Centre for Clinical Governance Research in Health

Annual Report 2011

Strategic research into health policy, culture, systems, governance and leadership

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Contents

About The Centre for Clinical Governance Research in Health

The Centre for Clinical Governance Research in Health is an international research facility. It forms part of the Australian Institute of Health Innovation in the Faculty of Medicine at the University of New South Wales, a unique collaboration of research expertise examining systems improvement, health informatics, change, and quality and safety.

The Centre's mission is to investigate and provide new knowledge about policy, governance, organisation, work and leadership in the health sector. Its constant focus is to be theoretically and methodologically progressive and industry-relevant.

The Centre draws on the unique expertise of its assembled researchers and undertakes cross-disciplinary research with academic and industry collaborators. Researchers include staff members, visiting fellows and associates. Partners include other research groups, peak bodies, jurisdictions and health service providers.

Staff secure research funding from national and international sources and publish in a wide variety of leading international journals.

Mission

1. To be an internationally recognised reservoir of knowledge and expertise on clinical issues with a capacity to respond to requests for advice and consultation.

2. To undertake internationally recognised inter-disciplinary research and development projects on clinician-led approaches to organising and managing, across the full spectrum of care.

3. To provide a focal point for initiating and managing collaborative research and development projects on clinician-led approaches to the organisation and management of clinical practice involving partners drawn from other groups within the Faculty of Medicine, other departments within the University, Federal, State and Area health authorities and potential academic, policy and practitioner collaborators in other universities both in Australia and overseas.

4. To provide a supportive environment for developing research skills of early career health researchers from both clinical and social science disciplines.

5. To facilitate the development of education and training activities both within and outside the University in support of clinical governance.

6. To develop an international research reputation not simply in health, but also in the base disciplines from which Centre members are drawn: policy studies, discourse analysis, sociology, organisational behaviour, social theory, anthropology, psychology, health informatics and clinical studies.

Principles For Studies

The Centre's internationally respected research studies focus on important science, have high translational value, and must satisfy the following principles:

- Utility and usefulness

- Highest quality results

- Feasible and realistic aims

- Propriety – to conduct our work ethically

- Accurate reporting and faithful interpretation of results

- Grounded in appropriate theory.

Collaborators

The Centre's national and international collaborators include:

- Centre for Health Informatics, University of New South Wales
- Simpson Centre for the Health Service Research, University of New South Wales
- Centre for Health Systems and Safety Research, University of New South Wales
- Clinical Excellence Commission, New South Wales
- Australian Commission on Safety and Quality in Health Care
- Australian Council on Healthcare Standards
- Australian General Practice Accreditation Ltd
- Aged Care Standards and Accreditation Agency Ltd
- NSW Ministry of Health
- Department of Health, Victoria
- South Australian Health Department
- ACT Government Health Directorate
- Queensland Health
- Northern Territory Department of Health
- Australian College of Health Service Executives
- Australian Patient Safety Foundation
- The Sax Institute, New South Wales

- Australian Healthcare and Hospitals Association
- Australian Health Care Reform Alliance
- World Health Organisation, Kobe Centre, Japan
- Shanghai Municipal Health Bureau, People's Republic of China
- Various agencies within the National Health Service, United Kingdom
- University of Southampton, United Kingdom
- University of Manchester, United Kingdom
- Medical Management Centre, Karolinska Institutet, Sweden
- Society for the Study of Organising in Health Care, United Kingdom
- International Society for Quality in Health Care, Ireland (ISQua)
- Affinity Health Care
- Faculty of Nursing, University of Technology, Sydney
- Ramsay Health Care
- Australian Health Insurance Association
- Health Services Management Centre, University of Birmingham, United Kingdom
- Canon Institute for Global Studies, Japan

Director's Review

The Centre for Clinical Governance Research in Health comprises a team of dedicated individuals who share a common interest: to improve the health system by studying the way it works.

Unlike other health researchers, we don't splice genes or cure cancer. Our laboratory is the health system itself. We examine how people behave, the way they interact and the way they collaboratively create care. Our findings illuminate strengths and weaknesses in health care delivery, and we make recommendations for improvement.

Our work is widely published in leading journals, but it is also highly translational. The central aim of our research is to inform improvement in the health system, to provide the evidence-base that policy makers, managers and clinicians need to make things work better.

This year, our research has been recognised in several ways. Research Fellows Dr Wendy Lipworth and Dr Peter Nugus received Rising Star Awards from Professor Peter Smith, Dean of the UNSW Faculty of Medicine, in November 2010. I was honoured to receive the 2011 Dean's Award for outstanding service in the UNSW Faculty of Medicine. In October, Dr David Greenfield was conferred Fellowship status of the Australasian Association for Quality in Health Care. Dr Peter Nugus was awarded a Fulbright scholarship to research emergency departments in the United States.

Staff recognised at the Australian Institute of Health Innovation awards were: Centre Publications Prize, Dr David Greenfield; Student Prize, Dr Jennifer Plumb; and Institute Researcher of the year, Dr Wendy Lipworth.

I am also delighted to report steady progress among our large cohort of research candidates, whose PhD studies form a vital component of our research profile.

Our specific areas of research interest include the organisational structure, leadership, networks, politics and culture of the health system. This year, for example, we have been looking at the role of social and professional networks of health care providers. We've been examining how leadership works, what happens to health systems when they're restructured, and why diabetes care isn't delivered better.

One of our key research topics is patient safety. We've been investigating how many people receive appropriate care for Australia's most common conditions; the effect of interruptions on medication errors; and what systems we can introduce to remove flaws in the system.

Accreditation of health care workers is another important area of study. Through the five year, Australian Research Council-funded ACCREDIT project, we are investigating whether accreditation actually improves performance and quality of care.

As part of the project, this year we hosted international visitors Professor Charles Shaw and Professor Catherine Pope from the United Kingdom and Professor Rosa Suñol from the Fundación Avedis Donabedian in Spain, as well as Dr Carsten Engel, the Deputy Director of IKAS, the Danish Accreditation Agency, and Professor Russell Mannion, Professor of Health Systems at University of Birmingham. Their visits provided an excellent opportunity to exchange ideas and collaborate on research.

Such collaborations are integral to our operations. Under the umbrella of the Australian Institute of Health Innovation, we are also privileged to work closely with friends and colleagues in the Centre for Health Informatics, the Centre for Health Systems and Safety Research, and the Simpson Centre for Health Services Research.

Our collaborations extend well beyond the boundaries of UNSW. Our visiting professors and fellows from around Australia provide important contributions to our work, as do our links with policy makers, patient advocates, research groups and academic institutions around the world.

We were delighted this year that 20 peer reviewed abstracts were selected for oral, oral-poster and poster presentations at the major International Quality and Safety Conference, ISQua 2011, held in Dublin, Ireland.

In November 2011, I conducted an invited lecture tour on health systems improvement focusing on culture change and patient safety. I spoke at the Imperial College London, UK; the Dutch National Patient Safety and Quality Agency, Nivel; the Haute Authorité de Santé in France; and the London School of Hygiene and Tropical Medicine.

This year we also hosted a study tour from the Japan Association of Healthservice Management Consultants, which was very successful.

We continue to receive category one funding from the Australian Research Council and the National Health & Medical Research Council in support of our programs and projects, and we are most appreciative. They are the lifeblood of our research.

I would like to welcome new staff including Dr Pooria Sarrami-Foroushani, Research Fellow with our Agency for Clinical Innovation project, Ms Klay Lamprell, Book Researcher, Ms Stephanie Dick, Research Assistant, and Ms Jackie Mullins, Administrative Assistant. We also sadly farewell Dr Peter Nugus, Research Fellow, who took up an appointment with one of our international partners in Europe, NIVEL, The Netherlands, and is then undertaking his Fulbright scholarship in the United States.

Our capacity to produce important publications and presentations continues to grow. I would like to thank our talented staff, partners and international colleagues for their valuable contributions to the work of the Centre, particularly in this very productive and successful year.

