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Centre for Clinical Governance Research in Health Annual Report 2012

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

Never Stand Still

UNSW Medicine

Centre for Clinical Governance Research



Supported by NSW Health

Published in 2013 by the Centre for Clinical Governance Research
in Health (CCGR)

Australian Institute of Health Innovation

University of New South Wales, Sydney, NSW 2052.

Editing: The WriteMedia Network

Design: Alice Pennington Design

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About The Centre for Clinical Governance Research in Health

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

The Centre's mission is to investigate and provide new knowledge about policy, quality, culture, safety, systems, governance and leadership. Its constant focus is to be theoretically and methodologically progressive and industry-relevant.

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

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



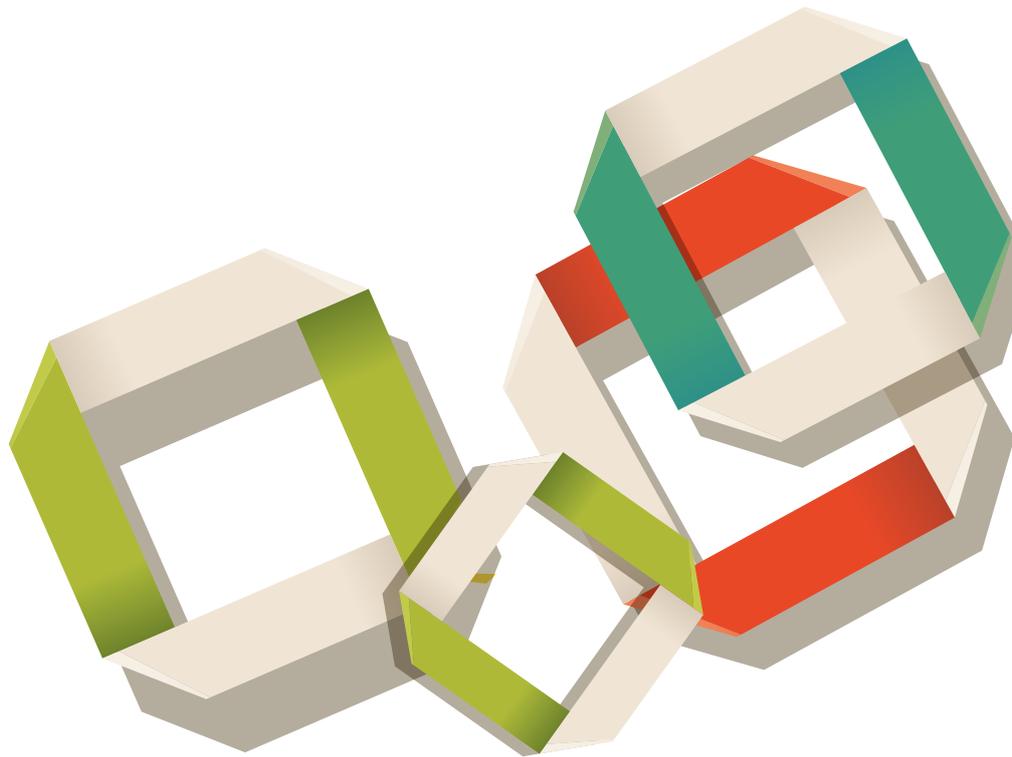
Mission

1. To be an internationally-recognised reservoir of knowledge and expertise on clinical issues with a capacity to respond to requests for advice and consultation.
2. To undertake internationally-recognised interdisciplinary 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 UNSW Medicine, other departments within the University, Federal, State and Area health authorities and potential academic, policy and practitioner collaborators in other universities both in Australia and overseas.
4. To provide a supportive environment for developing research skills of early career health researchers from both clinical and social science disciplines.
5. To facilitate the development of education and training activities both within and outside the University in support of clinical governance.
6. To develop an international research reputation not simply in health, but also in the base disciplines from which Centre members are drawn: policy studies, discourse analysis, sociology, organisational behaviour, social theory, anthropology, psychology, health informatics and clinical studies.

Principles For Studies

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

- Utility and usefulness
- Highest quality results
- Feasible and realistic aims
- Propriety – to conduct our work ethically
- Accurate reporting and faithful interpretation of results
- Grounded in appropriate theory.



Collaborators

The Centre's national and international collaborators include:

National

- ACT Government Health Directorate
- Affinity Healthcare
- Aged Care Standards and Accreditation Agency Ltd
- Australian College of Health Service Management (ACHSM)
- Australian Commission on Safety and Quality in Healthcare (ACSQHC)
- Australian Council on Healthcare Standards (ACHS)
- Australian General Practice Accreditation Ltd (AGPAL)
- Australian Healthcare Reform Alliance
- Australian Healthcare and Hospitals Association (AHHA)
- Australian Patient Safety Foundation (APSF)
- Centre for Health Informatics, Australian Institute of Health Innovation, UNSW
- Centre for Health Systems and Safety Research, Australian Institute of Health Innovation, UNSW
- Clinical Excellence Commission
- Department of Health, Victoria
- NSW Ministry of Health
- Northern Territory Department of Health
- Queensland Health
- Ramsay Healthcare

- Sax Institute
- Simpson Centre for Health Services Research, Australian Institute of Health Innovation, UNSW
- South Australian Health Department
- University of Technology, Sydney, Faculty of Nursing

International

- Avedis Donabedian Institute (FAD), Autonomous University of Barcelona, Spain
- Canon Institute for Global Studies, Japan
- Haute Autorité de Santé, France
- Health Services Management Centre, University of Birmingham, United Kingdom
- Imperial College London, United Kingdom
- International Society for Quality in Healthcare, ISQua, Ireland
- London School of Hygiene & Tropical Medicine, United Kingdom
- Medical Management Centre, Karolinska Institutet, Sweden
- National Health Service, United Kingdom (various NHS agencies)
- Netherlands Institute for Health Services Research (NIVEL), The Netherlands
- Society for Studies in Organizing Healthcare, United Kingdom
- University of Manchester, United Kingdom
- University of Southampton, United Kingdom
- World Health Organization, Geneva, Switzerland.

Director's Review

Professor Jeffrey Braithwaite

Staff, students, visiting personnel and collaborators in the Centre for Clinical Governance Research in Health share a common interest. We aim to investigate issues and problems in healthcare systems rigorously and systematically, and to suggest ways arising from our and others' research to improve things.

This is not a simplistic endeavour. We use multi-method research approaches and techniques, a range of theoretical paradigms and multi-disciplinary teams to examine the problems we select. The research itself is conducted in and on complicated settings – healthcare is, indeed, a complex adaptive system.

This work brings rich rewards but presents considerable challenges. Those who work at the Centre are highly motivated; instinctively they seek the theoretical basis for answers to practical questions. They can tolerate uncertainty and they handle multi-faceted research problems. This makes it a pleasure and a privilege to lead this team.

Publications

Typically we publish our results in first-rate international journals. In 2012 we made considerable progress with our research. We published 47 refereed papers

including leading work in the *British Medical Journal*, *BMJ Open*, *BMJ Quality and Safety*, *International Journal for Quality in Healthcare*, *Implementation Science*, *Journal of Medical Ethics*, *BMC Health Services Research*, *PLoS Medicine* and *Social Science & Medicine*. Associate Professor Julie Johnson co-edited a book, to which staff contributed chapters. As shown later, staff contributed 24 chapters in all to this and other international books. We also published 13 refereed conference papers and contributed more than 70 peer-reviewed abstracts selected for either oral or poster presentations. A highlight was our contribution to the CareTrack study, published in the *Medical Journal of Australia (MJA)*, on the proportion of appropriate care delivered to patients in Australia. The editor of the MJA has described this as the most important study published in the journal in the last 10 years. It provoked a healthy public debate, including hundreds of media mentions.

International work

Staff members conducted workshops, seminars or sessions overseas, and gave keynote addresses or presentations at conferences throughout the year. Highlights of this international work include the workshop presented by Associate Professor Julie



Johnson at the Healthcare Improvement Leadership Development Summer Symposium in Vermont, United States, entitled, “What might I do to improve my daily work as a teacher, a clinician, a researcher, and/or a leader?” She also ran workshops in Florida, Paris and Chicago. Dr David Greenfield’s international contributions included workshop presentations (International Society for Quality in Healthcare’s 29th Annual Conference in Switzerland); seminars (Healthcare Quality Improvement Partnership: Accreditation Seminar, in England, and the Netherlands Institute for Health Services Research); and he was a member of the organising committee for the Australasian Association for Quality in Healthcare’s 10th Australasian Conference on Safety and Quality in Healthcare.

