



HEALTH QUALITY & SAFETY
COMMISSION NEW ZEALAND

Kupu Taurangi Hauora o Aotearoa

Learning from adverse events and consumer, family and whānau experience

Measurement for quality improvement
11 & 12 December 2019

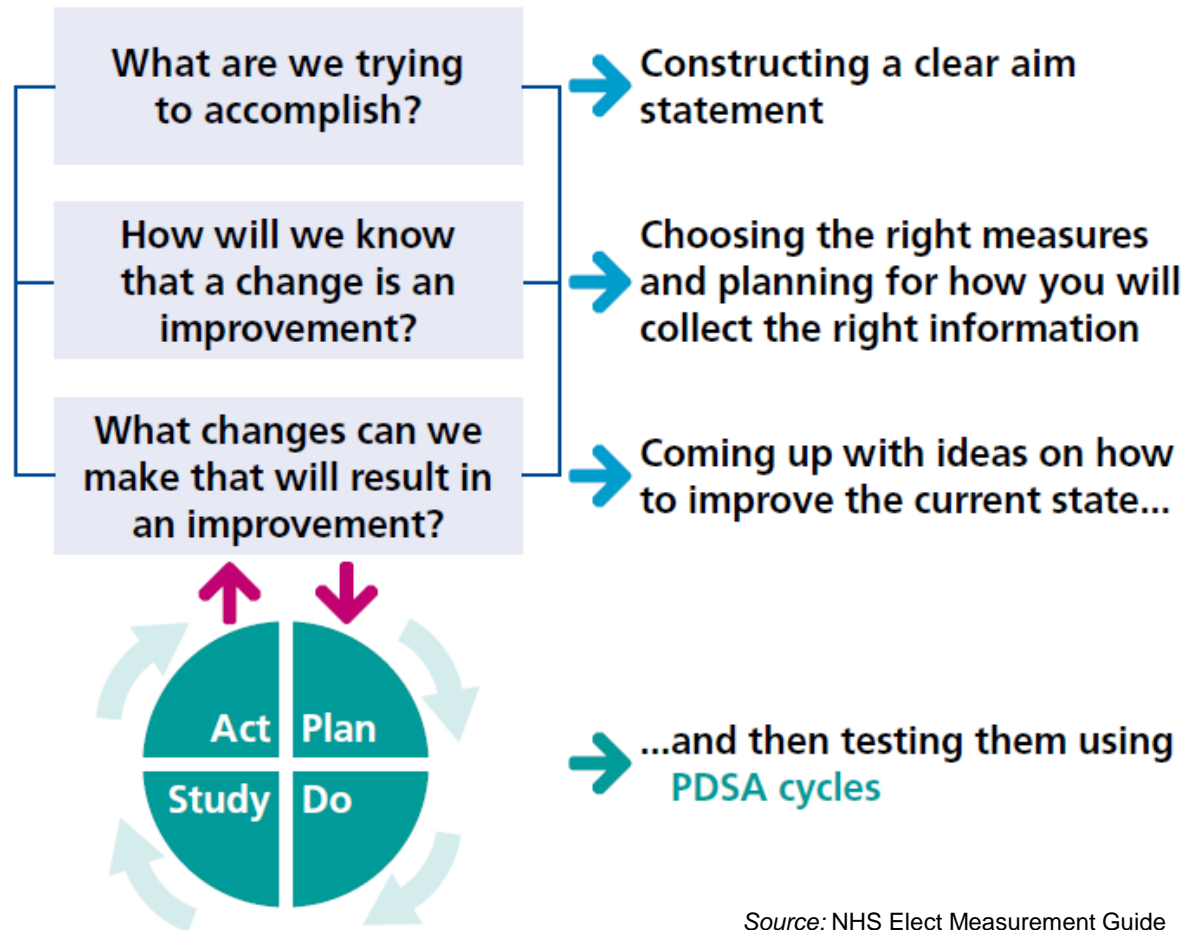
Auckland: Jacqueline Ryan, project manager

