THE UNIVERSITY OF
NEW SOUTH WALES

ClinGov

Annual Report 2009

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 2009 CONFERENCES & SEMINARS

Professor Jeffrey Braithwaite, Professor Alan Merry,
Professor Chris Baggoley, Professor Bill Runciman, Professor Enrico Coiera

Dr David Greenfield

Dr Peter Nugus

A/Professor Julie Johnson

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 exciting cross-disciplinary research with academic and industry collaborators. Researchers include staff members, visiting fellows, associates and partners. The Centre undertakes external 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

- Clinical Excellence Commission, New South Wales

- Australian Commission on Safety and Quality in Health Care

- Australian Council on Healthcare Standards

- 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

- Health Informatics Research and Evaluation Unit, University of Sydney

- Ramsay Health Care

- Australian Health Insurance Association

- Health Services Management Centre, 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*, *Quality and Safety in Health Care, International Journal for Quality in Health Care, Journal of Health Organisation and Management, Environment and Behaviour, International Journal of Health Care Quality Assurance* and *Organization 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.

JEFFREY BRAITHWAITE

"In 2009 we made a number of gains. We confirmed our credentials as a leading research group in health systems improvement. We have major work in train on topics such as patient safety, communities of practice, social-professional networks and inter-professional studies, publishing on these topic areas in leading journals. We consolidated research projects in these and related areas, particularly via Australian Research Council and National Health and Medical Research Council projects and programs, which are providing very interesting results."

The Centre's research profile in national and international contexts

While the Centre is a designated University research body, with its own Management Board and research agenda, we are also a key member of the Australian Institute of Health Innovation, which is the largest grouping of health services researchers in Australia and one of the leading groups internationally. Our growth in Centre and Institute performance in recent years has been considerable, as this report shows.

As in previous annual reports, we narrate in the sidebar exhibits some of the themes in our research findings this year. We analysed the way that clinicians do their work, and contrasted this with the top-down methods of policy-makers and people in positions of authority. Using naturally occurring clinical networks to good effect is highly desirable in professional settings and environments (Exhibit 1).

Exhibit 1: How to use naturally occurring networks of clinicians effectively

"We recommend harnessing the natural properties of the sociotechnical system that comprises health care, and guiding the existing practices which come naturally to clinicians, so that these can be developed and used to promote continuous quality improvement with effective self-regulation. Clinicians, like other professionals, work best when they are allowed to flourish in groupings of their own interests and preference, are empowered rather than directed, and nurtured and influenced by their peers rather than controlled by others."

[**Braithwaite J, Runciman WR and Merry A. (2009) Towards safer, better healthcare: harnessing the natural properties of complex sociotechnical systems,** *Quality and Safety in Health Care***, 18 (1): 37-41.**]

Health systems need effective leadership, and this is sometimes found to be lacking. In this paper we discussed the phenomenon of distributed leadership (Exhibit 2). Leadership in health care is not something which is provided from on high by someone in a position of maximum authority as it might be in some other industries. Nor should it be. It is best understood with regard to

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Exhibit 2: The complexities of leading in health care

"There are no shortcuts to mobilise capacity successfully for quality and safety research, or any kind of multi-partner, cross-disciplinary alliance. Distributed leadership that enacts reciprocity is necessary. Perseverance, commitment and continual negotiation are the hallmarks of such leadership. While demanding of the parties involved, the outcome ultimately is a significant contribution to constructing a safer health system."

[**Greenfield D, Braithwaite J, Pawsey MP, Johnston B and Robinson, M. (2009) Distributed leadership to mobilise capacity for accreditation research, *Journal of Health Organisation and Management*, 23 (2): 255-267.]**

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shared responsibility, as is shown in this paper.

Exhibit 3: A commentary on the Garling Inquiry

"The past two decades have seen a progressive centralisation of authority in the NSW health system, and disempowerment of both clinicians and the community. The restructuring that took place in 2005 — the final stroke of centralisation of power — is correctly identified by Garling as a failure. He says the system is sick. Sound diagnoses are made, and appropriate treatments, including some "radical surgery", are recommended."

[**Skinner CA, Braithwaite J, Frankum B, Kerridge RK and Goulston KJ on behalf of the Hospital Reform Group. (2009) Reforming New South Wales public hospitals: an assessment of the Garling inquiry, *Medical Journal of Australia*, 190 (2): 78-79.]**

For a long time now we have been investigating international inquiries into health care. The most recent is the Garling Inquiry, to which we made a submission and had a private consultation with Commissioner Garling. We have published commentaries on the Commission's report. The extract here (Exhibit 3) speaks to the tenor of Commissioner Garling's findings, and some concerns people have about the NSW health system.

Markets are not popular at the moment. Wall Street and the great financial crisis have given them a bad name. However, they are tried and tested mechanisms for delivering outcomes in all manner of systems and sectors. In this paper, led by our colleague Professor Enrico Coiera, we examined a new and what proved to be controversial idea. Can we establish a safety market, and use the power of that market to reduce adverse events? This intriguing concept was the subject of a very successful keynote address at the *International Society for Quality in Health Care's* annual conference in Dublin, Ireland in 2009.

Exhibit 4: How can we really tackle patient safety?

"A new model is proposed for enhancing patient safety using market-based control (MBC), inspired by successful approaches to environmental governance. Emissions trading, enshrined in the Kyoto protocol, set a carbon price and created a carbon market — is it possible to set a patient safety price and let the marketplace find ways of reducing clinically adverse events?"

[**Coiera E and Braithwaite J. (2009) Market-based control mechanisms for patient safety, *Quality and Safety in Health Care*, 18 (2): 99-103.]**

Exhibit 5: A sociological perspective on emergency settings

"The need to progress patients' journeys makes patient marketing an inherent part of emergency department work, and part of the craft of emergency medicine. Emergency interns often have difficulty persuading inpatient team doctors to become involved in the care of emergency department patients ... Our study shows that selling does occur, and that concepts about marketing and knowing the rules of 'the game' are integral to clinical work."
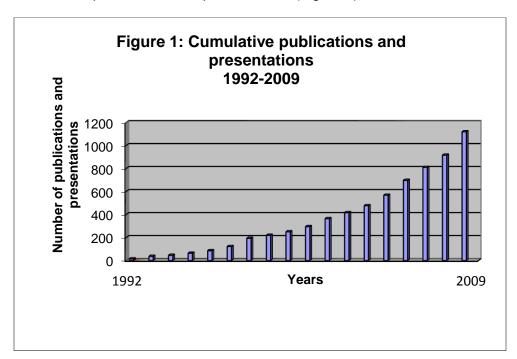
[**Nugus P, Bridges J and Braithwaite J. (2009) Selling patients,** *British Medical Journal*, **339:b5201.**]

Each year the *British Medical Journal* takes a light-hearted yet scholarly and always stimulating look at interesting issues in its famous Christmas and New Year edition. Our paper *Selling patients*, drawn from the award-winning PhD of Dr Peter Nugus, was selected for inclusion by the *BMJ's* editors at Christmas 2009. The paper considers how emergency clinicians package patients for the next stage in their journey when they are contemplating their admission into an inpatient unit, following the famous parody *House of God.* Exhibit 5 provides an extract.
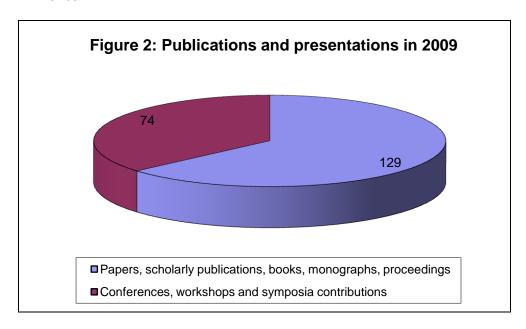
Facts and figures: historical and current activities
We continue to publish in the leading journals in our field, and to present at national and international conferences regularly. There were 203 scholarly outputs by Centre staff this year – double that of last year – and we have contributed over an eighteen year period, some 1,119 publications and presentations (Figure 1).

