

What role does performance information play in securing improvement in healthcare?

A conceptual framework for levers of change

Jean-Frederic Levesque, MD, PhD

Chief Executive Officer, Agency for Clinical Innovation, NSW
Conjoint Professor, Centre for Primary Health Care and Equity, UNSW

Kim Sutherland, PhD

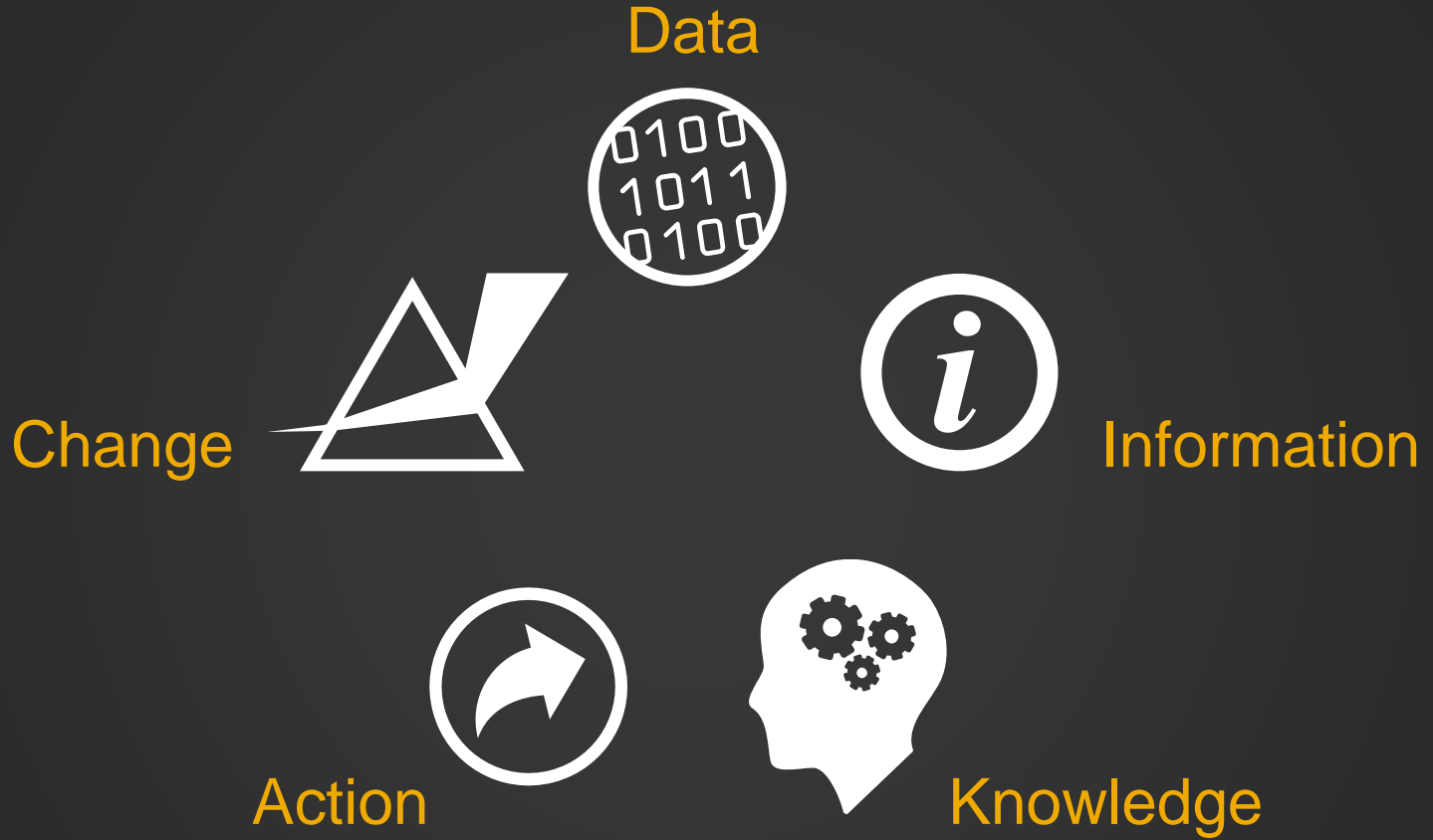
A/Chief Executive Officer, Bureau of Health Information, NSW

Friday 8 December 2017

“

Across healthcare systems, there is consensus about the need for independent and impartial assessment of performance.

