

EHMA 2024

Shaping and managing
innovative health ecosystems



Università
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Messina

How different performance information types drive decision-making in healthcare organizations: an experimental study

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#EHMA2024

INTRODUCTION: PERFORMANCE MANAGEMENT IN PUBLIC SECTOR

After 1980s

New Public Management

- Introduction of Performance Management (PM) tools and model from private sector.

PM encompasses the activities of measuring, managing and evaluating the performance of a company or group of companies, and is a discipline of management control (Otley, 1999, 2003; Ferreira & Otley, 2009).

PERFORMANCE INFORMATION (PI)



IDEA BEHIND PM IN PUBLIC SECTOR

Decision-makers

PI to achieve objectives



PI to improve public sector accountability

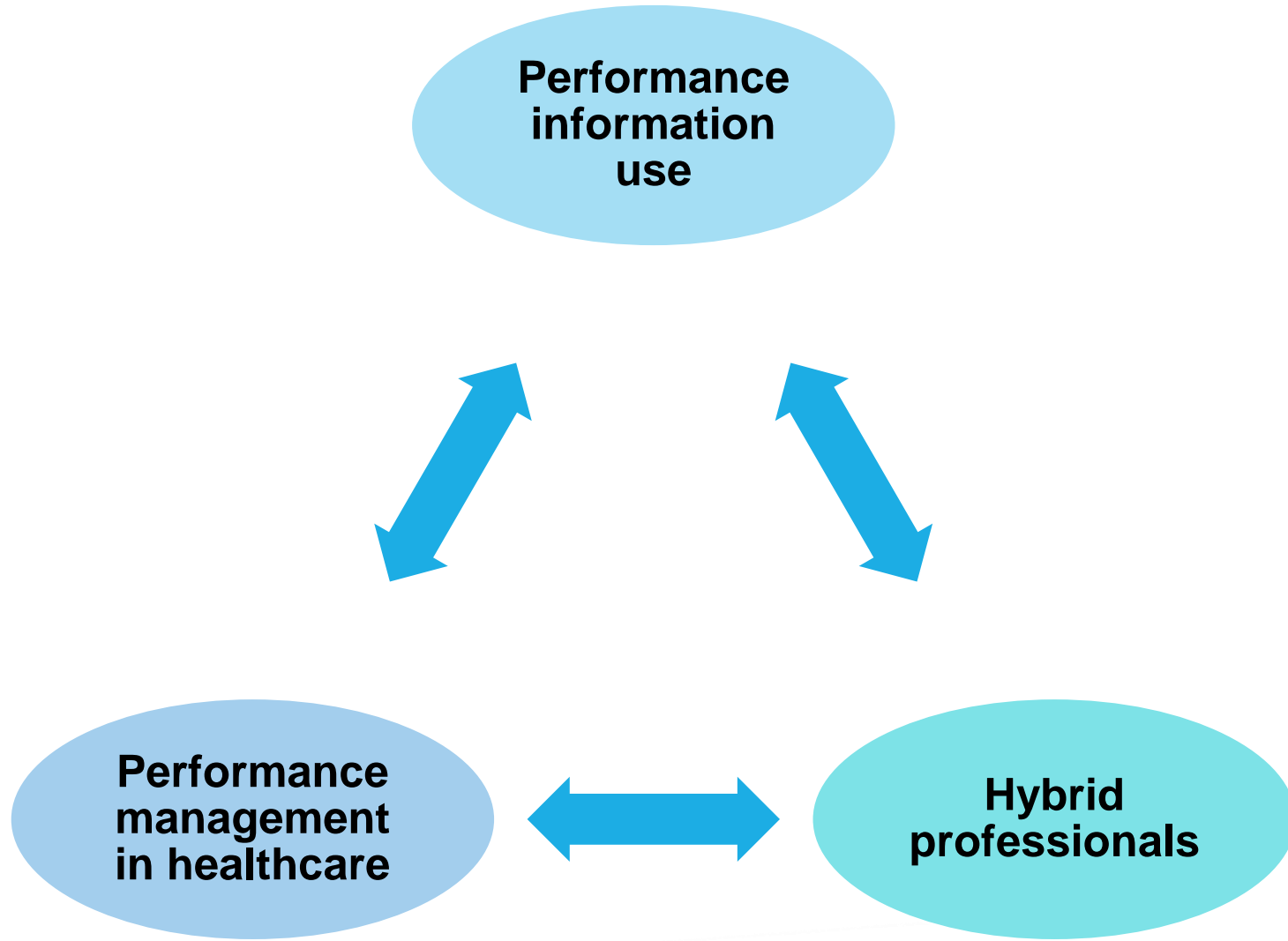


The mere collection of PI is not sufficient

(Dooren & Van de Walle, 2008; Moynihan, 2008)

