



# NHMRC Partnership Centre in Health System Sustainability

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Date: 9 December, 2016  
Sydney, Australia

**Jeffrey Braithwaite, PhD**

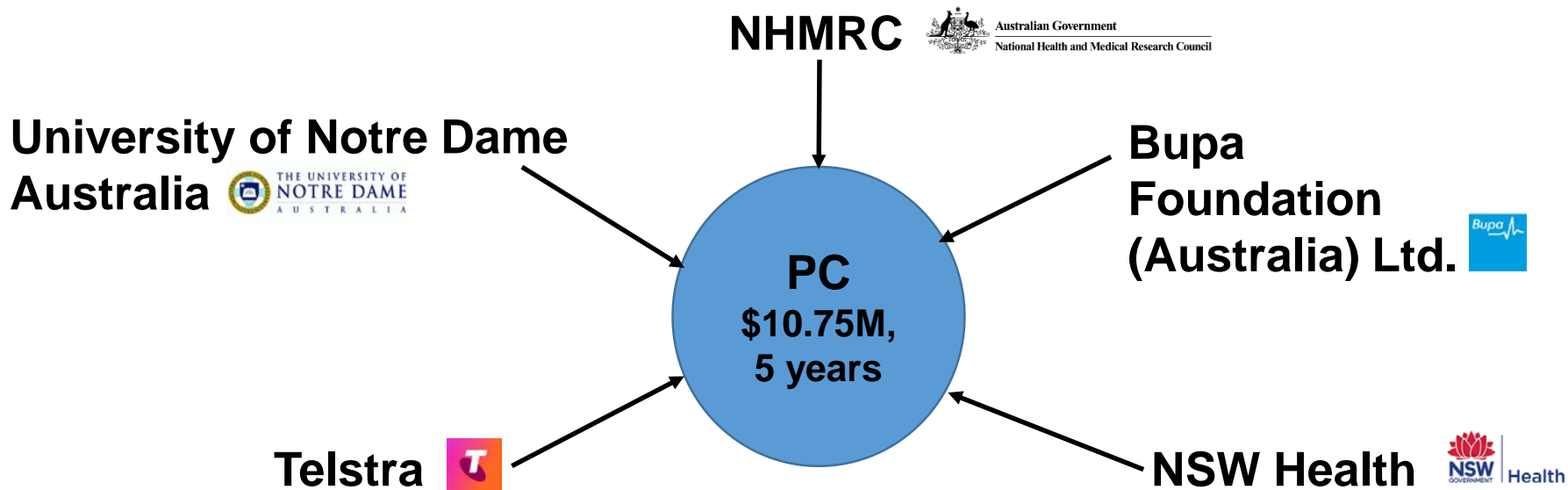
**Professor and Director**

Australian Institute of Health Innovation

**Director**

Centre for Healthcare Resilience and  
Implementation Science

# Health System Sustainability PC Funding Partners



**AUSTRALIAN INSTITUTE  
OF HEALTH INNOVATION**

*Faculty of Medicine and  
Health Sciences*



**MACQUARIE  
University**



**THE UNIVERSITY  
of ADELAIDE**



**MELBOURNE INSTITUTE<sup>®</sup>**  
of Applied Economic and Social Research



THE UNIVERSITY OF  
MELBOURNE

FACULTY OF  
BUSINESS &  
ECONOMICS



**MONASH University**



**THE UNIVERSITY  
OF QUEENSLAND**  
AUSTRALIA



**Monash Partners**  
Academic Health Science Centre

**Cabrini**



**Health**  
Sydney  
Local Health District

**CHF**

Consumers Health  
Forum of Australia



**IHPA**

# Chief Investigator A (CIA)

Professor Jeffrey Braithwaite

# Four Designated System-Based Investigators (DSBIs)



MACQUARIE  
University

Ms Kim McClymont

Ms Annette Schmiede

Ms Vickie Irving

Professor Christine Bennett AO

# Six Research Lead Investigators (RLIs)



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University

Professor Enrico Coiera  
Professor Johanna Westbrook  
Professor Paul Glasziou  
Professor Anthony Scott  
Professor Jonathan Karnon  
Professor Rachelle Buchbinder

