



CLINICAL  
EXCELLENCE  
COMMISSION

# Future Proofing Health Care

Professor Cliff Hughes  
Change Champions  
Sydney 29th October 2009

# Vanessa Anderson



## Special Commission of Inquiry

### Acute Care Services in NSW Public Hospitals

27 November 2008



# NSW: A typical Day?



Emergency 000 call every 30 seconds

6,000 patients arriving at Emergency

Departments

4,900 admissions

17,000 in patients

7,000 procedures

\$34 million spent

# “On the Brink” -Patients



2006-2007:

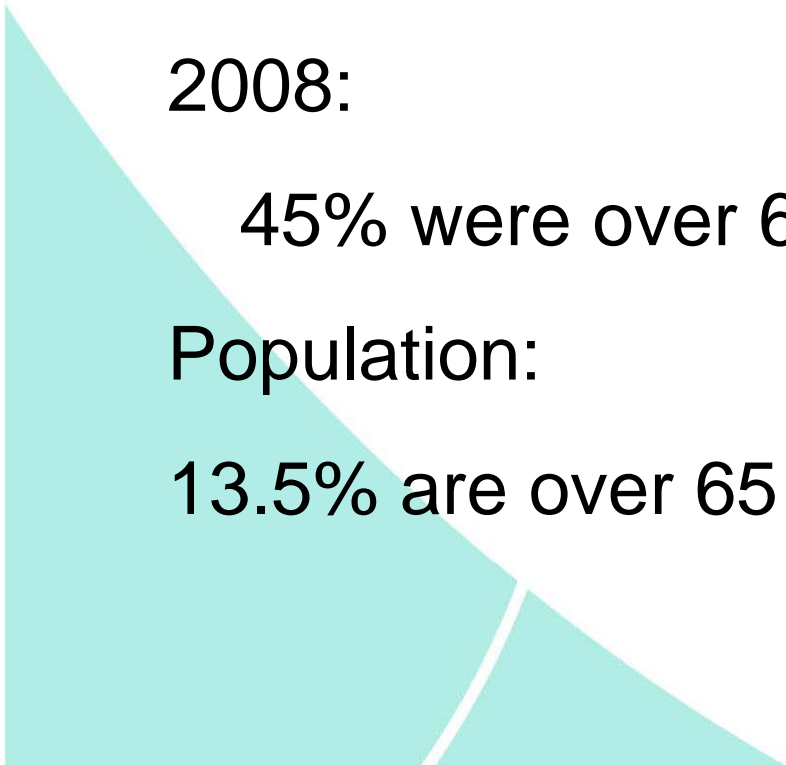
1 in 3 patients were over 65

2008:

45% were over 65

Population:

13.5% are over 65



# “On the Brink” -Staff



Nurses:

22% qualify for retirement in 2011



# A New Culture



“ which sees the the patients needs as the paramount central concern of the system”

Team care

Redesign of task delineation



# A whole new approach to information technology



New targets for completing the infrastructure and mining the existing data sets

Day to day track on performance

Data made available in real time to units

Leaders must sign off on safety and quality data

Quality and safety focus

Performance assessed “first and foremost” by the quality of care and safety of patients”

# The Four Pillars!



Clinical Innovation and Enhancement  
Agency(CIEA)

Clinical Excellence Commission (CEC)

Institute of Clinical Education and  
Training(ICET)

Bureau of Health Information(BHI)

# Caring together: Executive summary



139 Recommendations

135 “accepted”

Nurse in Charge

Clinical Executive director

Healthcare acquired Infections

Three phases



CLINICAL  
EXCELLENCE  
COMMISSION

## Our Mission:

To build **confidence** in health care in NSW by making it **demonstrably better** and **safer** for **patients** and a more **rewarding** workplace



CLINICAL  
EXCELLENCE  
COMMISSION

# What a difference a word makes!



Clinical Practice Improvement:

Performance vs outcomes

Patient centered or based care:

Data - Silos or geared for the future?

What is leadership?

# Performance or Outcomes?

Elizabeth:

70year old on wait list

Fall and # NoF

Expedited surgery

Met all performance benchmarks

Transferred home on EDD

Readmitted - multi system failure

Died!



CLINICAL  
EXCELLENCE  
COMMISSION

# Performance or Outcomes?

Elizabeth\*:

70year old on wait list

Fall and # NoF

Expedited surgery

Met all performance benchmarks

Transferred home on EDD

Readmitted - multi system failure

Died!


