

Principles of Performance Indicators and Quality Improvement for Behavioral Healthcare

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Performance Indicators

- **Indicator:** A specification of how well an organization is performing. Typically expressed as a ratio to foster meaningful comparisons between groups.
- **Measure:** The methodology to derive and calculate quantitative results that may be used in an indicator.

Performance Indicators

- **Core Indicator:** An indicator that represents one of the most central and critical aspects of performance for a particular stakeholder perspective
- **Common Indicator:** An indicator that represents an aspect of performance that is universal across different organizations and populations

The Problems/Burden of Performance Measurement Implementation

- Uniform sources of data (merging multiple administrative data sources is problematic)
- Does the data exist (not all organizations share/have access to common data sets)
- Need to develop data specifications (how to audit accuracy/prevent QI fraud)
- Consumer burden (the right to decline participation, reasonable time expectations)

The Problems/Burden of Performance Measurement Implementation

- Acceptance of standards (hard to give up existing measures –perceived special stakeholder needs and cost of change)
- Proprietary differences in performance measurement (differentiation between business organizations support their competition)
- Change results in loss of historical trends in performance (lack of QI benchmarks)

The Problems/Burden of Performance Measurement Implementation

- Implementation burden (need to field test both measures and process)
- State Requirements and confidentiality (standards are not uniform across states for data evaluation and consumer consent)
- Transition Process (need to support overlapping systems in transition phase)

The Problems/Burden of Performance Measurement Implementation

- Cost of transition (staffing and new technology, who pays for development costs?)
- Performance Measurement costs money (detracts from clinical resources and QI)
- Allocation of resources (need to develop standards for % of revenue for performance measurement)