Real use to guide decision-making

THEORETICAL BACKGROUND



T.B.: PERFORMANCE INFORMATION USE (1/3)

Determinants of PI use:
(Kroll, 2015)

MATURITY OF PI SYSTEM



**INVOLVEMENT OF EXTERNAL
STAKEHOLDER**



PROPENSITY OF MANAGER



INSTITUTIONALIZATION OF PM



Human rationality aspects of PI use:
(Tversky & Kahneman, 1974)

NEGATIVE BIAS

(Olsen, 2015; Fuenzalinda, 2021)

dissatisfaction / satisfaction
targets achieved / targets not achieved

FRAMING

(Beackgaard et al., 2019; Bellardinelli et al., 2018)

+ / -
EX-ANTE / EX-POST evaluation

FORMAT

(Bellardinelli et al., 2018; Bellè et al., 2022)

Graphic or textual

ANCHORING ELEMENTS

(Bellè et al., 2018; Nagtegaal et al., 2020)

T.B.: PERFORMANCE MANAGEMENT IN HEALTHCARE (2/3)

➔ **Multidimensional measures of quality of care**



➔ **Inter-organizational performance measures**



➔ **Patient-reported performance measures**



PREMs PROMs



Facilitate the analysis of effectiveness and cost-effectiveness

(Coulter, 2006;
Withers et al., 2021)



Improve clinicians' decision-making and service delivery

(Coulter, 2006;
Withers et al., 2021)



Enhance administrative practices of healthcare organizations

(Gleeson et al., 2016;
Elliott et al., 2010)



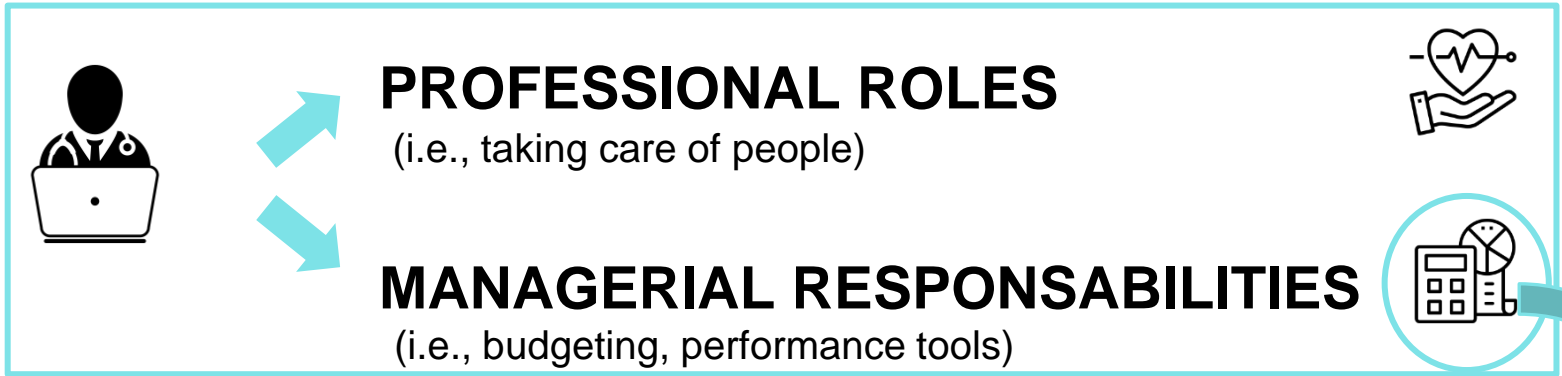
Align service delivery with patients' expectations

(Coulter, 2014)

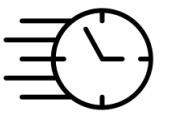
T.B: HYBRID PROFESSIONALS (3/3)



PROFESSIONAL BUROCRACIES: "knowledge-intensive" activities relying on the skills and competencies of the working professionals (i.e., **medical doctors**).
(Giacomelli, 2019; Alibrandi et al., 2021)



PERFORMANCE INDICATORS



TIMELY



GRAPHICALLY INTERPRETABLE



COMPARATIVE

RESEARCH OBJECTIVE

PERFORMANCE INDICATORS

- ➔ Financial data
- ➔ Administrative data
- ➔ Patient-reported (PREMs/PROMs)



RQ: Are hybrid professionals keener to use **user-based** performance information, rather than **traditional** performance measures, when taking a decision?