Management Committee

Centre Board

Professor Denis Wakefield (Chair)
Associate Dean
Faculty of Medicine

Mr Alan Hodgkinson
Deputy Head
School of Public Health and Community Medicine

Professor Deborah Black
Associate Dean, Staff Development
Faculty of Health Sciences
University of Sydney

Professor Timothy Devinney
Professor of Strategy, Faculty of Business
University of Technology, Sydney

Professor George Rubin
Director Clinical Governance
South Eastern Illawarra Area Health Service

Professor Jeffrey Braithwaite
Director
Centre for Clinical Governance Research in Health

A/Professor Julie Johnson
Deputy Director
Centre for Clinical Governance Research in Health

In Memoriam

Alan Hodgkinson was a member of our Management Board for many years. He died at Easter, 2011, and we feel his loss every day. Based at the School of Public Health and Community Medicine, he was both close to us physically on the UNSW campus and intellectually in his untiring support of our work. He is greatly missed as a sponsor, wise counsel and friend to many of us, and we would like to express our condolences to his family.
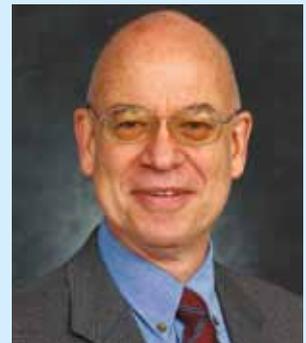
Year At A Glance

766,800

number of people working
in the health system

19

Centre research
candidates studying PhDs

20

Centre visiting fellows
and professors

$23.1 million

total enterprise value of our grants

19

staff working
at the Centre

$121.4 billion

value, in 2010, of the health system
the Centre is studying

Research Highlights

Management

A rethink needed on the role of busy Clinician-Managers

Clinician-Managers have been drawn into leadership positions at various levels over the last three decades. A research program led by Investigators Jeffrey Braithwaite and Mary Westbrook examines their roles, behaviours and activities *in situ*.

Our research shows there is a considerable disparity between managers' actual and preferred time allocation and of the globalisation of health managers' work values. They find their work is busy, relentless, *ad hoc*, unpredictable and discontinuous. Their duties can be synthesised under 14 headings representing their chief interests and concerns.

This research has also shown that while some aspects of health care management have changed with the emergence of Clinician-Managers, much of what is assumed to have changed remains the same or has intensified, such as the pressures and pace of work. The research has shown management is enacted within professional divides.

The findings have strengthened our knowledge of Clinician-Managers and their roles and behaviour and provided evidence for a rethink of Clinician-Managers' efficiency and effectiveness, for other scholars and for management educators.

A Longitudinal Program to Conceptualise, Empiricise and Evaluate Clinician-Managers' Roles, Behaviours and Activities

Funding Source: University of NSW

Investigators: Jeffrey Braithwaite and Mary Westbrook

Duration: 1996 to present

Selected Publications

Braithwaite J, Finnegan TP, Graham EM, Degeling PJ, **Hindle D, Westbrook MT.** (2004). How important are quality and safety for clinician-managers? Evidence from triangulated studies. *Clinical Governance: An International Journal,* 9 (1), pp. 34-41.

Braithwaite J, **Westbrook MT**, et al. (2008). How subordinates exercise pressure on their managers: Anglo and Confucian-Asian comparisons. *Journal of Managerial Psychology*, 23 (1), pp. 40-53.

Braithwaite J, **Westbrook MT.** (2011). Time spent by health managers in two cultures on work pursuits: real time, ideal time and activities' importance. *International Journal of Health Planning and Management*, 26 (1), pp. 56-69.

Patient Care

Evaluating patient self-management of chronic disease

The project collaboration has three aims: to evaluate the inter-professional learning (IPL) and community-of-practice / networking outcomes of professionals, including the patient-as-professional; to investigate the use of chronic disease management tools; and to examine the health literacy capacity of the patient-as-professional. The project was completed in mid-2011. It offered the opportunity to examine the evolution and outcomes, in real time, of the inter-professional patient self-management chronic disease network.

For the first 18 months of the evaluation project, conducted in parallel with the IPL demonstration project, the patient self-management chronic disease network was developed. During this period, the network health professionals, including general practitioners, patients-as-professionals and community groups, were supported to collaborate to develop self-management skills in individuals with chronic diseases and their communities.

The second phase, a period of 18 months, involved observing the network develop and enact self-maintenance strategies to demonstrate its sustainability once the chronic disease learning project concluded. The evaluation project empirically examined *in situ* over time the factors that united the network, as well as the stresses and challenges that were continually addressed for it to achieve ongoing self-maintenance.

Importantly, the project investigated the process of translation of proposed gains into actuality. It is envisaged that the lessons from this work will be applicable to other areas of chronic care and other professional networks. Furthermore, the results can inform the knowledge base for the Australian National Chronic Disease Strategy.

Evaluating the Impact of the 'Patient-as-Professional within a Network' Tool to Self-Manage Chronic Disease

Funding Source: Australian Commonwealth Government Department of Health and Ageing

Investigators: David Greenfield, Peter Nugus, Jo Travaglia, Paul Dugdale, Jeffrey Braithwaite

Partner Organisation: The Centre for Health Stewardship, Australian National University College of Medicine and Health Sciences

Duration: 2009 - 2011

Selected Publications

Taylor R, Dugdale P, **Short A**, **Nugus P & Greenfield D**. (2011, August 24). *Evaluating chronic disease self-management tools*. Full-day workshop at the 7th Annual Australian Disease Management Association Conference: Partnerships for Chronic Care: Patients, Services, Policy, Canberra, Australia.

Short A, Taylor R, Dugdale P & **Greenfield D**. (2011, September 14-17). *Strategies consumers use to improve the safety and quality of their healthcare*. Paper presented at The International Society for Quality in Health Care's 28th International Conference, Patient Safety: Sustaining the Global Momentum, Hong Kong, China.

Hogden A, **Greenfield D**, **Nugus P** & Kiernan M. (2011). Patient decision-making in Motor Neurone Disease: The views of health professionals. *Amyotrophic lateral Sclerosis*, 12 (Supplement 1), 6-8.

Taylor R, **Short A**, Dugdale P, **Nugus P** & **Greenfield D**. (2011). How should I choose which chronic disease self-management tool to use? Perspectives of clinicians and clients. *Australian Occupational Therapy Journal*, 58 (Supplement 1), 47.

Accreditation

Has accreditation improved the quality of care?

In 2011, the Centre continued a longstanding interest in researching accreditation programs, to shed light on the challenges facing accreditation agencies and their stakeholders in their efforts to advance the sustainability and credibility of the programs.

The ACCREDIT Project is a collaboration which commenced in July 2010 between researchers at UNSW, the Board and staff of the Australian Council on Healthcare Standards, Australian General Practice Accreditation Limited, the Aged Care and Standards Accreditation Agency, the Australian Commission on Safety and Quality in Health Care, and the Clinical Excellence Commission.

In the first year and a half the partnership has achieved a great deal, including: obtaining UNSW ethics approval; developing and implementing a research plan; and acceptance of three papers – and one under review – in international journals. Two literature reviews are nearing completion for submission to international journals. We contributed three invited conference presentations; one invited international research institute address; 15 presentations or posters at international or national conferences; ten seminar presentations; and enrolment of a post-graduate research student.

The 12 studies are advancing as planned, with fieldwork and other data-gathering activities either underway or scheduled according to the research plan.

Strengthening organisational performance through accreditation research: the ACCREDIT project

Funding Source: Australian Research Council Linkage Grant LP100200586

Investigators: Jeffrey Braithwaite, Johanna Westbrook

Partner Organisations: The Aged Care and Standards Accreditation Agency; the Australian Council on Healthcare Standards; the Australian General Practice Accreditation Limited; the Australian Commission on Safety and Quality in Health Care; and the New South Wales Clinical Excellence Commission.

Duration: 2010 - 2015

Selected Publications

Braithwaite J, Westbrook J, **Johnston B**, Clark S, Brandon M, Banks M, Hughes C, **Greenfield D**, **Pawsey M**, **Corbett A**, Georgiou A, Callen J, **Øvretveit J**, **Pope C**, Suñol R, **Shaw C**, **Debono D**, **Westbrook M**, **Hinchcliff R** and **Moldovan M**. Strengthening organisational performance through accreditation research – a framework for twelve interrelated studies: the ACCREDIT project study protocol, BMC Research Notes, http://www.biomedcentral.com/1756-0500/4/390

Organisational Structure

Constant restructuring leads to disruption and inefficiency

Restructuring health systems is one of the most prominent ways of attempting to achieve change around the world. It involves trying to alter the formal or design aspects of health systems, and particularly the roles, responsibilities and reporting arrangements of senior positions. We can observe this happening on a regular basis in the various mergers and acquisitions of private health interests of the United States, and also in the public health systems of Canada, Britain and Australia.

However the Centre's research has found that restructuring at the sector level – restructuring entire health systems such as the National Health Service, the NSW or Western Australian health sectors, or the Canadian States health systems in Alberta or Saskatchewan – can lead to disruption, confusion and inefficiencies.

In the case of area health services (NHS Trusts in the United Kingdom) and local acute and community health services, including teaching hospitals, restructuring can put people back about 18 months while they recover from the re-organisation. Orchestrating serial restructures over several years - tweaking the organisational structure several times over a decade - can lead to measurable inefficiencies.

Restructuring of Health Services

Funding Source: University of New South Wales

Investigators: Jeffrey Braithwaite, Mary Westbrook

Duration: 1999 to present

Selected Publications

Braithwaite J, Skinner C, Dööry ML. (2011) A values-based health system. *Medical Journal of Australia*, 194(5): 259-262.

