Deep Dive – Performance Measurement and Management

Performance Measurement and Management

Performance measurement and management encompasses systems for monitoring performance and managing through implementing improvement strategies within facilities. The measurement systems that facilitate performance measurement and management should be designed with feedback loops to the end users of the data and should be part of larger continuous quality improvement (QI) systems.

Visual Aid - Performance Measurement and Management

Performance Measurement and Management is the process of establishing targets, monitoring performance against those targets, and implementing and adapting improvement efforts.
Performance Measurement and Management is a component of Facility Organization & Management

System
- Governance & Leadership
  - Primary Health Care Policies
  - Quality Management Infrastructure
  - Social Accountability
- Health Financing
  - Payment Systems
  - Spending on Primary Health Care
  - Financial Coverage
- Adjustment to Population Health Needs
  - Surveillance
  - Priority Setting
  - Innovation & Learning

Inputs
- Drugs & Supplies
- Facility Infrastructure
- Information Systems
- Workforce
- Funds

Service Delivery
- Population Health Management
  - Local Priority Setting
  - Community Engagement
  - Empanelment
  - Proactive Population Outreach
- Facility Organization & Management
  - Team-based Care Organization
  - Facility Management Capability & Leadership
  - Information Systems Use
  - Performance Measurement & Management Outreach
- Access
  - Financial
  - Geographic
  - Timeliness
- Availability of Effective PHC Services
  - Provider Availability
  - Provider Competence
  - Provider Motivation
  - Patient-provider Respect & Trust
  - Safety
- High Quality Primary Health Care
  - First Contact Accessibility
  - Continuity
  - Comprehensiveness
  - Coordination
  - Person-centered

Outputs
- Effective Service Coverage
  - Health Promotion
  - Disease Prevention
  - RMNCH
  - Childhood Illness
  - Infectious Disease
  - NCDs & Mental Health
  - Palliative Care

Outcomes
- Health Status
- Responsiveness to People
- Equity
- Efficiency
- Resilience of Health Systems

Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
Performance Measurement and Management is a component of Facility Organization & Management.
What can you learn about Performance Measurement and Management from the Improvement Strategies?

**SECTION 1**

**What is Performance Measurement & Management?**

**What it is:** Learn more about the core principles and goals of Performance Measurement & Management and its role in PHC improvement.

**SECTION 2**

**How do I assess my performance?**

**What it is:** Learn more about some indications that improvements might be relevant in your context and what you can achieve by focusing improvements on Performance Measurement & Management.

**Vital Signs Profile:** Use the information in your Vital Signs Profile to help determine relevant areas for improvement.

**SECTION 3**

**How do I get started?**

**What others have done:** Learn from implementation approaches and challenges in other country contexts.

**How to succeed:** Consider your country context, what elements are not functioning properly, and what needs to be in place to support effective improvements.

**What to ask:** Use guiding questions to help determine how you might begin to plan and enact reforms in your country context.

Guided by the above considerations and relevant resources, start to build out an improvement plan with your CE lead and/or focal point.
What can my country achieve by focusing on Performance Measurement and Management?

Goals & Outcomes

✓ **Helps** facility managers and leaders monitor provider performance and understand how providers are contributing to larger facility targets.

✓ **Enables** facility managers and leaders to actively identify areas for improvement within a facility and implement necessary changes, eventually leading to improved outputs and outcomes.
Performance Measurement and Management—How do I assess my performance?

Learn more about whether you should focus on Performance Measurement and Management in the Vital Signs Profile.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.

Completion of a Vital Signs Profile gives countries a holistic understanding of PHC strengths and weaknesses, a critical first step in the measurement for improvement pathway.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
How do I assess my performance?

Use the information in the Vital Signs Profile to help determine relevant areas of improvement.
What are other indications that Performance Measurement and Management might be an appropriate area of focus?

**Other Indications**

- **There is a lack of use** of established performance indicators for PHC in primary care facilities/primary health care networks.

- **There is little to no routine monitoring** of these performance indicators for PHC in primary care facilities/primary health care networks.

- **There is an absence of documented** quality improvement work linked to underperforming areas in primary care facilities/primary health care networks.
Learn more about the core principles of Performance Measurement & Management and what you can achieve by focusing improvements in the What it is section.
What is Performance Measurement and Management?

Performance measurement and management is the process of establishing targets, monitoring performance against those targets, and implementing and adapting improvement efforts.
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**Why it’s important**

- **Establishes targets** to monitor the performance of PHC facilities and providers
- **Collects and tracks data** to be used by facilities to measure progress toward set targets
- **Utilizes data to adapt and improve** existing PHC policies and processes
What is Performance Measurement and Management?