I led a workshop at Haute Autorité de Santé in Paris, France, in conjunction with Dr Charles Bruneau, Dr René Amelberti and Ms Anne Depaigne Loth; contributed to the Resilient Healthcare Net conference in Middelfart, Denmark, with colleagues including Professors Erick Hollnagel, Bob Wears and Richard Cook; gave a talk on patient safety experiences in Australia at a conference in Tromsø, Norway, for Professor Tor Ingebrigtsen; made a keynote address

at the Catholic University of Sacred Heart, Largo Francesco, in Rome, Italy, at a conference organised by Professor Americo Cicchetti and Assistant Professor Daniele Mascia; and worked with my colleague Professor Yukihiro Matsuyama to contribute an address to the Canon Institute for Global Studies in Tokyo, Japan.

National contributions

During 2012 Centre staff gave talks at a range of national conferences. Ms Deborah Debono was invited to give a presentation at The Australasian Conference on Error in Medical Imaging; Dr Frances Cunningham and Dr Max Moldovan spoke at the RC33 Eighth International Conference on Social Science Methodology, Dr Pooria Sarrami Foroushani spoke at the ACHSM 2012 International Annual Congress: Inspiring Concepts in Health Management, and Dr Reece Hinchcliff presented at the RACGP Annual Conference.

The Australasian College of Health Service Management (ACHSM) invited Associate Professor Julie Johnson to give two workshops, “Teams, Teamwork, and Collaboration” and “Quality Improvement and the Customer Focused



Organisation". She was invited by the Improvement Foundation to give workshops on quality improvement to Medicare Locals as part of their National Wave Collaborative.

I also gave a range of talks at several conferences including keynote addresses at the 14th Annual Health Congress in March 2012 and the 10th Australasian Conference on Safety & Quality in Healthcare: Hot topics from the tropics.

New grants

The lifeblood of any research centre is funding. As shown elsewhere, during 2012 the Centre's work was supported by a range of grants. Those from category-one sources included an NHMRC Program Grant, an ARC Discovery Grant and an ARC Linkage Grant. New grants secured in 2012 include the Evaluation of the Metro-Regional Intellectual Disability Network (MRID.net) Pilot Project, \$220,000 from South Eastern Sydney Illawarra Area Health Service and \$52,000 from the Sydney Children's Hospital Network. We are pleased to advise that we have been awarded a new NHMRC Program Grant focusing on implementation science, for which the Chief Investigators are myself, Johanna Westbrook, Enrico Coiera, Ric Day, Bill Runciman and Ken Hillman. The grant is worth \$10.855 million over five years, and will run from 2014 to 2018.

Visitors

We hosted international visitors throughout the year. These included Dr Natalie Taylor from the University of Birmingham in the United Kingdom, Ms Marie Bruun Kristensen of the Danish Institute for Quality and Accreditation in Healthcare and Professor John Øvretveit of the Medical Management Centre, Karolinska Institutet, Sweden.

PhD completions, prizes and awards

Two of our PhD students graduated in 2012. Warmest congratulations go to Dr Jacqueline Milne for a thesis entitled 'Enhancing quality and safety: a comparative study exploring inter-professional learning and inter-professional practice in international medical

graduates and Australian medical graduates', and to Dr Lena Low for a thesis entitled 'Medical clinician surveyors in the hospital accreditation process: their motivations for participating, the factors that influence them and how they deal with those influences.' Dr Robyn Clay-Williams received a 'highly commended' award for an outstanding doctoral research thesis from the Emerald Literati Network Awards for Excellence. Dr David Greenfield and I were appointed Quality Experts by the International Society for Quality in Healthcare (ISQua). Only a handful of people in the world share this honour.

We secured several other notable prizes including a poster prize at the 29th International Society for Quality in Healthcare conference in Geneva, Switzerland (David Greenfield, Reece Hinchcliff, Max Moldovan, Virginia Mumford, Marjorie Pawsey and Jeffrey Braithwaite); and an innovation award for a session presentation at the Promoting Innovation in Healthcare: Health Roundtable, in Sydney (Deborah Debono, David Greenfield, Deborah Black and Jeffrey Braithwaite). We published several award-winning papers, one for first place (David Greenfield, Peter Nugus, Greg Fairbrother, Jacqueline Milne and Deborah Debono) and another a top three annual commendation (Joanne Travaglia, Deborah Debono, Alan Spigelman and Jeffrey Braithwaite); these were recognised by the Emerald Literati Network Awards for Excellence for papers in *Clinical Governance: An International Journal*.

Conclusion

This was another successful year. On all relevant measures (grants, publications, national and international conference contributions, and PhD completions) we made progress. This is a tribute to energies, efforts and expertise of this great team. The research team's worth is underpinned by a very strong group of administrative and research support staff, in particular, Ms Sue Christian-Hayes, AIHI Administrative Manager and CCGR Business Manager; together with Ms Jackie Mullins, Ms Stephanie Dick, Ms Danielle Marks and Mrs Margaret Jackson.

Management Committee

Professor Denis Wakefield (Chair)
Associate Dean
UNSW Medicine

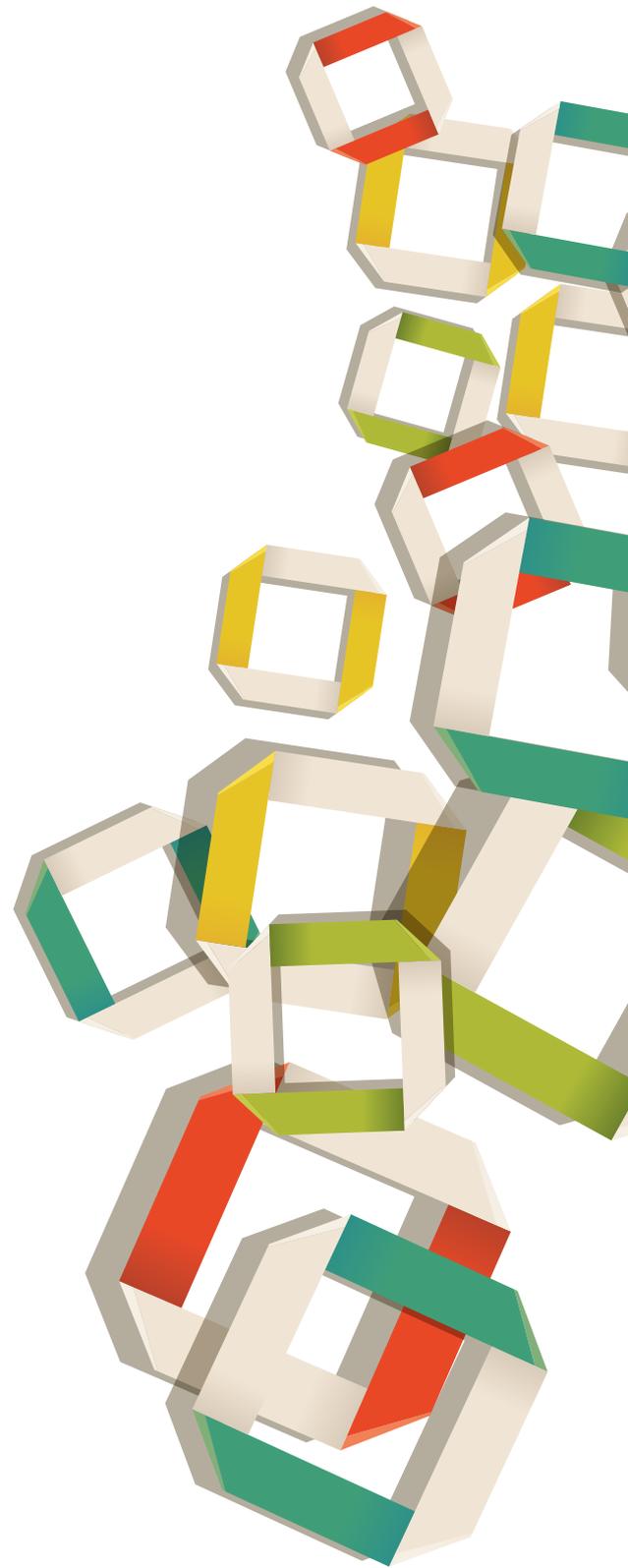
Professor Deborah Black
Associate Dean, Staff Development
Faculty of Health Sciences
University of Sydney