Figure 1: Cumulative publications and presentations 1992-2009

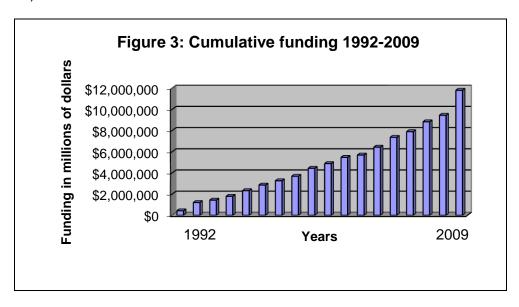The breakdown of this research is provided in Figure 2. Amongst the papers, we contributed to *International Journal for Quality in Health Care, Journal of the American Medical Informatics Association, Quality & Safety in Health Care, Journal of Health Organisation and Management* and the *British Medical Journal.* We presented keynote addresses and research papers to conferences including Dublin, Ireland; Singapore,

Republic of Singapore; Aarhus, Denmark; London, England; and Florida, United States of America.

Figure 2: Publications and presentations in 2009

Legend:
- Papers, scholarly publications, books, monographs, proceedings
- Conferences, workshops and symposia contributions

Funding success exceeded previous years by a large margin. Cumulative Centre funding, excluding in-kind and other non-cash contributions, exceeded $11.8 million in 2009 (Figure 3).

Figure 3: Cumulative funding 1992-2009

Discussion

This was another successful and satisfying year in the life of the Centre. We produced many interesting research results. We received the largest influx of funds in our history, and increased greatly our research outputs. Against our identified aims and strategies [to increase income, projects, publications and presentations by up to 10% in any one year],

we exceeded performance markedly. Research income was up more than 400%, and projects under management doubled, as did publications and presentations.

Conclusion
We have had another successful year. It was our most productive on record. As in the past I thank our staff, visiting scholars, associates, collaborators and partners for their efforts.

Jeffrey Braithwaite, PhD
Professor and Director
15 April 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 Jeffrey Braithwaite
Director
Centre for Clinical Governance
Research in Health

Professor Deborah Black
Associate Dean
University of Sydney

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

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: 30th April; 20th August; and 3rd December 2009. 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. Staff of the Centre record appreciation to Professor Denis Wakefield, Mr Alan Hodgkinson, Professor Deborah Black and Professor Timothy Devinney for their expertise and ongoing support of the Centre's endeavours. Professor George Rubin has agreed to join the Board in 2010.

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

ADMINISTRATIVE STAFF

Ms Margaret Jackson

Ms Kate Tynan BSc, MPH *UNSW*

RESEARCHERS

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

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

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

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

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

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

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*

VISITING PROFESSORS AND FELLOWS

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

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

Dr Kenshi Hayashida, PhD, RN

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

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

Dr Ross Kerridge MB BS, FRCA, FANZCA

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

Dr Marjorie Pawsey MBBS, DPH, FAAQHC

Ms Maureen Robinson Dip Phty, MHA, FAAQHC

Professor William Runciman BSc (Med), MBBCh, FANZCA, FJFICM, FHKCA, FRCA, PhD

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

Professor Les White MBBS *Syd,* FRACP, MRACMA, MHA *UNSW,* AFACHSE

FULL TIME SCHOLARSHIP CANDIDATES

Ms Robyn Clay-Williams, BEng *RMIT*

Ms Judie Lancaster BA, LLB (Hons), MBioeth, Diploma of Nursing, Grad Cert HEd, Grad Dip Legal Practice

Ms Jacqueline Milne BHA, M.Com, Grad Cert HED *UNSW*, Grad Dip Lang Teach (TESOL) *UTS*, RN, AFCHSE

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

Ms Mahalakshmi Ekambareshwar BSc, Grad Dip HSM, MHS (Hons) *UTS*

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

Ms Evelyn Harrison-Varga

Ms Lena Low Grad Dip Mgmt, MBA

Ms Sally Nathan BSc, MPH *UNSW*

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

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

Dr Desmond Yen MBA, DBA, FAICD

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 800 professional publications and presentations in his field of expertise, is the recipient of research grants in excess of $34 million, holds multiple Australian Research Council, National Health and Medical Research Council 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 at the University of New South Wales in Sydney, Australia. Most recently, 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.

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 is also actively involved in many of the research projects assisting with literature searches and data entry of surveys.

With the establishment of 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 and the Simpson Centre, Sue's role now includes key responsibilities as the Administrative Manager for the Institute.
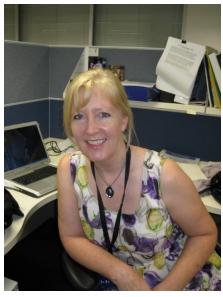
Profiles - Staff Executive

MARGARET JACKSON

Margaret is a part time research and administrative assistant, undertaking literature searches and performing general support duties. For more than 20 years, Margaret has 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.

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. In September 2008 Kate joined the Centre part time to support the five Chief Investigators on the $8.4 million National Health & Medical Research Council Patient Safety Program Grant. The successful consortium comprises the Universities of NSW, Sydney and South Australia.

Profiles - Researchers

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.

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. 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. David's research focus is the development and enactment of practice and how organisations shape and mediate learning and knowledge management. His research interests include communities of practice, innovation and change in health services, organisational culture and climate, learning and knowledge management and health service accreditation.

David is currently working on an ARC project on interprofessional learning and interprofessional practice situated in the ACT Health. David holds Bachelor's degrees in Science, Arts and Social Work from the University of Queensland, a Graduate Certificate in Information Technology from University of Technology Sydney, and a PhD from the University of NSW.

ANNE HOGDEN

Anne Hogden joined the centre in August 2009 as a research officer. She is based in the ACT as part of the Department of Health and Ageing (DoHA) Chronic Disease Evaluation project to undertake evaluation of interprofessional and related aspects of the implementation of a strategy to improve self management for people with chronic diseases in the community sector. Anne has been working to put together a map of the chronic disease service network within the ACT.

Anne has a clinical background in rehabilitation Speech Pathology, with an interest in the loss of communication skills associated with conditions such as motor neuron disease. Anne will begin a PhD in 2010, looking at the role that communication plays in self management, observing the changes that occur when patients struggle to communicate effectively with their health care teams.

Profiles - Researchers

PETER NUGUS

Peter Nugus is a Research Fellow on the ARC Action Research Interprofessional Learning (IPL) Research Project. Peter is based in Canberra with the industry linkage partner for the project, ACT Health. Peter has a background in Political Science (MAHons), Adult Education (MEd) and Sociology (PhD). Peter's research interests are qualitative methodology, interprofessional learning, integrated care and the organisational work of emergency department and acute care clinicians. 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, with IPL colleagues, on $1.9 million dollars of competitive industry funding to advance interprofessional learning in chronic disease management. 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, including 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. 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 50 publications (16 peer reviewed articles), reviews for six journals (including Medical Education), and is a foundational member of the mid-career women in research group (UNSW).

JO TRAVAGLIA

Jo Travaglia is a sociologist with a particular interest in the health and safety of vulnerable groups, both patients and staff. Jo has over 25 years experience in interdisciplinary academic and professional work including five years within the Centre. During her time at the Centre she has worked on the design, management, implementation, and publication of results from research projects on topics relating to 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, disaster theory and interprofessional learning and practice.

As well as undertaking system wide research into interprofessional collaboration across the domains of health services, higher education and professional bodies, Jo is currently a Chief Investigator on projects addressing the role of interprofessionalism in

improving self management for people with chronic diseases and the development of a model of clinical governance for the primary care sector. Her expertise and interest lie in the fields of: the creation and construction of patient safety knowledge and practice; the risks faced by vulnerable groups within the health system; the impact of ethnicity, disability, socio-economic background and gender on the quality and safety of care; and the application of critical theory to the study of health care systems and services.

Profiles - Visiting Professors and Fellows

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.

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.

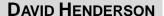# Profiles - Visiting Professors and Fellows

KENSHI HAYASHIDA

Kenshi Hayashida is a senior lecturer in the Department of Healthcare Economics and Quality Management, School of Public Health, Kyoto University 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).

Profiles - Visiting Professors and Fellows

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. He will present papers on these research topics at the Organisational Behaviour in Health Care Conference in Birmingham, 2010.

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 Executives (ACHSE), a Fellow of the Australian Institute of Company Directors and a Fellow of the Australian Institute of Management. He holds an appointment as Visiting Fellow, Centre for Clinical Governance Research, at the Faculty of Medicine, University of New South Wales, and 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 is the current Chair of the Council for the International Accreditation Program provided by the International Society for Quality in Health Care (ISQua).

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.

