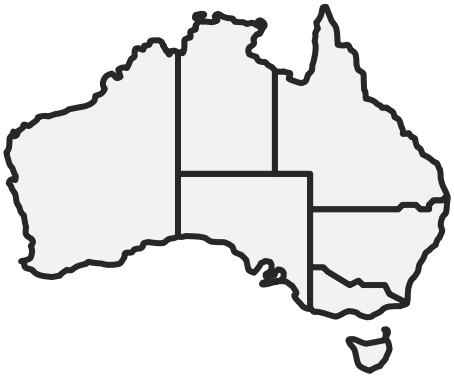
THE UNIVERSITY OF NEW SOUTH WALES

CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Annual Report 2010



Centre for Clinical Governance Research in Health

The Centre for Clinical Governance Research in Health undertakes strategic research, evaluations and research-based projects of national and international standing with a core interest to investigate health sector issues of policy, culture, systems, governance and leadership.

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CCGR STAFF AT 2010 CONFERENCES & SEMINARS

Back to the Future: 8th Australasian Conference on Safety and Quality in Health Care
Australasian Association for Quality in Health Care, Perth, Western Australia - September 2010
(from left to right: Dr Peter Nugus, Dr Justine Naylor, Ms Mary Potter-Forbes,
Ms Maureen Robinson, Professor Jeffrey Braithwaite, Dr David Greenfield)

8th Annual Research Student Conference, School of Public Health and Community Medicine
(SPHCM), University of New South Wales (UNSW), Sydney, 22 October 2010
CCGR PhD Candidates (from left to right: Jacqueline Milne, Deborah Debono,
David Pereira, Jennifer Plumb and Judie Lancaster)

Mission Statement

MISSION

The Centre for Clinical Governance Research in Health is an international research capability, part of the Australian Institute of Health Innovation, in the Faculty of Medicine at the University of New South Wales. Its core focus and mission are to investigate and provide new knowledge about policy, governance, organisation, work and leadership in the health sector.

As a research facility the Centre strives to be theoretically and methodologically progressive and industry-relevant. To satisfy and achieve its mission 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. The Centre undertakes its collaborations within Australia and internationally, including with the:

- 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 Health Department
- Department of Health, Victoria
- South Australian Health Department
- ACT Health Department
- Queensland Health Department
- 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 Organization, Kobe Centre, Japan
- Shanghai Municipal Health Bureau, People's Republic of China
- Various agencies within the English National Health Service, United Kingdom
- University of Southampton, United Kingdom
- University of Manchester, United Kingdom
- Medical Management Centre, Karolinska Institute, Sweden
- Society for the Study of Organising in Health Care
- International Society for Quality in Health Care
- Affinity Health Care
- Faculty of Nursing, University of Technology, Sydney
- Ramsay Health Care
- Australian Health Insurance Association
- Health Services Management Centre, University of Birmingham, UK
- Canon Institute for Global Studies, Japan.

Staff secure research funding from national and international sources and publish in international journals such as the *British Medical Journal*, *The Lancet, Journal of the Royal Society of Medicine*, *Social Science & Medicine*, *Journal of the American Medical Informatics Association, Health Services Management Research*, *International Journal of Health Planning and Management*, *Journal of Health Services Research and Policy*, *BMJ Quality and Safety, International Journal for Quality in Health Care, Journal of Health Organisation and Management* and *International Journal of Health Care Quality Assurance*.

Objectives & Principles for Studies

OBJECTIVES

The Centre has six main objectives. These are:

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 within and external to Australia.
4. To provide a supportive environment for developing research skills of early 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 viz., policy studies, discourse analysis, sociology, organisational behaviour, social theory, anthropology, psychology, health informatics and clinical studies.

PRINCIPLES FOR STUDIES

The Centre conducts internationally respected research studies. We have designed six principles for our research projects, and each study must satisfy these principles. These are:

- Utility and usefulness
- Highest quality results
- Feasible and realistic aims
- Propriety – to conduct our work ethically
- Accurate reporting and faithful interpretation of results
- Pursuing inclusivity.

Director's Review

JEFFREY BRAITHWAITE

"The Centre enjoyed many successes and significant development throughout 2010. We published extensively on accreditation, clinical microsystems, quality and safety, interprofessional learning and practice, culture, change and social-professional networks in leading journals. We received new grants from the Australian Research Council and NSW Health. Collaborations with our international colleagues have strengthened, with many leading scholars visiting the Centre, including Professor Yukihiro Matsuyama from the Canon Institute of Global Studies, Japan, and Professor Naomi Fulop from King's College, London."

The Centre's research profile in national and international contexts

Our research profile continues to grow, particularly as a result of our range of international publications, some of which are exhibited in this Director's Review. Nationally we have many partners, including in the jurisdictions around Australia and many colleagues and bodies which, like us, are passionate about producing and applying evidence to underpin health systems improvement.

Exhibit 1: The relationship between organisational culture and accreditation

"The finding that those organisations with a positive culture and demonstrated leadership perform better on accreditation than organisations lacking these characteristics indicates that accreditation performance is an accurate reflection of contextual organisational factors believed to be important in enabling or inhibiting quality of care and continuous clinical improvement."

[Braithwaite J, Greenfield D, Westbrook J, Pawsey M, Westbrook M, Gibberd R, Naylor J, Nathan S, Robinson M, Runciman WR, Jackson M, Travaglia J, Johnston B, Yen D, McDonald H, Low L, Redman S, Johnson B, Corbett A, Hennessey D, Clark J, Lancaster J (2010) Health service accreditation as a predictor of clinical and organisational performance: a blinded, random, stratified study, *Quality and Safety in Health Care*, 19: 14-21]

Exhibit 1 is an extract from a paper in *Quality and Safety in Health Care* [now *BMJ Quality & Safety*] which discusses the role accreditation plays in predicting performance on multiple variables. It shows that accreditation is related particularly strongly to organisational culture and leadership. We had long hypothesised this, but with this paper comes randomised empirical evidence to support that claim.

Exhibit 2: Integrated care in the emergency department

"The study elaborated the elasticised boundaries of the ED that necessitate a dynamic relationship between parts. Integrated care in the ED is deliverable through focusing on relationships between constituent components of services as part of an organic whole. Therefore, ultimately, integrated care in the ED can be illuminated through the concepts and language of complex systems – beyond "continuity-of-care" – to articulate the work of emergency clinicians. The significance of boundary-work of emergency clinicians was recognisable through a CAS perspective that focuses on interactive systems components, rather than parts in isolation."

[Nugus P, Carroll K, Hewett D, Short A, Forero R, Braithwaite J (2010) Integrated care in the emergency department: A complex adaptive systems perspective, *Social Science & Medicine*, 71: 1997-2004]

In 2010 we continued our longstanding interest in researching in acute care. Exhibit 2 is an extract from a paper published in *Social Science & Medicine*, the leading journal in its field, discussing how dynamic and complex the sub-system we call the Emergency Department (ED) is, and how challenging it is to deliver care in such environments.

This, and a series of other papers on EDs, raises intriguing evidence about how professions organise and how challenging it is for both staff and patients to navigate clinical journeys.

Exhibit 3: Disasters

"While the specific technologies involved or technical engineering issues may differ in disaster pathways, many of the procedural, human and communicative characteristics are similar. Small, incremental, seemingly unimportant or minor choices or events across time move the disaster pathway upwards, increasing its potential or actual severity."

[Hughes C, Travaglia J, Braithwaite J (2010) Bad stars or guiding lights? Learning from disasters to improve patient safety, *Quality and Safety in Health Care*, 19: 332-336]

Another interest of ours is how disasters happen, and what we can learn from them. The paper extracted in Exhibit 3 discusses how, while every disaster, whether in aviation, shipping, space travel or the rail industry is different from those that have gone before, they have similarities that are worth understanding. In this paper we developed a generic disaster pathway, showing the eerie similarities exhibited by seemingly all disasters.

We look at collective behaviour in our research, whether that is from the perspective of the social psychologist, sociologist, anthropologist or clinician. More recently we have also become interested in the gaps between groups, which we labelled the 'thin social space'.

Exhibit 4 gives a tantalising glimpse into this subject. Gaps between groups, teams, wards, units, departments and organisations afford fascinating insights into the edges and boundaries of behaviour. This is not merely a

Exhibit 4: Between-group behaviour

"Gaps offer insights into social structures, are interesting phenomenon, and afford windows into how real world behaviours of participants in workplaces, organisations and institutions are fragile at the edges."

[Braithwaite J (2010) Between-group behaviour in health care: gaps, edges, boundaries, disconnections, weak ties, spaces and holes. A systematic review, *BMC Health Services Research*, 10: 330-340]

theoretical question, as communication between groups and organisations, and the spread of ideas and culture, are heavily dependent on strategies to bridge the gaps.

Exhibit 5: A Flatland analogy for patient safety

"Flatland is a universe in two dimensions – length and width – and the inhabitants in the plane cannot apprehend the complexities of the third dimension: height. It remains beyond their cognitive reach. This analogously describes the problem of patient safety, where we know a lot about two dimensions – the magnitude of the predicament (the length of the problem) and the categories of harm (its width) – but the nature of the third dimension, the lofty heights of what to do, and how to address problems, has proven elusive. We are on the brink of understanding this dimension more thoroughly, and thus better positioned to tackle the challenges it presents."

[Braithwaite J, Coiera E (2010) Beyond patient safety Flatland, *Journal of the Royal Society of Medicine*, 103: 219-225]

Moving to patient safety, one of our key research topics, we began to investigate some time ago a problem that not many people had noticed: we know a lot about the amount of harm the health system delivers by way of errors and adverse events, and the type of harm, but we know much less about how to address this problem in sustainable ways. Exhibit 5 provides an extract from a recent paper on this topic.

Exhibit 6: Staff expectations versus reality

"Staff expectations about the community's role on committees do not match the reality they say they observe and less than half the staff through the community and health service agree on the role of community representatives."

[Nathan S, Johnston L, Braithwaite J (2010) The role of community representatives on health service committees: staff expectations vs. reality, *Health Expectations*, doi: 10.1111/j.1369-7625.2010.00628.x]

Another paper [Exhibit 6], led by Sally Nathan, a colleague of ours in the School of Public Health and Community Medicine and a PhD candidate with us, analysed the role of community participation in health care, and found that a lot of improvement can be made in how health care encourages and facilitates community representatives to contribute to decision making. Making better use of community representatives will doubtless become increasingly important. A new era beckons, and those leading health service organisations would be well placed to review this work and feed it into their policies, management goals and clinical practices.

A study conducted in the U.S. used an electronic team survey to examine, in real-time, clinical team member's experiences in caring for people with chronic illness and the effect of an improvement collaborative on teams and teamwork. Participants were part of an improvement collaborative with chronic care teams from thirty-seven academic health centres. The results were published in the leading internal medicine journal in the U.S. [Exhibit 7].

Exhibit 7: Effect of improvement collaborative on team members and team functioning

Regardless of the performance results of the clinical teams participating in the improvement collaborative, six key themes emerged from the analysis: (1) mindfulness of patient care, (2) changes in work attributed to the collaborative experience, (3) greater focus on patient education, (4) multi-disciplinary team function, (5) mindfulness of learner interactions, and (6) reflection on action (e.g., the ability to have new understanding based on a reflection of a recent experience). Among teams that achieved better clinical outcomes on collaborative clinical indicators, an additional key theme emerged: professional work satisfaction, or "Joy in Work". In contrast, two themes that emerged exclusively in the poorer performers reflected the effect of providing care in difficult institutional environments—"lack of professional satisfaction" in work as evident by interference with ability to deliver good chronic illness care and awareness of "system failure" within the microsystem.
[Johnson JK, Woods DM, Stevens DP, Bowen JL, Provost LP, Sixta CS, Wagner EH. (2010) Joy and Challenges in Improving Chronic Illness Care: Capturing Daily Experiences of Academic Primary Care Teams. JGIM. Volume 25, Supplement 4, 581-585, DOI: 10.1007/s11606-010-1408-8]

Facts and figures: historical and current activities

We continue to publish in the leading journals in our field, and to present at national and international conferences regularly. There were 265 scholarly outputs by Centre staff this year and we have contributed over an eighteen year period, some 1,384 publications and presentations (Figure 1).

Figure 1: Cumulative publications and presentations 1992-2010

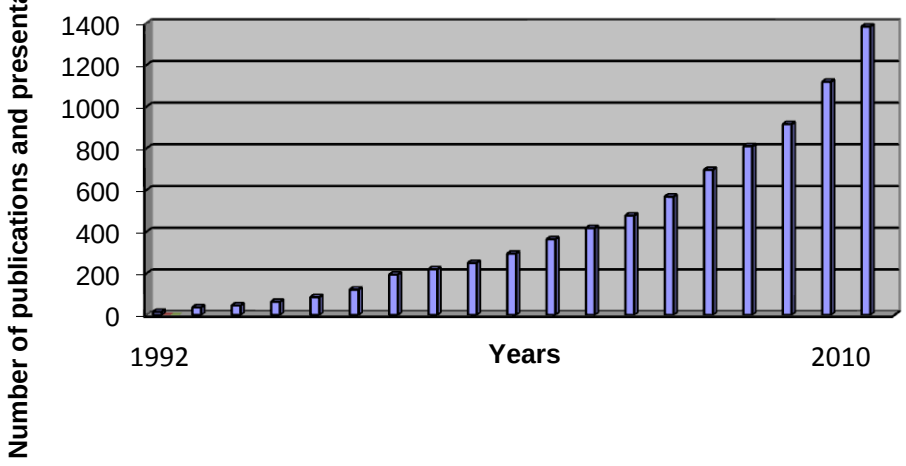
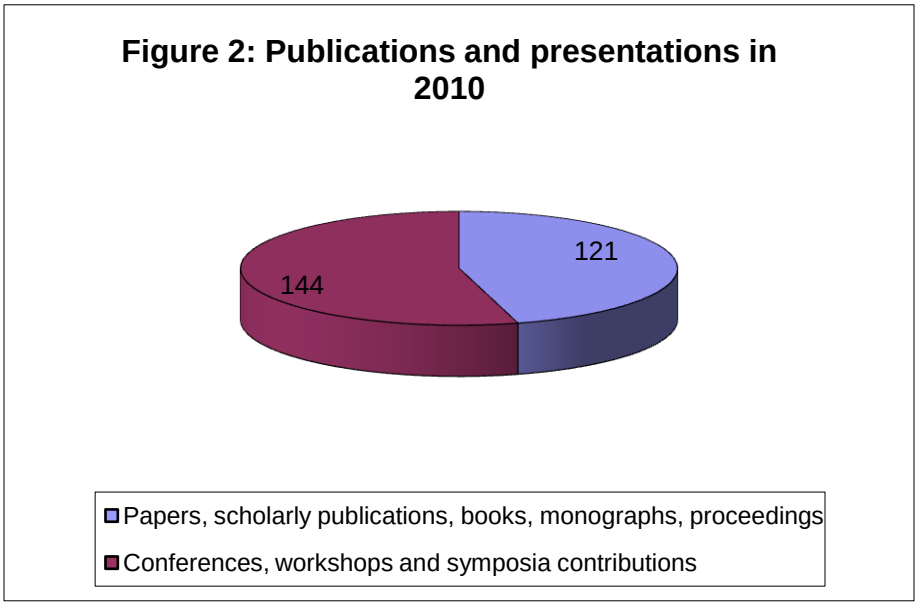


Figure 2 provides a breakdown of this work in 2010. Amongst many journals, key ones we have contributed to are *International Journal for Quality in Health Care, Journal of the American Medical Informatics Association, Quality & Safety in Health Care, Journal of*

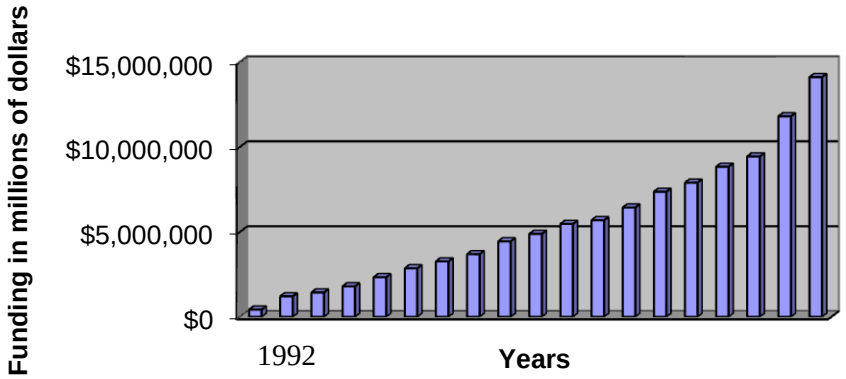
Health Organisation and Management and the *British Medical Journal*. We presented keynote addresses and research papers to conferences including in Birmingham, England; Paris, France; Vancouver, Canada; Hyderabad, India; Amsterdam, The Netherlands; Tokyo, Japan; and Pennsylvania, United States of America.

