CIHI and the Triple Aim: Better Outcomes Through Performance Measurement

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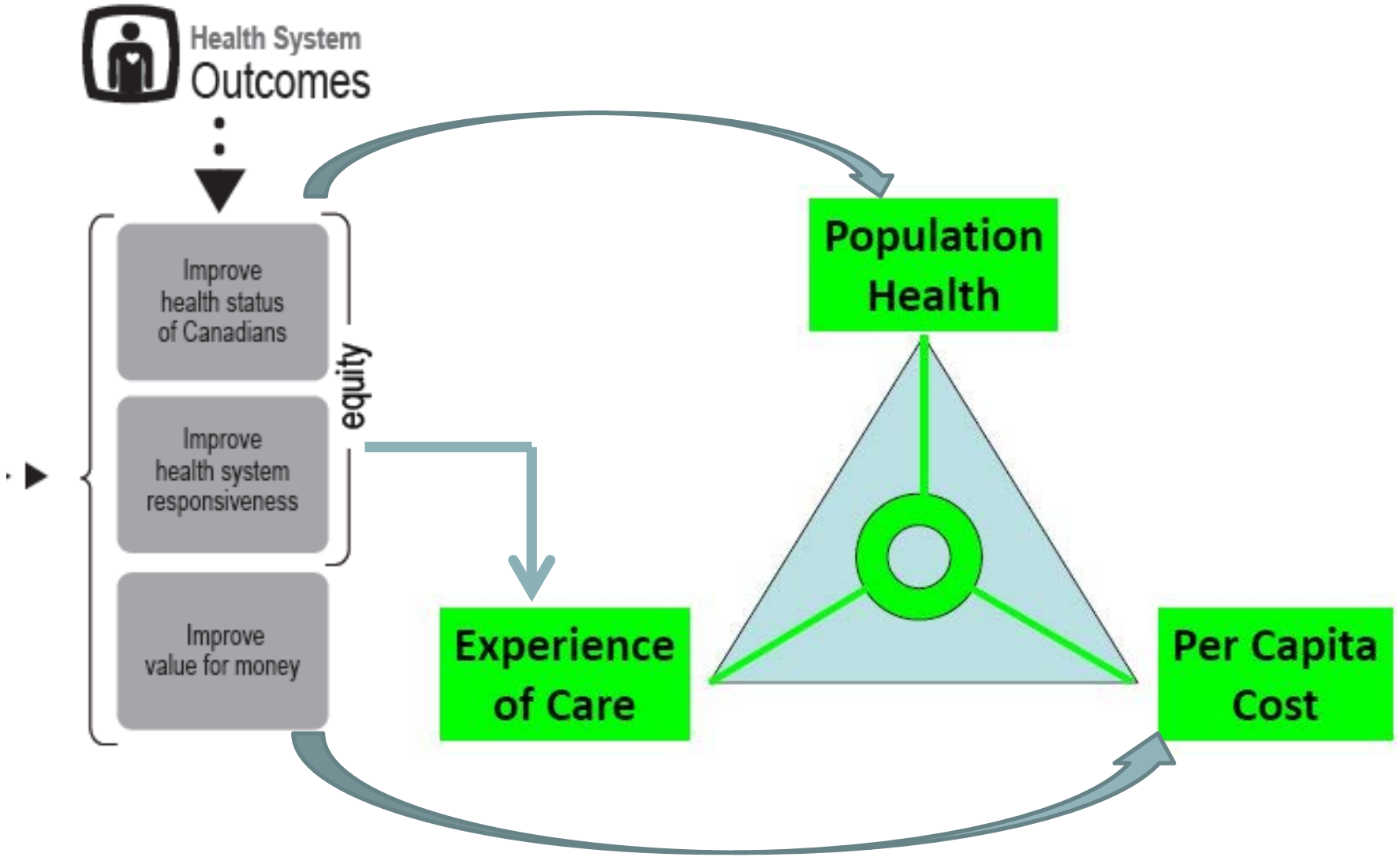
CIHI's new strategy 2012-2017

- New set of strategic directions
  - Improve the comprehensiveness, quality and availability of data
  - Support population health and health system decision-making
- New vision for CIHI:
  - Better data. Better Decisions. Healthier Canadians
- Three-year plan to strengthen pan-Canadian health system performance (HSP) reporting
  - HSP Reporting Initiative

CIHI Health System Performance and Triple Aim frameworks



Evaluation at CIHI to date

- Measurement emphasis in past on core mission
- Some measurement related to impact of knowledge generated by the organization existed but was poorly integrated
- Ultimately, we want to know about *impact* of performance information