Braithwaite J, **Westbrook MT**. (2004). A survey of staff attitudes and comparative managerial and non-managerial views in a clinical directorate. *Journal of Health Services Management Research,* 17, pp. 141-166.

Braithwaite J, **Westbrook MT**. (2005). Rethinking clinical organisational structures: an attitude survey of doctors, nurses and allied health staff in clinical directorates. *Journal of Health Services Research and Policy*, 10 (1), pp. 10-17.

Nursing Leadership

Nursing and Midwifery Managers take the lead

NSW Health's 'take the lead' program aims to develop the management skills of Nursing and Midwifery Unit Managers (N/MUMs) across NSW.

The Centre was commissioned to undertake a mid-term evaluation of this program, including a review of the introduction of Clinical Support Officers (CSOs) positions. These positions are intended to reduce the administrative duties of N/MUMs and other clinical staff.

The evaluation showed that the program was perceived to have had a positive effect on the abilities of N/MUMs by the N/MUMs themselves, their managers and their CSOs, particularly in the case of more recent N/MUMs. Incidental learning, via discussions between N/MUMs at training programs, was highly valued. The impact of CSOs was viewed more positively by the N/MUMs and their managers compared to the CSOs themselves.

A report with recommendations for development of the program was submitted to NSW Health in December 2010. It formed the basis of policy discussions over 2011.

Mid term evaluation of 'take the lead' project

Funding Source: New South Wales Health

Investigators: Jeffrey Braithwaite, Joanne Travaglia, Deborah Debono, Jennifer Plumb, Janice Wiley, Jacqueline Milne, Sue Christian-Hayes, Julie Johnson

Duration: April 2010 - December 2011

Selected Publications

Travaglia J, **Debono D**, **Erez-Rein, N**, **Milne J**, **Plumb J**, **Wiley J**, Callaway A, Dunn A, **Johnson J**, **Braithwaite J**. (2010). *Report of the mid program evaluation of 'take the lead'*. Sydney. Centre for Clinical Governance Research, UNSW for New South Wales Health: 1-173.

Health Systems Networking

Social networks to encourage people to work together

Despite the investments and efforts expended in encouraging people to work effectively together in organisational communities and networks, there is no comprehensive, evidence-based, theoretically relevant framework, model or tool to evaluate communities of practice (CoPs) or social professional networks (SPNs) in the health sector.

Literature reviews have confirmed the lack of empirical research directed at evaluating the impact of CoPs and SPNs in improving the quality and effectiveness of care provided by health care services. Literature reviews have also been directed at studying the gaps in social structures in non-health settings.

Evaluations of various CoPs and SPNs were conducted in 2011. Drawing together information gathered through the systematic reviews and the data collections, the project team has drafted frameworks that capture the essential structural and functional elements of networks and CoPs and associated outcomes.

Evaluating communities of practice and social-professional networks: the development, design, testing, refinement, simulation and application of an evaluation framework

Funding Source: Australian Research Council Discovery Grant

Chief Investigators: Jeffrey Braithwaite, Johanna Westbrook

Duration: 2009 - 2013

Selected Publications

Braithwaite J. Between-group behavior in health care: gaps, edges, boundaries, disconnections, weak ties, spaces and holes. A systematic review. *BMC Health Services Research*, 2010: 10: 330.

Braithwaite J, **Westbrook J**. What makes the health system tick? *International Journal for Quality in Health Care*, 2010; 22(1), 1-2 http://intqhc.oxfordjournals.org/cgi/reprint/mzp055

Cunningham F, **Ranmuthugala G**, **Plumb J**, Georgiou A, Westbrook J, **Braithwaite J**. Health professional networks as a vector form improving health care quality and safety. A systematic review. *BMJ Quality & Safety.* 2012; 21(3):239-49.

Plumb J, **Travaglia J**, **Nugus P**, **Braithwaite J**. Professional conceptualisation and accomplishment of patient safety in mental health care: an ethnographic approach. *BMC Health Services Research*. 2011; 11:100.

Ranmuthugala G, **Plumb J**, **Cunningham F**, Georgiou A, Westbrook JI, **Braithwaite J**. How and why are communities of practice established in the healthcare sector? A systematic review of the literature. *BMC Health Services Research*. 2011; 11(1):273.

Ranmuthugala G, **Cunningham FC**, **Plumb JJ**, Long J, Georgiou A, Westbrook JI, **Braithwaite J**. A realist evaluation of the role of communities of practice in changing healthcare practice (Study protocol) *Implementation Science*. 2011; 6(49):268.
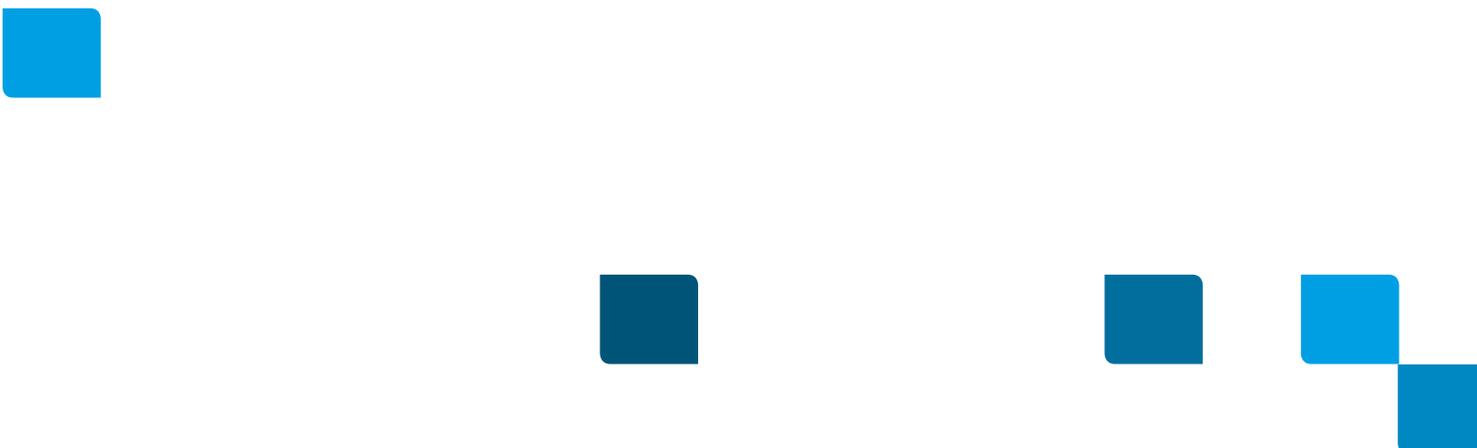
Improving Clinical Care

Boosting the organisational health of clinical units

Commissioned by NSW Health, the Centre ran a study to develop a set of workplace indicators for the organisational health of clinical units.

The project utilised a multi-phased approach. Phase one involved a review of the international and national peer reviewed literature on healthy workplace environments, with a specific focus on health services. This phase also captured details and examples of existing indicators of organisational health that are used in similar jurisdictions around the world. The findings from the literature review and analysis of existing indicators were then reviewed by three expert panels in phase two. These panels identified what they considered to be the key indicators, with the results compared across panels. In phase three, five focus groups were conducted with clinicians and managers, who were asked to identify what they believed to be the indicators of a healthy workplace environment. This phase was conducted independently of the literature review and expert panel. The results of the groups were then compared to the findings of the literature review and the opinions of the expert panel.

A draft set of indicators (comprising domains, factors and indicators of a healthy workplace environment) along with a self-assessment tool for clinical staff was then produced. These documents were reviewed by NSW Health. The fourth and final phase of the project, before testing the indicators, was a Delphi process which was conducted in 2011. During the Delphi process, the indicators were ranked by three groups of experts: academics, clinicians, and policy makers. Their rankings will then be compared and a final set of indicators produced.

Project to improve the organisational health of clinical units

Funding Source: New South Wales Health

Investigators: Jeffrey Braithwaite, Joanne Travaglia, Deborah Debono, Jennifer Plumb, Janice Wiley, Jacqueline Milne, Sue Christian-Hayes

Duration: February 2010 - December 2010, ongoing 2011

Selected Publications

Travaglia J, **Debono D**, **Plumb J**, **Wiley J**, **Milne J**, Erez-Rein N, **Braithwaite J**. (2010). *Project to improve the organisational health of clinical units: report on the development of the indicators and assessment tool*. Sydney. Centre for Clinical Governance Research, UNSW for NSW Health: 1-132.

Travaglia J, **Debono D**, **Plumb J**, **Wiley J**, **Milne J**, Erez-Rein N, **Braithwaite J**. (2010) *Project to improve the organisational health of clinical units: literature review*. Sydney. Centre for Clinical Governance Research, UNSW for NSW Health: 1-148.

