

Strategy-Based Performance Management
Health Results Team
for Information Management
Alexandra Magistretti

QHN Spring Forum
April 25th-26th, 2006

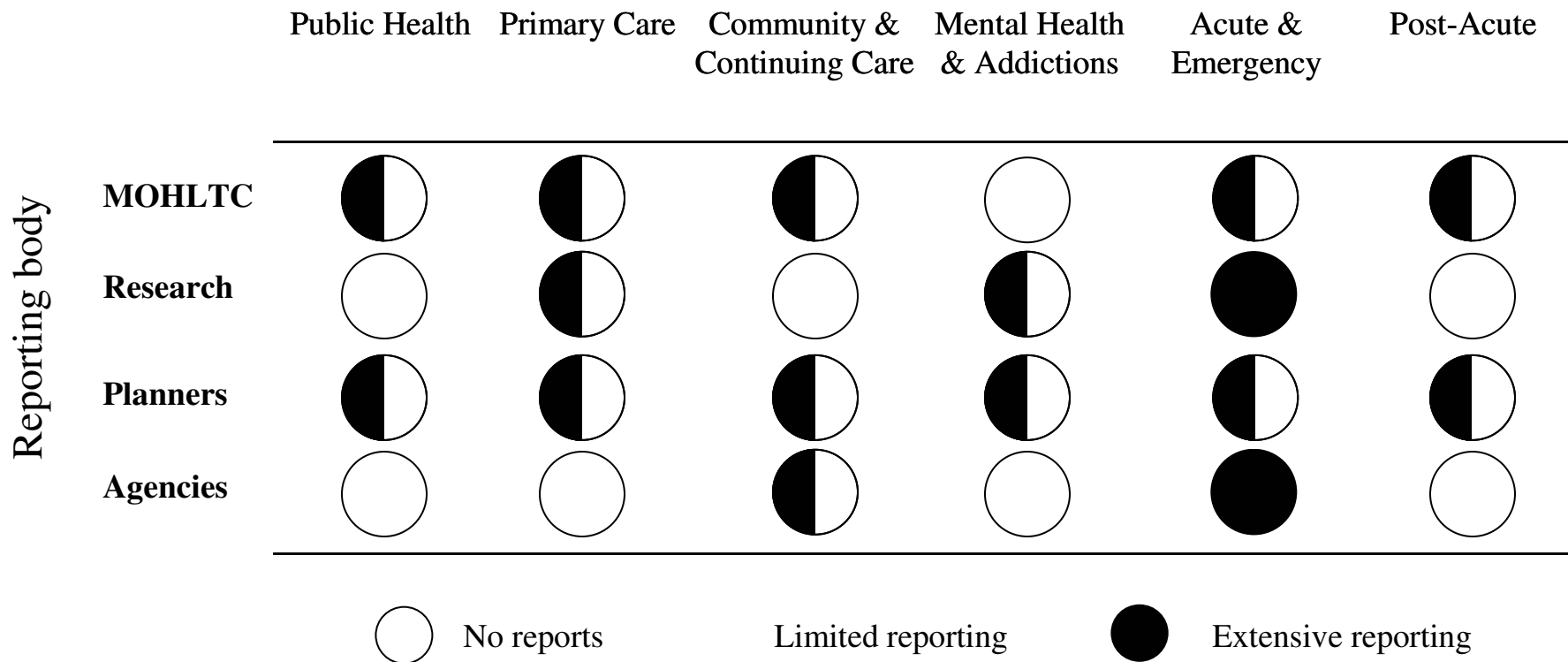
Background

- As part of the transformation agenda the ministry has mandated that:
 - systems be put in place to ensure that the performance of the health system is measured, managed, and oriented towards achieving better outcomes
 - the Government and health care providers be held accountable for what they have agreed to deliver
 - Ontarians are kept informed of progress in health care through public reporting
- HRT-IM has been working to develop tools, structures, and policies that are aimed at redirecting the health system toward a culture of accountability, continuous improvement, and outcome-driven management

Current Performance Reporting is Fragmented and Focused on Institutions, not the System

1. Some sectors have very sparse performance reporting
2. There is very limited linkage between reporting and improvement
3. Reporting bodies use incompatible methods and frameworks

