

## **060: A STRATEGIC VIEW OF PERFORMANCE-A MODEL FOR MEASURING PERFORMANCE OF AN INTEGRATED HEALTH DISTRICT (CAPITAL HEALTH-HALIFAX, CANADA)**

*Davies M., Martin K.M.*

### **Objective:**

The goal of the project was to develop a practical measurement model to monitor performance of a newly formed integrated/academic health service provider in Atlantic Canada.

### **Method:**

Capital Health is an integrated health system in Eastern Canada that provides a continuum of health care services, including acute care (primary, secondary, tertiary and quaternary services), mental health services, public health, rehabilitation, palliative care and long term care. Created in January 2001, Capital Health serves a community of approximately 400,000, is the referral centre for the province of Nova Scotia, and provides selected services for the two other Maritime Provinces (total population of over 2 million). Capital Health is an academic district affiliated with Dalhousie University. Over a 12-month period, a working group of administrators, physicians, health planners, researchers and analysts developed a model that examines performance of our new health district from 3 perspectives – population health, strategy and service provision (operations). The work of the group included the following steps:

- Review of best practices in performance measurement by health providers in Canada, U.S.A., and other countries
- Review of recommendations arising from a Canadian federal/provincial/territorial consensus conference on performance indicators
- Review and alignment with the approach to accreditation by the Canadian Council of Health Services Accreditation (CCHSA)

The model was designed to measure, monitor and report performance throughout the district. At the **Population** level, indicators were identified that address the question “are we improving the health of our population?” and identified health status and the non-medical determinants of health indicators. At the **Strategic** level, indicators were identified that answer “are we achieving our strategic goals?” and at the **Operational** level of the organization, indicators were identified that address “how well is our system working?” The model is used to measure performance for the entire organization and can also be used to measure performance of individual programs, departments or services.

### **Results:**

The model has been in place since January 2001. While it continues to evolve, as a result of the adoption of the model the following changes have been identified:

- Emphasis has been placed on performance measurement as a means to ensure and demonstrate accountability to our Board of Directors, government, and the public we serve
- It has moved our thinking to focus less on process and more on outcomes
- It has identified specific areas for quality improvement and provided a means to track results.

**Conclusions:**

Accountability for the quality of care and the stewardship of resources requires ongoing measurement and monitoring of performance from a number of perspectives.

Future development and refinement of the model developed by Capital Health includes:

- Further development of indicators that measure health outcomes
- Further development of program/department-specific measures for clinical and support services
- Further development of worklife indicators.