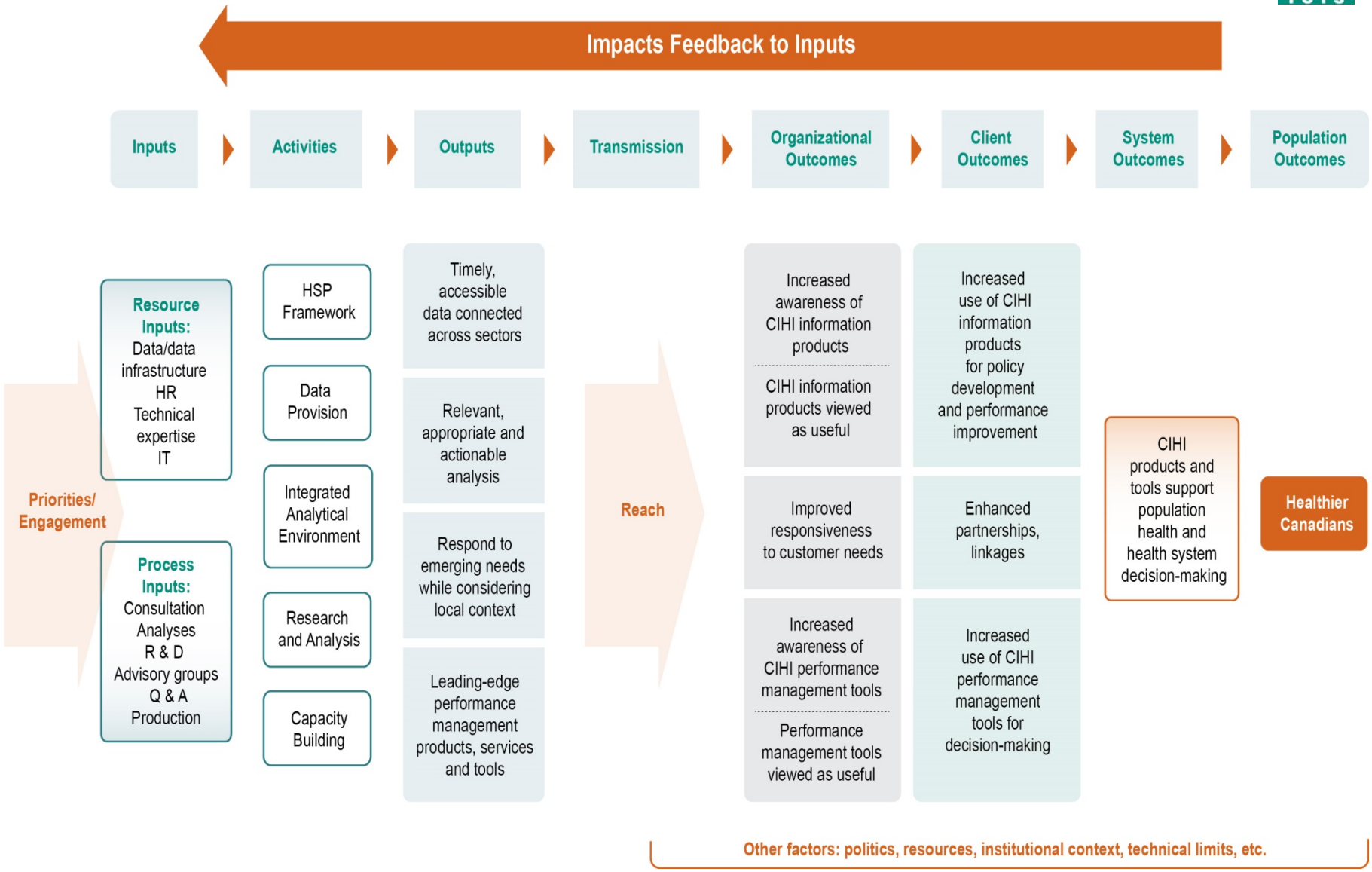
The challenge: evaluating performance information use

- Complexity problem
  - Information is introduced into complex environments
  - Information is used in complex ways
- Actions and their effects can have multiple causes
  - Causality problem
  - Attribution problem
- Resource problem
  - Easier to count outputs and reach than to assess impact
- Evaluation timescale problem
  - How long is long enough?