Figure 2: Publications and presentations in 2010



Our capacity to attract funding continues to grow. Cumulative Centre funding, excluding in-kind and other non-cash contributions, exceeded $14.1 million in 2010 (Figure 3).

Figure 3: Cumulative funding 1992-2010



Discussion

This was another year to celebrate. New staff we have welcomed to the Centre included Ms Noa Erez-Rein, Dr Reece Hinchcliff and Dr Max Moldovan. Many interesting papers and presentations were made. Several awards were received. Dr Wendy Lipworth and Dr Peter Nugus were conferred a rising star award from the Dean of Medicine, Professor Peter Smith**.** Ms Deborah Debono was nominated for the UNSW's *Staff Excellence in Research Outputs* and received a certificate for highly commended in her category.

Conclusion

In the calendar year 2010 we produced the most publications and presentations we have ever contributed in a calendar year. This is a testament to our talented staff, partners and international colleagues, whom I would like to thank for their valuable contributions to the work of the Centre.

Jeffrey Braithwaite, PhD
Professor and Director
31 March 2010

Management Committee

The University requires that each Centre establish a Management Board. The Management Board, according to University guidelines, should consist mainly of University staff with a direct interest in the affairs of the Centre, including the Dean or a senior nominee of the relevant faculty as the chairperson.

Centre Board:

Professor Denis Wakefield
Chairperson
Associate Dean
Faculty of Medicine

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

Professor Deborah Black
Associate Dean
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

The Centre's Board met on three occasions during the year: on 29th April; 1st September and 29 November 2010. Board members offered invaluable strategic advice to the Centre over the year. They affirmed the Centre's progress on its strategic plan 2009-2012, endorsed the various reports and documents describing the Centre's work including the annual report, financial overview and publications, and noted the Centre's strengths and forward-moving trajectory in grants, publications and collaborations.

We would like to thank Professor George Rubin for joining the Board in 2010. Staff of the Centre record appreciation to Professor Denis Wakefield, Mr Alan Hodgkinson, Professor Deborah Black, Professor Timothy Devinney and Professor George Rubin for their expertise and ongoing support of the Centre's endeavours as Board Members.

Staff Listing

DIRECTOR

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

DEPUTY DIRECTOR

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

BUSINESS MANAGER

Ms Sue Christian-Hayes

RESEARCHERS

Ms Robyn Clay-Williams, BEng *RMIT*

Dr Frances Cunningham BA *UQld*, ScD *JHU*, DipEd *QUT*, ~~A~~FACHSM, FAICD

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

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

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

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

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

Ms Sally Nathan BSc, MPH *UNSW*

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

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

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

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

ADMINISTRATIVE STAFF

Ms Margaret Jackson

Ms Danielle Marks BA Comm (Journ) *UTS*

Ms Kate Tynan BSc, MPH *UNSW*

Staff Listing

VISITING PROFESSORS, CONJOINT PROFESSORS AND VISITING FELLOWS

Dr Jen Bichel-Findlay DipAppSc *QIT*, BAppSc *QUT*, MPH *QUT*, GDipN *QUT*, MN *UTS*, DHSc *Syd*, FACHI, FRCNA, AFCHSM

Associate Professor Angus Corbett BA LLB *Macq,* LLM*UN-Madison*

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

Dr Cherissa Hanson BA, MD

Ms Bernadette Harrison MPH (Hons) *USyd*, Grad Cert Med Ed *USyd*

Dr Kenshi Hayashida MSc *UTK*, PhD *KU*, RN

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

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

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 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, AFRACMA, MHA *UNSW,* AFACHSM

Staff Listing

FULL TIME SCHOLARSHIP CANDIDATES

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

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

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

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

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

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

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

PART TIME RESEARCH CANDIDATES

Ms Robyn Clay-Williams, BEng *RMIT*

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

Mr Greg Fairbrother RN, BA *UWS*, MPH *Syd*

Ms Evelyn Harrison-Varga

Ms Lena Low Grad Dip Mgmt *SCU*, MBA *SCU*, FAICD

Ms Sally Nathan BSc, MPH *UNSW*

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

Dr Desmond Yen MBA, DBA, FAICD

Profiles - Staff Executive

JEFFREY BRAITHWAITE

Professor Jeffrey Braithwaite, PhD, 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 the University, 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. In 2003 Jeffrey was awarded a medal from the Uniting Church for Services to Older People. In 2004 he was a recipient of a Vice-Chancellor's Award for Teaching Excellence.

In 2005 he received the President's Award of the Australian College of Health Services Executives in New South Wales with a citation that reads *"In recognition of your outstanding commitment to the College".* He received six separate awards for research articles in 2007 and 2008.

Professor Braithwaite has contributed more than 900 professional publications and presentations in his field of expertise, is the recipient of research grants in excess of $36 million, holds multiple Australian Research Council, National Health and Medical Research Council (NH&MRC) and industry grants and has supervised or currently supervises a cohort of 54 higher degree research students. He has managed, consulted, taught and researched widely in Australia and a number of countries including the People's Republic of China, Papua New Guinea, Singapore, Hong Kong, Japan, Canada, the United States of America and the United Kingdom. He has an international reputation for his work in leadership and organisational behaviour in health settings, and 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.

Profiles - Staff Executive

JULIE K. JOHNSON

Julie K. Johnson, MSPH, PhD is Associate Professor in the Faculty of Medicine and Deputy Director of the Centre for Clinical Governance Research. Prior to her current position she was an Assistant Professor of Medicine at the University of Chicago. A/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.

A/Professor Johnson has a master's degree in public health from the University of North Carolina and a PhD in evaluative clinical sciences from Dartmouth College in Hanover, New Hampshire. She is an Associate Editor of *BMJ Quality and Safety.*

SUE CHRISTIAN-HAYES

Sue's primary role as the Centre's Business Manager is to provide financial and administrative support to the Management Board and the Director of the Centre, as well as administrating the financial management for the Centre's projects.

Sue's role also includes responsibility as the Administrative Manager for financial management for the Australian Institute of Health Innovation as a research capability under the UNSW Faculty of Medicine and which brings together the Centre for Clinical Governance Research in Health, Centre for Health Informatics, the Simpson Centre for Health Services Research together with the Centre for Health Systems and Safety Research. This last group joined the Institute in August 2010.

Profiles - Staff Executive

MARGARET JACKSON

Margaret is a part time research and administrative assistant, undertaking literature searches and performing general administrative duties. For more than 20 years, Margaret worked on standards development for a health care accreditation agency commencing in an administrative assistant's role and progressing to be a project officer. During that time her duties also involved maintaining the reference and historical collection of the organisation, supporting the research unit, assisting with special projects and the production of publications. During the establishment of the Australian Accreditation Research Network, Margaret undertook the administrative support duties for this project. She has considerable experience in these kinds of roles, and she uses these skills to support the Centre's activities.

DANIELLE MARKS

Danielle Marks is a Research Assistant for the Centre of Clinical Governance Research. Danielle has a background in journalism and applies this expertise to communication in health systems. She has experience in a range of projects in research and evaluation.

Danielle has contributed her skills to 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 currently helps coordinate a nationally recognised NH&MRC Patient Safety grant.

Profiles - Staff Executive

KATE TYNAN

Kate graduated with a Bachelor of Science from the UNSW in 1984 majoring in Biochemistry and Pharmacology. Her early career was spent in laboratory research spanning the public and private sectors where she first became acquainted with quality systems and project management. She changed careers to work in Health Services Research and became the Cancer Services Development Manager for South Western Sydney while completing a Masters in Public Health from UNSW in 2002. With the establishment of the Cancer Institute NSW and targeted enhancement funding a 'hands on role' was created to implement service redesign such as site-specific tumour programs, a cancer care coordination service and the first clinical cancer registry in NSW.

Kate developed a special interest for service standards and gained valuable practical experience through implementing the Clinical Service Frameworks for Optimising Cancer Care in NSW. From late 2008 to mid 2010 Kate provided support to the five Chief Investigators on the $8.4 million NH&MRC Patient Safety Program Grant. The successful consortium comprises the Universities of NSW, Sydney and South Australia.

Profiles - Researchers

ROBYN CLAY-WILLIAMS

Robyn completed a Bachelor of Engineering 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 the applicability of this type of training to other disciplines.

Robyn is involved in ongoing collaboration with the Centre in research projects related to her expertise. This includes a number of research and evaluation projects.

FRANCES CUNNINGHAM

Frances 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.

Frances formerly worked as Senior Policy Advisor to two NSW Ministers for Health in New South Wales. Frances 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. Frances is currently working on an ARC project to evaluate communities of practice and social-professional networks for their effectiveness and sustainability, with her work having a particular emphasis on using network and organisational theory to understanding the role, contribution and effectiveness of clinical networks. Frances holds a Bachelor of Arts Degree from the University of Queensland, a Diploma of Education from the Queensland University of Technology and a Doctor of Science Degree in health policy and management from the Johns Hopkins University, Baltimore.

Profiles - Researchers

DEBORAH DEBONO

Deborah is a registered nurse and midwife with experience in both rural and metropolitan acute care settings. Deborah graduated with a Bachelor of Arts degree majoring in Psychology and Sociology. Her Honours Thesis investigated automatic and controlled cognitive processing in the elderly.

Deborah's research interests are medication error, patient safety and workarounds. Deborah was nominated for the UNSW's *Staff Excellence in Research Outputs* and received a certificate for highly commended in her category.

She is conducting projects and providing research support in a range of areas. Deborah is undertaking a PhD focusing on workarounds in health care.

DAVID GREENFIELD

David 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, interprofessional learning and interprofessional practice, and qualitative research methods. David's work is progressing understanding of how individually and collectively, in 'communities of practices' and networks, the actions and interactions of professionals mediate organisational, professional and care outcomes.

David publishes in international literature and presents at national and international conferences and workshops. Additionally, he makes research presentations to boards, executives and health professionals of both public and private organisations. David has led and been a member of research teams that have been awarded research funding of over $2.4 million. He is a reviewer for eight international journals and supervises, with colleagues at UNSW and University of Canberra, eight PhD students. David is currently working on an ARC linkage grant: *'Strengthening organisational performance through accreditation research: the ACCREDIT project*'.

Profiles - Researchers

REECE HINCHCLIFF

Reece Hinchcliff is a Qualitative Research Fellow working on the ACCREDIT project, which aims to assess the utility, reliability and cost-effectiveness of health sector accreditation. His main research interests lie in exploring the relationship between health care organisational cultures and clinical outcomes, as well as the effects of media advocacy on health policy decisions.

Reece holds an Honours degree in Social Anthropology and a PhD in Public Health that were both obtained 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.

WENDY LIPWORTH

Dr Wendy Lipworth is medical graduate (UNSW 1999) and was awarded her PhD in 2009 (University of Sydney). Wendy is a NH&MRC Postdoctoral Research Fellow at the Australian Institute of Health Innovation.

Her research focuses primarily on the influences on drug development/clinical research, as well as the links between clinical research, rational prescribing, evidence-based medicine and the 'Quality Use of Medicines' (QUM). Other research interests include the peer review process in biomedicine and the ethics and law of biobanking (tissue banking).

Profiles - Researchers

MAX MOLDOVAN

Max Moldovan is a Research Fellow currently working on an ARC project devoted to accreditation of health care organisations and development of the related evidence-informed health policies. Max's expertise is in quantitative analysis and development of efficient inferential procedures.

Before joining the Institute, Max was involved in several successfully completed ARC projects. In particular, Max was a leading research analyst in the international team that pioneered the area of clinically functional pharmacogenomic discoveries. The team has uncovered the human genome region associated with responsiveness to treatment against the hepatitis C virus (HCV), which further led to the entire stream of related research and clinical applications. Max also co-authored several exact and efficient analytical methods widely accepted in medical research and clinical practice. He is the sole author of the book describing and formalising the related inferential procedures.

SALLY NATHAN

Sally is also a Lecturer in the School of Public Health and Community Medicine. As a a social scientist who uses qualitative and quantitative methods in her research within a participatory framework where research participants are actively involved in the research process. Sally has theorised and empiricised consumer/community exclusion and participation in a number of areas, including health service decision-making and governance (including her PhD due for completion in 2011), advocacy by the non-government sector, capacity building for health development, adolescent drug and alcohol treatment and refugee settlement.

Sally has published papers relating to consumer and community participation, the use of evidence in policy-making, the advocacy role of the non-government sector and adolescent drug and alcohol treatment, in peer-reviewed journals and consumer focused publications.

Sally is also currently first Chief Investigator on an Australian Research Council Linkage funded three-year grant: *Social Cohesion through Football (2009-2011),* a cohort impact

study investigating the implementation of a sport for social development program over three years. Sally is also involved in ongoing collaboration with the Centre in research projects related to her expertise.

PETER NUGUS

Peter Nugus is a Research Fellow in the Centre. Most recently, he has been a Research Fellow on the ARC Action Research Interprofessional Learning (IPL) Research Project. Peter has a background in Political Science (MAHons), Adult Education (MEd) and Sociology (PhD). His research interests are rhetorical strategies of persuasion, ethnography, integrated care, knowledge translation and action research, interprofessional education and collaboration, and the organisational work of emergency department and acute care clinicians, having first-authored empirical publications in the *British Medical Journal* and *Social Science & Medicine*, among others. Peter's PhD thesis, "The Organisational World of Emergency Clinicians", completed in 2007, won the prestigious "Jean Martin Award" from the Australian Sociological Association (TASA) for the best PhD in the Australian Social Sciences, 2007-2009.

Peter 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 interprofessional learning in chronic disease management, with colleagues in the Centre, Dr David Greenfield, Dr Joanne Travaglia and Professor Jeffrey Braithwaite. Peter received the 2010 Dean's Rising Star Award for "significant contributions to research". Peter 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.

