



THE UNIVERSITY OF
NEW SOUTH WALES



CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Annual Report 2008



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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CENTRE STAFF 2008



Centre Staff Group 2008

From left to right: Ms Deborah Debono, Ms Sue Christian-Hayes, Dr David Greenfield, Mr Greg Fairbrother, Ms Joanne Travaglia, Mrs Margaret Jackson, Ms Judie Lancaster, Professor Jeffrey Braithwaite, Dr Marjorie Pawsey, Mr David Pereira.

Inset: clockwise from top left: Associate Professor Julie Johnson, Ms Eileen Watson, Ms Lena Low, Ms Jacqueline Milne.

The full complement of Centre Staff can be found in the Staff Listing section.

MISSION

The Centre for Clinical Governance Research in Health is an international research capability 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 the assembled researchers and undertakes exciting cross-disciplinary research with academic and industry collaborators. The 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
- 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 in Kobe, Japan
- Shanghai Municipal Health Bureau, People's Republic of China

Mission Statement

- 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, and
- Australian Health Insurance Association.

Staff secure research funding from national and international sources and publish in international journals such as *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 and Environment and Behaviour*, *International Journal of Health Care Quality Assurance and Organization Studies*.

Objectives & Principles for Studies

OBJECTIVES

The Centre has six main objectives. These are:

1. To be an internationally recognised reservoir of knowledge and expertise on clinical issues with a capacity to respond to requests for advice and consultation.
2. To undertake internationally recognised inter-disciplinary research and development projects on clinician led approaches to organising and managing across the full spectrum of care.
3. To provide a focal point for initiating and managing collaborative research and development projects on clinician led approaches to the organisation and management of clinical practice involving partners drawn from other groups within the Faculty of Medicine, other departments within the University, Federal, State and Area health authorities and potential academic, policy and practitioner collaborators in other universities both within and external to Australia.
4. To provide a supportive environment for developing research skills of early health researchers from both clinical and social science disciplines.
5. To facilitate the development of education and training activities both within and outside the University in support of clinical governance.
6. To develop an international research reputation not simply in health but also in the base disciplines from which Centre members are drawn viz., policy studies, discourse analysis, sociology, organizational 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

“By the end of 2008 we had secured three new category one, researcher initiated grants valued at more than \$12 million. This is a culmination of more than five years of effort. The NHMRC program grant is on patient safety. The ARC Discovery grant is investigating social professional networks and communities of practice. The ARC linkage is examining information technology efforts on work innovation. Together this represents a systematic attempt to evaluate and improve health care systems.”

The Centre's research profile in national and international context

With the formation of the Australian Institute of Health Innovation (AIHI), and the receipt of several new grants in 2008, the Centre consolidated its place nationally and internationally and forged several new research directions. AIHI brings together the Centre for Health Informatics, the Simpson Centre for Health Services Research and the Centre for Clinical Governance Research and creates a new platform for cutting-edge research into large-scale problems. It is a privilege to work closely with our colleagues in these other Centres.

Exhibit 1: Pressures on health services managers

According to many scholars, managers are under more pressure and a wider range of influences than ever before, particularly modern stresses such as the increasing pace of life and the consequences of factors such as globalisation and competition within and between industries for human resources, greater efficiencies and improved quality. We argue that an often overlooked variable in understanding managerial psychology is the pressure and influence adduced by subordinates. This study has attempted to elucidate more clearly managers' appraisal of the extent and targets of that pressure from subordinates in managers' work lives, and to understand some cross-cultural differences in the application of upward influence on managers by subordinates. [Braithwaite J, Westbrook MT, Mallock NA. How subordinates exercise pressure on their subordinates: Anglo and Confucian-Asian comparisons. *Journal of Managerial Psychology* 2008; 23(1): 40-53.]

We narrate in the sidebar exhibits some of the themes in our research findings in 2008. There is evidence that pressure on health services managers via demands from above are intensifying and that subordinates (clinical staff, support personnel and contractors) add to the stresses and demands on this group (Exhibit 1).

Exhibit 2: Evolutionary organizational behaviour

The case will be argued here that displaying males in the sexually conservative human settings we call organizations ... secure rewards. These ... are distributed inequitably. The higher in the organizational hierarchy one is, the more extensive the benefits. Success for male managers is keyed to outcomes deemed socially appropriate, rather than to direct access to receptive females. Power, status, respect, income, perks and status symbols represent the main gains accumulated by efficacious organizational displayers. These may lead indirectly to increased sexual success, but we cannot observe that for the most part. Other organizational players are condemned to lesser rewards and their career progress is stalled, or is slower to realize, despite many high aspirations. [Braithwaite J. Lekking displays in contemporary organisations: ethologically oriented, evolutionary and cross-species accounts of male dominance. *Journal of Health Organization and Management* 2008; 22(5): 529-559.]