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“

There is less agreement about how the measurement and reporting of performance actually improves healthcare.

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- 1 Aim and methods
- 2 Foundations
- 3 Integrated model
- 4 Discussion

1 Aim and methods

BMJ Open What role does performance information play in securing improvement in healthcare? a conceptual framework for levers of change

Jean-Frederic Levesque,^{1,2} Kim Sutherland¹

“ This paper provides a clear framework to support better planning and evaluation of efforts to measure and publicly report performance in the healthcare sector. ”

Methods

- Scanning of academic and grey literature
 - Review of seminal work
 - Snowballing process
 - Search of reference databases
- Selection criteria
 - Outlined a conceptual framework or
 - Defined different types of approaches used to secure improvement
- Iterative review process embedding authors experience
- Framework mapped to the original studies to assess integrity and comprehensiveness

1 Aim and methods

2 Foundations

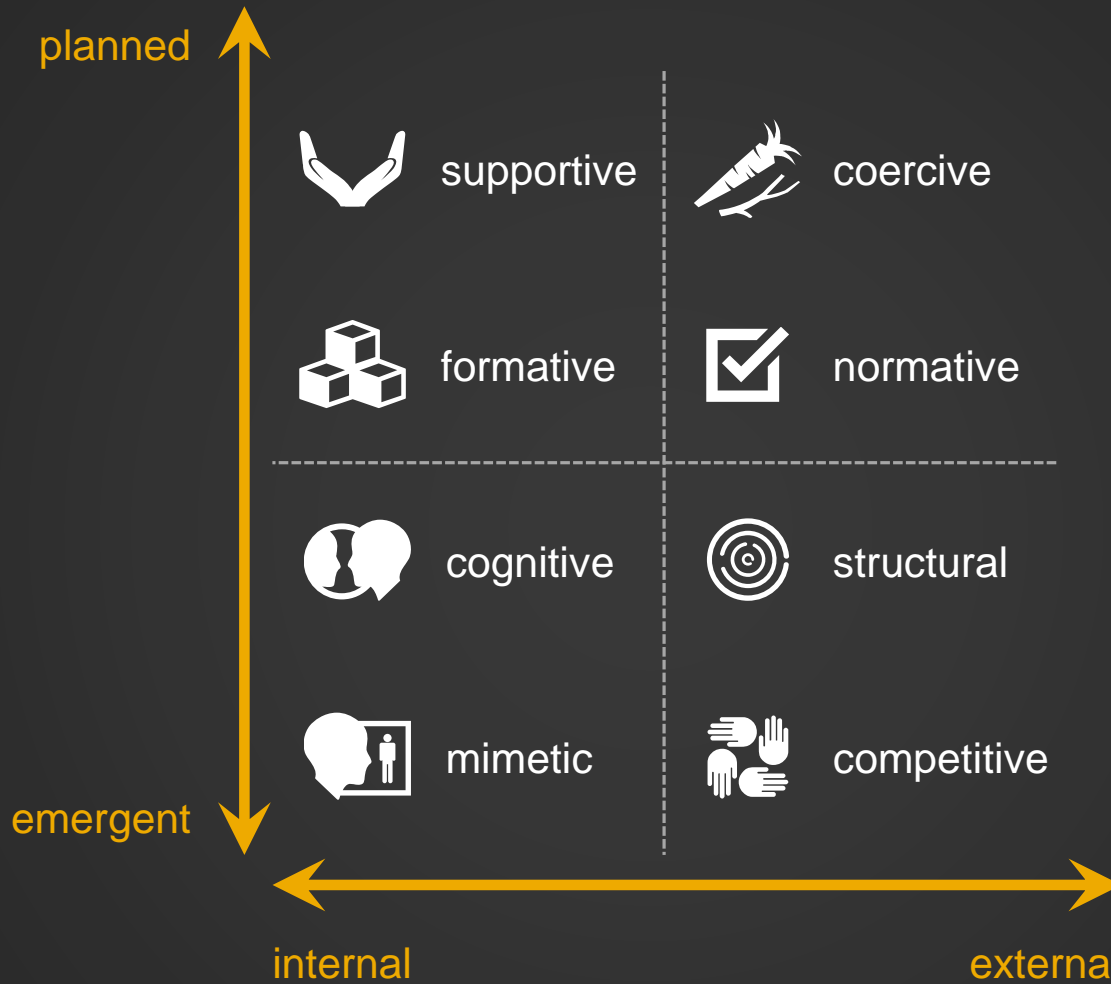
Theoretical foundations

- Institutional theory (DiMaggio P, Powell W. 1991)
- Diffusion of innovation (Rogers E. 2003; Greenhalgh T, Robert G, Bate P, et al. 2005)
- Theories of behaviour change (Michie S. 2014; Ajzen I. 1991)
- Sociological theory
 - Intrinsic / extrinsic motivation (Glanz K, Lewis F, Rimers B. 1990; Perry C, Barnowski T, Parcel G. 1990; Bandura A. 1986)
- Innovation and organisational change literature
 - Planned / emergent change (Bamford DR, Forrester PL. 2003; Burnes B. 2004; Liebhart M, Garcia-Lorenzo L. 2010; Burns B. 2006)

Practice foundations

- **Quality and improvement** (Berwick DM, James B, Coye MJ. 2003; Leatherman S, Sutherland K. 2008; Molloy A, Martin S, Gardner T, et al. 2016)
- **Safety and system change** (Institute of Medicine. Crossing the quality chasm 2001)
- **Measurement and performance** (Leatherman S. 2002; Naylor D, Iron K, Handa K. 2002)
- **Complexity science in health care** (Plsek PE, Greenhalgh T. 2001)
- **Incentives and governance** (Bevan G. 2015)