Deaf and Blind

\* Only her name has been changed!



# Purposeful Direction



 Purposeful Direction  
Purposeful Behaviour



# Silos



Purpose built

Storage

Secure

Dangerous

Unique



CLINICAL  
EXCELLENCE  
COMMISSION



# The Four(?) Pillars

Clinical Excellence Commission

- Quality and reports

Greater Metropolitan Clinical Task force

- Guidelines

Institute of Clinical Education and Training

-Junior Staff

Bureau of Health Information

-Data Reporting

?Department of Health

-Regulation





CLINICAL  
EXCELLENCE  
COMMISSION

# The Machinery of Health



Complex  
Multifaceted  
Dynamic  
Inter-related  
Integrity



# The Machinery of Health



Circle of influence  
Well centred  
Common directions  
Inter related



# Will move with the Times!



Old principles

Still function

New Technologies

Same purpose



CLINICAL  
EXCELLENCE  
COMMISSION



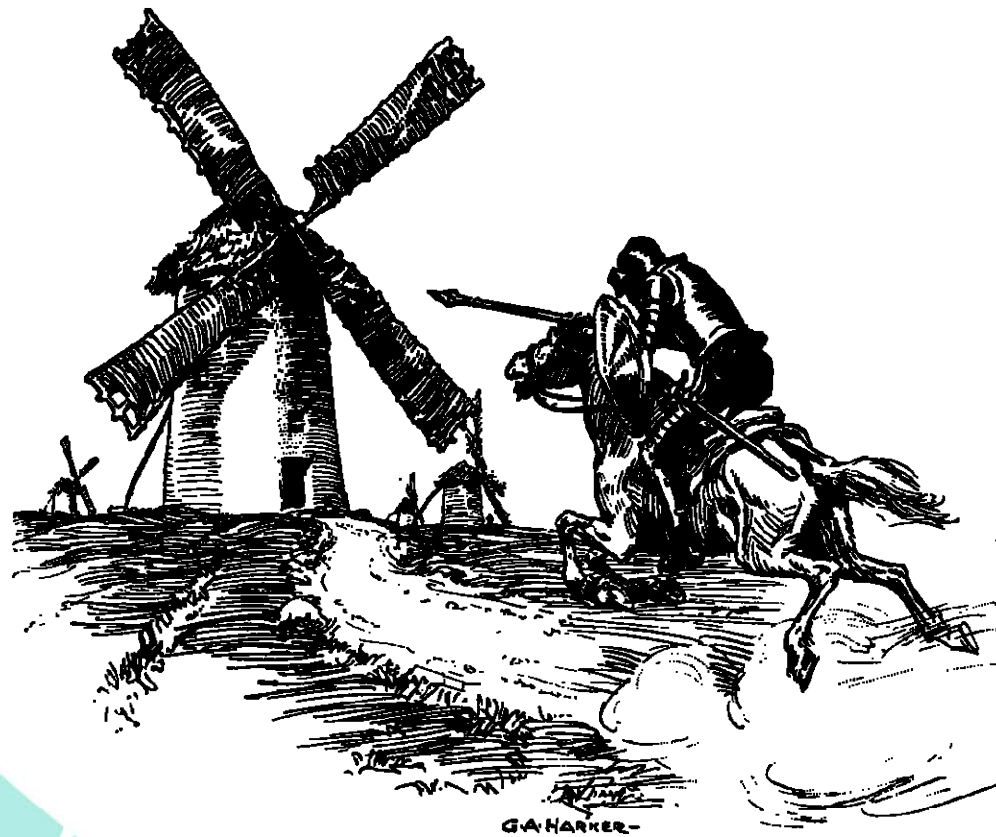
Purposeful Direction  
Purposeful Behaviour  
Profound Knowledge





