

“Measuring Up”

Improving Health Systems Performance in OECD Countries



Measuring health system performance: Problems and Opportunities in the Era of Assessment and Accountability

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Health
Canada

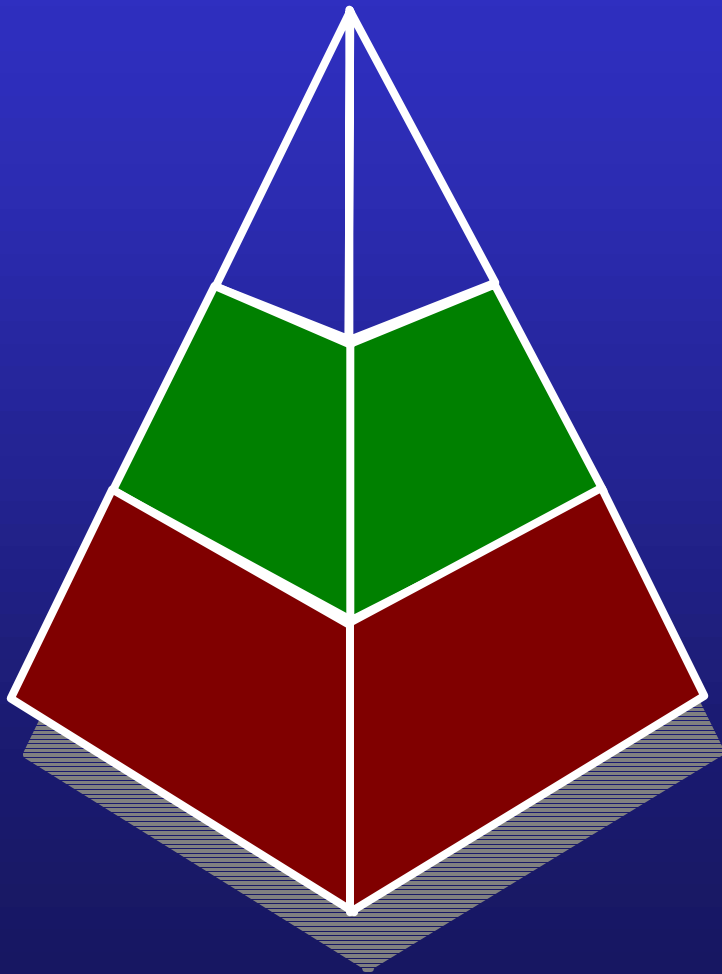
Santé
Canada

Canada

Health Care Reform: No Magic Bullets

- Incrementalism rules
- Bottom up : improvements in services, measurement-driven
- Top down : policy adjustments, experience/evidence-based

The Health Care Decision-Making Triad



EVIDENCE

VALUES or CULTURE

CIRCUMSTANCES or CONTEXT

Some Drivers of the Measurement Movement

- **Fiscal/Management Imperatives**
- **Public Expectations**
- **Ubiquity of Variations and Errors**
- **Rising Stakes: Post-Genomic Technology**

The New York Times

Washington Edition
 Washington and Baltimore: Thunderstorms by afternoon, high near 90. Tonight, showers end, lows in the mid-60's. Tomorrow, showers. Highs in the low 80's. Weather map is on Page A24.

VOL. CXLIX . . . No. 51,432

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TUESDAY, JUNE 27, 2000

ONE DOLLAR

"All the News
 That's Fit to Print"

Genetic Code of Human Life Is Cracked by Scientists

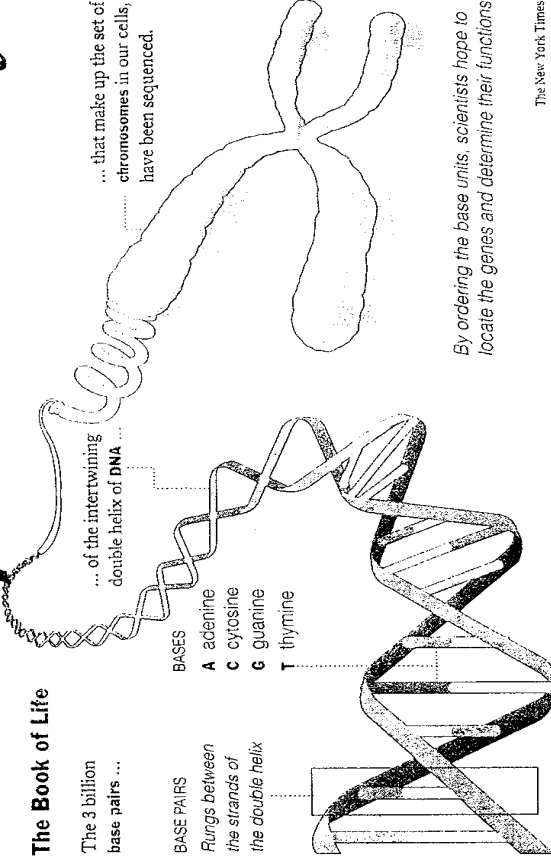
The Book of Life

The 3 billion base pairs ...

BASE PAIRS
 Rungs between the strands of the double helix

BASES
A adenine
C cytosine
G guanine
T thymine

... that make up the set of chromosomes in our cells, have been sequenced.



By ordering the base units, scientists hope to locate the genes and determine their functions.

The New York Times



Francis S. Collins, head of the Human Genome Project, right, with J. Craig Venter, head of Celera Genomics, after the announcement yesterday that they had finished the first survey of the human genome.

Science Times A special issue

- Putting the genome to work.
- Some information has already paid research dividends.
- Two research methods, two results
- More articles, charts and photos of the genome effort.

JUSTICES REAFFIRM MIRANDA RULE, 7-2; A PART OF 'CULTURE'

By LINDA GREENHOUSE

WASHINGTON, June 26 — The Supreme Court reaffirmed the Miranda decision today by a 7-to-2 vote.

The decision overturned a ruling last year by the federal appeals court in Richmond, Va., which held that Congress was entitled to the last word because Miranda's presumption that a confession was not voluntary unless preceded by the warnings was not required by the Constitution.