# Six Systems-Based Lead Investigators (SLIs)



Professor Robyn Ward AM  
Dr Teresa Anderson  
Professor Helena Teede  
Ms Leanne Wells  
Professor Leonard Gray  
Dr Trent Yeend

# Over 20 affiliated Expert Researchers (ERs) and Expert Advisors (EAs) including:



Professor Sally Redman AO  
Professor Moyez Jiwa  
Associate Professor Lynette Lee  
Associate Professor Janice Wiley  
Associate Professor Sally Lord  
Dr Edward Waters

Dr Gisselle Gallego  
Associate Professor Henry Cutler  
Dr Zhiming Cheng  
Dr Bonny Parkinson  
Dr Liz Schroeder  
Professor Gregory Peterson



# Implementation Partners and Supporters from 41 organisations or agencies

# International Advisory Group (IAG)

## Co-Chairs

Professor Sir Liam Donaldson

Professor Rosa Suñol

# Scientific Advisory Committee



## Co-Chairs

Professor Peter Brooks AM

Professor Lyn Gilbert

# System Partners Advisory Forum (SPAF)



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University

**Co-Chairs**

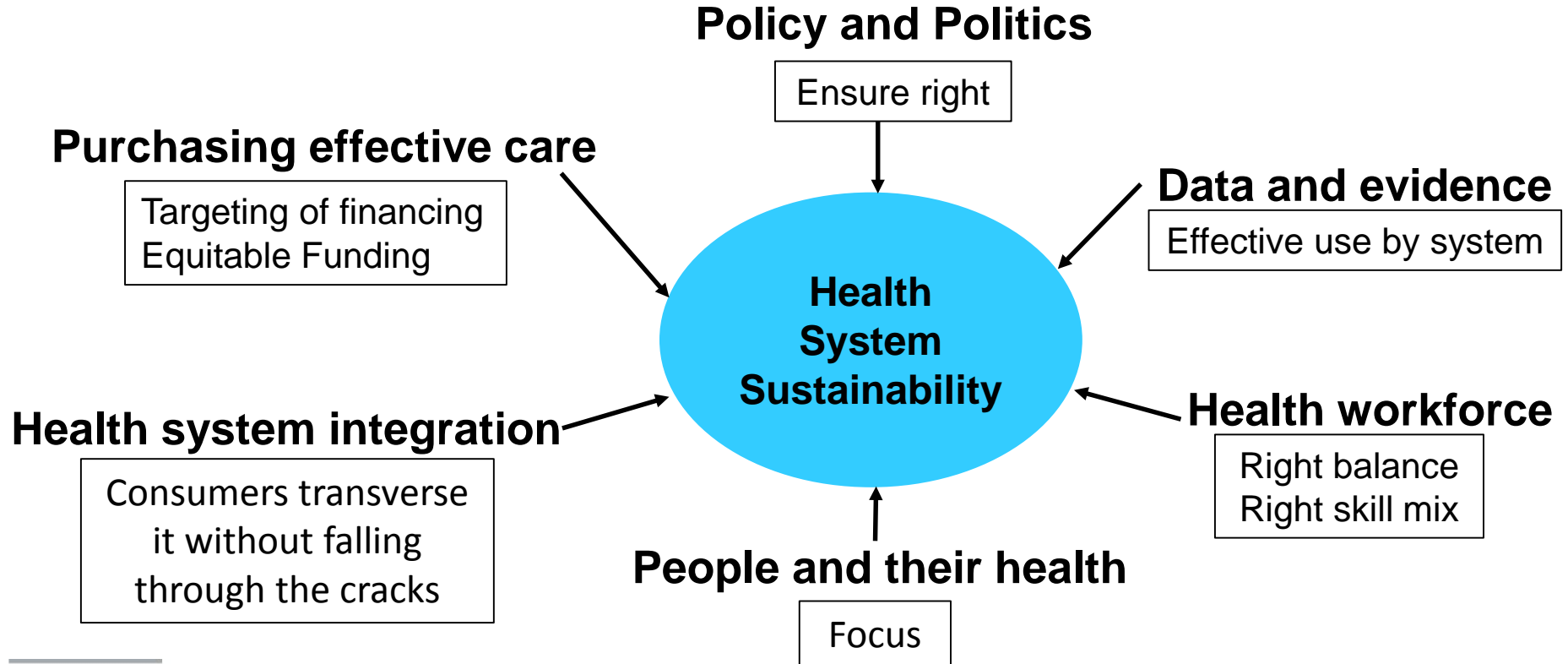
Professor Clifford Hughes AO  
Dr Michael Walsh

