



Feidhmeannacht na Seirbhíse Sláinte
Health Service Executive

Quality Improvement Division

Measurement for
Improvement Team
Quality Improvement Division



**Pressure Ulcers
to Zero**

Measurement for Improvement

Tuesday 19th September

Dr Michael Carton, QID Measurement for Improvement Team

What is Measurement for Improvement?



Measurement for Improvement is the analysis and presentation of data in a format that allows us to:

- ▶ Identify opportunities for improvement
- ▶ Demonstrate when a change has resulted in an improvement

How is Measurement for Improvement different from other forms of Measurement?

- ▶ Some principles of measurement are universal

but

- ▶ **Measurement for Improvement is fundamentally different from Measurement for Research and Measurement for Accountability**

The Three Faces of Performance Measurement

	Improvement	Accountability	Research
Who?			
Audience (Customers)	Medical group Quality improvement team Providers and staff Administrators	Purchasers Payers Patients / members Medical groups	Science community General public Users (clinicians)
Why?			
Purpose	Understanding of (a) process (b) customers Motivation and focus Baseline Evaluation of changes	Comparison Basis for choice Reassurance Spur for change	New knowledge, without regard for it's applicability
What?			
Scope	Specific to an individual medical site and process	Specific to an individual medical group and process	Universal (though often limited generalisability)
Measures	Few Easy to collect Approximate	Very few Complex calculation Precise and valid	Many Complex calculation Very precise and valid
Time period	Short, current	Long, past	Long, past
Confounders	Consider, but rarely measure	Describe and try to measure	Measure or control
How?			
Measurers	Internal and at least involved in the selection of measures	External	External and usually prefer to control both process and collection
Sample size	Small	Large	Large
Collection process	Simple and requires minimal time, cost, and expertise Usually repeated	Complex and requires moderate effort and cost	Extremely complex and expensive May be planned for several repeats
Need for confidentiality	Very high (Organisation and people)	None for objects of comparison - the goal is exposure	High, especially for the individual subjects

We already discussed ‘Types of Measures’:

- ▶ Use both qualitative & quantitative measures

A Family of Measures

▶ Outcome

- ▶ What is the impact or result for the patient or other stakeholders?