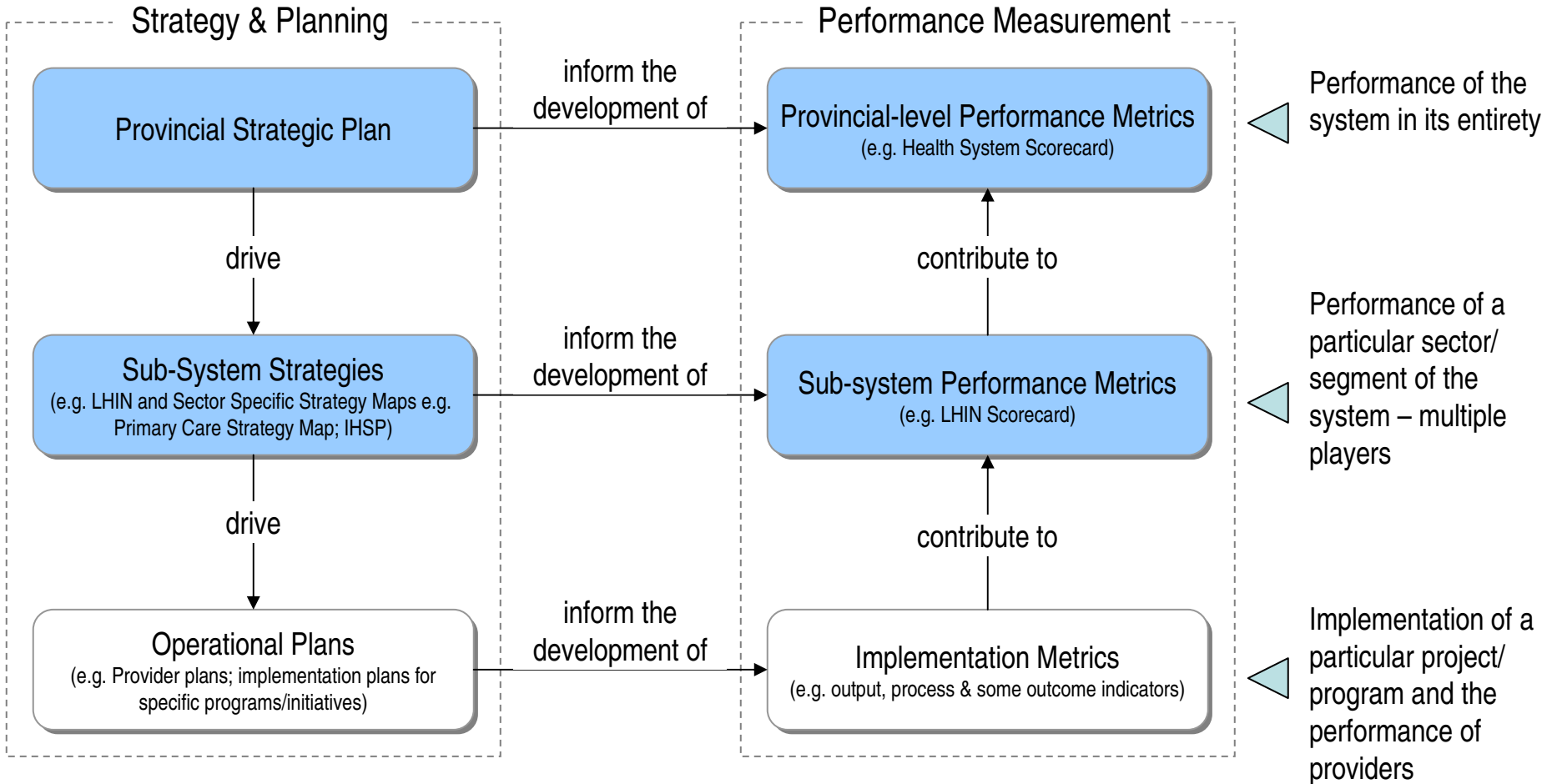
Performance Reports Released in 2003/04



Strategy-Based Performance Management

- HRT-IM has adopted a strategy-based approach to measuring and managing health system performance which will enable the alignment of strategies across different parts of the system and measurement of their impact within and across the system as a whole:
 - The link to strategy makes the alignment of accountability mechanisms and performance measures possible
 - Strategy fundamentally reflects a statement about what you are doing and what you hope to achieve
 - By connecting measures to these statements you can evaluate strategy, abandon strategies, and re-enforce or introduce new strategies
- This strategy-based approach is being used at the health system level, and is now being rolled-out across various sectors to create strategic alignment and improve performance

Strategy Drives Performance



Strategy Map:

A tool for articulating, aligning, and communicating strategic priorities

Successful Performance Management and Accountability Relies on Explicit Linkage between Strategy and Measures

What is a Strategy Map?

A formal, visual articulation of existing strategic goals of the health system and their inter-relationships

How is it useful?