Travaglia J, **Debono D**, **Plumb J**, **Wiley J**, **Milne J**, Erez-Rein N, **Braithwaite J**. (2010). *Project to improve the organisational health of clinical units: indicators*. Sydney. Centre for Clinical Governance Research, UNSW for NSW Health: 1-20.

Travaglia J, **Debono D**, Erez-Rein N, **Plumb J**, **Wiley J**, **Milne J**, **Braithwaite J**. (2010). *Project to improve the organisational health of clinical units: assessment tool*. Sydney. Centre for Clinical Governance Research, UNSW for NSW Health: 1-25.

Debono D, **Travaglia J**, **Plumb J**, **Wiley J**, **Milne J**, Erez-Rein N, **Braithwaite J**. (2010). *Project to improve the organisational health of clinical units: citations and abstracts*. Sydney. Centre for Clinical Governance Research, UNSW for NSW Health: 1-326.

Patient Safety

The problematics of error: research to improve patient safety

The Centre is contributing to four cross linked programs of research into patient safety, to be completed over five years. Program 1 is the most logistically challenging and aims to determine the percentage of Australians who receive recommended care for 22 common, high burden of disease conditions. Over 500 evidence-based indicators for 22 conditions have been developed.

Program 2 is analysing system problems that perpetuate flawed plans and failures of plan execution centred on medication management. This is the first study internationally which has empirically demonstrated the relationship between interruptions and error production in a real-world clinical environment.

The overall goal of Program 3 is to develop a decision-support model to provide clinicians with a 'safety net' that detects when flawed plans are being executed. The work is documenting the causes, consequences and outcomes of patient safety incidents arising from the use of information technology in hospitals; understanding the communication processes between pathology laboratories and doctors; and understanding the association between use of pathology tests and poor patient outcomes.

Program 4 is identifying the characteristics of organisations, clinicians, diseases, and/or processes of care that predict levels of patient safety and quality of care, and the rate of dissemination of evidence into clinical practice.

Quality Improvement

Better teaching of quality improvement

As part of the Centre's continued efforts toward training the next generation of health care professionals, Associate Professor Julie Johnson published two books related to quality improvement in health care.

The 4th edition of *Continuous Quality Improvement in Health Care* addresses the challenges of implementation and institutionalisation, using examples from a variety of health care organisations including primary care clinics, hospital laboratories, public health departments and academic health centres.

The companion volume, *Implementing Continuous Quality Improvement in Health Care,* uses a case based approach to teaching about quality improvement. It includes themes such as CQI in Ghana Malaria Control, CQI to reduce central line infections in paediatric hospitals, a mother's advocacy group against medical errors, and the WHO Safe Surgery Saves Lives Campaign.
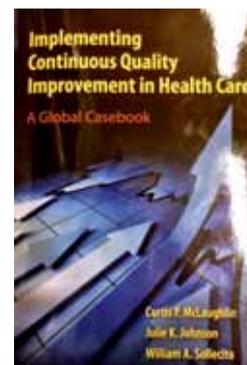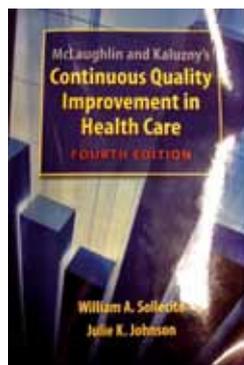
Selected Publications

Sollecito W, **Johnson J**. (editors). *Continuous Quality Improvement in Health Care*. 4th edition. Jones and Bartlett. September 2011. ISBN: 9780763781545.

McLaughlin C, **Johnson J**, Sollecito W (editors). *Implementing Continuous Quality Improvement in Health Care*: A Global Casebook. Jones and Bartlett. April 2011. ISBN: 9780763795368.

Drug Development

Improving clinical quality in international drug development

As part of its program of research into patient safety, the Centre is supporting work into Australian and international drug development. This project is being conducted by Dr Wendy Lipworth, under the supervision of Professor Richard Day. Dr Lipworth is the recipient of a National Health and Medical Research Council Postdoctoral (Training) Fellowship.

This work extends the Centre's safety and quality research to a more foundational level by asking questions about the quality of information that is generated for clinical use, and the ways in which this information is used to make decisions about registration, subsidisation and the content of clinical practice guidelines. It is our contention that clinical safety and quality are inevitably compromised by problems with the ways in which medicines are developed, tested, regulated and subsidised.

This research is now in its third (of four) years. Phase 1 involved analysis of a series of case studies of drug development, with the aim of identifying the key trends that require further examination. Through analysis of these cases, it has become evident that the key issues are the effects of commercial interests on drug development, the effects of changing scientific paradigms, and the effects of subsidisation processes.

Phase 2 is currently underway. This involves in-depth interviews with all key stakeholder groups. Analysis to date has focused on the values of employees of pharmaceutical companies, with a view to better understanding the moral and socio-political implications of commercial drug development.

Drug development and clinical quality

Funding Source: National Health & Medical Research Council

Investigators: Wendy Lipworth, Richard Day, Ian Kerridge

Duration: February 2010 - February 2013

Selected Publications

Lipworth W, Kerridge I, Brett J, Day R. How clinical and research failures lead to suboptimal prescribing: the example of chronic gout. *British Medical Journal*. Published online 1 Dec 2011.

Lipworth W, Little M, Kerridge I. 2011. The perils of proxy outcomes in evidence-based medicine: the case of recombinant factor VIIa. *The International Journal of Person Centered Medicine*.1(4):657-659.

Lipworth W, Wodak A, Haber P, Day R. 2011. Why is Disulfiram not on the PBS? *Medical Journal of Australia*. 195(7): 371-372.

Crowther H, **Lipworth W**, Kerridge I. 2011. EBM and Epistemological Imperialism: Narrowing the divide between evidence and illness. *Journal of Evaluation in Clinical Practice*. 17(5):868-872.

Harvey K, Day R, Campbell W, **Lipworth W**. 2011. Saving money on the PBS: Ranibizumab or Bevacizumab for Neovascular Macular Degeneration? *Medical Journal of Australia*. 194 (11), 567-568.

Inam S, **Lipworth W**, Kerridge I, Day R. 2011. Rethinking the discordance between guidelines and practice in the treatment of rheumatoid arthritis: a failure of practice or failure of evidence? *Medical Journal of Australia*. 195 (8): 446-447.

Training

Improving team skills leads to ongoing benefits

Under the auspices of a Capacity Building Infrastructure Grant (CBIG) from NSW Health, we developed a Crew Resource Management (CRM) team skills training course for doctors, nurses and midwives working in complex, time-critical areas at Hunter New England Health. The training was specifically adapted for the health care environment, and included instruction in practical skills in communication, decision-making, task management, leadership, and situational awareness.

Reactions to the classroom training were universally positive. Participants increased their knowledge of teamwork and their team skills behaviour improved.

The research also uncovered qualitative benefits of the training. These included increased self-confidence and self-efficacy of participants, improved self-awareness, and a greater awareness of what is happening in the surrounding work environment.

The training had a flow-on effect to those who were not on course, as a result of mentoring, educating, and role-modelling by participants once they returned to the workplace. The training also triggered interest and learning in areas associated with working better in teams.

Health Care Microsystems

A Centre of Excellence to improve primary health care

The Australian Primary Health Care Research Institute (APHCRI) Centre of Excellence (CRE) in Primary Health Care Microsystems was established in early 2011 to address primary health care quality, governance, performance, and sustainability issues identified within the national health reform agenda.

This CRE, incorporating the clinical microsystem approach, will investigate improved models in regional governance and e-health, effective multidisciplinary teamwork, and primary care performance and accountability. One Research Stream will aim to investigate the quality, governance, and sustainability in integrated primary health care and quality and governance of a share-care maternity record delivered within an e-health framework across the continuum. A second Research Stream will aim to improve safety and quality in primary health care through measuring the performance and organisational development of practices participating in the Collaboratives and identifying the characteristics of high performing practices and how to spread high performance.

The centre is multi-institutional, with nodes at the University of Queensland, Flinders University, University of New South Wales, Greater Green Triangle University Department of Rural Health, Deakin University, and Mater Health Services. There are also many key partner organisations such as the Royal Australian College of General Practitioners, Australian General Practice Accreditation Limited, Improvement Foundation Australia, Australian Commission on Safety and Quality in Health Care, Australian Practice Nurses Association, Chronic Illness Alliance, and Australian Association of Practice Managers.

The research team comprises expertise in general practice, nursing, allied health, and other specialities. The team includes seven Chief Investigators, 23 Associate Investigators who are national and international research leaders in primary health care, and a National and International Advisory Committee. There are currently 4 PhD students, 3 Postdoctoral Fellows and 1 Research Masters student undertaking research in the CRE program.

