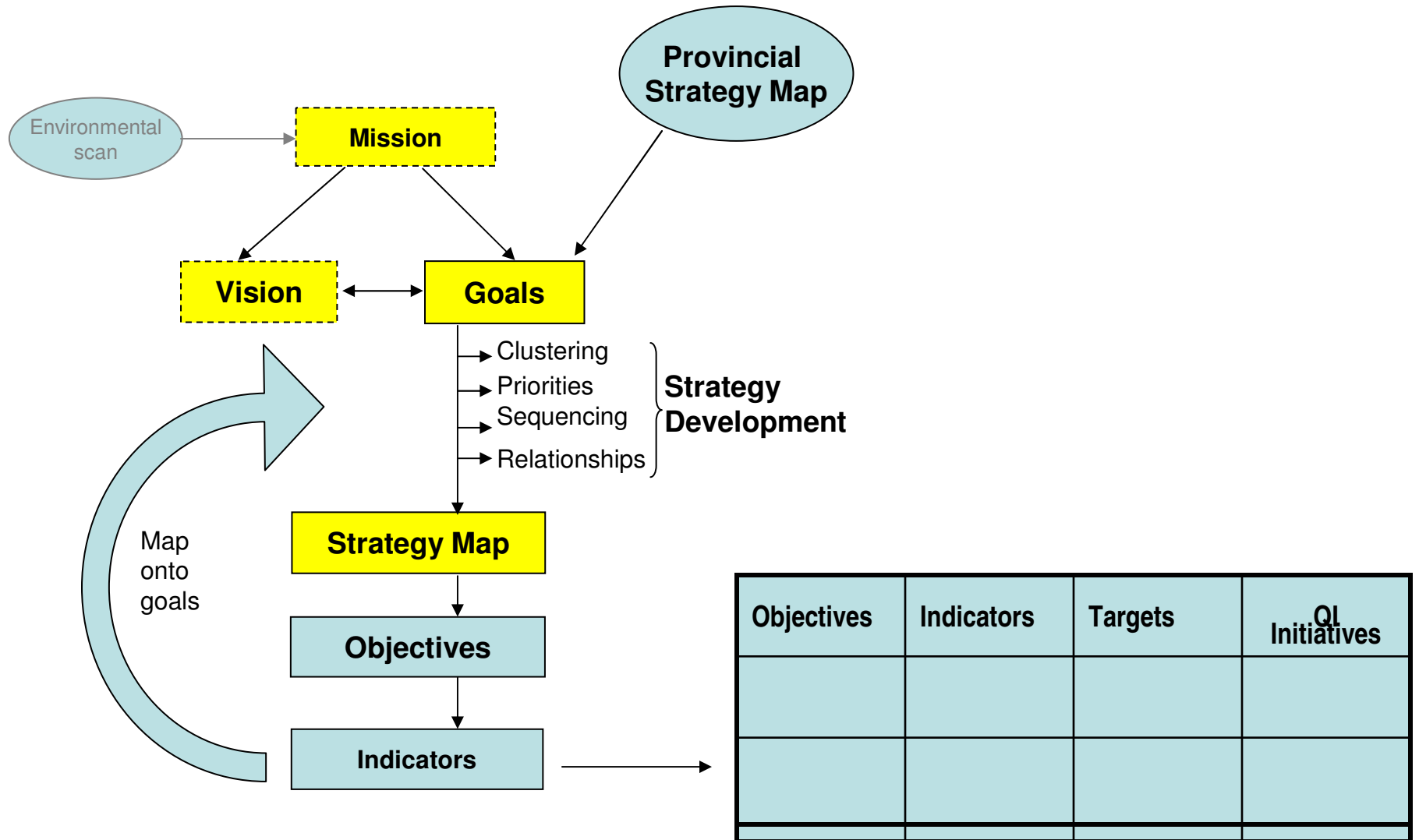
Performance management begins at the Board and continues to the front lines of care...



IHI: Seven leverage points for success...