GEETHA RANMUTHUGALA

Geetha Ranmuthugala is an epidemiologist with a particular interest in clinical governance and patient safety. She is currently working on an ARC Discovery Project focusing particularly on developing an evaluation framework for communities of practice in health care.

Geetha 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 potential aged care financing options. Having undertaken research in general practice evaluation, rural health, and environmental health, Geetha has developed a particular interest in health services research focusing specifically on the need for rigour in the evaluation of evidence used to inform policy in health care.

ALISON SHORT

Alison Short is a Research Fellow currently undertaking a project evaluating interprofessional and related aspects of the implementation of a strategy to improve self management for people with chronic diseases in the community sector (Department of Health and Ageing [DoHA] Chronic Disease Evaluation). Alison is based in Canberra and is a Visiting Fellow in the Centre for Health Stewardship at the Australian National University. Alison has a background of experience in health services research, emerging originally from a foundation of collaborative teaching, experience, writing and reflecting in allied health, specifically professional music therapy.

Alison's research interests include health communication such as issues of diversity; fostering links between clinicians and researchers; practical applications for translational and sustainable research; and linkage of psychosocial knowledge within health care. Her PhD used an integrative semiotic approach to explore health meanings after coronary bypass surgery based in the person's imagery process, and she has continued to explore innovative methodologies and mixed method approaches. She bridges the gap between music and medicine, and has a particular interest in pursuing the linkage between auditory environment and public health issues, including policy-making. Alison has worked on research related to emergency medicine, palliative care, aged care nursing, cultural issues in health care, communities of practice,

environmental noise, music and music therapy, and chronic disease management. She has had a number of successfully funded projects, has over 58 publications (20 peer reviewed articles), reviews for eight journals (including regularly for Medical Education), and is a foundational member of the mid-career women in research group (UNSW).

JOANNE TRAVAGLIA

Joanne Travaglia is a sociologist with a health services background and a particular interest in the social dimensions of the quality and safety of patient care. Joanne has over 25 years experience in interdisciplinary academic and professional work including six years within the Centre. During her time at the Centre she has contributed to research into: the quality and safety of health care; the impact of health care inquiries; the effects of incident reporting and safety improvement programs; clinical governance; accreditation; the application of disaster theory to the field of patient safety; community and clinician engagement; the evaluation of health workplace environments; nursing leadership and interprofessional learning and practice.

Her PhD on locating vulnerability in the field of patient safety won the School of Public Health and Community Medicine prize for best thesis in 2010. As well as undertaking system wide research into interprofessional collaboration across the domains of health services, higher education and professional bodies, Joanne is currently a Chief Investigator on projects addressing the role of interprofessionalism in improving self management for people with chronic diseases. Her expertise and interest lie in understanding how social characteristics and conditions affect the 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, both patients and staff, within the health system; the impact of social diversity on the quality and safety of care; the emergence and crossing of professional boundaries; and the application of critical theory to the study of health care systems and services.

Profiles - Visiting Professors and Fellows

JEN BICHEL-FINDLAY

Jen Bichel-Findlay is the Coordinator of the Performance and Outcomes Service within the Australian Council on Healthcare Standards (ACHS), and is responsible for the clinical indicator program. She has qualifications in health science (health informatics), mental health, public health, critical care, health science, and nursing education. She has been specifically working in the health informatics field for the last decade, completing her Doctorate of Health Science in 2008 with a thesis addressing the attitudes of emergency department medical officers and registered nurses towards an information system.

Jen is a an Associate Fellow of the Australian College of Health Service Management and a Fellow of both the Australasian College of Health Informatics and the Royal College of Nursing, Australia. She has held teaching positions at various Australian universities, and has also been a member of scientific review panels for many health informatics conferences. Jen has been employed in the health service industry for over 30 years, in a range of clinical, educative, managerial, and project roles throughout Australia. Her initial clinical exposure has led to a long standing interest in patient safety, clinician efficiency, evidence adaptive health care and, more recently, the positive influence of technology on these three areas.

ANGUS CORBETT

Angus Corbett is an Associate Professor in the Faculty of Law at University of Technology, Sydney and Senior Research Fellow in the Centre. Angus has collaborated on research concerning safety and quality of health care with members of the Centre and the Centre for Health Informatics. He has written on the role of compensation in the regulation of corporations and in systems of regulations that aim to improve the safety and quality of health care services.

His current research concerns the use of regulation and governance to improve the safety and quality of health care services. In particular his research focuses on the ways that health care organisations can develop the capacities that are needed to coordinate the delivery of health care services in ways that improve the safety and quality of those services. He is engaged in a research project with Dr Farah Magrabi from the Centre for Health Informatics that investigates this problem of how health care organisations can develop these capacities.

Profiles - Visiting Professors and Fellows

TIMOTHY DEVINNEY

Timothy Devinney is a conjoint professor at the Centre and Professor of Strategy at the University of Technology, Sydney. He has held positions at the University of Chicago, Vanderbilt, UCLA and Australian Graduate School of Management and been a visitor at many other universities (CBS, Humboldt, Hamburg, Trier, Konstanz, Ulm, Frankfurt, HKUST & City University). He has published six books and more than seventy articles in leading journals including *Management Science*, *The Academy of Management Review*, *Journal of International Business Studies, Organization Science* and the *Strategic Management Journal*.

He is a fellow of the Academy of International Business, a recipient of an Alexander von Humboldt Research Award and a Rockefeller Foundation Bellagio Fellow. He is Past-Chair of the International Management Division of the Academy of Management (AOM) and Associate Editor of *AOM Perspectives*. He is currently on the editorial board of over ten of the leading journals and director of the Social Science Research Network (SSRN) international management network.

CHERISSA HANSON

Cheri Hanson is a Visiting Fellow at the Centre. She is Clinical Assistant Professor in Paediatric Critical Care at University of Chapel Hill, North Carolina, United States of America. Her academic interests are at the interface of critical care and clinical quality improvement and she teaches and researches in improvement methods and science. Her particular interests include paediatric rapid response systems, team work and, in conjunction with her work, with Associate Professor Julie Johnson, in clinical microsystems and the reduction of central line infections in intensive care units in NSW.

Profiles - Visiting Professors and Fellows

BERNIE HARRISON

Bernie Harrison is the Director of Clinical Leadership Development and Training at the Clinical Excellence Commission. Her role also includes the Clinical Practice Improvement training program and the transfusion medicine improvement program, Blood Watch. She is a clinical lecturer in the Faculty of Medicine at the University of Sydney and has recently been appointed as a visiting fellow to the Australian Institute of Health Innovation at UNSW. She has a clinical nursing and midwifery background and was trained in the UK.

Bernie was awarded a Fulbright scholarship in 2001 to study in the USA and undertook training programs in Utah and Boston in health care improvement methodologies. On her return she was a lead facilitator in Clinical Practice Improvement training programs in NSW.

Bernie was a former member of the NSW Ministerial Advisory Council for Health Care Quality. She has 17 years experience in medical record review programs including in 1992 project managing the Quality in Australian Health Care Study (QAHCS) which was published in the MJA in 1995. She is currently the inaugural chair for the National E-learning Transfusion Advisory Committee (NETAC) and is a member of the National Haemovigilance Advisory Committee (HAC).

KENSHI HAYASHIDA

Kenshi Hayashida is an associate professor in the Department of Medical Informatics and Management, University Hospital of Occupational and Environmental Health in Japan. His qualifications include an MSc in Health Science from the University of Tokyo and a PhD from Kyoto University. Prior to becoming a full-time researcher, he worked as a registered nurse and an IT engineer.

His main research interest is: the improvement of quality and efficiency of health care, including the evaluation of quality and efficiency of health care; the development of management systems for quality, safety and sustainability; and international comparisons of health policies and systems. His current research consists of utilising administrative and other databases to investigate areas of patient safety, quality and costs in Japan. Recently, he has become very interested in the area of human

resource management and strategic management in health care settings, and this is reflected by analyses into the fields of nursing intensity and workforce management, as well as doctor and nurse preferences in their workplace.

DAVID HENDERSON

David Henderson is a physician with multiple research interests in health systems reform. His research focuses on health services change. He presented a paper entitled *Centralisation of control of professional activity in health services; an analysis based on example and resource based or knowledge based management theory* at the Organisational Behaviour in Health Care Conference in 2008. This paper linked an evaluation of centrally mandated control systems with a synthesis of management literature.

David is a surveyor with the Australian Council on Healthcare Standards (ACHS) and participated in the process of revision of the 4th edition standards for their Evaluation and Quality Improvement Program (EQuIP). David analysed the reports and transcripts of the three inquiries into the Bundaberg and other Queensland health hospitals, to gain insight into the underlying causes of the management actions in appointing and supporting Dr Patel to the Bundaberg Hospital. He has also been collaborating with Dr Pam McGrath of Central Queensland University in two studies of the experiences of international medical graduates (IMG), one in an observer program and a wider study of IMGs. Both studies have been focused on the learning experiences of the IMGs and in the second wider study we are attempting to determine if there are social characteristics of the hospital that influence the learning required for IMGs to successfully enter the Australian health system.

Profiles - Visiting Professors and Fellows

PAULA HYDE

Paula Hyde is a Senior Lecturer in Organization Studies at Manchester Business School. She is co-founder of the cross-faculty Healthcare Workforce Research Network at the Institute of Health Sciences, University of Manchester. Paula has twenty years experience in health services management, health service policy and health services research. She worked previously at the University of Salford and before commencing an academic career she worked as an Occupational Therapist in the NHS.

Her research interests cover sociology of work, specifically, health service organisation and management. She is currently working on two ethnographic research projects concerning the day-to-day working lives of health managers and care workers. The first study examines the realities of managerial work in a variety of health organisations and the second is a study taking place in residential care homes for older people.

She has written about organisational defences in health care, HRM and performance and the realities of health service work. She writes for a wide range of academic and professional journals including: *Human Relations*, *Human Resource Management Journal* and *Journal of Health Organisation and Management*. Her books include; *Culture and Climate in Health Care Organizations* (2010) and *Organizing and Reorganizing: Power and Change in Health Care Organizations* (2008).

BRIAN JOHNSTON

Brian Johnston is a Visiting Fellow with the Centre. Brian has been Chief Executive of the Australian Council on Healthcare Standards (ACHS) since November 2000. He has been professionally involved with the ACHS since being appointed as a surveyor in 1985 and was also previously a member of the Standards Committee for six years. He has qualifications in health administration from the University of New South Wales and in public administration from the NSW Institute of Technology (now the University of Technology, Sydney).

Mr Johnston is a Fellow of the Australian College of Health Service Management (ACHSM), a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management. He is a member of the Management Committee of the Royal Australasian College of Surgeons' Australian Safety and Efficacy Register of New

Interventional Procedures – Surgical (ASERNIP-S). He was appointed a life member of the Council for the International Accreditation Program provided by the International Society for Quality in Health Care (ISQua) in 2010 and was the Chair from 2006 to 2009.

Mr Johnston's professional career has been wholly in the health industry and has included experience at both departmental and senior health service management levels. He has been involved mainly in the operational management of public health services and facilities, particularly teaching and referral centres since 1977.

ROSS KERRIDGE

Associate Professor Ross Kerridge is Director of the Perioperative Service at the John Hunter Hospital, Newcastle, where his clinical work includes general and emergency operating theatres, the pre-operative clinics, and complex perioperative consults on the wards. He has academic appointments at the University of Newcastle, University of NSW, and the University of Technology Sydney

As an anaesthetist, Professor Kerridge has had a long-standing interest in the clinical, organisational and system issues of perioperative patient management. Professor Kerridge led the establishment of the "Perioperative System" model of care for elective surgery which is now the generally accepted model of elective surgical patient care in Australia, and has been adapted internationally. He has spoken at numerous conferences and meetings, and visited and advised over eighty hospitals and health services in ten countries.

Current interests include ongoing improvements in pre-operative and postoperative care systems; Training and accreditation of non-specialist hospital medical officers; Evidence-based airway management; Use of Heliox in Anaesthesia; and improving interprofessional communication.

Professor Kerridge has had wide involvement in a variety of other projects involving reorganisation and re-engineering of health service delivery, including establishment of the first 'Medical Emergency Team' (1990), and the Australian Resource Centre for Healthcare Innovation, (www.archi.net.au) in 1998.

Earlier in his specialist career, he worked part-time as a Doctor with the Sydney-based 'Careflight' Helicopter Medical Retrieval Service. After an accident during this work he sustained multiple life-threatening injuries, and spent six months in hospital. This experience gave him unique insights into the patient's experience of hospitals and health services, and increased his commitment to improving the health system.

Profiles - Visiting Professors and Fellows

RUSSELL MANNION

Russell is professor of Health Systems in the Health Services Management Centre, University of Birmingham. He is also a visiting professor in the Faculty of Medicine University of Oslo, a visiting fellow at Bocconi University, Milan and a visiting senior lecturer in the Department of Health Sciences, University of York. Russell provides policy advice to a range of international agencies and government departments, including: the World Health Organisation, The European Health Management Association, HM Treasury, and the UK Department of Health. He sits on the Commissioning Board of the UK National Institute for Health Research SDO programme (the largest funder of health management research in the UK) and is associate editor of the *Journal of Health Organisation and Management.*

His research interests are in health system reform, health system management, especially health care quality, clinical governance and patient safety. Russell has won several international prizes for his research, including the Baxter Award presented by the European Health Management Association. He is currently leading a major research project investigating the relationship between hospital board governance and patient safety outcomes in the NHS (2011-2014).

YUKIHIRO MATSUYAMA

Professor Matsuyama was recently apppointed as Research Director at the Canon Institute of Global Studies (CIGS), Japan. His previous position being CIGS Chief Research Fellow. Professor Matsuyama is a leading Japanese researcher on international health reform particularly in health care public finance and social security. His expertise is in Safety Net Systems, including health care services, pension, employment and education.

Professor Matsuyama is an Affiliate Professor at both Chiba University of Commerce and Bunkyo Gakuin University as well as a part-time instructor for the Japanese Red Cross College of Nursing.

He was an author of the book *Health Reform and Economic Growth* (2010) and has authored many journal articles.

Profiles - Visiting Professors and Fellows

GAVIN MOONEY

Gavin is a Health Economist. He is Visiting Professor at the University of New South Wales, Honorary Professor, University of Sydney and University of Cape Town; and Visiting Professor, Aarhus University. In 2008 he was awarded an Honorary Doctorate by the University of Cape Town as 'one of the founding fathers of health economics'.

He has published over 250 academic papers including over 20 books, most recently *Challenging Health Economics* with OUP in 2009 and *A Handbook on Citizens' Juries* (www.gavinmooney.com) in 2010. He is currently writing a book on the political economy of health for Zed Books.

He has a particular interest in the equitable allocation of health care resources, Aboriginal health and the social determinants of health, especially poverty and inequality. That has led his research into wider considerations of the impact of neo liberalism on health and health care, the political economy of health and of power in health care systems more generally. In recent years he has become an advocate for Citizens' Juries in health care. He writes regularly in the media on health policy issues.

VIRGINIA MUMFORD

Virginia Mumford originally trained and worked as a doctor in the United Kingdom before switching to finance where she worked as an equity derivatives trader and researcher before becoming the senior Supervisory Analyst responsible for product quality within the investment research division at an investment bank. In addition, Virginia also worked in the Compliance Division of the same bank, with global compliance responsibilities for the research department.

