Table 2.6   Outcome, Process, and Balancing Measures

Type of Measure	Description	Perioperative Example
Outcome	● The voice of the customer or patient. ● How is the system performing? ● What is the result?	● Percentage of patients harmed ● Percentage unplanned returns to the operating room ● Percentage unplanned surgical readmission
Process	● The voice of the workings of the process. ● Logically linked to obtaining the outcomes. ● Address how key parts or steps of the system are performing.	● Percentage of patients with on-time antibiotic administration ● Percentage of patients with appropriate DVT prophylaxis ● Percentage of patients with appropriate Beta Blocker use
Balancing	● Look at a system from different directions or dimensions. ● What happened to the system as we improved the outcome and process measures? ● Could relate to unintended consequences or competing explanations for project success.	● Volume of surgical workload ● Percentage of prophylactic antibiotics appropriately discontinued