Intellectual Disability

Metro-Regional Intellectual Disability Network

The Metro-Regional Intellectual Disability Network (MRID.net) is a partnership model for improving health care for people with Intellectual Disability in regional and remote areas of NSW. It aims to develop an innovative partnership model between NSW Health and the Ageing, Disability and Home Care Department of Family and Community Services NSW (ADHC) to improve access to specialist multidisciplinary health services for people with intellectual disability and their carers living in regional and rural areas of NSW.

MRID.net will build on the well established flagship model of service provision within South Eastern Sydney Local Health District (SESLHD) to implement a pilot in another region in which there are limited services. The initial focus will be on youth with intellectual disability and associated mental health problems living in the Illawarra Shoalhaven.

MRID.net will utilise the National Broadband Network (NBN), where available, or other broadband networks to improve the existing health care services for this disadvantaged population. Video consultations, training for health professionals and support for local health and disability systems will be offered. The pilot will promote community engagement in the design, implementation and evaluation of the program to best meet the needs of client families and carers.

Information systems will support the provision of coordinated care, program evaluation and ongoing service development at a local level.

Collaborators in this project are representatives from the SESLHD; Intellectual Disability Mental Health (IDMH) Illawarra Shoalhaven LHD (ISLHD); Mental Health; Carers Program; NSW Council of Intellectual Disability; Agency for Clinical Innovation Intellectual Disability Network (ACI ID) Network; Chair, IDMH, UNSW; Chair, Child and Adolescent Psychiatry, UNSW; Centre for Clinical Governance Research in Health, UNSW; Ageing, Disability and Home Care (ADHC); Department of Education and Communities; Centre for Oral Health Strategies; and The Disability Trust.

The Centre is conducting the evaluation of the outcomes of the project which will provide the evidence required for larger-scale programs in other areas to improve the access to specialised clinical services for people with intellectual disability.

Professor Jeffrey Braithwaite

Associate Professor
Julie K. Johnson

Ms Sue Christian-Hayes

Ms Margaret Jackson

Staff

Director

Professor Jeffrey Braithwaite BA *UNE*, DipLabRelsandtheLaw *Syd*, MIR *Syd*, MBA *Macq*, PhD *UNSW*, FAIM, FCHSE

Professor Braithwaite is Director of the Centre for Clinical Governance Research in Health and Foundation Director of the Australian Institute of Health Innovation. He has long been associated with UNSW, particularly through the School of Public Health and Community Medicine. He joined the Centre as a Commonwealth Casemix Research Fellow in 1994, and was Head of the School of Health Services Management until it merged into the School of Public Health and Community Medicine in 2001. Professor Braithwaite enjoys an international reputation for his work in leadership and organisational behaviour in health settings. His specific research interests include clinicians as managers, organisational theory, the future of the hospital, organisational design of hospitals, change management in health care, network theory, communities of practice, the evolutionary bases of human behaviour, quality and safety in health care, and international health policy development and implementation.

Deputy Director

Associate Professor Julie K. Johnson BA *UNC*, MSPH *UNC*, PhD *Dartmouth*

Julie Johnson is Deputy Director of the Centre. Prior to her current position she was an Assistant Professor of Medicine at the University of Chicago. Associate Professor Johnson's career interests involve building a series of collaborative relationships to improve the quality and safety of health care through teaching, research and clinical improvement. Her ultimate goal is to translate theory into practice while generating new knowledge about the best models for improving care.

Business Manager

Ms Sue Christian-Hayes

As the Centre's Business Manager, Sue Christian-Hayes provides financial and administrative support to the Management Board and the Director, as well as financial management for all projects. She is also the Administrative Manager for the Australian Institute of Health Innovation, a research capability under the UNSW Faculty of Medicine which brings together the Centre for Clinical Governance Research in Health, Centre for Health Informatics, the Simpson Centre for Health Services Research and the Centre for Health Systems and Safety Research.

Administrative Staff

Ms Margaret Jackson

Margaret Jackson is a part time research and administrative assistant, undertaking literature searches and performing general administrative duties. Previously she worked for more than 20 years on standards development for a

Ms Klay Lamprell

Ms Danielle Marks

Ms Jackie Mullins

Dr Robyn Clay-Williams

Staff

health care accreditation agency, commencing in an administrative assistant's role and progressing to be a project officer. Ms Jackson provided administrative support during the establishment of the Australian Accreditation Research Network in 2007.

Ms Klay Lamprell BA *Macq*, Grad Dip Conflict Resolution *Macq*, Cert Languages *Macq*

Ms Lamprell is an award-winning journalist with experience in researching, writing and editing for a wide range of publications. She is working on the development of a series of books that build on the Centre's inter-disciplinary research into social structures, organisational behaviour, human evolution and systemic paradigm shifts. Ms Lamprell holds a Bachelor of Arts degree in Literature and Mass Communications, a Graduate Diploma of Conflict Resolution and a Certificate of Languages (Italian).

Ms Danielle Marks BA Comm (Journ) *UTS*

Ms Marks was a Research Assistant for the Centre for Clinical Governance Research in Health until December 2011. She has a background in journalism and applied this expertise to communication in health systems. She has experience in a range of projects in research and evaluation, working on projects including international examples of safety and quality successes and failures, an evaluation of social and structural holes, boundaries and weak ties in organisations and communities, and a comparison of Australian health data with several other societies. She also helped coordinate a nationally recognised NH&MRC Patient Safety grant.

Ms Jackie Mullins

Ms Mullins joined the Australian Institute of Health Innovation in June 2011 as an Administrative Assistant, providing administrative support and reception duties for the Centre for Clinical Governance

Research in Health as well as the other Centres within the Institute. Her role also involves the organisation of diary appointments, conference engagements and travel itineraries for Professor Jeffrey Braithwaite.

Researchers

Dr Robyn Clay-Williams, PhD *UNSW*, BEng *RMIT*

Dr Clay-Williams completed her undergraduate degree in electronic engineering in the early 1980s, and has trained as a military pilot, flight instructor and test pilot. She was the operational specialist on the advisory board for implementation of the latest generation Crew Resource Management (CRM) teamwork training into Australian military aviation, and is interested in how this type of training can be applied to other disciplines. She is a Postdoctoral Research Fellow in human factors and is involved in ongoing collaboration with the Centre in research projects related to her expertise in team training, engineering resilience and usability of medical devices and equipment.

Dr Frances Cunningham

Ms Deborah Debono

Ms Stephanie Dick

Dr David Greenfield

Dr Frances Cunningham BA *UQld*, ScD *JHU*, DipEd *QUT*, AFACHSM, FAICD

Dr Cunningham is a Senior Research Fellow in the Centre and is a highly experienced senior health executive, with experience in both public and private health sectors in Australia, the United States and the Pacific. She was formerly the General Manager, NSW of the Australian Health Insurance Association, following her role as Executive Director of the NSW Health Funds Association. She has a background as a senior health administrator, health care consultant, health policy analyst and health services researcher. She has conducted a broad range of policy, research and consulting projects in the health, community and disability services areas, especially relating to the financing and delivery of health services and organisational research.

Ms Deborah Debono RN, RM, BA Psych (Hons) *UNSW*

Ms Debono is a registered nurse and midwife with experience in both rural and metropolitan acute care settings. She graduated with a Bachelor of Arts degree majoring in Psychology and Sociology. Her Honours thesis investigated automatic and controlled cognitive processing in the elderly. Her research interests are medication error, patient safety and workarounds and she is currently conducting projects and providing research support in a range of areas. She was nominated for *UNSW Staff Excellence in Research Outputs,* for which she received highly commended.

Ms Stephanie Dick, Research Assistant BA Criminology and Psychology MSC Psychology, *Sheffield Hallam University*

Ms Dick completed her undergraduate degree in Criminology and Psychology in 2008. She then completed a masters degree in Psychology. She has experience working for the NHS as an ADHD project worker, which involved providing support for parents with children suffering from ADHD, through home visits and a 10 week course in managing ADHD. As a Research Assistant at the Centre, she is involved in a number of projects, including quality and safety, intra- and inter-relationships between medical professionals, and social structures within health care.

Dr David Greenfield BSc, BA, BSocWk UQ, Grad Cert IT *UTS*, PhD *UNSW*

Dr Greenfield is a Senior Research Fellow in the Centre and adjunct lecturer in the School of Public Health and Community Medicine. His expertise and knowledge are in the areas of accreditation and surveying processes, organisational culture, community of practice theory, inter-professional learning and inter-professional practice, and qualitative research methods. Dr Greenfield's work is progressing

Dr Reece Hinchcliff   Dr Wendy Lipworth   Dr Max Moldovan   Ms Sally Nathan

Staff

understanding of how, individually and collectively, professional conduct, quality and safety are shaped and regulated to mediate organisational, professional and care outcomes.