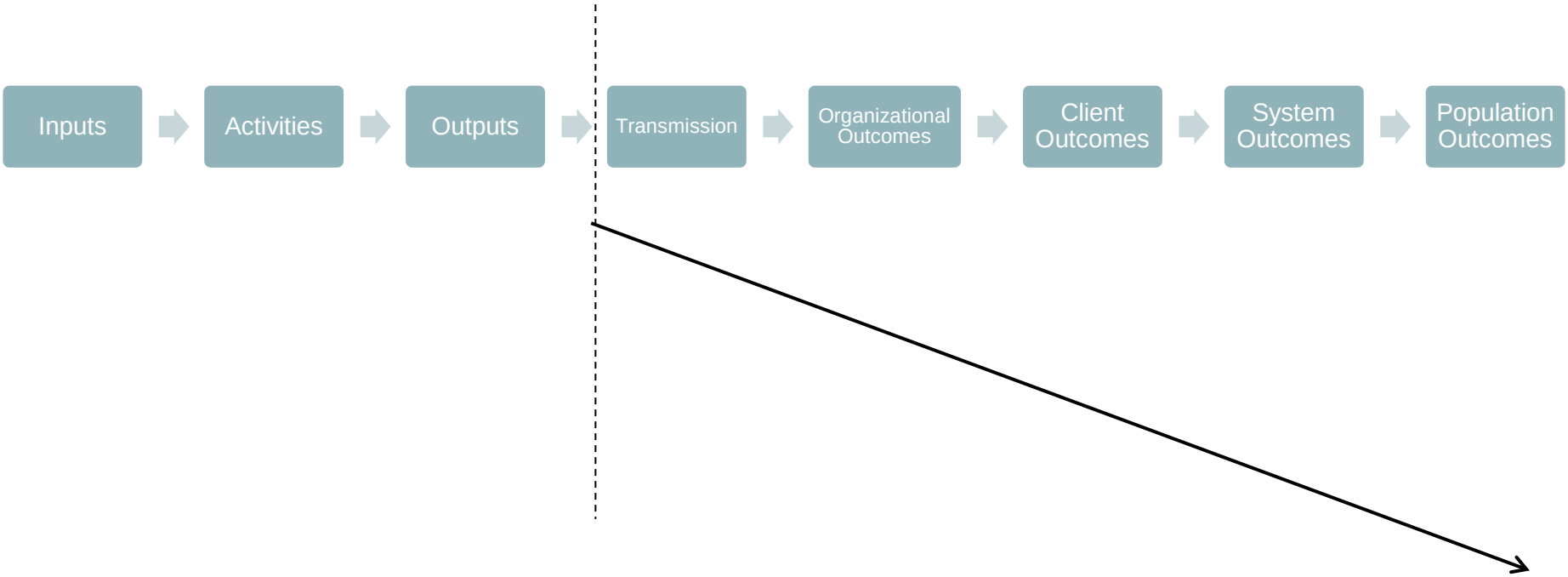
Research impact frameworks

Framework	Indicator domains
Canadian Academy of Health Sciences, 2009	• Advancing knowledge • Capacity building • Informing decision making, • Health impacts • Broad economic and social impacts
National Institute of Occupational Health and Safety, 2009	• Intermediate: user response • End: health/population outcomes
Johns Hopkins for HIPNET, 2007	• Usefulness • Use • Collaboration and capacity building

CIHI Evaluation Framework



Attribution



"Ability to quantify and establish attribution reduces with number of steps from outputs"
Boaz, Fitzpatrick & Shaw, 2009.

Contribution

"*Contribution mapping* focuses on the actors that are involved in, or directly interact, with a research project and aims to assess contributions instead of impacts… A contribution to action refers to the activities which turn a novel combination of knowledges into a 'going concern' as a part of practices, a component in successful innovation or an element in decisions and their implementation"

Kok & Schuit 2012

Performance information use as purposeful action

"Determining the actual impact of reforms is exceptionally difficult, but *performance information use offers a more tractable measure of success*. More broadly, the use of performance information suggests a type of purposeful and goal-oriented behavior"

Moynihan & Pandey 2010, 850

Information use in organizations

- “Information” is heterogeneous
- Information use does not necessarily follow a mechanistic “logic of consequentiality” (input – output)
- Routine actions can produce simple information needs
- Information use is not always instrumental or visible
- Information use is a context dependent process
- Information use takes different forms
- Information produces multiple effects
- Users construct knowledge through “feedback mechanisms, iterations and complex relationships”

Indicator domains - *outcomes*

Outcome domain	Subdomain
Organization	• Reception • Cognition • Knowledge pool/relevance
Client	• Enlightenment • Reference • Effort • Adaptation • Interaction

System	• Application
	  • Policies/practices
	  • Services/programs

Population	• Health • “Tracer” conditions

Information use: major events
- Information pick-up
- Information processing
- Information application

System outcomes

- Improve health system responsiveness
  - CIHI products and tools support population health and health system decision-making
  - Pan-Canadian inpatient experience survey
  - Concrete changes in policies, programs and services
- Improve value for money
  - Track productivity and efficiency indicators, e.g.:
    - Cost per weighted case
    - Total worked hours per weighted case

Population outcomes

- Improved health status of Canadians
- Use of “tracer concept”
  - “discrete and identifiable health problem” that can “provide insight into how particular parts of the [health] system work” (Nolte & McKee 2004)
- Key indicators, tracked over time