In separate but related work we compared the behaviour of male managers with those of species in the wild (Exhibit 2). Males in other species get rewards for authoritative, assertive behaviour. So do male managers. Are male managers in contemporary settings really very different, for example from primates in naturalistic settings? This research suggests not.

Exhibit 3: A response to a call for a new investigation into health care: the Garling Inquiry

Will another inquiry identify additional systemic problems of which we are not already aware? The answer, the evidence suggests, is no. Our research shows that patient safety inquiries across the world consistently identify the same recurring problems as the cause of iatrogenia: health care below promulgated standards; lack of quality-monitoring processes; patients, family members and concerned staff being ignored and excluded; whistleblowers being vilified; and persistent deficiencies in teamwork, systems and communication. [Travaglia J, Lloyd J, Braithwaite J. Another inquiry into public hospitals? *Medical Journal of Australia* 2008; 188(8): 437.]

Beginning with work we initiated in 2003 we evaluated a range of international inquiries into health care. We discussed the latest in a long line of inquiries in Australia (the Garling Inquiry) soon after its terms of reference were announced (Exhibit 3), and wondered whether another inquiry was

needed. It is difficult to counsel those in charge of health systems against calling inquiries, but there is a salient point to be argued that, as a result of our research, we largely know what inquiries will find. It is the effective implementation of the findings that pose challenges, rather than the conducting of an inquiry or the formulation of recommendations. This is a lesson we hope politicians and others in change of health systems will heed.

Accreditation has been a key subject matter of our investigators following the execution of a highly successful Australian Research Council (ARC) Linkage grant earlier in the decade, with the Australian Council on Healthcare Standards as key industry partner. Exhibit 4 synthesises an analysis of the accreditation literature from a systematic review we conducted. We are developing a new ARC Linkage grant to fill in more of the evidence base on accreditation and hope to report on this in subsequent publications.

As we reported last year, a major theme of the Centre's work in the last seven years has centred on the quality of care and creating a safe environment for patients. This is an extremely complex area. It is one that requires multi-method research and the skills of a range of research disciplines.

Exhibit 4: Research into accreditation

The necessity for an empirically grounded, comprehensive evidence base for accreditation has long been recognized. Without this, the varying positive and negative views about accreditation will remain anecdotal, influenced by ideology or preferences, and driven by such biases. This review of health care accreditation research literature reveals a complex picture. There are mixed views and inconsistent findings. [Greenfield D, Braithwaite J. *International Journal for Quality in Health Care* 2008; 20(3): 172-183.]

Exhibit 5: Patient safety incident reporting systems

Our findings point to three aspects of incident reporting which need to be factored in to future research activities designed to study progress. First, it is important to measure attitudes toward incident reporting. Although these may or may not be specific to an electronic system, they can highlight areas which need to be addressed, eg further education, culture change and incentives. Second, research into existing electronic systems can provide vital information on aspects of software which can be improved. Third, we need more data on how software is deployed in health settings. There are very few arm's length health sector studies of software use *in situ*. [Braithwaite J, Westbrook M, Travaglia J. Attitudes toward the large-scale introduction of an incident reporting system. *International Journal of Quality in Health Care* 2008; 20(3): 184-191.]

In Exhibit 5 we provide a synopsis of our work on incident reporting. Many experts see this as a key initiative in understanding errors and harm to patients, but it is proving hard to get it right. We investigated an incident reporting system in New South Wales in this study and outlined the main factors to be taken into account in improving the level and accuracy of incident reporting, and in future research designs in this area.

Facts and figures: historical and current activities

Our buoyant levels of productivity in recent years continued. There were 106 scholarly outputs this year including substantive written and presentation contributions nationally and internationally (Figure 1).

