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Harnessing the Power of Data for Improvement

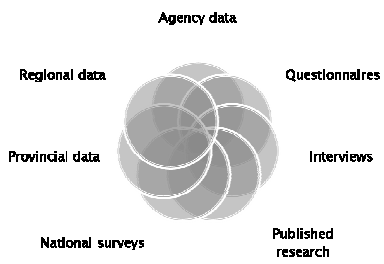
Jennifer D. Walker, PhD

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2

Data, data everywhere...



"Knowing is not enough; we must apply.
Willing is not enough; we must do."—Goethe



3

“You can’t fatten a cow by weighing it”
– Proverb¹


¹ as quoted in “Improvement Frameworks: Getting Started Kit” www.safehealthcarenow.ca



4


Outline

- What is ongoing evaluation and improvement?
- What does ongoing evaluation and improvement look like?
- What are some of the barriers and challenges to using data for improvement?
- How can we foster a culture of learning and improvement?



5

What is ongoing evaluation and improvement?



6

What is ongoing evaluation and improvement?

- ▶ Evaluate
 - To examine and judge carefully; appraise.
- ▶ Improve
 - To become better.

Learning from experience!



7

“Measurement is almost always destructive in a non-learning environment”

– Ronald Moen¹

¹ as quoted in "Improvement Frameworks: Getting Started Kit" www.safefhealthcarenow.ca



8

Ongoing Evaluation

- ▶ Culture of learning
- ▶ Asks: How well are we doing?
- ▶ Both process and outcome
- ▶ Logic models can be helpful
 - <http://www.uwex.edu/ces/lmcourse/>
 - inputs – outputs – outcomes and impact
- ▶ Complements improvement efforts



9

Evaluation complements improvement efforts by:

- ▶ Identifying priority areas for quality improvement initiatives
- ▶ Developing and monitoring quality indicators
- ▶ Identifying gaps and assessing needs
- ▶ Providing information on the effectiveness, efficiency, accessibility of services



10

Quality Indicators

- ▶ Measures of performance
- ▶ Flags designed to trigger potential areas for improvement
- ▶ Criteria:
 - Valid and reliable
 - Allow for fair comparisons
- ▶ “Cascading” relevance of information



11

Health Indicator Framework

- ▶ Dimensions of National Framework:
 - Health status
 - Non-medical determinants of Health
 - Health system performance
 - Community and health system performance
 - Equity (disparity)
- ▶ Lesson from healthcare: Indicator Chaos!
- ▶ Fundamental questions:
 - Who are we measuring for?
 - Why are we measuring this?



12

“You can’t manage what you don’t measure.”
– *Well-known management adage*

“Not everything that can be counted counts,
and not everything that counts can be
counted.” – *William Bruce Cameron*



13

Improvement

- ▶ Culture of learning and application of knowledge
- ▶ Asks: Is what we are doing now better than what we were doing before?
- ▶ Visible, positive differences in results
- ▶ Builds on evaluation efforts
- ▶ Improvement frameworks can be helpful



14

The Model for Improvement

- ▶ Commonly used improvement framework
 - Used by *Safer Healthcare Now!*
- ▶ Two part model:
 - “Thinking part”: 3 questions to guide improvement
 - What are we trying to accomplish?
 - How will we know that a change is an improvement?
 - What changes can we make that will result in improvement?
 - “Doing part”: sequential cycles to help make rapid change



15

Other improvement models

- ▶ Six Sigma
- ▶ Seven Step Problem Solving Models
- ▶ Lean Improvement
- ▶ Quality Function Deployment
- ▶ Positive Deviance
- ▶ Social Marketing



16

The role of accreditation

- ▶ Process of verifying that standards have been attained by a program / organization
- ▶ Emphasizes challenging standards: high quality services and performance
- ▶ Completed by an external accreditation body
- ▶ Intended to complement and support improvement efforts
- ▶ Often frames quality indicators



17

Participant Poll:

How does your organization approach quality improvement and evaluation?