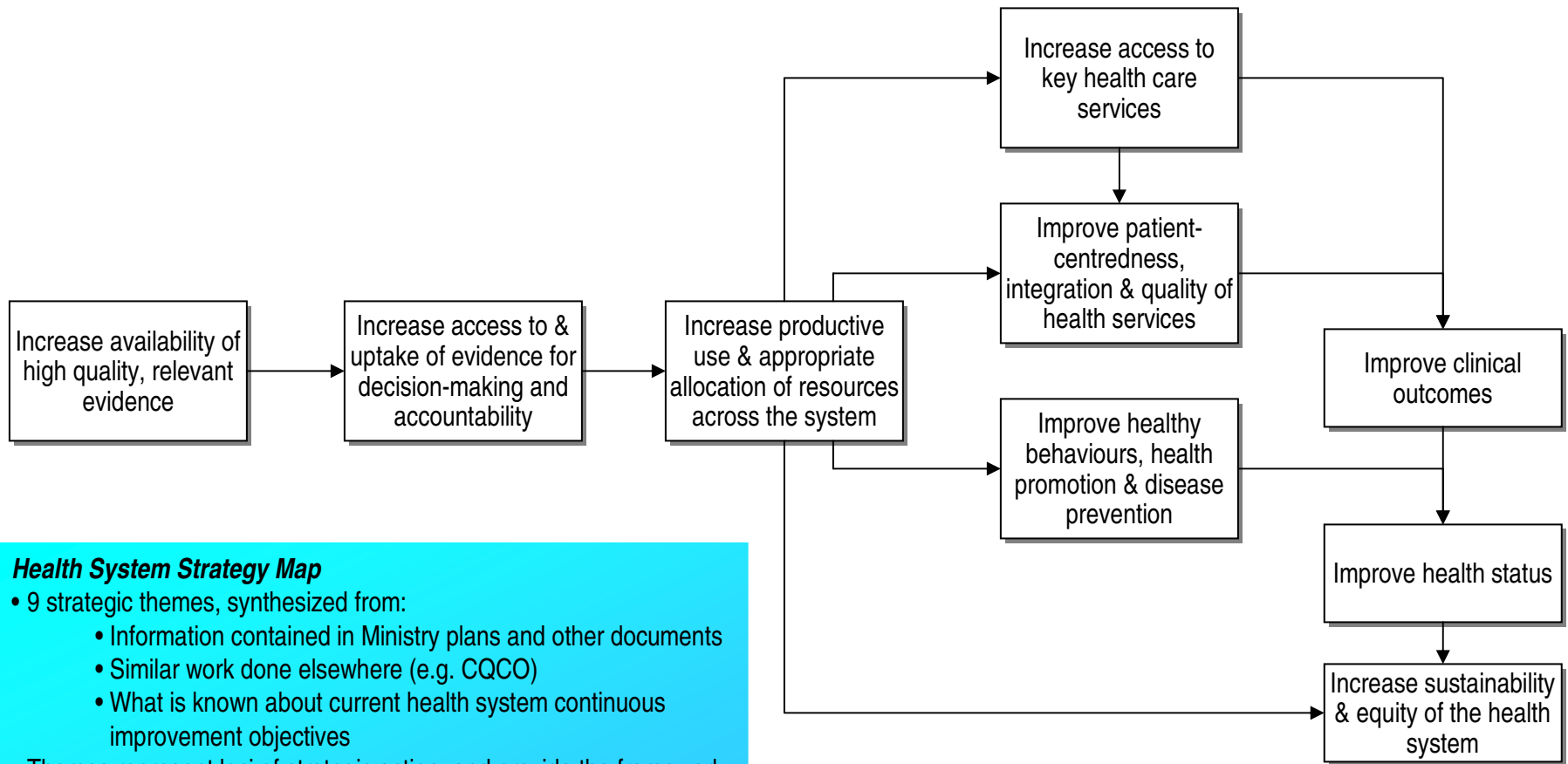
1. Tool for aligning different strategies
2. Framework for selecting performance indicators
3. Expression of dependencies among various strategies

How was the Ontario health system strategy map designed?

Strategic themes synthesized from:

1. Ministry annual budgeting plans
2. Similar work done elsewhere (e.g. Cancer Quality Council of Ontario)
3. Current knowledge of existing health system improvement objectives