Virginia completed her part time MHA at UNSW in 2006 and co-authored a paper in the Australian Health Review on clinical governance systems in delirium. Her other research interests include health economics.

Profiles - Visiting Professors and Fellows

JOHN ØVRETVEIT

John Øvretveit is Director of Research and Professor at the Medical Management Centre, Karolinska Institutet, Stockholm and formally Professor of Health Policy and Management at Bergen University Medical School, Norway and at the Nordic School of Public Health.

John's work is based on the belief that organisation and management can bring out the best and worst in people, and that the right organisation design is critical for effective health care: "the largest risk to health is a hidden one - poor health organisation and management". A theme underlying his work is how practical research can directly contribute to healthy work organisation and better care for patients. One of his books describes action evaluation methods for giving rapid feedback for service providers and policy-makers to improve their services.

MARJORIE PAWSEY

Dr Marjorie Pawsey is a Senior Visiting Fellow, Centre for Clinical Governance, and contributes her professional experience in quality improvement, standards and accreditation to relevant projects of the Institute. She is currently involved in the Australian Research Council linkage project ACCREDIT: Strengthening organisational performance through accreditation research.

In 2010, Marjorie contributed to two papers that were published in peer reviewed journals – accreditation as a predictor of organisational and clinical performance and the motivation of health professionals to engage in accreditation. She also contributed to a book chapter (in press) on Continuous Quality Improvement in Health Care, to a report on Tools to Conduct Health Care Accreditation Research and to abstracts for conference presentations - one workshop on whether accreditation works to improve quality and safety in health care and two posters - the differing views of consumer representatives and health professionals and lessons learned for the design of studies to research surveyor reliability.

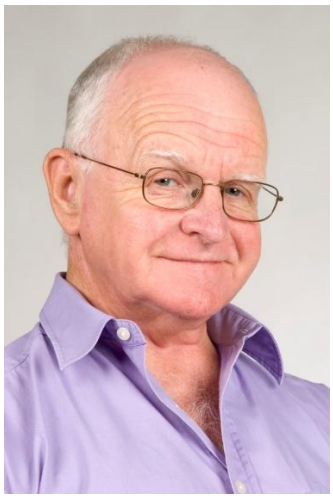
Profiles - Visiting Professors and Fellows

MAUREEN ROBINSON

Maureen Robinson is Managing Director of Quorus. Quorus' and Maureen's key work focuses on service improvement particularly in the fields of patient safety and health care quality. She has an impressive track record of leading and creating reform in health care quality, leading the development of the clinical governance framework for Medicare Locals in Australia, establishing the priorities for quality and safety in the New Zealand health and disability sector, creating and implementing a national incident management policy, process and system in the New Zealand health sector, leading the review and rewrite of the Evaluation and Quality Improvement Program (EQuIP 4) standards for the Australian Council for Healthcare Standards.

Maureen's key areas of expertise are clinical governance, health care policy, standards and accreditation, quality and safety in health care and qualified privilege/statutory immunity legislation. Maureen continues to lead the development and implementation of state and national level policy and strategy for health care improvement and clinical governance in Australia and New Zealand. Maureen has clinical experience in both the Australian and USA health systems and an extensive background using quality improvement to enhance service delivery and patient care. Maureen was a member of the Australian Council for Safety and Quality in Health Care and founding member and Chair of the State Quality Officials' Forum.

WILLIAM RUNCIMAN



William Runciman is Professor of Patient Safety and Healthcare Human Factors at the University of South Australia, and was Foundation Professor of Anaesthesia and Intensive Care at the University of Adelaide. He is President of the Australian Patient Safety Foundation, and a member of the International Patient Safety Classification Group and Co-chair of the Research Methods and Measures Group of the World Alliance for Patient Safety, World Health Organization.

He has published over 220 scientific papers and chapters and his recent book is Runciman, Merry & Walton *Safety and Ethics in Health Care: A Guide to Getting it Right* (Ashgate 2007). He has been conferred the Pugh Award in recognition of his outstanding contribution to the science of anaesthesia and related disciplines, and the Sidney Sax Medal for outstanding achievement in health services policy, organisation, delivery and research.

Profiles - Visiting Professors and Fellows

CHARLES D SHAW

Visiting Professor Charles D Shaw is a medical graduate of the University of London, England and a PhD from the University of Old South Wales in Cardiff. He was a surveyor for the Canadian Council on Hospital Accreditation (now Accreditation Canada) from 1975 to 1978 while he was medical director of the general hospital in Bermuda.

On his return to the UK he took up public health, NHS hospital management and a special interest in medical audit. That led to a national programme at the King's Fund, an appointment to the Department of Health in London and to the University of Bristol. He made several attempts to introduce healthcare accreditation to Europe and convened the first international meeting of national programs in Treviso, Italy in 1994 – from which emerged the International Accreditation Program of the International Society of Quality in Health Care (ISQua). As a former president of ISQua, he was asked to lead a global review of "quality and accreditation in health care services" which was commissioned by WHO Geneva in 2000, and to edit the ISQua toolkit for accreditation programs which was sponsored by the World Bank in 2004.

Since then he has worked in many countries to establish quality management systems with health ministries, the World Health Organization, technical agencies, and international donors, and has helped to seed accreditation programs in the United Kingdom, France and South Africa. Experience as an independent consultant concludes that, in low and middle income countries, terms of reference frequently request technical interventions, such as performance indicators, clinical audit or hospital standards, at provider level. But quality systems at local level have little impact without corresponding policies, leadership, coordination and change at regional and national level. The first essential is governance rather than technology.

Profiles - Visiting Professors and Fellows

MARY WESTBROOK

Mary Westbrook is Conjoint Associate Professor at the Centre. She was previously Associate Professor in Behavioural Sciences, Faculty of Health Sciences, at the University of Sydney. Her main areas of research are health organisations and professions, patient safety, and the psychology of illness, disability, ethnicity and gender. She has published over 130 research articles in peer reviewed journals. Mary is a Fellow of the Australian Psychological Society and a Member of the Order of Australia for 'services to people with disabilities and to education in the field of health sciences research'.

LES WHITE

Professor Les White joined the Centre in 2000 as partner-investigator on the study 'A Project to Enhance Clinician Managers' Capacities as Agents of Change in Health Reform'. Les is currently the inaugural Chief Paediatrician of New South Wales (appointed in September 2010) and is a Visiting Research Professor in the Centre. He previously held the positions of Executive Director of the Sydney Children's Hospital (1996-2010) and the John Beveridge Professor of Paediatrics at the University of New South Wales (2005-2010).

His research interests include paediatric cancer, health systems, teamwork, networking, cultural change in paediatric institutions, and the ways in which clinicians can balance both managerial and clinical responsibilities.

Profiles - Full Time Scholarship Candidates

ANNE HOGDEN

Supervisor: Dr David Greenfield
Co-supervisor: Dr Peter Nugus

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

Anne Hogden commenced her full time PhD studies in 2010. She is based in the ACT as part of the Department of Health and Ageing (DoHA) Chronic Disease Evaluation project. Her thesis will explore the challenges that rapidly progressive neurological diseases present to established patient decision-making models.

Anne has a clinical background in rehabilitation Speech Pathology. She has an interest in the communication changes associated with progressive neurological conditions such as motor neuron disease.

JUDIE LANCASTER

Supervisor: Professor Jeffrey Braithwaite

PhD: *Beyond Accreditation: the benefits of surveying*

This exploratory research seeks to identify and define the range of benefits that accrue to health professionals who undertake accreditation surveying as a secondary professional activity and to the organisations in which surveyors are regularly employed. The study is part of an Australian Research Council Linkage Project between the Centre for Clinical Governance Research in Health and Industry Partners.

The research uses qualitative case study methodology to explore the "lived experiences" and insights of surveyors and assess the value of those experiences to the organisations in which surveyors are regularly employed. It seeks to answer two key questions. Firstly, what motivates health professionals to undertake surveying as a secondary professional activity? Secondly, what benefits accrue to them from that activity and how the benefits translate into a resource for colleagues and the organisations in which surveyors are regularly employed?

The subject participants are three senior executives from different public area health services and their respective networks totaling 48 colleagues; the total number of participants is 51. Data were collected through audio-taped interviews. Qualitative method

was selected in order to capture the particularities of surveying and to generate knowledge about the 'lived' experience of surveyors.

The overall purpose of the study is to explore the potential for accreditation surveying to provide opportunities and benefits that extend beyond the surveyor's role as assessor in the process of accreditation. In doing so, the study will provide for an improved understanding of a previously unexplored aspect of the accreditation process which is an integral but not well understood aspect.

The findings produced from the study will establish the extent to which the accrued knowledge and skills acquired from surveying translate into learning assets for the organisations in which surveyors are regularly employed. They will also be used to construct a comprehensive chronicle of the accumulated experiences of surveyors to establish what benefits accrue and the value for organisations who encourage and support professionals to undertake surveying as a secondary professional activity.

JANET LONG

Supervisor: Professor Jeffrey Braithwaite
Co-supervisor: Dr Frances Cunningham

PhD: *The role of connectors in ophthalmic networks*

Janet's research is linked to the ARC Discovery Grant on clinical network evaluation. Her project seeks to explore the role of key players within interprofessional eye care networks.

Janet trained as a general nurse at Royal North Shore Hospital. After a period at home with three children she returned to the nursing workforce in a variety of positions: aged care, psychiatry and theatres. A career change into science and then plant ecology led eventually to research into climate change issues – how the rise of carbon dioxide in the atmosphere would affect Sydney native plants. She then returned to nursing due to various factors and most recently was Community Liaison CNC for ophthalmology at Sydney Eye Hospital. A love of research led her to UNSW.

An enthusiastic participant in networks she is a member of the State-wide Ophthalmology Service (a branch of the Agency for Clinical Innovation) as part of the Eye Emergency Manual Education team. She is also a committee member of the NSW and National branches of the Australian Ophthalmic Nurses Association.

Profiles - Full Time Scholarship Candidates

JACQUELINE MILNE

Supervisor: Professor Jeffery Braithwaite
Co-supervisor: Dr David Greenfield

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

Jacqueline Milne joined the Centre in May 2007 as a part-time research associate and in 2008, commenced a PhD under an NHRMC Patient Safety Program. She has worked in clinical and administrative capacities in the health care system and was Clinical Superintendent of St Vincent's Hospital Sydney, for seven years.

Currently, she is a part-time tutor in the School of Public Health and Community Medicine (UNSW) and the School of Management and Marketing (UOW). Jacqueline is an Associate Fellow of the Australasian College of Health Service Management and holds an appointment with the New South Wales Health Professional Councils Authority as a member of Tribunal Panels and Professional Standards Committees.

DAVID PEREIRA

Supervisor: Dr David Greenfield
Co-Supervisor: Professor Jeffrey Braithwaite

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

David Pereira's PhD research focuses on team characteristics' association with performance and human resource management for full-service rehabilitation teams. David's PhD candidature at the Centre is under an academic staff training scheme scholarship from Malaysia's premier public university, Universiti Sains Malaysia (USM). Prior to commencing full time research studies, David was a lecturer based in the Malaysian capital city, Kuala Lumpur.

His academic qualifications include an honours degree in biology and a Master of Business Administration (MBA) specialising in multimedia marketing. David was the 2009 winner of the Dr Mary Harris Student Bursary Award from the Society of Health Administration Programs in Education (SHAPE). His PhD research design and findings have been

presented at the SHAPE Symposium (2009), the School of Public Health and Community Medicine's Postgraduate Research Student Conferences (2009 & 2010), the Emerging Health Policy Research Conference organised by the Menzies Centre for Health Policy (2010) and at the Fourth International Doctoral Theses Conference organised by IBS, Hyderabad in India (2010).

Besides health care management research, David has a great passion for facilitating students at the tertiary level. At UNSW, he has mentored and tutored students with The Learning Centre, the Student Equity and Disabilities Unit and the School of Public Health and Community Medicine.

JENNIFER PLUMB

Supervisor: Professor Jeffrey Braithwaite
Co-supervisors: Dr Joanne Travaglia, Dr Peter Nugus

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

Jennifer has a background in medical anthropology, health policy, and knowledge management. She is a PhD candidate and part of the team working on an ARC funded project to develop tools to evaluate the effectiveness of communities of practice and social professional networks. Although much is invested in the development of these groups in health care and other industries, there is as yet no established method to show whether or how such collaboration contributes to outcomes particularly in terms of patient safety.

Jennifer's research focuses on what patient safety entails in mental health care for those responsible for maintaining it on an everyday basis, and the implications of this for future attempts to reduce health care associated harm. She is using ethnographic methods and social network analysis in two clinical mental health settings to study how safety is produced or not produced in the complex context of everyday professional mental health practice.

Such an approach intentionally contrasts with much patient safety research which assumes that safety is achieved and improved through top-down policy directives. Jennifer's research is concerned instead to understand and articulate the connections and dynamic interactions between people, materials, and organisational, legal, moral, professional and historical safety imperatives as they come together at particular times and places to produce safe or unsafe practice. The research is therefore concerned with analysing the everyday accomplishment of patient safety 'from the ground up'.

Profiles - Full Time Scholarship Candidates

JANICE WILEY

Supervisor: Professor Ric Day
Co-Supervisors: Professor Jeffrey Braithwaite, Dr Jerry Greenfield

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

Effective self-management of Type1 Diabetes Mellitus (T1DM) involves balancing a complex array of interactive physiological parameters with algorithmic decision making of treatment options. The complexity of self-management coupled with inadequate health service provision has resulted in low compliance with clinically dictated treatment targets and resulted in concomitant poor health outcomes, especially among young adults. Whilst self-management of T1DM in young adults is increasingly being supported by empirically proven technologies that monitor and inform a wide range of biomedical and behavioural parameters, glycaemic improvement is only occurring in a subset of this population. This raises concerns about the models of self-management employed by young adults with T1DM. However, there is limited empirical data that describes these models. This thesis proposes to determine the models of self-management employed by young adults with T1DM and the reasons that inform the choices for these models. The study design will employ mixed methods, incorporating quantitative analysis of a survey of young adults with T1DM about their self-management practices with qualitative analysis of these practice choices, involving semi-structured interviews and focus groups. Grounded theory methodology will be applied to the data analysis to develop the emerging theory of models.

Profiles - Part Time Research Candidates

ROBYN CLAY-WILLIAMS

Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: Dr Ross Kerridge

PhD: *Multidisciplinary Crew Resource Management in Health Care: Is Combined Classroom and Simulation-based Training Additive or Synergistic?*

Robyn's PhD investigates the efficacy of aviation-style Crew Resource Management (CRM) training in improving public health safety, by evaluating attitude and behavioural changes in multi-disciplinary teams resulting from implementation of a CRM intervention in the Australian health care field. Robyn submitted her PhD in November 2010. She spent 24 years in the RAAF prior to starting her PhD.

She completed a Bachelor of Engineering 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 CRM teamwork training into Australian military aviation, and is interested in the applicability of this type of training to other disciplines.