**Key steps and considerations**

**Collaboration with key stakeholders**

Targets should be set through collaboration with providers, patients, and other diverse stakeholders.

**Data interpretation framework**

Efficient and effective performance measurement relies on processes in place to interpret data and drive adaptation and improvement efforts.

**Supportive supervision**

Supervision that focuses on collective problem solving, identifying gaps, and pursuing opportunities to fill them is a key component of performance measurement and management.

Performance measurement and management is the process of establishing targets, monitoring performance against those targets, and implementing and adapting improvement efforts.
Visual aid: What is Performance Measurement and Management?

Performance Measurement and Management

Performance measurement and management is the process of establishing targets, monitoring performance against these targets, and implementing and adapting improvement efforts.

**MEASUREMENT SEQUENCE:**

1. Establish Targets
   - Targets should be set in collaboration with diverse stakeholders.

2. Collect & Track Data
   - Facilities should measure progress toward targets, using systems that easily integrate into their already existing environment and that don’t place a burden on providers.

3. Adopt & Improve
   - Once facility performance data is received, health system stakeholders must have processes in place to interpret data and use results to drive adaptation and improvement efforts. A number of quality improvement frameworks are available to support this step.

**THE IMPORTANCE OF SUPPORTIVE SUPERVISION:**

Supportive supervision of individual providers is a key component of performance measurement and management. Supervision should not be punitive, but instead focused on collective problem solving and identifying gaps and opportunities to fill them.
Deeper dive: Choosing measures and setting targets

Targets for performance measurement and management systems should be actionable, realistic, and clearly communicated to staff and stakeholders. The Safety Net Medical Home Initiative implementation guide identifies four considerations when selecting targets for performance management:

- **Align with nationally-endorsed measures and standardized data definitions** when possible. Data may already be collected and could therefore reduce staff time and information system changes.

- **Consider the resources needed** to be able to collect and report a measure compared to the value that the measure serves – some data may be particularly laborious or time intensive to record and collect. If so, their utility should be carefully considered.

- **Ensure a comprehensive measure** set to reflect changes – measures should be mapped to the processes and outcomes that are expected to take place during service delivery changes.

- **Consider audience** – various stakeholders in a health system will be interested in different measures. Leaders should consider the range of stakeholders to whom data will be presented when identifying performance targets and measures.

Performance Measurement and Management

How do I get started?

Derive information from What others have done, What to ask and How to succeed to help determine where and how you might begin to plan and enact forms in your country context.
Planning for improvement in your context

The **guidance and recommendations** described within the Performance Measurement and Management module are not intended to provide a one-size-fits-all solution.

The **considerations** involved in planning and implementing strategies will depend on your local context.

**Sample activities**

- **Consider** implementation challenges and approaches in other country contexts

- **Understand how the features of your health system**, such as how decisions get made and the role of the private sector, will impact your improvement plans

- **Identify** key elements that need to be in place to support improvements

- **Use the guiding questions in the Improvement Strategies** to spur thinking about [Module] in your country context and stimulate ideas for improvement

- **Start to develop** an improvement plan
Planning for improvement in your context

While the **specific considerations** involved in planning and implementing strategies **will depend on your context**, you might consider…

- **What are the enabling factors?**
  - Ability to track individual provider performance
  - Capacity for data analysis
  - Capacity for data use

- **What are the key decisions?**
  - Selection of measures and targets
  - Balance between time needed to collect data and reporting requirements or deadlines
  - Incorporation of patient and provider feedback into the targets and measures
Learn from what others have done

Data Feedback for Improvement | Costa Rica
Utilizing health teams to collect data for performance assessment

Balanced Scorecard | Afghanistan
Capturing performance benchmarking and strategic management through a balanced scorecard
Costa Rica: At-a-glance context

- Latin America & Caribbean
- Upper-Middle Income
- Spanish Speaking Country
## Costa Rica: At-a-glance context

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<th>Metric</th>
<th>Value</th>
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<td>Life expectancy at birth</td>
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<td>Percentage of population living in rural areas</td>
<td>21%</td>
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<td>Percentage of population living under $1.90 per day</td>
<td>1%</td>
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<tr>
<td>Population</td>
<td>4.91M</td>
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Learn from what others have done: Costa Rica

Background

• To strengthen PHC, Costa Rica developed EBAIS teams, or comprehensive care teams, that have been providing primary care in facilities and communities since the 1990s

• EBAIS teams regularly collect relevant epidemiological data from communities through the Evaluacion de la Prestacion de Servicios de Salud (EPSS) evaluation.