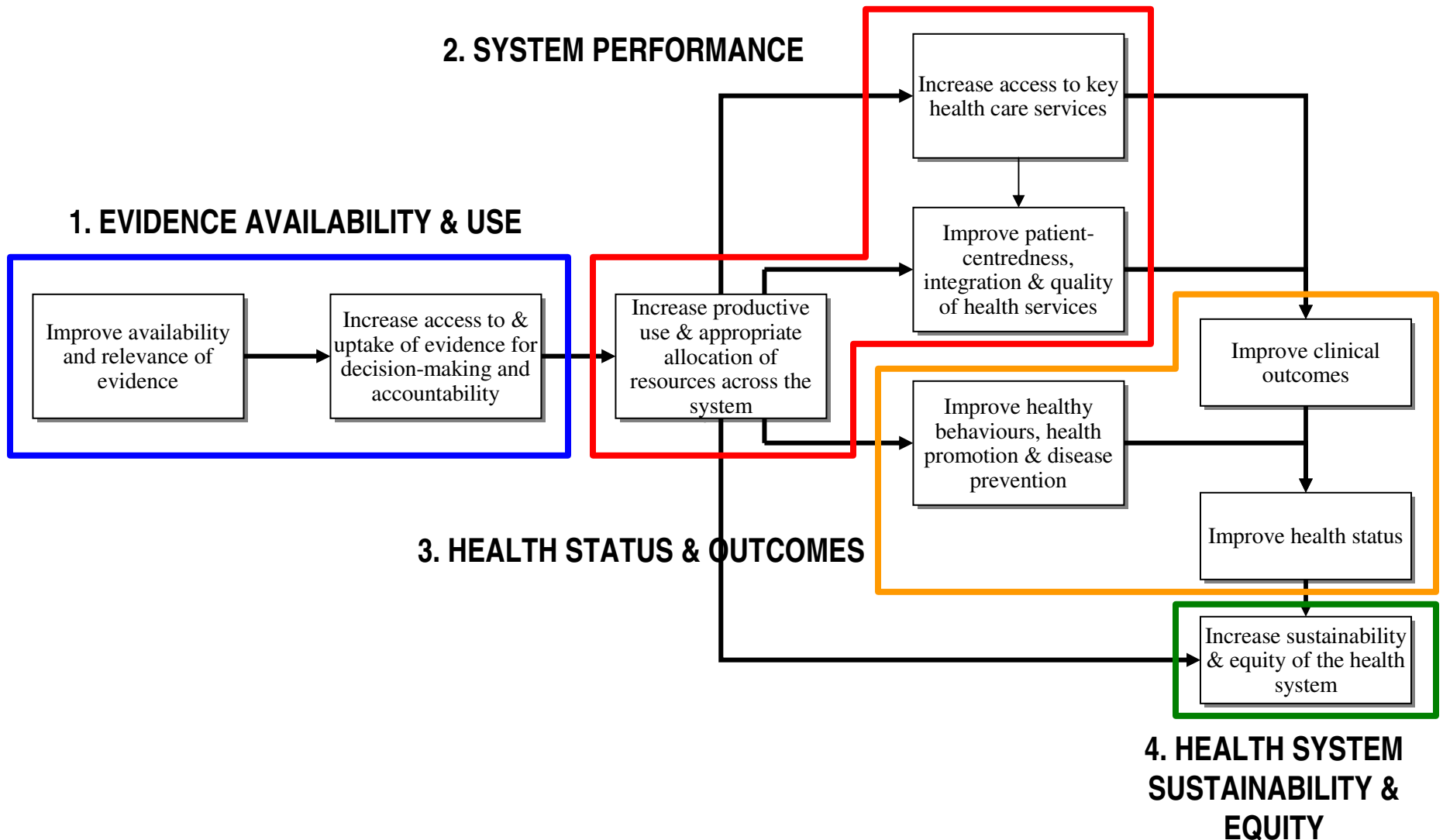
Health System Strategy Map: Describing How the Health System Creates Value



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

Health System Strategy Map: A Framework for Performance Measurement



Scorecard:

A tool for translating measures into action

Ontario's Health System Scorecard Measures Achievement of Health System Goals Articulated in the Strategy Map