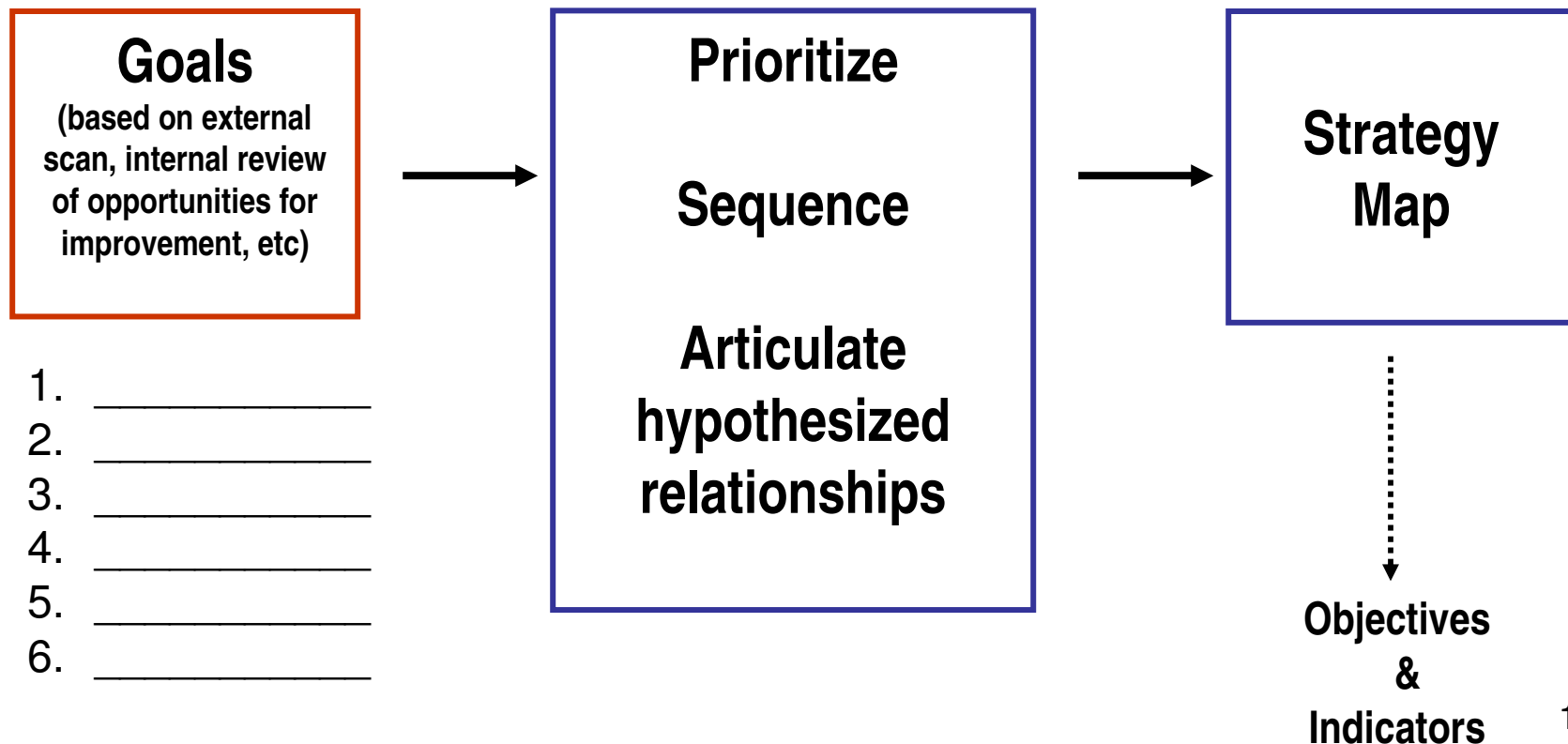
- Set system level aims/priorities and oversee their achievement at the Board
- Align aims/priorities, indicators and QI initiatives
- Channel attention to the aims and indicators throughout the organization
- Engage an effective and committed team
- Engage the CFO in achieving the aims
- Engage physicians in achieving the aims
- Ensure staff have the capability necessary to achieve the aims

Start by developing strategic goals that align with the organization's mission and vision...

