

# Improving Performance through Public Reporting of Performance Measures: Why and How?

D. Contandriopoulos, F. Champagne & J.-L. Denis

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# Project funding



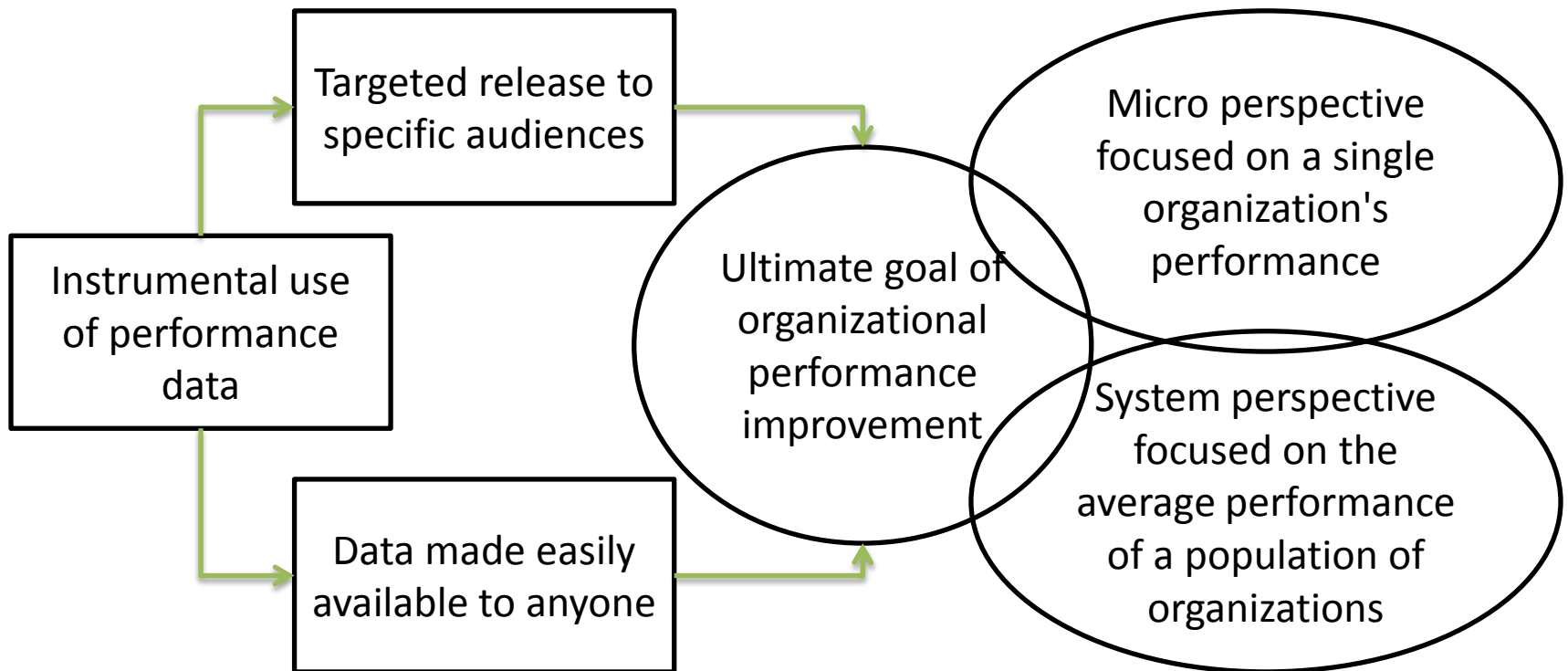
- This work was made possible by a Canadian Institutes for Health Research (CIHR) team grant
- I also benefit from a salary funding from the Conseil Québécois de la Recherche - Santé