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

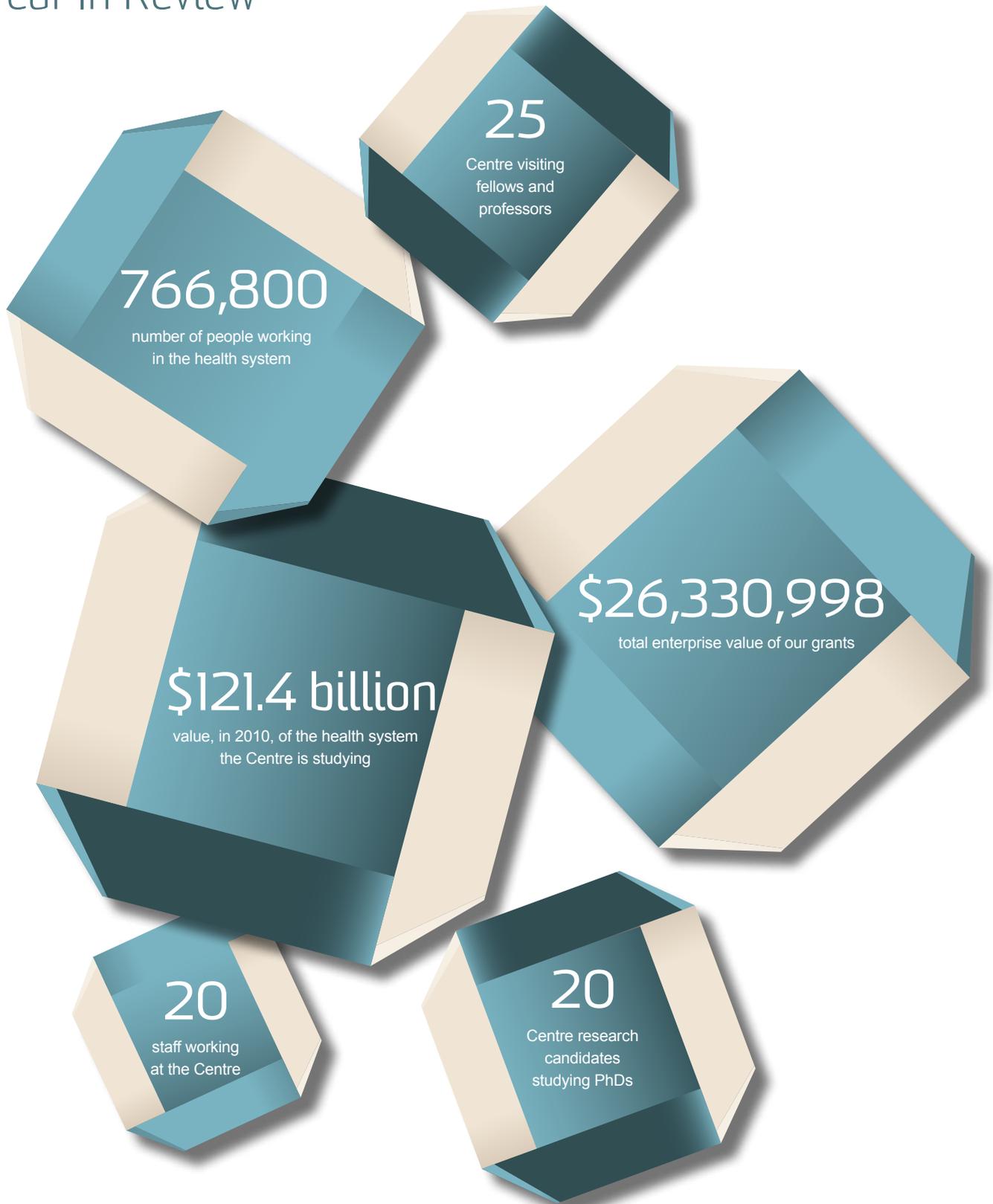
Professor George Rubin
Director Clinical Governance
South Eastern Illawarra Area Health Service

Professor Jeffrey Braithwaite
Director
Centre for Clinical Governance Research in Health

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



Year In Review





Research Highlights

Management and Leadership Studies

The pressures of a Clinician-Manager

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

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

This research has also shown that while some aspects of healthcare 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.

Our studies indicate that management is enacted within professional divides. The findings have strengthened our knowledge of Clinician-Managers and their roles and behaviour and provided evidence for a rethink of Clinician-Managers' efficiency and effectiveness, for other scholars and for management educators.

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

Funding Source: University of NSW

Investigators: Jeffrey Braithwaite, Mary Westbrook and Robyn Clay-Williams

Duration: 1996 to present

Selected Publications

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

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

Braithwaite J, Westbrook MT. 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*. 2011; 26 (1), 56-69.

Interprofessional Practice and Collaboration

Enhancing collaboration to improve organisational functioning and patient care

It takes more than one profession to provide healthcare. Doctors, nurses and allied health staff must work together effectively if the system is to provide the best care possible. Investigating interprofessional practice (IPP) and interprofessional collaboration (IPC) is an important research focus for the Centre. We examine how IPP and IPC can enhance the organisation and delivery of care, and explore their associations with patient outcomes.

Our research has demonstrated the inertia of organisational culture when trying to enhance IPC and the significant challenge of changing and sustaining developments in IPP. Differences in how professionals conceptualise and approach safety and quality are fundamental barriers when seeking to change IPP.

From our research into IPP and IPC we have derived an organisational model of interprofessional collaboration. IPC is shaped by five elements: interpersonal skills, clinical abilities, interprofessional orientation, organisational aptitude, and contextual factors. Together these elements form the 'organisational model of interprofessional collaboration'. The model allows researchers to recognise, name and identify the effect of the complex mix of skills, abilities, attitudes, behaviours and organisational structures that promote or restrict IPC and patient-centred healthcare.

Selected Publications

Braithwaite J, Westbrook M, Nugus P, Greenfield D, Travaglia J, Runciman W, Foxwell A, Boyce R, **Devinney T, Westbrook J.** Continuing differences between health professions' attitudes: The saga of accomplishing systems-wide interprofessionalism. *International Journal for Quality in Health Care.* 2013; 25(1):8–15.

Nugus P, Greenfield D, Travaglia J, Braithwaite J. The politics of action research: 'If you don't like the way things are going, get off the bus.' *Social Science & Medicine.* 2012; 75(11):1946–53.

Greenfield D, Nugus P, Travaglia J, Braithwaite J. Promoting patient-centred healthcare: An empirically derived organisational model of interprofessional collaboration, in Keating M, Montgomery K, and McDermott A (eds) *Patient-centred healthcare: Achieving co-ordination, communication and innovation*, London, Palgrave Macmillan, (accepted 29 August 2012).

Braithwaite J, Westbrook M, Nugus P, Greenfield D, Travaglia J, Runciman W, Foxwell AR, Boyce RA, Devinney T, Westbrook J. A four-year, systems-wide intervention promoting interprofessional collaboration. *BMC Health Services Research.* 2012; 12:99.

Travaglia J, Nugus P, Greenfield D, Westbrook J, **Braithwaite J.** Visualising interprofessional differences in safety and quality narratives. *BMJ Quality and Safety.* 2012; 21:778–783.

Hogden A, Greenfield D, Nugus P, Kiernan M. Engaging in patient decision-making in Amyotrophic lateral sclerosis: The views of health professionals. *Patient Preference and Adherence.* 2012; 6:691–701.

Hogden A, Greenfield D, Nugus P, Kiernan M. What are the roles of carers in decision-making for amyotrophic lateral sclerosis multi-disciplinary care? *Patient Preference and Adherence.* 2013; 7:171–181.

Accreditation

Has accreditation improved the quality of care?

The Centre has had a longstanding interest in researching accreditation programs and healthcare standards. The Accreditation Collaborative for the Conduct of Research, Evaluation and Designated Investigations through Teamwork (ACCREDIT) Project is a collaboration which commenced in July 2010 between researchers at UNSW, the Board and staff of the Australian Council on Healthcare Standards, Australian General Practice Accreditation Limited, the Aged Care Standards and Accreditation Agency, the Australian Commission on Safety and Quality in Healthcare and the Clinical Excellence Commission.

This project is shedding light on the challenges facing accreditation agencies and their stakeholders in their efforts to advance the sustainability and credibility of the programs. One important finding is that stakeholders believe consumer surveyors can provide valuable non-clinical perspectives to accreditation surveys. However, consumers were not thought to make a significant contribution to accreditation survey teams as respondents perceived that they lacked sufficient knowledge of healthcare planning and delivery.

Nevertheless, stakeholders believe accreditation programs are a valuable method to promote consumer engagement and central positioning in healthcare, but the demands placed on organisations by programs need to be realistic.

Another significant research finding this year concerns the value and impact of publicly disclosing accreditation results. Public disclosure is yet to be fully understood and is an activity being undertaken based on its perceived rather than demonstrated value. Translating the idea into practice, so as to produce appropriate and meaningful information that is clearly valuable to consumers and the stakeholders, is a significant challenge to be addressed.

Strengthening organisational performance through accreditation research: the ACCREDIT project

Funding Source: Australian Research Council Linkage Grant LP100200586

Investigators: Jeffrey Braithwaite, Johanna Westbrook

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

Duration: 2010 - 2015

Selected Publications

Braithwaite J, Westbrook J, Johnston B, Clark S, Brandon M, Banks M, Hughes C, Greenfield D, Pawsey M, Corbett A, Georgiou A, Callen J, Øvretveit J, Pope C, Suñol R, Shaw C, Debono D, Westbrook M, Hinchcliff R and Moldovan M. Strengthening organizational performance through accreditation research: A framework for twelve interrelated studies: The ACCREDIT project. *BMC Research Notes*. 2011; 4:390. <http://www.biomedcentral.com/1756-0500/4/390>

Hinchcliff R, Greenfield D, Moldovan M, Pawsey M, Mumford V, Westbrook J, and Braithwaite J. Narrative synthesis of health service accreditation literature. *BMJ Quality and Safety*. 2012; 21:979-91.

