

# ***How Does My Organization Select Performance Measures?***

## *A Guide for Home Care Organizations*

### **What is performance measurement?**

**Performance in health care is what is done and how well it is done; it can lead to measurable results in:**

- health outcomes
- health status
- patient perception of health care

### **Clinical outcomes of interest include:**

- Prevention of illness, disability and death
- Restoration (or maintenance) of function as affection by disease:
  - physical function (locomotion, vision, ADL)
  - psychological function (memory, cognition, mood)
  - social function (interpersonal relations, communication)
  - role function (parent, student, employee)
- Cure (or retardation) of disease (cancer, infection)
- Relief of physical and/or psychological discomfort (pain, paresthesia, depression)

### **Characteristics of good measures:**

- Significance -- relevance and priority for performance improvement opportunities
- Range of services -- scope
- Reliability and validity -- accuracy and reproducibility
- Cost effectiveness and ease of implementation
- Discrimination ability
- Proxy for outcome (process measure)
- Under provider control
- Accounts for confounding influences of patient factors (risk adjustment)
- Public health

### **Focus of performance measures:**

- *Desirable event indicators*
  - Increase in ADL ability
  - Patient satisfaction with services (use any valid and reliable instrument)
  - Healing of pressure ulcers within a four week time frame
- *Undesirable event indicators*
  - Time on waiting list: number of days from initial contact (intake) to first visit
  - Number of unscheduled transfers of home care patients to an inpatient setting
  - ADR rate

### **Calculations for performance measures:**

- *Proportion* (numerator is a subset of the denominator -- *IV infiltration rate*)
- *Ratio* (numerator has a relationship with the denominator -- *central line infections per 1000 patient days*)
- Continuous variable (average number on continuous numerical scale -- *mean response time to after-hours calls*)

### **The best approach to selecting performance measures:**

- What do I want to measure?
- Are there reliable data available?
- Do the benefits of additional data collection outweigh the costs of data collection?

### **Characteristics of acceptable clinical measures:**

- Assess the process or outcome associated with delivery of clinical services
- Allow intra- and interorganizational comparisons
- Are condition or procedure specific
- Focus on a discrete population
- Are amenable to monthly data points
- The numerator/denominator coherently reflects the population or event of interest
- Identify opportunities to improve care
- usefulness in accreditation process

### **Examples of some home care measures:**

- Patient self-instruction
- Discharge instructions
- Number of adverse drug reactions per 1000 days
- Change in health status
- Premature treatment terminations
- Ratio of equipment failures
- Rate of unplanned home infusion visits
- Patient/family/caregiver satisfaction with instructions on operating and maintaining equipment
- Oxygen therapy safety
- Timeliness of equipment delivery
- CHF patients and their LOS efficiency
- Timeliness of initial visit
- Medication errors
- Incidence of abnormal signs and symptoms for diabetic patients
- Assessment of risk of urinary incontinence
- Child environment risk prevention
- Dehydration
- Weight gain for TPN patients
- Quality of life
- Palliative care-- end of life planning
- Patient involvement with decisions
- Pain management instruction
- Staff explanations of expectations during care
- Frequency of patients who died during home health episode