The decision today — only 14 pages long, in Chief Justice Rehnquist's typically spare style — brought an abrupt end to one of the oddest episodes in the court's recent history, an intense and strangely delayed re-fighting of a previous generation's battle over the rights of criminal suspects. Miranda v. Arizona was a hallmark of the Warren Court and

because of the court's perceived hos-

A SHARED SUCCESS

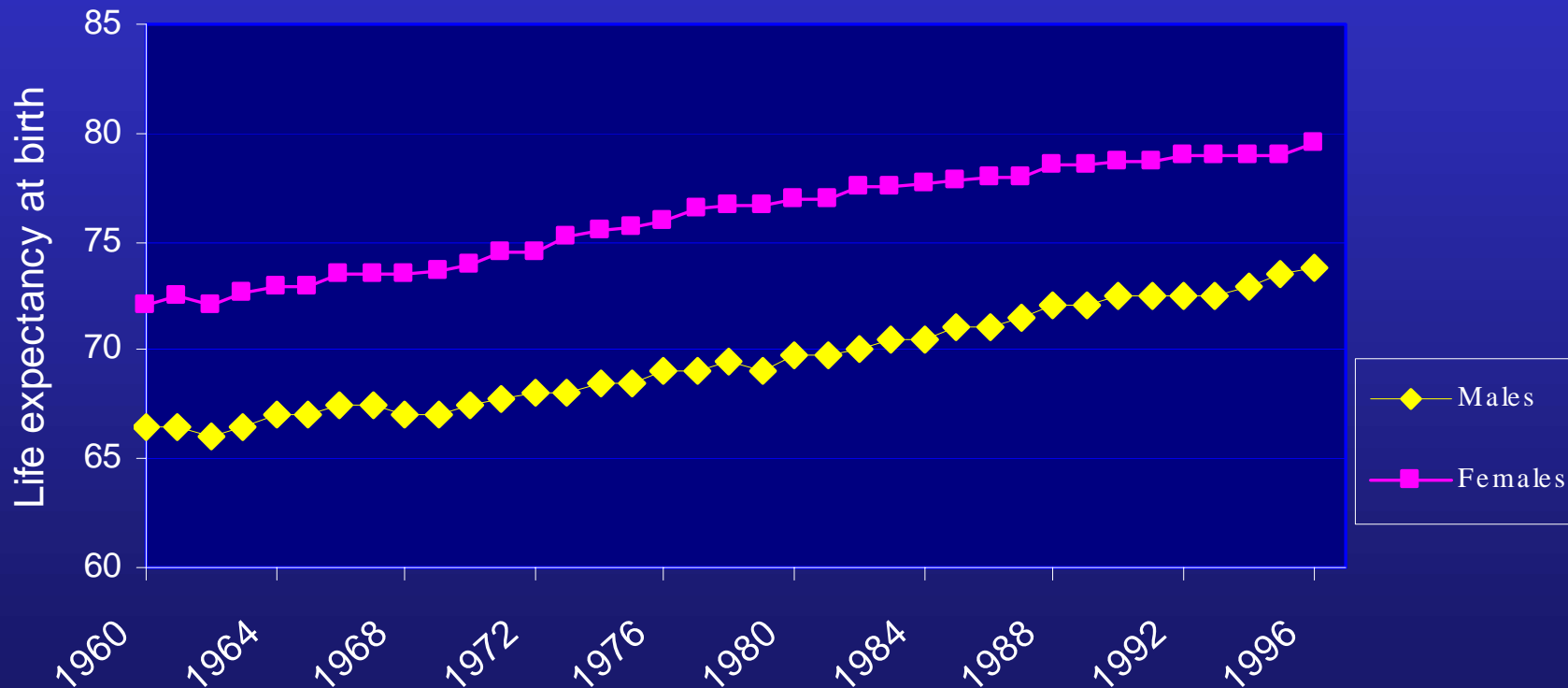
2 Rivals' Announcement
 Marks New Medical
 Era, Risks and All

By NICHOLAS WADE
 WASHINGTON, June 26 — In an achievement that represents a pinnacle of human self-knowledge, two rival groups of scientists said today that they had deciphered the hereditary script, the set of instructions that defines the human organism.

"Today we are learning the language in which God created life," President Clinton said at a White House ceremony attended by members of the two teams and, via satellite, Prime Minister Tony Blair of England. [Excerpts, Page D8.]

The teams' leaders, Dr. J. Craig Venter, president of Celera Genomics, and Dr. Francis S. Collins, director of the National Human Genome Research Institute, praised each other's contributions and signaled a spirit of cooperation from now on, even though the two efforts

Average life expectancy at birth in 13 OECD countries, 1960-96



WHO 00193

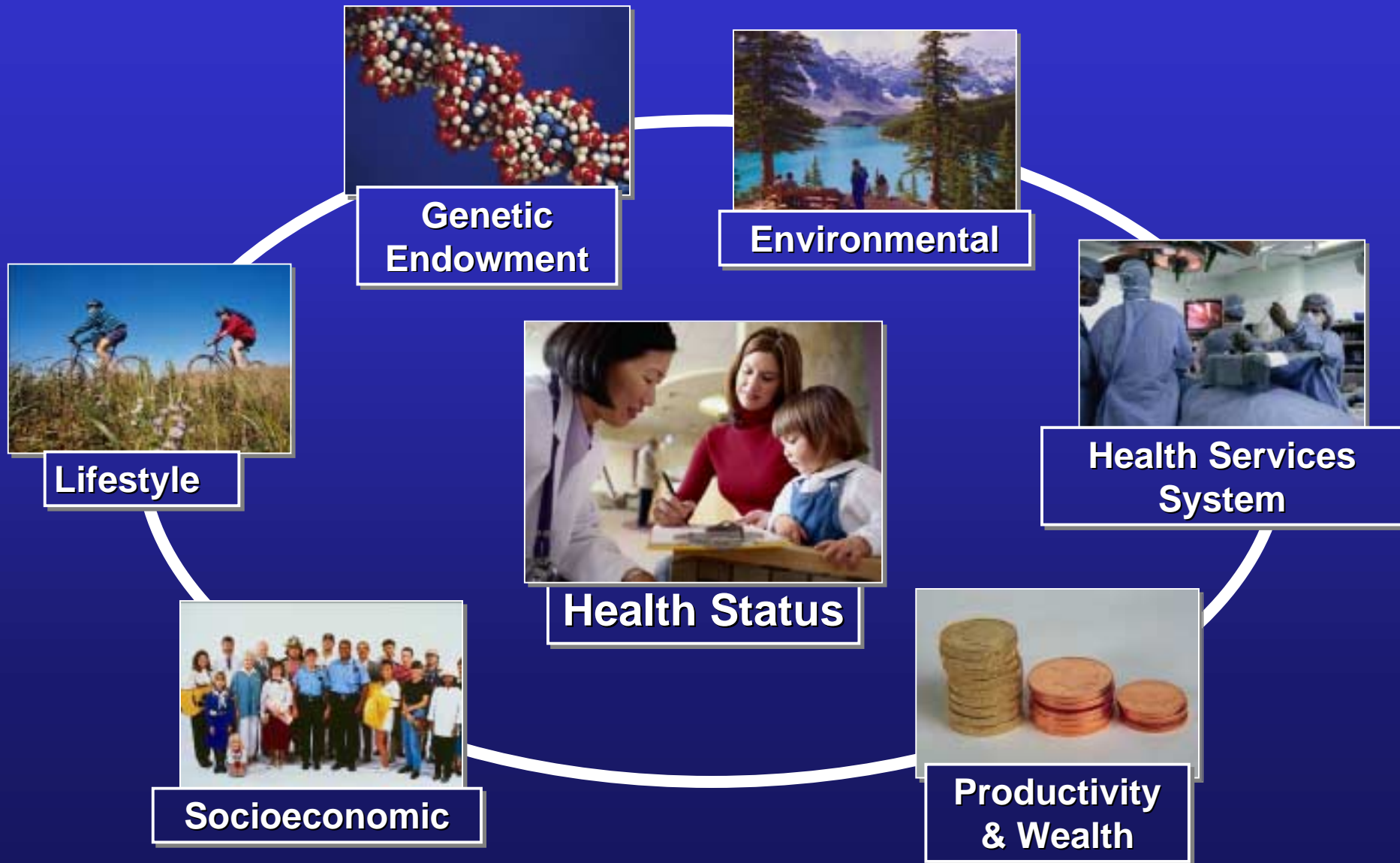
EXAM QUESTION:

Health care has only modest effects on population health status.

Should measures of health system performance include population health indicators as outcomes or as confounders?

PLEASE ANSWER IN 200 WORDS OR LESS...

Population Health: Major Determinants

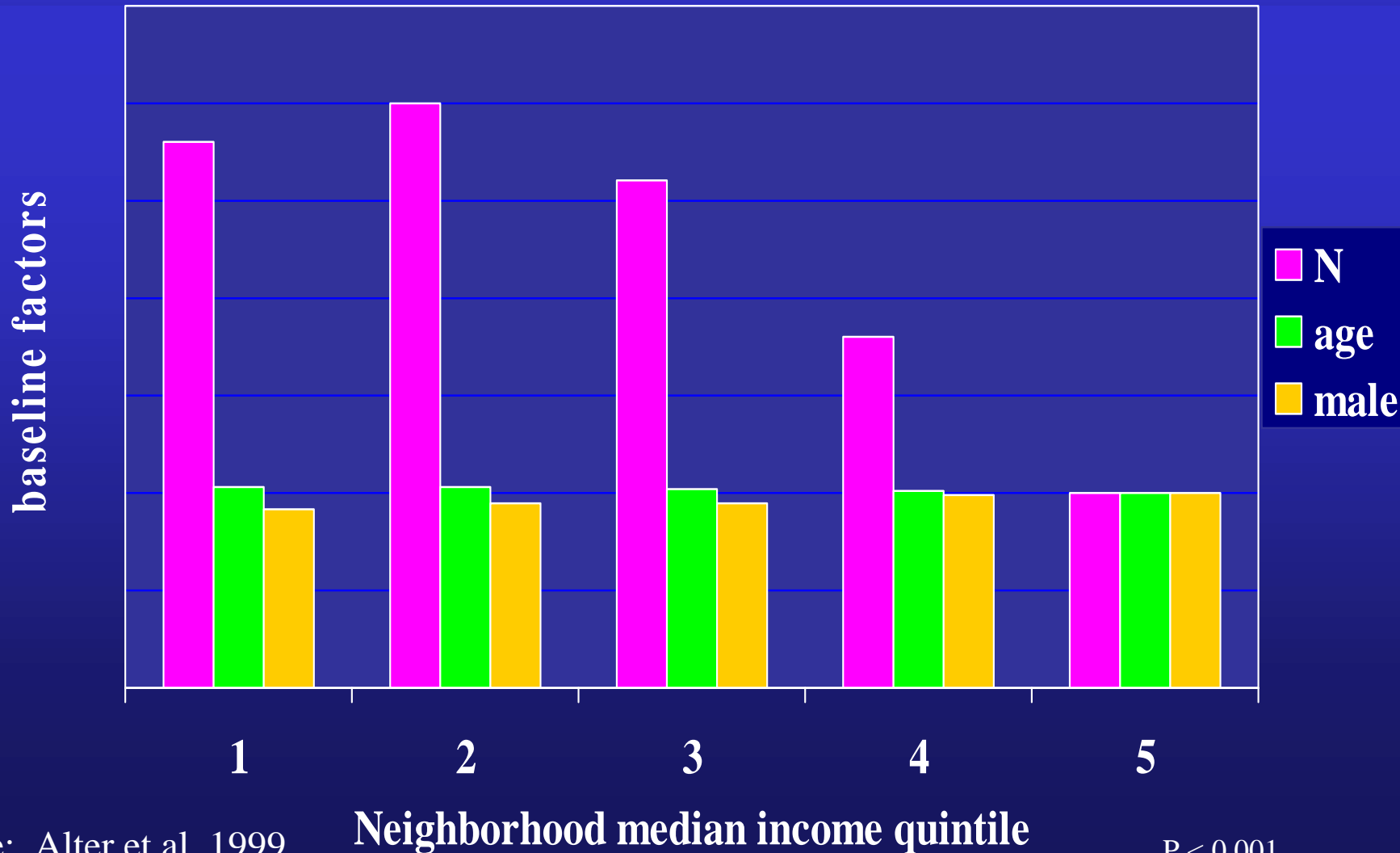


Measurement Priorities for Programs and Interventions

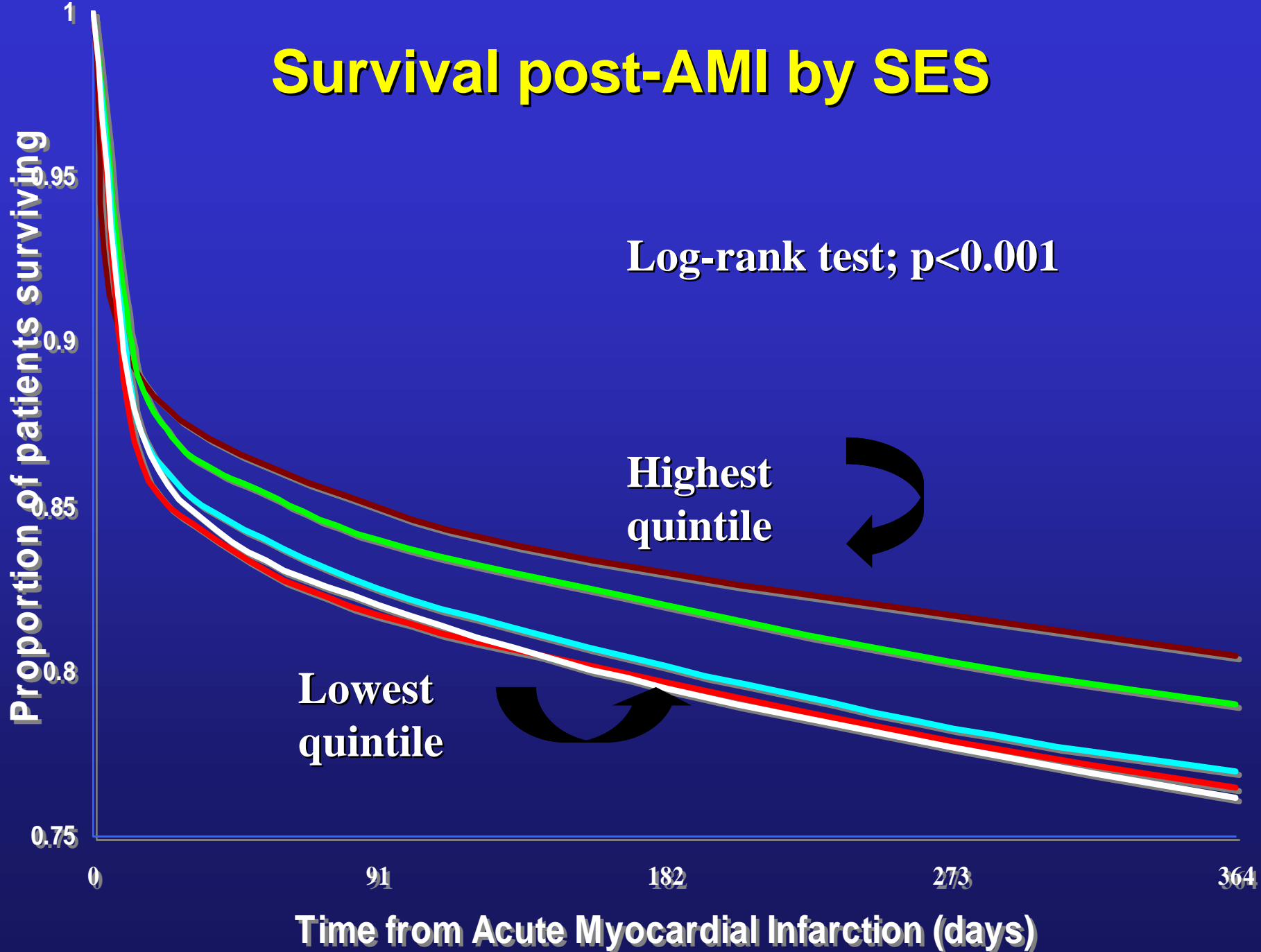
- **Strong evidence for impacts on health status**
- **High Costs or high risks**
- **High variation**