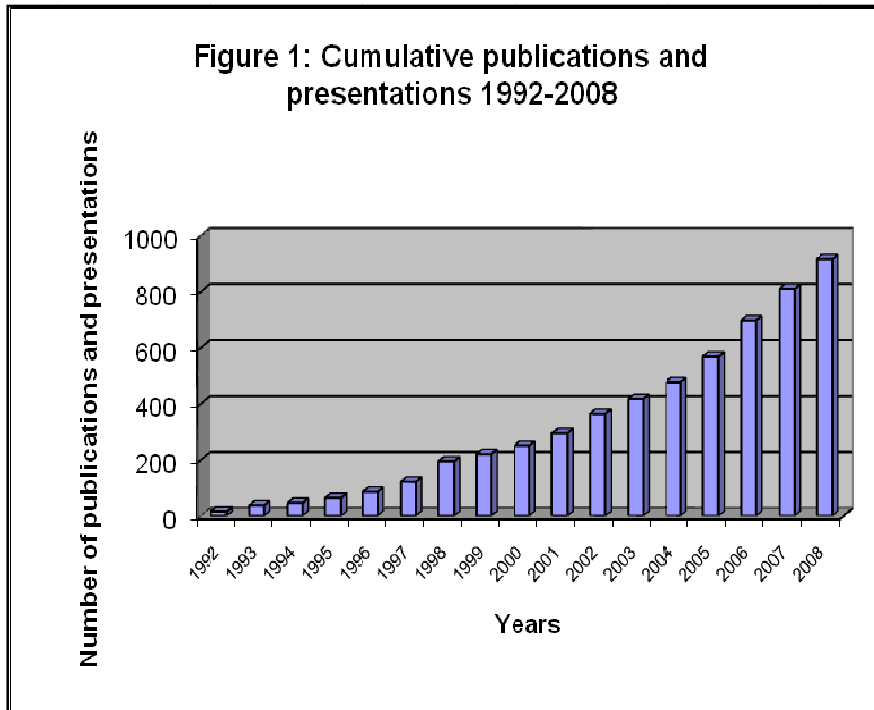


Figure 2 shows the breakdown of our research. Amongst the papers, we contributed to *International Journal for Quality in Health Care*, *Journal of the American Medical Informatics Association*, *Quality & Safety in Health Care*, *Journal of Health Organisation and Management* and *Environment and Behaviour*. Two of our papers were awarded prizes as highly commended award winners by the Emerald Literati Network Awards for Excellence: Braithwaite J. (2008) $L(H) \neq \sum(m_1, m_2, \dots, m_n)$, *Leadership in Health Services*, 21(1): 8-15 and Braithwaite, J. (2008) Lekking displays in contemporary organizations: ethologically-oriented, evolutionary and cross-species accounts of male dominance, *Journal of Health Organisation and Management*, 22(5): 529-559. We also presented keynote addresses and research papers to conferences in Orlando, Florida; Copenhagen, Denmark; Chicago, Illinois; Christchurch, New Zealand; Rotorua, New Zealand; and Göteborg, Sweden.

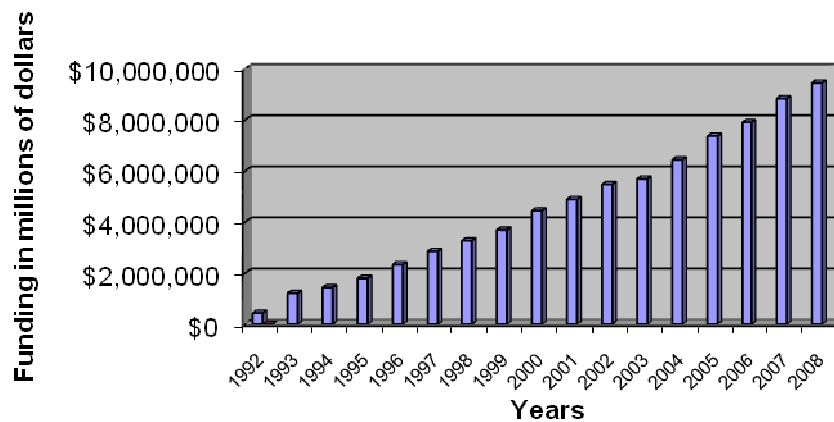
Figure 2: Publications and presentations in 2008



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

Success in attracting funding continued. Cumulative Centre funding, excluding in-kind and other non-cash contributions, exceeded \$9.4 million in 2008 (Figure 3).

Figure 3: Cumulative funding 1992-2008



New research

The Centre hosted an international research conference in 2008 on behalf of the Society for the Study of Organising in Health Care. The theme of the Sixth International Conference on Organisational Behaviour in Health Care [OBHC 2008] was *Culture and Climate, cracking the code* and it was attended by 79 international researchers.

This year Chief Investigators Professor Jeffrey Braithwaite and Professor Johanna Westbrook secured the largest ARC Discovery grant in the country in 2008. This

Director's Review

research is examining communities of practice and social-professional networks over the next five years. We [Chief Investigators Professor Johanna Westbrook, Professor Jeffrey Braithwaite, Associate Professor Katherine Gibson and Dr Richard Paoloni] were also awarded the largest ARC Linkage in the second round in 2008. This project is investigating over a four year period the use of information and communication technologies and the way these support work practice innovation with our partner, Sydney South West Area Health Service.