METHODOLOGY: EXPERIMENTAL APPROACH



August - December



Sicilian healthcare hybrid professionals



Web-based experiment (Qualtrics software)



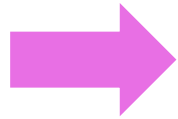
Conjoint experiment



**Best-worst scaling
exercise**

CONJOINT EXPERIMENT

“There are two organizational units with the same speciality, as general director to which of the two units would you assign an award?”



- 8 scenarios

- 3 levels (6/8/10)

- 3 Factors:

“Rating (1 to 10) on the basis of patients' perceived quality”;

“Rating (1 to 10) on the basis of voluntary discharges”;

“Rating (1 to 10) on the basis of revenues from active mobility”

CONJOINT EXPERIMENT

“There are two organizational units with the same speciality, as general director to which of the two units would you assign an award?”

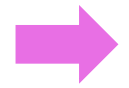
	Unità 1	Unità 2
Valutazione (da 1 a 10) sulla base della QUALITA' PERCEPITA DAI PAZIENTI	8	6
Valutazione (da 1 a 10) sulla base della % di DIMISSIONI VOLONTARIE	6	8
Valutazione (da 1 a 10) sulla base dei RICAVI PER MOBILITA' ATTIVA	8	10
	<input type="radio"/>	<input type="radio"/>

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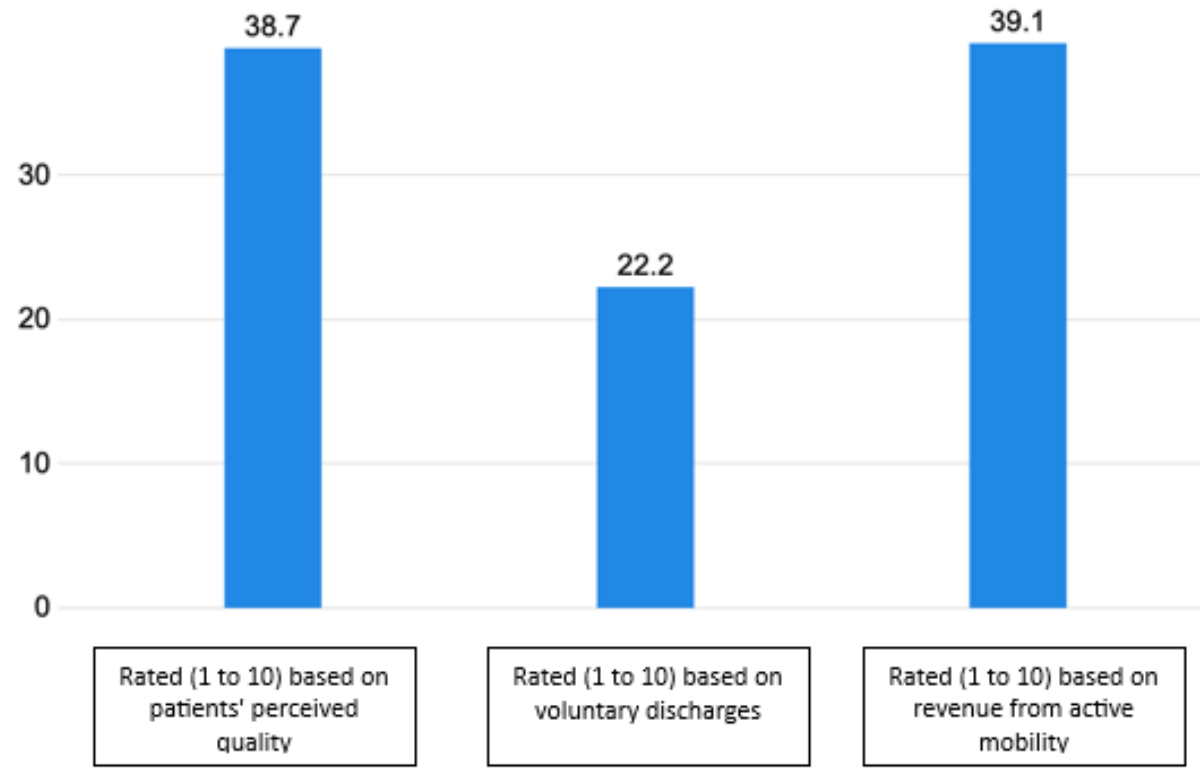
CONJOINT EXPERIMENT