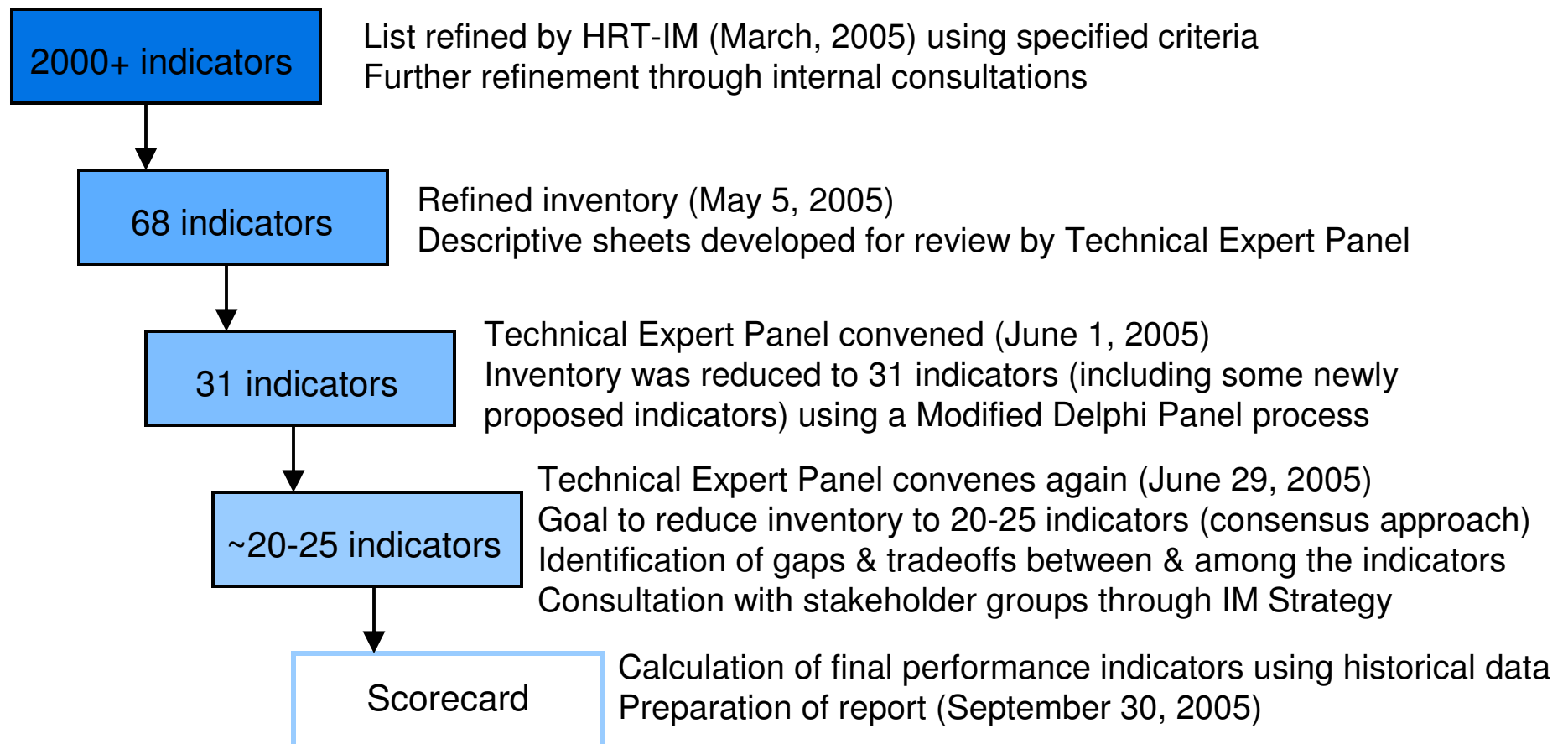
What is the purpose of the Scorecard?

1. To measure the achievement of high-level Health System goals based on Health System Strategies
2. To better manage health system performance with actionable measures leading to performance improvement