Dr Reece Hinchcliff BA (Hons) *Syd*, PhD *Syd*

Dr Hinchcliff is a Research Fellow assessing the utility, reliability and cost-effectiveness of health service accreditation. His additional research interests lie in examining the diffusion of health care innovations, as well as the relationship between news media reporting and health policies and practices. Dr Hinchcliff holds a first class Honours degree in Social Anthropology and a PhD in Public Health, both from the University of Sydney. His PhD, which was undertaken at the George Institute for Global Health, explored the main factors mediating the translation of public health research into policy.

Dr Wendy Lipworth BSc(med) Hons *UNSW*, MBBS *UNSW*, MSc *Syd*, PhD *Syd*

Dr Lipworth is an empirical bioethicist with an interest in the ethics of biomedical innovation. Her specific topics of interest include the ethics of drug development, evidence-based medicine, biomedical publishing and biobanking (tissue banking). She uses mainly qualitative research methods to elicit the values underpinning these processes, and uses this to inform policy and practice. Dr Lipworth is a medical graduate (UNSW 1999) and was awarded her PhD in 2009 (University of Sydney). She is now a NH&MRC Postdoctoral Research Fellow at the Australian Institute of Health Innovation.

Dr Max Moldovan BSc *MESI*, MBus *QUT*, PhD *Melb*

Dr Moldovan is a Research Fellow working on an ARC project devoted to accreditation of health care

organisations and development of the related evidence-informed health policies. His expertise is in quantitative analysis and statistical learning. Before joining the Centre, he was involved in several successfully completed ARC projects. Dr Moldovan was a leading research analyst in the international team that pioneered the area of clinically functional pharmacogenomic discoveries. He co-authored several exact and efficient analytical methods widely accepted in medical research and clinical practice. He is the author of a book describing and formalising the related inferential procedures.

Ms Sally Nathan BSc, MPH *UNSW*

Ms Nathan is a Lecturer in the School of Public Health and Community Medicine. As a social scientist, she has theorised and empiricised consumer / community exclusion and participation in health service decision-making and governance, advocacy by the non-government sector, capacity building for health development,

Dr Peter Nugus

Dr Geetha Ranmuthugala

Dr Pooria Sarrami-Foroushani

adolescent drug and alcohol treatment and refugee settlement. Ms Nathan is first Chief Investigator on a three year ARC Linkage grant: Social Cohesion through Football, a cohort impact study investigating the implementation of a sport for social development program and in ongoing collaboration with the Centre in projects related to her expertise.

Dr Peter Nugus MAHons *UNE*, MEd *UTS*, PhD *UNSW*

A Research Fellow in the Centre, Dr Nugus's background is in Political Science (MAHons), Adult Education (MEd) and Sociology (PhD). Most recently, he has been a Research Fellow on the ARC Action Research Inter-professional Learning (IPL) Research Project. His research interests are rhetorical strategies of persuasion, ethnography, integrated care, knowledge translation and action research, inter-professional education and collaboration, and the organisational work of emergency department and acute care clinicians. Dr Nugus has participated in numerous health research and evaluation projects

and is a Chief Investigator on $1.9 million dollars of competitive industry funding to advance inter-professional learning in chronic disease management. He received the 2010 Dean's Rising Star Award for "significant contributions to research". He has also taught political theory, Australian politics and health policy across five schools at UNSW, including academic writing skills as a part-time staff member of the UNSW Learning Centre.

Dr Geetha Ranmuthugala MBBS *UPNG*, MApplEpi, PhD *ANU*, FRSPH *UK*, AFACHSM

Dr Ranmuthugala is an epidemiologist currently working on an ARC Discovery Project developing an evaluation framework for communities of practice in health care. Having undertaken research in general practice evaluation, rural and environmental health, she has developed a particular interest in health services research focusing specifically on performance measurement and the use of evidence to inform policy

and practice. Dr Ranmuthugala is a Chief Investigator in an ARC Linkage Project administered by the National Centre for Social and Economic Modelling that aims to develop a modelling tool to assess the distributional impact of aged care financing options.

Dr Pooria Sarrami-Foroushani MD *IUMS*, PhD *Notts*

Dr Pooria Sarrami-Foroushani has been involved in health-related research for more than a decade. He has considerable experience in undertaking systematic reviews, teaching quantitative methods, undertaking qualitative studies, and performing data analysis. He has also been in various research-related roles, such as leading a research team in Iran, and being a research trial coordinator and research fellow in the UK. He has investigated different topics such as Attention Deficit Hyperactivity Disorder (ADHD), normalising diagnostic rating scales, exploring variation in clinicians' perception

Dr Alison Short

Dr Joanne Travaglia

Staff

and approach, online treatments for depression and anxiety in workplaces, and outcome measures in Child and Adolescent Mental Health Services (CAMHS).

Dr Alison Short BMus (MusTh) *UofM*, AMusA AMEB, MA(MusTh) *NYU*, CertIV(A&WT), PhD *UTS*

Dr Short, a Research Fellow at UNSW and Visiting Fellow at ANU, has a background in health services research, emerging originally from professional music therapy. Dr Short has evaluated inter-professional strategies assisting community self management for people with chronic diseases. Her further interests include health communication and literacy; clinician-researcher interface; psychosocial aspects of health care; and clinical settings such as cardiac, emergency, palliative and aged care. Bridging the gap between music and medicine, Dr Short has a particular interest

in pursuing the linkage between auditory environment and public health issues. Her outputs include several funded projects and over 58 publications.

Dr Joanne Travaglia BSocStuds (Hons) *Syd*, Grad Dip Adult Ed *UTS*, MEd *ACU*, PhD *UNSW*

Dr Travaglia is the Director of the Health Management Program in the School of Public Health and Community Medicine and a Senior Research Fellow with the Centre. Her expertise and interest lie in understanding the social dimensions of quality and safety of care. She is currently working on research relating to the creation and enactment of safety and error knowledge, discourses and practices; risks faced by vulnerable groups within the health system; the impact of diversity and complexity on the quality and safety of care; and the application of critical theory to the study of health care systems and services.

Visiting Professors, Conjoint Professors and Visiting Fellows

Dr Jen Bichel-Findlay DipAppSc *QIT,* BAppSc *QUT*, MPH *QUT*, DipAppSc (Ned) *QUT*, MN *UTS*, HScD *Syd*, FACHI, FRCNA, AFCHSM

Associate Professor Angus Corbett BA LLB *Macq*, LL MUN-*Madison*

Professor Timothy Devinney BSc *Carnegie-Mellon Uni*, MA *UniChicago*, MBA *UniChicago*, PhD *UniChicago*

Dr Cherissa Hanson BA, MD

Ms Bernie Harrison MPH (Hons) *Syd*, Grad Cert Med Ed *Syd*, RN, RM

Associate Professor David Henderson MB, BS *Syd*, FRACP, MBA *Qld*

Dr Paula Hyde PhD *Man*, MBA *Man*, BSc (Hons) *Salford*

Mr Brian Johnston BHA *UNSW*, Dip Pub Admin *NSW Inst of Tech*

Associate Professor Ross Kerridge MB BS *Syd*, FRCA, FANZCA

Professor Russell Mannion BA (Hons) *Stirling*, PgDip Hlth Econ *Tromso*, PhD *Manchester*, FRSA

Professor Yukihiro Matsuyama PhD *Kyushu Uni*, BA *Tokyo Uni*

Professor Gavin Mooney MA (Hons)*UEdin*, DSocSc(hc) *Cape Town*

Dr Virginia Mumford MBBS *Lond*, MBA *CUBS*, MHA *UNSW*

Professor John Øvretveit BSc (Hons), MPhil, PhD, C. Psychol, MIHM

Dr Marjorie Pawsey AM, MBBS *UQ*, DPH *Syd*, FAAQHC

Ms Maureen Robinson Dip Phty, MHA *UNSW*, FAAQHC

Professor William (Bill) Runciman BSc (Med) *Wits*, MBBCh *Wits*, FANZCA, FJFICM, FHKCA, FRCA, PhD *Flinders*

Professor Charles Shaw, MBBS *ULondon*, PhD *UWales*, FFPH, FHSM, Dip HCOM

Conjoint Associate Professor Mary Westbrook AM, BA (Hons) *Syd*, MA (Hons) *Macq*, PhD *Macq*, FAPS

Professor Les White AM DSc *UNSW*, MBBS *Syd*, FRACP, MHA *UNSW*, AFACHSM

Full Time Research Candidates

Ms Anne Hogden BA (Hons) *UNewc*, BSpeech Pathology *UNewc*

Supervisor: Dr David Greenfield

Co-supervisor: Dr Peter Nugus

PhD: *Patient decision-making in Motor Neurone Disease*

Ms Ru Karen Kwedza, MHServ Mgt Griffith, MNutDiet *Griffith*, BBiomedSc *Griffith*