“There are two organizational units with the same speciality, as general director to which of the two units would you assign an award?”



- 8 scenarios
- 3 levels (6/8/10)
- 3 Factors: **QUALITY**
DISCHARGES
MOBILITY

FIRST RESULTS



BEST-WORST SCALING EXERCISE

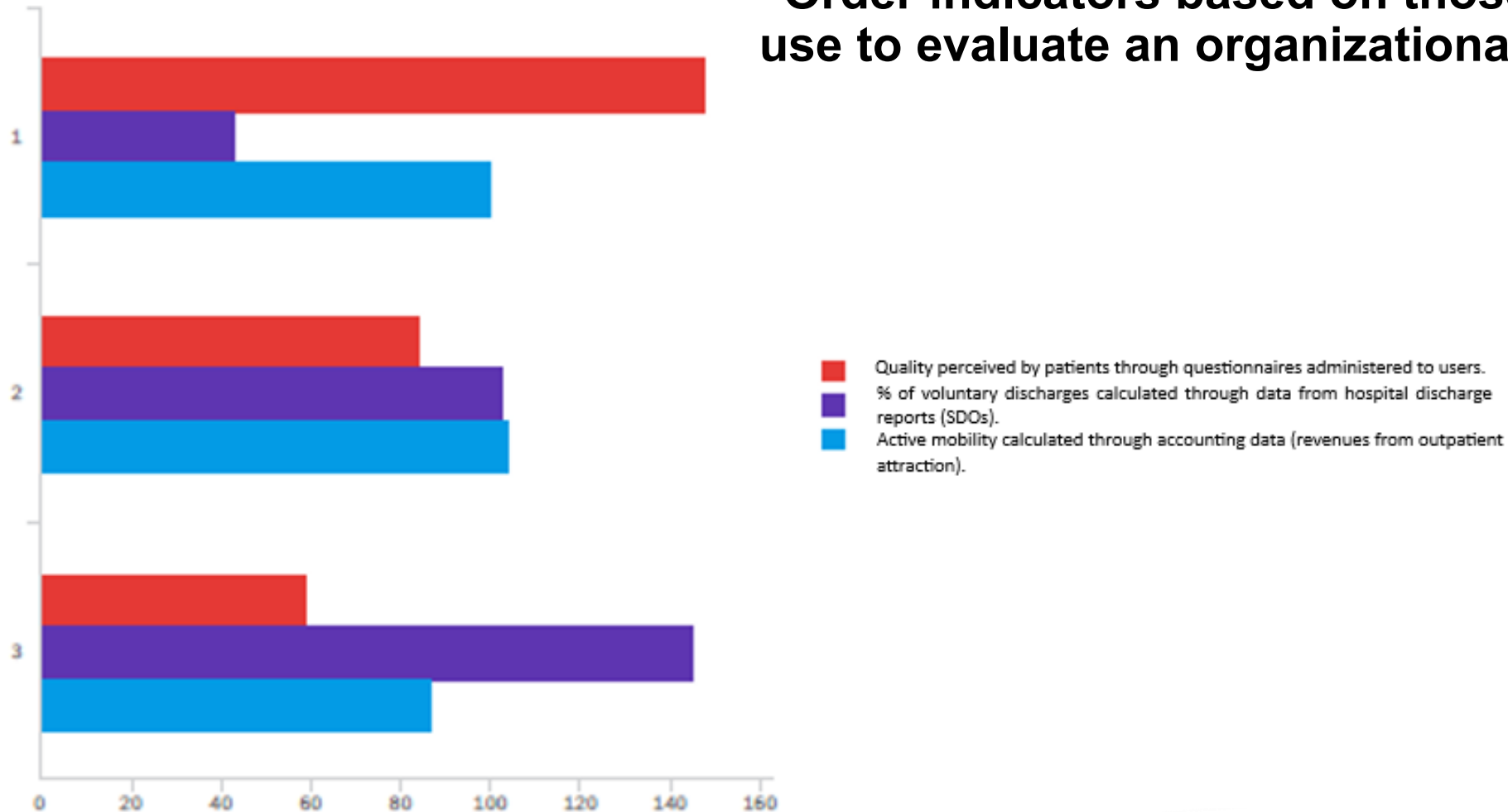
PERFORMANCE INDICATORS

- ➔ Financial data
- ➔ Administrative data
- ➔ Patient-reported (PREMs/PROMs)

“Order indicators based on those you would use to evaluate an organizational health unit”

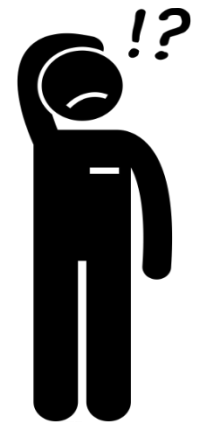
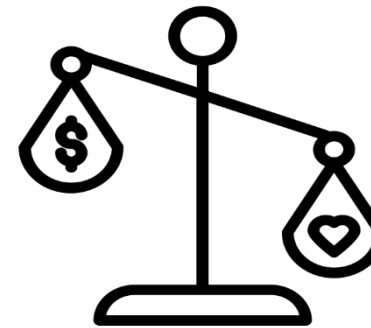
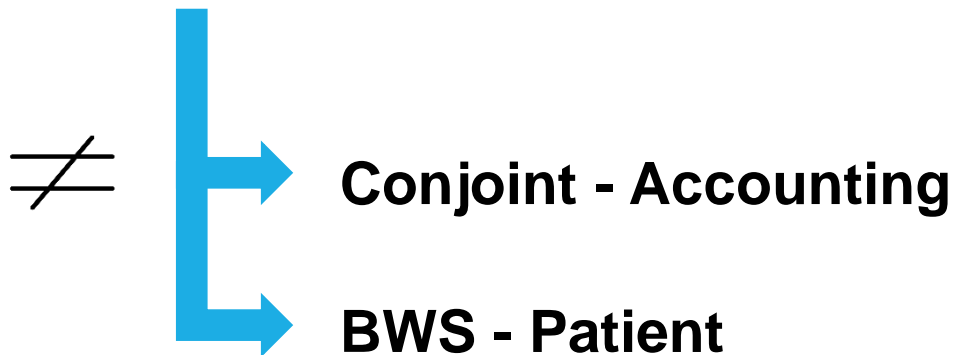
BEST-WORST SCALING EXERCISE

“Order indicators based on those you would use to evaluate an organizational health unit”



RESULTS

- **Administrative data are** considered less within the decision-making process.
- **Accounting** and **patient PI** would seem to be the most reliable for healthcare professionals and the most used for the evaluation of an organizational unit.



RESULTS



- Professionals are generally more used to taking **financial aspects** into account because they have an important **weight** in budget reports (**CONJOINT**)
- In the stated choice, they weigh more on their **background as clinicians**, putting the information from the **patient** first (**BWS**)



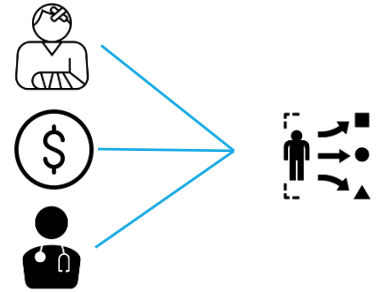
MANAGERIAL IMPLICATION

BUDGET REPORT ➔ **Balance** between **financial** objective and **quality** of care

Integration of **patient data** in the clinical setting could lead to more **person-centered** PMSs

CONTRIBUTIONS

- How **different types** of PI (i.e. user-reported, administrative data and financial data) may impact their use
- New way to structure PI to better engage hybrid professionals with their **managerial role**
- Investigating the **use** that doctors make of these tools
- Insights for adoption, integration and implementation of **patient-reported measures** in PM system





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Thank you

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