# Using performance data



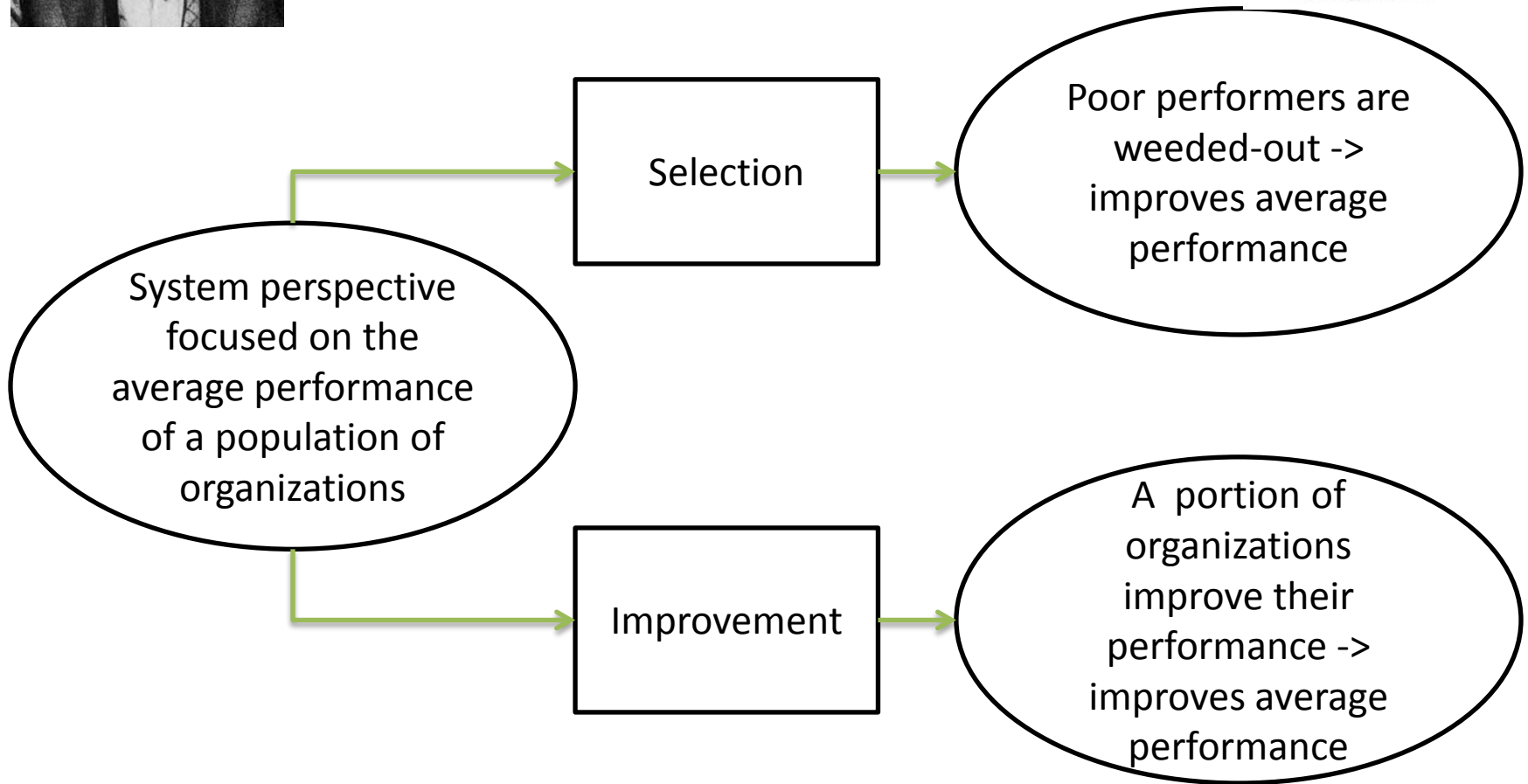
- There are two main views about the relevance of producing data about organizational performance
  - Democratic accountability
  - Instrumental use

# Instrumental models





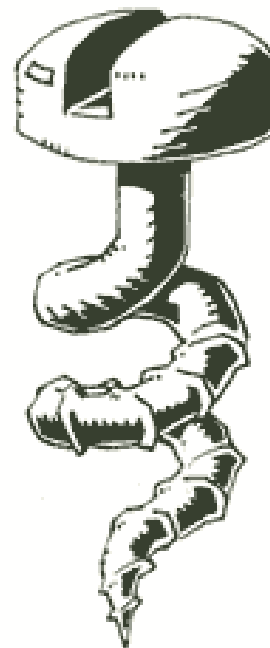
# Darwin vs. Lamarck



# The case for better theories

- “Growing evidence suggests that other user groups, such as managers and providers, indeed use comparative information to improve care where public reporting occurred. It is important to note that information systems can encourage changes in provider behaviour even if the public makes limited use of them. This supports the notion of an association between public reporting and quality improvement, which operates largely through provider behaviour change. More systematic research is needed, however, to understand the underlying mechanisms.”

