



## NHMRC PARTNERSHIP CENTRE FOR HEALTH SYSTEM SUSTAINABILITY

# Creating Integrated, Safe Healthcare Systems: Lessons from around the World

18 Wally's Walk, Room 186  
Macquarie University, Sydney NSW  
14 October 2022

## Agenda

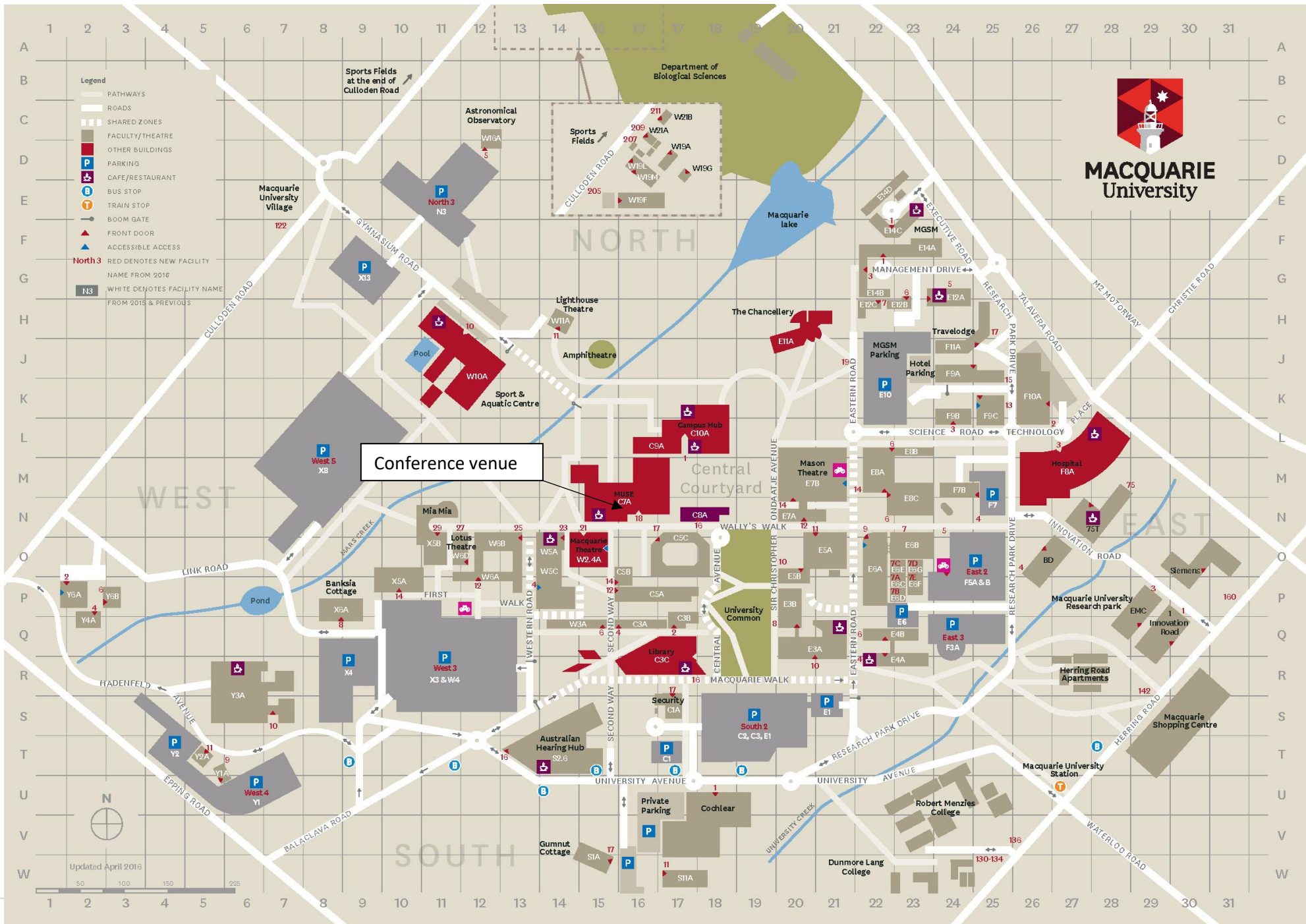
9:00 AM	Welcome	Professor Jeffrey Braithwaite (Australian Institute of Health Innovation)
9:05 AM	Welcome to Country	Uncle Chris Tobin (Darug community)
9:20 AM	Introduction to the event	Professor Jeffrey Braithwaite
9:40 AM	Creating an integrated healthcare system	Professor Sir Liam Donaldson (Chair Integrated Care Board (North-East and North Cumbria), UK)
10:20 AM	Benefits of Integrated care for patients, clinicians and the health system	Associate Professor Yvonne Zurynski (Australian Institute of Health Innovation)
10:40 AM	Panel discussion [Moderator: Hon. Associate Professor Peter Hibbert]	Professor Sir Liam Donaldson, Associate Professor Yvonne Zurynski, Professor Nick Goodwin (University of Newcastle), Adjunct Associate Professor J.R. Baker (PCCS)
11:00 AM	Morning Tea	
11:20 AM	Improving healthcare quality and safety through integrated care	Dr Ezequiel García Elorrio (Institute for Clinical Effectiveness and Health Policy (IECS), Argentina)
12:00 PM	Improving patient safety using medication management systems	Professor Johanna Westbrook (Australian Institute of Health Innovation)
12:20 PM	Panel discussion [Moderator: Associate Professor Reema Harrison]	Dr Ezequiel García Elorrio, Professor Johanna Westbrook, Dr Christian von Plessen (Centre universitaire de médecine Générale et santé publique ▪ Lausanne; Canton de Vaud), Associate Professor Robyn Clay-Williams (Australian Institute of Health Innovation)
12:40 PM	Closing remarks	Professor Jeffrey Braithwaite
1:00 PM	Event close	