Greenfield D, Pawsey M, Hinchcliff R, Moldovan M, Braithwaite J. The standard of healthcare accreditation standards: A review of empirical research underpinning their development and impact. *BMC Health Services Research*. 2012; 12:329. DOI: 10.1186/1472-6963-12-329.

Greenfield D, Hinchcliff R, Westbrook M, Jones D, Low L, Johnston B, Banks, M., Pawsey, M., Moldovan, M., Westbrook, J. and Braithwaite, J. An empirical test of accreditation patient journey surveys: Randomized trial. *International Journal for Quality in Healthcare*. 2012; 24(5):495-500.

Health Systems Improvement

Studying how safety and quality initiatives work in the real world

In order to improve health systems, we need to understand the factors that influence how clinicians behave in everyday practice. This year our doctoral students examined what we can learn from the dynamics of teamwork and everyday work activities in real healthcare settings to inform wider initiatives to improve safety and quality.

Deborah Debono's doctoral research investigates the influence of context, culture, technology, and relationships on clinicians' practice. The study explores how electronic management systems (eMMS) are used in clinical practice; how staff develop solutions (or workarounds) to the workflow blockages such systems to cause; and how nurses individually and collectively conceptualise, rationalise and enact these workarounds. A better understanding of the factors that affect the enactment and conceptualisation of workarounds will help those planning and implementing systems to assist clinicians deliver safe and effective care to their patients.

In her PhD study, Jennifer Plumb also makes the argument that a context-sensitive understanding of the everyday work of frontline professionals must underpin any efforts to improve the safety and quality of healthcare. In contrast to much patient-safety research which focuses on what happens when things go wrong, Jennifer's study instead teases out what happens in mental healthcare to enable things to go right. She has been investigating the informal strategies staff use daily which help to produce safe care and create resilience against adverse events. Through close and extended observation of two multi-disciplinary teams at work, she has shown how these improvised techniques intersect with formalised, officially-sanctioned mechanisms of risk management. As a result of the research, she suggests that policy priorities should be reoriented away from risk management activity for its own sake towards personalisation and safety creation. Risk reduction could thereby emerge as a side effect of mental health services' interventions rather than constituting their central goal.

Focusing more directly on teamwork dynamics, David Pereira's research assessed team characteristics in rehabilitation services to contribute explanations for Human Resource Management's (HRM) influence on healthcare performance. This cross-sectional study involved rehabilitation teams from seven public hospitals and used both quantitative and qualitative methods. A survey collected input on clinician teamwork and job satisfaction. Clinical indicators provided process and outcome measures of performance. Organisational and service-level HRM was assessed through interviews and focus groups with clinicians and managers. The findings suggest that clinician job satisfaction and clinical performance may be improved by tailoring HRM policies and practices to complement teamwork.

Selected Publications

Conference abstracts

Pereira D, Greenfield D, Ranmuthugala G, Braithwaite J. Improving healthcare quality through human resource management's association with team functioning and performance: a blueprint for the future. *International Society for Quality in Healthcare's (ISQua) 29th International Conference 'Advancing quality and safety for all; now and into the future'*, Geneva, Switzerland, October 21–24, 2012.

Pereira D, Greenfield D, Ranmuthugala G, Braithwaite J. Healthcare teams and clinical performance in rehabilitation services. *The 8th International Organisational Behaviour in Healthcare Conference*, Trinity College Dublin, Ireland, April 15–18, 2012.

Journal article

Debono DS, Greenfield D, Travaglia JF, Long JC, Black D, Johnson J, Braithwaite J. Nurses' workarounds in acute healthcare settings: A scoping review *BMC Health Services Research*. 2013; 13:175 (<http://www.biomedcentral.com/1472-6963/13/175>).

Book chapter

Debono D, Greenfield D, Black D, Braithwaite J. Achieving and resisting change: Workarounds straddling and widening gaps in healthcare. In: Dickinson H, Mannion R (eds) *The reform of healthcare: Shaping, adapting and resisting policy developments*. London: Palgrave Macmillan, 2012; 177–92.

Health Systems Networking

Social networks to encourage people to work together

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

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

Across the world, health systems are experimenting with different forms of clinical networks. This seems a particularly useful strategy if the goal is to bridge the naturally occurring gaps between clinical professional groups, constituted in the traditional tribal arrangements.

Doctoral candidate Janet Long used social network analysis to show the weakening of tribal affiliation of clinicians and researchers after the introduction of a translational research network, suggesting the network structure facilitated bridging that gap. Secondly she compared the members identified as key players using network analysis with those perceived as key players by the members. She found that central actors were easy to pick but brokers tended to be hidden and lower in profile. These valuable brokers could be targeted for supportive interventions but this is only possible if they are accurately identified.

PhD candidate Jennifer Plumb used an ethnographic methodological approach including social network analysis, exploring the dynamics of everyday practice of mental health professionals. She is now in the process of developing three empirical papers for publication from the findings of her research. These

will focus on the patterns of communication among multi-disciplinary team members in a mental health service, and their relationship to resilience against error and contribution to patient safety creation.

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

Investigators: Jeffrey Braithwaite, Johanna Westbrook

Duration: 2009 - 2013

Selected Publications

Cunningham FC, Morris AD, Braithwaite J. Experimenting with clinical networks: the Australasian experience. *Journal of Health Organization and Management*. 2012; 26 (6): 685-696.

Cunningham F, Ranmuthugala G, Plumb J, Westbrook J, Braithwaite J. Net benefits: assessing the effectiveness of clinical networks in Australia through qualitative methods. *Implementation Science*. 2012, 7:108.

Long J, Cunningham FC, Braithwaite J. Bridges, brokers and boundary spanners in collaborative networks: A systematic review. *BMC Health Services Research*. 2013, 13:158.

Cunningham F, Ranmuthugala G, Long J, Georgiou A, Westbrook J, Braithwaite J. Establishing and managing effective clinical and health networks: Evidence from two Australian states. In *Network to Network - The Inaugural Australasian Clinical Networks Conference*; 21-23 November; Sydney, Australia; 2012.

Cunningham F, Ranmuthugala G, Long J, Georgiou A, Westbrook J, Braithwaite J. Why leadership and management matter to clinical networks. In *Australasian College of Health Service Management: International Annual Congress: Inspiring Concepts in Health Management - Surfing the Crest of the Wave*; 15-17 August; Surfers Paradise, Gold Coast, Australia. 2012.

Long J, Cunningham F, Braithwaite J. A social network analysis of a new translational research network. In *Network to Network - The Inaugural Australasian Clinical Networks Conference*; 21-23 November; Sydney, Australia. 2012.

Patient Safety

The problematics of error: research to improve patient safety

The Centre is contributing to four cross-linked programs of research into patient safety, to be completed over five years. Program 1 (CareTrack) was the most logistically challenging, determining the percentage of Australians who receive recommended care for 22 common, high-burden-of-disease conditions. It was completed in 3½ years – compared with a projected five years – due to the Centres’ synergies and collaborative project- and resource-management skills. CareTrack found that 57% of the Australian adults in our sample received appropriate care for 35,573 healthcare encounters. This is the first study in Australia collecting population-level data on care appropriateness in adults, and only the second in the world.

Program 2 analyses medication management system problems that perpetuate flawed plans and failures of execution. Our landmark study, published in *PLoS*, showed that the introduction of electronic medication management systems (eMMS) in two Sydney hospitals reduced prescribing errors significantly at the two sites. This study was widely covered in the media, and the results were presented at many conferences, workshops and meetings.

The goal of Program 3 is to develop a decision-support model for clinicians that detects when flawed plans are being executed. A large-scale analysis of pathology test data was published in the *Archives of Internal Medicine*. This study showed that problems of poor test follow-up at or after discharge are disproportionately associated with tests requested on the day a patient is discharged – because less time is available to review such tests. Yet discharge-day tests appear just as important as other tests, having similar rates of abnormal results.

Program 4 is identifying the characteristics of organisations, clinicians, diseases, and processes of care that predict levels of patient safety and quality of care, and the rate of dissemination of evidence

into clinical practice. Colleagues associated with the Centre have published new methods for evaluating groups of clinical trial registrations and publications, which are aimed at identifying the effects of different research agendas on the production and translation of evidence. In addition, we published in *BMC Health Services Research* a study examining the adoption of new drugs in Australia, in which we were able to model patterns of adoption for a wide range of drugs.

The Program Grant produced 36 peer-reviewed publications in 2012 for a total of 112 papers in the first four years of its life.

Patient safety: enabling and supporting change for a safer and more effective health system

Funding Source: National Health and Medical Research Council Program Grant

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

Duration: January 2009 - December 2013

Selected Publications

Runciman WB, Hunt TD, Hannaford NA, Hibbert PD, Westbrook JI, Coiera E, Day RO, Hindmarsh DM, McGlynn EA, **Braithwaite J**. CareTrack: Assessing the appropriateness of healthcare delivery in Australia. *Medical Journal of Australia*. 2012; 197(2):100-5.