# Objectives of a PC

1. **Support implementation** of research-informed changes in health and health care systems
2. **Synthesis and dissemination** of existing research relevant to improving health and health care system performance
3. **Undertaking collaborative new research** to improve health care using methods which are cross-sectional, inter-disciplinary and trans-national in scope
4. **Building capacity**, within the research community to conduct applied research and within the system to use research as part of change management

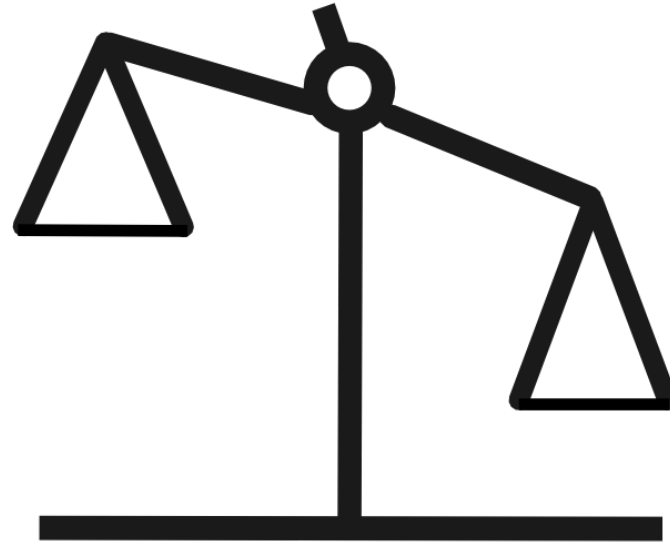
# How did it come about?

# Health System Sustainability



# Health System Sustainability

**Effectiveness of every taxpayer dollar spent and every hour worked; reduce financial waste**



**Health system improvement, workforce and quality and safety**



# Health System Sustainability



## PC Goal

- Be a flagship contributor to research and translational activities in health systems sustainability in Australia
- Contribute evidence and lessons for global counterparts

## PC-wide Functional Management Unit (FMU)

- Supports research aims of entire Investigation team (e.g. by supporting access to data, data linkage and rapid reviews)
- Will specifically focus on objectives 1 (support implementation) and 4 (build capacity)

# Capacity Building

Far reaching effects  
of PC : Benefits to  
all Australians



# PC-wide Functional Management Unit (FMU)



- 1. Act as a clearing house** for sustainability research, studies, models and protocols
- 2. Support the PC's training of research staff and practitioners** in implementation science techniques
- 3. Host an exchange program for policymakers** in health departments, national bodies and agencies to learn about implementation science by working with RLIs and SLIs on assignment, collaboratively