Do you or your organization use a formal improvement framework?

Discussion

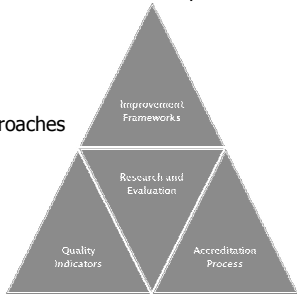


18

Summary

Overall Objective:
To learn from experience

Tools and approaches



19

What does ongoing evaluation and improvement look like?

Success stories



20

Pathways to Education

- Regent Park Community Health Centre in 2000
 - Observed: High school dropout rates of 56%
 - Assessed: Barriers and needs of students/families/schools/agencies
 - Investigated: Promising practices
 - Designed and implemented: Pathways to Education program



21

Data used throughout to:

- ▶ Determine that improvement was needed
Design the program (Plan)
- ▶ Monitor the program elements (Do)
- ▶ Evaluate the effectiveness of the program
(Study)
- ▶ Modify and improve the program (Act)



22

Pathways to Education

- ▶ Results:
 - Dropout rates reduced from 56% to 12%
 - Post-secondary attendance increased by 300%
 - Generates a \$24 social return for every \$1 invested
- ▶ Expanded to 10 other low-income communities across Canada
- ▶ Ongoing process of adaptation, implementation, evaluation and improvement



23

“From the beginning, the Program rigorously measured and evaluated both implementation and results in order to incorporate a culture of learning and continuous improvement.”¹



¹ Pathways to Education: Program Introduction and Overview
www.pathwaystoeducation.ca/sites/default/files/pdf/Overview%202021_10_10.pdf

24

What are some of the barriers and challenges to using data for improvement?

Discussion



25

How can we foster a culture of learning and improvement?



26

Some elements of success

- ▶ Clear aims
- ▶ Effective communication
- ▶ Training with mentoring
- ▶ Effective teams
- ▶ Willingness to try new things
- ▶ Willingness to learn and adapt
- ▶ Optimism and enthusiasm!

Sharing ideas



27

Participant Polls

- ▶ Do you have a network or forum for sharing / discussing quality inside your organization?
- ▶ Outside of your organization?
- ▶ What support do you feel you need for your ongoing evaluation and improvement efforts?

Discussion



28

Resources – Further Reading

- ▶ Improvement Frameworks: Getting Started Kit
www.patientsafetyinstitute.ca/English/toolsResources/ImprovementFramework/Documents/Improvement%20Frameworks%20GSK%20EN.PDF
- ▶ The Citizen's Guide to Health Indicators
http://publications.gc.ca/collections/collection_2011/ccs-hcc/H174-20-2011-eng.pdf
- ▶ Indicator Chaos
www.hqc.sk.ca/portal.jsp?WmOp6T+rZK1TpF6CY00PDBiz8f0QFLQkUwK4Q8ZalswVvYHvXZPFVvi5thiwzu



29

Resources – Organizations

- ▶ Canadian Council for Accreditation
www.kidsmentalhealth.ca/join_the_cause/accreditation.php
- ▶ Canadian Accreditation Council www.cacohs.com
- ▶ Canadian Patient Safety Institute www.patientsafetyinstitute.ca
- ▶ Accreditation Canada www.accreditation.ca
- ▶ BC Patient Safety and Quality Council www.bcpsqc.ca
- ▶ Health Quality Council of Alberta www.hqca.ca
- ▶ Health Quality Council, Saskatchewan www.hqc.sk.ca
- ▶ Manitoba Institute for Patient Safety www.mbips.ca
- ▶ Ontario Health Quality Council www.ohqc.ca
- ▶ Québec Health and Welfare Commissioner www.csbe.gouv.qc.ca
- ▶ New Brunswick Health www.nbhc.ca



30

Thank you



31