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 contributing to the conceptualisation of the findings from the Australian Research Council Linkage project (2005-7) that examined the relationship between accreditation and organisational and clinical performance. Marjorie also uses her experience in standards and accreditation at the Australian Council on Healthcare Standards (1994-2007) to contribute to the patient safety program grant research. Three papers from the accreditation research have been published or accepted during 2009 and one other has been submitted. Marjorie has also contributed to four peer reviewed abstracts, three conference presentations and two conference papers.
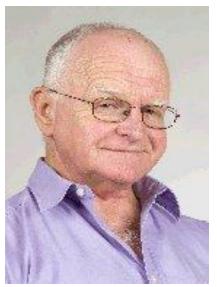
Profiles - Visiting Professors and Fellows

MAUREEN ROBINSON

Maureen Robinson is a Director of Communio. Communio's 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 including establishing the quality in health care practice in Communio, developing the priorities for quality and safety in the New Zealand health and disability sector, developing and introducing a national incident management policy, process and system in the NZ 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 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 200 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.

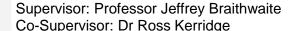# Profiles - Visiting Professors and Fellows

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 120 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 concurrently the Executive Director of the Sydney Children's Hospital, the John Beveridge Professor of Paediatrics at the University of New South Wales, and a Visiting Research Professor in the Centre. 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

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 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.

JUDIE LANCASTER

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

PhD: *Beyond Accreditation: the beneficial aspects of surveyor expertise*

This qualitative research is a part of the Australian Research Council Linkage Project between the Centre for Clinical Governance Research in Health and Industry Partners. The aim of the study is to create an improved understanding a previously unexplored aspect of the accreditation process. The project comprises three qualitative case studies that investigate the utility of surveying experience for organisations with professional staff who undertake accreditation surveying as a secondary professional activity. It explores the extent to which surveying creates learning assets for surveyors and the organisations in which they are employed.

The subject participants are three senior executives from different public area health services and their respective networks each totaling 20 colleagues; the total number of participants is 63. Data were collected through audio-taped interviews with the subject participants and colleagues (network participants) with whom they collaborate on a daily

Profiles - Full Time Scholarship Candidates

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

JACQUELINE MILNE

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

PhD: *International medical graduates and their inter-professional learning orientation: pitfalls and barriers to enabling inter-professional practice and quality and safety in the delivery of health care*

Jacqueline Milne joined the Centre in May 2007 as a part-time research associate and in 2008, commenced a PhD. Her research is in the area of interprofessional learning and interprofessional practice, with a specific focus on International Medical Graduates. Jacqueline has a background in health, education and commerce.

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 Australian College of Health Service Executives and holds an appointment with the New South Wales Health Professionals Registrations Boards 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.

Profiles - Full Time Scholarship Candidates

His academic qualifications include an honours degree in biology and a master of business administration (MBA) specializing 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 was presented at the 2009 SHAPE Symposium and at the School of Public Health and Community Medicine's 2009 Postgraduate Research Student Conference.

Besides health care management research, David has a great passion for teaching and mentoring students at the tertiary level. David is currently a peer writing assistant with The Learning Centre at UNSW and a tutor with UNSW's Student Equity and Disabilities Unit.

JENNIFER PLUMB

Supervisor: Professor Jeffrey Braithwaite

PhD: *How do mental health professionals talk and learn about patient safety, and what implications does this have for reducing health care associated harm?*

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.

Jennifer's research will focus on how mental health professionals conceptualise, talk and learn about patient safety, and the implications of this for future attempts to reduce health care associated harm. She will ethnographically examine whether the theory of situated learning as specified in the communities of practice literature applies in the context of mental health services and, if so, whether the fostering of such learning mechanisms could help improve safety performance.

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

DEBORAH DEBONO

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

PhD: *Workarounds and electronic medication systems: enhancing or comprising patient safety?*

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.

MAHALAKSHMI EKAMBARESHWAR

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

PhD: *Educational process with IIMS*

Lakshmi has a Bachelor of Science degree and a Graduate Diploma in Health Services Management prior to completing her research degree in Master of Health Services (Honours) in 2009. Lakshmi's experience in the health sector for over 16 years laid the foundation for her research. In her research, Lakshmi evaluated IIMS training programs and explored health professionals' perceptions of web-based IIMS training at a metropolitan Area Health Service in New South Wales.

For incident reporting systems to be effective, it is crucial that it is utilised by a broader cross-section of health professionals and in particular, by medical health professionals. It will be imperative to increase the computer self-efficacy of health professionals, for the success of web-based training programs. Lakshmi is the Cancer Services Development Manager at Northern Sydney Central Coast Area Health Service and her research interests are in the areas of quality and safety in health care and health policy development and implementation.

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 will specifically examine the dynamics of the interaction between health professionals and consumer representatives in health care decision-making forums in a sample of health services participation in the larger study.

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

JO TRAVAGLIA

Supervisor: Professor Jeffrey Braithwaite

PhD: *Locating vulnerability in the field of patient safety*

Jo Travaglia's thesis examines the problem of patient safety from a critical, sociological perspective. Four questions drive the thesis: what is meant by patient safety and how did it develop into a major focus for health services at the end of the 20th Century? How can patient safety be examined from a social as well as technical perspective? What are the differences and similarities in the narratives about patient safety emerging from clinicians, health services, patients and the media? What do these narratives tell us about professionals' understanding of key concepts such as error, safety, risk and vulnerability? Jo submitted her thesis in 2009 and was awarded her thesis in the same year.

Profiles - Part Time Research Candidates

Empirically, Jo analysed, via data mining techniques, a sample of externally documented key international and national inquiries into adverse events and medical errors, and conducted 30 focus groups comprising 195 individuals, where health professionals, managers, policy-makers and academics were asked about their views on patient safety.

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.

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 teamwork in public health - an evaluation of attitude and behavioural changes resulting from a Crew Resource Management (CRM) Intervention	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	Workarounds and electronic medication systems: enhancing or comprising patient safety?	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
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 beneficial aspects of surveyor expertise	Jeffrey Braithwaite David Greenfield
Lena Low	PhD	Accreditation surveyors organisational change agents	Jeffrey Braithwaite
Jacqueline Milne	PhD	International medical graduates and their inter-professional learning orientation: pitfalls and barriers to enabling inter-professional practice and quality and safety in the delivery of health care	Jeffrey Braithwaite David Greenfield
Sally Nathan	PhD	Consumers as participants	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

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
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
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
Rebecca Vanderheide	PhD	Self-efficacy in the ACT health care system	Ruth Foxwell Jeffrey Braithwaite
Eilean Watson	PhD	Curriculum mapping in medicine - how it is used?	Jeffrey Braithwaite Patrick McNeil Lesley Land
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
Kai Zhang	PhD	Clinical performance indicators for continuous clinical quality improvement: clinical pathway-based CPI benchmarking	Jeffrey Braithwaite Marjorie Pawsey

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. (2009). 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,* (in press).

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, p.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); Affinity Health, 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 and ongoing

Although there have been several decades of accreditation development both in Australia and internationally, the relationship between accreditation and clinical and organisational performance remains largely unexamined. The research project consists of four separate studies to examine the association between accreditation and performance, as well as exploring the reliability and validity of the accreditation process. The research is examining the overall question, "What are the relationships between accreditation and clinical and organisational performance?"

Selected Publications:

Braithwaite J, Westbrook J, **Pawsey M**, **Greenfield D**, Naylor J, **Iedema R**, Runciman B, Redman S, **Jorm C**, Robinson M, **Nathan S**, Gibberd R. (2006). A prospective, multi-method, multi-disciplinary, multi-level, collaborative, social-organisational design for researching health sector accreditation [LP0560727]. *BMC Health Services Research*, 6 (113), doi:10.1186/1472-6962-6-113.

Greenfield D, Braithwaite J, Pawsey M. (2008). Health care accreditation surveyor style typology, *International Journal of Health Care Quality Assurance,* 21 (5), pp. 435-443.

Greenfield D, Braithwaite J. (2008). Health sector accreditation research: a systematic review. *International Journal for Quality in Health Care,* 20 (3), pp. 172-183.

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 and **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.

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

The project partners are conducting a collaborative action research project using interprofessional learning (IPL) as the basis for improving interprofessional practice (IPP). The research is attempting 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.

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.

Braithwaite J, Travaglia JF. (2008). An overview of clinical governance policies, practices and initiatives, *Australian Health Review,* 32 (1), pp. 10-22.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (2010) Auditing an organisation's interprofessional learning and interprofessional practice: the interprofessional praxis audit framework (IPAF). *Journal of Interprofessional Care,* (in press).

