

Choose the clinical area you want to evaluate: Undertaking performance evaluation can be a laborious and time-consuming process, and for it to be meaningful, carefully selecting a clinical area for evaluation is very important.

**CLINICAL AREA for EVALUATION** (e.g. rehabilitation following unilateral below knee and above knee amputation)

Check to see if the selected clinical area satisfies any of the following (tick the box):

Is it important and relevant to the group for which the performance measurement system is being produced?

Is it problem-prone and with high frequency of occurrence, or is it suspected of overuse, underuse, or misuse?

Does it have strong financial impact?

Does it have the potential to improve health care delivery and outcomes?

Has it recently undergone major changes?

Does it have proven and significant variation in quality of service among health care providers?

Is it considered high risk for patients?

*References:*

- Marshall, M & Davies, H 2000, 'Performance Measurement and Management of Healthcare Professionals', *Disease Management and Health Outcomes*, vol. 7, no. 6, pp. 306-314.
- Geraedts, M, Selbmann, H & Ollenschlaeger, G 2003, 'Critical appraisal of clinical performance measures in Germany', *International Journal for Quality in Health Care*, vol. 15, no. 1, pp. 79-85.
- Mainz, J 2003, 'Developing evidence-based clinical indicators: a state of the art methods primer', *Internal Journal for Quality in Health Care*, vol. 15, no. supplement 1, pp. i5-i11.

**GOALS for PERFORMANCE EVALUATION** (e.g. Reduce length of stay in the hospital; examine compliance with clinical practice guidelines)

Which of these domains will be the targets of your performance evaluation (tick the box)?

- Acceptability
- Accessibility
- Appropriateness
- Care environment and amenities
- Continuity
- Competence or capability
- Effectiveness
- Improving health or clinical focus
- Expenditure or cost
- Efficiency
- Equity
- Governance
- Patient-centeredness
- Safety
- Sustainability
- Timeliness
- Utilisation

❖ Performance evaluation typically targets more than one dimension.

#### References

- Veillard, J, Champagne, F, Klazinga, N, Kazandjian, V, arah, O, Guisset, A 2005, 'A performance assessment framework for hospitals: the WHO regional office for Europe PATH project', *International Journal for Quality in Health Care*, vol. 17, no. 6, pp. 487-496.
- Tawfik-Shukor, A, Klazinga, N, Arah, O 2007, 'Comparing health system performance assessment and management approaches in the Netherlands and Ontario, Canada', *BMC Health Services Research*, 7:25.
- Nuti, S, Seghieri, C, Vainieri, M 2013, 'Assessing the effectiveness of a performance evaluation system in the public health care sector: some novel evidence from the Tuscany region experience', *Journal of Management and Governance*, vol. 17, pp. 59-69.
- Beyan, O & Baykal, N 2012, 'A knowledge based search tool for performance measures in health care systems', *Journal of Medical Systems*, vol. 36, pp. 201-221.

SUMMARY of CLINICAL PERFORMANCE EVALUATION SYSTEM

<p><b>Clinical Performance Area for Evaluation</b></p>	<p>Example: Rehabilitation following unilateral below knee and above knee amputation</p>		
<p><b>Goals</b> <i>Describe what the department/organisation aims to achieve; should be SMART (Specific, Measurable, Attainable, Realistic, Time bound)</i></p>	<p>Example Examine compliance with guidelines; improve services and decrease the length of stay</p>		
<p><b>Performance Measures</b> <i>A performance measure or indicator is used to assess a particular health care structure, process or an outcome. It is based on standards of care, which can be evidence-based or, in the absence of scientific evidence, determined by an expert panel of health practitioners based on their experience.</i></p>	<p><b>Structure</b> Evaluate the means and resources used by the health system to deliver services Examples</p> <ul style="list-style-type: none"> <li>• Existence of a locally agreed, amputee-specific outcome measure for gait</li> <li>• Existence of a protocol for checking the residual limb before, during, and after treatment</li> </ul>	<p><b>Process</b> Examine the interaction between health practitioners and patients; assess what the health practitioner did for the patient and how well it was done Examples</p> <ul style="list-style-type: none"> <li>• Percentage of patients whose gait was evaluated using a validated outcome measure</li> <li>• Percentage of patients provided with falls education</li> </ul>	<p><b>Outcome</b> Examine the change in patients' health status which can be attributed to the effectiveness of the treatment. Examples</p> <ul style="list-style-type: none"> <li>• Average length of stay (for below knee amputees and for above knee amputees)</li> <li>• Average % change in FIM (Functional Independence Measure) score</li> </ul>

What data do you need to collect to measure structure, process and outcomes?

For each of your performance measure, determine where you will obtain the most useful information.

<b>Performance Measures</b>	Administrative data	Medical records/case notes	Patient survey	Other information system
<p><b>Structure</b></p> <p><u>Example</u></p> <p>Protocol for checking the residual limb</p> <p>1.</p> <p>2.</p>	✓			
<p><b>Process</b></p> <p><u>Example</u></p> <p>Gait examination using a validated outcome measure</p> <p>1.</p> <p>2.</p>		✓		
<p><b>Outcomes</b></p> <p><u>Example</u></p> <p>Improved ability to perform activities of daily living as measured by Functional Independence Measure</p> <p>1.</p> <p>2.</p>		✓		

Is there other information that you need to collect that cannot be obtained from these sources? E.g. practitioner competencies

Map the time that will be spent on each task

TASK	Months											
<b>Be prepared</b> <ul style="list-style-type: none"> <li>Examine your ability to undertake the process (identify barriers to performance evaluation)</li> <li>Implement strategies to address the barriers</li> </ul>												
<b>Organise your evaluation team</b>												
<b>Identify clinical area for performance evaluation</b> <ul style="list-style-type: none"> <li>Check criteria for selection</li> </ul>												
<b>Set goals for performance evaluation</b> <ul style="list-style-type: none"> <li>Quality, productivity, output, customer satisfaction, etc.</li> </ul>												
<b>Identify performance measures</b> <ul style="list-style-type: none"> <li>Measure what really matters</li> <li>Examine the quality of clinical performance measures</li> </ul>												
<b>Determine sources of information</b> <ul style="list-style-type: none"> <li>Consider multiple sources</li> </ul>												
<b>Implement performance evaluation</b> <ul style="list-style-type: none"> <li>Gather/collect data</li> </ul>												
<b>Analyse and report results</b>												
<b>Evaluate the performance evaluation system</b>												