Supervisor: Associate Professor Julie Johnson

Co-Supervisors: Professor Nick Zwar, Associate Professor Sarah Larkins

PhD: *Clinical governance in rural, regional and remote primary healthcare*

Ms Judith Lancaster BA.LLB (Hons I) *Macq*, M.Bioeth *UTS*, Diploma of Nursing, Grad Cert H.ed *UTS*, Grad Dip Legal Practice *UTS*

Supervisor: Professor Jeffrey Braithwaite

PhD: *Beyond Accreditation: the benefits of surveying*

Ms Janet Long RN, BSc (Hons 1) *Macq*, CertOphthNurs Sydney Eye, MN *UTS*, MRCNA

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Dr Frances Cunningham

PhD: *Key players in Translational Research Networks*

Ms Jacqueline Milne BHA *UNSW*, MCom *UNSW*, Grad Cert HEd *UNSW*, Grad Dip LangTeach (TESOL) *UTS*, RN, AFACHSM

Supervisor: Professor Jeffery Braithwaite

Co-supervisor: Dr David Greenfield

PhD: *Enhancing quality and safety: a comparative study exploring inter-professional learning and inter-professional practice in international medical graduates and Australian medical graduates*

Dr Virginia Mumford MBBS Lond, MBA *CUBS*, MHA *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Kevin Forde

PhD: *Economic Appraisal of Health Services Accreditation in Australia*

Mr David Pereira BSc (Hons) *UPM*, MBA *MMU Malaysia*

Supervisor: Dr David Greenfield

Co-Supervisors: Professor Jeffrey Braithwaite, Dr Geetha Ranmuthugala

PhD: *The association between team characteristics, performance and Human Resource Management (HRM) in rehabilitation services*

Ms Jennifer Plumb BA (Hons) *Oxon*, MSc *Lond*

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Dr Joanne Travaglia

PhD: *Professional conceptualisation and accomplishment of patient safety in mental health care*

Dr Janice Wiley MBBS *UNSW*, MPH *UNSW*, MHM *UNSW*

Supervisor: Dr Jerry Greenfield

Co-Supervisors: Professor Jeffrey Braithwaite, Professor Ric Day

PhD: *A mixed method analysis of the models of self-management in young adults with type 1 diabetes*

Part Time Research Candidates

Ms Deborah Debono RN, RM, BA Psych (Hons) *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisors: Professor Deborah Black, Dr David Greenfield

PhD: *Engaging with electronic medication systems in everyday practice: how is it done?*

Dr Frank Formby MBBS *UNSW* FAChPM

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisor: Professor Kenneth Hillman

PhD: *A Novel Method of Evaluating Palliative Care Services*

Ms Bernie Harrison MPH (Hons) *Syd*, Grad Cert Med Ed *Syd*, RN, RM

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisor: Professor Mary Chiarella

PhD: *Clinical Practice Improvement methods in elective red cell transfusion in stable post operative cardiac surgical patients: can they improve the uptake of evidence based transfusion practice*

Ms Evelyn Harrison-Varga

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisor: Professor Deborah Black

PhD: *Interactions between Federal Funding, State Public Health Provision and the Private Health Insurance Sector: Perverse or Positive?*

Ms Lena Low Acctg Cert *USP,* Grad Dip Mgmt *SCU*, MBA *SCU*, Diploma AICD, FAICD

Supervisor: Professor Jeffrey Braithwaite

PhD: *The role of medical clinicians working in the health care accreditation survey process: their motivations, the influences that affect them and the methods they employ to address those influences*

Ms Sally Nathan BSc, MPH *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisor: Niamh Stephenson

PhD: *Consumer participation in health services*

Ms Mary Potter Forbes RN, BHA *UNSW*, MCom *UNSW*, JD *UTS*, AFCHSM

Supervisor: Associate Professor Julie Johnson

Co-Supervisors: Dr Joanne Travaglia, Professor Paul Barach University of Utrecht

PhD: *Constructing trust in the mental health built environment*

Ms Bella St Clair BSc *Macq*, MAppMgt (Hth) *UON*, MBA *UON*, GAICD

Supervisor: Dr David Greenfield

Co-Supervisor: Dr Andrew Georgiou

PhD: *Financial Incentives and Health Care Accreditation*

Ms Eilean Watson BSc (Hons I) *UNSW*, MHPEd *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisors: Professor Patrick McNeil, Dr Lesley Land

PhD: *Curriculum mapping in medicine: How is it used?*

Dr Desmond Yen MBA, DBA, FAICD

Supervisor: Professor Jeffrey Braithwaite

Co-Supervisor: Dr David Greenfield

PhD: *The organisational influences of expert peer surveyors*

Publications

Books and Book Chapters

Barach P, **Johnson J**. *Assessing risk and harm in the clinical microsystem: A systematic approach to patient safety.* In: Sollecito W, **Johnson J**, editors. McLaughlin and Kaluzny's Continuous quality improvement in health care: Theory, implementations, and applications, 4th edition: Jones and Bartlett; 2011. 249-74.

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Hinchcliff R. *Research use in novice driver licensing policy: Identifying barriers and facilitators of research utilisation.* Koln, Germany: Lambert Academic Publishing (LAP); 2011.

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Reports and Monographs

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Nugus P, **Greenfield D**, **Travaglia J**, **Braithwaite J**. Differently integrated roles in health care. *Conference of the Australian Sociological Association*; 29 November-1 December; University of Newcastle, Australia. 2011.

Invited Presentations/ Keynote Speaker

Barach P, **Potter Forbes M**. A review of mental health facilities: How effective are they in healing patients? [invited presentation]. *Mental Health Facilities Design Workshop*; 10-11 November; Melbourne, Australia. Australian Centre for Health Innovation, Alfred Hospital; 2011.

Braithwaite J. New advances in human nature: the greatest healthcare challenge of them all. How we can and how we can't make the progress we hope for [keynote address]. *The Great Healthcare Challenge - AAQHC, ACHS, AHHA, RACMA*; 11-14 October; Melbourne, Australia. 2011.

Braithwaite J, Bauman A, Gilbert L, Powell-Davies G, Byles J. Policy panel on translating evidence into practice [invited speaker]. *NSW Health - Capacity Building Infrastructure Forum*; 24 March; Sydney, Australia. 2011.

Braithwaite J. Limitations of present strategies in healthcare [invited speaker]. *Haute Autorité de Santé*; 14 November; France. 2011.

Braithwaite J. And the Oscar for innovation in health policy goes to: A cross systems comparison of successes and failures [invited speaker]. *7th Biannual Conference Health Services Research Association of Australian and New Zealand* (HSRAANZ); 5-7 December; Adelaide, Australia. 2011.

Braithwaite J. The elements of successful health research [invited speaker]. *NHMRC TRIP Fellowship - HASRAANZ-APHCRI Masterclass: 7th Biannual Conference Health Services Research Association of Australian*

and New Zealand (HSRAANZ); NHMRC TRIP Fellowship; 5-7 December; Adelaide, Australia. 2011.

Braithwaite J. A look at primary care through a futurologist's prospectoscope, or: What's up, doc? [invited speaker]. *Australian General Practice Network National Forum*; 16-19 November; Melbourne, Australia. 2011.

Braithwaite J. Apprehending health systems cultural problems: organisational culture, network structure, collaborative learning and communities of practice [invited speaker]. *London School of Hygiene and Tropical Medicine*; 15 November; London, United Kingdom. 2011.

Braithwaite J. Organisational culture, network structure, collaborative learning and communities of practice: Apprehending deep health systems cultural problems [invited speaker]. *NIVEL: Netherlands Institute for Health Services Research*; 10 November; Utrecht, The Netherlands. 2011.

Braithwaite J. Organisational culture, network structure, collaborative learning and communities of practice: Apprehending deep health systems cultural problems [invited speaker]. *Centre for Patient Safety and Service Quality, Imperial College* London; 7 November; London, United Kingdom. 2011.

Braithwaite J. Patient safety in Australia [invited speaker]. *VU University Medical Centre*; 10 November; Amsterdam, The Netherlands. 2011.

Braithwaite J. The leader as systems thinker [invited speaker]. *The Laboratory Meeting 2011*; 21-22 July; Christchurch, New Zealand. 2011.

Braithwaite J. Accreditation: Does it add value to health care? [invited speaker]. *Research Centre for Quality in Health Care, Institute of Public Health, University of Southern Denmark*; 30 May; Odense, Denmark. 2011.

Braithwaite J. Patient safety: Recent research results in context [invited speaker]. *King's Patient Safety and Service Quality Research Centre*; 26 May; London, United Kingdom. 2011.

Braithwaite J. Culture, safety and quality in medicine [invited speaker]. *6th World Congress on Pediatric Critical Care*; 14-17 March; Sydney, Australia. 2011.

Braithwaite J. Patient safety: addressing the system [invited speaker]. *6th World Congress on Pediatric Critical Care*; 14-17 March; Sydney, Australia. 2011.