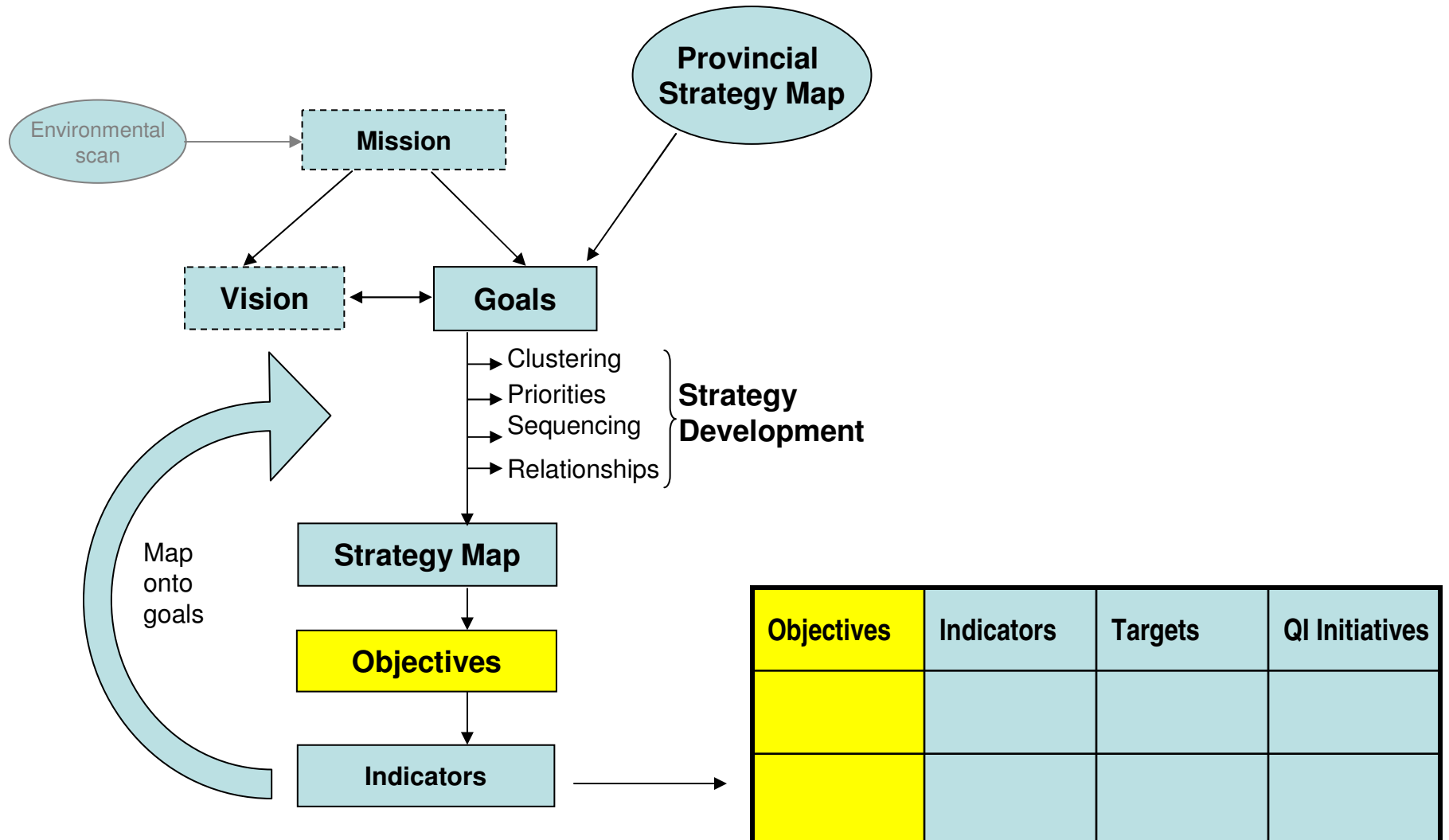


From which strategic goals are articulated, and then sequenced and clustered to develop a strategy map...

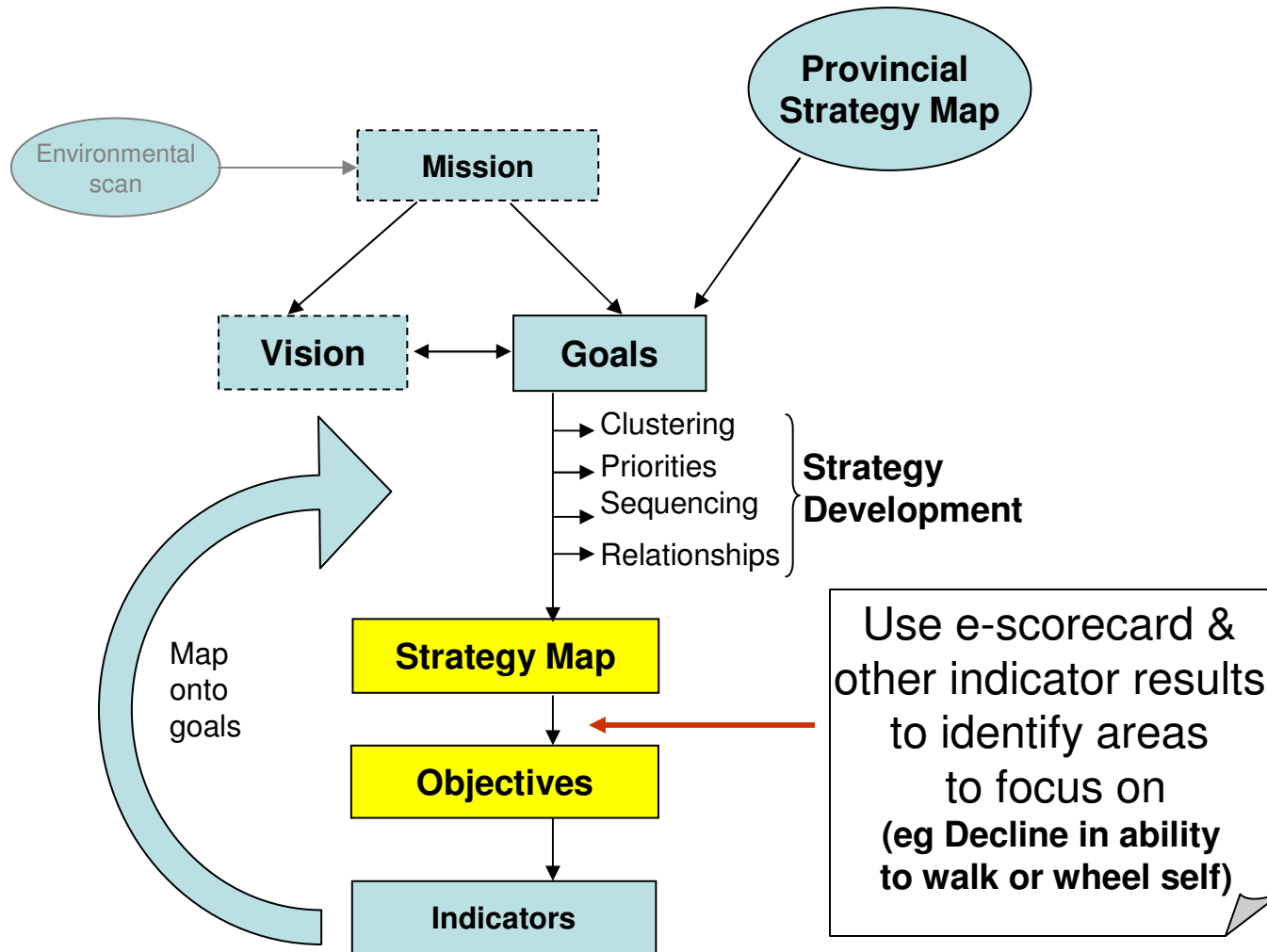
A strategy map articulates goals, clusters them and defines hypothesized relationships among them.