DEBORAH DEBONO

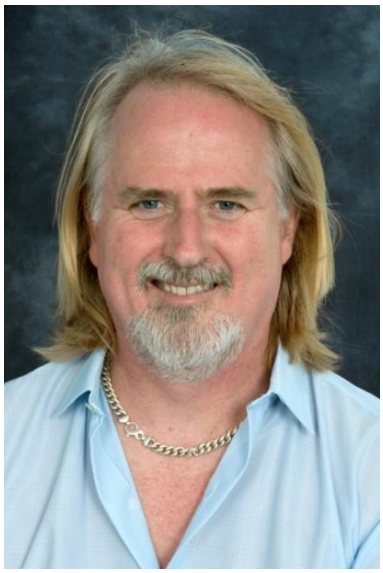
Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: A/Professor Deborah Black, Dr David Greenfield

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

Deborah is undertaking a PhD empirically examining workarounds and the use of electronic medication systems. Electronic medication systems aim to improve patient safety. However, these systems are not perfect and limitations, including the potential to create new types of adverse events, pose challenges for patient safety improvement. Deborah's PhD aims to examine factors that contribute to the development and proliferation of workarounds in relation to electronic medication systems.

Profiles - Part Time Research Candidates

GREG FAIRBROTHER



Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: Professor Mary Chiarella

PhD: *Team-based versus patient allocation systems in nursing: a comparative evaluation*

Greg is the Nursing Manager Research at Prince of Wales Hospital. He holds a conjoint appointment as Research Fellow with The University of Technology's Faculty of Nursing Midwifery and Health. His PhD topic is concerned with organising nursing care in the acute hospital.

Social action and quasi-experimental research designs were employed to trial staff-generated care models at two Sydney hospital campuses. Nursing care models are receiving significant attention contemporarily – this project is particularly focused on the usefulness of collective practice-centred rather than individual practice-centred models of care. Included in Greg's doctoral research program is a post structuralist study – exploring collectivity/individualistic discourses underlying the talk of a sample of senior Sydney nurse executives. A statistical validation study of the author-designed workplace satisfaction questionnaire used as outcome measures in the quasi-experiment is also included.

LENA LOW

Supervisor: Professor Jeffrey Braithwaite

PhD: *Examining the schema of complexities in health care accreditation and its influence on accreditation outcomes: A study of medical clinician surveyors and the factors that influence them*

Lena Low is a part time PhD student with the Centre. She works full time as Executive Director - Corporate Services at the Australian Council on Healthcare Standards. Her qualifications and experience in health care accreditation and the industry facilitates the development, management and evaluation of systems to enable accreditation.

Lena's PhD is providing new evidence for the way medical clinicians in their role as surveyors, affect and are affected by accreditation. It is a multi-method triangulated study.

Profiles - Part Time Research Candidates

SALLY NATHAN

Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: Niamh Stephenson

PhD: *Consumer participation in health services*

Sally has a Bachelor of Science in Psychology (Honours) and a Masters degree in Public Health. Sally's PhD is part of a wider ARC Linkage study examining the relationship between health service accreditation and clinical and organisational performance.

Sally's PhD specifically examines the dynamics of the interaction between health professionals and consumer representatives in health care decision-making forums in a sample of health services.

The research examines community participation in 'real time', rather than through the examination of case studies retrospectively, allowing a window into the dynamics of the interaction between health professionals and the community. The research explores the role, expertise and influence of community members and the current capacity and potential of community members to influence.

EILEAN WATSON

Supervisor: Professor Jeffrey Braithwaite
Co-Supervisors: Professor Patrick McNeil and Dr Lesley Land

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

Eilean Watson is a part time PhD student at UNSW. She is a full-time Lecturer in the School of Public Health and Community Medicine at UNSW, and teaches undergraduate medical students and postgraduate students.

Her qualifications and experience in medical education and information systems have assisted in her designing eMed Map - a web-based curriculum mapping system used by staff and students in the Undergraduate Medicine Program at UNSW. Eilean's PhD is exploring how the eMed Map is used by staff members, identifying the organisational, educational and information systems barriers to curriculum mapping.

Profiles - Part Time Research Candidates

DESMOND YEN

Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: Dr David Greenfield

PhD: *The organisational influences of expert peer surveyors*

Desmond is a part time PhD student with UNSW. He works full time as Executive Director, International Business, at the Australian Council on Healthcare Standards. His qualifications and experience in dealing with surveyors in health care accreditation and the industry facilitates his understanding of the complexities of accreditation.

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Wolfgang Bender	Masters project	Analysing public health management: what do public health managers do?	Jeffrey Braithwaite
Sabine Luft	Masters project	Using Textsmart to examine case texts: a validation and evaluation	Jeffrey Braithwaite
Luc Betbeder	MHA project	Management and user perspectives on the use of email by clinical academic staff in a public hospital in New South Wales	Jeffrey Braithwaite
Stephen Brand	MHA project	A study to examine the role and purpose of the Special Care Suite for mental health patients in the Queanbeyan District Hospital, NSW	Jeffrey Braithwaite
Margaret Fitzgerald	MHA project	A case study of priority setting using program budgeting and marginal analysis in an Australian Division of General Practice	Jeffrey Braithwaite
Carol Horbury	MHA project	An empirical examination of the leadership and management perspectives of Nursing Practice Coordinators compared with the leadership framework of Queensland Health	Jeffrey Braithwaite
Bonne Lee	MHA project	Spinal plastics outpatient clinic at RNSH: analysis	Jeffrey Braithwaite
Ann Mehaffey	MHA project	Communication strategies and tools used by primary health care/community health care staff in involving consumers and stakeholders	Jeffrey Braithwaite
Jennifer O'Connell	MHA project	An analysis of a major teaching hospital after thirty years: reflections with a mirror	Jeffrey Braithwaite
Gail O'Donnell	MHA project	The future of the hospital: perspectives and themes	Jeffrey Braithwaite

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Annette Pantle	MHA project	An investigation into the implementation of hospital in the home programs	Jeffrey Braithwaite
Tamsin Waterhouse	MHA project	Policy, practice and the technology imperative	Jeffrey Braithwaite
Asmah Bte Mohammed Noor	MHSM project	A study of job satisfaction among staff in intensive care	Jeffrey Braithwaite
Tony Austin	MPH project	Organisational design of a coordinated military health wing: issues of structure and structuring	Jeffrey Braithwaite
Graham Barrington	MPH project	Quality at a public hospital – initiatives and responsibilities of the medical directorate	Jeffrey Braithwaite
Tushar Bhutta	MPH project	Systematic review for the Cochrane database	Jeffrey Braithwaite
Darren Carr	MPH project	An examination of the strategy of a Division of General Practice	Jeffrey Braithwaite
Mahalakshmi Ekambareshwa	MPH project	Educational process with IIMS	Mary Chiarella Jeffrey Braithwaite
Jacinta Gallagher	MPH project	Participant observation of an information technology implementation	Jeffrey Braithwaite
Joanne Callen	PhD	An exploration of the impact of culture and work practices on the use of point of care clinical systems	Jeffrey Braithwaite
Robyn Clay-Williams	PhD	Multidisciplinary crew resource management in health care: Is combined classroom and simulation-based training additive or synergistic?	Jeffrey Braithwaite Ross Kerridge
Nerida Creswick	PhD	Network analysis of the impact of point of care clinical systems	Johanna Westbrook Jeffrey Braithwaite
Deborah Debono	PhD	Engaging with electronic medication systems in everyday practice: how is it done?	Jeffrey Braithwaite Deborah Black David Greenfield

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Greg Fairbrother	PhD	Team-based versus patient allocation systems in nursing: a comparative evaluation	Jeffrey Braithwaite Mary Chiarella
Rowena Forsyth	PhD	Clinical work practice change as a result of information and communication technology implementation	Rick Iedema Jeffrey Braithwaite
Rod Freyer	PhD	A study of communication in the management of health services	Jeffrey Braithwaite
Frank Formby	PhD	Investigation of a novel method of evaluating palliative care services	Jeffrey Braithwaite Ken Hillman
Andrew Georgiou	PhD	The impact of CPOE on the role of pathology laboratory scientists	Johanna Westbrook Jeffrey Braithwaite
Anne Hogden	PhD	Patient decision-making in Motor Neurone Disease	David Greenfield Peter Nugus John Hodges
Fleur Hillier	PhD	Managing creative and health production processes: issues, similarities and differences	Jeffrey Braithwaite
Christine Jorm	PhD	Interaction of medical speciality culture with patient safety and quality	Jeffrey Braithwaite
Judie Lancaster	PhD	Beyond Accreditation: the benefits of surveying	Jeffrey Braithwaite David Greenfield
Janet Long	PhD	The role of connectors in ophthalmic networks	Jeffrey Braithwaite Frances Cunningham
Lena Low	PhD	Examining the schema of complexities in health care accreditation and its influence on accreditation outcomes: A study of medical clinician surveyors and the factors that influence them	Jeffrey Braithwaite

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Jacqueline Milne	PhD	Enhancing quality and safety: a comparative study exploring interprofessional learning and interprofessional practice in international medical graduates and Australian medical graduates	Jeffrey Braithwaite David Greenfield
Sally Nathan	PhD	Consumer participation in health services	Jeffrey Braithwaite Niamh Stephenson
Peter Nugus	PhD	Research and evaluation into the Institute for Clinical Excellence's programs into Safety and Quality in Health Care	Jeffrey Braithwaite
David Pereira	PhD	The association between team characteristics, performance and Human Resource Management (HRM) in rehabilitation teams	David Greenfield Jeffrey Braithwaite
Rod Perkins	PhD	A study of health services management in New Zealand 1946-2000 – the meanings of managerial effectiveness	Pieter Degeling
Jennifer Plumb	PhD	Professional conceptualisation and accomplishment of patient safety in mental health care	Jeffrey Braithwaite Joanne Travaglia Peter Nugus
Hasna Razee	PhD	Mental Health of Maldivian Women	Jan Ritchie Maurice Eisenbruch Debbi Long
Jo Travaglia	PhD	Locating vulnerability in the field of patient safety	Jeffrey Braithwaite
Eilean Watson	PhD	Curriculum mapping in medicine - how it is used?	Jeffrey Braithwaite Patrick McNeil Lesley Land
Janice Wiley	PhD	A mixed method analysis of the models of self-management in young adults with type 1 diabetes	Ric Day Jeffrey Braithwaite Jerry Greenfield

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Jael Wolk	PhD	Hospital admission policies – can theory match practice? An evaluation of the impact of government policy on the development of elective admission policies, in New South Wales public hospitals	Jeffrey Braithwaite Peter Baume
Desmond Yen	PhD	Surveyors' influence in accreditation processes	Jeffrey Braithwaite David Greenfield

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

Funding Source: University of New South Wales

Investigators: Jeffrey Braithwaite and Mary Westbrook

Duration: 1996 and ongoing

Description: Clinician-managers have been drawn into leadership positions at various levels over the last three decades but most past literature about them has been normative This program of research has sought to examine clinician-managers' roles and behaviours *in situ*. Key findings include:

- Clinician-managers' work activity can be synthesised under fourteen headings representing their chief interests and concerns; their work is busy, relentless, ad hoc, unpredictable and discontinuous
- 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
- Management is enacted within professional divides.

The study findings have provided a body of information of relevance to practising clinician-managers, other scholars and management educators. They have helped strengthen our knowledge of clinician-managers and their roles and behaviour.

Outputs: A range of papers in international journals have been published. Educational materials have been incorporated into various teaching programs for Masters by coursework programs.

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.

STREAMS OF CARE AND CLINICAL DIRECTORATES IN LARGE TEACHING HOSPITALS: EFFECTS AND IMPLICATIONS AND RELATIONSHIP TO ORGANISATIONAL PERFORMANCE

Funding Source: University of New South Wales

Investigators: Jeffrey Braithwaite and Mary Westbrook

Duration: 1999 and ongoing

Description: Current received wisdom about health sector restructuring suggests that streams of care should be designed and institutionalised. Conceived broadly, streams of care are clinical groupings with population health responsibilities for defined sets of patients with relatively homogeneous disease profiles. At this point in time, there are no retrospective or prospective studies nationally or internationally on this phenomena and none so far as we are aware that is in an advanced design phase. In this project we are conducting an ongoing investigation into streams of care across time.

The Centre has contributed to theory on and research into clinical directorates. In many respects, these are precursors to streams of care in that clinical directorates establish clinical streams for management purposes within hospitals whereas streams of care as currently envisaged represent clinical streams for management purposes across populations, ie. across hospitals and in the community.

Outputs: Several papers have been published from the clinical directorate investigations. A range of presentations at conferences, workshops and symposia have been made. A future proposal to evaluate streams of care in real time and prospectively (formative and summative evaluation) is in train.

Selected Publications:

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. J*ournal of Health Services Research and Policy,* 10 (1), pp. 10-17.

RESTRUCTURING OF HEALTH SERVICES

Funding Source: University of New South Wales

Investigators: Jeffrey Braithwaite and Johanna Westbrook

Duration: 2004 and ongoing

Description: One of the most prominent health service change methods around the world is restructuring: the attempt to alter the formal or design aspects of health systems, 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 of America, and also in the public health systems of Canada, Britain and Australia.

We have found that restructuring at the sector level – ie that of entire health systems (such as the National Health Service, or the New South Wales 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 eighteen months while they recover from the re-organisation, and orchestrating serial restructures over several years, ie tweaking the organisational structure several times over a decade, can lead to measurable inefficiencies.

Outputs: Academic papers and a range of conference presentations, as well as including the data in workshops and Masters courses are the main outputs.

Selected Publications:

Braithwaite J, Westbrook JI, **Iedema R.** (2005). Restructuring as gratification. *Journal of the Royal Society of Medicine*, Vol 98 (12), pp. 542-544 [http://www.jrsm.org/current.shtml.

Braithwaite J. (2005). Invest in people, not restructuring. *British Medical Journal,* 331, pp.1272 [doi:10.1136/bmj.331.7527.1272-a].

Braithwaite J, **Westbrook M, Hindle D,** Iedema R**,** Black D. (2007). Does restructuring hospitals result in greater efficiency? An empirical test using diachronic data. *Health Services Management Research,* 19 (1), pp. 1-12.

Braithwaite J, Westbrook JI, Iedema R. (2007). Health care participants' dualism: are new sub-species evolving? *Journal of the Royal Society of Medicine,* 100 (2), pp. 78-80.

EXAMINATIONS OF THE RELATIONSHIP BETWEEN ACCREDITATION AND CLINICAL AND ORGANISATIONAL PERFORMANCE

Funding Source: The Australian Research Council Partners: Australian Council on Healthcare Standards (ACHS); Ramsay Health Care; Australian Health Insurance Association

Investigators: Jeffrey Braithwaite, Johanna Westbrook, Bill Runciman, Sally Redman, Marjorie Pawsey, David Greenfield, Sally Nathan, Brian Johnston, Desmond Yen, Lena Low, Judie Lancaster

Duration: 2002 -2010

Description: Accreditation has been widely adopted, in Australia and internationally, as a mechanism for assessing and improving health care quality. Around the world there are over 70 national organisations implementing programs in health care institutions. However, the evidence base for its efficacy is negligible. A collaboration was formed to investigate two research aims. First, to examine the relationships between accreditation status and processes, and the clinical performance and culture of health care organisations. Second, to examine the influence of accreditation surveyors by assessing the reliability of the accreditation process and the effect of accreditation surveyors on their own health care organisations.

