



Template 6.2.10: Clarifying Measures

Purpose

This template provides guidance to assist you to identify the metrics currently in use in your service, as well as agreeing what the measures will do and how they are calculated. This template will also assist you to design the process for the collection of metrics.

How to use it?

Use the prompts below to assist you to explore each of the areas identified in Column 1. Based on the outcome of this analysis, consider what steps and assistance you need to take to improve your Measurement for Improvement Plan.

Title	Summarise what is being measured
Purpose	Consider the purpose of measuring this aspect of performance. If there is no good reason, do you really need to measure it?
Relates to	Which service outcomes does the measure relate to? Design measures to support their achievement. By completing this section you ensure the link is made between measures and outcomes.
Target	Which performance targets should you set and by when? This communicates precisely what you are trying to achieve.
Formula	How do you calculate the performance measure? Be precise: the formula must include exactly what you are measuring to avoid any confusion. Measures should be: ▶ Relevant ▶ Accurate and reliable ▶ Comparable and coherent ▶ Accessible and clear ▶ Timely
Types of measures	<p>Structural: Measures the organisation's capacity and the conditions in which care is provided by looking at factors such as an organisation's staff facilities or health IT systems.</p> <p>Process: Measures how services are provided, i.e. whether an activity is proven to benefit patients or service users, such as writing a prescription or administering a drug.</p> <p>Outcome: Measures the results of health and social care. This could include whether the patient's/service users' health improved or whether the person was satisfied with the service received. Outcomes include clinical outcomes and patient/service user outcomes. [119]</p> <p>Observable measures: What will people be doing and saying about the service? These are subjective assessments of whether outcomes are being realised. They provide valuable insights and can be based on 'formalising' anecdotal benefits.</p> <p>Measurable outcomes: Measures and indicators identified to determine whether outcomes have been delivered. These are agreed measures that are used to track the delivery of outcomes.</p> <p>Quantifiable outcomes: Agreed numerical measures identified to quantify outcomes. This may include analysis of trends and patterns over a period of time.</p> <p>Qualitative outcomes: Descriptive measures used to determine outcomes. Some qualitative outcomes can be turned into measurable outcomes, e.g. level of satisfaction in a survey.</p>

Template 6.2.10: Clarifying Measures (continued)

Frequency	Decide how often you will measure and how often you will review the measure itself.
Who measures?	Identify the persons responsible for the measure.
Source of data	Specify the source of data so you can use the measure consistently. This way you can compare performance between periods accurately.
Who takes action?	Who is responsible for taking action in the measure?
What do they do?	Specify the types of action people should take to improve the performance of the measure.

Adapted from: NHS – *Institute for Innovation and Improvement (2010a: 152)* [282] and HSE – *National Clinical & Integrated Care Programmes (2017)* [178]

People's Needs Defining Change – Health Services Change Guide