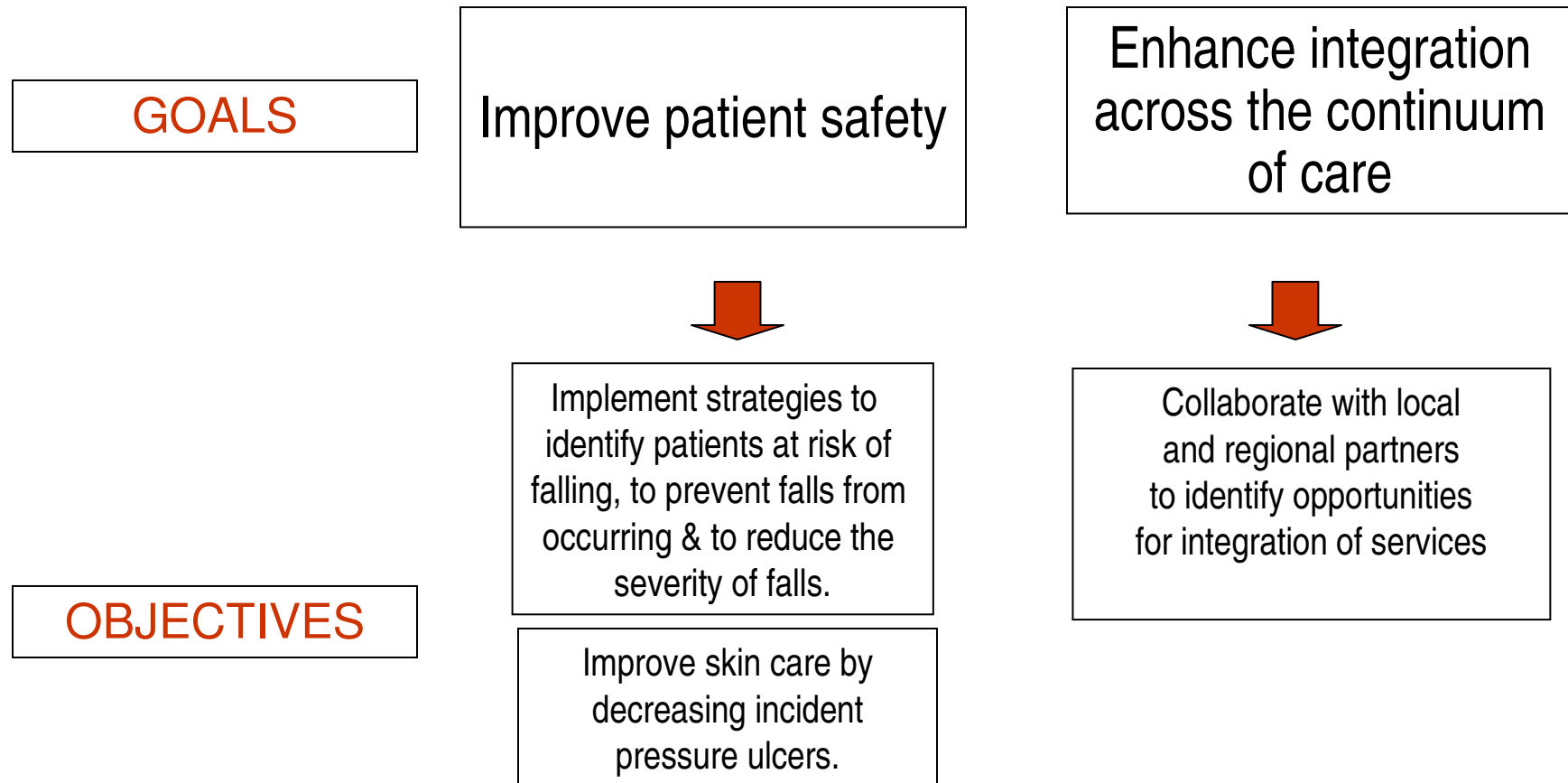
Once goals are articulated, objectives for each goal are defined...