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 Geetha Ranmuthugala Senior Research Fellow: Dr Frances Cunningham PhD Candidate: Jennifer Plumb
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); Ms Sue Thomas (Acting Corporate Manager, Australian College of Health Service Executives); Mr Luc Betbeder-Matibet (Manager, Information Technology for the Faculty of Medicine at UNSW); Dr Nerida Creswick (Post-doctoral Fellow in Health Informatics at the University of Sydney); Dr Joanne Callen (Senior Researcher, Health Research and Evaluation Unit, University of Sydney) and Dr Andrew Georgiou (Senior Research Fellow, Health Research and Evaluation Unit, University of Sydney).

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 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. We aim to develop such a research approach, method and instruments and test them extensively in the laboratory, with computer models, and in the field. It is of national and international significance and importance to accomplish this. The research is at the heart of how groups of professionals such as doctors, nurses and allied health staff collaborate effectively, and how much better they could do so.

Selected Publications:

Braithwaite J, Westbrook Jl, **Ranmuthugala G, Cunningham F, Plumb J, Wiley J**, et al. (2009). The development, design, testing, refinement, simulation and application of an evaluation framework for communities of practice and social-professional networks. *BMC Health Services Research,* 9, pp:162 [http:www.biomedcentral.com/1472-6963/9/162].

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

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 (pending), peer-reviewed publication (pending).

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.

AN EVALUATION OF THE SAFETY ALERT BROADCAST SYSTEM (SABS)

Funding Source: NSW Health

Investigators: Julie Johnson, Jeffrey Braithwaite

Duration: May 2009 – September 2009

In this project the CCGR designed and conducted a program evaluation of the New South Wales (NSW) Safety Alert Broadcast System (SABS). The SABS is a systematic approach to the distribution and management of patient safety information to NSW health services, via a series of notifications prioritized as safety alerts (red), safety notices (amber), and safety information (green).

Research staff of the CCGR conducted key informant interviews with senior leaders in the NSW Health system, the Directors of Clinical Governance from the state's Area Health Services, and experts in patient safety. Interviewees identified several key areas where the current SABS system could be enhanced with the goal of improving effectiveness of the alert system. We formulated these into a series of recommendations to NSW Health.

Outputs: Report to NSW Health

Selected Publications:

Johnson J, Braithwaite J. *A Program Evaluation of the NSW Safety Alert Broadcast System.* Sydney, NSW: Centre for Clinical Governance Research, UNSW for NSW Health, 2009.

Collaborations

Over the last four 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 Innovation, 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
- 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 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 Executives, 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 2009

PEER REVIEWED JOURNAL ARTICLES

Arora VM, Schaninger C, D'Arcy M, **Johnson JK**, et al. (2009) Improving inpatients' identification of their doctors: use of FACE Cards. *Joint Commission Journal on Quality and Patient Safety,* 35(12):613-619.

Barach P, **Johnson JK**. (2009) Reducing Variation in adverse events during the academic year. *British Medical Journal,* (339):b3949.

Braithwaite J. (2009) A rejoinder by Jeffrey Braithwaite: Darwinian evolution and the social sciences. *Journal of Health Organisation and Management,* 23(2):525-529.

Braithwaite J, Westbrook J. (2009) What makes the health system tick? *International Journal for Quality in Health Care* (in press).

Braithwaite J, Runciman WB, Merry AF. (2009) Towards safer, better healthcare: harnessing the natural properties of complex sociotechnical systems. *Quality and Safety in Health Care,* 18(1):37-41.

Braithwaite J, Westbrook J, **Ranmuthugala G**, **Cunningham F, Plumb J, Wiley J**, et al. (2009) The development, design, testing, refinement, simulation and application of an evaluation framework for communities of practice and social-professional networks. *BMC Health Services Research,* 9:162.

Braithwaite J, Greenfield D, Westbrook J, et al. (2009) Health service accreditation as a predictor of clinical and organizational performance: a blinded, random, stratified study. *Quality and Safety in Health Care* (in press).

Braithwaite J, **Westbrook M**, **Travaglia J**, Hughes C. (2009) Cultural and associated enablers of, and barriers to, adverse incident reporting. *Quality and Safety in Health Care* (in press).

Braithwaite J, **Westbrook MT**. (2009) 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,* (in press).

Bridges J, **Nugus P**. (2009) Dignity and significance in urgent care: An organisational perspective. *Journal of Research in Nursing* (in press).

Callen J, **Braithwaite J,** Westbrook J. (2009) The importance of medical and nursing sub-cultures in the implementation of clinical information systems. *Methods of Information in Medicine,* 48(2):196-202.

Chapman N, Brighton T, Harris M, **Braithwaite J**, et al. (2009) Venous thromboembolism – management in general practice. *Australian Family Physician,* 38(1/2):36-40.

Clay-Williams R, Braithwaite J. (2009) Determination of health care teamwork training competencies: a Delphi study. *International Journal for Quality in Health Care,* 21:433-440.

Coiera E, **Braithwaite J**. (2009) Market-based control mechanisms for patient safety. *Quality and Safety in Health Care,* 18(2):99-103.

Coiera E, **Braithwaite J**. (2009) Market-based control mechanisms for patient safety: response to commentaries. *Quality and Safety in Health Care,* 18(2):90-91.

Creswick N, Westbrook JI, **Braithwaite J**. (2009) Understanding communication networks in the Emergency Department. *BMC Health Services Research*, 9:247.

Farnan JM, Paro JAM, Rodriguez RM, Reddy ST, Horwitz L, **Johnson JK** et al. (2009) Hand-off education and evaluation: piloting the observed simulated hand-off experience (OSHE). *Journal of General Internal Medicine,*19 November.

Farnan JM, **Johnson JK,** Meltzer D, Humphrey H, Arora V. (2009) Strategies for effective on-call supervision for internal medicine residents: the superb/safety model. *Journal of Graduate Medical Education* (in press).

Georgiou A, Ampt A, Creswick N, Westbrook JI, **Braithwaite J**. (2009) Computerized order entry – what are health professionals concerned about? A qualitative study in an Australian hospital. *International Journal of Medical Informatics,* 78(1):60-70.

Greenfield D, Braithwaite J. (2009) Developing the evidence base for accreditation of healthcare organisations: a call for transparency and innovation. *Quality and Safety in Health Care,* 18(3):162-163.

Greenfield D, Braithwaite J, Pawsey M, Johnston B, Robinson M. (2009) Distributed leadership to mobilise capacity for accreditation research. *Journal of Health Organisation and Management,* 23(2):255-267.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (2009) Auditing an organisation's interprofessional learning and interprofessional practice: the interprofessional praxis audit framework (IPAF). *Journal of Interprofessional Care* (in press).

Greenfield D, Pawsey M, Naylor J, **Braithwaite J**. (2009) Are healthcare accreditation surveys reliable? *International Journal of Health Care Quality Assurance,* 22(2):105-116.

Hughes C, **Travaglia J, Braithwaite J**. (2009) Bad stars or guiding lights? Learning from disasters to improve patient safety. *Quality and Safety in Health Care* (in press).

Hyde P, **Braithwaite J**, Fitzgerald A. (2009) JHOM Special Issue: Culture and climate in health care organisations. *Journal of Health Organisation and Management* (in press).

Johnson JK, Arora VM. (2009) Improving clinical handovers: creating local solutions for a global problem. *Quality and Safety in Health Care,* 18(4):244-245.

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Lloyd J, Wise M, Weeramanthri T, **Nugus P**. (2009). The influence of professional values on the implementation of Aboriginal health policy. *Journal of Health Services Research & Policy*, 14(1):6-12.

Nugus P. (2009) Rhetorical strategies of political parties organised movements: Deliberative democracy and the Australian monarchy-republican debate. *Journal of Sociology,* 45(34):307-328.

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Nugus P, Bridges J, **Braithwaite J**. (2009) Selling patients. *British Medical Journal* (in press).

Nugus P, Travaglia J, Greenfield D, Braithwaite J. (2009) The politics of action research: Managerialism and bureaucracy in an interprofessional learning project across a health service. *International Journal of Qualitative Methodology* (in press).

Short A, Gibb H, Holmes C. (2009) Integrating words, images and text in BMGIM: Finding connections through semiotic intertextuality. *Nordic Journal of Music Therapy* (in press).

Short A, Jackson W, **Nugus P**. (2009) Expanding clinical research capacity through a community of practice (CoPER). *Nurse Education in Practice* (in press).