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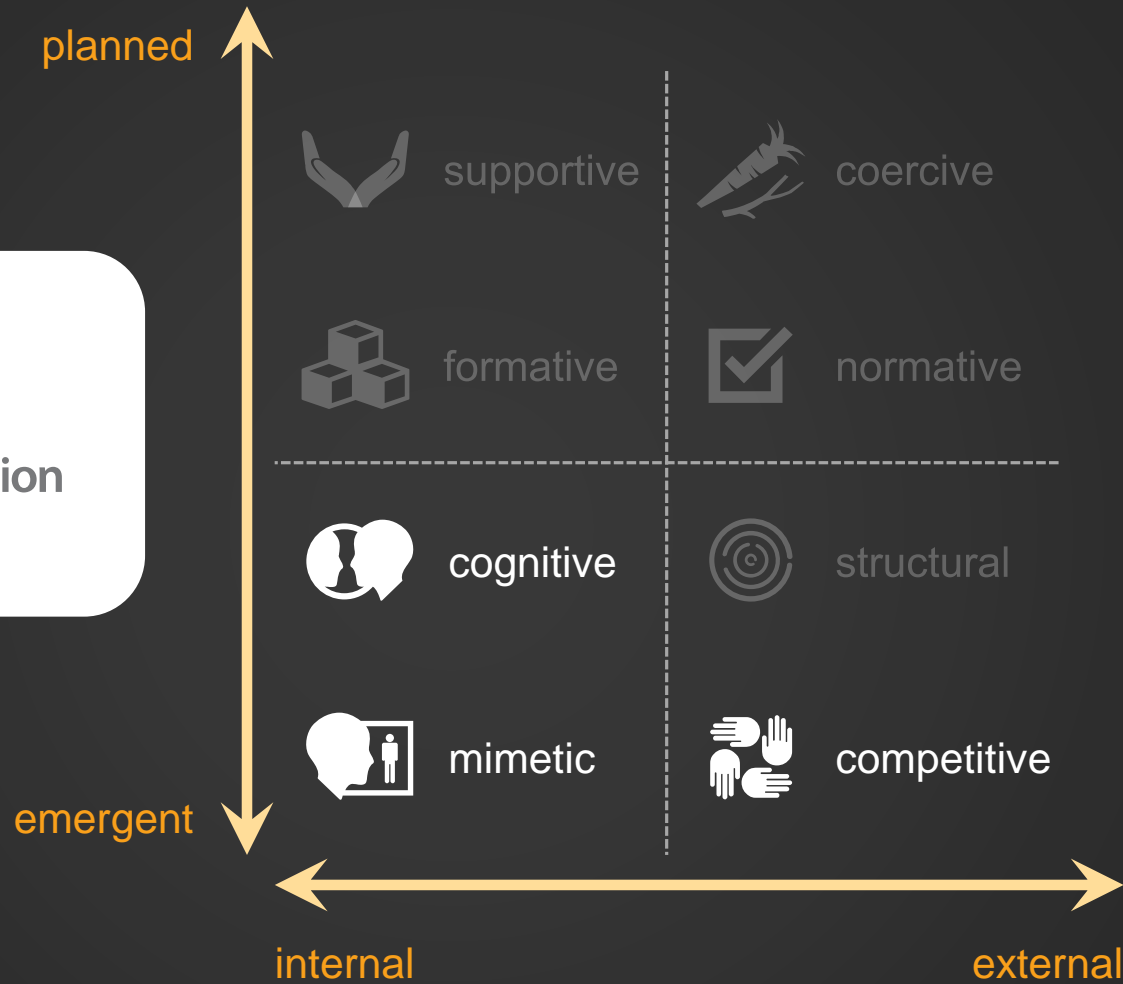
A comprehensive and coherent framework