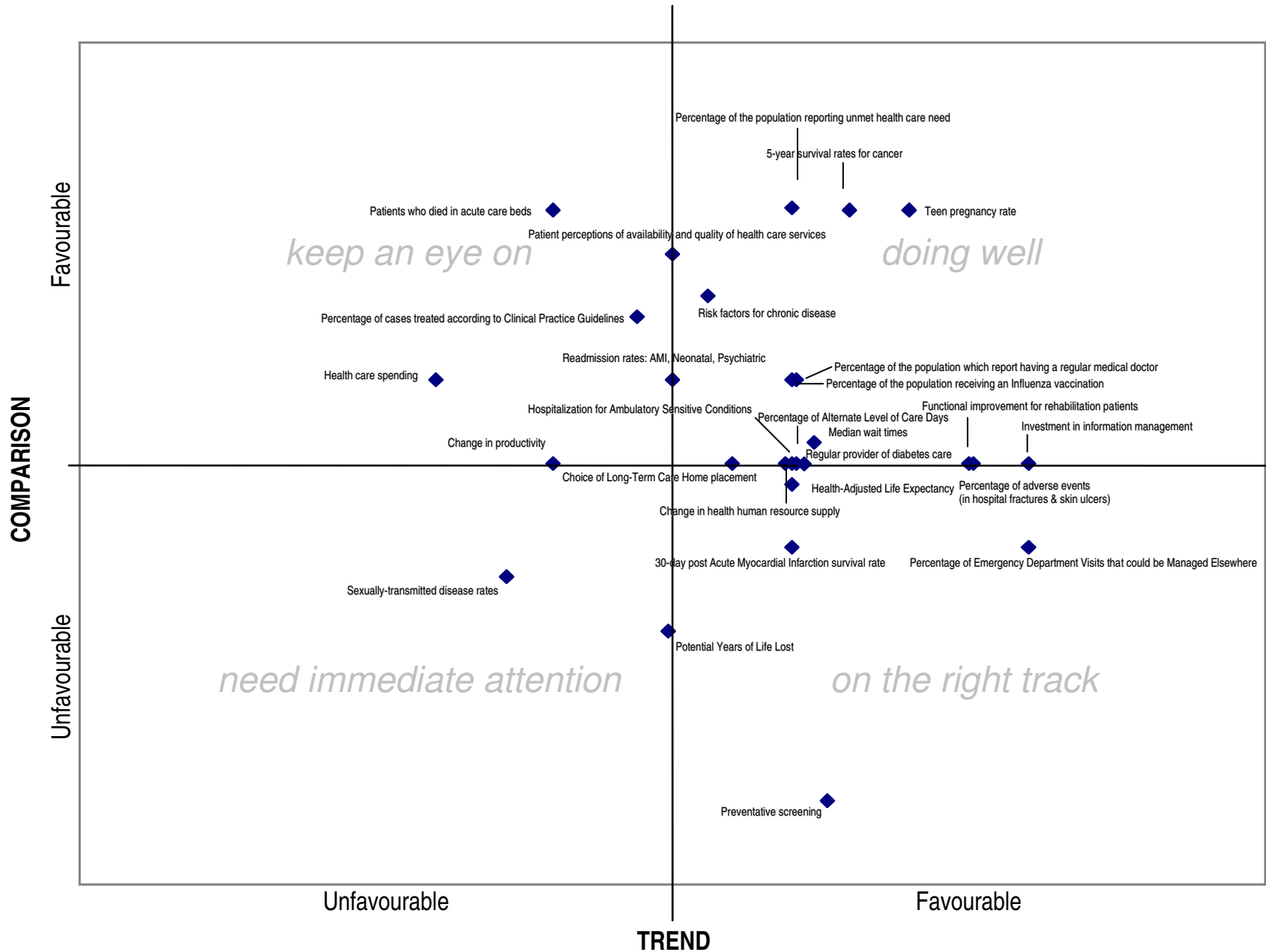
What is the vision for the Scorecard?

1. Scorecard to guide performance improvement efforts and support evidence-based decision making by leaders in the health system
2. Cascade performance reporting at multiple levels (i.e., LHIN-level, sector-level, provider-level) to ensure consistency in performance improvement
3. Each level to report on consistent indicators using agreed-upon methodologies