Skinner C, **Braithwaite J**, Frankum B, Kerridge RK, Goulston KJ. (2009) Reforming NSW public hospitals: an assessment of the Garling inquiry. *Medical Journal of Australia,* 190(2):78-79.

Travaglia J, Braithwaite J. (2009) Analysing the 'field' of patient safety employing Bourdieusian technologies. *Journal of Health Organisation and Management* (in press).

Travaglia JF, Westbrook MT, Braithwaite J. (2009) Implementation of a patient safety incident management system as viewed by doctors, nurses and allied health professionals. *Health a multidisciplinary journal,* 13(3):277-296.

Vinci L, Oyler J, **Johnson J**, Arora V. (2009) Empowering internal medicine residents to improve quality in their continuity clinics. *Academic Internal Medicine Insight,* 7(1):6-7.

Westbrook J, **Braithwaite J,** Gibson K, et al. (2009) Use of information and communication technologies to support effective work practice innovation in the health sector: a multi-site study. *BMC Health Services Research* (in press).

Publications and Presentations 2009

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Braithwaite J, Greenfield D, Westbrook MT. (2009) Converging and diverging concepts in culture and climate research: cultate or climure? In: Braithwaite J, Hyde P, Pope C, eds. *Culture and Climate in Health Care Organizations* Palgrave Macmillan. Basingstoke, London, England; (in press).

Braithwaite J, Hyde P, Pope C. (2009) *Culture and Climate in Health Care Organizations* Palgrave Macmillan, Basingstoke, London, England; (in press).

Callen J, **Braithwaite J**, Westbrook JI. (2009) Team climate and clinical information systems. In: Braithwaite J, Hyde P, Pope C, eds. *Culture and Climate in Health Care Organizations* Palgrave Macmillan. Basingstoke, London, England; (in press).

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Hillman K, **Braithwaite J**, Chen J. (2009) Health care systems and their lack of integration. In: DeVita M, Bellomo R, Hillman K, eds. *Rapid Response Systems: Concept and Implementation* Springer-Verlag. New York and Heidelberg; (in press).

Hillman K, Chen J, **Braithwaite J**, Coiera E. (2009) Moving from safe ICUs to safe systems of care. In: Chich J-D, Moreno R, Putensen C, Rhodes A, eds. *Patient safety and quality of care in intensive care medicine* Medizinisch Wissenschaftlich Verlagsgesellschaft on behalf of the European Society of Intensive Care Medicine. Vienna; pp 57-63.

Hyde P, Pope CJ, **Braithwaite J**. (2009) Conclusion: culture and climate in health care organizations: evidentiary, conceptual and practical progress. In: Braithwaite J, Hyde P, Pope C, eds. *Culture and Climate in Health Care Organizations* Palgrave Macmillan. Basingstoke, London, England; (in press).

P.Nugus (2009) *Monarchist & Republican Discourses in Australia: Idealism & Rhetoric*. Saarbrücken. Germany: VDM Verlag.

Pope CJ, **Braithwaite J**, Hyde P. (2009) Introduction: why focus on culture and climate? In: Braithwaite J, Hyde P, Pope C, eds. *Culture and Climate in Health Care Organizations* Palgrave Macmillan. Basingstoke, London, England; (in press).

Publications and Presentations 2009

Braithwaite J. (2009) *The thin social space of organisations and its importance to the redesign of health care systems.* Poster at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Braithwaite J, Travaglia J, Greenfield D, et al. (2009) *The building blocks of organisational culture: network structure, collaborative learning and communities of practice.* Poster at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Clay-Williams R, Kerridge R, McIntosh C, **Braithwaite J**. (2009) *Multidisciplinary crew resource management (CRM) in healthcare: is combined classroom and simulation-based training additive or synergistic?* Abstract at: The Ninth Annual International Meeting on Simulation in Healthcare, Lake Buena Vista, Florida, United States of America, January 9.

Clay-Williams R, McIntosh C, **Kerridge R, Braithwaite J**. (2009) *Multidisciplinary Crew Resource Management (CRM) in Health Care: Is Combined Classroom and Simulation-based Training Additive or Synergistic?* Poster at: SimTecT Health09; Australian Society for Simulation in Health Care (ASSH), Melbourne, September 7-11.

Georgiou A, Westbrook J, **Braithwaite J**. (2009) *The impact of electronic ordering on information exchange across the hospital ward/pathology interface: trustworthy information and its contribution to patient safety.* In Conference Proceedings of the International Medical Informatics Association Working Group 4 (Security in Health Information Systems) Workshop, The Collaborative Meetings on Health Informatics in Hiroshima, Japan, November 21.

Greenfield D, Hayhurst B, Dugdale P, **Nugus P**, **Travaglia J**, et al. (2009) *Interprofessional collaboration and learning to reshape health care relationships and improve future health outcomes.* Abstract at: Australian General Practice Network Forum: Claiming the Space, Shaping the Future, Sydney, Australia, November 4-7.

Greenfield D, Hayhurst B, Abbot S, Stone J, Dugdale P. (2009) *Interprofessional collaboration to reshape health care relationships for people living with chronic conditions.* Abstract at: Connect Learn Activate: Inspiring Health Promotion, Townsville, Australia, August 23-25.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (2009) *Professional development through an action research project stimulating an interprofessional culture to enhance quality and safety.* Abstract at: ISQua 2009 Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Greenfield D, Nugus P, Travaglia J, Stone J, **Braithwaite J**. (2009) *Reform: compliance or engagement?* Abstract at: Health Services Research - Reforming, Responding, Rewarding: 6th Bi-annual Conference Health Services Research Association of Australia and New Zealand (HSRAANZ), Brisbane, Australia, November 25-27.

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Greenfield D, Pawsey M, Braithwaite J. (2009) *Are accredited organisations different from those not accredited.* Abstract at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

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Greenfield D, Pawsey M, Naylor J, **Braithwaite, J**. (2009) *Improving the reliability of an accreditation program: using research to educate and to align practice.* Poster at: Advances in Public Health and Health Services Research Symposium, Faculty of Medicine: University of New South Wales, Sydney, Australia, 1 May.

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Johnson JK, Woods DM, Stevens DP, et al. (2009) *Capturing the stories & experiences of teams caring for people with chronic illness.* Poster at: Academy Health Annual Research Meeting, Chicago, Illinois, United States of America, June 28.

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Lawlis T, Foxwell R, Anson A, **Greenfield D**, Barnard A. (2009) *Interprofessional learning: tensions between the sacred and the profane.* Presentation at: Bridging Professional Islands. ANZAME: The Association for Health Professional Education, Launceston, Tasmania, June 30 - July 3.

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Naylor J, **Greenfield D, Corbett A**. (2009) *High-level evidence versus reality: Physiotherapy service delivery for knee and hip replacement.* Abstract at: Australian Physiotherapist Association Conference, Sydney, Australia, October 1-5.

Nugus P, Braithwaite J. (2009) *How do clinicians actually deliver care to patients within the constraints of organisational demands? Local enactments of quality in Emergency Departments?* Poster at: Advances in Public Health and Health Services Research Symposium, University of New South Wales, Sydney, Australia, May 1.

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Nugus P, Greenfield D, Travaglia J, Dillon B, **Braithwaite J**. (2009) *Reconciling the managerial gaze with clinical practice: Interprofessional perspectives on organisational change in a mental health service.* Abstract at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Greenfield D, Travaglia J, Stone J, **Braithwaite J**. (2009) *Interprofessional reform through action research.* Abstract & Poster at: Health Services Research – Reforming, Responding, Rewarding: 6th Bi-annual Conference, Health Services Research Association of Australia and New Zealand (HSRAANZ), Brisbane, Australia, November 25-27.

Nugus P, Braithwaite, J. (2009) *Learning about quality in the everyday work of the Emergency Department.* Poster at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Nugus P, Travaglia J, Greenfield D, Braithwaite J. (2009) *Aligning care settings and professional roles in acute care.* Abstract at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Greenfield D, Travaglia J, Braithwaite J. (2009) *The relationship between care setting and medical dominance across a health service.* Abstract at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Travaglia J, Greenfield D, Braithwaite J. (2009) *The politics of action research: Negotiating bureaucracy and managerialism in an interprofessional learning project across a health system.* Abstract at: 15th International Qualitative Health Research Conference, Vancouver, Canada, October 4-6.