AMI Patients across income quintile in Ontario, Canada

Male = 63.1%



Survival post-AMI by SES

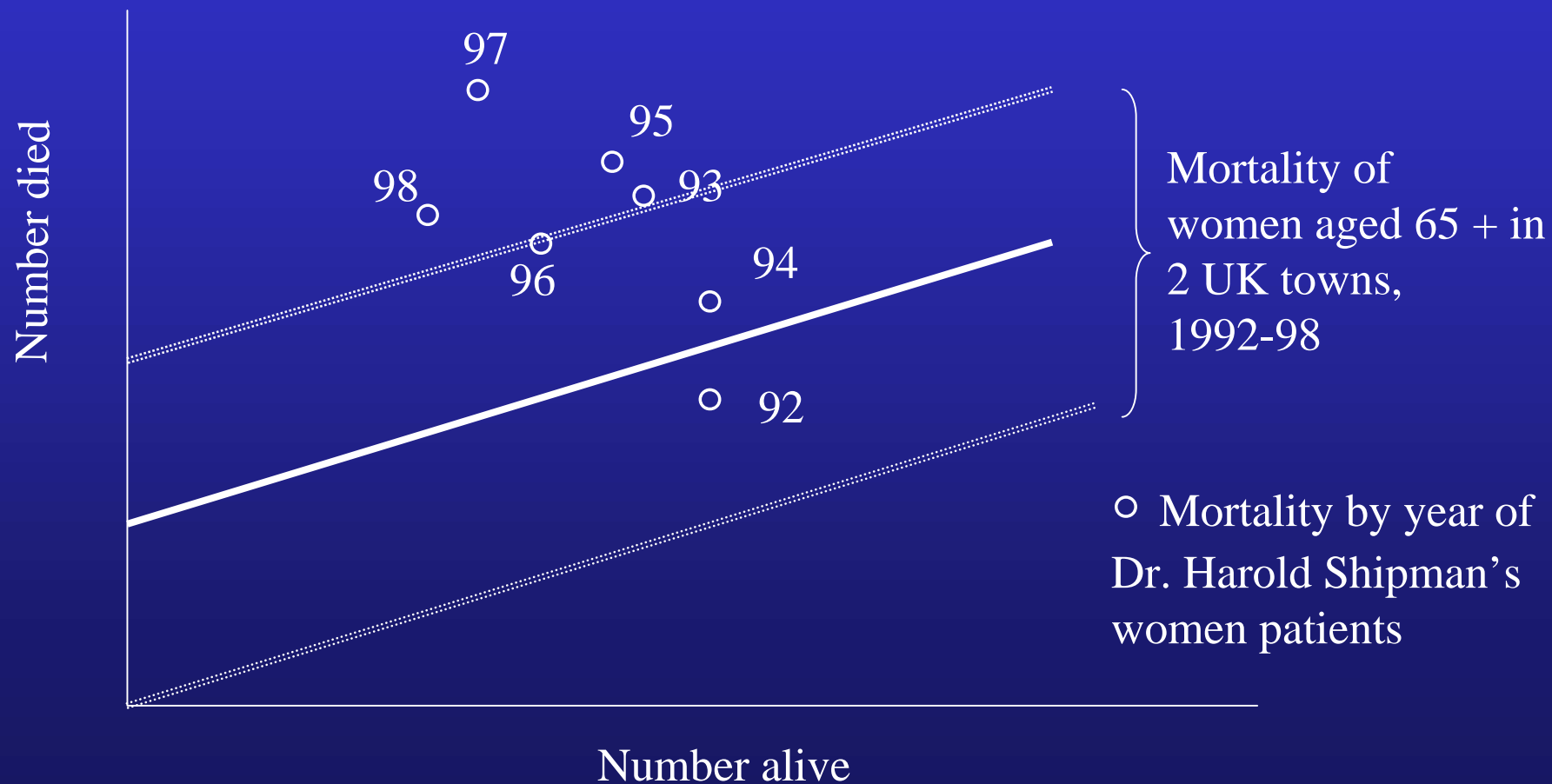


Accept complexity

Make selective use of composite measures

**Different measures to inform different
stakeholders**

Example of Shewhart's control chart to describe process variation



Statistical Significance versus Policy Relevance

- **Population health impact**
- **Budgetary impact**
- **'Identifiable victims'**
- **Font-size of headlines!**

**Focus on assembling accurate,
reliable, and relevant data**

**Talk with different audiences
about their data needs and
concerns before
(re-) designing information
systems**