Health System Scorecard - Overview of Indicator Selection Process and Timelines



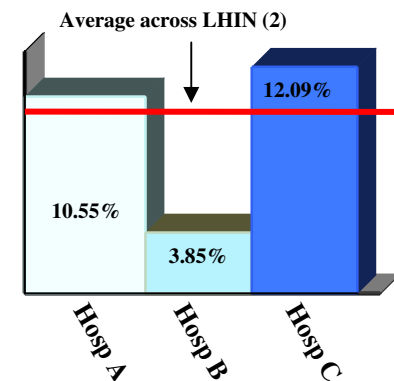
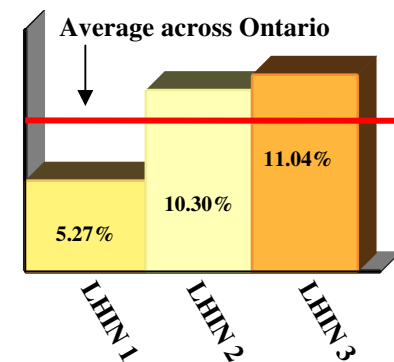
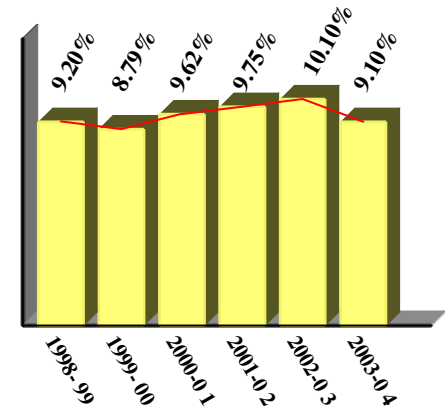
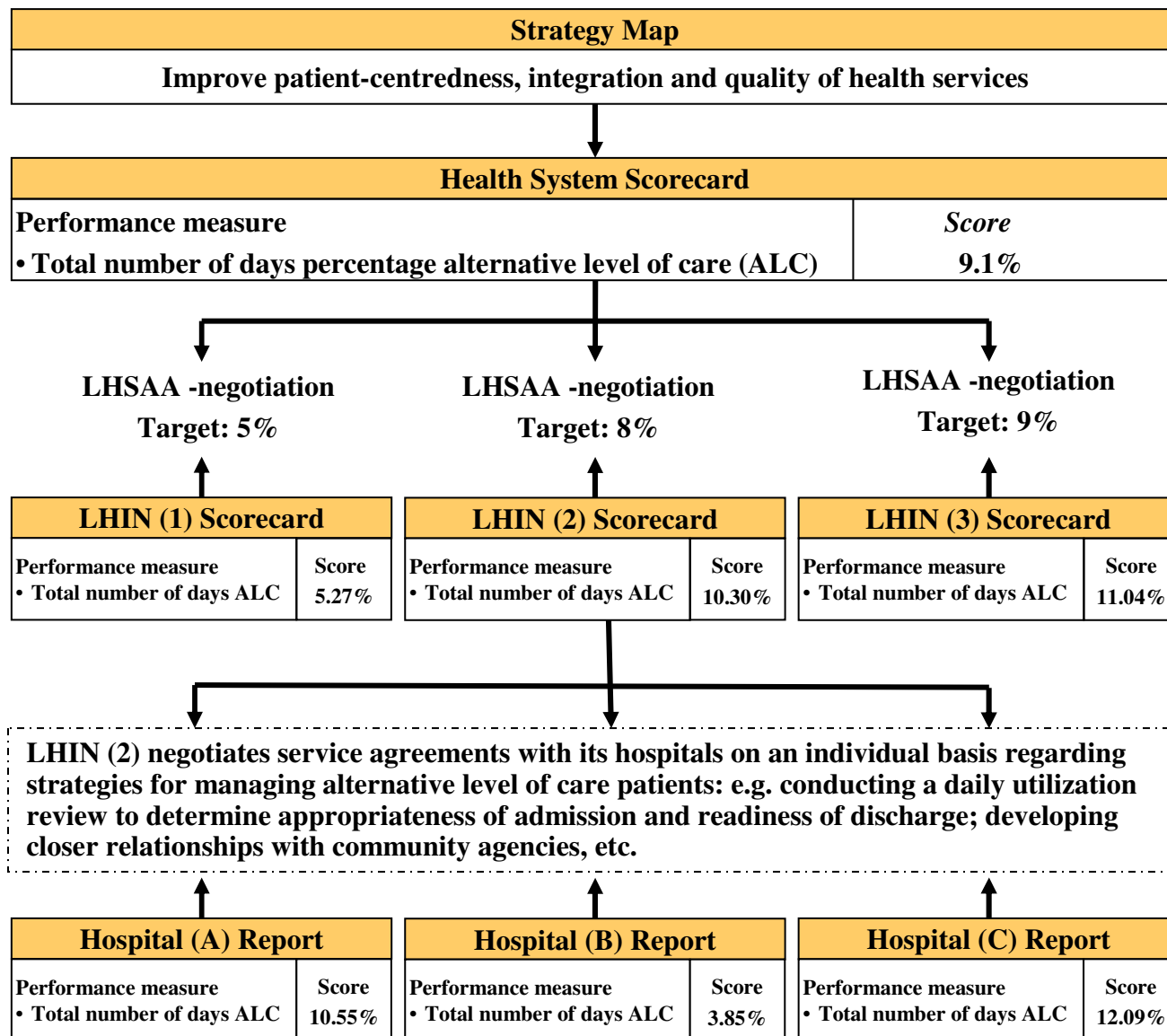
Managing Health System Performance through Scorecard Results



