



*Summer Institute in Program Evaluation
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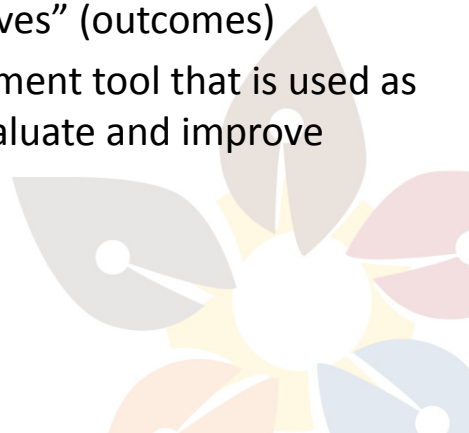
Indicator Development

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Performance Indicators

- Performance can be defined as something an “organization does” (processes) or something an “organization achieves” (outcomes)
- Indicator is a measurement tool that is used as a guide to monitor, evaluate and improve program services





Performance Indicators (cont'd)

- Performance indicators are one tool in a very large evaluation toolkit that includes a variety of methods, techniques, measures and models.
- Performance measurement merely portrays trends and directions. Indicators tell us whether something is increasing, declining or staying the same.
- Evaluation and research take us deeper into asking why indicators are moving.



Indicators

- Indicators are an approximation to reality, they *indicate* the state or situation of phenomena not directly observable
- It is the representation of a concept
- Example: Mortality rate (representation) can be an *indicator* of the level of health of a population (concept)



Indicators (cont'd)

- Clear concept (concepts are constructed, concepts vary based on different points of views)
- Example: What is health for some may not be for others; or what is poverty for some may not be poverty for others
- Define well the concept (construct)



Indicators (cont'd)

- Having a well defined and delimited concept, how to “observe” it must be determined
- This means to identify how to “observe” (measure) that concept (phenomenon)
- Identify data needed to construct that observation (indicator)



Indicators (cont'd)

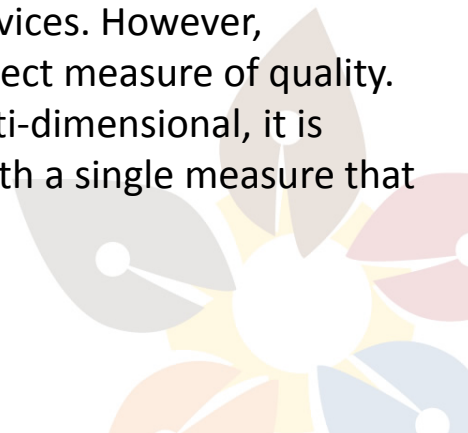
Quality of Indicators


- Valid
- Reliable
- Appropriate
- Useful
- Ethical



Performance Indicators



- Using indicators for performance measurement is one way of monitoring the quality of care and services. However, indicators are not a direct measure of quality. Because quality is multi-dimensional, it is difficult to come up with a single measure that encompasses quality.






Indicators

- Quantitative indicators
- Qualitative indicators



Quantitative Indicators

- Sentinel indicators
- Rate-based indicators
 - Structure indicators
 - Process indicators
 - Outcome indicators





Quantitative Indicators (cont'd)

- Structure indicators (examples)

of direct care providers in home care program

of clients receiving home care service

of long term care beds

total population



Quantitative Indicators (cont'd)

- Process indicators (examples)

of residents given regular foot care

of residents with diabetes

of clients assessed within 24 hours of referral

of clients referred



Quantitative Indicators (cont'd)

- Outcome indicators (examples)

of indiv who achieve adequate pain control

of individuals with pain symptoms

of clients who resume social activ after 6 mths

of client in the program




Qualitative Indicators

Examples

- Reduction in risk or harm to mothers/babies
- Client receives information and education that will assist in building capacity for self-care
- Organizations have responded positively and effectively to consumer feedback


(More difficult to summarize)



Quantitative Indicator Example

	Country	Number of medals	Thousand people per medal	GDP US\$ - billion per medal
Summer Olympics Medal Count <i>Globe & Mail Jul/31/96</i>	Australia	31	591	10
	Cuba	15	729	0.93
	Hungary	12	859	4
	Belarus	12	869	5
	Bulgaria	8	1099	4
	Netherlands	12	1287	21
	Romania	15	1546	4
	France	31	1874	33
	Canada	14	2031	44
	Germany	40	2033	33
	Italy	25	2030	38
	Poland	14	2070	12
	Russia	39	3843	19
	United States	54	4122	99
	South Korea	11	4141	38
	Ukraine	12	4322	17
	Britain	9	6477	108
	Japan	10	12550	254
	Brazil	8	20092	98
China	32	37598	81	


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Indicator Construction

Extent of Implementation of Home Inspections


Name	→ Definition	→ Indicator	← Data	← Sources
Frequency of Home Inspections	How many home inspections conducted by the program in six months	# of home inspections per inspector per day x # days x # of inspectors	# of inspectors # of days # of home inspections per inspector per day	Home inspector report Manager report
<i>Example</i>		$3 \times 120 \times 2 = 720$		



Indicator Construction

Quality of Implementation of Home Inspections

Name →	Definition →	Indicator ←	Data ←	Sources
Recommendation acceptance	Recommendations follow-through compared to suggested recommendations in a six month period	# of homes where actual changes were done/# of homes where changes were recommended (Percentage)	# of homes where changes were done # of homes where changes were recommended	Follow-up survey Home inspector report
<i>Example</i>		20/60 = 0.34 (34%) (34/100)		



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