

MEASUREMENT

An essential element of excellence in service provision

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**MANAGING INFORMATION AND
MEASUREMENT TO ACHIEVE EXCELLENCE IN
SERVICE PROVISION**

RJ Jones, F Jenkins, J Mueller, I Diener, C Oddo

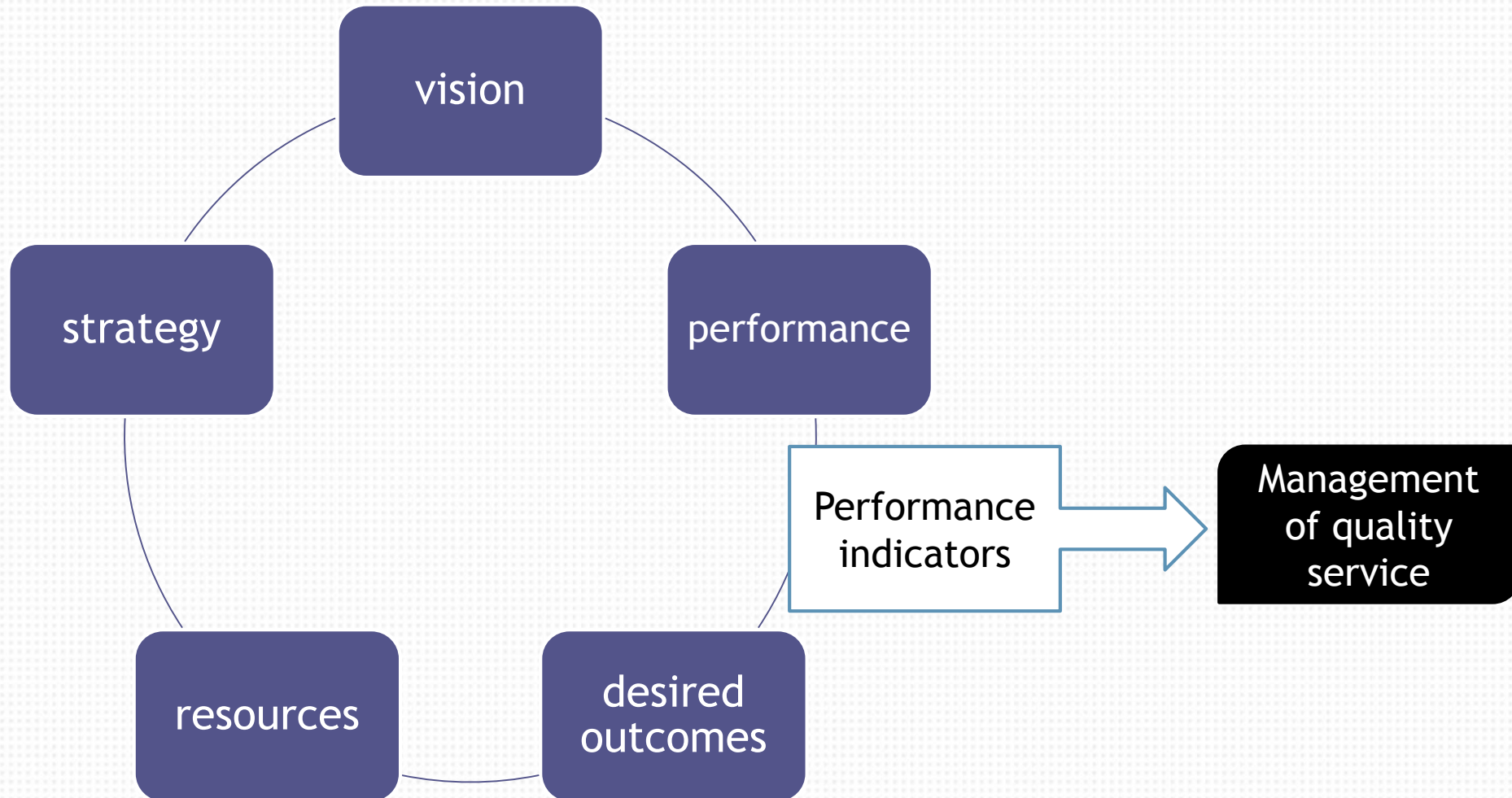
We need evidence to claim excellence.....



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- We need results
 - Robust, accurate, timely
- We need applicable results
 - Clinical excellence/ Patient satisfaction
 - Cost effectiveness / Business growth
- We need reliable and validated results
 - Evidence-based - strong psychometric properties
 - Specific population and aim

For high quality service provision,
need alignment between



Management of quality involves the selection & use of performance measures or indicators

- Validated and applicable OMs
 - Clinical outcomes
 - Patient/client satisfaction/experience
 - Cost effectiveness
 - Performance of employees
 - Business/organisation growth

An essential link between management of quality and provision of 'best' quality physiotherapy services

- Improvement of quality in physiotherapy services
- Branding of Physiotherapy service from this department/clinic *[Wennberg & Thomson, BMJ 2011]*
- Change in health policy affecting the clinic / department / profession *[Cookson 2005]*

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Which implementation strategies can be tailored to facilitate the processes of

- measuring clinical outcome ?
- measuring practice performance ?
- measuring business/organisational effectiveness ?