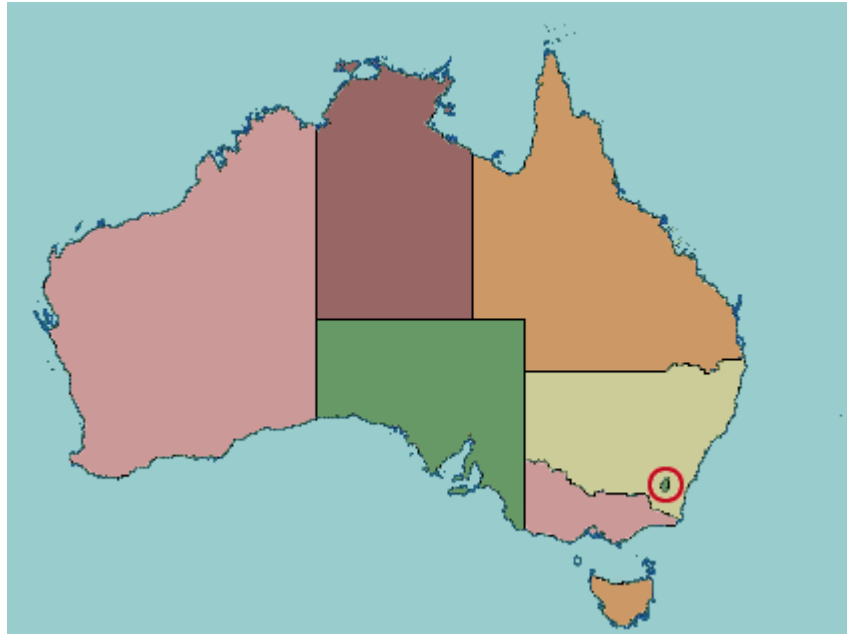
# PC-wide Functional Management Unit (FMU)



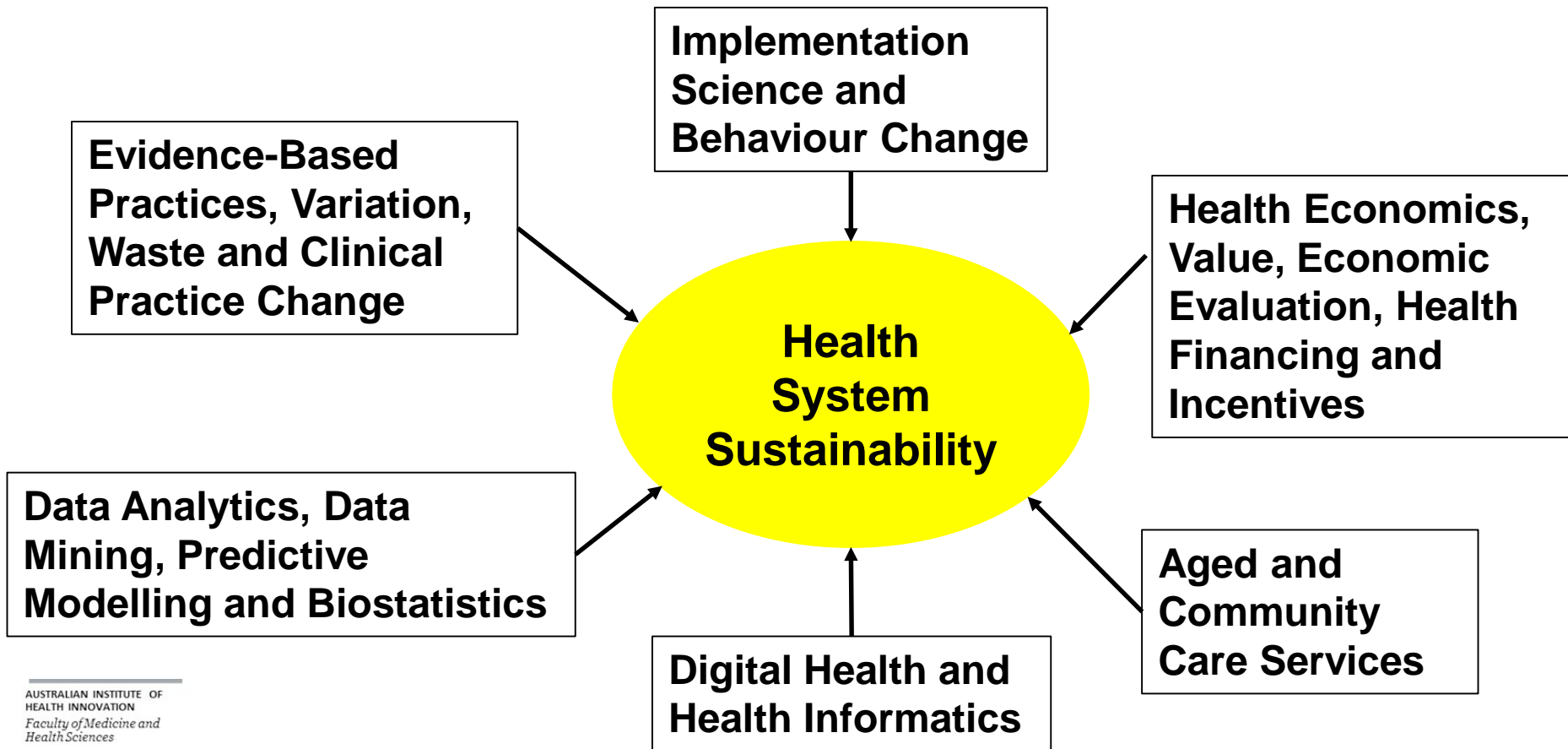
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4. **Run an annual symposium in translation** open to all jurisdictions and stakeholders interested in sustainable health systems in Australia
5. **Share knowledge between the PC's Work Areas and FMUs** and more widely among translational researchers and clinicians
6. **Exchange ideas and learning with other international groups** in this field

