

HEALTH ADMIN. & SUPPORT SERVICES DIVISION, GHS (GEN ADMIN DEP'T)



MANAGING DATA FOR EFFECTIVE MONITORING OF OPERATIONAL PERFORMANCE

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16th May 2006

Introduction

- **The need for ensuring good data management in our facilities is common knowledge particularly among Administrators.**

 - **Despite this, there are still constraints and deficiencies in our data management, which significantly affect the quality of information required to facilitate effective monitoring of operational performance and decision making in our facilities.**

 - **The presentation covers:**
 - **Some of the major concerns in managing data in our facilities**
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Introduction

- **How these concerns can be addressed**
 - **How data can be organized to facilitate monitoring of operational performance.**
 - **Some indicators for Monitoring Operational Performance**
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Concerns in Managing Data in the facilities

- **Every facility has some sort of system in place for generating data. A major problem, however, is that most of the data generated are:**
 - ❖ **Scattered among various departments/units within the facility and usually exists in different formats.**
 - ❖ **Available data is often incorrect or incomplete. This has its roots in a multitude of causes. However among the prominent causes are:**
 - **Inadequate perception of health workers of the usefulness of their information collection activities**
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Concerns in Managing Data in the facilities (cont')

- **Limited feedback they receive concerning the information reported**
 - **Lack of training, follow-up and supervision of staff regarding data management.**
 - ❖ **There is also the problem of poor storage of data.**
 - **Data should always be reliable, promptly available and easily accessible if it is to be effectively used for proper monitoring and useful decision making.**
 - **In most of the facilities, however, data are mostly managed manually.**
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Concerns in Managing Data in the facilities (cont')

- The laborious nature of such practice results in delay in data processing and this usually limits the usefulness of the data.
 - Some facilities are fortunate to have computers yet; the computers are used mainly for word processing (writing letters and editing it).
 - They are hardly used to *store* and *organize* data.
 - Thus, even though the facilities have computers it is still difficult to get *access to information* when needed.
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Concerns in Managing Data in the facilities (cont')

- ❖ Another area of concern is cost information.
 - There appears to be a widespread lack of interest in cost information in our facilities particularly data on materials issued from stores.
 - Information on materials issued from stores to the user departments /units are rarely *collected, analysed, reported and disseminated*.
 - Emphasis has been on *how much revenue is generated* and not *how much it costs to generate the revenue*.
 - Thus reports on revenue and output are *not matched with or linked to cost*.
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Addressing Concerns in Data Management

- Even though most facilities are engulfed with problems in managing data, it is a challenge for us as Administrators to efficiently and effectively manage data in our facilities to facilitate monitoring of operational performance.

 - As Administrators we need to build an integrated database that will enable information that spans across departments to be generated for easy accessibility at the *right time* and in the *right form*.
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Addressing Concerns in Data Management

- **Data generation should be focused in order to avoid accumulation of superfluous or redundant data.**

 - **Some of the areas that Administrators should pay much attention include:**
 - **Service volume (Utilization data)**
 - **HR data**
 - **Store Returns (data)**
 - **Revenue & Expenditure Returns (data)**
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Addressing Concerns in Data Management (con't)

□ *Dialogue:*

- **A dialogue should be created between information generators on one hand and management on the other, to raise the consciousness and awareness of these officials of the value of information in the monitoring and decision-making process.**

□ *Improvement in the Manual Store of Information:*

- **There should be a capacity building of staff who handle information in the facilities on the proper handling of data and information in general.**
 - **There should be adequate supply of materials needed for generation and storage of data. Data should be stored in such a way that it will be readily accessible to all users.**
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Addressing Concerns in Data Management (con't)

□ *Provision/Improvement in Information Infrastructure:*

- **There is no doubt that modern information management technology such as computer is the best way to manage information.**
 - **Computer to process and store the data should therefore be made available to the information generators. At the same time the information generators should be trained in the use of computers.**
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Addressing Concerns in Data Management (con't)

- ***Institutional Structure of Information Management should be put in Place:***
 - **There should be structure for information management which should be co-ordinated by the Administrator . Here, there should be co-operation and exchange of information among all the departments.**
 - **There should also be a constant review of information issued to all stakeholders. (Regional Authorities, Management, Department Heads, General Staff).**
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How to organize Data for monitoring Operational Performance

- ❑ One way data can be organized for monitoring of operational performance is by cost Centres.

Defining Cost Centres

- ❖ Cost Centres can be distinguished based on the nature of the work—Direct Patient Care, Intermediate Care and Overhead Centres.
 - **Direct Patient Care:** These cost centres are responsible for direct patient services. They include:
 - Outpatient services (general OPD, specialist OPD, dental, eye, ENT & physiotherapy services)
 - Inpatient services (medical, surgical, paediatric/children, Obs & Gynae, Male & Female wards)
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How to organize Data for monitoring Operational Performance

➤ **Intermediate Care/Clinical Support Care:** These cost centres provide additional services to support patient care units but are organized as separate departments. These include:

- Theatre
 - Laboratory
 - Blood bank
 - Radiotherapy (X-Ray)
 - Ultrasound
 - Pharmacy
 - Catering Services
 - Dietetic
 - etc
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How to organize Data for monitoring Operational Performance

➤ ***Overhead:*** These cost centres provide overheads support services to both patient care and intermediate cost centres. They include:

- Administration
 - Finance
 - Human Resource
 - Stores
 - Medical Records
 - Transport
 - Laundry
 - Security
 - Maintenance
 - etc
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Indicators for Monitoring Operational Performance

- ❑ **One of the indicators that can be used to monitor operational performance is the unit cost of each of the departments/unit**

 - ❑ **Calculation of Unit Costs**
Some issues for consideration in calculating unit costs include:
 - **The first question is for which services are we interested to compute the unit cost? For e.g. do we need the unit cost for all inpatient services, or a separate unit cost figure for each ward (medical, surgical, paediatric, maternity, etc wards)? The decision will depend on two key questions:**

 - **What is the purpose of the analysis? Are we going to use the unit cost to monitor performance for each separate wards/units or for all inpatient care/outpatient care?**
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Indicators for Monitoring Operational Performance

- **What type of data is available? Our ability to compute unit costs will be constrained by how aggregate or disaggregate the data is (cost & service volume or utilization data). For e.g.**
 - **if we want to compute unit costs by ward, we will need to have at minimum utilization and cost data by wards (for e.g. actual patients days and costs of certain items for each ward or unit).**
 - **If the data available cannot be broken out by wards, it will make more sense for us to compute unit costs at the next higher level (e.g. inpatient wards)**
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Conclusion

- Data should be seen by all as a vital resource which needs to be properly managed if the aim of improving performance monitoring in our facilities is to be achieved.**
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