

# Measuring Performance in Hospitals

Using meaningful data to improve the quality of Australian hospital care  
7th & 8th September 2011, The Sebel Albert Park, Melbourne

## Hear insights from:



Alison McMillan  
Director  
Quality, Safety & Patient  
Experience  
**Department of Health,  
VIC**



Robert Wells  
Director  
**Australian Primary  
Health Care Research  
Institute, ANU &  
Menzius Centre for  
Health Policy, ANU**



Associate Professor  
Ian Scott  
Director of Internal  
Medicine & Clinical  
Epidemiology  
**Princess Alexandra  
Hospital, QLD**



Bernie Harrison  
Director  
Clinical Leadership,  
Development &  
Training  
**Clinical Excellence  
Commission, NSW**

## 4 reasons why you should attend:

- ✓ Explore new healthcare arrangements and learn how to **meet the demands of a changing system**
- ✓ Learn how to best **design quality and safety indicators** to collect the right data
- ✓ Hear case studies on **how meaningful data can be transformed to inform systems improvement**
- ✓ Assess how to **set measures for patient experience** and successfully integrate patient feedback into quality improvement

## Pre & Post-Conference Workshops

### Pre-Conference Workshop A

Optimising data collection & analysis in the quality improvement cycle

### Post-Conference Workshop B

Improving healthcare systems using Clinical Practice Improvement

Researched by:



Endorsed by:



## Hear presentations from:

Kirstine Sketcher-Baker  
Director Patient Safety & Quality Improvement Service  
**Centre for Healthcare Improvement  
Queensland Health**

Dr Philip Hoyle  
Executive Director of Medical Services  
**Adelaide Health Service, SA**

Carol Bennett  
Chief Executive Officer  
**Consumers Health Forum of Australia**

Professor Peter Cameron  
Academic Director  
Emergency & Trauma Centre  
**The Alfred &  
Director  
NHMRC CRE in Patient Safety  
Monash University**

Guinevere Hunt  
Assistant Director, Health & Disability Section  
**Australian Bureau of Statistics**

Jane Gray  
Director of Innovation Support  
**Hunter New England Local Health District, NSW**

Jo Bourke  
Director, Governance  
**Barwon Health, VIC**

Dr Stephen Gil  
Research Officer  
**Barwon Health, VIC**

Laureate Professor Rob Sanson-Fisher AO  
Director  
**Priority Research Centre for Health Behaviour  
University of Newcastle**

Dr Sue Evans  
NHMRC Postdoctoral Senior Research Fellow  
**Centre of Research Excellence in Patient Safety  
Monash University**

Belinda Westlake  
Manager, Information, Quality & Risk  
**Moyne Health Services, VIC &  
President  
Victorian Healthcare Quality Association**

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**Toward safer,  
information-driven,  
patient-centred hospitals**

**Knowing what to measure, and how,  
is the key to driving improvements in  
hospitals and healthcare systems.**

The Australian Government's dedication to a National Health Reform Agreement has highlighted the movement toward a more **transparent, patient-centred healthcare system**, held to account through **strong national standards**.

To achieve this vision it is vital that ongoing, robust measurement is in place across individual units, hospitals and health systems; ensuring the right data is being collected and integrated with continuous improvement at all levels.

**Be involved in discussions on:**

- Supporting **consistent measurement** and **quality improvement** across the unit, hospital and health service levels
- Defining and measuring **meaningful indicators** to inform **systems improvement**
- Assessing the purpose of more **robust measurement** and **transparent reporting**: efficiency, safety and quality, patient-centeredness or consumer engagement
- Implications of the **Australian government's hospital reform agenda** on performance measurement and reporting

**By attending this conference you will learn:**

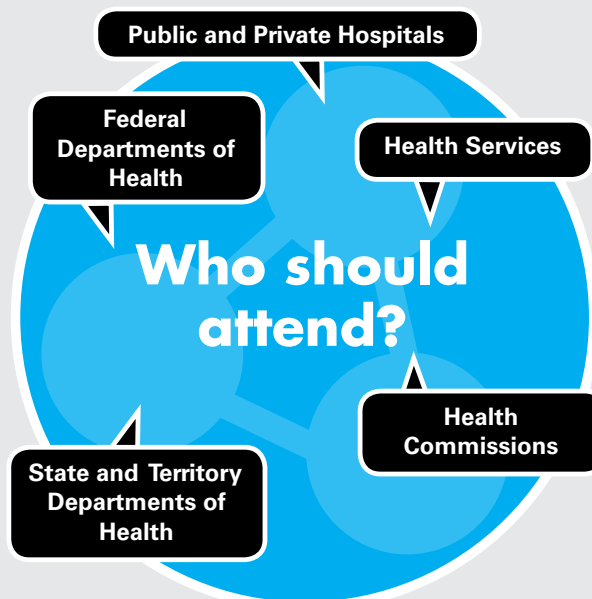
- What **meaningful data** is and how can it be collected, mined and transformed to inform systems change
- How to **find the right measure for the right purpose** in quality measurement
- The role of **governance** in strong measurement and change management when connecting data to practice
- How to prepare current systems to meet the performance demands of **changing healthcare arrangements**