Approach

The indicators measured by the EPSS assess the following:

• Access to care
• Continuity of care
• Effectiveness
• Efficiency
• User satisfaction

The results are used to assess performance against existing targets, define the next set of targets, and redirect resources to areas in need. If a Health Area falls within the lowest 20 percent, they work with the Department of Purchasing Health Care Services to create improvement plans.
Learn from what others have done: Costa Rica

- **Utilizes** data to drive improvement
- **Works with** existing and established care teams to collect accurate data
- **Ensures** that low performing Health Areas receive necessary attention supporting government agencies
- **Supports** evidence-informed health systems improvement
Learn from what others have done: Costa Rica

- **Effective PHC workforce:** Trained and organized teams enable the regular collection of reliable data

- **Efficient information systems:** Strong information systems are equipped to track and coordinate data to be used in subsequent analysis
Afghanistan: At-a-glance context

South Asia

Low-Income

Conflict-affected and fragile state
Afghanistan: At-a-glance context

<table>
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<th>GDP per capita ($PPP)</th>
<th>Human Development Index</th>
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<tr>
<td>$1,981</td>
<td>0.50</td>
<td>63</td>
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<tbody>
<tr>
<td>75%</td>
<td>--</td>
<td>35.5M</td>
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Learn from what others have done: Afghanistan

Background

- In 2002, The Ministry of Public Health in Afghanistan designed a Basic Package of Health Services (BPHS) intended to encompass all basic PHC needs.

- The following are the six components of the BPHS:
  - Maternal and newborn health
  - Child health and immunization
  - Public nutrition
  - Communicable diseases
  - Mental health
  - Disability
  - Regular supply of essential drugs

Approach

National Health Service Performance Assessments were initiated in 2004 to measure the performance of the BPHS. Evaluations were based on a balanced scorecard (BSC) performance system which included a comprehensive list of performance indicators that measured both process and outcomes of the program.

For five years, data from patient observations, exit interviews, and provider interviews were collected from 25 facilities.

These data were incorporated into the BSC, and there was evidence of consistent improvement in patient and provider satisfaction, service provision, quality of services, equity, and financial system over the study period.
As a result of the BSC performance system, stakeholders have found the following outcomes:

- **Identify** emergent needs for allocation of resources and innovations
- **Adapt** facility priorities based on data findings
- **Improve** meaningful outcomes such as patient satisfaction and quality PHC

Learn from what others have done: Afghanistan

- While the BSC may be useful for performance benchmarking and strategic management, the authors noted that its **continued utility will depend on stakeholders’ ability to adapt the tool to future changes in health systems.**

- This case highlights that **measurement and scorecards are often not enough to drive improvements in health outcomes.** Other factors including flexibility with implementation are influential on the effectiveness of improvement strategies such as this one.

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Challenges to Sustainable Scale

What elements should be in place to support effective improvements in Performance Measurement & Management?
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**System**

**Inputs**

**Service Delivery**

**Information System**

Information systems help facility managers and leaders track progress towards targets and changes in performance over time and serve a variety of purposes including data collection, analysis, and transfer.
What elements should be in place to support effective improvements in Performance Measurement & Management?

A sufficient health workforce is necessary to conduct performance measurement and management and carry out prioritized interventions identified through these systems.
What elements should be in place to support effective improvements in Performance Measurement & Management?

Adequate **facility management capability and leadership** means that managers within the facility should be trained in quality improvement methods and be capable of analyzing facility performance and subsequently acting to improve it. Leaders should ensure staff can discuss, plan, review, and act upon new ideas.
Questions to ask to help you get started

The specific considerations involved in planning and implementing strategies will depend on your local context.

The questions listed may be a useful starting place to determine how you might begin to plan and enact reforms in your context.

Sample questions

☐ Are there any national reporting requirements that must be incorporated into performance measurement systems?
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☐ Are there any national reporting requirements that must be incorporated into performance measurement systems?

☐ Who should be involved in selecting (or reviewing) measures and setting targets? How will community feedback be incorporated in this process?
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☐ Who should be involved in selecting (or reviewing) measures and setting targets? How will community feedback be incorporated in this process?

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☐ How will performance be shared with stakeholders, including community members?
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☐ How will performance be shared with stakeholders, including community members?

☐ What data feedback loops will be put in place to ensure that local data relevant to facility performance can be reviewed and used as a basis for improvement?
Recap: Recap: Measurement and Management

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Social Determinants & Context (Political, Social, Demographic & Socioeconomic)
Recap: Performance Measurement and Management

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**Measurement Sequence:**

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