Nugus P, Travaglia J, Greenfield D, Colliver D, Macginley M, **Braithwaite J**. (2009) *Health service restructuring and the politics of difference.* Abstract at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Pereira D, Greenfield D, Braithwaite J. (2009) *The association between team characteristics, performance, and human resource management (HRM) in rehabilitation teams.* Abstract at: School of Public Health and Community Medicine (SPHCM) Seventh Annual Research Student Conference, University of NSW, Sydney, Australia, November 23.

Pirone C, Robinson P, **Westbrook MT, Braithwaite J**, et al. (2009) *The culture of patient safety: results of the first Australian statewide survey.* Abstract at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Australasian Association for Quality in Health Care, Sydney, Australia, September 7-9.

Prochaska ML, Farnan JM, D'Arcy M, Schwanz K, Meltzer DO, **Johnston JK**, et al. (2009) *Association between PCP communication for hospitalized older patients and reported complications after discharge.* Abstract at: American Geriatrics Society. 2009 Annual Scientific Meeting, Chicago, Illinois, United States of America, April 30.

Travaglia J, Braithwaite J. (2009) *Perceptions of risk and vulnerability in health services.* Abstract at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Travaglia J, Braithwaite J. (2009) *A social model of patient safety.* Abstract at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Travaglia J, Braithwaite J. (2009) *Bridging the disjunctures in health care: answers from patient safety inquiries.* Abstract at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Travaglia J, Hughes C, **Braithwaite J**. (2009) *Reverse engineering disasters: what can health care learn from other industries?* Abstract at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Travaglia J, Robertson H. (2009) *Representation of patient diversity in error taxonomies.* Poster at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Travaglia J, Robertson H. (2009) *The persistence of memory: analysing racial ideology in the health sciences.* Paper in: New Zealand Public Health Association Conference: The underpinnings of public health practice: research and value, Dunedin, New Zealand, September 1-4.

Westbrook MT, Braithwaite J, Michael S, et al. (2009) *Safety attitude profiles of doctors, nurses and allied health professionals in the South Australian health system.* Abstract at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Woods DM, **Johnson JK,** Stevens DP, et al. (2009) *Implementing the chronic care model in academic settings: Stories from the field.* Paper in: Academy Health Annual Research Meeting, Chicago, Illinois, United States of America, June 29.

REPORTS AND MONOGRAPHS

Braithwaite J, Debono D, Travaglia J. (2009) *Social space and boundaries in organisational studies: a review of the literature.* Centre for Clinical Governance Research, University of New South Wales, Sydney, Australia; pp 102.

Braithwaite J, Hogan K, Jones MK. (2009) *Independent review of governance arrangements at Royal Darwin Hospital.* Australian Council on Healthcare Standards for the Minister for Health, Northern Territory, Darwin, Northern Territory; pp 58.

Braithwaite J, Westbrook M, Michael SC, MacFarlane M, **Robinson M**. (2009) *Staff survey on patient safety, Whanganui.* Communio and the Centre for Clinical Governance Research, UNSW for the Whanganui District Health Board, New Zealand; pp 162.

Braithwaite J, Westbrook M, Michael SC, **Robinson M**, MacFarlane M. (2009) *Staff survey on patient safety, Capital and Coast.* Communio and the Centre for Clinical Governance Research, UNSW for the Capital and Coast District Health Board, New Zealand; pp 183.

Braithwaite J, Westbrook M, Michael SC, **Robinson M**, MacFarlane M. (2009) *Staff survey on patient safety, Waikato.* Communio and the Centre for Clinical Governance Research, UNSW for the Waikato District Health Board, New Zealand; pp 175.

Braithwaite J, Westbrook M, Michael SC, **Robinson M**, MacFarlane M. (2009) *Staff survey on patient safety: A comparison of results from Whanganui, Waikato and Capital and Coast District Health Boards.* Communio and the Centre for Clinical Governance Research, UNSW for the Whanganui, Waikato and Capital and Coast District Health Board, Auckland, New Zealand; pp 37.

Braithwaite J, Westbrook M, Pirone C, Robinson P, **Robinson M**, Michael S. (2009) *Staff survey on patient safety.* Communio and the Centre for Clinical Governance Research, UNSW for the South Australian Council for Safety and Quality in Health Care and the South Australian Department of Health, Adelaide, Australia; pp 210.

Johnson J. (2009) *Findings from qualitative interviews with caregivers participating in the VAMC diabetes telemedicine study.* Veterans Affairs Medical Center, Cleveland, Ohio, United States of America.

Johnson J, Braithwaite J. (2009) *A program evaluation of the NSW Safety Alert Broadcast System.* NSW Health, Sydney, Australia.

Johnson J, Debono D, Hanson C, **Travaglia J.** (2009) *An evaluation of the central line associated bacteraemia in intensive care units (CLAB-ICU) Project.* Centre for Clinical Governance Research, UNSW for Clinical Excellence Commission, Sydney, Australia.

Johnston B, Hennessy D, McDonald H, Yen D, **Braithwaite J**, **Greenfield D**. (2009) *Piloting innovative accreditation methodology: patient journeys - final report.* Australian Council on Healthcare Standards for the Australian Commission on Safety and Quality in Health Care, Sydney, Australia.

Johnston B, Hennessy D, McDonald H, Yen D, **Braithwaite J**, **Greenfield D**, et al. (2009) *Piloting innovative accreditation methodology: short notice surveys - final report.* Australian Council on Healthcare Standards for the Australian Commission on Safety and Quality in Health Care, Sydney, Australia.

OTHER PUBLISHED WORKS

Braithwaite J, Greenfield D. (2009) An evaluation of Young, TP. and McClean, SI. "A critical look at Lean Thinking in healthcare" [Quality and Safety in Health Care, 17(1):382-386] In: *Faculty of 1000 Medicine, January 22*.

Braithwaite J, Nugus P. (2009) An evaluation of Broom A, Adams J, Tovey P, Evidence-based healthcare in practice: A study of clinician resistance, professional de-skilling, and inter-specialty differentiation in oncology, Social Science & Medicine 2009 Jan 68 (1):192-200. In: *Faculty of 1000 Medicine, February 10*.

Ranmuthugala G, Braithwaite J. (2009) An evaluation of Vespignani, A, Predicting the behavior of techno-social systems, Science 2009 July 24 325(5939):425-8. In: *Faculty of 1000 Medicine, August 19*.

Vinci L, Oyler J, **Johnson J**, Arora V. (2009) Empowering internal medicine residents to improve quality in their continuity clinics. In: *Academic Internal Medicine Insight*; 7(1):6-7.

CONFERENCE, WORKSHOP AND SEMINAR PRESENTATIONS

Bagian J, **Robinson M**, **Braithwaite J**. (2009) *Think tank on where RCAs and the patient safety agenda is heading.* Workshop to Australasian Association for Quality in Health Care, Sydney, Australia, September 6

Barach P, **Johnson J**, Sherwood G, Balestracci D. (2009) *Harvard colloquium on quality.* Presentation at: Pre-Conference on Patient Safety, Cambridge, Massachusetts, United States of America, August 17.

Barach P, Sadler B, **Johnson J**, Guenther R, Rostenberg B. (2009) *Show me the money: How environmental design innovations can improve safety and quality of patients and staff and improve sustainability.* Paper in: Institute for Health Care Improvement National Forum, Orlando, Florida, United States of America, December 8.

Braithwaite J. (2009) *Clinical management and leadership.* Plenary presentation to RACMA2009, The Annual Conference of the Royal Australasian College of Medical Administrators, Sydney, Australia, September 22.

Braithwaite J. (2009) *Powering quality patient care into the future.* Keynote address at: The Future of Healthcare Briefing. A Briefing of Singaporean Health Executives, Government of Singapore and the Microsoft Corporation, Singapore, November 12.

Braithwaite J. (2009) *Development of accreditation: questions and answers.* Invited question and answer sessions presented to the staff of IKAS, the Danish Institute for Quality and Accreditation in Healthcare, Aarhus, Denmark, November 6.

Braithwaite J. (2009) *Status of research on accreditation.* Invited presentation to staff at IKAS, the Danish Institute for Quality and Accreditation in Healthcare, Aarhus, Denmark, November 6.

Braithwaite J. (2009) *Accreditation: has it brought real and sustainable improvements to the health sector?* Invited presentation to the staff of Region of Southern Denmark's Annual Quality Conference [Kvalitetsdag 2009: Den Danske Kvalitetsmodel], Center for Kvalitet, Middelfart, Denmark, November 5.