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- Physiotherapy services
- Practice/Department organisation
- Professional association

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To develop and evaluate a plan for systematic implementation of measurement instruments



1. Problem analysis
2. Literature search
3. Identify barriers and facilitators
4. Develop of strategies by using a planning model for the process of change

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BARRIERS / FACILITATORS

1. Therapists' attitude
2. Therapists' competence
3. Organisation [policy]
4. Different patient expectations
5. Feasibility of measurement instruments

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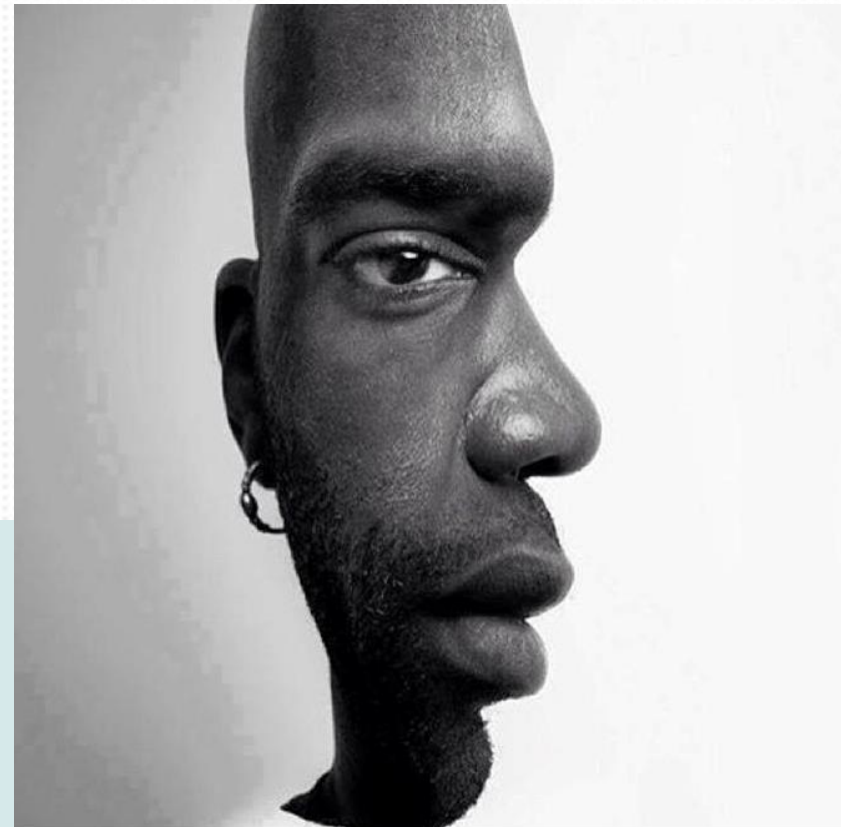
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Which barriers and facilitators contribute to the use of valid outcome measures?

It depends how employees see it....



Feasibility: A local base of valid outcome measures and managing the process

Standardised outcome measurement - to meta-analyse

- Development of **local user-friendly** and **reliable** outcome measures
- **Careful** and precise measurement
- **Standardised recording** of data & outcomes

[Yeomans & Liebenson 1997]

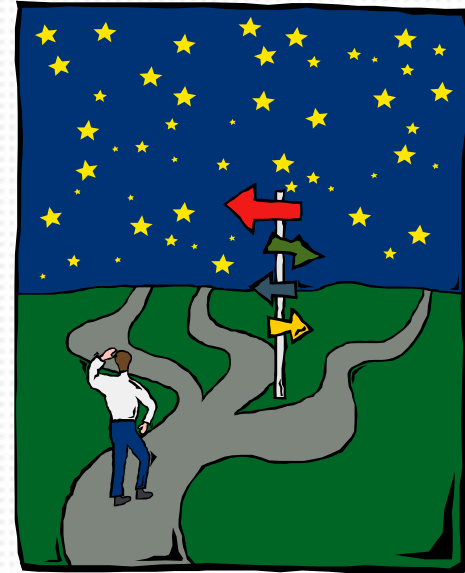


Feasibility: Which measures make sense for quality of service

- Patient experience/satisfaction
 - Patient-centred Care *Salisbury et al 2010*
- Clinical effectiveness
 - Impairment VS Function VS Participation *Jette & Haley 2005*
- Cost-effectiveness
 - Value for money
 - Escalating healthcare costs