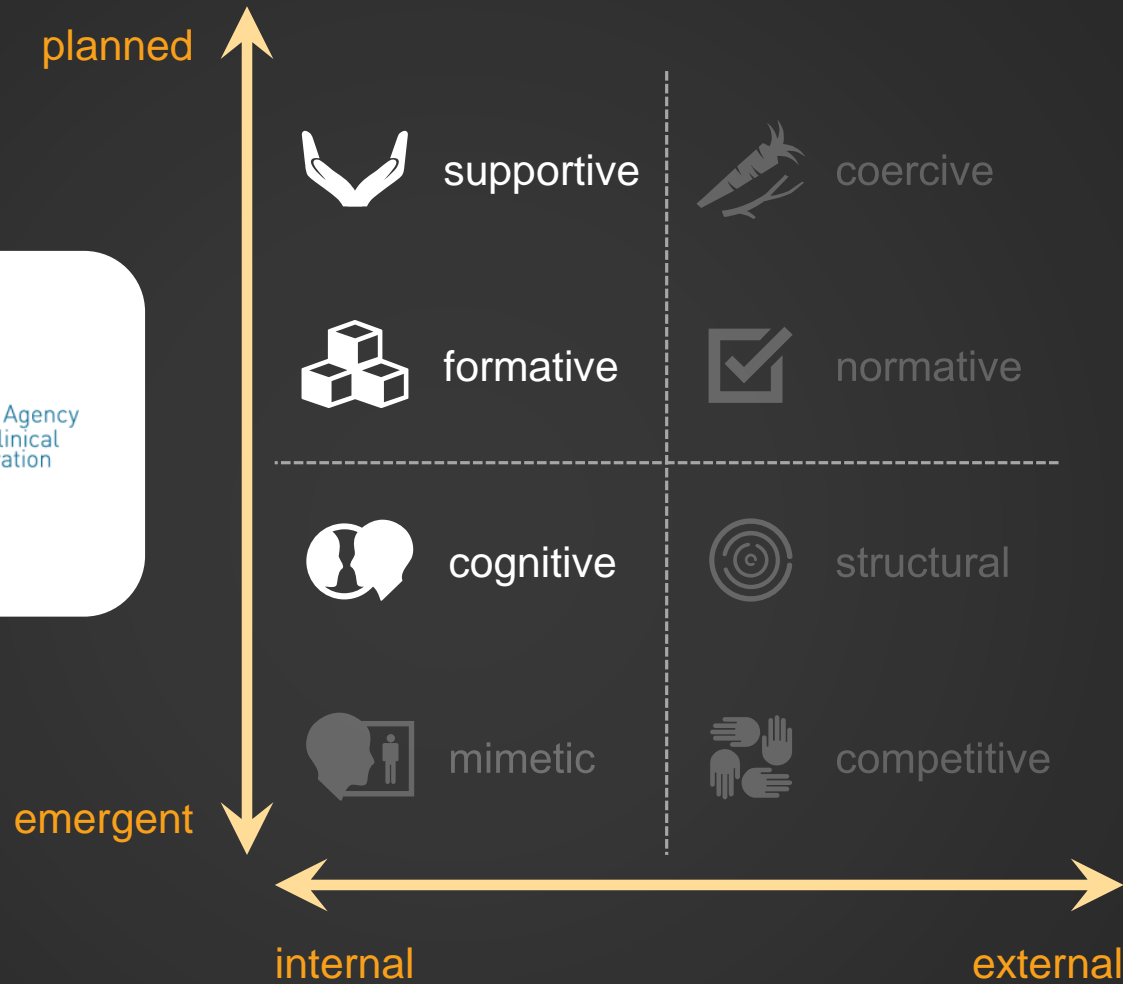
Table 1 Mapping of published frameworks and levers for change

| | Cognitive | Mimetic | Formative | Supportive | Normative | Coercive | Structural | Competitive | Number of levers |
|--|-----------|---------|-----------|------------|-----------|----------|------------|-------------|------------------|
| DiMaggio and Powell ²¹ | | * | | | * | * | | | 3 |
| Plsek and Greenhalgh ⁴¹ | * | * | * | * | * | * | * | | 7 |
| Institute of Medicine ³⁹ | * | | * | | * | * | | | 4 |
| Leatherman ⁴⁰ | * | * | | * | * | * | | * | 6 |
| Naylor, Iron and Handa ⁴⁴ | * | * | * | * | * | * | * | * | 8 |
| Berwick, James and Coye ¹⁰ | | | * | * | | | * | * | 4 |
| Leatherman and Sutherland ⁴⁵ | * | | | | * | * | | * | 4 |
| Boland and Fowler ⁴ | * | | * | * | * | * | | * | 6 |
| NHS Quality Board/ Health Foundation ^{15 43} | * | | * | * | * | * | | * | 6 |
| Bevan ⁴⁶ | * | * | * | * | | * | | * | 6 |
| Number of frameworks | 8 | 5 | 7 | 7 | 8 | 9 | 3 | 8 | |