In addition Chief Investigators Professor Jeffrey Braithwaite, Professor Johanna Westbrook, Professor Enrico Coiera, Professor Bill Runciman and Professor Ric Day were successful in an application for a Program Grant in patient safety from the National Health & Medical Research Council (NHMRC). This will facilitate our work in key areas of mutual interest over the next five years.

Conclusion

This year, the Centre joined with the Centre for Health Informatics and the Simpson Centre for Health Services Research to create the largest grouping of health service researchers in the country and one of the most significant groups internationally. We secured new sources of research income and confirmed our pre-eminent role in health systems research, particularly in generating investigator-driven, category one funded studies. Our continued commitment to produce meaningful empirical research and new theories and frameworks, providing fresh approaches and solutions to clinical governance problems continues unabated, and with the establishment of AIHI we have an enviable platform for our future research activities.



Jeffrey Braithwaite, PhD
Professor and Director
15 April 2009

Management Committee

It is a requirement of the University that a Management Committee be established for each Centre. The Management Committee, according to University guidelines, should consist mainly of University staff with a direct interest in the affairs of the Centre including the Dean of the relevant faculty as the chairperson.

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 of the Centre
Centre for Clinical Governance
Research in Health*

A/Professor Deborah Black

*Presiding Member
Faculty of Medicine*

Professor Timothy Devinney

*AGSM Professional Research
Fellow, Australian Graduate School of
Management, UNSW*

Professor Clifford Hughes AO

*Chief Executive Officer
Clinical Excellence Commission*

A/Professor Julie Johnson

*Deputy Director
Centre for Clinical Governance
Research in Health*

The Centre's Management Committee met on three occasions during 2008: on 7th May, 6th August and 10th November 2008. The Committee offered invaluable strategic advice to the Centre over the year. It affirmed the Centre's progress on its strategic plan 2005-2008, accepted 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 Listing

DIRECTOR

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

DEPUTY DIRECTOR

Associate Professor Julie K. Johnson MSPH, PhD

BUSINESS MANAGER

Ms Sue Christian-Hayes

ADMINISTRATIVE STAFF

Ms Margaret Jackson

Ms Kate Tynan BSc, MPH *UNSW*

RESEARCHERS

Ms Deborah Debono RN, RM, BA (Hons)

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

Dr Jane Lloyd Bapp Sci, MHA, PhD

Dr Justine Naylor B App. Sc., Phd *Syd*

Dr Peter Nugus MAHons *UNE*, Grad Dip ED *UTS*, PhD *UNSW*

Ms Joanne Travaglia BSocStuds (Hons) *Syd*, Grad Dip Adult Ed *UTS*, MEd

VISITING PROFESSORS AND RESEARCH FELLOWS

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

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

Staff Listing

Ms Nadine Mallock Dip Inform Med (BHI, MHI) *Heidelberg*

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

Dr Marjorie Pawsey MBBS, DPH

Ms Maureen Robinson Dip Phty, Grad Cert Paed Phty, Cert Mgt Ed, Cert HSM, MHA

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

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), MBA

OFF CAMPUS RESEARCH CANDIDATES

Ms Deborah Debono RN, RM, BA (Hons)

Ms Mahalakshmi Ekambareshwar

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

Ms Evelyn Harrison

Ms Lena Low Grad Dip Mgmt, MBA

Ms Sally Nathan BSc, MPH *UNSW*

Ms Joanne Travaglia BSocStuds (Hons) *Syd*, Grad Dip Adult Ed *UTS*, MEd

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

Dr Desmond Yen MBA, DBA, FAICD



JEFFREY BRAITHWAITE

Director

Professor Jeffrey Braithwaite, PhD, is Director of the Centre for Clinical Governance Research in Health, Director of the Australian Institute of Health Innovation and Professor in the School of Public Health and Community Medicine. He joined the Centre as a Commonwealth Casemix Research Fellow in 1994, and he 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"* and received six separate awards for research articles in 2007 and 2008.

Jeffrey has contributed more than 600 professional publications and presentations in his field of expertise, is the recipient of research grants in excess of \$31 million, holds multiple Australian Research Council, National Health and Medical Research Council and industry grants and has supervised or currently supervises a cohort of 40 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 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, the evolutionary bases of human behaviour, quality and safety in health care and health policy development and implementation.



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. While on the faculty at University of Chicago, she used qualitative methods to study errors in ambulatory pediatric settings, to conduct observations in pediatric cardiac surgery, to observe how clinical teams function on inpatient medicine rounds, and to improve handovers of patient care.



SUE CHRISTIAN-HAYES

Sue's primary role at the Centre is to provide financial and administrative support to the Management Committee and the Director of the Centre, as well as to do 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.

Sue sat on the organising committee during 2008 for the Sixth International Conference on Organisational Behaviour in Health Care [OBHC 2008] which was hosted by Professor Jeffrey Braithwaite on behalf of the Society for the Study of Organization in Health Care.

