


carf

## The Future for Health and Human Services: Quality, Accountability, and Transparency

Odense, Denmark  
November 16-17, 2010



carf International carf-CCAC carf Canada

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### Rocking Chair Logic

Worrying is like a rocking chair, it gives you something to do, but does not get you anywhere!

- Finding the holy grail of outcome measurement.

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**Building blocks to consider...**

- **Customer** – how must you address your customers?
- **Financial** – how can we demonstrate that our plan/business is succeeding financially?
- **Process** – What do we have to excel at to bring value to our customers?
- **Learning and Growth** – How are we preparing our people and technology for the future?

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**Who “Owns” an organization?**

The \_\_\_\_\_ has always been focused on persons served.



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**CONSUMERISM:  
Informed Choice**

- “What happens in this organization for people like me?”
- “Is this a quality organization?”
- What do consumers want to know about an organization’s performance in order to assess its quality and choose it rather than another organization?

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### Thoughts to Inform Measurement

- Identify the top question you receive from each of the following stakeholder groups:
  - Persons served (residents/clients)
  - Families who have loved ones living in or receiving services from your organization
  - Personnel
  - Board of Directors

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### Small Group Exercise

- Identify the top 3 questions you receive from the following stakeholder groups:
  - Persons served/Residents:
    - Prospective persons served/residents who may want services in your organization
  - Personnel
  - Board
  - Families
- Reconvene to identify your top question received from each stakeholder group

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### Discussion Questions

- Where is the information to respond to the question currently available?
- Who collects the information and how are they trained?
- What system and/or tool is used to collect the information?
- Where is the information stored?
- How do you know how different groups respond to questions?
  - New vs. long-term personnel
  - Persons served who are just beginning versus those leaving your program

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### Overarching Questions

- Why is it important to have information?
- How can the answers you provide affect your organization?
- Are there “pinch points” for you? If so, where are they?

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### Performance Improvement Definition

- ➔ Philosophy + processes = improvement to better meet needs and expectations of residents/clients
- ➔ What are our values, mission, and commitment to persons served?

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### Formative Measurement Questions

- ➔ Are we sustaining significance in the lives of persons served, the community, and personnel?
- ➔ Are we meeting our objectives?
- ➔ Are we meeting stakeholders' objectives?
  - ➔ Who are our stakeholders?
- ➔ Are we getting good results?
- ➔ Are we getting good results with a minimum cost?
- ➔ Are we better than the alternative?

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### Performance Measurement Definition

- Management tool for enhancing
  - Decision-making
  - Accountability
  - Basis for Performance Improvement
- Establishing a culture of data driven performance improvement

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### Five Questions of Success... Taking time to reflect...

- Where are we headed?
- How will we get there?
- What is the science of our business?
- What values shall we practice?
- How will we measure success?

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### Take time to Reflect

“...bump, bump, bump, on the back of his head behind Christopher Robin. It is, as far as he knows, the only way to come downstairs, but sometimes he feels there really is a better way, if only he could stop bumping for a moment to think about it...”

A.A. Milne – Winnie the Pooh

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**1. Where are we headed?**

- Are we part of a continuum, an alternative?
- Are we necessary and valued component of care?
- Do we have a model that can address value and accountability?
- Can we address needs for more information as the population that will be seeking services in the future becomes "information driven"

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**2. How will we get there?**

- Are we able to address concerns from the public and funding sources:
  - Public Disclosure
  - Performance (Access, Process, Outcome)
  - Participation in associations and consumer groups
  - Staff shortages and staff training
  - Health and Safety

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**3. The Science of Care?**

- What difference do we make in a person's life? **Effectiveness**
  - Increased quality of life?
  - Increased self esteem? Independence?
- How **efficient** is our care?
  - Number of staff to achieve established rate of satisfaction with care
  - More appropriate use of health care system?

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### 3. The Science of Care?

#### Participant Satisfaction or input/feedback on:

- Service responsiveness (meeting needs)
- Privacy and informed consent
- Access and barrier elimination
- Participation in decision making
- Activity level participation
- Quality of life
- Overall value

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### 3. The Science of Care?

#### Family, Caregiver, Referral sources, and staff satisfaction or input/feedback on:

- Service responsiveness (meeting needs)
- Privacy and informed consent
- Access and barrier elimination
- Participation in decision making
- Activity level participation
- Quality of life
- Overall value

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### 4. What values practiced?

- Do we have established core values and mission
- Leadership:
  - Ethics (dignity and respect)
  - Advocacy
  - Planning
  - Financial
  - Human resources
  - Risk management

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### 5. How to measure success?

- Do we aspire for participant loyalty (Disney)
- Do we have partnerships (to address demand for service)
- Does our data permit less scrutiny by payers?
- Can we retain staff?
- Do we get accolades?

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### Critical Steps

- Commitment
- Planning and Analysis
- Making sense of it all

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### Commitment

- Leadership of organization
  - Agreement that performance improvement based on collection of data is a preferred business strategy
- IT needs (Appraisal and Commitment)
- Development will demonstrate the use of data to assist in decisions (tools, etc.)
- Use information for strategy, communication, development, promotion, and improvement

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### Analysis

- Focus on how to improve business and service
- Recognize the value of sharing information throughout the organization. Identify innovative practices to enhance:
  - efficiency
  - effectiveness
  - access to services
  - satisfaction

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### In the Long Run...

- Data can better inform decision makers:
  - Performance Improvement
  - Producing better future outcomes for persons served
- To be effective you need:
  - Flexibility
  - Courage
  - Openness

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### In the Long Run...



**“People who are only good with hammers see every problem as a nail”**

**“We are what we repeatedly do. Excellence is not an act, but a habit.”**

**Aristotle**

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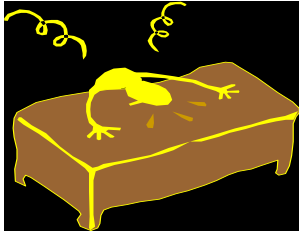
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**Final Thoughts**



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**Celebrate Accomplishments!**



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