Braithwaite J. (2009) *Innovative ideas and projects to improve and promote quality development.* Invited presentation to the staff of Region of Southern Denmark, Center for Kvalitet, Middelfart, Denmark, November 4.

Braithwaite J. (2009) *Accreditation and quality development.* Invited presentation to guests and staff of Region of Southern Denmark, Center for Kvalitet, Middelfart, Denmark, November 4.

Braithwaite J. (2009) *Designing safe care by forging partnerships between management and clinicians.* Invited presentation to the National Patient Safety Agency, London, United Kingdom, October 16.

Braithwaite J. (2009) *Breakfast with an expert. What's on the menu?* Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9

Braithwaite J. (2009) *A Conversation with the experts: where are they coming from, where are they going to?* Panel discussion and personal reflections from the experts at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Braithwaite J. (2009) *Accreditation research.* Presentation to the Delegation on Accreditation from the Hong Kong Health Authority, University of New South Wales, Sydney, Australia, June 22.

Braithwaite J, Øvretveit J. (2009) *Executive masterclasses on making clinical governance work and enabling patient safety* Australian Council on Healthcare Standards, Brisbane, Australia, March 9-10.

Braithwaite J, Øvretveit J. (2009) *Executive masterclasses on making clinical governance work and enabling patient safety* Australian Council on Healthcare Standards, Melbourne, Australia, March 5-6.

Braithwaite J, Øvretveit J. (2009) *Executive masterclasses on making clinical governance work and enabling patient safety* Australian Council on Healthcare Standards, Sydney, Australia, March 2-3.

Braithwaite J, Øvretveit J. (2009) *Executive masterclasses on making clinical governance work and enabling patient safety* Australian Council on Healthcare Standards, Auckland, New Zealand, February 16-17.

Braithwaite J, Runciman W. (2009) *Towards safer, better health care: Harnessing the natural properties of complex sociotechnical system.* Conference Workshop at ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Clay-Williams R. (2009) *Connect Team Training.* Crew Resource Management (CRM) Workshop at HNE Health, Newcastle, Australia, February 18, March 11, March 17, May 19, August 8.

Clay-Williams R, Braithwaite J. (2009) *Multidisciplinary crew resource management training in health care: Classroom, simulation or both.* Presentation at: Advances in Public Health and Health Services Research Symposium, University of New South Wales, Sydney, Australia, May 1.

Clay-Williams R, McIntosh C, **Kerridge R, Braithwaite J**. (2009) *Multidisciplinary Crew Resource Management (CRM) in Health Care: Is Combined Classroom and Simulation-based Training Additive or Synergistic?* Presentation at: SimTecT Health09; Australian Society for Simulation in Health Care (ASSH), Melbourne, September 7-11.

Clay-Williams R, Stone J. (2009) *Communicating in chaos - Getting your message across in a complex time-critical environment.* CRM Workshop at ACT Health, Canberra, Australia, August 26.

Clay-Williams R, Stone J. (2009) *Draining the swamp - Focusing on the objective in a complex time-critical environment.* CRM Workshop at ACT Health, Canberra, Australia, August 27.

Coiera E, **Braithwaite J**. (2009) *Patient safety using market-based control to engineer a safer health system.* Keynote address at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Coiera E, **Braithwaite J**. (2009) *Market based control; mechanisms for patient safety* Plenary Hypothetical Debate at ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14

Coiera E, **Braithwaite J**. (2009) *Market based control for patient safety.* Keynote address at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Farnen JM, Paro JAM, Middlemas S, Horwitz LI, **Johnson, JK**, et al. (2009) *The observed simulated hand-off experience (OSHE): Two site Experience.* Presentation at: Society of General Internal Medicine Midwest Regional Meeting, Chicago, IL, United States of America, September 17.

Greenfield D. (2009) The *Centre for Clinical Governance in Health: .An overview of the Centre's Research Program.* Presentation at: Advances in Public Health & Health Services Research Symposium, Faculty of Medicine: University of New South Wales, Sydney, Australia, May 1.

Greenfield D, Hayhurst B, Abbot S, Stone J, Dugdale P. (2009) *Interprofessional collaboration to reshape health care relationships for people living with chronic conditions.* Presentation at: Connect Learn Activate: Inspiring Health Promotion, Townsville, Australia, August 23-25.

Greenfield D, Hayhurst B, Dugdale P, **Nugus P**, **Travaglia J**, et al. (2009) *Interprofessional collaboration and learning to reshape health care relationships and improve future health outcomes.* Poster at: Australian General Practice Network Forum: Claiming the Space, Shaping the Future, Sydney, Australia, November 4-7.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (2009) *An overview of the UNSW led collaboration researching interprofessional learning and chronic disease self management.* Chronic Disease and Prevention Coordinators Australian General Practice Network Seminar, Canberra, Australia, June 22.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. (2009) *Professional development through an action research project stimulating an interprofessional culture to enhance quality and safety.* Presentation at: ISQua 2009 Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Greenfield D, Nugus P, Travaglia J, Stone J, **Braithwaite J**. (2009) *Reform: compliance or engagement?* Presentation at: Health Services Research - Reforming, Responding, Rewarding': 6th Bi-annual Conference Health Services Research Association of Australia and New Zealand (HSRAANZ), Brisbane, Australia, November 25-27.

Greenfield D, Nugus P, Travaglia J, Stone J, et al. (2009) *Interprofessional learning and interprofessional practice: more responsive to patients, more rewarding for health professionals and reforming the system.* Workshop at: Health Services & Policy Research Conference, Brisbane, Australia, November 25-27.

Greenfield D, Pawsey M, Braithwaite J. (2009) *Maintaining the standard: what are the options?* ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, ISQua Accreditation Symposium, Dublin, Ireland, October 11.

Greenfield D, Pawsey M, Braithwaite J. (2009) *Are accredited organisations different from those not accredited.* Presentation at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Greenfield D, Pawsey M, Braithwaite J. (2009) *Intra-rater reliability; is there evidence that the practice exists in accreditation surveys?* Presentation at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Greenfield D, Pawsey M, Braithwaite J. (2009) *Accreditation: issues for consideration* Seminar to Royal Australian College of Physicians (RACP): Accreditation Expert Advisory Group, Sydney, Australia, August 31.

Greenfield D, Pawsey M, Braithwaite J. (2009) *Researching accreditation: overview of findings.* Australian Council on Healthcare Standards: Executive Group, Sydney, Australia, August 31

Greenfield D, Pawsey M, Naylor J, McDonald H, **Braithwaite J**. (2009) *Designing quality in accreditation programs by researching the reliability of survey teams: lessons learnt when things went awry.* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Greenfield D, Pawsey M, Naylor J, **Travaglia J, Braithwaite J**. (2009) *Designing quality into healthcare accreditation surveyor performance: strategies for professional development.* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Hennessy D, Jones D, Lo N, **Braithwaite J, Greenfield D, Westbrook M**. (2009) *Testing innovative accreditation methods:piloting the Patient Journey Survey Methodology.* Presentation at:ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Hogden A, Greenfield D, Kohlhagen L. (2009) *Changing the way we learn: staff centred education.* Paper at: 2009 National Allied Health Conference, Allied Health Leading Change, Allied Health Professionals Australia, Canberra, Australia, October 27.

Johnson J. (2009) *Designing safe and effective handovers: Reports from creating standardized protocols in the United States and the Netherlands.* Presentation at: Acute Care Task Force, NSW Health, Sydney, Australia, February 13.

Johnson J. (2009) *Designing safe and effective handovers: Reports from creating standardized protocols in the United States and the Netherlands.* Presentation at: Acute Care Task Force, NSW Health, Sydney, Australia, March 13.

Johnson JK. (2009) *Assessing the effects of a cystic fibrosis collaborative on providers and families.* Presentation at: Sydney Children's Hospital, Respiratory Journal Club, Sydney, Australia, July 28.

Johnson JK. (2009) *Mental models for framing quality and safety.* Presentation at: Society of Neuromuscular Sciences. 35th Annual Scientific Meeting, Thredbo, NSW, Australia, August 10.

Johnson JK, Arora V, Barach P. (2009) *Assessing and improving safe patient transitions.* Paper in: Institute for Health Care Improvement National Forum, Orlando, Florida, United States of America, December 8.

Johnson JK, Barach PB. (2009) *Teams, team assessment, and team building.* Presentation at: Society of Neuromuscular Sciences, 35th Annual Scientific Meeting, Thredbo, NSW, Australia, August 12.