Her role here underpins much of the work of the Centre and provides the infrastructure and business support needed for the research team to flourish.

MARGARET JACKSON

Margaret joined the Centre in July 2008 as a part time research and administrative assistant, to undertake literature searches and perform 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 organization, 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 of 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.

Researchers



DEBORAH DEBONO

Deborah is a registered nurse and midwife with experience in both rural and metropolitan acute care settings. Deborah graduated with a Bachelor of Arts degree majoring in Psychology and Sociology. Her Honours Thesis investigated automatic and controlled cognitive processing in the elderly. Deborah's research interests are medication error, patient safety and workarounds. 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 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 organizations shape and mediate learning and knowledge management. His research interests include communities of practice, innovation and change in health services, organizational 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.

JANE LLOYD

Jane holds a Bachelor's degree in Applied Science (Health Education) from the University of Canberra, a Masters degree in Public Health from the University of New South Wales and a PhD from the University of Sydney. Jane has over twelve years experience in public health, project management and health services research. She has held a number of positions in government, non government and academic settings within Australia and overseas. For example, from 2000-2002, Jane was employed as Executive Officer, New South Wales Public Health Network. In 2003, Jane moved from Sydney to Darwin to manage a research project investigating the incidence and prevalence of diabetes and related conditions among Aboriginal Australians living in the Darwin Region. Jane's experience in the bureaucracy and in Aboriginal health research laid the foundation for her PhD, which examined the implementation of Aboriginal health policy. From these work and research experiences, Jane has built up expertise spanning health policy, public health, Aboriginal health and qualitative research methods. Her research interests include equity, health systems effectiveness, and policy implementation issues.

JUSTINE NAYLOR

Justine Naylor is a physiotherapist with a PhD in Applied Physiology. She is a Senior Research Fellow in Orthopaedics within Sydney South West Area Health Service (SSWAHS), and she currently holds a Conjoint Senior Lecturer position with the School of Medicine, UNSW. Her research interests include the identification of best models of care for the management of joint replacement patients, the benchmarking of clinical outcomes, and the measurement of clinical performance in hospitals. Her involvement with the CCGR primarily revolves around her interest in the measurement of clinical performance for the purposes of internal and external benchmarking.



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 organizational work of emergency department and acute care clinicians. Peter has participated in numerous health research and evaluation projects and is a Chief Investigator, with IPL

Researchers

colleagues, on \$1.9 million dollars of competitive industry funding to advance interprofessional learning in chronic disease management.



JO TRAVAGLIA

Jo Travaglia is a medical 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, and interprofessional learning and practice.

She 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. Along with this experience, she has extensive knowledge of the fields of diversity, social determinants of health, and adult education and training. As part of her PhD Jo has used critical theory to develop a new model for examining the way in which clinicians' attitudes to each other and to their patients contributed to the quality and safety of care.

Visiting Professors and Research 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 organizations 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 organizations can develop these capacities.



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 analysed the reports and transcripts of the three inquiries into the Bundaberg and other Queensland health hospitals, to gain insight for 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 focussed 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.

Visiting Professors and Research Fellows



BRIAN JOHNSTON

Brian Johnston is a Visiting Fellow with the Centre. Since November 2000 he has been Chief Executive of the Australian Council on Healthcare Standards (ACHS). 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).

Brian is a Fellow of the Australian College of Health Service Executives (ACHSE), a Fellow of the Australian Institute of Company Directors (AICD) and a Fellow of the Australian Institute of Management (AIM).

Brian 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).



NADINE MALLOCK

Nadine Mallock is a Visiting Fellow in the Centre. She has a background in Informatics in Medicine with a Bachelor and Masters from the University of Heidelberg, Germany. Nadine currently works at the Cancer Institute NSW as Program Coordinator. In this role she manages programs aimed at improving and enhancing the delivery of cancer care services to cancer patients in NSW. She is responsible for developing strategies for state-wide implementation of

key programs.

These programs include: the Referral Pathway for screening of distress; Question Prompt Lists (communication-aid tools for patients); and the Cancer Patient Satisfaction Survey. These projects aim to promote better coordination and integration of cancer care across professional and health service boundaries as well new models of cancer care and psycho-oncology staff support structures.

Visiting Professors and Research Fellows



JOHN ØVRETVEIT

Dr John Øvretveit is Director of Research and Professor at the Medical Management Centre, Karolinska Institutet, Stockholm. 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 organization design is critical for effective healthcare: "the largest risk to health is a hidden one - poor health organization and management". A theme underlying his work is how practical research can directly contribute to healthy work organisation and better care for patients. His book describes action evaluation methods for giving rapid feedback for service providers and policy-makers to improve their services.