# National Role of NHMRC Partnership Centre in Health System Sustainability



# PC Research Expertise



# Internal Accountabilities:



## CIA

- Overarching responsibility for PC
- Reports to Governance Authority on research progress and performance against milestones and budget
- Approves budgetary allocations



# Internal Accountabilities:

## PC Executive

- Stewardship role e.g. efficient expenditure of funds, KPIs
- Ensures that PC objectives are being met in timely manner and cumulative impact of PC's output is having a lasting influence on health system sustainability
- Reinforces accountabilities across the project

# Internal Accountabilities:



## Research Lead Investigators (RLIs)

- Coordinate and are accountable for research output of Work Areas

# PC Coordinator



- Joanna Holt, one year appointment
- Supports the CI and Executive
- Takes responsibility for Administering Institution
- Manages communication within PC

# Internal Communication



- Stand-alone accessible website
- Meetings
- PC-wide workshops
- System Partners Advisory Forum (SPAF)

# External Accountability



# Three Work Areas

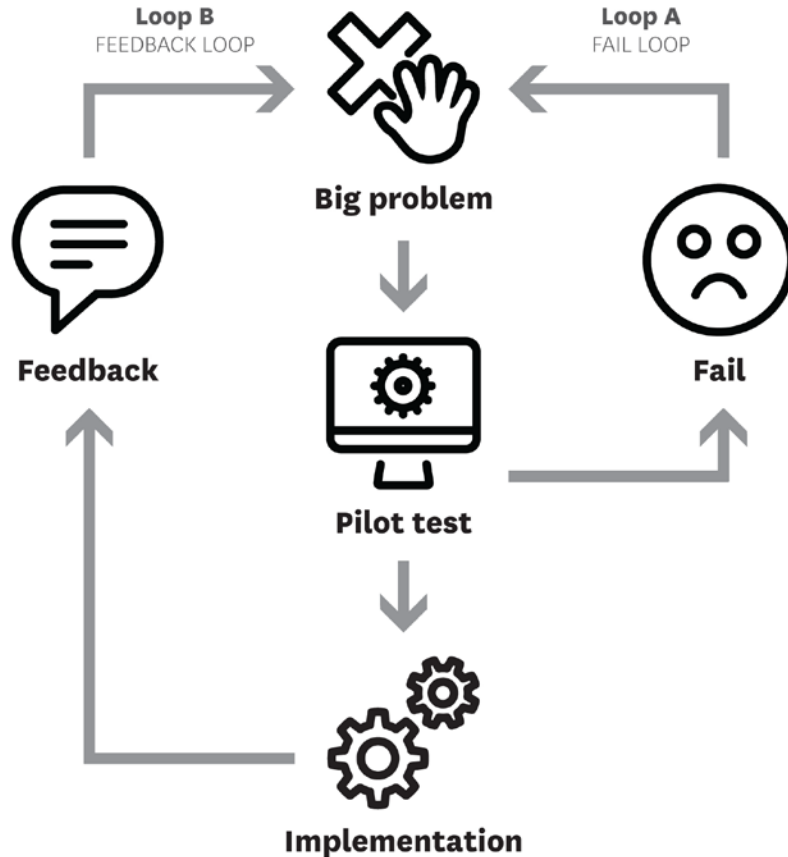


**Appropriateness  
and Quality of  
Care**

**Analytics and  
Root Cause  
Analysis**

**Better Value  
for the Health  
Dollar**

# Causal Pathways



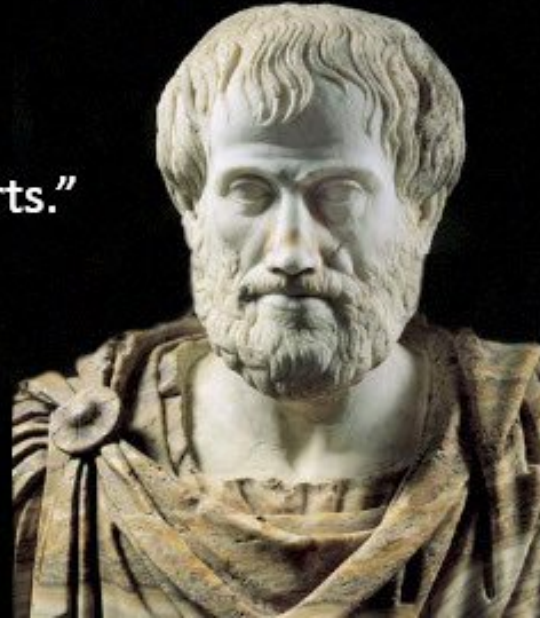
# Major impacts of Research activity of PC:



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“The whole is greater  
than the sum of its parts.”

-Aristotle





# Nine major impacts expected at end of the five years

# Nine major impacts



1. Demonstrated the **effect of information sharing and electronic records** on diagnostic testing and therapy decisions
2. Tested and implemented **successful data analytic tools** which identify and manage chronically ill patients at high risk and which improve the quality and efficiency of health services and hospitals
3. Influenced the adoption of cost-effective and clinically significant models in **telehealth** in Australia

# Nine major impacts

4. Prioritised the main sources of **wastage and low value care** in the Australian health system and understood the relative contribution of different sources of inappropriate care and variation to the **growth in volume of care per case**