Westbrook JI, Reckmann M, Li L, **Runciman W**, Burke R, Lo C, Baysari MT, **Braithwaite J**, Day RO. Effects of two commercial electronic prescribing systems on prescribing error rates in hospital inpatients: A before and after study. *PLoS Medicine*. 2012; 9(1):e1001164.

Dunn A, **Braithwaite J**, Gallego B, Day R, **Runciman WB**, Coiera E. Nation-scale adoption of new medicines by doctors: An application of the Bass diffusion model. *BMC Health Services Research*. 2012; 12(1):248.

Drug Development

Improving clinical quality in international drug development

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

This work extends the Centre's safety and quality research, asking questions about the quality of information generated for clinical use, and the ways this information is used in decisions about registration, subsidisation and clinical practice guidelines. We contend that clinical safety and quality are inevitably compromised by problems with the ways medicines are developed, tested, regulated and subsidised.

This research is now in its fourth year. Phase 1 analysed a series of drug development case studies, to identify trends requiring further examination. This analysis showed that the key issues are the effects of commercial interests on drug development, the effects of changing scientific paradigms, and the effects of subsidisation processes.

Phase 2 – in-depth interviews with all key stakeholder groups – has been completed. Analysis has focused on the values of pharmaceutical companies' employees, to better understand the moral and socio-political implications of commercial drug development, as well as on broader trends influencing Australian drug development

Drug development and clinical quality

Funding Source: National Health & Medical Research Council

Investigators: Wendy Lipworth, Richard Day, Ian Kerridge

Duration: February 2010 to February 2014

Selected Publications

Lipworth W, Kerridge I, Day R. Formulating an ethics agenda for drug development, regulation and utilization. *Therapeutic Innovation and Regulatory Science*. 2013; 47(1):46–9.

Lipworth W, Ho K, Kerridge I, Day R. Drug policy at the margins: The case of growth hormone replacement for adults with severe growth hormone deficiency. *Medical Journal of Australia*. 2012; 197(4):204–5.

Lipworth W, Kerridge I, Day R. Time for the Pharmaceutical Benefits Advisory Committee to set its own agenda. *Medical Journal of Australia*. 2012; 196(6):374–5.

Lipworth W, Kerridge I, Day R. Wrong questions, wrong answers? Are we getting the drugs we need? *Clinical Pharmacology & Therapeutics*. 2012; 91(3):367–9.

Lipworth W, Kerridge I, Brett J, Day R. How clinical and research failures lead to suboptimal prescribing: The example of chronic gout. *British Medical Journal*. 2012; 343:d7459.

Harvey K, Day R, Campbell W, **Lipworth W**. Saving money on the PBS: Ranibizumab or bevacizumab for neovascular macular degeneration? (lead editorial). *Medical Journal of Australia*. 2012; 194(11):567–8.

Lipworth W, Little M, Kerridge I. The perils of proxy outcomes in evidence-based medicine: The case of recombinant factor VIIa. *The International Journal of Person Centered Medicine*. 2011; 1(4):657–9.

Lipworth W, Wodak A, Haber P, Day R. Why is disulfiram not on the PBS? *Medical Journal of Australia*. 2011; 195(7):371–2.

Crowther H, **Lipworth W**, Kerridge I. Evidence-based medicine and epistemological imperialism: Narrowing the divide between evidence and illness. *Journal of Evaluation in Clinical Practice*. 2011; 17(5):868–72.

Human Factors

Improving team skills leads to ongoing benefits

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

Evaluation of the training – one of the few randomised controlled studies to investigate this type of learning in healthcare – found universally positive reactions. Participants increased their knowledge of teamwork and team-skills behaviour improved. The evaluation also found qualitative benefits for participants, including increased self-confidence and self-efficacy, improved self-awareness, and greater awareness of what is happening around them at work.

The training also benefited those not on the course, in the mentoring, educating, and role-modelling activities of participants once they returned to the workplace, and by raising interest in working better in teams. Lessons learned from the project were shared with the NSW Health Education and Training Institute (HETI) for incorporation in the Team Health Program.

Capacity Building Infrastructure Grant

Funding Source: New South Wales Health

Investigators: Robyn Clay-Williams, Jeffrey Braithwaite

Duration: May 2009 to December 2012

Selected Publications

Clay-Williams R, Braithwaite J. Determination of healthcare teamwork training competencies: A Delphi study. *International Journal for Quality in Healthcare.* 2009; 21(6):433–40.

Braithwaite J, Clay-Williams R. Mandating healthcare by creeps and jerks. *International Journal for Quality in Healthcare.* 2012; 24(3):197–9.

Clay-Williams R, McIntosh C, Kerridge R, Braithwaite J. Classroom and simulation team training: A randomised controlled trial. *International Journal for Quality in Healthcare.* 2013; 25(3).

Healthcare Microsystems

A Centre of Excellence to improve primary healthcare

The Australian Primary Healthcare Research Institute (APHCRI) Centre of Excellence (CRE) in Primary Healthcare Microsystems was established in early 2011 to address primary healthcare quality, governance, performance, and sustainability issues identified within the national health reform agenda. This CRE, incorporating the clinical microsystem approach, is investigating improved models in regional governance and e-health, effective multi-disciplinary teamwork, and primary care performance and accountability.

The research streams have been chosen for their critical importance in areas of national significance and current government reform, and their suitability in meeting the need for strong research to guide decision-makers, clinicians and communities. The CRE's overarching research aim is to support Australian primary care as it moves from a series of disparate sectors to an integrated system, able to reliably engage in the reform challenges ahead. The research program will apply and evaluate a clinical microsystems approach across the two research streams and we will be able to demonstrate the impact of an internationally-successful quality improvement methodology within Australian primary care.

This CRE is a collaboration between the University of Queensland, Flinders University, University of NSW, Greater Green Triangle University Dept. of Rural Health, Deakin University, Mater Health Services, and other stakeholders. The CRE works closely with several key partner organisations such as the Australian Commission on Safety and Quality in Healthcare, Australian General Practice Accreditation Limited, Australian Association of Practice Managers, Australian Practice Nurses Association, Australian Primary Healthcare Research Institute, Chronic Illness Alliance, Improvement Foundation Australia, Mater Medical Research Institute, Royal Australian College of General Practitioners, and the Department of Health and Ageing.

The research team comprises expertise in general practice, nursing, allied health, and other specialities.

We use implementation research methodology, interaction models of research utilisation and a linkage and exchange model which includes extensive and ongoing interactions between the CRE team and members of our National and International Advisory Committees, our partner organisations and other relevant stakeholders. This allows our partners, who are predominantly the end-users of our research, to be involved in the different phases of research from fine tuning research questions, addressing any methodological issues, synthesising the results, interpreting the findings, and alerting our CRE of any other important issues throughout the duration of the research project. It also allows progressive 'roadtesting' of processes, findings and recommendations at each research stage, enabling research findings to be implemented almost immediately.

During 2012, we presented the work of the CRE at several conferences in Australia and internationally and strengthened links with international primary care experts and organisations: We also engaged with key partner organisations by hosting several round table meetings.

Metro-Regional Intellectual Disability Network

Evaluating a collaborative support project

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

MRID.net uses the National Broadband Network (NBN), where available, or other broadband networks to improve the existing healthcare services for this disadvantaged population. It offers video consultations, training for health professionals and support for local health and disability systems will be offered. The pilot project engages the community in designing, implementing and evaluating the program to ensure that it meets the needs of client families and carers. Information systems are used locally to coordinate care, and also to evaluate and develop the program.

The Centre is evaluating the project, and its findings will inform larger-scale programs elsewhere to improve the access to specialised clinical services for people with intellectual disability. The ongoing involvement of the Evaluation Team has taught the MRID project team more about evaluation and led them to understand different models of evaluation including summative, formative, and developmental evaluation. They now discuss and plan the use of different evaluative tools (needs assessment, focus groups, surveys, open-space technology, process mapping) in the clinic setting, school transition clinic setting, and for the various workshops and forums held throughout the year. This is a unique aspect of the project with implications for their work that goes beyond this project.

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

Funding Source: NSW Health

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

Duration: 1 January 2011 - 31 December 2014

Conference presentations

Johnson, J, Debono, D, Kim, J, Leitner, R, Florio, T, Milne, J. (2013) Asking stakeholders what they need: shaping service delivery for people with intellectual disability and mental health problems. *2013 Primary Healthcare Research Conference*. Sydney, 12 July 2013.

Johnson, J. Evaluating New Initiatives. *Intellectual Disability Mental Health Forum*. St. George Hospital, Kogarah, NSW. 31 May 2013.