MARJORIE PAWSEY

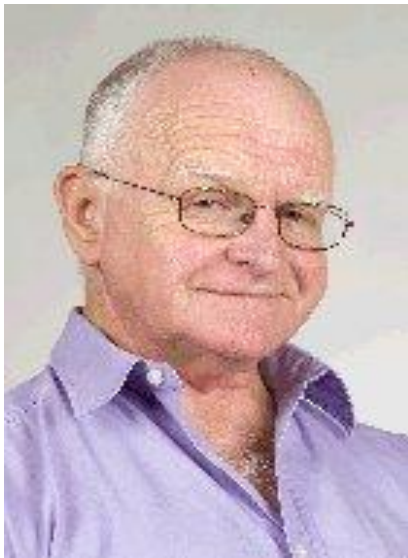
Dr Marjorie Pawsey is a Visiting Fellow and works on developing publications from the Australian Research Council Linkage project (2005-7) that examined the relationship between accreditation and organizational and clinical performance. Marjorie's experience in standards and accreditation at the Australian Council on Healthcare Standards (ACHS), contributes to the interpretation of the data. A range of papers on the relationship between accreditation outcomes and clinical performance as measured by clinical indicators, and on the important topical issue of the reliability of survey team assessments at accreditation surveys, are being developed for submission to journals this year.

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

Visiting Professors and Research Fellows

in Communitio, 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 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.



BILL 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, organization, delivery and research.

Visiting Professors and Research 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.

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 benefits of surveying*

This research is a part of the Australian Research Council Linkage Project between the Centre for Clinical Governance Research in Health and Industry Partners. The project comprises three qualitative case studies that investigate the utility of surveying experience for organizations 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 organizations 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

Full Time Scholarship Candidates

collaborate on a daily basis. The qualitative method was selected in order to capture particularities and perceptions of the surveying experience.



JACQUELINE MILNE

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

PhD: *International medical graduates lacking an interprofessional learning orientation: pitfalls and barriers to enabling interprofessional 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 Board as a member of the Tribunal Panels and Professional Standards Committees.

Full Time Scholarship Candidates



DAVID PEREIRA

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

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

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

Off Campus 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. Inherent in electronic medication systems are workflow blocks designed to arrest a procedure until identified safety requirements have been fulfilled. Workarounds are practices by which the workflow blocks can be circumvented. Therefore, workarounds potentially sabotage the safety effect of electronic medication systems by allowing health professionals to override those aspects of the system that are designed to prevent error. Deborah's PhD aims to empirically examine workarounds in relation to electronic medication systems.



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

Off Campus Research Candidates

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
Co-Supervisor: A/Professor Anna Whelan

PhD: *The schema of complexities that impact on medical clinicians in their role of expert peer surveyors.*

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 surveyors affect and are affected by accreditation. It is a multi-method triangulated study.

Off Campus Research Candidates



SALLY NATHAN

Supervisor: Professor Jeffrey Braithwaite
Co-Supervisor: Niamh Stephenson

PhD: *Consumer participation in health services.*
Sally has 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 organizational 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 participating 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

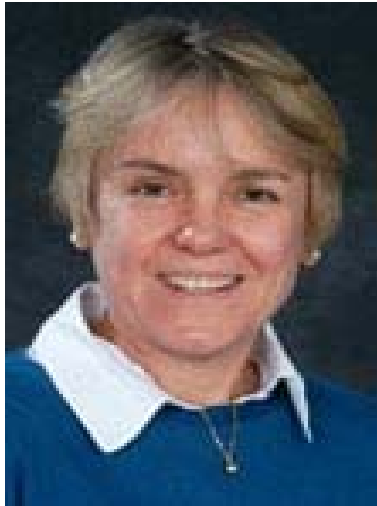
Supervisor: Professor Jeffrey Braithwaite

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?

Off Campus 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 aims to explore how the eMed Map is used by staff, identifying the organizational, 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
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
Tamsin Waterhouse	MHA project	Policy, practice and the technology imperative	Jeffrey Braithwaite

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
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 director	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
Ann Mehaffey	MHA project	Communication strategies and tools used by primary health care/community health care staff in involving consumers and stakeholders	Jeffrey Braithwaite
Annette Pantle	MHA project	An investigation into the implementation of hospital in the home programs	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
Nerida Creswick	PhD	Network analysis of the impact of point of care clinical systems	Johanna Westbrook Jeffrey Braithwaite Rick Iedema
Greg Fairbrother	PhD	Team-based versus patient allocation systems in nursing: a comparative evaluation	Jeffrey Braithwaite Mary Chiarella

