

# Trust and transparency in performance measures: patients as regulatory actors



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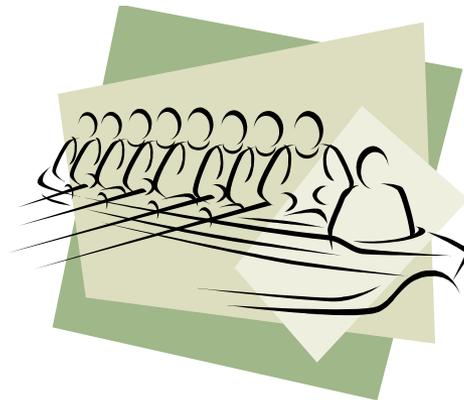
**Australian National University**

**‘Promise and perils of performance regulation’  
Australian Health & Hospitals Association & ANU  
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# Performance measures: restoring trust

- Regulatory state 'steering not rowing'
- Regulatory capitalism: state enlists other actors (networked governance)
- Crisis of trust: medical scandals, adverse events
- From measuring costs to measuring quality and safety
- Performance measures as an accountability strategy



# Transparency: regulatory principle and mechanism

- Shining a light on governance and performance - no longer 'secret doctors business'
- Medical register –access to practitioner profiles
- Hospital accreditation reports – not user friendly
- Adverse events – mostly anonymous statistics
- Hospital performance indicators - underway
- Public reporting: transparency as a regulatory lever

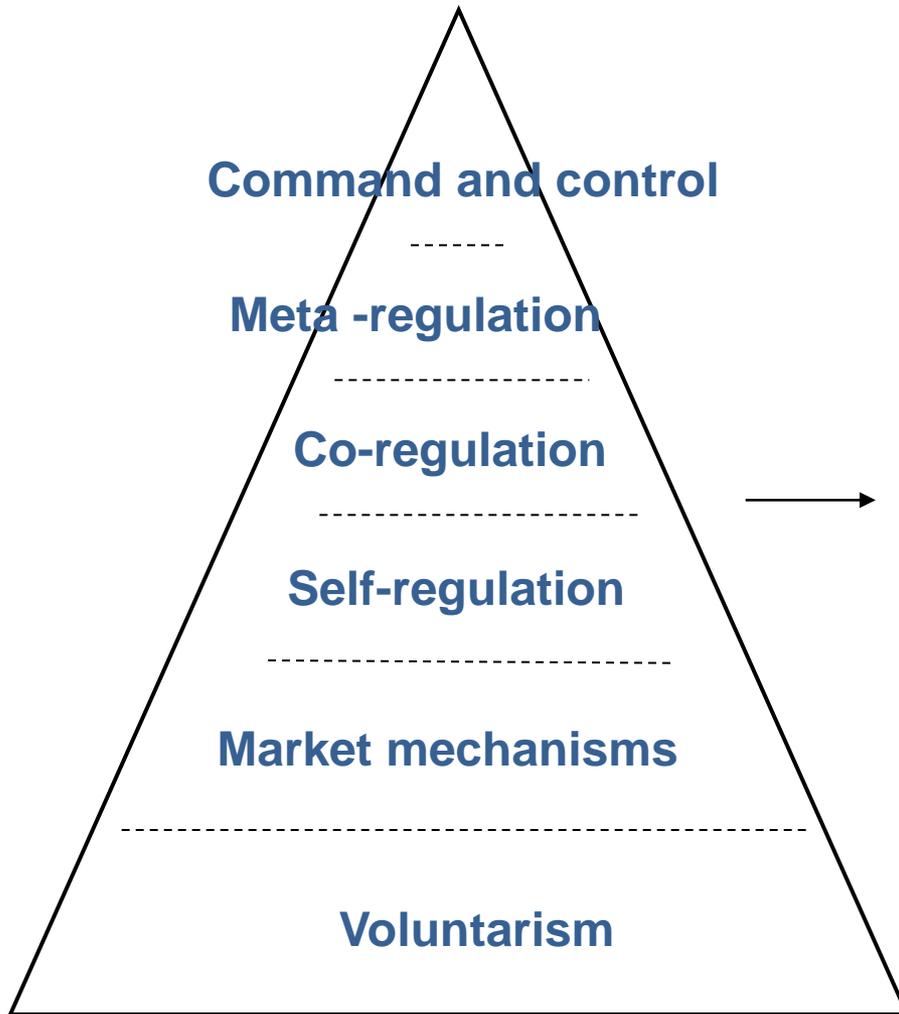


# Principles of responsive regulation

- **Regulation** – ‘influencing the flow of events’ (not just enforcing compliance with rules)
- **Involve multiple actors** – govt, NGOs, private sector, professional & industry groups, professionals, patients
- **Use multiple mechanisms** – supports as well as sanctions (rewards and punishments)
- **Enforcement capacity** – ability to back threats
- **Minimise regulatory burden** – coordinate actors, harmonise mechanisms.