Feasibility: Which measures make sense for quality of service

- Strategic effectiveness
 - Intervention/professional service of choice
 - Resource management
 - Keeping employees/members together
 - Impact on the management and provision of physiotherapy services, business cases, performance measurement, staffing levels, staff deployment



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Conclusion:

Start education with self-analysis

Use an established model for the process of change

[Groll et al 2005]

Start with small simple projects

[Geboers et al 2001]

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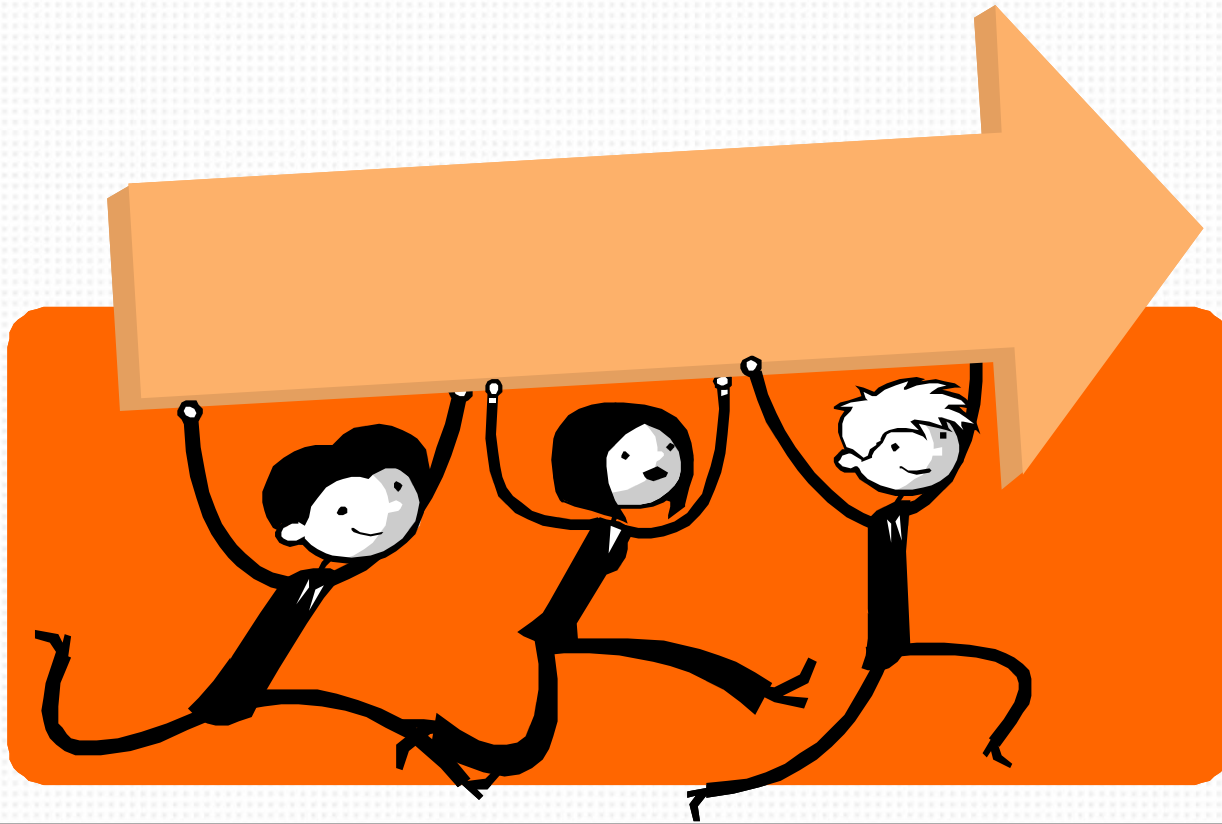
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Recommendations for your practice/organisation:

- Orientation phase
- Educational facilities
- Readily available instruments

Management of Measurement of Outcomes: *Is everyone in the team 'pulling' in the same direction?*



Management of Measurement of Outcomes: Do staff have the motivation to provide value and bring about improvement?

- Organisational support
- A system to facilitate & check
- Analysis of data
- Reporting



[Salbach et al 2007]

Management of Measurement of Outcomes: *Does the direction benefit all the parties?*

- **Patient**
 - Appropriate, Affordable and Accessible service
- **Practitioner**
 - Work satisfaction & fulfilment
- **Practice/organisation**
 - Contribute to growth
 - Contribute to change in health authorities' policies [Cookson 2005]



Autumn Stellenbosch Winelands



Cape Town – Table Mountain



Spring flowers Namakwa-land



Shark cage diving Gansbaai



THANKS!!