Staff

Director

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

Professor Braithwaite is Director of the Centre for Clinical Governance Research in Health and Foundation Director of the Australian Institute of Health Innovation. He has long been associated with UNSW Medicine. He joined the Centre as a Commonwealth Casemix Research Fellow in 1994, and was Head of the School of Health Services Management until it merged into the School of Public Health and Community Medicine in 2001.

Professor Braithwaite enjoys an international reputation for his work in leadership and organisational behaviour in health settings. His specific research interests include clinicians as managers, organisational theory, the future of the hospital, organisational design of hospitals, change management in healthcare, network theory, communities of practice, the evolutionary bases of human

behaviour, quality and safety in healthcare, and international health policy development and implementation. He is Visiting Professor at the University of Birmingham, UK, and Senior International Research Fellow at the Canon Institute of Global Studies, Tokyo, Japan.

Deputy Director

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

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

Business Manager

Ms Sue Christian-Hayes

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

Administrative Staff

Mrs Margaret Jackson

Mrs Jackson joined the Centre for Clinical Governance Research in Health in July 2008 as a part-time research and administrative assistant, to undertake literature searches and perform general support duties. For more than 20



Professor Jeffrey Braithwaite



Associate Professor Julie K. Johnson



Ms Sue Christian-Hayes



Ms Margaret Jackson

Staff

years, Mrs Jackson has worked on standards development for a healthcare 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. She uses these skills to support the Centre's activities

Ms Danielle Marks BA Comm (Journ) UTS

Ms Marks works as a part time Research Assistant at the Centre. She has a background in journalism and applied this expertise to communication in health systems. She has experience in a range of projects in research and evaluation, including international examples of safety and quality successes and failures, an evaluation of social and structural holes, boundaries and weak ties in organisations and communities, and a comparison of Australian health data with several

other societies. She also helped coordinate a nationally recognised NHMRC Patient Safety grant.

Ms Jackie Mullins

Ms Mullins joined the Australian Institute of Health Innovation in June 2011 as an Administrative Assistant, providing administrative support and reception duties for the Centre for Clinical Governance Research in Health as well as the other Centres within the Institute. Her role also involves the organisation of diary appointments, conference engagements and travel itineraries for Professor Jeffrey Braithwaite.

Researchers/Personnel

Dr Robyn Clay-Williams, PhD UNSW, BEng RMIT

Dr Clay-Williams completed her undergraduate degree in electronic engineering in the early 1980s, and has trained as a military pilot, flight instructor and test pilot. She was the operational specialist on the advisory board for implementation of the latest generation Crew Resource Management (CRM) teamwork training into Australian

military aviation, and is interested in how this type of training can be applied to other disciplines. She is a Postdoctoral Research Fellow in human factors and is involved in ongoing collaboration with Centre staff in research projects related to her expertise in team training, engineering resilience and usability of medical devices and equipment.

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

Dr Cunningham, a Senior Research Fellow in the Centre, 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, healthcare consultant, health policy analyst and health services researcher. She has conducted a broad range of policy, research and consulting projects in



Ms Danielle Marks



Ms Jackie Mullins



Dr Robyn Clay-Williams



Dr Frances Cunningham

the health, community and disability services areas, especially relating to the financing and delivery of health services and organisational research. In September 2012 she was appointed as a Visiting Fellow with the Centre.

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

Ms Debono is a registered nurse and midwife with experience in both rural and metropolitan acute care settings. She graduated with a Bachelor of Arts degree majoring in Psychology and Sociology. Her Honours thesis investigated automatic and controlled cognitive processing in the elderly. Her research interests are medication error, patient safety and workarounds and she is currently conducting projects and providing research support in a range of areas. Ms Debono is undertaking a PhD focusing on workarounds in healthcare.

Ms Stephanie Dick
BA Criminology and Psychology
MSC Psychology, Sheffield Hallam

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

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

Dr Greenfield is a Senior Research Fellow in the Centre and adjunct lecturer in the School of Public Health and Community Medicine.

His expertise and knowledge are in the areas of accreditation and surveying processes, organisational culture, community of practice theory, inter-professional collaboration, and qualitative research methods. Dr Greenfield's work is progressing understanding of how, individually and collectively, professional conduct, quality and safety are shaped and regulated to mediate organisational, professional and care outcomes.

Dr Reece Hinchcliff
BA (Hons) Syd, PhD Syd

Dr Hinchcliff is a qualitative researcher whose work focuses on several content areas, including policy development and implementation, knowledge translation and healthcare accreditation. The common theme is the use of innovative mixed-method research to promote the uptake of evidence-informed public health policies and practices. He is currently working on an Australian Research Council Linkage Project concerning the evaluation and improvement of Australian health service accreditation programs.



Ms Deborah Debono



Ms Stephanie Dick



Dr David Greenfield



Dr Reece Hinchcliff

Staff

**Ms Klay Lamprell BA
(Comm & Lit) *Macq*, Grad
Dip Conflict Resolution
Macq, Cert Languages
*Macq***

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

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

Dr Lipworth is an empirical bioethicist with an interest in the ethics of biomedical innovation. Her specific topics of interest include the ethics of drug development, evidence-based

medicine, biomedical publishing and biobanking (tissue banking). She uses mainly qualitative research methods to elicit the values underpinning these processes, and uses this to inform policy and practice. Dr Lipworth is a medical graduate (*UNSW* 1999) and was awarded her PhD in 2009 (University of Sydney). She is now a NHMRC Postdoctoral Research Fellow at the Australian Institute of Health Innovation.

**Dr Jacqueline Milne
BHA *UNSW*, MCom *UNSW*,
GradCertHed *UNSW*,
GradDipLangTeach *UTS*,
PhD *UNSW*, AFCHSM**

Dr Milne is a Postdoctoral Research Fellow at the Centre. Her interest in health services research developed from a clinical background in nursing. She worked as Associate Lecturer and Researcher in the School of Health Administration (*UNSW*) before working as Clinical Superintendent of St Vincent's Hospital Sydney for seven years. Her PhD investigated junior doctors' interprofessional

practice and learning in Australian teaching hospitals. Dr Milne is a qualitative researcher with interests in organisational culture and behaviour, the postgraduate education and training of junior doctors, improving quality and safety in healthcare, professionalism and ethics. She is an Associate Fellow of the Australasian College of Health Service Management and holds an appointment with the Health Professional Councils Authority in NSW as a member of Tribunal Panels and Professional Standards Committees.

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

Dr Moldovan is a Research Fellow working on an ARC project devoted to accreditation of healthcare organisations and development of the related evidence-informed health policies. His expertise is in quantitative analysis and statistical learning. Before joining the Centre, he was involved in several successfully completed



Ms Klay Lamprell



Dr Wendy Lipworth



Dr Jacqueline Milne



Dr Max Moldovan

ARC projects. Dr Moldovan was a leading research analyst in the international team that pioneered the area of clinically functional pharmacogenomic discoveries. He co-authored several exact and efficient analytical methods widely accepted in medical research and clinical practice. He is the author of a book describing and formalising the related inferential procedures.

Ms Sally Nathan
BSc, MPH UNSW

Ms Nathan is a Lecturer in the School of Public Health and Community Medicine. As a social scientist, she has theorised and empiricised consumer/community exclusion and participation in health service decision-making and governance, advocacy by the non-government sector, capacity building for health development, adolescent drug and alcohol treatment and refugee settlement. Ms Nathan is first Chief Investigator on a three year ARC Linkage grant: Social Cohesion through Football, a cohort impact study investigating the implementation of a sport for social development program.

Dr Geetha Ranmuthugala
MBBS UPNG, MAppEpi,
PhD ANU, FRSPH UK,
AFACHSM

Dr Ranmuthugala, an epidemiologist, worked on an ARC Discovery Project developing an evaluation framework for communities of practice in healthcare. Having undertaken research in general practice evaluation, rural and environmental health, she has developed a particular interest in health services research focusing specifically on performance measurement and the use of evidence to inform policy and practice. Dr Ranmuthugala is a Chief Investigator in an ARC Linkage Project administered by the National Centre for Social and Economic Modelling that aims to develop a modelling tool to assess the distributional impact of aged care financing options. In July 2012 she was appointed as a Visiting Fellow with the Centre.

Dr Pooria Sarrami-Foroushani
MD IUMS, PhD Notts

Dr Sarrami-Foroushani is a medical sociologist with a doctoral degree in medicine and a PhD in sociology. His broad expertise includes the study of social aspects of health and medicine for more than a decade. He has extensive international research expertise and has worked in Iran, the United Kingdom and Australia focusing on consumer and community engagement, clinical variation, and mental health. He is active in supervising postgraduate students undertaking research on consumer and community engagement in healthcare at UNSW.