(Ayres & Braithwaite 1992; Healy & Braithwaite 2006; Healy 2011)

# Regulatory pyramid and examples of mechanisms



## Examples of performance indicators

Legislation or administrative directives on reporting, standards and indicators

Audits by overview authorities  
Benchmark and track progress

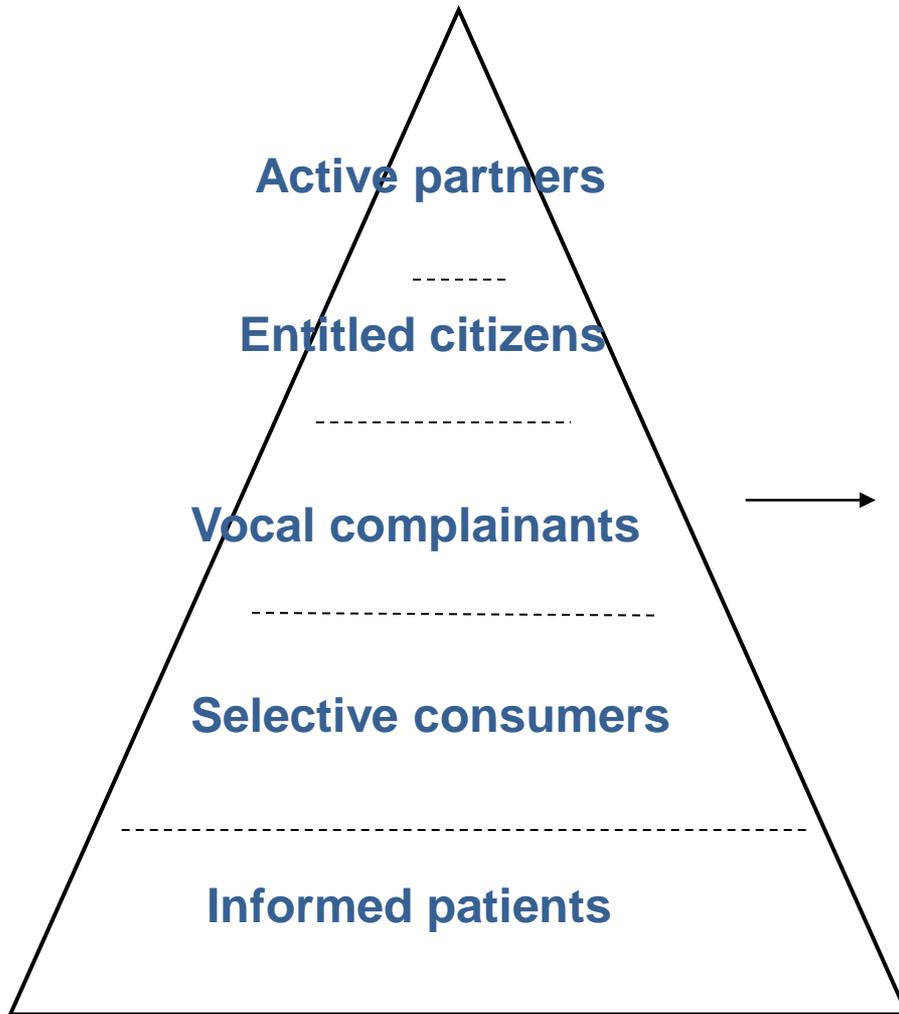
Partnership agreements (intergovt, state & non-state actors)

Standards and indicators by professions and industry

Pay for performance, Public reporting

Voluntary codes of standards

# Patients as actors on a regulatory pyramid



## Examples of performance indicators

Involvement in deciding on measures and responses

Demand higher standards

Complain about poor/unsafe care  
Fill out patient surveys

Use in decision-making

Look up performance measures

# Public reporting on hospital performance

Health departments and specialist groups collect many clinical indicators of hospital performance, but few publicly publish named results (Queensland is doing so).

Australian Government requires hospital performance reporting in current 5-year inter-govt agreement (National Health Performance Authority).

Evidence that public reporting changes provider behaviour because doctors and hospitals care about their reputations, less clear to what extent patients choose quality (Marshall 2004).



# Durham Regional Hospital NC USA

(Leapfrog Group measures)

<http://www.leapfroggroup.org/>

Performance measures on procedures (whether meets standards, how compares with other hospitals)

- Heart Bypass Surgery
- Heart Angioplasty
- Heart Attack
- Pneumonia
- High-Risk Delivery
- Patient Safety
- Weight-loss Surgery
- ETC

E.g. Reduce ICU infections.

This hospital's standardized infection ratio for central line-associated bloodstream infections is 0.4. A value greater than 1.0 indicates this hospital has a greater number than the national average. A value less than 1.0 indicates this hospital has a smaller number than the national average.

# Royal Free Hospital London

## (Care Quality Commission, Dr Foster)

Standards of treating people with respect and involving them in their care

Standards of providing care, treatment & support which meets people's needs

Standards of caring for people safely & protecting them from harm

Standards of staffing

Standards of management (Care Quality Commission – reports available)

Lists of consultants, staff on call as of enquiry date, performance on detailed list of questions eg. number adverse incidents in last month ETC (DR Foster website)

Cardiac surgery mortality rates by hospital cardiac unit and surgeon , and risk-adjusted mortality rates for coronary artery bypass procedures (CABG) (Society for Cardiothoracic Surgery in Great Britain & Ireland)

# Canberra Hospital

## (MyHospitals website)

- List of services provided eg. coronary care, surgery
- Waiting times for elective surgery and emergency dept
- Numbers of admissions
- Rates for bloodstream infections
- (S. aureus) hand hygiene



## Do lawyers get better health care?



“Wait, this one’s a lawyer. We’d better wash our hands.”

# References

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