In one of the first studies to examine correlations between accreditation and organisational outcomes, it was demonstrated that accreditation was significantly positively correlated with organisational culture ($P = 0.005$) and leadership ($P = 0.005$), but was less strongly related to clinical indicator performance ($P = 0.080$). No evidence of a relationship was observed between accreditation and organisational climate ($P = 0.110$) or consumer involvement ($P = 0.377$). Ground breaking findings have also been produced explaining the challenge of reliability in accreditation programs. This includes: the development of a typology of surveyor practice; identification of factors that promote reliability in accreditation programs; evidence concerning the challenge of intra- and inter-rater reliability of surveyor and survey teams; and the organisational influence of accreditation surveyors. The findings have been presented at Australian and international seminars and conferences, and published in the academic literature.

Selected Publications:

Braithwaite J, Greenfield D, Westbrook J**, Pawsey M, Westbrook M,** Gibberd R, **Naylor J, Nathan S**, **Robinson M, Runciman B, Jackson M, Travaglia J, Johnston B, Yen D,** McDonald H, **Low L, Redman S,** Johnson B, **Corbett A,** Hennessy D, Clark J, **Lancaster J.** (2010). Health service accreditation as a predictor of clinical and organizational performance: a blinded, random, stratified study. *Quality and Safety in Health Care*, 19, pp. 14-21.

Greenfield D, Pawsey M, Braithwaite J. (2011). What motivates health professionals to engage in the accreditation of healthcare organizations? *International Journal for Quality in Health Care,* 23(1), pp. 8-14.

Lancaster J, Braithwaite J, Greenfield D. (2010). Benefits of participating in accreditation surveying. *International Journal of Health Care Quality Assurance,* 23(2), pp.141-152.

AN ACTION RESEARCH PROJECT TO STRENGTHEN INTERPROFESSIONAL LEARNING AND PRACTICE ACROSS THE ACT HEALTH SYSTEM

Funding Source: Australian Research Council and ACT Health

Partner Organisation: Centre for Clinical Governance Research (CCGR) at the University of New South Wales (UNSW), ACT Health, the Australian National University, the University of Canberra, the University of Sydney, the University of Queensland and the Australian Patient Safety Foundation

Chief Investigators: Jeffrey Braithwaite, Bill Runciman, Johanna Westbrook, Ruth Foxwell, Rosalie Boyce, Timothy Devinney, Marc Budge

Project staff: David Greenfield, Jo Travaglia, Peter Nugus

Partner Investigators: Karen Murphy, Mary-Ann Ryall, Elizabeth Renton, Judy Stone

Duration: 2007-2010

Description: The project partners have conducted a collaborative action research project using interprofessional learning (IPL) as the basis for improving interprofessional practice (IPP). We aimed to enhance systems-wide teamwork and collaboration across ACT Health, a major health provider in Australia, through new models of IPL and IPP. The research has attempted to produce culture change in the way health professionals work together to deliver services. The project stands at the intersection of three industries – tertiary education, professionally-based education and the health system, and it spans both the public and private health sectors. Published findings are highlighting key implications for professionals working effectively together, and for quality and safety of health care.

Selected Publications:

Braithwaite J, Westbrook JI, Foxwell RA, Boyce R, **Devinney T,** Budge M, Murphy K, Ryall MA, Beutel J, Vanderheide R, Renton E, **Travaglia JF**, Stone J, Barnard A, **Greenfield D**, **Corbett A**, **Nugus P**, **Clay-Williams R.** (2007). An action research protocol to strengthen system-wide inter-professional learning and practice. *BMC Health Services Research*, 7, pp. 144-168.

Greenfield D, Nugus P, Fairbrother G, Milne J, Debono D. (2011). Applying and developing health service theory: an empirical study into clinical governance. *Clinical Governance: An International Journal*, 16(1), pp. 8-19.

Nugus P, Greenfield D, Travaglia J, Westbrook J, **Braithwaite J.** (2010). How and where clinicians exercise power: Interprofessional relations in health care. *Social Science & Medicine,* 71(5), pp. 898-909.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (forthcoming) Factors that shape development of interprofessional improvement initiatives in health organisations. *BMJ Quality and Safety*, (Accepted November 11, 2010) [http://qshc.bmj.com/].

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 Candidate: Jennifer Plumb
PhD Candidate: Janet Long

Duration: 2009-2013

Expert Advisory Group: Professor Cliff Hughes (CEO, Clinical Excellence Commission); Mr Brian Johnston (Chief Executive, The Australian Council of Healthcare Standards); Ms Sue Huckson (Director, Effective Practice Program at the National Institute of Clinical Studies); A/Professor Godfrey Isouard (Junior Vice President of the Australian College of Health Service Management and President of NSW State Branch of the ACHSM); Dr Andrew Georgiou (Senior Research Fellow, Centre for Health Systems and Safety Research, UNSW); Dr Nerida Creswick (Post-doctoral Fellow, Centre for Health Systems and Safety Research, UNSW); and Mr Luc Betbeder-Matibet (Manager, Information Technology for the Faculty of Medicine at UNSW).

Description: The project's specific aims are to develop and design, test in the field, and then refine, simulate and apply a framework, model and tools which can be used to evaluate health sector communities of practice (CoPs) and social professional networks (SPNs) for their effectiveness and sustainability. 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 and tools to evaluate them. The literature on CoPs and SPNs in the health care sector has been reviewed systematically confirming the lack of empirical research directed at evaluating the impact of SPNs and CoPs in improving the quality and effectiveness of care provided by healthcare services. Literature reviews have also been directed at studying the gaps in social structures in non-health settings. Evaluations of various CoPs and SPNs have been planned for 2011 to inform the framework development.

Selected Publications:

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

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

AN EXTERNAL EVALUATION OF THE CLAB-ICU PROJECT

Funding Source: Clinical Excellence Commission

Investigators Julie Johnson, Cherissa Hanson, Deborah Debono, Joanne Travaglia

Duration: May 2009 – July 2009

Description: In this project the CCGR designed and conducted an evaluation of the Central Line Associated Bacteraemia in Intensive Care Units (CLAB-ICU) Project. CLAB-ICU is a statewide initiative that began in March 2007 in NSW to improve patient outcomes by reducing central line infections. Thirty-seven Level 5 and 6 Intensive Care Units (ICUs) in NSW and ACT participated in the CLAB-ICU Project.

The Intensive Care Coordination and Monitoring Unit (ICCMU) and the Clinical Excellence Commission (CEC) funded the external evaluation of the (CLAB-ICU) Project. Site visits were conducted in six ICUs. Results from the data collection were formulated into a series of recommendations for the ICCMU and CEC.

Outputs: Report to the CEC, presentations, peer-reviewed publication (pending).

Johnson J, Debono D, Travaglia J, Hanson C. (2010). *An Evaluation of a State-wide Collaborative to Reduce Central Line Associated Bacteremia in ICUs in Australia*. Abstract at ISQua 2010. Twenty-seventh International Safety and Quality Conference: Quality Outcomes – Achieving Patient Improvement, Paris, France: International Society for Quality in Health Care, October 10-13.

Johnson J, Debono D, Travaglia J, Hanson C. (2010). *An Evaluation of the Central Line Associated Bacteraemia Project.* Abstract at Back to the Future: 8th Australasian Conference on Safety and Quality in Health Care, Perth, Australia, September 6-8.

Selected Publications:

Johnson J, Debono D, Hanson C, Travaglia J. (2009). *An Evaluation of the Central Line Associated Bacteraemia in Intensive Care Units (CLAB-ICU) Project*. Sydney, NSW: Centre for Clinical Governance Research, UNSW for Clinical Excellence Commission.

STRENGTHENING ORGANISATIONAL PERFORMANCE THROUGH ACCREDITATION RESEARCH: THE ACCREDIT PROJECT

Funding Source: Australian Research Council Linkage Grant LP100200586

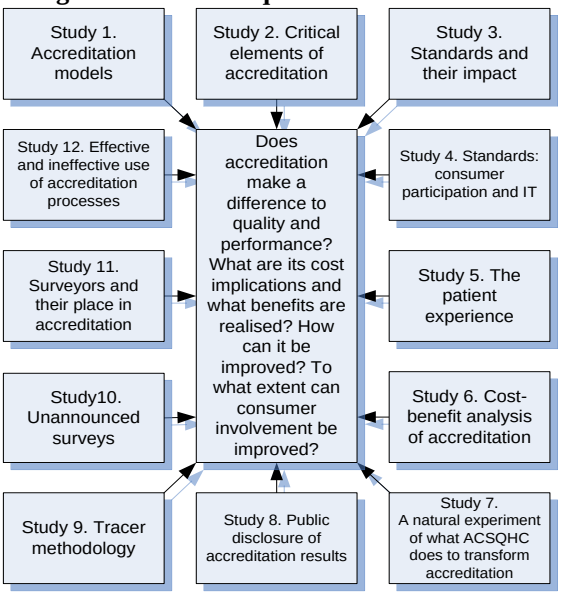
Investigators: Jeffrey Braithwaite and Johanna Westbrook

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; and the New South Wales Clinical Excellence Commission.

Duration: 2010-2015

Description: The collaboration aims to conduct a multi-method, triangulated series of studies into accreditation, building upon a previously successful ARC linkage study [LP0560737]. The specific aims of the ACCREDIT Project are to: (i) evaluate current accreditation processes; (ii) analyse the costs and benefits of accreditation; (iii) improve future accreditation via evidence; and (iv) develop and apply new standards of consumer involvement in accreditation. A multi-method, multi-level approach, incorporating multi-layered data, has been conceptualised to provide rigorous answers to the key questions mapped to the four research aims. These aims will be addressed in 12 interrelated studies designed to examine specific issues identified as of high priority (see Figure 1).

Figure 1: Research questions and studies



The collaboration has achieved a great deal over the initial six months, including: obtaining ethics approval from the University; submission of two papers to international journals; completing three seminar presentations and a further two scheduled; and, enrolment of one post-graduate research student. Additionally, on behalf of the collaboration, a member of the research team has accepted an invitation to present a keynote address at the 2011 *International Accreditation Congress* in South America.

Selected Outputs:

Greenfield D, Moldovan M, Hinchcliff R, Westbrook J, **Braithwaite J.** (2010). Strengthening organisational performance through accreditation research: the ACCREDIT project. *Research project seminar: Australian General Practice Accreditation,* Brisbane, December 14.

Greenfield D, Hinchcliff R, Moldovan M, Westbrook J, **Braithwaite J.** (2010). Strengthening organisational performance through accreditation research: the ACCREDIT project. *Research project seminar: Aged Care Standards and Accreditation Company*, Parramatta, December 16.

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

Description: The project collaboration has pursued three aims: to evaluate the 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 complements and optimises the benefits from the *'Interprofessional Learning In Primary Health Care To Encourage Active Patient Self-Management Of Chronic Disease'*. The project offers the opportunity to examine the evolution and outcomes, in real time, of the interprofessional patient self-management chronic disease network. The first 17 months of the evaluation project, conducted in parallel with the IPL demonstration project, represents the development period of the patient self-management chronic disease network. During this period the network health professionals, including general practitioners, *patients-as-professionals* and community groups are supported to collaborate to develop self management skills in individuals with chronic diseases and their communities. The second phase, a period of 11 months, will see the network develop and enact self-maintenance strategies to demonstrate its sustainability once the chronic disease learning project has concluded. The evaluation project will empirically examine *in situ* over time the factors that unite the network, as well as the stresses and challenges that must be continually addressed for it to achieve ongoing self-maintenance. In doing so, the project will investigate the process of translation of proposed gains into actuality. This is an important issue, as previous projects have documented how predicted sought-after gains have not been realised. 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.

Selected Outputs:

Short A, Sciberras D, Burgess M, **Greenfield D.** (2010). Auditory environment and public health: connecting noise and music with chronic disease self-management. *2nd Annual International Arts and Health Conference: The Art of Good Health and Wellbeing,* Melbourne, Australia, November 16-19.

Hogden A, Short A, Dugdale P, **Nugus P, Greenfield D.** (2010). Making knowledge visible: Mapping a chronic disease self-management healthcare network. *Chronic Disease Management and the Future of the Australian Health System: 6th Annual National Disease Management Conference*. Melbourne, Australia, August 19-20.

Dugdale P, **Greenfield D, Short A,** Taylor R. (2010). Investigating chronic disease management tools used in Australia. *Workshop at the Chronic Disease Management and the Future of the Australian Health System: 6th Annual National Disease Management Conference*. Melbourne, Australia, August 18.

INTERPROFESSIONAL LEARNING IN PRIMARY HEALTH CARE TO ENCOURAGE ACTIVE PATIENT SELF-MANAGEMENT OF CHRONIC DISEASE

Funding Source: Australian Commonwealth Government Department of Health and Ageing

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

Partner Organisations: The Australian Capital Territory Health Aged Care and Rehabilitation Service; The Centre for Health Stewardship, Australian National University (ANU) College of Medicine and Health Sciences; and the Australian Capital Territory Division of General Practice (ACT DGP).

Duration: 2008 - 2010

Description: The project partners have aimed to integrate *primary health care providers* and *patients-as-professionals* in interprofessional learning (IPL) activities directed at encouraging active patient self-management of chronic disease. The objectives of the project are: to design an interprofessional Education Package to enact patient self-management of chronic disease; and, to resource a self-sustaining interprofessional patient self-management chronic disease network.

The project has successfully fulfilled its aims and tasks on schedule, and undertaken additional activities as well. The Chronic disease self-management (CDSM) education package has been completed and comprises two complimentary parts: *Education Booklet* and *Facilitator's Toolkit*. The implementation of the CDSM education package by Canberra Institute of Technology is evidence of its practical and positive impact in the health, community and education sectors of the Australian Capital Territory (ACT). The network continues to offer a range of opportunities for health professionals and community members to participate in CDSM activities and collaborate with each other. The success of the *CDSM Expo* and self-initiated continuing education forums highlight the networking and interprofessional learning impacts of the project for the ACT community. Finally, workshops and presentations at international and national conferences demonstrate the positive acceptance of the project within the broader academic and health practitioner fields.

Selected Outputs:

Hayhurst B, Abbott S, Lowen P, Dugdale P, **Greenfield D.** (2010). Community development and interprofessional collaboration project to improve chronic disease self management. *Australian General Practice Network Forum: Connecting Care - The Role of Networks in Improving Health*, Perth, Australia, November 3-6.

Greenfield D, **Nugus P, Travaglia J, Braithwaite J.** (2010). The future is self-management through increased community engagement. *Back to the Future: 8th Australasian Conference on Quality in Health Care Conference*, Perth, Australia, September 6-8.

Abbott S, Dugdale P, Lawlis T, **Short A**, **Greenfield D.** (2010). Interprofessional development of an educational package for community group leaders to facilitate chronic disease self management. *All Together Better Health 5 - International Interprofessional (Education, Practice and Research) Conference: Australasian Interprofessional Practice and Education Network (AIPPEN),* Sydney, Australia, April 6-9.

PATIENT SAFETY: ENABLING AND SUPPORTING CHANGE FOR A SAFER AND MORE EFFECTIVE HEALTH SYSTEM

Funding Source: National Medical Health and Research Council Program Grant

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

Duration: January 2009 – December 2013

Description: The Program is comprised of four cross linked programs of research 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 1,000 evidence-based indicators for 50 conditions have been developed. Program 2 is analysing system problems that perpetuate flawed plans and failures of plan execution centred on medication management. This has been 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, which will provide clinicians with a 'safety net' that detects when flawed plans are being executed. We are 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 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.

Outputs: Academic papers and a range of conference presentations, as well as a tested methodology for determining the percentage of Australians who receive evidence-based care at a population level.