Wellington: Natalie Horspool, senior analyst

Overview

- Measurement for quality improvement
 - How data fits within the model for improvement
 - Data for learning not judgement
 - Family of measures
- Outcome measures
- Next steps

The model for improvement



Source: NHS Elect Measurement Guide



Measurement for quality improvement

The improvement journey



Measurement for improvement – a mindset

The purpose of data in quality improvement is for learning not judgement

- Driven not by external reporting requirements, but wanting to understand a process and understand why the process fails
- Requires a mindset shift
- Requires openness about data as a pre-requisite
- Data not being used as a mechanism for control, but for learning

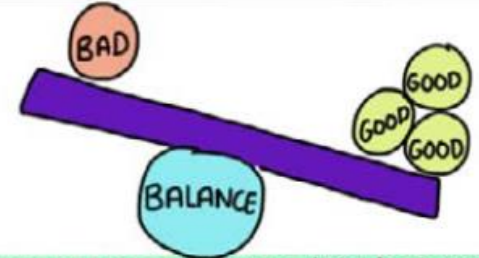
A 'family of measures' approach



OUTCOME MEASURES: This is data that will show if you have achieved your aim, how successful it was (1-2 of these measures per project)



PROCESS MEASURES: The things you are working on to achieve the overall aim, as they will impact on the desired outcome



BALANCING MEASURES: This is data that makes sure the change ideas you are testing aren't having an unintended impact elsewhere

Source: East London NHS Foundation Trust

Link measures to theory

- Outcome measures:
 - Linked to the aim of the project
- Process measures:
 - Linked to the things you are going to work on to achieve the aim
- Balancing measures:
 - To spot unintended negative consequences



Data for quality improvement

- Focus on the **vital few measures** (need vs nice to have)
- Measures should be:
 - Easy to collect
 - Reported regularly
 - Integrated data collection into everyday practice

*More about this during Learning Session 1
on 12/13 Feb 2020*



Considering outcome measures for ‘Learning from adverse events and consumer, family and whānau experience’

Why measure outcomes?

- Outcome measures remain the ‘ultimate validators’ of the effectiveness and quality of health care but sometimes may be difficult to define and/or have significant time lags
- It is important to have both process and outcome measures, they connect your theory of change to your expected outcomes
- If you measure process without outcomes, you cannot be sure if outcomes have changed, and there is risk of **‘hitting a target [improved process] but missing the point [no improved outcomes]’**

NHS Elect, Guide to Measurement for Improvement

Ideas from project teams

12 DHBs provided feedback at March 2019 workshop on initial outcome measure ideas

70-day reporting target met

No repetition of recommendations

Integrated with wider DHB system/process

Evidence of recommendations being implemented

Reduction in harm

Increased consumer and whānau experience through AE review

Quality and safety culture

Others

Outcome measures

Initial ideas only – final TBC

Reduction in harm

Proxy measures

Regular: Reported inpatient suicides, standardised by inpatient pop

+

Snapshot: Ngā Poutama consumer, family and whānau survey data – harm question

Increased consumer & whānau experience through AE review

Proxy measures

Regular:

- HDC complaints
- Consumer and whānau voice appropriately captured in AE reviews

Quality and safety culture

Proxy measures

Snapshot: Ngā Poutama staff survey data - questions

- Reporting and recognising incidents
- Learning from adverse events
- Use of data to improve
- Putting forward ideas to improve