Standardize and fill the 'black holes' in health info-structure

- **Standardize definitions of inputs & outputs**
- **Better characterization of providers, patients, processes, and outcomes**
- **Address 'black holes': I.e. waiting lists, primary/ambulatory care, long-term and rehab services**

Supplement existing data on a project-specific and time-limited basis with clear analytical goals.

**Acquire data to follow patients through
episodes of illness and
across the care continuum**

**Integrated data can help reduce
dis-integration of health services**

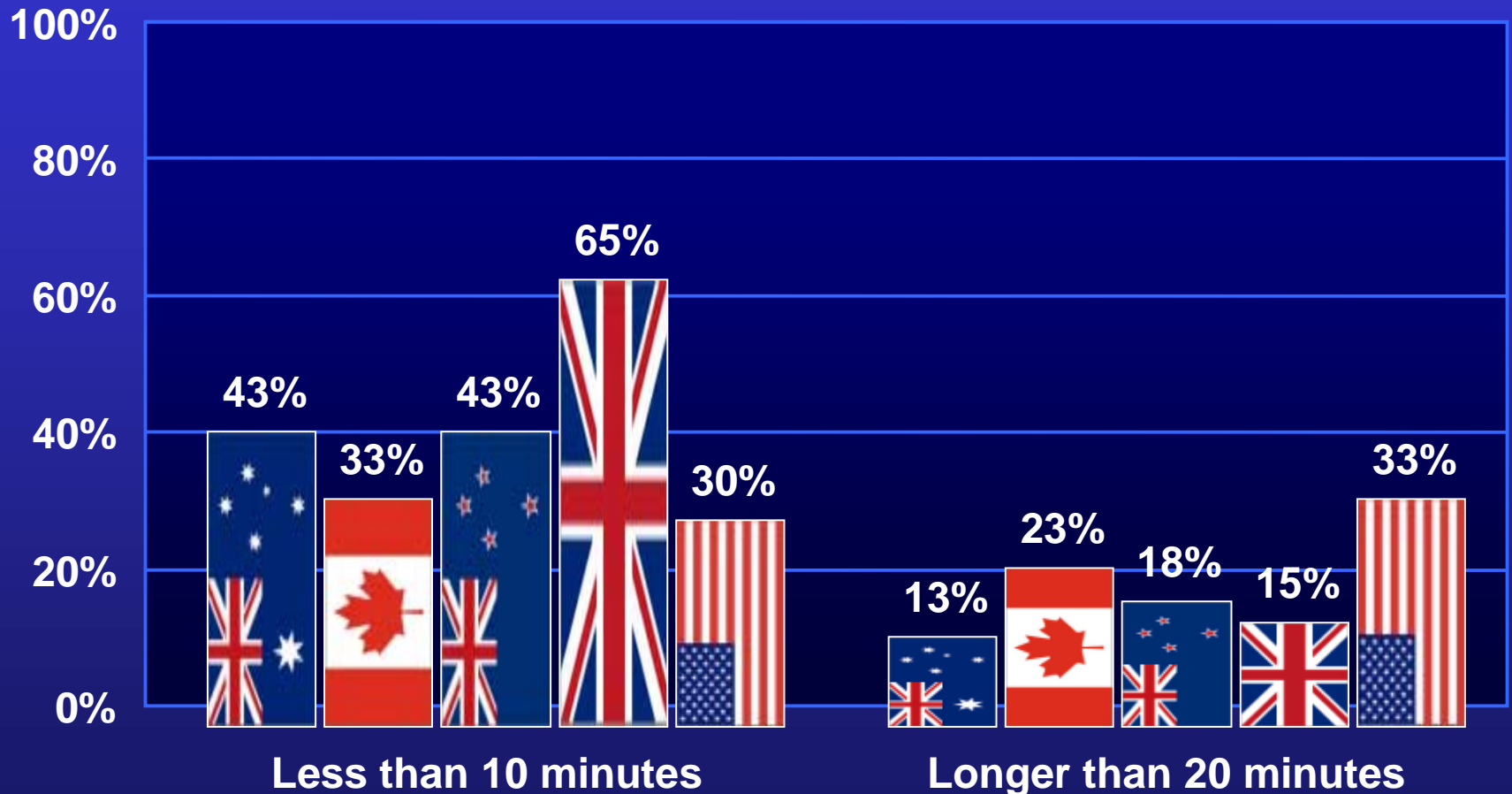
**Take advantage of technology and
upgrade info-structure
as necessary**

HOW...to achieve IMPROVEMENT

ALIGN:

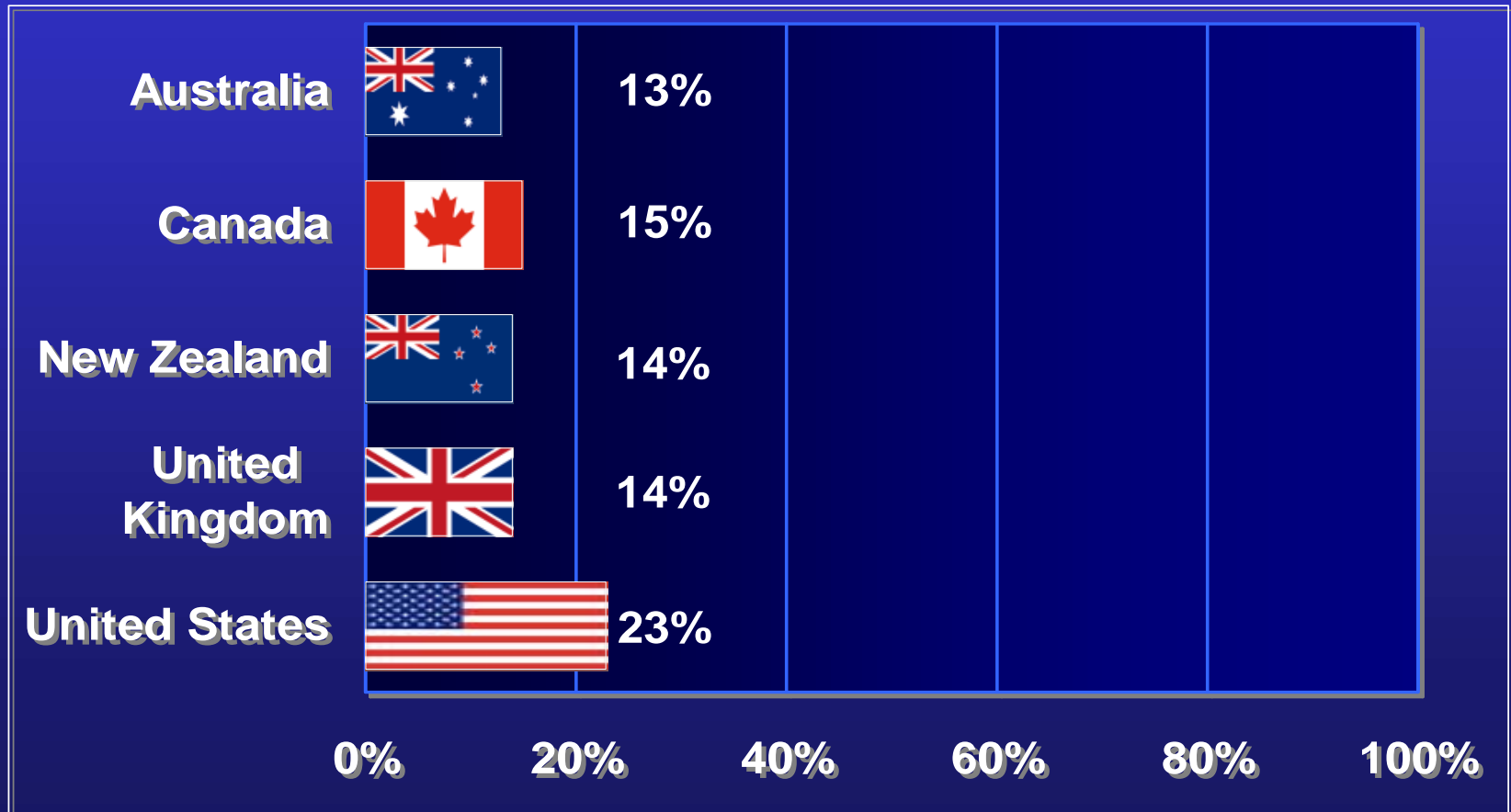
- **Information systems**
- **Performance measures**
- **Reporting systems**
- **Organizational/Professional culture**
- **Implementation mechanisms**