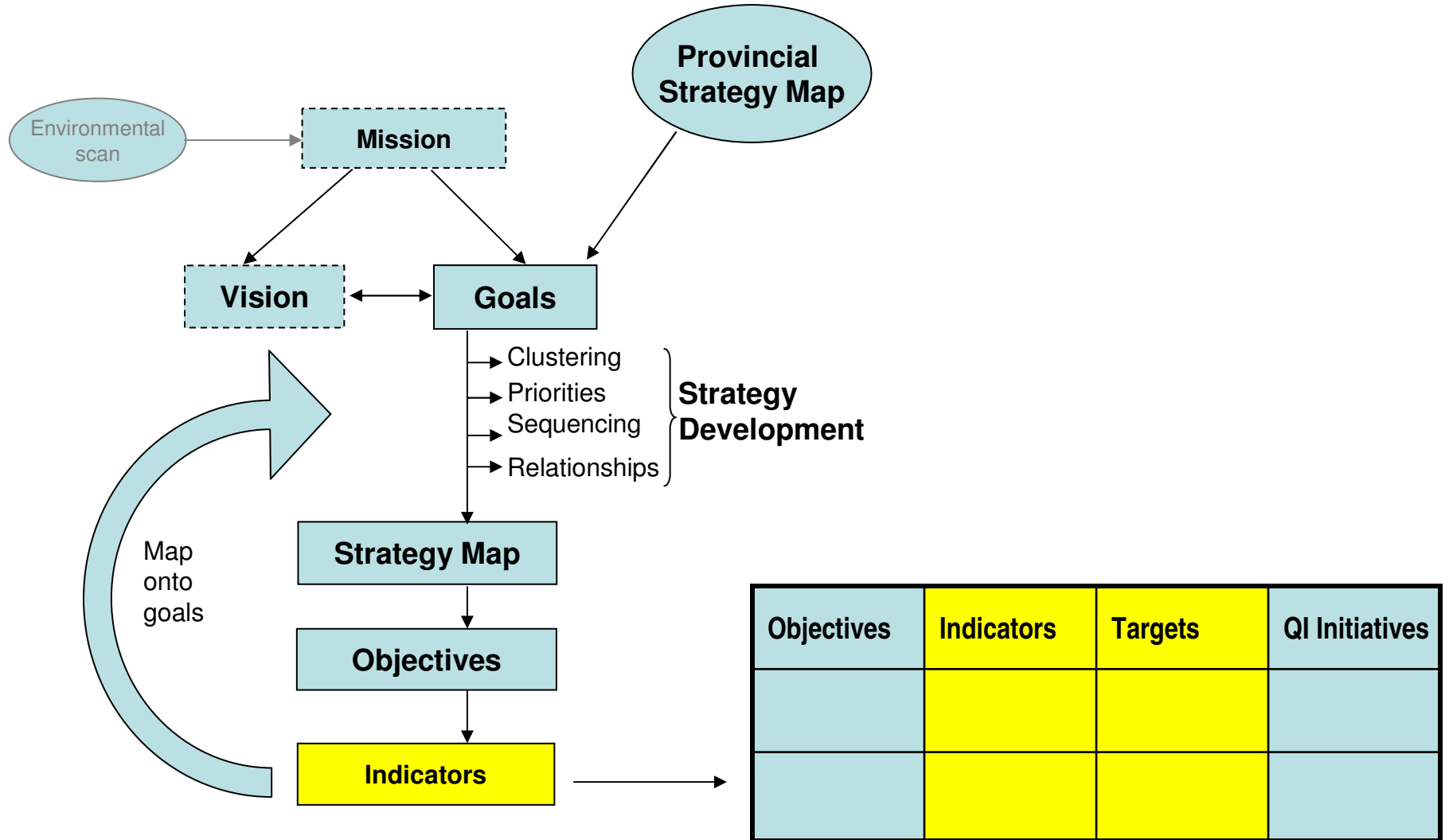
e-Scorecard can be used at the outset to help establish your objectives...



For each strategic goal, an organization could identify several objectives...



Once objectives are defined, indicators and targets can be established...



These are the indicators that will determine whether you are achieving your aims...

Local Integration

- Integration of Care (HR)

Reducing Falls

- Proportion of patients for whom a risk assessment is completed
- # falls/1000 patient days (~HR)
- # serious or critical falls/1000 patient days or serious/critical falls as a proportion of total falls