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

Dr Alison Short, a Research Fellow at UNSW and Visiting Fellow at ANU, has a background in health services research, emerging originally from professional music therapy. Dr Short has



Ms Sally Nathan



Dr Geetha Ranmuthugala



Dr Pooria Sarrami-Foroushani



Dr Alison Short

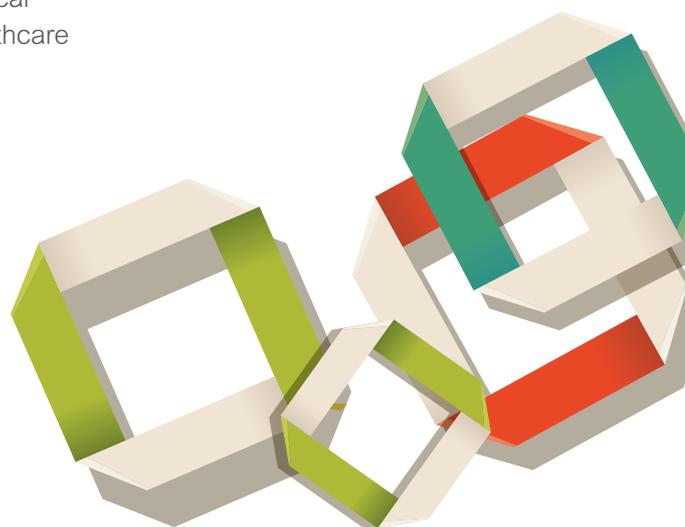
Staff

evaluated inter-professional strategies assisting community self-management for people with chronic diseases. Her further interests include health communication and literacy; clinician-researcher interface; psychosocial aspects of healthcare; and clinical settings such as cardiac, emergency, palliative and aged care. Bridging the gap between music and medicine, Dr Short has a particular interest in pursuing the linkage between auditory environment and public health issues. Her outputs include several funded projects and over 58 publications.

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

Dr Travaglia is the Director of the Health Management Program in the School of Public Health and Community Medicine and a Senior Research Fellow with the Centre. Her expertise and interest lie in understanding the social dimensions of quality and safety of care. She is currently working

on research relating to the creation and enactment of safety and error knowledge, discourses and practices; risks faced by vulnerable groups within the health system; the impact of diversity and complexity on the quality and safety of care; and the application of critical theory to the study of healthcare systems and services.



Dr Joanne Travaglia

Visiting Professors, Conjoint Professors and Visiting Fellows

Dr Jen Bichel-Findlay

DipAppSc *QIT*, BAppSc *QUT*, MPH *QUT*, DipAppSc (Ned) *QUT*, MN *UTS*, HScD *Syd*, FACHI, FACN, FRCNA, AFCHSM

Dr Peter Carswell

PGDipAppPsy *MassU*, PhD *UAuck*, MCom(Hons) *UAuck*, BSc (Psy) *UAuck*

Associate Professor Angus

Corbett BA LLB *Macq*, LLM *UW-Madison*

Dr Frances Cunningham

BA *UQld*, ScD *JHU*, DipEd *QUT*, AFACHSM, FAICD (from September 2012)

Professor Timothy Devinney

BSc *Carnegie-Mellon Uni*, MA *UniChicago*, MBA *UniChicago*, PhD *UniChicago*

Ms Lisa Forbes

MNursMgmt *UTS*, DipMedSurgNsg *UTS*, RN

Associate Professor David

Henderson MB, BS *Syd*, FRACP, MBA *Qld*

Dr Paula Hyde

PhD *Man*, MBA *Man*, BSc (Hons) *Salford*

Honourary Associate Professor

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

Associate Professor Ross Kerridge

MB BS *Syd*, FRCA, FANZCA

Ms Marie Kristensen

MHSC *AarhusU*

Professor Russell Mannion

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

Professor Yukihiro Matsuyama

PhD *Kyushu Uni*, BA *Tokyo Uni*

Professor Gavin Mooney

MA (Hons) *UEdin*, DSocSc(hc) *Cape Town (vale)*

Dr Virginia Mumford

MBBS *Lond*, MBA *CUBS*, MHA *UNSW*

Dr Peter Nugus

MAHons *UNE*, MEd *UTS*, PhD *UNSW*

Professor John Øvretvelt

BSc (Hons), MPhil, PhD, C. Psychol, MIHM

Dr Marjorie Pawsey

AM, MBBS *UQ*, DPH *Syd*, FAAQHC

Dr Geetha Ranmuthugala

MBBS *UPNG*, MAppEpi, PhD *ANU*, FRSPH *UK*, AFACHSM (from July 2012)

Ms Maureen Robinson

Dip Phty, MHA *UNSW*, FAAQHC

Professor William (Bill) Runciman

BSc (Med) *Wits*, MBBCh *Wits*, FANZCA, FJFICM, FHKCA, FRCA, PhD *Flinders*

Professor Charles Shaw

MBBS *ULondon*, PhD *UWales*, FFPH, FHSM, Dip HCOM

Dr Alison Short

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

Conjoint Associate Professor Mary

Westbrook AM, BA (Hons) *Syd*, MA (Hons) *Macq*, PhD *Macq*, FAPS

Professor Les White

AM DSc *UNSW*, MBBS *Syd*, FRACP, MHA *UNSW*, AFACHSM

Full Time Research Candidates

Ms Anne Hogden

BA (Hons) *UNewc*, BSpeech
Pathology *UNewc*

Supervisor: Dr David Greenfield

Co-supervisors: Dr Peter Nugus,
Professor Matthew Kiernan

PhD: *What influences patient-centred decision-making in motor neurone disease care? A study of stakeholder perspectives*

Ms Ru Karen Kwedza

MHServ Mgt *Griffith*, MNutDiet
Griffith, BBiomedSc *Griffith*

Supervisor: Associate Professor
Julie Johnson

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

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

Ms Judith Lancaster

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

Supervisor: Professor Jeffrey
Braithwaite

Co-supervisor: Dr Wendy Lipworth

PhD: *Beyond Accreditation: the benefits of surveying*

Ms Janet Long

RN, BSc (Hons1) *Macq*,
CertOphthNurs *Sydney Eye*, MN
UTS, MRCNA

Supervisor: Professor Jeffrey
Braithwaite

Co-supervisors: Dr Frances
Cunningham, Dr Peter Carswell

PhD: *Network structure and the role of key players in a translational cancer research network*

Ms Jacqueline Milne

BHA *UNSW*, MCom *UNSW*,
GradCertHEd *UNSW*
GradDipLangTeach *UTS*, PhD
UNSW, AFCHSM

Supervisor: Professor Jeffery
Braithwaite

Co-supervisor: Dr David Greenfield

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

Dr Virginia Mumford

MBBS *Lond*, MBA *CUBS*, MHA
UNSW

Supervisor: Professor Jeffrey
Braithwaite

Co-supervisor: Kevin Forde

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

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

Supervisor: Dr David Greenfield

Co-supervisors: Professor
Jeffrey Braithwaite, Dr Geetha
Ranmuthugala

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

Ms Jennifer Plumb

BA (Hons) *Oxon*, MSc *Lond*

Supervisor: Professor Jeffrey
Braithwaite

Co-supervisor: Dr Joanne Travaglia

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

Ms Anne Sinclair

RN, Med

Supervisor: A/Professor Julie
Johnson

Co-supervisors: Dr Jo Travaglia,
Professor Jeff Fuller

PhD: *General Practice from the Perspective of a Learning Organisation*

Dr Janice Wiley

MBBS *UNSW*, MPH *UNSW*, MHM
UNSW

Supervisor: Dr Jerry Greenfield

Co-supervisors: Professor Jeffrey
Braithwaite, Professor Ric Day

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

Part Time Research Candidates

Ms Deborah Debono

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

Supervisor: Professor Jeffrey Braithwaite

Co-supervisors: Professor Deborah Black, Dr David Greenfield

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

Dr Frank Formby

MBBS *UNSW* FACHPM

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Professor Kenneth Hillman

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

Ms Bernie Harrison

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

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Professor Mary Chiarella

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

Ms Evelyn Harrison-Varga

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Professor Deborah Black

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

Ms Lena Low

Acctg Cert *USP*, Grad Dip Mgmt *SCU*, MBA *SCU*, Diploma AICD, FAICD, PhD *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Dr David Greenfield

PhD: *Medical clinician surveyors in the hospital accreditation process: their motivations for participating, the factors that influence them and how they deal with those influences*

Ms Sally Nathan

BSc, MPH *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-supervisor: Niamh Stephenson

PhD: *Consumer participation in health services*

Ms Mary Potter Forbes

RN, BHA *UNSW*, MCom *UNSW*, JD *UTS*, AFCHSM

Supervisor: Associate Professor Julie Johnson

Co-supervisor: Dr Joanne Travaglia

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

Ms Bella St Clair

BSc *Macq*, MAppMgt (Hth) *UON*, MBA *UON*, GAICD

Supervisor: Dr David Greenfield

Co-supervisor: Dr Andrew Georgiou

PhD: *Financial Incentives and Healthcare Accreditation*

Ms Eilean Watson

BSc (Hons I) *UNSW*, MHPEd *UNSW*

Supervisor: Professor Jeffrey Braithwaite

Co-supervisors: Professor Patrick McNeil, Dr Lesley Land

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

Dr Su-Jen Yap

MBBS *Syd*, MMED *Syd*, FANZCA

Supervisor: Professor Ken Hillman

Co-supervisors: Professor Jeffrey Braithwaite, Dr David Greenfield

PhD: *Developing perioperative capacity by a systems and sociocultural learning approach*

Publications

Books and Book Chapters

Barach P, **Johnson J**. *Assessing risk and harm in the clinical microsystem: A systematic approach to patient safety*. In: Sollecito W, **Johnson J**, editors.

