

Core data set implementation options

There are multiple options for implementation

This document is intended to help the CCDM council decide the best approach for implementing the core data set. All of the core data set measures need to be implemented over time, but how you go about doing it can vary. The first step is completing the stocktake. The stocktake highlights gaps (if any) so you know what to work on to achieve business as usual.

There are at least 8 possible scenarios for implementing the core data set. These have been divided into two main options (see Table 1):

1. Implement all measures simultaneously at all or some levels of the hospital.
2. Implement a selection of measures incrementally (until all measures are implemented) at all or some levels of the hospital.

Each option has its advantages and challenges.

If none of the measures meet the directory description, the unit of measure or the frequency, then start at the hospital level. This will avoid duplication of effort and mismatch that may result from ward by ward implementation.

Making improvements requires resourcing

The core data set is one of three components of the CCDM programme. A core data set is a set of measures that have been selected for collection, reporting and acting on. This enables us to make improvements in matching capacity and demand. A core data set is implemented at multiple levels of the organisation including ward/unit, directorate or service level and executive.

The CCDM Site Coordinator and health union resource commitment may impact on the core data set implementation choices. There are also likely to be DHB contextual factors that need to be considered when planning the core data set implementation.

The core data set needs governance

The core data set requires governance, monitoring, reporting and action to enable improvement to be made. Using the core data set directory, stocktake and reporting and improvement plan can make achieving the work straight forward.



Table 1 - Options for implementation of the core data set

Option 1: Implement all measures simultaneously at all or some levels of the hospital		
Level of implementation	Advantages	Challenges
<i>All levels</i>	<p>Meet CCDM standard at outset.</p> <p>Integrated monitoring and reporting system.</p> <p>Whole of system view of CCDM.</p> <p>Establishes accountability at all levels.</p> <p>May work well for small/medium size DHB.</p>	<p>Significant resource required.</p> <p>Significant lag time from planning to implementation.</p> <p>No opportunity to do small scale PDSA cycles.</p> <p>May be difficult to coordinate in large DHB.</p> <p>Requires data warehouse/ repository to facilitate viewing and drill-down.</p>
<i>Hospital</i>	<p>Hospital view only of CCDM.</p> <p>Can stage roll out to other levels.</p> <p>May work well for small/medium size DHB.</p> <p>Enables reporting at CCDM council.</p>	<p>Significant resource required.</p> <p>Some lag time from planning to implementation.</p> <p>Limited opportunity for small scale PDSA cycles.</p> <p>Initially no drill-down of data to ward level.</p> <p>May be difficult to coordinate in large DHB.</p>
<i>Directorate, service, ward</i>	<p>Directorate, service or ward view only of CCDM.</p> <p>Staff engagement in process.</p> <p>Establishes accountability for service management.</p> <p>Opportunity for small scale PDSA improvement cycles.</p> <p>Can stage roll out of improvements to other directorates, services and wards.</p> <p>May work well for small to large DHBs.</p>	<p>Moderate resource required if large DHB.</p> <p>May be difficult to coordinate in large DHB.</p> <p>Initially no hospital view of CCDM.</p> <p>Initially different processes for different directorates, services or wards.</p>
<i>Local data council</i>	<p>Staff engagement.</p> <p>Alignment of staff actions with DHB priorities.</p>	<p>Significant resource over multiple groups if large DHB.</p>

Option 2: Implement selection of measures incrementally (until all measures implemented) at all or some levels of the hospital. Selection of measures may be from one side of the triangle, those currently being measured or viewed as a priority by the CCDM council.		
Level of implementation	Advantages	Challenges
<i>All levels</i>	<p>Less resource intensive than implementing all measures.</p> <p>Able to test selection of measures across all levels.</p> <p>Establishes accountability at all levels.</p> <p>Easily implemented if already collected.</p>	<p>Significant resource required to achieve at all levels.</p> <p>Limited opportunity for PDSA improvement cycle to be applied to remaining measures.</p> <p>Initially limited view of CCDM with only some measures implemented.</p> <p>Staff engagement with chosen measures.</p>
<i>Hospital</i>	<p>Less resource intensive than implementing all measures, at all levels.</p> <p>Able to test selection of measures at hospital level before further roll out.</p> <p>Easily implemented if already collected.</p>	<p>Moderate resource required to achieve for hospital.</p> <p>Opportunity for PDSA improvement cycle to be applied to remaining measures.</p> <p>Initially limited view of CCDM with only some measures implemented.</p>
<i>Directorate, service, ward</i>	<p>Less resource intensive than implementing all measures or some measures for hospital.</p> <p>Able to do PDSA improvement cycle and expand to other directorates, services and wards.</p> <p>Engagement of middle managers.</p> <p>Alignment of staff actions with DHB priorities.</p> <p>Easily implemented if already collected.</p>	<p>Initially no drill-down to ward if directorate or service only.</p> <p>Initially limited view of CCDM with only some measures implemented.</p> <p>Initially no hospital view of CCDM.</p>
<i>Local data council</i>	<p>Less resource intensive than implementing all measures or some measures for directorate.</p> <p>Able to do small PDSA cycles and expand to other local data councils.</p> <p>Front line staff engagement.</p>	<p>Staff engagement.</p> <p>Initially no directorate or service view of measures.</p> <p>Potential for disconnect with bigger picture of CCDM.</p>