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
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
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	How surveyors bring ideas back to their host hospital	Jeffrey Braithwaite David Greenfield
Lena Low	PhD	Accreditation surveyors organizational change agents	Jeffrey Braithwaite Anna Whelan
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
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

Research Candidates' Projects

Candidate	Degree	Research Topic	Supervisor
Jael Wolk	PhD	Hospital admission policies – can theory match practice? An evaluation of the impact of government policy on the development of elective admission policies, in New South Wales public hospitals	Jeffrey Braithwaite Peter Baume
Rebecca Vanderheide	PhD	Self-efficacy in the ACT health care system	Ruth Foxwell Jeffrey Braithwaite
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
Jacqueline Milne	PhD	International medical graduates lacking an interprofessional learning orientation: pitfalls and barriers to enabling interprofessional practice and quality and safety in the delivery of health care	Jeffrey Braithwaite David Greenfield
Eilean Watson	PhD	Curriculum mapping in medicine - how it is used?	Jeffrey Braithwaite Patrick McNeil Lesley Land
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
David Periera	PhD	Teams in health care	Jeffrey Braithwaite David Greenfield
Deborah Debono	PhD	Workarounds and electronic medication systems: enhancing or comprising patient safety?	Jeffrey Braithwaite Deborah Black David Greenfield
Frank Fromby	PhD	Investigation of a Novel Method of Evaluating Palliative Care Services	Jeffrey Braithwaite Ken Hillman

A LONGITUDINAL PROGRAM TO CONCEPTUALISE, EMPIRICISE AND EVALUATE CLINICIAN-MANAGERS' ROLES, BEHAVIOURS AND ACTIVITIES

Funding Source: University of New South Wales

Investigators: Jeffrey Braithwaite, Mary Westbrook, Terry Finnegan, Betsy Graham and Nadine Mallock

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.

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. We contemplate in this project an ongoing investigation into streams of care across time.

In the meantime however, there is ongoing Centre 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, i.e. 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*. Vol 17, pp.141-166.

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

RESTRUCTURING OF HEALTH SERVICES

Funding Sources:	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, i.e. 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), 172-183.

AN EVALUATION OF THE NEW SOUTH WALES SAFETY IMPROVEMENT PROGRAM

Funding Source: Clinical Excellence Commission (CEC), NSW and NSW Department of Health

Investigators: Jeffrey Braithwaite, Mary Westbrook, Nadine Mallock, Jo Travaglia, Peter Nugus, Rowena Forsyth, Debbi Long, Marjorie Pawsey

Duration: 2004-2008

As part of the CEC Research Program and the NSW Department of Health Knowledge Management Project, the CCGR undertook an evaluation of the NSW Health Safety Improvement Program (SIP) late in 2004, and early 2005. The evaluation was conducted using a triangulated, multi-method and multiple study approach. Analysis of data and publication of papers continue, as does research in this area of interest.

SIP has various components of which four are the cornerstones of the program: training a cohort of more than 2,500 clinicians in safety improvement techniques and approaches; generating and managing information about incidents; conducting root cause analyses of serious events; and making recommendations and actioning these as appropriate. We found that SIP has made gains in addressing safety.

Selected Publications

Westbrook MT, Braithwaite J, Travaglia JF, Long D, Jorm C, Iedema, R (2007). Promoting safety: varied reactions of doctors, nurses and allied health professionals to a safety improvement program. *International Journal for Health Care Quality Assurance*. 20(7), pp. 555-571.

Braithwaite J, Westbrook MT, Mallock NA, Travaglia JF, Iedema R (2006). Experiences of health professionals who conducted root cause analyses after undergoing a safety improvement program. *Quality and Safety in Health Care*. 15, pp. 393-399.

AN EVALUATION OF THE NEW SOUTH WALES INCIDENT INFORMATION MANAGEMENT SYSTEM

Funding Source: Clinical Excellence Commission, NSW and NSW Department of Health

Investigators: Jeffrey Braithwaite, Jo Travaglia, Mary Westbrook, Peter Nugus, Centre staff

Duration: 2006-2008

The NSW Department of Health (the DOH) and the Clinical Excellence Commission (the CEC) commissioned the Centre to conduct a formal evaluation of the Incident Information Management System (IIMS). The DOH required the evaluation to assess the success of the implementation and effect of the program, against the project objectives and key expected benefits. The CEC was interested in the extent to which the IIMS will make health care in NSW safer and better under CCGR's contract to conduct a Research and Evaluation Program into Safety and Quality. This evaluation continued the multi-method triangulated approach utilised in the evaluation of the SIP.