CLINICAL  
EXCELLENCE  
COMMISSION

# Tilting at the system!



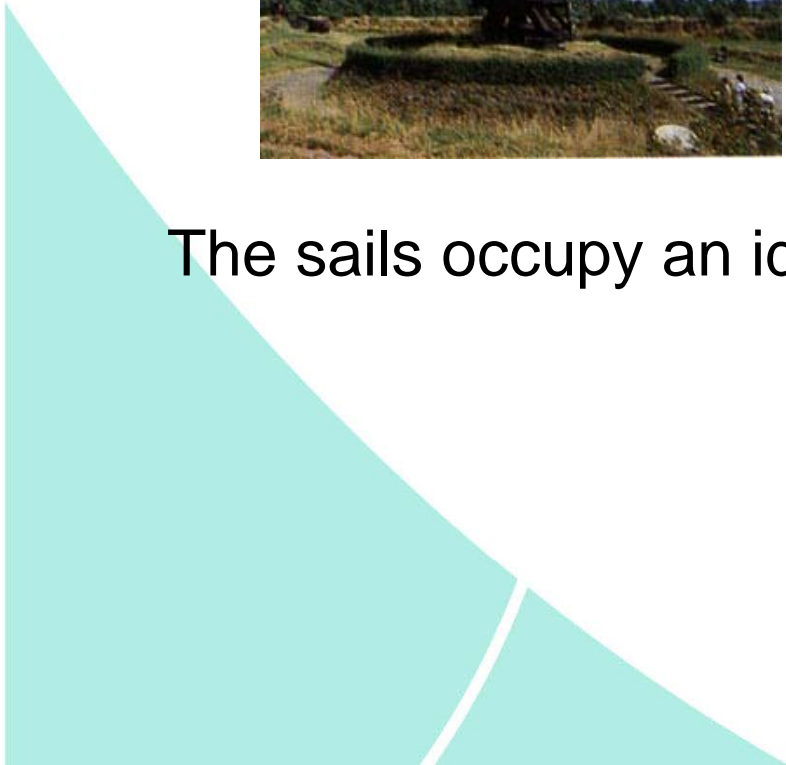


CLINICAL  
EXCELLENCE  
COMMISSION

# Tilting at the system!



The sails occupy an identifiable proportion of the circle!





CLINICAL  
EXCELLENCE  
COMMISSION

# Tilting at the system!



The sails occupy an identifiable proportion of the circle!

That percentage does not change despite the speed!



CLINICAL  
EXCELLENCE  
COMMISSION

## Tilting at the system!



The sails occupy an identifiable proportion of the circle!

That percentage does not change despite the speed!

We have to jab faster if we are to hit the target!



CLINICAL  
EXCELLENCE  
COMMISSION



Purposeful Direction  
Purposeful Behaviour  
Profound Knowledge  
Profound Strategy





# Leadership Framework

**Profound  
Strategy**

- Leader:**
- creates meaning
  - defines clear outcomes
  - addresses human impact of changes
  - manages resources

**Constancy of Purpose**

- Leader:**
- models the vision
  - matches words and deeds
  - monitors / supports changes

**Congruence of Activity**

**Purposeful  
Direction**

**Competency of  
Outcome**

- Leader:**
- understands systems
  - communicates effectively
  - builds team

**Purposeful  
Behaviour**

**Compatibility of Values**

- Leader:**
- promotes interdependence over independence
  - reviews staff performance
  - models ethical behaviour

**Profound  
Knowledge**

- ◆ Leadership Capabilities
- ◆ Leadership Dimensions



- ◇ Leadership Capability
- ◇ Leadership Dimension
- ◇ Skills required

Adapted from Gerald V Miller – Miller, G.V. The Leadership Dimensions Survey // Gordon J. (ed.) (2003) *Pfeiffer's Classic Activities for Developing Leaders*. (pp. 409–435).  
Reproduced with permission



CLINICAL  
EXCELLENCE  
COMMISSION

# What a difference a word makes!



Clinical Practice Improvement:

Purposeful direction

Purposeful behaviour

Profound knowledge

Profound strategy

# What a difference a word makes!



Clinical Practice Improvement:

Purposeful direction

Purposeful behaviour

Profound knowledge

Profound strategy

= Quality Care!

# A New Vision?



CLINICAL  
EXCELLENCE  
COMMISSION

**“So I am called eccentric for saying in public: that Hospitals, if they wish to be sure of improvement,**

**Must find out what their results are.**

**Must analyse their results, to find their strong and weak points.**

**Must compare their results with those of other hospitals ...**

**Must welcome publicity not only of their successes, but for their errors.**

**Such opinions will not be eccentric a few years hence”**

**Ernest Amory Codman, 1917 ( 1869-1940, Surgeon, USA)**

It is a long ride!



# Where can you find us?

NCE  
ION

Website: <http://www.cec.health.nsw.gov.au>

Email:

[Clifford.Hughes@cec.health.nsw.gov.au](mailto:Clifford.Hughes@cec.health.nsw.gov.au)

Address: Level 3 65 Martin Place

Sydney NSW 2000

Phone: 61 (0)2 93827600

Fax: 61 (0)2 93827615