Developing Performance Indicators

Description:

This tool provides a performance framework matrix with examples of performance indicators that can be tailored to your organization.

How it can be used:

Providing high quality health care is the goal of all health care organizations. The organizational vision and mission set the direction, goals and objectives outline the service and program outcomes, and performance indictors measure whether the goals and objectives are being achieved.

A performance measurement framework is an operational tool that enables health organizations to measure their performance through the identification of indicators. At all levels – service, program, organization, system – performance indicators can monitor the components, outputs, outcomes, and enablers.

Based on your organization's mission and goals, the performance framework will guide you in identifying indicators that demonstrate whether you are meeting your targets. It is important to clearly understand your organization's direction and then strategically seek indicators that represent concrete measures of progress. This is an ongoing process, one that requires consistent monitoring and review.

The matrix below organizes the goals and indicators as individual, organization and system. Consider the examples and determine if they would effectively capture whether your health programs and services are contributing to improved outcomes. Add indicators that reflect your organization and your community.

Goal	Possible indicators	My organization
Individual - These indicators focus on the needs of the individuals in the health system; the clients, caregivers and families.		
Access: Individuals are able to get the right care at the right time in the right setting by the right healthcare provider	• wait times • availability • timeliness • physical access	
Effective: People receive the care and service that they need, that achieves the desired result, and is based on the best available evidence.	• avoidable visits/treatments • measurable health outputs/outcomes	
Safe: People are not harmed by mistakes in care. Ongoing safety issues are addressed.	• infection rates • adverse events • drug safety	
Person-Centred: Health care services are sensitive to an individual's needs and preferences. Client, caregiver and family feedback is incorporated into care provision and planning.	• patient satisfaction • complaint and/or compliment reports • healthy well-being initiatives	
Organization – these indicators focus on the health of the organization to support a healthy, sustainable health care system and ensure the best use of health care resources.		

Goal	Possible indicators	My organization
Efficient: Organizations continually look for ways to be more efficient and reduce waste, including waste of supplies, equipment, time and information.	• fiscal performance • cost per service • effective use of volunteers	
Appropriately Resourced: Organizations have sufficient resources to provide high quality patient care, including enough qualified providers, funding, information, equipment, supplies and facilities.	• health human resources • overall spending and value for money • staffing balance	
Employee Experience: Staff satisfaction is a precursor to patient satisfaction. Organizations ensure their employees have a healthy, safe work environment, and that staff, physicians and volunteers are satisfied with their employer/work experience.	• overall employee satisfaction • staff turnover rates • vacancy rates • workplace safety • healthy work environment	
Governance: Good governance is a key enabler to the provision of high quality health care. Organizations ensure their governance structures have the necessary tools (education and awareness) in order to provide strategic leadership and improve the quality of health care.	• governance structures • Board education sessions • time spent (at a Board level) to oversee/support quality	
System – these indicators focus on working with health care partners and communities to help integrate health services and support a high quality health care delivery system that is better coordinated and more efficient.		
Integration: Communities have a health system that supports seamless, coordinated transitions between health care providers during a person's continuum of care needs. Health care organizations and providers are organized, connected and work with other health care partners to provide high quality health care.	• discharge/transitions • avoidable emergency visits • system performance measures • cross-organizational and cross-sectoral partnerships	
eHealth: The use of information technology is a key enabler to providing high quality health care. Health care organizations harness the power of information and technology to improve client care, safety and access.	• adoption rates for electronic health records • electronic interfaces within health units/pharmacies	
Community Engagement: Health care organizations leverage the skills, expertise, knowledge and life experiences of all partners to increase capacity to build healthier communities. Working collaboratively with individuals, families and health service providers enables the development of integrated services that respond to the health needs of the local community.	• development and use of community engagement strategies • community engagement participation rates • community feedback	