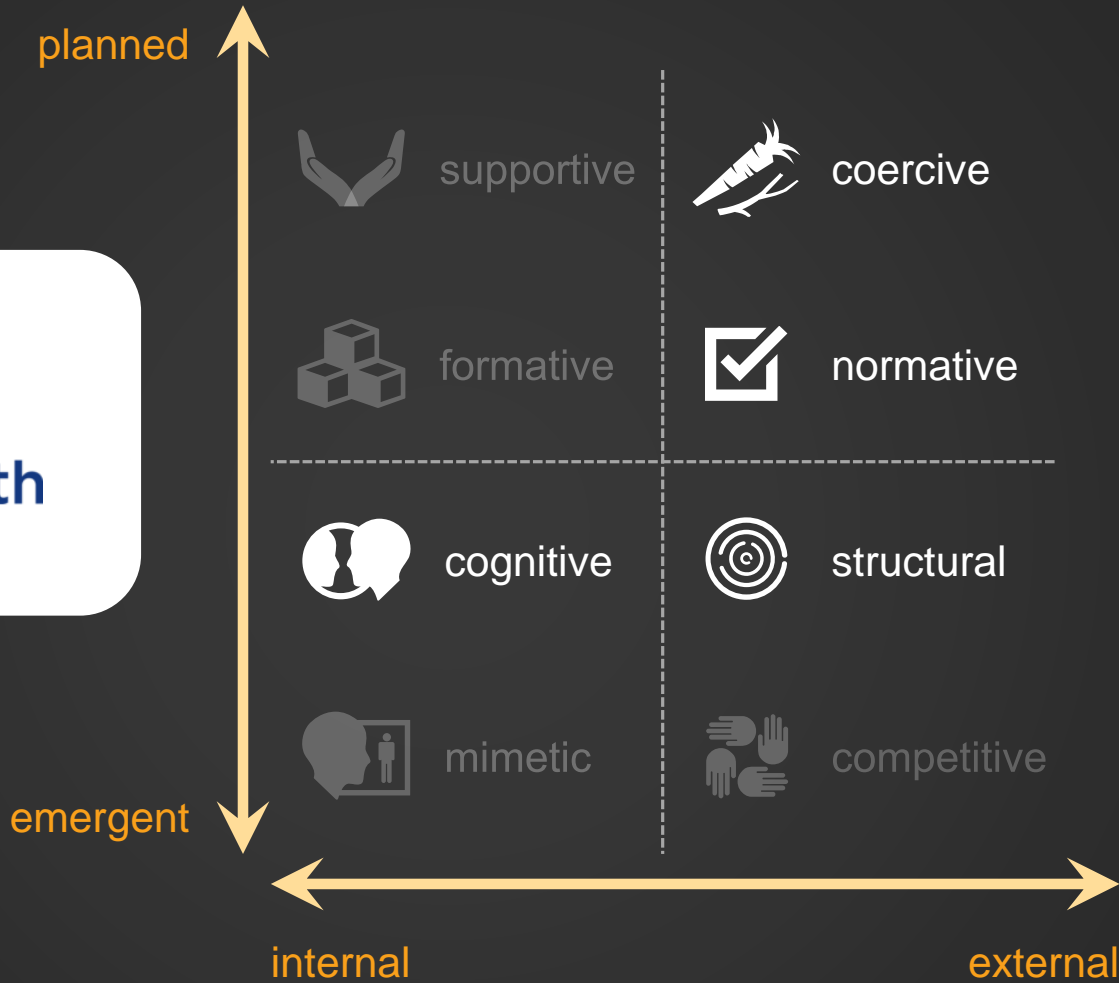
A system perspective

- Efficacy of levers is context dependent
- Levers are powerful but need informed and often nuanced application
- No one group or organisation is able to apply all types of leverage
- Specialisation or concentration of levers in separate organisations?









Levers for change: in concert or conflict?

- Levers rarely operates in isolation
- Meaningful and sustained change is more likely when different levers work in concert
- When levers are in conflict, change is unlikely to proceed
- Change may fail because of mismatch between levers and purpose of performance measurement initiative

Strengths and limitations

- Draws on academic theories and models (+)
- Integrates various streams of thinking (+)
- Proposes a straightforward typology (+)
- Potentially limited by publication bias (-)
- Non systematic layered approach to the review of the literature (-)

“The impetus for change ... can be founded on fear or on hope; built on pressure to conform or an imperative to be distinguished; adopt an attitude of support or challenge; can be tacit or codified; and focused or pervasive in scope.”

“ This paper provides a clear framework to support better planning and evaluation of efforts to measure and publicly report performance in the healthcare sector. ”

Thank you!