- Cacace, M., Ettelt, S., Brereton, L., Pedersen, J., & Nolte, E. (2011). How health systems make available information on service providers: Experience in seven countries. Santa Monica, CA: RAND Europe and London School of Hygiene and Tropical Medicine. p. xv



USELESS #1

| <b>Typology of causal pathways between performance measurement and performance improvement</b> | <b>Selection</b>                                                                                                                                            | <b>Change through managerial interventions</b>                                                                                              | <b>Change through social structuring</b>                                                                                                                   | <b>Change through internal pressures</b>                                                                                                                |
|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Causal explanation to support an increase in average performance in provider population</i> | Market-like natural selection (Darwinian)                                                                                                                   | Environmental adaptation (Lamarckian)                                                                                                       | Environmental adaptation (Lamarckian)                                                                                                                      | Environmental adaptation (Lamarckian)                                                                                                                   |
| <i>Examples of theories providing a conceptual basis to support the pathway</i>                | Micro-economic theory of competitive markets                                                                                                                | Single-loop learning<br>Organizations as rational systems                                                                                   | External control of organizations<br>Neo-institutionalism                                                                                                  | Behavioural theory of the firm<br>Organizational politics                                                                                               |
| <i>Examples of potential users of performance measures</i>                                     | Anybody                                                                                                                                                     | Organizational management                                                                                                                   | Third party payers, funders, Regulatory bodies                                                                                                             | Professionals, individual managers, organized patients groups staff, unions, etc.                                                                       |
| <i>PRPM is the main source of data available</i>                                               | Yes                                                                                                                                                         | No. Internal monitoring of performance is likely to be ongoing                                                                              | No. Data could be made available without being in the public domain                                                                                        | No. Other formal and informal sources of data exists                                                                                                    |
| <i>PRPM is likely to constitute a significant stimulus supporting action</i>                   | Available evidence suggests this is often not the case (see conditions below)                                                                               | Potentially                                                                                                                                 | Potentially                                                                                                                                                | Potentially                                                                                                                                             |
| <i>Publicly reported performance measures will mostly be used as...</i>                        | ...a tool for resource allocation                                                                                                                           | ... a tool for managerial interventions (although we believe this to be unlikely)                                                           | ... a stimulus for action (actual allocation decisions likely to depend on other sources of measure)                                                       | ... an asset for advocacy                                                                                                                               |
| <i>Main necessary conditions</i>                                                               | Data is valid<br>Users are competent<br>Users are willing to give those measures a significant role in their choice<br>Exercising choice is reasonably easy | Data is valid<br>Organizational management was unaware of the performance situation but has the capabilities to intervene (highly unlikely) | Data is valid and resistant to scheming attempts in data collection<br>PRPM constitutes a significant stimulus for intervention through social structuring | Data is valid<br>Data is useful for intra-organizational stakeholders' advocacy<br>PRPM constitutes a significant stimulus for stakeholder mobilization |
| <i>Implicit model of what drives human action</i>                                              | Rational maximization of self-interest                                                                                                                      | Rational pursuit of organizational goals                                                                                                    | Social structuring                                                                                                                                         | Self-conscious (but not necessarily rational) defense of personal preferences                                                                           |

# Implications for practice

- It can make sense to publicly release performance data even if the evidence suggests very little can be expected from the selection by exit pathway.
- Making performance data public is likely to simultaneously trigger many different kinds of behaviour modifications in many different groups. Those actions can be either mutually reinforcing or opposing.
- It can make a lot of sense that the design of the measures made public aim primarily for the release of measures with a high stimulus potential rather than focus on informative value.
- Left to their own logic change pathways are likely to feed evolutionary processes regarding the methods and processes behind the public release of performance measures that are not propitious to improvement in actual average performance. This suggests that some sort of countervailing pressures need to be exerted and that the third party in charge of the measurement and processes will need strong backings to remain capable of promoting neutrality and validity in the inescapable methodological debates.



# Interested ?

- Contact:

Damien Contandriopoulos

University of Montreal

[damien.contandriopoulos@umontreal.ca](mailto:damien.contandriopoulos@umontreal.ca)