Selected Publications:

Baysari MT, Westbrook JI, **Braithwaite J**, Day RO. (In press). Narrative review: Errors in selecting medicines for prescription and the role of computerized support. *Drug Safety* (Accepted November 23, 2010).

Georgiou A, Westbrook JI, **Braithwaite J**. (2010). The impact of electronic ordering on information exchange across the hospital ward/pathology interface: trustworthy information and its contribution to patient safety. *Japanese Journal of Medical Informatics* 29(3), pp. 101-108

Westbrook JI, **Braithwaite J.** (2010). Will ICT disrupt the health system and deliver on its promise? *Medical Journal of Australia*, 193(7), pp. 399-400.

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

Description: The aim of this study was to develop a set of workplace indicators for the organisational health of clinical units. The project was commissioned by NSW Health. The project utilised a multi-phase 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, is a Delphi process which will be conducted in 2011. During the Delphi process, the indicators will be ranked by three groups of experts: academics; clinicians; and policy makers. Their rankings will then be compared and a final set of indicators produced.

Outputs: Outputs are listed below and include a draft overview report, a set of indicators of a healthy clinical unit, a self assessment tool for clinicians and teams, a literature review and compilation of abstracts and references. There have also been three presentations to New South Wales Health, international and national conference presentations (pending) and peer-reviewed publications (pending).

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.

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 2010

Description: NSW Health commissioned a mid-term evaluation of their 'take the lead' ('ttl') program to assess the progress and achievements of the program to date. The aim of the program is to develop the management skills of Nursing and Midwifery Unit Managers (N/MUMs) across NSW. An additional component of the evaluation was 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. A multi-method, triangulated research methodology was implemented, including a literature review and seven inter-related studies. Data were collected from participants across eight Area Health Services (AHS) and two state-wide services in New South Wales (NSW). Methods included: interviews with N/MUMs; interviews with managers of N/MUMs; two case studies; an online survey of staff; an online survey of CSOs and document analysis. Results 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 draft report with recommendations for development of the program was submitted to NSW Health in December 2010.

Outputs:

Report to New South Wales Health (**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.)

Collaborations

Over the last five years the Centre has established collaborative research projects with other research groups in both Australia and overseas. Within Australia these include projects with:

- The Sydney Children's Hospital
- Simpson Centre for Health Service Research, UNSW
- C-Core Collaboration for Cancer Outcomes Research and Evaluation
- Liverpool Hospital
- Northern Sydney Area Health Service
- Centre for Health Informatics, UNSW
- The Australian Council on Healthcare Standards
- South Australian Health Department
- The Clinical Excellence Commission
- ACT Health Department
- Department of Health, Victoria
- The Australian Health Care Reform Alliance
- Royal Australasian College of Medical Administrators
- The Sax Institute
- Hospital Reform Group
- NSW Health Department
- Prince of Wales / Prince Henry Hospital
- Australian Commission on Safety and Quality in Health Care
- Australian College of Health Service Executives
- The Australian Patient Safety Foundation
- South Eastern Sydney Area Health Service
- Health Informatics Research and Evaluation Unit, University of Sydney (now Centre for Health Systems and Safety Research, UNSW)
- Communio Pty Ltd
- Commonwealth Department of Health & Ageing
- ACT Division of General Practice
- Centre for Health Stewardship, Australian National University.

Collaborations

There are multiple international collaborative educational, research or learning exchange projects on topics such as medical subcultures, clinical work process control and hospital reform over the years which have been undertaken with:

- Clinical Effectiveness Unit (HHS Wales) Cardiff, UK
- Department of Community Medicine, Auckland, NZ
- Department of Social Policy, University of Newcastle upon Tyne, UK
- Health Policy Unit, Graduate School of Management, University of Durham, UK
- Intermountain Health Care, Utah, USA
- Shandong Medical University, Jinan, People's Republic of China
- Centre for Communication in Health, University of Wales, Cardiff
- World Health Organization, Kobe Centre
- Clinical Governance Support Team, NHS, UK
- National Health Services (NHS) Confederation, UK
- Shanghai Municipal Health Bureau, People's Republic of China
- Harvard School of Public Health
- Health Communication Research Centre, Cardiff University, UK
- Centre for Activity Theory and Development Work Research, Helsinki, Finland
- European Group of Organisation Studies
- European Association of Communication in Healthcare
- Medical Management Centre, Karolinska Institute, Sweden
- International Society for Quality in Health Care
- European Society for Quality in Health Care
- University of Southampton, UK
- The Canon Institute for Global Studies, Japan.

Education and Extension Activities

The Centre's research extends beyond the limits of any one school or faculty. It is associated for teaching purposes with the School of Public Health and Community Medicine, and particularly with both the Health Service Management and Public Health Programs of the University. It also contributes other teaching, education, executive masterclass and workshop programs for example with the Australian Council on Healthcare Standards, Australian College of Health Service Executives and the Royal Australasian College of Medical Administrators.

During the last three years the Centre has maintained its commitment to developing educational materials and programs which draw on clinical governance research findings. Among other initiatives Centre staff have:

- Taken the lead role in developing and delivering new courses such as *Strategy, Policy and Change* and *Clinical Governance and Risk Management.* The content of these subjects is based on research findings by the Centre, particularly its research on the work of clinician-managers in the implementation of health reform.
- Conceptualised and delivered workshops on *Changing Organisational Culture* and on *Leading Change in Complex Organisations* in conjunction with the Australian College of Health Service Executives and the Australian Council on Healthcare Standards.
- Played a leadership role in teaching a range of core and elective courses in the Master of Health Administration and Master of Health Services Management program at University of New South Wales, and also in the Master of Public Health programs at both the University of New South Wales and University of Sydney including *Health Services Strategic Management and Planning, Management of Health Services, Management of Organisation* and a course in *Management of Change.*
- Conducted invited guest lectures for example at the Universities of London and Aalborg, and at Conferences in for example, Dublin, Ireland; Copenhagen, Denmark; Washington DC; Cardiff, United Kingdom; Singapore, Republic of Singapore; Berlin, Germany; Aberdeen, Scotland; and Boston, USA.
- Made presentations to various conferences in conjunction with or for the Clinical Excellence Commission, NSW, Australian College of Health Service Management, Royal Australasian College of Medical Administrators, the Sax Institute, the ACT Health Department, the South Australian Health Department and the NSW Health Department.

The relevance of these initiatives is evident from the interest that they have generated. For example, student participation in courses and teaching led by Centre staff has been in excess of expectations. Demand for the workshops on organisational culture change and leadership is very high. In summary these initiatives together demonstrate the educational benefits that can derive from the Centre's strong research program.

Publications and Presentations 2010

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Bowen JL, Stevens DP, Provost L, Sixta CS, **Johnson JK** et al. (2010) Assessing chronic illness care education (ACIC-E): a tool for tracking educational re-design for improving chronic care education. *Journal of General Internal Medicine*, 25 (Supplement 4), 593-609.

Bowen JL, Stevens DP, Provost L, Sixta CS, **Johnson JK** et al. (2010) Developing measures of educational change for collaborative teams implementing the chronic care model in teaching practices. *Journal of General Internal Medicine*, 25 (Supplement 4), 586-592.

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Braithwaite J, **Greenfield D**, Westbrook J, **Pawsey M, Westbrook M**, Gibberd R, Naylor J, **Nathan S**, Robinson M, Runciman W, **Jackson M**, **Travaglia J**, Johnston B, Yen D, McDonald H, Low L, Redman S, Johnson B, **Corbett A**, Hennessy D, Clark J, **Lancaster J.** (2010) Health service accreditation as a predictor of clinical and organizational performance: a blinded, random, stratified study. *Quality and Safety in Health Care*, 19, 14-21.

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Bridges J, **Nugus P**. (2010) Dignity and significance in urgent care: Older people's experiences. *Journal of Research in Nursing*, 15 (1), 43-53.

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Braithwaite J. (2010) *Enhancing Interprofessional Learning. Question and answer session with Ms Helen Matthews, Ms Deborah Colliver and Ms Anne Hogden.* Interprofessional Collaborative Practice for Improved Health Care Workshop, The University of Canberra, Canberra, Australia, December 9.

Braithwaite J. (2010) *Local projects. Question and answer session with Dr Joanne Travaglia, Dr David Greenfield, Dr Peter Nugus, Mr Chris Dickson, Ms Susan Abbott and Mr James Dunstan.* Interprofessional Collaborative Practice for Improved Health Care Workshop, The University of Canberra, Canberra, Australia, December 9.

Braithwaite J. (2010) *History, context and background to the Interprofessional Learning Project (IPL), ARC Linkage Grant and collaborative effort.* Interprofessional Collaborative Practice for Improved Health Care Workshop, The University of Canberra, Canberra, Australia, December 9.

Braithwaite J, Coiera E. (2010) *Patient safety: the way forward.* University of New South Wales, Faculty of Medicine Symposium, Sydney, Australia, May 7.

Braithwaite J, **Cunningham F**. (2010) *Social network analysis: application case study 2.* Social Network Analysis (SNA) Masterclass. Introduction to Social Network Analysis, Sydney, Australia, August 30.

Braithwaite J, **Nugus P**, **Travaglia J**, **Greenfield D**. (2010) *History, context and background to the interprofessional learning and interprofessional practice project in the ACT.* ACT Health Interprofessional Collaborative Practice Research Closure, Canberra, Australia, December 9.

Braithwaite J, **Westbrook MT**. (2010) *Improving patient safety: the divergent views of a healthcare workforce and patient safety specialists.* ISQua 2010. Twenty-seventh International Safety and Quality Conference - Quality Outcomes - Achieving Patient Improvement, Paris, France, October 10-13.

Corbett A, **Travaglia J**, **Braithwaite J**. (2010) *Does the phenomenon of 'sociological citizenship' provide a pathway for health care organisations to navigate the gap between expectations and outcomes in safety and quality?* Birmingham, United Kingdom, April 11-14.

Cunningham F, **Ranmuthugala G**, **Plumb J**, Georgiou A, Westbrook J, **Braithwaite J**. (2010) *Social networks in health care: what does the literature say?* Social Network Analysis (SNA) Masterclass. Introduction to Social Network Analysis, Sax Institute, Sydney, Australia, August 30.

Dugdale P, **Greenfield D**, **Short A**, Taylor R. (2010) *Investigating chronic disease management tools used in Australia* Chronic Disease Management and the Future of the Australian Health System: 6th Annual National Disease Management Conference, Melbourne, Australia, August 18.

Greenfield D, Dugdale P, Abbott S, Hayhurst B, Lowen P, **Nugus P**, **Travaglia J**, **Braithwaite J**. (2010) *Interprofessional learning in primary health care to encourage active patient self-management of chronic disease project*, Chronic Disease Programs Section, Chronic Disease Branch, Department of Health and Ageing, Canberra, Australia, March 30.

Greenfield D, **Hinchcliff R**, **Moldovan M**, Westbrook J, **Braithwaite J**. (2010) *Strengthening organisational performance through accreditation research: the ACCREDIT project.* Research project seminar: Aged Care Standards and Accreditation Company, Parramatta, Australia, December 16.

Greenfield D, **Hinchcliff R**, **Moldovan M**, Westbrook J, **Braithwaite J**. (2010) *Strengthening organisational performance through accreditation research: the ACCREDIT project.* Research project seminar: Australian Council on Healthcare Standards, Sydney, Australia, November 29.

Greenfield D, **Moldovan M**, **Hinchcliff R**, Westbrook J, **Braithwaite J**. (2010) *Strengthening organisational performance through accreditation research: the ACCREDIT project.* Research project seminar: Australian General Practice Accreditation Limited, Brisbane, Australia, December 14.

Greenfield D, **Nugus P**, **Travaglia J**, **Braithwaite J**. (2010) *Collaboration for interprofessional learning and planning in changing healthcare contexts.* Centre for Health Stewardship 2010 Seminar Series, College of Medicine, Biology and the Environment, Australian National University, Canberra, Australia, June 15.

Greenfield D, **Nugus P**, **Travaglia J**, **Braithwaite J**. (2010) *Interprofessional learning and interprofessional practice: lessons from the field.* Australian Institute of Health Innovation: University of New South Wale, Sydney, Australia, March 2.

Greenfield D, **Nugus P**, **Travaglia J**, **Braithwaite J**. (2010) *Interprofessional practice initiatives across ACT Health.* ACT Health Interprofessional Collaborative Practice Research Closure, Canberra, Australia, December 9.

Greenfield D, **Pawsey M**, **Braithwaite J**. (2010) *Healthcare accreditation research literature.* Presentation to accreditation workshop: *Does accreditation work to improve quality and safety in health care?* Back to the Future: 8th Australasian Conference on Quality in Health Care Conference, Perth, Australia, September 6-8.

Greenfield D, **Pawsey M**, **Braithwaite J**. (2010) *Accreditation in the healthcare sector: research findings and current challenges.* Post-graduate seminar [Clinical Governance and Risk Management course], University of New South Wales, Faculty of Medicine, Sydney, Australia, September 16.

Hodgen A. (2010) *Mapping the chronic disease self-management network in the ACT.* ACT Health Group of Special Interest - Chronic and Complex Client Care for Community Nurses and Allied Health, Canberra, Australia, May 19.

Hogden A. (2010) *Management of Motor Neurone Disease.* Oral presentation to: ACT Health Community Health Continuing Care Practice Development Program, program-wide meeting, Canberra, Australia, July 7.

Hogden A, **Greenfield D**, **Nugus P**. (2010) *Patient decision-making in motor neurone disease.* The Future of Health Policy: New Directions and Approaches. Centre for Health Stewardship seminar series, Canberra, Australia, November 16.

Hogden A, **Greenfield D**, **Nugus P**. (2010) *Patient decision-making in motor neurone disease.* University of New South Wales, Faculty of Medicine Graduate Research School: Annual Progress Review, Sydney, Australia, December 7.

Hogden A, **Greenfield D**, **Nugus P**, **Short A**, Dugdale P. (2010) *Making knowledge visible: Mapping a chronic disease self-management healthcare network.* Presentation at: Chronic Disease Management and the Future of the Australian Health System: 6th Annual National Disease Management Conference, Melbourne, Australia, August 19-20.

Johnson J. (2010) *Translating research practice: working with clinical microsystems to improve performance.* Louis Stokes Veterans Health Administration, Cleveland, Ohio, United States of America, October 19.

Johnson JK, Barach PB. (2010) *Improving transitions of care.* Presentation at: Japan National Institute of Health, Nara, Japan, March 5.

Johnson JK, Barach PB. (2010) *The build environment.* Presentation at: Japan National Institute of Health, Tokyo, Japan, March 1.

Johnson JK, Barach PB. (2010) *Improving transitions of care.* Presentation at: Japan National Institute of Health, Tokyo, Japan, February 23.

Josephs B, Chapman N, Chong B, **Johnson J**. (2010) *Understanding hospital admission processes in respect to consideration of venous thromboembolism risk assessment,* HAA 2010 - The Combined Annual Scientific Meeting of HSANZ, ANZSBT AND ASTH, Auckland, New Zealand, October 20.

Lancaster J. (2010) *Results of PhD research entitled "The value of surveying for surveyors and the organisations in which they are regularly employed".* Seminar to staff at the Australian Council on Healthcare Standards, Sydney, Australia, June 22.