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# Day One

Wednesday 7th September, 2011

## 8.30 Registration, coffee & networking

## 9.00 Welcome remarks from the chair

Kirstine Sketcher-Baker  
QLD Health

## Toward national standards for hospital performance

### 9.10 The role of measurement & performance reporting within new healthcare arrangements

- Understanding the wider reform agenda
- What to measure
- Requirements for reporting

Robert Wells, Director  
Australian Primary Healthcare Research Institute, ANU & Menzies Centre for Health Policy, ANU

### 9.50 Assessing the limitations of indicators of quality of hospital care

- Recognising methodological flaws in the interpretation of currently proposed national indicators
- Raising awareness of unintended harmful effects from misinterpretation of indicators
- Evaluating the feasibility of implementing specific indicators and assessing their likely return on investment
- Avoiding 'paralysis by analysis' as a result of too many indicators

Associate Professor Ian Scott  
Director of Internal Medicine & Clinical Epidemiology  
Princess Alexandra Hospital, QLD

### 10.30 Will greater transparency & national consistency drive improvements or pose challenges?



Panel Discussion

- The purpose of performance monitoring and greater national consistency and transparency in Australia
- Balancing quality, efficiency and patient-centredness
- Relationships between data collections at all levels

Alison McMillan  
Department of Health, VIC  
Dr Ian Scott  
Princess Alexandra Hospital, QLD  
Professor Peter Cameron  
The Alfred, VIC

## 11.10 Morning tea & networking

## Developing meaningful indicators

### 11.40 Horses for courses: Finding the right measure for the right purpose in quality measurement

- The quality of care provided by hospitals needs to be assessed objectively to stimulate clinicians and managers to make improvements also to ensure public accountability
- Given the importance of all of these activities, the measures used to assess quality must have sufficient validity and reliability

Alison McMillan, Director  
Quality, Safety & Patient Experience  
Department of Health, VIC

### 12.20 Developing benchmarks that include clinically appropriate pathways

- The importance of validated measures and risk adjustment
- Developing quality metrics
- Developing a quality framework for Emergency Departments

Professor Peter Cameron  
Academic Director  
Emergency & Trauma Centre  
The Alfred &  
Director  
NHMRC CRE in Patient Safety  
Monash University

## 1.00 Networking lunch

### 2.00 Engaging clinicians in developing quality indicators



Case Study

- Clinically credible data: Use of clinical registries
- Enabling clinical buy-in to improvement by increasing clinical confidence in data
- Boosting change from clinical positions

Dr Sue Evans  
NHMRC Postdoctoral Senior Research Fellow  
CRE in Patient Safety  
Monash University

## Necessary components of measuring & monitoring

### 2.40 Improving patient outcomes through effective monitoring: What are the key ingredients?

- Local and Statewide governance
- Feedback mechanisms providing frequent and timely information
- Appropriate tools to aid in monitoring, reviewing and reporting
- Rigorous, yet understandable statistical methodologies
- Robustly defined indicators
- Leadership

Kirstine Sketcher-Baker  
Director Patient Safety & Quality Improvement Service  
Centre for Healthcare Improvement  
Queensland Health

## 3.20 Afternoon tea & networking

### 3.50 Reporting performance information as a driver for good governance

- Ensuring information is sensible, credible and enables action
- Making reporting practically useful
- Using information to integrate performance and activity-based funding within LHNs – structural implications

Dr Philip Hoyle  
Executive Director of Medical Services  
Adelaide Health Service, SA

### 4.30 Roundtable discussions



Delegates will break into groups to discuss the key challenges addressed over the course of the conference

## 5.10 Closing remarks from the chair & close of day one

# Day Two

Thursday 8th September, 2011

8.30 **Welcome, coffee & networking**

9.00 **Welcome remarks from the chair**

Robert Wells

Australian Primary Healthcare Research Institute, ANU & Menzies Centre for Health Policy, ANU

## Reporting the right information

9.10 **Reporting performance back to the community**

- How much does the consumer need to know and what do they need to know?
- Increasing transparency for accountability in the eyes of the consumer

Carol Bennett

Chief Executive Officer

Consumers Health Forum of Australia

9.50 **The importance of reporting to the community in a regional health service**

- Delivering services across acute, primary and aged care
- Reporting as a 'community health service'
- Involving the community in planning and quality

Belinda Westlake

Manager, Information, Quality & Risk

Moyne Health Services, VIC &

President

Victorian Healthcare Quality Association

## Toward more patient centred indicators

10.30 **Measuring patient satisfaction using the National Patient Experience Survey**

- Overview
- Use of data: policy perspectives
- Evolution of annual surveys from 2009 to present
- Survey content
- Results from the 2009 survey

Guinevere Hunt

Assistant Director, Health & Disability Section

Australian Bureau of Statistics

11.10 **Morning tea & networking**

11.40 **Patient and carer experience – are we really listening?**

- How do we listen to patients and carers?
- What do patients and carers tell us about our services?
- Hear stories about some successful (and not so successful) attempts to improve patient and carer experience

Jane Gray

Director of Innovation Support

Hunter New England Local Health District, NSW

12.20 **Consumers evaluating health service performance**

- Use of multiple methods to capture different perspectives
- Benefits and limitation of each
- What have we learned and where to next?