Length of Most Recent Doctor Visit

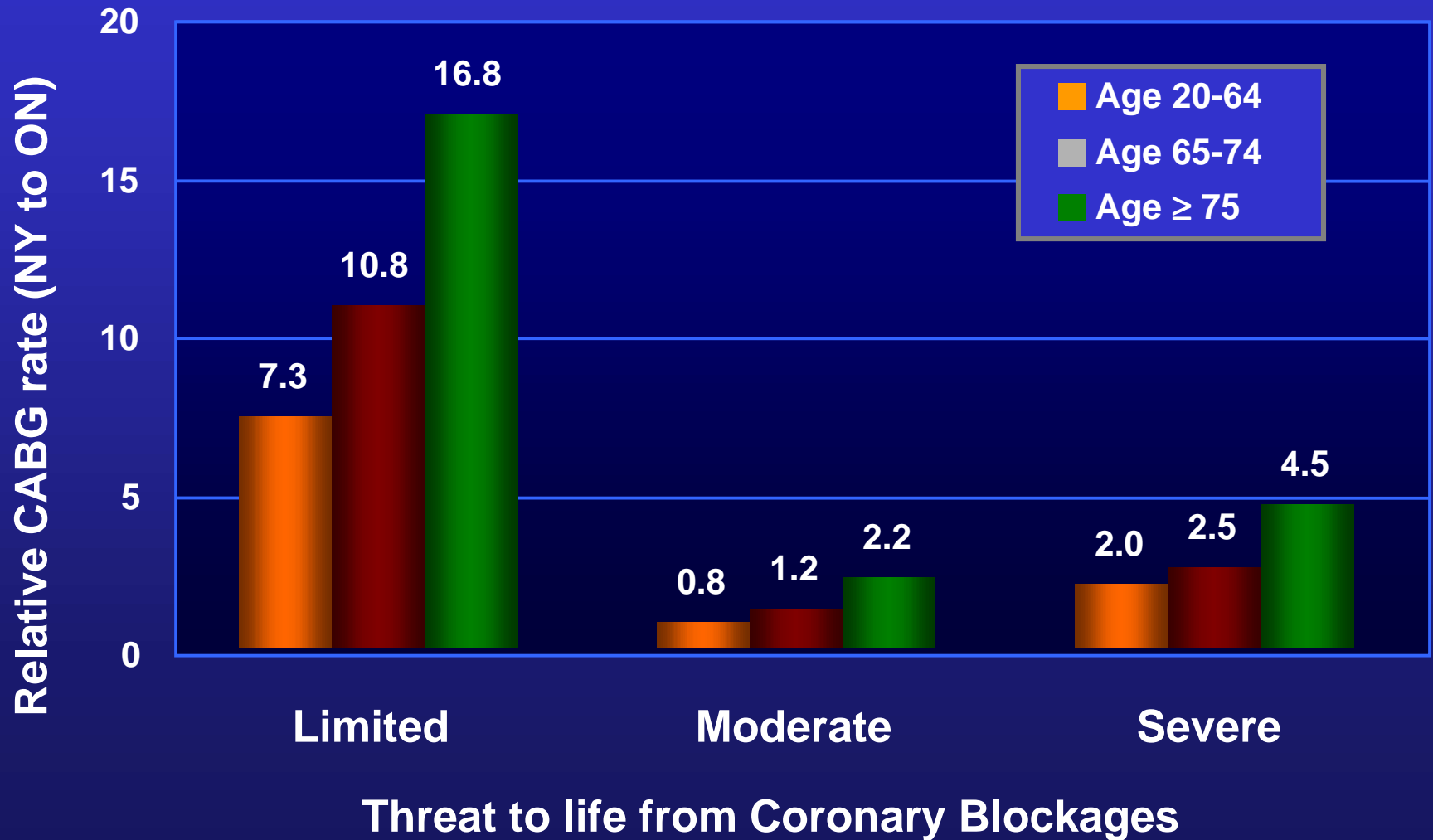


 Australia  Canada  New Zealand  United Kingdom  United States

Respondents reporting time their doctor spent with them was too short



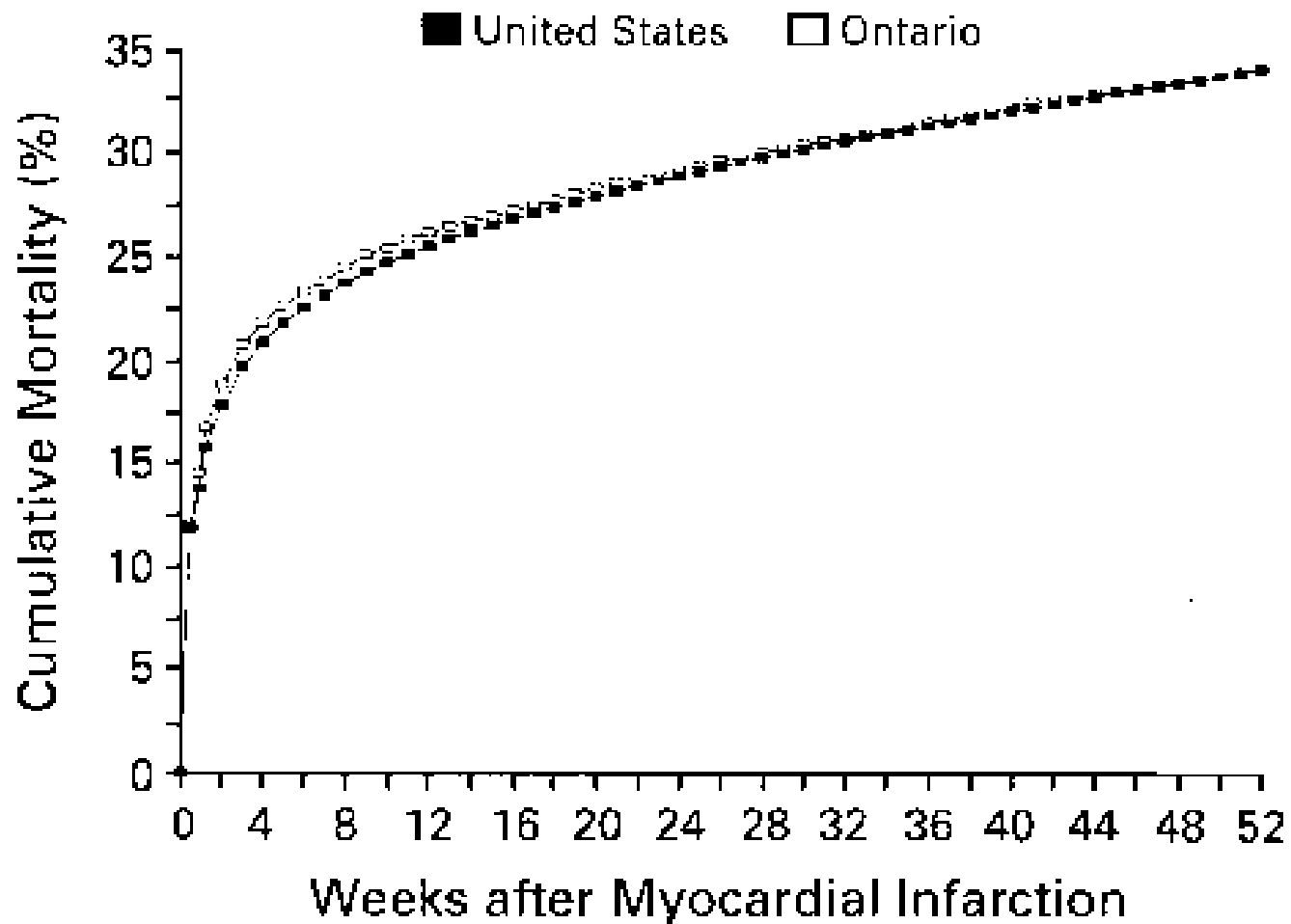
Coronary surgery: Ontario vs New York



Percentages of Senior Citizens receiving Cardiac Procedures after Heart Attacks in the United States and Ontario, Canada, 1991

<i>Procedure</i>	<i>United States</i>	<i>Ontario, Canada</i>	<i>Relative Rate</i>	<i>United States</i>	<i>Ontario, Canada</i>	<i>Relative Rate</i>
Coronary angiography*	35	6	5	37	10	4
PTCA	12	1	8	13	3	5
CABG	10	1	8	12	3	4
CABG + PTCA	22	3	8	25	6	4

* The coronary angiography rates do not include procedures performed on an outpatient basis in either country



EQUOL GUSTO

Domains Assessed

Quality of Life

Functional Status

Employment Status/ role functioning

Symptoms (chest pain, dyspnea)

Psychological well-being

Time trade-off (QALY)

