Over the last two decades there have been many developments in the measurement of quality in healthcare. Healthcare organizations are increasingly adopting Balanced Scorecards, Dashboards, Report Cards and public reporting portals to organize and present their performance metrics. Measures typically used in infection prevention and control are increasingly being adopted for performance measurement.

Adapted from BC Patient Safety Quality Council (2010)

Performance Measurement

- Measurement of healthcare processes, patient outcomes, patient perceptions of care and organization systems and structures associated with the ability to provide high quality care.
- Performance measures encompass those measures used for public reporting, monitoring and improving quality and pay for performance strategies.
- Performance measurement implies the use of quantitative process or outcome measures that are assessed against a benchmark or performance goal or target.

Adapted from BC Patient Safety Quality Council (2010)

Benchmarking and Performance Measurement

Leslie Forrester and Zahir Hirji
CHICA-Canada Annual Conference
Toronto, Canada
May 30, 2011

Context

- Over the last two decades there have been many developments in the measurement of quality in healthcare.
- Healthcare organizations are increasingly adopting Balanced Scorecards, Dashboards, Report Cards and public reporting portals to organize and present their performance metrics.
- Measures typically used in infection prevention and control are increasingly being adopted for performance measurement.

Adapted from BC Patient Safety Quality Council (2010)

What is benchmarking?

- The process of comparing your business processes and performance metrics to industry bests and/or best practices from other industries. Dimensions typically measured are quality, time and cost.
- Benchmarking is used to measure performance using a specific indicator (e.g., rate of healthcare-acquired MRSA) resulting in a metric of performance that is then compared to others.

Adapted from BC Patient Safety Quality Council (2010)

Objectives

- Describe the goals and objectives of benchmarking
- Review the advantages and potential pitfalls of benchmarking
- Review the process of benchmarking and performance measurement
- Through the use of a practical example illustrate the value of benchmarking in driving performance improvement

Benchmarking goals & objectives

Goal

- To improve performance

Objectives

- To understand and evaluate your current performance in relation to others similar to you with exceptional performance
- To identify areas and means of performance improvement
- To set performance improvement targets or goals

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Types of benchmarking

<table>
<thead>
<tr>
<th>Benchmarking type</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>• To identify areas of poor or weak performance</td>
</tr>
<tr>
<td>Process</td>
<td>• To identify and implement practices that have been successful elsewhere with the goal of performance improvement</td>
</tr>
</tbody>
</table>

Internal and external benchmarks

**Internal**
- Involves benchmarking business or operations within the same organization.

**External**
- Involves analyzing outside organizations that are known for their outstanding performance. These may be regional, provincial, national or even international.

Advantages & Pitfalls

**INTERNAL BENCHMARKING**

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Potential Pitfalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Access to data and sensitive information</td>
<td>• Real innovation may be lacking</td>
</tr>
<tr>
<td>• Data more likely to be standardized facilitating comparisons</td>
<td>• May not represent “best performance”</td>
</tr>
<tr>
<td>• Usually requires less time and resources</td>
<td></td>
</tr>
<tr>
<td>• Easier to discover the story behind the numbers</td>
<td></td>
</tr>
</tbody>
</table>

**EXTERNAL BENCHMARKING**

<table>
<thead>
<tr>
<th>Advantages</th>
<th>Potential Pitfalls</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Provides opportunities to learn from those that are on the leading edge.</td>
<td>• Access to information may be limited</td>
</tr>
<tr>
<td>• Identification of an appropriate benchmarking partner that is more similar to your healthcare facility, department etc.</td>
<td>• Can take significant amount of time and resources to assess comparability of information, surveillance methods, patient populations and reported results.</td>
</tr>
<tr>
<td>• Requires careful analysis of national and international differences.</td>
<td></td>
</tr>
</tbody>
</table>

Process of benchmarking

<table>
<thead>
<tr>
<th>Stage</th>
<th>What to do</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning</td>
<td>• Identify what is to be benchmarked</td>
</tr>
<tr>
<td></td>
<td>• Identify appropriate benchmarking partner</td>
</tr>
<tr>
<td></td>
<td>• Determine data collection methods</td>
</tr>
<tr>
<td>Data collection and analysis</td>
<td>• Collect data</td>
</tr>
<tr>
<td></td>
<td>• Determine current “performance gap”</td>
</tr>
<tr>
<td>Integration</td>
<td>• Identify what makes the benchmarking partner so successful</td>
</tr>
<tr>
<td></td>
<td>• Communicate benchmarking findings</td>
</tr>
<tr>
<td>Action</td>
<td>• Develop action plans</td>
</tr>
<tr>
<td></td>
<td>• Set realistic and feasible performance goals</td>
</tr>
<tr>
<td></td>
<td>• Implement specific actions and monitor progress</td>
</tr>
<tr>
<td></td>
<td>• Recalibrate benchmarks</td>
</tr>
</tbody>
</table>

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Identifying an appropriate benchmarking partner

- Are you using consistent definitions for both numerator and denominator?
- Does it represent your population of interest?
- Are the results current?
- Are the results based on a sufficiently large sample?
- Is the organization recognized as being credible?

National Healthcare Safety Network (NHSN)

<table>
<thead>
<tr>
<th>Hospital Categories</th>
<th>March (39)</th>
<th>April (39)</th>
<th>May (39)</th>
<th>June (39)</th>
<th>July (39)</th>
<th>August (39)</th>
<th>September (39)</th>
<th>October (39)</th>
<th>November (39)</th>
<th>December (39)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Births (84)</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>Deaths (84)</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>4</td>
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</tr>
<tr>
<td>Safety Events (84)</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>4</td>
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<td>4</td>
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Teleclass broadcast sponsored by GOJO (www.gojo.com)

Evaluating the performance gap

**PROCESS BENCHMARKING**

Learning from the “high performer”

MSICU, Saint Joseph Medical Center, Towson, MD

- Staff required to sign a pledge to perform proper catheter insertion and maintenance
- Communication strategy to raise awareness and remind staff of bundle
- Sharing of CAUTI rates with staff
- Staff required to review aseptic procedure for catheter insertion and maintenance
- Posters placed in strategic locations to inform staff of CAUTI initiative
- Goal sheet created and shared with staff
- Infection Prevention attended daily clinical multidisciplinary rounds to instill practice of daily assessment of patient’s need for catheterization
- Pocket guide created for easy reference to the bundle


Setting a performance target


Monitoring and celebrating success!

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Driving performance improvement

- Benchmarking is a key component of a continuous improvement process with the goal of keeping abreast of ever-improving practice.
- To be successful, benchmarking should focus on learning about why something works well rather than focusing on what works well.

Acknowledgements

- Jackie Galluzzo, Infection Preventionist, Saint Joseph Medical Center in Towson, Maryland.

References


Questions