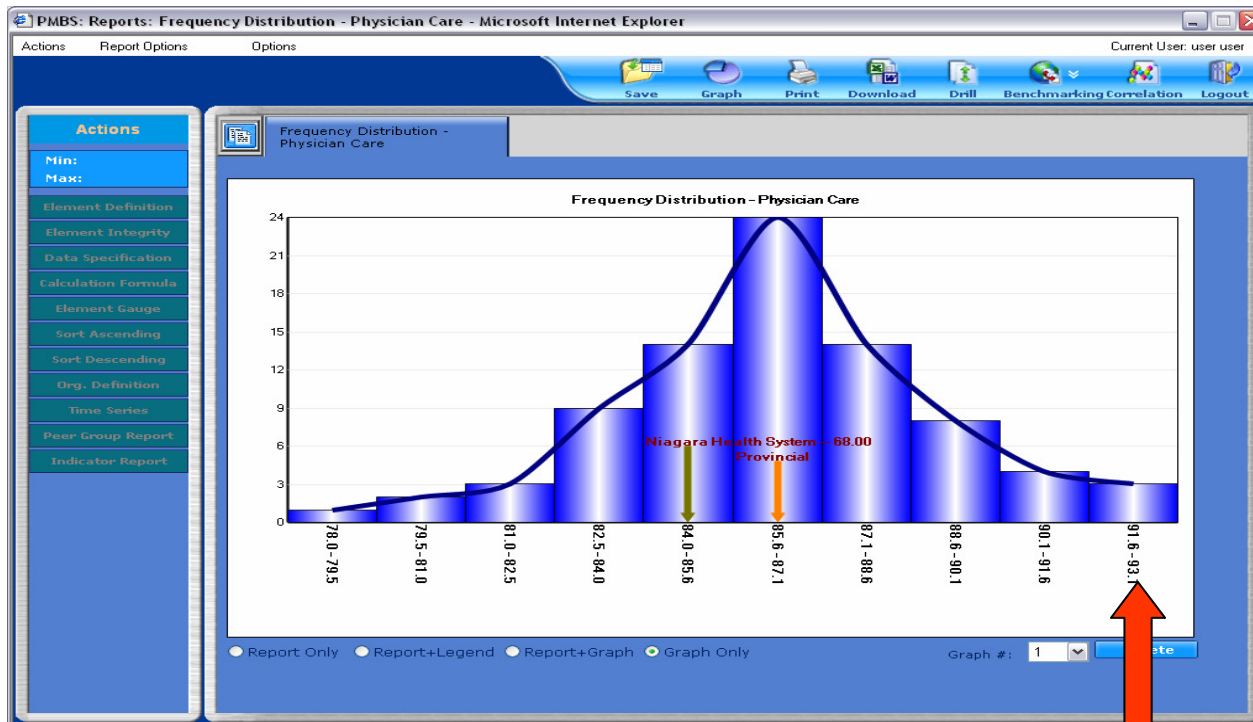
Decreasing Incident Pressure Ulcers

- Presence of pressure sores (HR)
- New stage 2 or greater skin ulcer (HR)

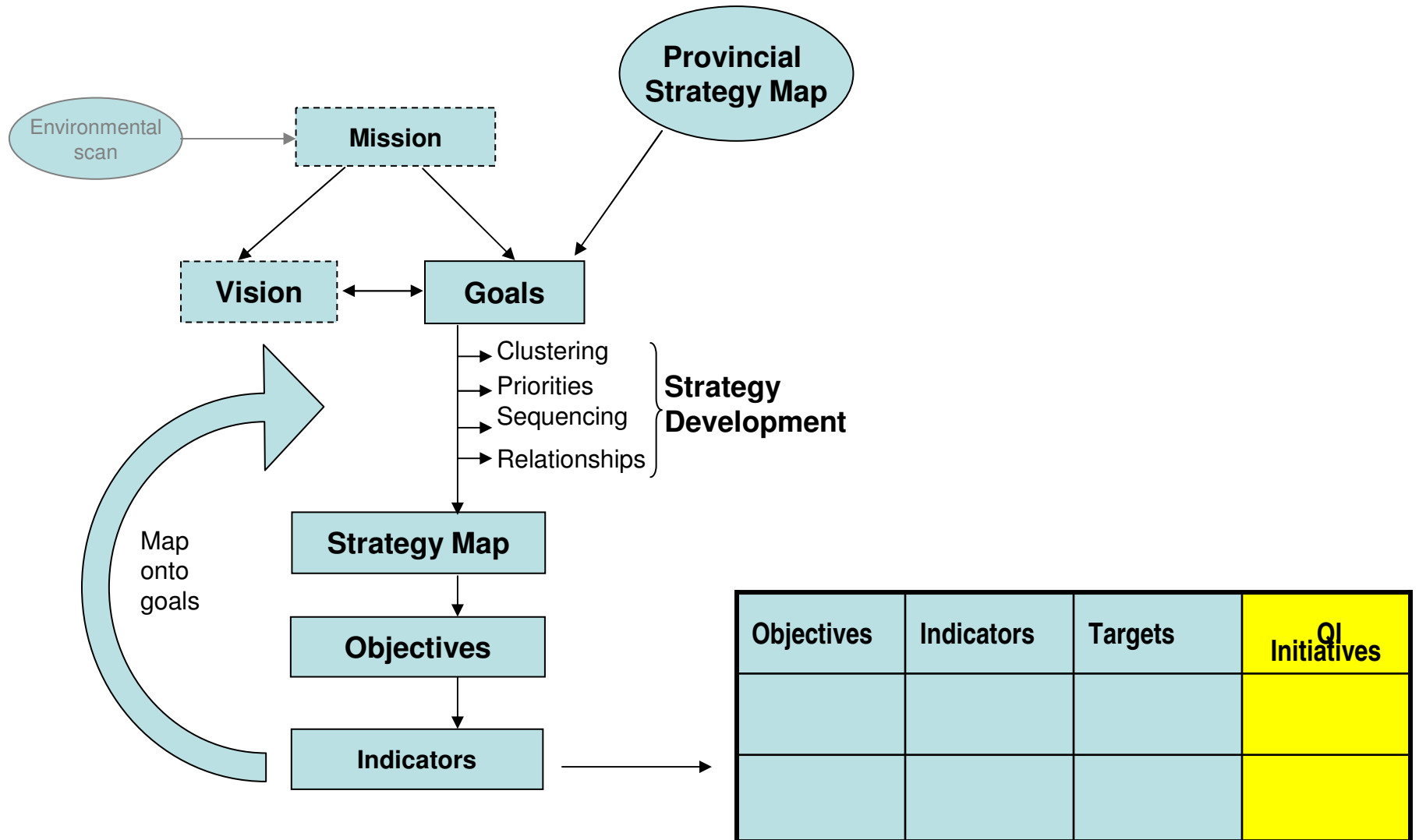
When setting organizational targets for indicators...

- Aim high
 - *Benchmarks vs theoretical ideal*
- Take dead aim
 - *“some is not a number, soon is not a time”*
- Aim wide
 - *Is it a pilot project or a core strategy?*

Use the e-Scorecard to identify hospitals doing well to learn about some “potentially best practices”; this may help to determine the type of QI initiatives you may undertake...