Lancaster J. (2010) *Beyond Accreditation: how organizations benefit from having accreditation surveyors on staff.* SPHCM Postgraduate Research Student Conference, UNSW, Sydney, Australia, October 22.

Milne J, **Braithwaite J**, **Greenfield D.** (2010) *What do doctors really think about working interprofessionally? Lessons to improve clinical practice.* Abstract & Presentation at: University of New South Wales, School of Public Health and Community Medicine, Postgraduate Research Conference, Sydney, Australia, October 22.

Milne J, **Braithwaite J**. (2010) *What happens to relationships when many of the doctors are trained elsewhere? Reflections on a many-faceted problem in inter-professional practice.* All Together Better Health 5 - International Interprofessional (Education, Practice and Research) Conference: Australasian Interprofessional Practice and Education Network (AIPPEN), Sydney, Australia, April 6-9.

Nugus P. (2010) *The organisational world of emergency clinicians.* Department of Sociology Seminar Series, The Australian National University, Canberra, Australia, July 26.

Nugus P, **Braithwaite J**. (2010) *Selling patients.* Australian Institute of Health Innovation: University of New South Wales, Sydney, Australia, March 16.

Nugus P, **Greenfield D**, **Travaglia J**, **Braithwaite J**. (2010) *The politics of patient transfer: A role for integrated care in guiding health systems.* Centre for Health Stewardship Seminar Series: Emerging Directions in Patient-focused Health Care, Canberra, Australia, September 21.

Nugus P, **Travaglia J**, **Greenfield D**. (2010) *Methods for gathering evidence of interprofessionalism as a foundation for improvement. Workshop at:* All Together Better Health 5 - International Interprofessional (Education, Practice and Research) Conference: Australasian Interprofessional Practice and Education Network (AIPPEN), Sydney, Australia, April 6-9.

Nugus P, **Travaglia J**, **Greenfield D**, **Braithwaite J**. (2010) *Methods of researching IPE, IPL and IPP* .All Together Better Health 5 - International Interprofessional (Education, Practice and Research) Conference: Australasian Interprofessional Practice and Education Network (AIPPEN), Sydney, Australia, April 6-9.

Nugus P, **Travaglia J**, **Greenfield D**, **Braithwaite J**. (2010) *Key research findings from the interprofessional learning and interprofessional practice project in the ACT.* ACT Health Interprofessional Collaborative Practice Research Closure, Canberra, Australia, December 9.

Pereira D, **Greenfield D**, **Braithwaite J** (2010) *Can Human Resource Management influence team characteristics for healthcare performance in rehabilitation teams?* Fourth International Doctoral Theses Conference, IBS Hyderabad, India, September 24-25.

Pereira D, **Greenfield D**, **Braithwaite J**. (2010) *Can people management influence team work to give better healthcare outcomes?* Faculty of Medicine Inaugural 3 Minute Thesis Competition, University of New South Wales (UNSW), Sydney, Australia, August 2.

Plumb J. (2010) *An ethnographic approach to patient safety in mental health care.* UNSW School of Public Health and Community Medicine 8th Annual postgraduate research conference, Sydney, Australia, October 22.

Short A. (2010) *Reflections on health, research and music: An individual perspective.* Anglican Retirement Village, Woolooware Shores, Sydney, Australia, September 24.

Travaglia J, Stone J, Dickinson C. (2010) *Incident data analysis as a measure of interprofessional practice.* Patient Safety and Quality Unit, ACT Health Interprofessional Collaborative Practice Research Closure, Canberra, Australia, December 9.

INVITED SPEAKERS, KEYNOTE ADDRESSES, PANEL DISCUSSIONS, PLENARY SESSIONS, SESSIONS CHAIRED. CONFERENCES CONVENED

Braithwaite J. (2010) *Chaired session: NH&MRC Patient Safety Program Grant PhD Presentations: An overview of PhDs associated with the Program Grant.* Australian Institute of Health Innovation, Sydney, Australia, December 7.

Braithwaite J. (2010) *Chair for the seminar: Challenges for the health workforce of 2020 by Professor Peter Brooks.* Australian Institute of Health Innovation Seminar Series, Sydney, Australia, November 23.

Braithwaite J. (2010) *System redesign in healthcare.* Keynote address at: The Australasian Conference on Error in Medical Imaging: Making Imaging Safer, Sydney, Australia, November 11-12.

Braithwaite J. (2010) *Chaired session: Improving the situation: the way forward. [Information communication technology for minimising errors in medical imaging by Dr Tatjana Zrimec; Human factors: the design of resilient and error tolerant systems, including a global aviation safety road map by Dr Matthew Thomas; and Practical approaches to improve communication and teamwork in Imaging Departments by Dr Stuart Marshall].* The Australasian Conference on Medical Imaging: Making Imaging Safer. Sydney, Australia, November 11-12.

Braithwaite J. (2010) *Chaired plenary session: A conversation about culture and recognition and response teams. Recognising and Responding to Clinical Deterioration: Solutions for Safe Care Conference 2010.* The Australian Commission on Quality and Safety in Health Care National Conference, Adelaide, Australia, November 8-9.

Braithwaite J. (2010) *Facilitator, panel discussion: 'Clash of the Titans.' How should quality and safety in healthcare be driven?* National Forum on Safety and Quality in Healthcare: Society, Regulators and Health Providers: A Clash of Expectations? Canberra, Australia, October 25-27.

Braithwaite J. (2010) *Safe care: enabling partnerships between clinicians and managers.* Keynote address at the Health Services Management Centre Seminar Series. University of Birmingham, Birmingham, United Kingdom, October 14.

Braithwaite J. (2010) *Chaired session: Debate: does accreditation make a difference?* ISQua 2010. Twenty-seventh International Safety and Quality Conference: Quality Outcomes: Achieving Patient Improvement, Paris, France, October 10-13.

Braithwaite J. (2010) *Co-chaired session with Wendy Nicklin: Accreditation symposium: international lessons learned to date; pathways to the future.* ISQua 2010. Twenty-seventh International Safety and Quality Conference: Quality Outcomes: Achieving Patient Improvement, Paris, France, October 10-13.

Braithwaite J. (2010) *Chaired session: 45 and up study: a resource for health services research by Professor Sally Redman.* Australian Institute of Health Innovation Seminar Series, Sydney, Australia, September 14.

Braithwaite J. (2010) *"A fireside chat" with Prof Jeffrey Braithwaite [A "Parkinson-style" interview with Prof Renee Almaberti, Prof Mary Chiarella and Dr Annette Pantle]*. Plenary session at: Back to the Future: 8th Australasian Conference on Safety and Quality in Health Care, Perth, Australia, September 6-8.

Braithwaite J. (2010) *Does accreditation work to improve quality and safety in health care?* Panelist at accreditation workshop at: Back to the Future: 8th Australasian Conference on Safety and Quality in Health Care, Perth, Australia, September 6-8

Braithwaite J. (2010) *Are you in a race to the starting line or the finishing post?* Keynote address at: Failure to Prepare is Preparing for Failure. Health Service Executive Forum, Melbourne, Australia, August 12.

Braithwaite J. (2010) *Facilitator, panel discussion: The next decade Centre for Health Informatics 10th Anniversary Symposium.* University of NSW, Sydney, Australia, June 15.

Braithwaite J. (2010) *Improving the quality in your practice - it's all about the culture.* Plenary presentation at: Quality around the World, Fifth International Conference in Health Care, May 20-22.

Publications and Presentations 2010

Braithwaite J. (2010) *Lessons in quality from around the world.* Keynote paper, Plenary session at: Quality around the World, Fifth International Conference in Health Care, May 20-22

Braithwaite J. (2010) *Chaired session: Enhancing primary health care systems to improve patients' health by Professor Doris Young.* Quality around the World, Fifth International Conference in Health Care, Melbourne, Australia, May 20-22.

Braithwaite J. (2010) *Facilitator, panel discussion: Is Medicare/Denticare the best funding model for Australian consumers?* Quality around the World, Fifth International Conference in Health Care, Melbourne, Australia, May 20-22.

Braithwaite J. (2010) *Leadership and Culture Change: Essential Elements*. Keynote address at: Rapid Response Systems and Medical Emergency Teams, Sixth Annual International Symposium, Pittsburgh, Pennsylvania, United States of America, May 10-11.

Braithwaite J. (2010) *Patient Safety: The BIG picture*. Keynote address at: Rapid Response Systems and Medical Emergency Teams, Sixth Annual International Symposium, Pittsburgh, Pennsylvania, United States of America, May 10-11.

Braithwaite J. (2010) *Keynote address: Clinical networks: a catalyst for health reform.* Network to Network Conference: The Inaugural Australasian Clinical Networks Conference Melbourne, Australia, March 18.

Braithwaite J. (2010) *Chair: Interpretive Communities by Professor Timothy Devinney and Dr Natalia Nikolov,* Australian Institute of Health Innovation Seminar Series, Sydney, Australia, February 25.

Braithwaite J. (2010) *Chair: Does improving quality save money? by Professor John Øvretveit.* Australian Institute of Health Innovation Seminar, Sydney, Australia, February 10.

Braithwaite J, Johansson A, Ovretveit J, Scott S. (2010) *Social Science in RRS's*. Invited Presentation: Rapid Response Systems and Medical Emergency Teams, Sixth Annual International Symposium, Pittsburgh, Pennsylvania, United States of America, May 10-11.

Braithwaite J, Leeder S, Viney R. (2010) *Primary care and prevention.* Panel discussion at the Financial Review National Health Conference 2010, Sydney, Australia, August 17.

Braithwaite J, **Travaglia J**. (2010) *Recent developments in human nature as applied to clinical settings.* Keynote address at: 4th International Workshop Behavioural Science Applied to Surgery, Amsterdam, The Netherlands, September 13-14.

Darzi A, Hughes C, **Braithwaite J**, Amalberti R, Jones D, Newell S. (2010) *Closing Session: Panel Discussion*. Back to the Future: 8th Australasian Conference on Safety and Quality in Health Care, Perth, Australia, September 6-8.

Greenfield D. (2010) *Chair: External Evaluation Systems: Track.* ISQua 2010: Twenty-seventh International Safety and Quality Conference: Quality Outcomes - Achieving Patient Improvement, Paris, France, October 13.

Greenfield D. (2010) *Chair: Round Table Forum: Session D*. All Together Better Health 5 - International Interprofessional (Education, Practice and Research) Conference: Australasian Interprofessional Practice and Education Network (AIPPEN), Sydney, Australia, April 6-9.

Nugus P, **Greenfield D**, **Travaglia J**, Westbrook J, **Braithwaite J**. (2010) *How and where clinicians exercise power: Interprofessional relations in health care.* Invited address at: Academic Unit of General Practice & Community Health Research Symposium, Canberra, Australia, August 17.

Morris A, **Braithwaite J**, Tideman A. (2010) *Plenary session - Panel debate: Clinical Networks 'endangered or evolving'?* Network to Network Conference: The Inaugural Australasian Clinical Networks Conference, Melbourne, Australia, March 19.

Nugus P, Forero R. (2010) *UNSW investigation into the relationships involved in patient flow and the impact of interventions to reduce access block and improve patient flow.* Invited presentation at: Optimising Patient Flow Summit 2010, International Quality & Productivity Centre, Sydney, Australia, October 20-21.

Nugus P, **Travaglia J**, **Greenfield D**, Dugdale P, **Braithwaite J**. (2010) *Benefits to patients of a collaborative approach.* Invited address at: 2010 Chronic Disease Management Symposium: Focusing on Quality Improvement & Health Systems Research, The Canberra Hospital and the Australian National University, Canberra, Australia, September 17.

Ovretveit J, **Braithwaite J**, Hillman K, Shearn D. (2010) *Implementing RRTs and METs — The Journeys of Two Hospitals: Liverpool Hospital, England and University of Pittsburgh Medical Center, Pittsburgh, Pennsylvania, USA*. Discussant at: Rapid Response Systems and Medical Emergency Teams, Sixth Annual International Symposium, Pittsburgh, Pennsylvania, United States of America, May 10-11.

Ovretveit J, Hillman K, **Braithwaite J.** (2010) *METs and Hospital Culture*. Invited Presentation at: Rapid Response Systems and Medical Emergency Teams, Sixth Annual International Symposium, Pittsburgh, Pennsylvania, United States of America, May 10-11.

Sclavos K, Dripps M, Dalley A, **Braithwaite J**. (2010) *Plenary Session - Panel debate. The Great Debate - Will integrated primary health care improve patient outcomes?* Quality around the World, Fifth International Conference in Health Care, Melbourne, Australia, May 20-22.

Short A. (2010) *The Scope of mind and altered consciousness.* Invited Keynote Panel Member: 36th National Conference of AMTA Inc; "With Music in Mind"; (Chaired by Dr Felicity Baker, University of Queensland), Melbourne, Australia, September 19.

Short A. (2010) *Pursuing sound public health: Initiatives to reduce stress and enhance communication.* Invited presentation: ACT Health Academic Unit of General Practice Seminar, The Canberra Hospital, Canberra, Australia, August 17.

Travaglia J. (2010) *The health of immigrant communities: a research perspective.* Invited speaker at: Faculty of Medicine, University of Modena, Modena, Italy, October 8.

Travaglia J. (2010) *Safe and effective use of medications: an Australian perspective on the importance of health literacies.* Invited Speaker at: National Medicines Symposium, National Prescribing Service, Melbourne, Australia, May 26-28.

Travaglia J. (2010) *The future of education in healthcare.* Invited Speaker at: Innovate and Educate Conference, Clinical Education and Training Queensland, Brisbane, Australia, March 11-12.

Travaglia J, **Braithwaite J**. (2010) *The other side of risk: vulnerability and patient safety.* Keynote address to: 4th International Workshop Behavioural Science Applied to Surgery, Amsterdam, The Netherlands, September 13-14.

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CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Statement of Financial Performance
for the Year Period Ending 31 December 2010

	2010	2009
	$	$
Income		
External Funds		
ARC	587,131.00	652,065.00
Department of Health & Ageing	753,441.18	580,838.00
Other	295,446.00	219,088.25
Goldstar	40,000.00	-
ILP/HDR payment	10,500.00	-
UNSW Contribution	618,349.49	200,000.00
Total Income	2,304,867.67	1,651,991.25
Expenses		
Payroll	1,522,872.32	777,207.53
Equipment	18,659.76	20,535.18
Infrastructure/Faculty Overheads	118,053.65	130,424.38
Contract Payments	405,369.54	219,939.50
Scholarship Stipends	60,879.40	49,348.74
Materials	79,456.25	128,810.52
Travel	157,324.17	96,599.21
Total Expenses	2,362,615.09	1,422,865.06
Operating result	- 57,747.42	229,126.19
Surplus(Deficit) Bfwd from Prior Year (ii)	524,352.15	295,225.96
Accumulated Funds Surplus(Deficit)	466,604.73	524,352.15
Excludes debtors (unpaid invoices)	$ 460,692.00	$ 410,454.50
ARC funds still to be received		

Notes to the Statement of Financial Performance

1 The Centre acknowledges the University's in-kind contributions in rental, heat, light & power and two academic positions, which also contribute to its teaching commitments.

2 In-kind contributions from various grants, including ARC Linkage programs, are not brought to account in this Statement.

3 The value of visiting staff, and various contributions from staff who support the Centre, are acknowledged but are also not brought into account in this Statement.

CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

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