Johnson J, Barach P. (2009) *Mental Models and communication and the implications for patient safety.* Paper in: University of Colorado Denver School of Medicine, Denver, CO, United States of America, December 11.

Lancaster J, Greenfield D, Braithwaite J. (2009) *Beyond accreditation: the benefits of surveying.* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

McIntosh C, **Clay-Williams R**. (2009) *Debriefing.* An ACRM Workshop at HNE Health, Newcastle, Australia, February 13.

Naylor J, **Greenfield D, Corbett A**. (2009) *High-level evidence versus reality: Physiotherapy service delivery for knee and hip replacement.* Paper at: Australian Physiotherapist Association Conference, Sydney, Australia, October 1-5.

Nugus P, Braithwaite J. (2009) *Identity and the negotiated boundaries of the Emergency Department.* Paper at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Greenfield D, Travaglia J, Braithwaite J. (2009) *The relationship between care setting and medical dominance across a health service.* Presentation at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Greenfield D, Travaglia J, Dillon B, **Braithwaite J**. (2009) *Reconciling the managerial gaze with clinical practice: Interprofessional perspectives on organisational change in a mental health service.* Presentation at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Nugus P, Travaglia J, Greenfield D, Braithwaite J. (2009) *The politics of action research: Negotiating bureaucracy and managerialism in an interprofessional learning project across a health system.* Presentation at: 15th International Qualitative Health Research Conference, Vancouver, Canada, October 4-6.

Nugus P, Travaglia J, Greenfield D, Colliver D, Macginley M, **Braithwaite J**. (2009) *Health service restructuring and the politics of difference.* Presentation at: Conference of the Australian Sociological Association, The Australian National University, Canberra, Australia, December 1-4.

Pain C, **Braithwaite J,** Ryan K, **Johnson J.** (2009) *Team first.* Workshop at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Australasian Association for Quality in Health Care, Sydney, Australia, September 9.

Pain C, **Braithwaite J**, Ryan K, **Johnson J**. (2009) *Team first.* Workshop at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Australasian Association for Quality in Health Care, Sydney, Australia, September 7.

Pereira D, Greenfield D, Braithwaite J. (2009) *The association between team characteristics, performance and human resource management (HRM) in rehabilitation teams.* Sustainable health reform: opportunities for management learning, teaching and research, SHAPE Symposium 2009, Adelaide, Australia, July 8-10.

Pereira D, Greenfield D, Braithwaite J. (2009) *The association between team characteristics, performance, and human resource management (HRM) in rehabilitation teams.* Presentation at: School of Public Health and Community Medicine (SPHCM) Seventh Annual Research Student Conference, University of NSW, Sydney, Australia, November 23.

Pirone C, Robinson P, **Westbrook MT, Braithwaite J**, et al. (2009) *The culture of patient safety: Results of the first Australian statewide survey.* Presentation at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Australasian Association for Quality in Health Care, Sydney, Australia, September 7-9.

Publications and Presentations 2009

Prochaska ML, Farnan JM, D'Arcy M, Schwanz K, Meltzer DO, **Johnston JK**, et al. (2009) *Association between PCP communication for hospitalized older patients and reported complications after discharge.* Presentation at: American Geriatrics Society. 2009 Annual Scientific Meeting, Chicago, Illinois, United States of America, April 30.

Quinlan A, Connelly E, **Braithwaite J**. (2009) *Investing in research and development can limit the impact of recession on quality and safety in healthcare.* Invited presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Short A. (2009) *Acute care in the general hospital: Is there a role for music?* Keynote address at: National Conference of the Music and Imagery Association of Australia, Melbourne, Australia, September 5.

Short A. (2009) *Crossing boundaries of research and practice: Exploring music and stress reduction in the emergency department.* Presentation at: National Conference of the Australian Music Therapy Association, Sydney, Australia, September 19.

Short A. (2009) *Integrating the healthcare experience using GIM.* Presentation at: National Conference of the Music and Imagery Association of Australia, Melbourne, Australia, September 5.

Tekian A, **Johnson J**. (2009) *Communication skills: Curricular design and methodologies.* Presentation at: Fifth Annual Roundtable on Building and Patient Safety Curriculum, Telluride, Colorado, United States of America, July 15.

Travaglia J. (2009) *Quality and safety in healthcare.* A.S.U.R. Zona Territoriale 13, Ascoli Piceno, Le Marche, Italy, October 21.

Travaglia J. (2009) *Cultural competence and quality and safety of healthcare for immigrant groups.* L'Ospidale di Reggio Emilia Italy e di Modena, Italy, October 19.

Travaglia J, Braithwaite J. (2009) *Culture and teamwork in human factor analysis* Human Factors in Healthcare Symposium: SimtechHealth09 Simulation Conference, Melbourne, Australia, September 11.

Travaglia J, Braithwaite J. (2009) *Perceptions of risk and vulnerability in health services.* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Travaglia J, Braithwaite J. (2009) *A social model of patient safety.* Presentation at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Travaglia J, Braithwaite J. (2009) *Bridging the disjunctures in health care: answers from patient safety inquiries.* Presentation at: Bridging the gap: The Seventh Australasian Conference on Safety and Quality in Health Care, Sydney, Australia, September 7-9.

Travaglia J, Hughes C, **Braithwaite J**. (2009) *Reverse engineering disasters: what can health care learn from other industries?* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

Westbrook MT, Braithwaite J, Michael S, et al. (2009) *Safety attitude profiles of doctors, nurses and allied health professionals in the South Australian health system.* Presentation at: ISQua 2009. Twenty-sixth International Safety and Quality Conference: Designing for Quality, Dublin, Ireland, October 11-14.

CONFERENCES CONVENED AND SESSIONS CHAIRED

Braithwaite J. (2009) *Chair for the seminar; Power and the people in Australian health care: and where were 'the people' in the NHHRC? by Professor Gavin Mooney.* Australian Institute of Health Innovation, Sydney, Australia, September 22.

Braithwaite J. (2009) *Conference summation; Australian College of Health Service Executives.* Adelaide, Australia, May 22.

Braithwaite J. (2009) *Facilitated session:Coalition's health policy in NSW.* Liberal National Party Coalition, Sydney, Australia, May 16.

Braithwaite J. (2009) *Chaired Session: Advances in Public Health and Health Services Research Symposium,* University of NSW. Sydney, Australia, May 1.

Johnson JK. (2009) *Co-Chair: An executive education course on patient safety, healthcare quality enhancement and medical errors reduction for healthcare executives, clinicians and patient care Staff.* 2009 Quality Colloquium at Harvard, Cambridge, Massachusetts, United States of America, August 13-17.

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CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Statement of Financial Performance

for the Year Period Ending 31 December 2009

	2009	2008
	$	$
Income		
External Funds	1,451,991.25	340,385.63
UNSW Contribution	200,000.00	200,000.00
Total Income	1,651,991.25	540,385.63
Expenses		
Payroll	777,207.53	548,722.75
Equipment	20,535.18	13,827.55
Materials	528,523.14	83,192.59
Travel	96,599.21	107,780.80
Total Expenses	1,422,865.06	753,523.69
Operating result	229,126.19	213,138.06
Surplus(Deficit) Bfwd from Prior Year	295,225.96	508,364.02
Accumulated Funds Surplus(Deficit)	524,352.15	295,225.96
Excludes debtors (unpaid invoices)	410,454.50	50,000.00

Notes to the Statement of Financial Performance

1. The Centre acknowledges the University's in-kind contributions in rental, heat, light & power and two 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

Statement of Financial Performance for General Funds

for the Year Period Ending 31 December 2009

	2009	2008
	$	$
Income		
External Funds	$ -	$ -
UNSW Contribution	200,000.00	200,000.00
Total Income	200,000.00	200,000.00
Expenses		
Payroll	151353.01	200,989.64
Equipment	8,763.18	4,898.45
Materials	27,679.32	16,804.34
Travel	12,097.24	38,872.33
Total Expenses	199,892.75	261,564.76
Operating result	107.25	- 61,564.76
Surplus(Deficit) Bfwd from Prior Year	20,989.68	82,554.44
Accumulated Funds Surplus(Deficit)	21,096.93	20,989.68

Excludes debtors (unpaid invoices)

Notes to the Statement of Financial Performance

1. The Centre acknowledges the University's in-kind contributions in rental, heat, light & power and two 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.
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**CENTRE FOR CLINICAL GOVERNANCE
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