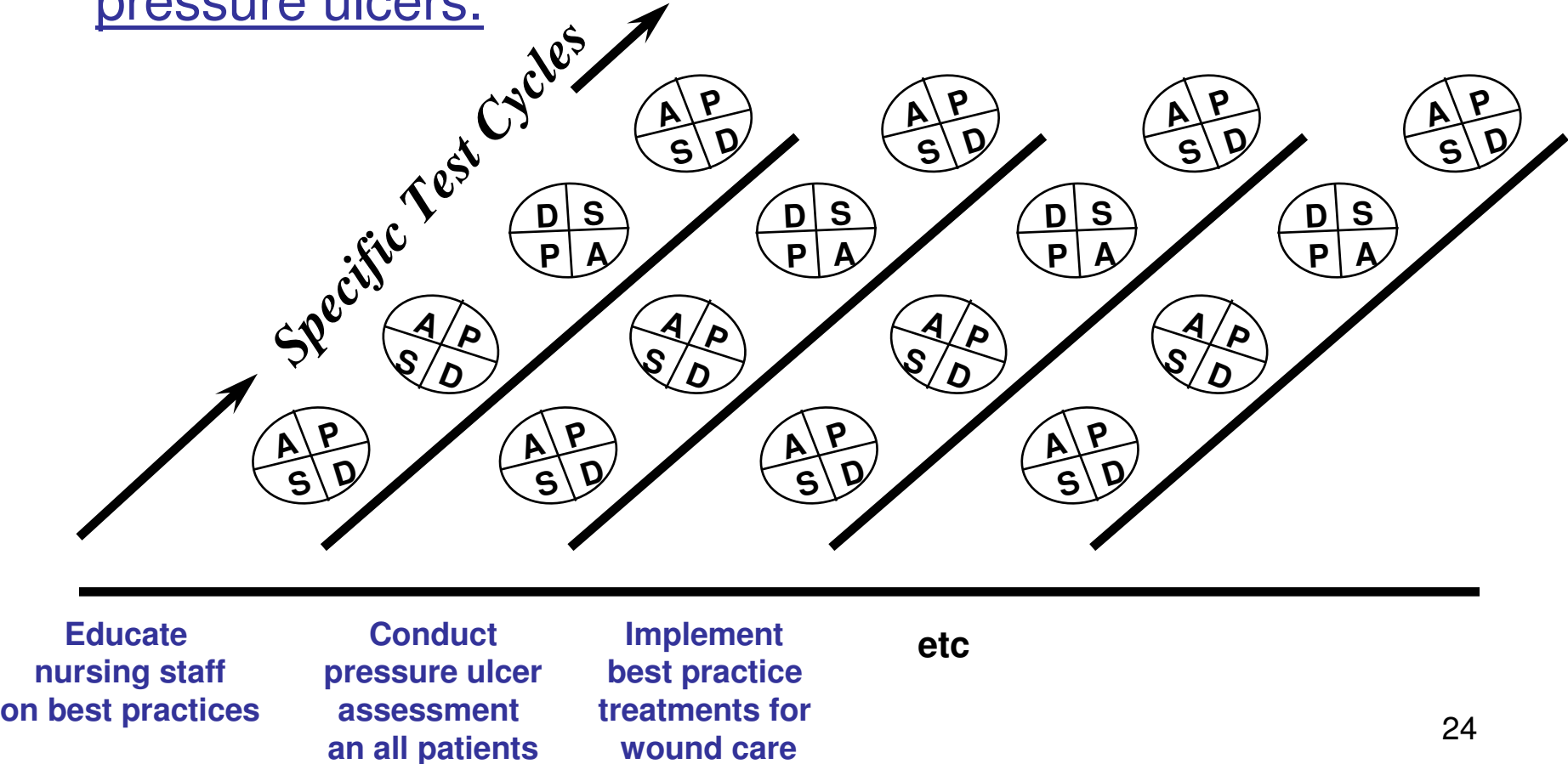


Decide on QI projects that will help you rapidly achieve your strategic goals...



And implement QI initiatives using the PDSA model for improvement...

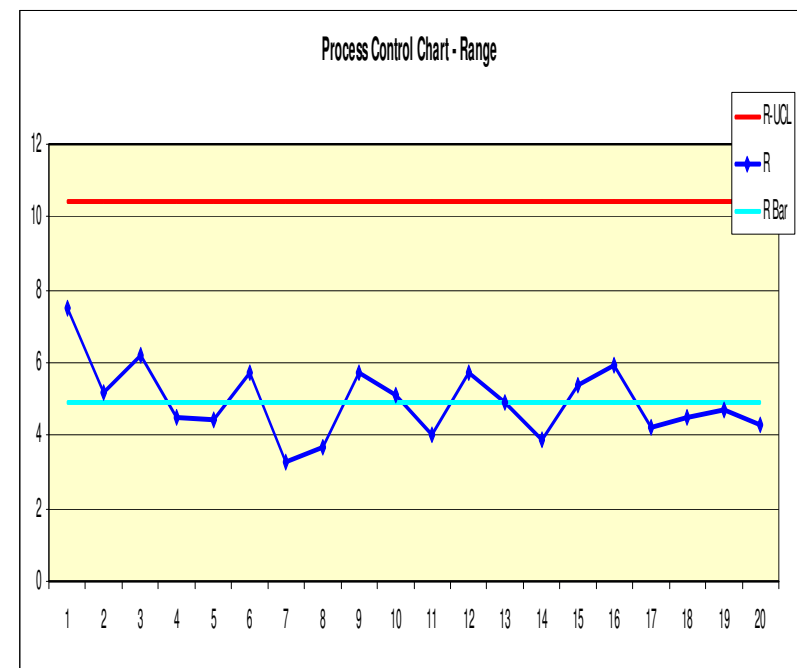
Objective: Improve skin care by decreasing incident pressure ulcers.