The evaluation found that IIMS is providing a positive basis for the quality and safety improvement in NSW Health. Its implementation was well executed, and it is beginning to produce useful results at all levels of health services, although further work needs to be done in order for its full benefits to be realized. Analysis of data and publication of papers continue.

Selected Publications

Braithwaite J, Travaglia J, Westbrook MT, Jorm C, Hunter C, Carroll C, Iedema R, Ekambareshwar M (2006). *Evaluation of the Incident Information Management System in New South Wales: an overview of studies*. Sydney: Centre for Clinical Governance Research, University of New South Wales. pp.32, ISBN 0 7334 2389 2.

Braithwaite J, Westbrook M, Travaglia J (2008). Attitudes towards the large-scale implementation of an incident reporting system, *International Journal of Quality in Healthcare*, 20(3) 184-191, [<http://intqhc.oxfordjournals.org/cgi/content/abstract/20/3/184?ct>].

A full set of 10 monographs is available on the Centre website. These can be downloaded in PDF format.

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
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). In undertaking this project the partners are 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 Publication

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.

Lloyd JE, Greenfield D, Braithwaite J (2008). Translating sound ideas to successful practices in healthcare organizations: why the sociopolitical environment deserves more attention, *Asia Pacific Journal of Health Management*, 3(1), pp.7-9. [<http://www/achse.org.au/journal/contents.html>].

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

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
- C-Core Collaboration for Cancer Outcomes Research and Evaluation
- Liverpool Hospital
- Northern Sydney Area Health Service
- Centre for Health Informatics
- The Australian Council on Healthcare Standards
- South Australian Health Department
- The Clinical Excellence Commission
- ACT Health Department
- The Australian Health Care Reform Alliance
- Royal Australian College of Medical Administrators
- The Sax Institute
- Hospital Reform Group
- NSW Health Department
- Prince of Wales/Prince Henry Hospital
- Australian Commission for 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.

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. These are 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.

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 at various times to the University of Sydney's Health Science Management and Public Health Programs.

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*. 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 *Qualitative Health Research, 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 Washington DC, Cardiff, United Kingdom, Germany, Scotland, Boston, USA and Slovenia.
- Made presentations to various conferences in conjunction with or for the Clinical Excellence Commission, NSW, Australian College of Health Service Executives, Royal Australian 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.

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Travaglia J, Nugus P, Braithwaite J (2008) Changing patient safety culture: a follow-up study. Presentation to *Bold aims, bold outcomes: The Sixth Australasian Conference on Safety and Quality in Healthcare*. Australian Association for Quality in Health Care, Christchurch, New Zealand, 1-3 September.

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Braithwaite J (2008) *Centre for Clinical Governance Research Seminar*. Inquiries into health care in New Zealand: learning or lynching? Sydney, 7 October.

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Financial Overview

CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Statement of Financial Performance for the year ending 31 December 2007

Income	2008	2007
	\$	\$
External Funds see note (i)	340,385.63	456,406.03
UNSW Contribution	200,000.00	100,000.00
Total Income	540,385.63	556,406.03
 Expenses		
Payroll	548,722.75	386,364.39
Equipment	13,827.55	6,495.69
Materials	83,192.59	106,476.71
Travel	107,780.80	24,798.56
Total Expenses	753,523.69	524,135.35
Operating result	- 213,138.06	32,270.68
 Surplus(Deficit) Bfwd from Prior Year (ii)	508,364.02	476,093.34
Accumulated Funds Surplus(Deficit)	295,225.96	508,364.02
 Excludes debtors (unpaid invoices)	50,000.00	0.00

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.

Financial Overview

CENTRE FOR CLINICAL GOVERNANCE RESEARCH IN HEALTH

Statement of Financial Performance for General Funds for the Year Period Ending 31 December 2008

	2008	2007
	\$	\$
Income		
External Funds see note (i)	\$ -	\$ -
UNSW Contribution	200,000.00	100,000.00
Total Income	200,000.00	100,000.00
Expenses		
Payroll	200,989.64	24,387.68
Equipment	4,898.45	357.27
Materials	16,804.34	262.00
Travel	38,872.33	1,512.42
Total Expenses	261,564.76	26,519.37
Operating result	-61,564.76	73,480.63
Surplus(Deficit) Bfwd from Prior Year	82,554.44	9,073.81
Accumulated Funds Surplus(Deficit)	20,989.68	82,554.44

(i) 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.
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**CENTRE FOR CLINICAL GOVERNANCE
RESEARCH IN HEALTH**

**Faculty of Medicine
University of New South Wales
10 Arthur Street
Randwick NSW 2052**

Telephone: (02) 9385 3861

Facsimile: (02) 9663 4926

Email: clingov@unsw.edu.au

<http://clingov.med.unsw.edu.au>