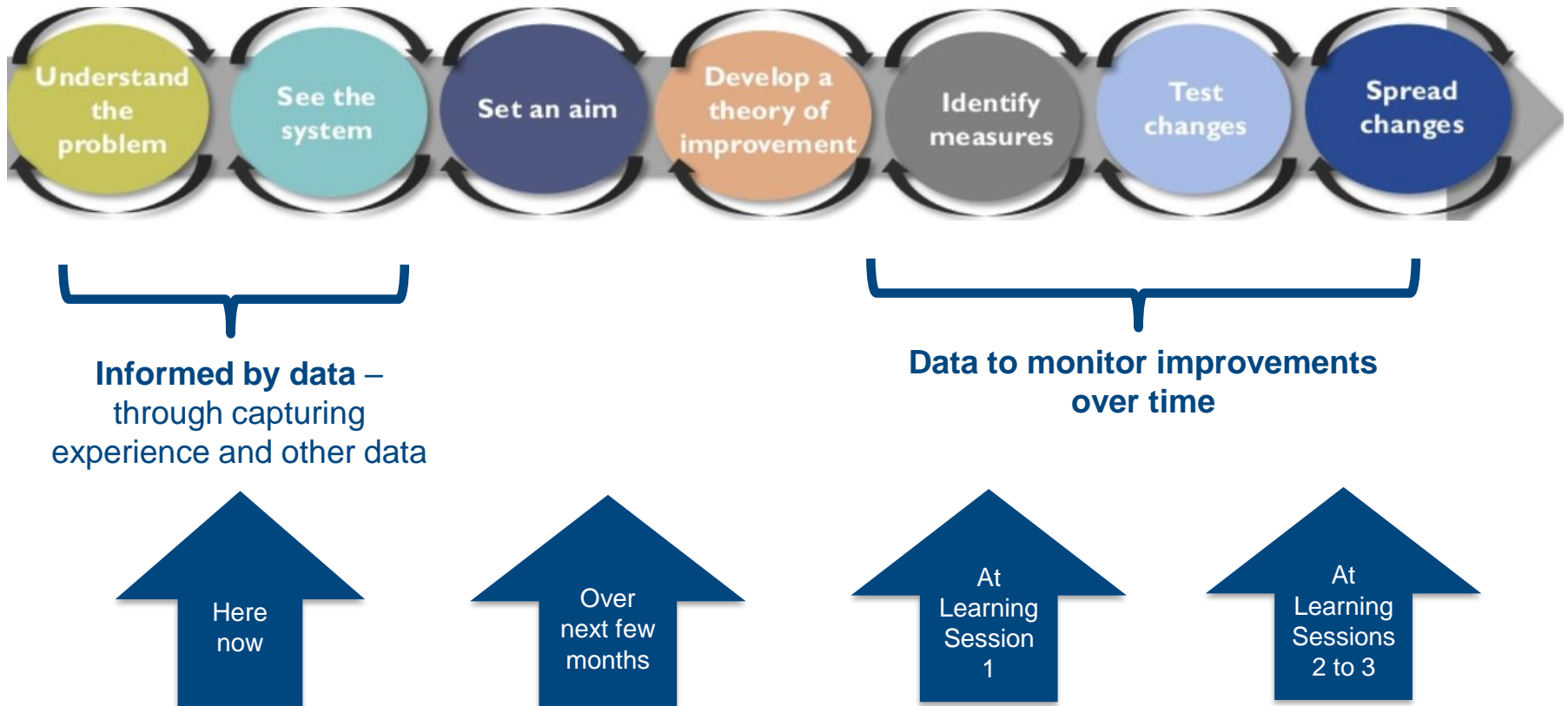
Measuring at national/local level

- **Outcome** measure set and measured nationally
- **Process** measures unique to each DHB + balancing measures



Where are we heading with measurement?

Source: Carnegie Foundation



Next steps

- Project teams, before Learning Session 1, 12/13 Feb 2020:
 - Use data to inform ‘understanding the problem’
 - Starting thinking about your project’s process measures, and available data
 - Get in touch if you have comments on outcome measures
- Learning Session 1, 12/13 Feb 2020:
 - Commission will present proposed outcome measures
 - Focus on each team identifying their family of measures, and putting this into a data collection plan

Any questions/discussion?