Health System Goals and Measures of Performance

Strategic Goals	Dimensions of Performance	What is being Measured?	Performance Sub-dimensions	Indicators
Improve availability and relevance of evidence	Quality of information	Is there information of sufficiently high quality to support decision-making?	<ul style="list-style-type: none"> ○Appropriateness of allocation of resources ○Availability of evidence ○High quality evidence 	Availability of High Quality, Relevant Evidence
Increase access to and uptake of evidence for decision-making and accountability	Decision-making and accountability	Are we managing the health care system based on a body of sound evidence?	<ul style="list-style-type: none"> ○Increased access to evidence ○Increased uptake of evidence 	% of clinical cases being treated according to evidence-based clinical practice guidelines
Increase productive use and appropriate allocation of resources across the system	Health system resources	Are we making effective use of our resources?	<ul style="list-style-type: none"> ○Appropriate allocation of resources to achieve clinical outcomes ○Productive use of resources to achieve financial efficiency 	Percentage of Alternate Level of Care (ALC) Days
				Emergency Room Visits that could be Managed Elsewhere
				Hospitalization Rate for Ambulatory Care Sensitive Conditions (ACSC)
Increase access to key health services	Access	Are those in need of care able to access services when they need them?	<ul style="list-style-type: none"> ○Availability of programs and services 	Median Wait Times in the Priority Areas
				Population aged 12 and older who report having a regular medical doctor
				Regular Provider of Diabetes Care
				Percentage of Population who Report Unmet Need
Improve patient-centeredness, integration and quality of health services	Quality of care	During their interaction with the health care system, are patients receiving care of sufficiently high quality?	<ul style="list-style-type: none"> ○Appropriate ○Acceptable ○Responsive ○Competent ○Safe ○Continuous 	Percentage of Patients with Cancer who Died in Acute Care Beds
				Perceptions of Availability and Quality of Health Care Services
				Inpatient Readmission Rates for Acute Myocardial Infarction, Psychiatric, and Neonatal
				Percentage of People Accommodated in their First Choice of Long Term Care Home
				Percentage of Adverse Events: In-Hospital Fracture from Falls, Percent of Chronic Stay Patients in Complex Continuing Care with New Stage 2 or Greater Skin Ulcers
Improve healthy behaviours, health promotion and disease prevention	Healthy living	How well are we performing in terms of keeping people healthy?	<ul style="list-style-type: none"> ○Health promotion ○Disease prevention 	Risk Factors for Chronic Disease
				Flu Vaccination
				Preventive Screening
Improve clinical outcomes	Clinical outcomes	What are the results of care received by patients?	<ul style="list-style-type: none"> ○Clinical effectiveness 	30-day Post-Hospital AMI Survival Rate
				Five-year Survival Rate : Prostate, Breast, Colorectal and Lung Cancer
				Measure of Functional Improvement for Rehabilitation Patients
Improve health status	Health status	How healthy are Ontarians?	<ul style="list-style-type: none"> ○Health conditions ○Human Function ○Well-being ○Mortality 	Teenage Pregnancy Rate
				Sexually Transmitted Disease Rates
				Potential Years of Life Lost (PYLL)
				Health Adjusted Life Expectancy (HALE) for Overall Population
Increase sustainability and equity of the health system	Sustainability and equity	Does the system provide health care equitably to all residents of the province and is it sustainable for the long-term?	<ul style="list-style-type: none"> ○Financial ○Technology/Capital infrastructure ○Human Resources ○Confidence in the health system 	Health Care Spending
				Change in Productivity
				Change in Health Human Resources Supply
				Investment in Information Management

Cascading Goals and Measures from the System to LHINs and Health Care Providers



Summary of the Strategy Map/Scorecard Approach to Performance Measurement

- The Strategy Map and Health System Scorecard are an innovative approach to improving health system performance rather than simply measuring it
- The strategic framework drives the selection of performance indicators
- It employs a comprehensive and flexible framework in which indicators are not interpreted in isolation but as a comprehensive set of measures
- It is a required first step towards managing and improving health system performance in Ontario, with a vision to incorporate companion tools for use at a LHIN & provider level

Health Results Team for Information Management

Information Management News



"We have had a lot of success so far in starting to build capacity and capability for change. I am very proud to be leading this effort."

David Brown, Lead, Health Results Team, Information Management

In this issue of Information Management News, you will find out more about two major upcoming initiatives led by the Health Results Team for Information Management (HRT-IM): the development of the first health system scorecard and the establishment of Local Data Management Partnerships.

Not only do these two initiatives represent a major step forward, they epitomize what the Health Results Team stands for: innovation and collaboration.

The scorecard, slated for completion in the fall, will provide the means to measure the quality, value and sustainability of the health system. The development of the scorecard is based on the identification of strategic health system goals through strategy mapping.

The strategy map and scorecard are the foundation for all our performance measurement initiatives, which are designed to drive further performance improvement.

Together, they represent the first step towards the ultimate goal of aligning strategic objectives and measures in all sectors of the health system.

Local Data Management Partnerships will provide the much-needed structure to support data management throughout the province. By leveraging strengths and local expertise, they will help improve Ontario's data quality.

These are major accomplishments that would not have been possible without all the hard work and invaluable input of hundreds of individuals, inside the Ministry of

Health Results Team for Information Management (HRT-IM)

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The Power of Partnerships: Mobilizing Locally for Data Quality - 3

Achieving Successful System Redesign - 4

Health and Long-Term Care (MOHLTC) and in the field, from practitioners to system managers.

We have had a lot of success so far in starting to build capacity and capability for change. I am very proud to be leading this effort.

My team and I are looking forward, this fall, to sharing these and other successes with our health system stakeholders during our first round of stakeholder consultation sessions. We welcome the opportunity to seek your input regarding some key deliverables for the Information Management Strategy.

Best regards,

Ashleim D. Brown



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