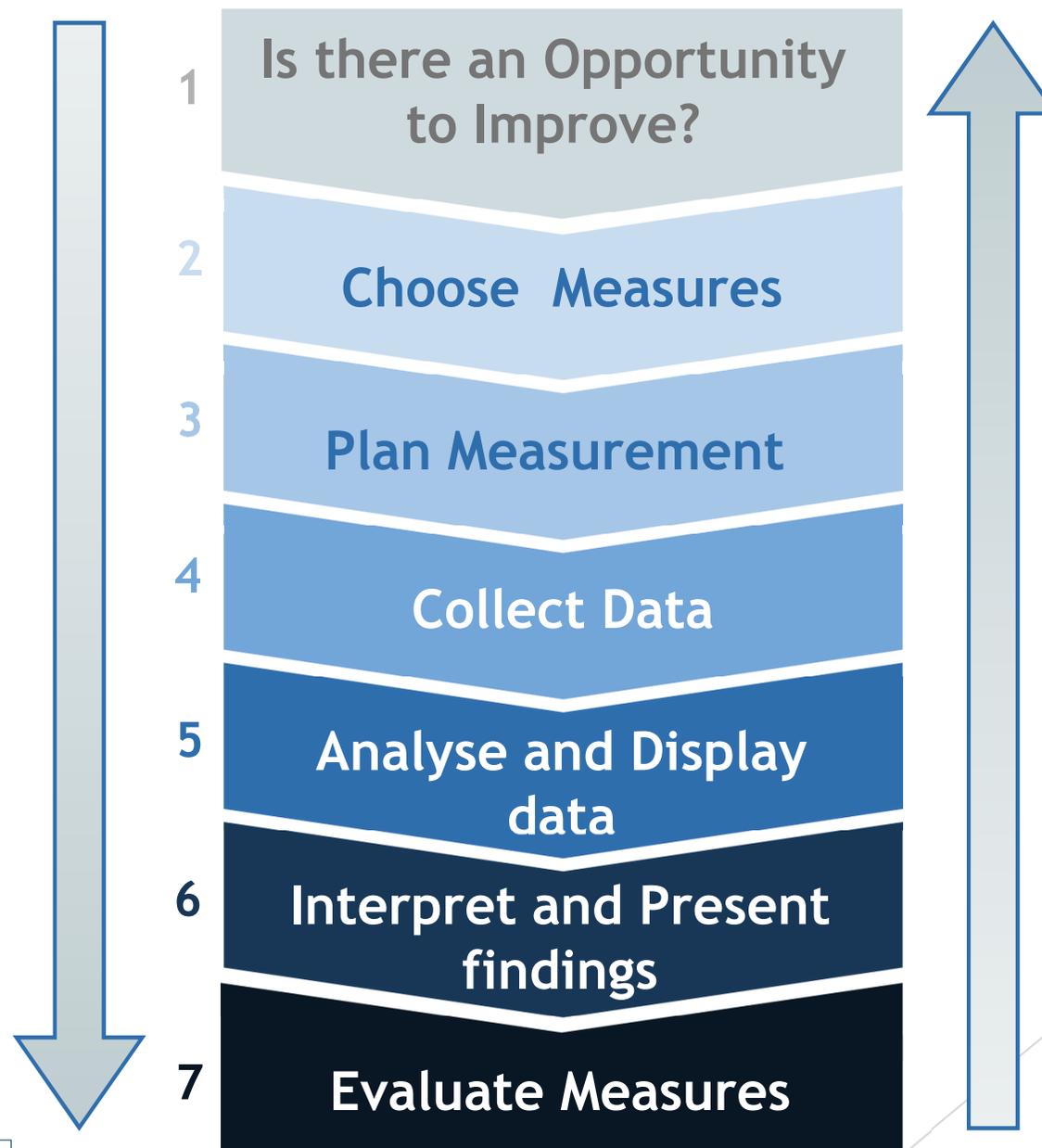
▶ Process

- ▶ Are the parts of the system performing as planned?

▶ Balancing

- ▶ What else might have happened as a result of the changes that have been made?

7 steps to effective Measurement for Improvement



Subject Matter Expertise and Technical Expertise

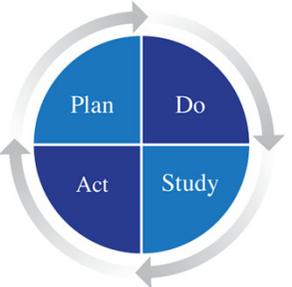
- ▶ These go hand in hand and both are necessary when measuring for improvement
- ▶ Subject Matter Experts (SMEs) have an indepth understanding of the system
- ▶ Technical expertise in measurement is also necessary to unlock the information in your data



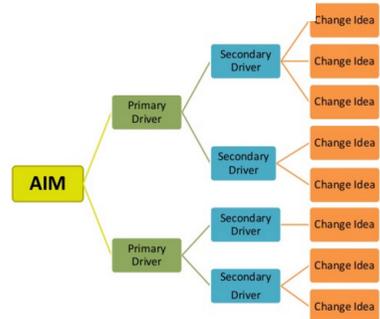
© 2007 Tribune Media Services, Inc. All rights reserved. 3/07

"I know nothing about the subject, but I'm happy to give you my expert opinion."

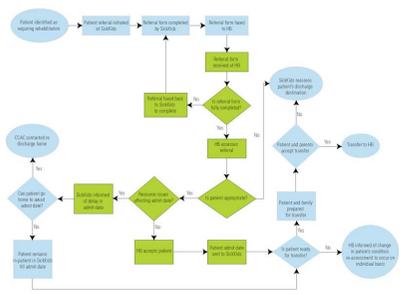
Different Levels of Measurement for Improvement

1  **▶ PDSA cycle Level**

2 **▶ Quality Improvement Project Level**



```
graph LR; AIM[AIM] --> PD1[Primary Driver]; AIM --> PD2[Primary Driver]; PD1 --> SD1[Secondary Driver]; PD1 --> SD2[Secondary Driver]; PD2 --> SD3[Secondary Driver]; PD2 --> SD4[Secondary Driver]; SD1 --> CI1[Change Idea]; SD1 --> CI2[Change Idea]; SD2 --> CI3[Change Idea]; SD2 --> CI4[Change Idea]; SD3 --> CI5[Change Idea]; SD3 --> CI6[Change Idea]; SD4 --> CI7[Change Idea]; SD4 --> CI8[Change Idea];
```

3  **▶ System or Organisation Level**

What Next

- ▶ Join our network by emailing QID-MIT@hse.ie
- ▶ Follow us on Twitter: [@QIMeasurement](https://twitter.com/QIMeasurement)



- ▶ Check out our webpage:

<https://www.hse.ie/eng/about/Who/QID/MeasurementQuality/measurementimprovement/>