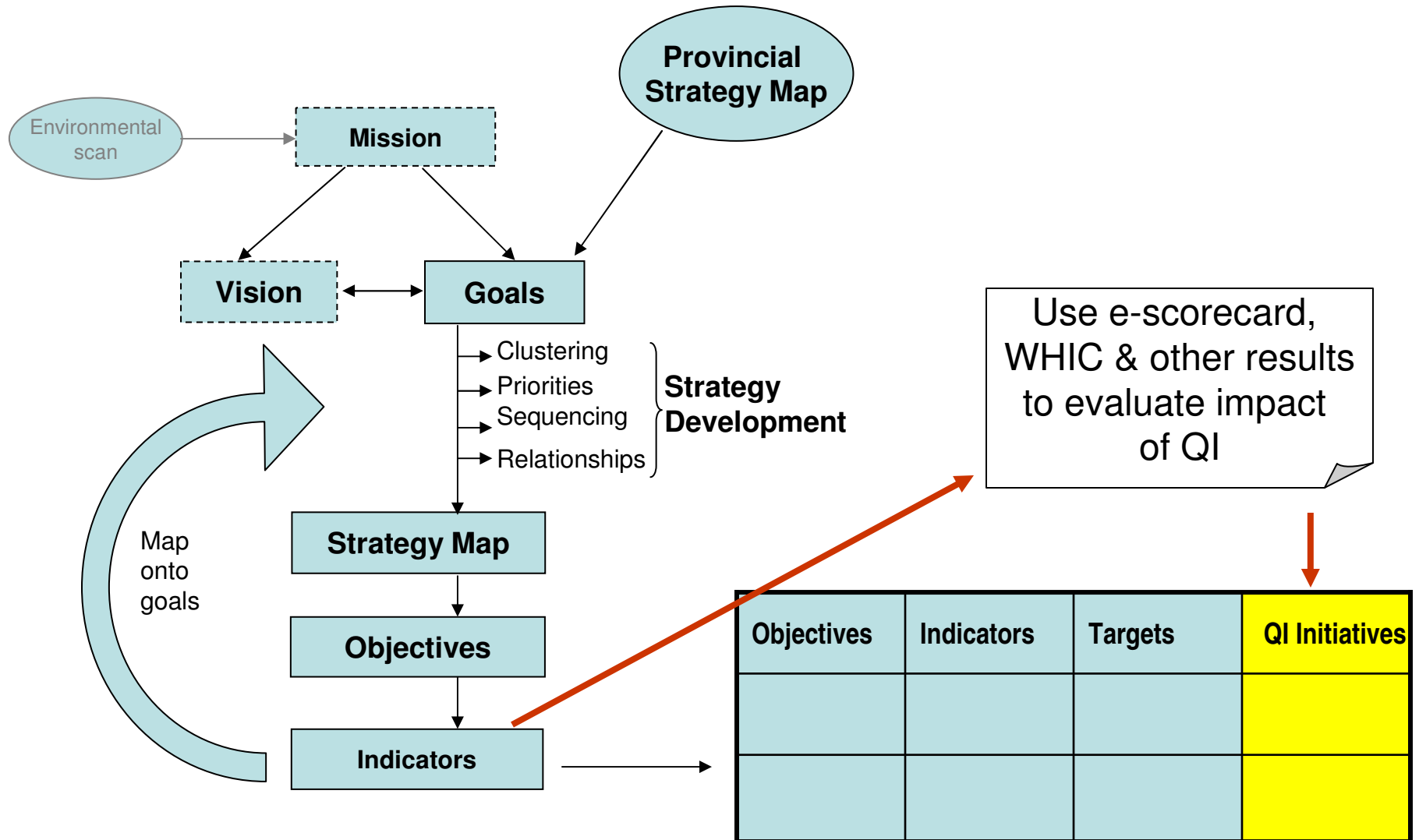
Use process and shorter term output measures on a daily/weekly/monthly basis to determine whether a change is an improvement...

Sample short term process indicators:

- # of joint initiatives started with community-based partners within a given period of time
- # falls
- # serious/critical falls
- # incident skin ulcers
- # stage 2 or greater skin ulcers



...AND monitor longer term outcomes at a corporate level to assess progress in achieving corporate indicator targets



Remember that...

- Leadership is key – in planning and in execution
- Alignment of vision, goals, indicators, QI initiatives is imperative
- Communication throughout the organization and understanding of individual contribution to the achievement of goals is essential
- High aims are valuable
- Moving only a few big dots at a time is important

Contact Information

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