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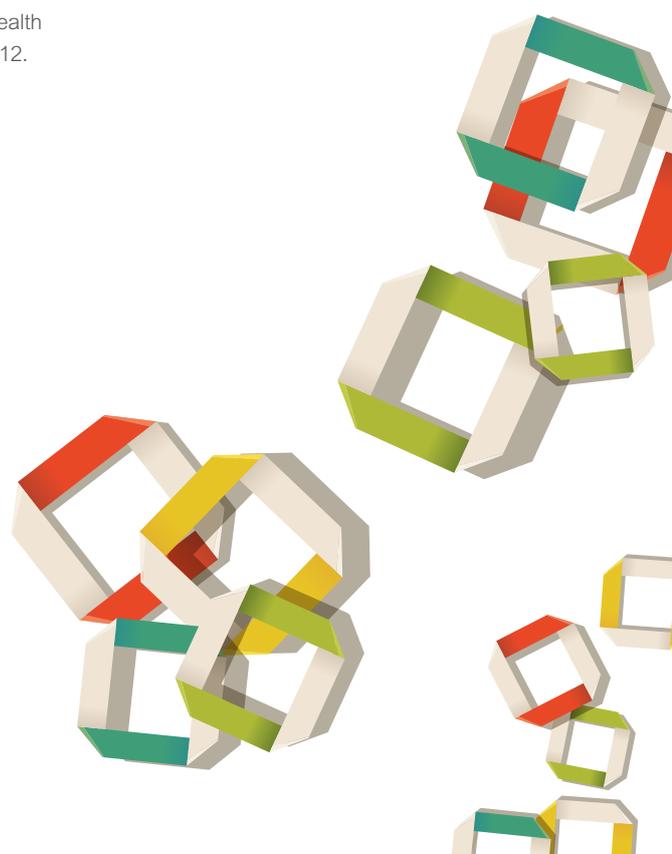
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Invited Presentations/ Keynote Speaker

Braithwaite J. The research and profile of the Australian Institute of Health Innovation [invited presentation]. *Canadian College of Health Leaders' Study Tour*, 22 February; Sydney, Australia. 2012.

Braithwaite J Creating a sustainable healthcare system [keynote address]. *14th Annual Health Congress*; 7 March; Sydney, Australia. 2012.

Braithwaite J. Cultural transformations through clinical and provider-led networks [keynote address]. *World Healthcare Networks Biennial Conference*; 26 July; Cairns, Australia. 2012.

Braithwaite J. Chris Selby-Smith oration: A research process for examining healthcare and patient safety in Australia [keynote address]. *Society for Health Administration Programs in Education (SHAPE) Symposium*; 19-20 July; Sydney, Australia. 2012.

Braithwaite J. The leader as a systems thinker [keynote address]. *New Zealand Institute of Medical Laboratory Science (NZIMLS) Annual Scientific Meeting 2012*; 27 August; Wellington, New Zealand. 2012.

Braithwaite J. Governance in a devolved system: The appropriateness study - Are Australians receiving the right healthcare [keynote address]. *10th Australasian Conference on Safety & Quality in Healthcare: Hot topics from the tropics*; 3-5 September; Cairns: Australia. Australasian Association for Quality in Healthcare (AAQHC); 2012.

Debono D, Greenfield D, Black D, Braithwaite J. Do electronic medication systems impact patient safety: What do the frontline clinicians think? [invited poster presentation]. *Promoting Innovation in Healthcare: Health Roundtable*; 11-12 October; Sydney, Australia. 2012.

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Greenfield D. Panel Discussion: The benefits to consumers of publishing reports [invited presentation]. *ISQua 2012 Twenty-ninth International Safety and Quality Conference: Advancing quality and safety for all: Now and in the future*; 21-24 October; Geneva, Switzerland. International Society for Quality in Healthcare (ISQua); 2012.

Johnson J. Quality improvement and the customer focused organisation [invited workshop]. *Australian College of Health Services Management (ACHSM), 2012 Graduate Health Management Program*; 27 April; North Ryde, Australia. 2012.

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Johnson J. Medicare Local National Collaborative [invited workshop]. *Improvement Foundation of Australia*, 29 November; Melbourne, Australia, 2012.

Johnson J, Cunningham F. Using social network analysis in quality improvement and quality improvement networks [invited presentation]. *Academy Health's Annual Research Meeting*; 24 June; Orlando, Florida, USA. Academy Health; 2012.

Plumb J, Debono D. How does safe care happen? Using ethnography to study safety

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Potter Forbes M. Health service management, clinical governance and innovation: A patient safety perspective [invited keynote speaker]. *6th China-Australia Hospital Forum*; 19-21 July; Quingdao, China. 2012.

Short A. Revisiting cultural issues in the practice of the Bonny Method of Guided Imagery and Music (BMGIM) [invited presentation]. *22nd Association for Music and Imagery Conference; Imagining The World: With Music At Our Core*; 18-22 June; Vancouver, Canada. 2013.

Waniganayake L, **Short A.** Culturally targeted health promotion: Sri Lankan communities and the Get Healthy phone line [invited presentation]. *Multicultural Health Communication Service*; 17 October; Gladesville, NSW, Australia. 2012.

Wiley J, Braithwaite J. Glycaemic index: A safe, effective, underutilized tool in the self-management of Type 1 Diabetes Mellitus [invited presentation]. *Australasian Universitas 21 Post Graduate Research Conference*; 23 June; University of Nottingham Malaysia Campus, Kuala Lumpur, Malaysia. 2012.

NOTE:

For a full list of presentations and publications, please contact Centre staff, clingov@unsw.edu.au



Key Grants

Strengthening organisational performance through accreditation research: the ACCREDIT project

Funding Source:

Australian Research Council Linkage Grant LP100200586

Investigators: Jeffrey Braithwaite and Johanna Westbrook

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

Duration: 2010 – 2015

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

Funding Source:

Australian Research Council Discovery Grant

Chief Investigators: Jeffrey Braithwaite, Johanna Westbrook

Project Team:

Senior Research Fellow: Dr Frances Cunningham

Senior Research Fellow: Dr Geetha Ranmuthugala

PhD Candidates: Jennifer Plumb, Janet Long.

Duration: 2009-2013

Metro-Regional Intellectual Disability Network Pilot Project

Funding Source: NSW Health

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

Duration: 1 January 2011 – 31 December 2014

Centre of Research Excellence (CRE) in Primary Healthcare Microsystems

Funding Source: Australian Primary Healthcare Research Institute

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

Duration: 1 January 2011 – 31 December 2014

Capacity Building Infrastructure Grants Program 2

Funding Source: NSW Health

Investigator: Jeffrey Braithwaite

Duration: 1 January 2010 - 30 June 2013

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

Funding Source: Agency for Clinical Innovation

Investigators: Jeffrey Braithwaite, Joanne Travaglia

Project Team: Pooria Sarrami Foroushani

Duration: September 2011 - December 2013

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

Funding Source: NHMRC Program Grant

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

Duration: January 2009 - December 2013

Financials

Centre for Clinical Governance Research in Health

Statement of Financial Performance for the Period Ending 31 December 2012

	2012	2011
	\$	\$
Funds		
Research Revenue	\$455,356.00	\$998,356.00
UNSW Internal Funds	\$234,822.00	\$68,853.00
Internal Other	\$25,000.00	
UNSW Operating Funds ¹	\$723,195.83	\$613,866.00
Total Income	\$1,438,373.83	\$1,681,075.00
Expenses		
Payroll	\$1,161,325.45	\$1,083,860.40
Equipment	\$10,939.96	\$18,516.44
Infrastructure/Faculty Overheads	\$40,090.91	\$23,616.22
Contract Payments	\$57,809.91	\$211,810.35
Scholarship Stipends	\$114,105.77	\$72,210.00
Materials	\$37,542.04	\$60,306.46
Travel	\$126,926.44	\$146,911.66
Internal Expenses	\$178,682.28	
Total Expenses	\$1,727,422.76	\$1,617,231.53
Operating result	-\$289,048.93	\$63,843.47
Surplus(Deficit) Bfwd from Prior Year	\$530,448.20	\$466,604.73
Accumulated Funds Surplus(Deficit)	\$241,399.27	\$530,448.20
Excludes debtors (unpaid invoices) and accruals	\$4,012	\$96,246.50

Notes to the Statement of Financial Performance

1 The Centre acknowledges the University's in-kind contributions in rental, heat, light & power and funding for two academic and two research 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 Australian Institute of Health Innovation

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Supported by NSW Health