Jo Bourke

Director, Governance

Barwon Health, VIC

Dr Stephen Gil

Research Officer

Barwon Health, VIC

1.00 **Networking lunch**

2.00 **Measuring patient-centred care in cancer patients**

- Perceptions of quality of care amongst cancer patients

Laureate Professor Rob Sanson-Fisher AO

Director

Priority Research Centre for Health Behaviour

University of Newcastle

## Connecting information to practice

2.40 **Using linked data sets & improvement methods to drive change**



Case Study

- Linking state-based data to local clinical process improvement
- Designing targeted interventions
- Demonstrating large scale improvements

Bernie Harrison

Director, Clinical Leadership, Development and Training

Clinical Excellence Commission, NSW

3.20 **Afternoon tea & networking**

3.50 **The role of patient feedback in hospital improvement processes**



Panel Discussion

Laureate Professor Rob Sanson-Fisher AO

Director

Priority Research Centre for Health Behaviour

University of Newcastle

Jane Gray

Director of Innovation Support

Hunter New England Local Health District, NSW

Carol Bennett

Chief Executive Officer

Consumers Health Forum of Australia

4.30 **Roundtable discussions**



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5.10 **Closing remarks from the chair & close of conference**

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# Workshops

Tuesday 6th September, 2011

Friday 9th September, 2011

## Optimising data collection & analysis in the quality improvement cycle

**Pre-Conference Workshop**  
Tuesday 6th September, 2011  
9.00am – 4.00pm

All too often, data collection and analysis is sporadic and reactive to the needs of management rather than being used proactively for purposes of quality improvement. Yet use of data should be wholly integrated with the day-to-day running of hospitals to create a self-monitoring, self-improving healthcare system.

This interactive workshop will take participants through the key steps in the quality improvement cycle and the appropriate use of data that will maximise the chances of successful optimisation of practice.

### By attending you will learn how to:

- Be proactive in collecting data that is relevant to identifying quality issues
- Embed meaningful use of data amongst front line clinicians for a self-improving hospital
- Set parameters for data collection, analysis and interpretation
- Understand what issues need to be considered in obtaining data that accurately addresses the questions you want answered
- Ensure the best return on investment when implementing systems of data collection
- Use clinical registries and other systematised clinical data systems for purposes of quality improvement
- Use new approaches to data analysis including statistical process control methods and time series analysis

### About your workshop leader



**Associate Professor Ian Scott**  
Director of Internal Medicine and Clinical Epidemiology  
Princess Alexandra Hospital, QLD

Dr Ian Scott is a consultant general physician with interest in cardiology, Associate Professor of Medicine at the University of Queensland, and Adjunct Associate Professor of Medicine at Monash University and the CRE in Patient Safety in Melbourne. He is a current member of the Patient Safety and Quality Executive Committee of Queensland Health and the Quality Expert Advisory Group of the Royal Australasian College of Physicians.

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1300 316 882 to coordinate your registration.  
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## Improving healthcare systems using Clinical Practice Improvement

**Post-Conference Workshop**  
Friday 9th September, 2011  
9.00am – 4.00pm

It is widely acknowledged that measurement is key to driving positive change in healthcare. However, once the data is collected, what is the best approach to achieve these improvements?

This practical one day workshop will enable you to identify problems in health care processes that impact on patient care, design an improvement project and practice working with a team to execute the improvement plan.

### During the course of this workshop you will:

- Enhance your knowledge of quality improvement theory
- Learn to identify causes of process failures which impact on clinical care of patients
- Appreciate basic elements of leadership and teamwork
- Learn to design effective solutions using plan, do, study, act (PDSA) tests of change
- Learn basics for quality measurement using statistical process control charts

Prior to attending this workshop please identify a problem in the processes of care in your clinical area and bring along either qualitative or quantitative data which identifies this as a problem for patients.

### About your workshop leader



**Bernie Harrison**  
MPH (Hons), Grad Cert Med Ed, RN, RM  
Director Clinical Leadership, Development & Training  
Clinical Excellence Commission, NSW

Bernie Harrison has run training programs in health care improvement for over ten years both nationally and internationally. She leads the CECs Clinical Leadership Program and Clinical Practice Improvement programs which foster and develop front line staffs' ability to improve care for patients. In addition to her substantive quality and safety education portfolio at CEC, she is the program director for the Blood Watch Program, a CEC led transfusion medicine improvement program. She is a clinical lecturer in the Faculty of Medicine at the University of Sydney and has a clinical background in the UK in neurosurgical intensive care and midwifery.

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