General Health Status

Economics/Resource Consumption

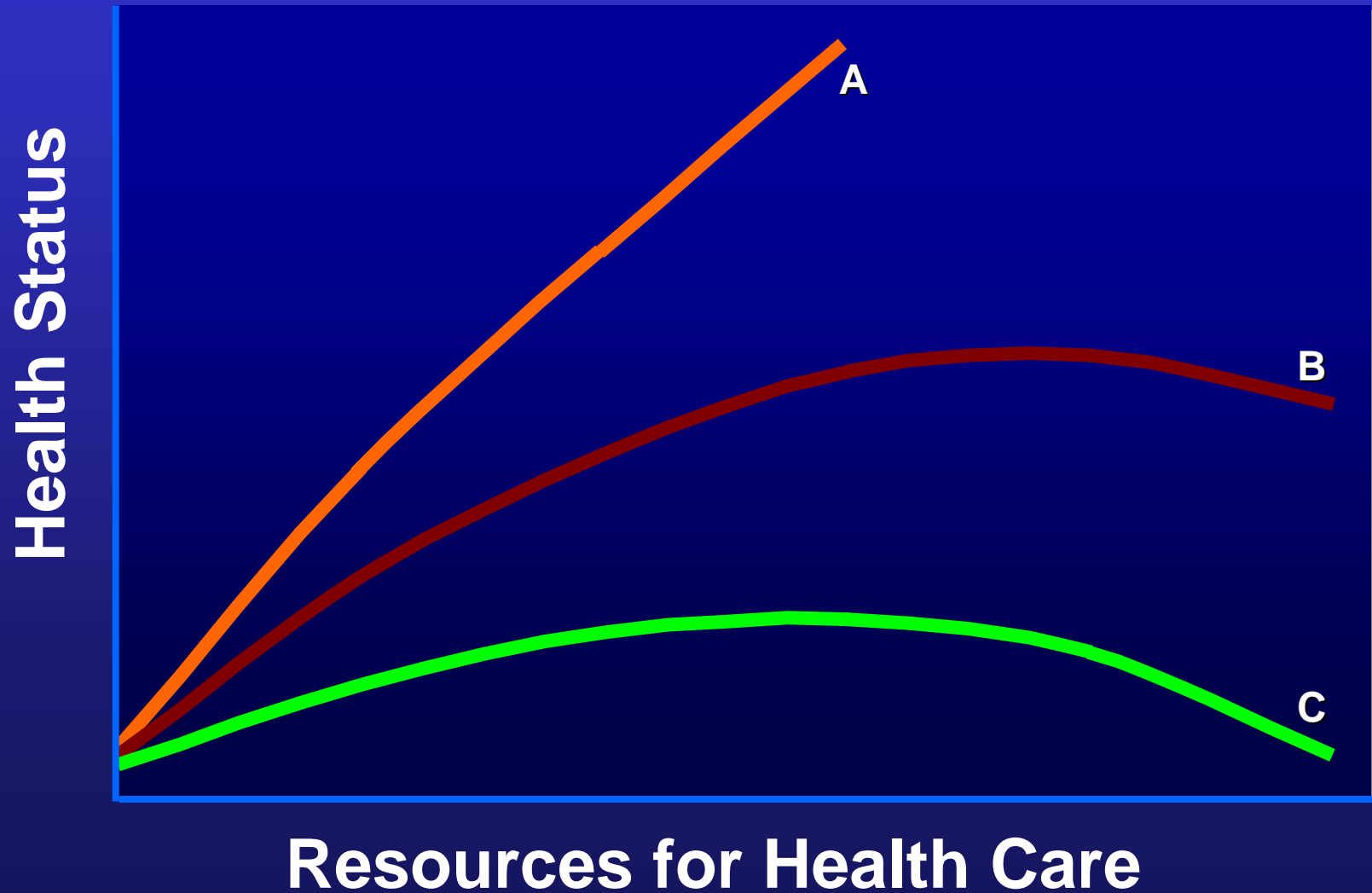
Hospitalizations

Cardiac catheterization

Revascularization

Outpatient care

Diminishing Marginal Returns of Health Care



THE TORONTO STAR

Cloudy to partly sunny. High 0C

Friday, March 4, 1994

Metro Edition

Castrations for cancer soaring, research shows

Prostate cases jump 56 per cent

BY LISA PRIEST
HEALTH POLICY REPORTER

Ontario men are getting castrated in record numbers, particularly those aged 75 and older, according to closely guarded

scientific research obtained by The Star.

The rate of castration for Ontario men stricken with prostate cancer has jumped 56 per cent over the past decade, even though more moderate therapies have been available, says the confidential study.

The report also says hysterectomy surgery for women in Ontario is declining, although it is still three times the rate as in the United Kingdom.

It also found discrepancies in the rate of surgical procedures across the province, which it said was mostly attributable to doctors' "practice styles."

"Statistical analysis showed

the extent of increase in the rates of orchiectomy (castration) was clearly greater than could be explained by chance alone," says the draft chapter by the Institute for Clinical Evaluative Sciences in Ontario, expected to be released some time in May.

Specifically, the rate of castration, which is the surgical removal of the testicles, has increased from 67 per 100,000 in 1981/82 to 104 per 100,000 in 1991/92.

"The differences are particularly interesting when one compares the Ottawa region where rates are low, for example, to the Metropolitan Toronto region

where they are similar to or higher than, the provincial average," according to research of castration rates for men age 50 and older.

Counties with the highest castration rates over the past three years were Halton, Wellington, **PH** Please see Cancer, back page

Medical Post

October 16, 2001

Rating of zero
stars for a dozen
British hospitals

“There has always been a convenient excuse when there is a problem, but these tables explode the myth once and for all.”

**Alan Milburn
Health Secretary**

“I worry that strident reporting of a hospital’s weaknesses can dent the confidence of the community in its local hospital, adversely affect recruitment and further damage the morale of clinical staff.”

**Peter Hawker
Chairman, BMA Consultants’ Committee**

Medical Post, October 16, 2001

HOW...to achieve IMPROVEMENT

ALIGN:

- **Information systems**
- **Performance measures**
- **Reporting systems**
- **Organizational/Professional culture**
- **Implementation mechanisms**

Incentives

Economic
Non-economic

Mechanisms

Regulatory
Admin/Professional
Market-based

Actors

Consumers
Purchasers/Funders
Professionals/Managers

“Measuring Up”

Improving Health Systems Performance in OECD Countries



**Measurement and Management
Assessment and Accountability
Onwards and Upwards!**



Health
Canada Santé
Canada

Canada