5. Quantified aspects of resource wastage and have started to **identify and implement solutions**
6. Identified **promising alternative care delivery models** (lower cost locations, providers and processes) and evaluated the potential for system gains in different contexts of care: e.g. in Primary care settings, Hospitals, Aged Care

# Nine major impacts

7. Gained a more detailed understanding of whether and to what extent, **funding mechanisms** can reduce waste and encourage high value care in Australian health care settings
8. Demonstrated important aspects of **behaviour change** amongst clinicians, consumers and policymakers which embraces **uptake of cost-effective care recommendations** and articulated the mechanisms for achieving this, e.g. competition

# Nine major impacts

9. Established an overarching legacy which lies with our aim to produce impact so that we leave a **sustainable program of work and workforce (research and implementation capacity)** which adapts and continues to serve the health system

# Contact



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**Director**

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Macquarie University

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Web: [jeffreybraithwaite.com](http://jeffreybraithwaite.com)

Web: <http://aihi.mq.edu.au>

Wikipedia: [http://en.wikipedia.org/wiki/Jeffrey\\_Braithwaite](http://en.wikipedia.org/wiki/Jeffrey_Braithwaite)

# Recent Published Books



- **Culture and Climate in Health Care Organizations**
- **Resilient Health Care**
- **The Resilience of Everyday Clinical Work**
- **Healthcare Reform, Quality and Safety**
- **Reconciling Work-as-imagined and Work-as-done**
- **The Sociology of Healthcare Safety and Quality**

# Forthcoming Books



- **Health Systems Improvement Across the Globe: Success Stories of 60 Countries**
- **Gaps: the Surprising Truth Hiding in the In-between**
- **Living, Surviving and Thriving in the Anthropocene**
- **Field Guide to Resilient Health Care**
- **Counter intuitivity: How your brain defies logic**