Braithwaite J, **Mannion R**. New data illuminating culture change: A story of two health systems at either end of the world [invited speaker]. *ISQua 2011 Twenty-eighth International Safety and Quality Conference: Patient Safety: Sustaining the Global Momentum -using e-health, health technology, education, research and policy, International Society for Quality in Health Care*; 14-17 September; Hong Kong, China. 2011.

Braithwaite J, Westbrook J, **Greenfield D**, **Hinchcliff R**, **Moldovan M**, **Mumford V**. Status of research on accreditation [invited speaker]. *IKAS staff, Danish Institute for Quality and Accreditation in Healthcare*; 1 June; Aarhus, Denmark. 2011.

Dugdale P, Taylor R, **Short A**, **Nugus P**, **Greenfield D**. Consolidating perspectives on the evaluation of chronic disease self-management tools. *7th Annual Australian Disease Management Association Conference: Partnerships for Chronic Care: Patients, Services, Policy*; 25 August; Canberra, Australia. 2011.

Greenfield D. Impact of accreditation on quality of care and efficiency [keynote address]. *International Accreditation Congress [Consórcio Brasileiro de Acreditação and The Joint Commission International]*; 13-15 June; Rio de Janeiro, Brazil. 2011.

Greenfield D, **Pawsey M**, Westbrook J, **Braithwaite J**. Health service accreditation as a predictor of clinical and organisational performance [keynote address]. *Research and Policy Conference: Regulation of the not-for-profit sector in the 21st Century, The Centre for Social Impact, UNSW*; 22 July; Sydney, Australia. The Centre for Social Impact, University of New South Wales; 2011.

Johnson J. Designing safe and effective clinical handovers: Recommendations for creating a standardized model [invited presentation]. *Dutch Internal Medicine Society*; 6 April; Amsterdam, The Netherlands. 2011.

Johnson J. Understanding healthcare as a system: Applying microsystem concepts to improve quality and safety of patient care [invited lecture]. *Flinders University, Masters Program in Health Care Management*; 24 May; Adelaide, South Australia. 2011.

Johnson J. Communication, teamwork, and the clinical microsystem [guest lecture]. *Northwestern University, Masters Program in Patient Safety and Quality*; 12 July; Chicago, IL, USA. 2011.

Johnson J. Applying microsystem concepts to improving the quality and safety of primary care in Australia [invited presentation]. *APHCRI Centre of Research Excellence on Clinical Microsystems [Australian Primary Health Care Research Institute]*; 15 July; Brisbane, Australia. 2011.

Johnson J. Applying microsystem concepts to improving the quality and safety of patient care in Australia [invited presentation]. *"In Safe Hands" Forum*; 7 September; Sydney, Australia. Clinical Excellence Commission (CEC); 2011.

Johnson J. Developing strategies to integrate quality improvement into the daily work of patient care [invited plenary presentation]. *Improving Outcomes in Nephrology Workshop*; 28 October; Sydney, Australia. Baxter Healthcare; 2011.

Moldovan M. Going beyond the dogmas: the call for evidence-based actions in healthcare and medicine [invited presentation]. *Talking Sydney Unconference*; 12 November; Sydney, Australia. Social Innovation Sydney; 2011.

Nugus P. Organisational "culture" and its impact on quality [keynote address]. *11th Annual Trauma, Critical Care and Emergency Surgery Conference*; 17-19 February; Sydney, Australia. 2011.

Potter Forbes M. The arbitrage between safety and therapy, is there any science in the design? [invited presentation] *14th Annual Health Facilities Planning & Design Summit*; 27-28 September; Sydney, Australia. 2011.

Travaglia J, De Bruyne M, Phillips C, Robertson H, Leahy T. Building global momentum to improve the quality and safety of healthcare for vulnerable persons [invited seminar]. *Twenty-eighth International Safety and Quality Conference: Patient Safety: Sustaining the Global Momentum using e-health, health technology, education, research and policy*; 14-17 September; Hong Kong, China. International Society for Quality in Health Care (ISQua); 2011.
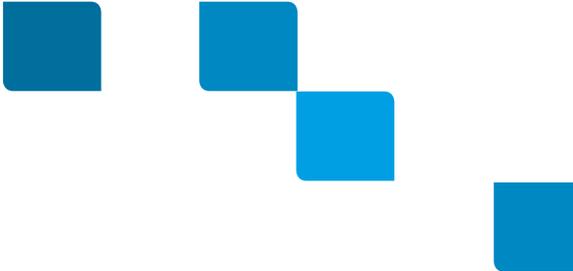
Key Grants

Evaluating the Impact of the 'Patient-as-Professional within a Network' Tool to Self-Manage Chronic Disease

Funding Source: Australian Commonwealth Government Department of Health and Ageing

Investigators: David Greenfield, Peter Nugus, Jo Travaglia, Paul Dugdale, Jeffrey Braithwaite

Partner Organisation: The Centre for Health Stewardship, Australian National University College of Medicine and Health Sciences

Project Team: Research Fellow: Alison Short
Phd Candidate: Anne Hogden

Duration: 2009 - 2011

Strengthening Organisational Performance through Accreditation Research: the ACCREDIT project

Funding Source: Australian Research Council Linkage Grant LP100200586

Investigators: Jeffrey Braithwaite and Johanna Westbrook

Partner Organisations: The Aged Care and Standards Accreditation Agency; the Australian Council on Healthcare Standards; the Australian General Practice Accreditation Limited; the Australian Commission on Safety and Quality in Health Care; the New South Wales Clinical Excellence Commission.

Project Team: Senior Research Fellow: David Greenfield
Research Fellows: Reece Hinchcliff and Max Moldovan
Phd Candidate: Virginia Mumford

Duration: 2010 - 2014

Evaluating Communities of Practice and Social-Professional Networks: the Development, Design, Testing, Refinement, Simulation and Application of an Evaluation Framework

Funding Source: Australian Research Council Discovery Grant

Chief Investigators: Jeffrey Braithwaite, Johanna Westbrook

Project Team: Senior Research Fellow: Dr Frances Cunningham
Senior Research Fellow: Dr Geetha Ranmuthugala
PhD Candidates: Jennifer Plumb, Janet Long.

Duration: 2009 - 2013

Metro-Regional Intellectual Disability Network Pilot Project

Funding Source: NSW Health

Investigators: Robert Leitner, Rhoshel Lenroot, Rajiv Singh and Julie K Johnson

Duration: 1 January 2011 - 31 December 2014

The Centre of Research Excellence (CRE) in Primary Health Care Microsystems

Funding Source: Australian Primary Health Care Research Institute

Investigators: Claire Jackson, James Dunbar, Paul Batalden, Jeffrey Fuller, Julie Johnson, Caroline Nicholson, Shelly Wilkerson

Duration: 1 January 2011 - 31 December 2014

Capacity Building Infrastructure Grants Program 2

Funding Source: NSW Health

Investigator: Jeffrey Braithwaite

Duration: 1 January 2010 - 30 June 2013

Community Engagement Research Project: An Outline of its Aims, Strategies and Tasks

Funding Source: Agency for Clinical Innovation

Investigators: Jeffrey Braithwaite, Joanne Travaglia

Project Team: Pooria Sarrami Foroushani

Duration: September 2011 - December 2013

Patient Safety: Enabling and Supporting Change for a Safer and More Effective Health System

Funding Source: NHMRC Program Grant

Investigators: Jeffrey Braithwaite, Johanna Westbrook, Enrico Coiera, William Runciman, Ric Day

Duration: January 2009 - December 2013

Financial Overview

Centre for Clinical Governance Research in Health

Statement of Financial Performance for the Period Ending 31 December 2011

	2011 $	2010 $
Funds		
Research Revenue	$998,356.00	$1,636,018.00
UNSW Internal Funds	$68,853.00	$50,500.00
UNSW Operating Funds[1]	$613,866.00	$618,349.49
Total Funds	**$1,681,075.00**	**$2,304,867.49**
Costs		
Payroll	$1,083,860.40	$1,522,872.32
Equipment	$18,516.44	$18,659.76
Infrastructure/Faculty Overheads	$23,616.22	$118,053.65
Contract Payments	$211,810.35	$405,369.54
Scholarship Stipends	$72,210.00	$60,879.40
Materials	$60,306.46	$79,456.25
Travel	$146,911.66	$157,324.17
Total Costs	**$1,617,231.53**	**$ 2,362,615.09**
Operating result	$63,843.47	-$57,747.60
Surplus(Deficit) Bfwd from Prior Year (ii)	**$466,604.73**	**$524,352.15**
Accumulated Funds Surplus(Deficit)	**$530,448.20**	**$466,604.55**
Excludes debtors (unpaid invoices)	$96,246.50	$460,692.00

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Supported by NSW Health