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To register: <https://www.eventbrite.com.au/e/creating-integrated-safe-healthcare-systems-lessons-from-around-the-world-tickets-403814258317>

AUSTRALIAN INSTITUTE  
OF HEALTH INNOVATION  
Faculty of Medicine, Health  
and Human Sciences



## Speaker Information (in order of appearance)

### Professor Jeffrey Braithwaite (Australian Institute of Health Innovation)



Professor Jeffrey Braithwaite is the Founding Director of the Australian Institute of Health Innovation, Director of the Centre for Healthcare Resilience and Implementation Science and Professor of Health Systems Research at Macquarie University.

Professor Jeffrey Braithwaite is a leading health services and systems researcher with an international reputation for his work investigating and contributing to systems improvement. He has particular expertise in the culture and structure of acute settings, leadership, management and change in health sector organisations, quality and safety in healthcare, accreditation and surveying processes in the international context and the restructuring of health services. Professor Braithwaite is well known for bringing management and leadership concepts and evidence into the clinical arena and he has published extensively, with over 788 refereed contributions (including 15 edited books, 95 book chapters, 506 articles and 65 refereed conference papers; and 320 peer-reviewed abstracts and posters; and 231 other publications, e.g., international research reports) He has presented at or chaired international and national conferences, workshops, symposia and meetings on more than 1,257 occasions, including 121 keynote addresses. He is the recipient of 57 awards, including the prestigious 2021 Sidney Sax Medal for his leadership in improving the delivery, quality, and safety of healthcare systems. He was also awarded the Health Services Research Award by Research Australia in 2015 and multiple Editor's Choice awards for papers published in *International Journal for Quality in Health Care*.

Theories and ideas Professor Braithwaite has helped shape, formulate or devise, and provided research findings for, are now in common use as a result of his work: multi-method, triangulated approaches to research, the boundary-less hospital, accreditation models in general practice and beyond, clinician-managers as key players in reform initiatives, fundamental principles for the governance of health systems, diversity in clinical professional groups, inter-professional learning and culture change rather than restructuring as a more sustainable strategy for reform. His empirical results have exposed the distinctive attitudes of clinical professional groups, how clinician-managers enact their leadership responsibilities, the relationships between efficiencies and structural type of teaching hospitals, the behavioural displays of clinicians in service structures and the status of system-wide patient safety improvement initiatives.

As at 2021, Professor Braithwaite has received career research funding of over \$176 million spread over 116 grants; total new research funding and grants in the last five years amounts to over \$134 million; more than \$96 million of this funding is Category 1, peer-reviewed, chiefly ARC and NHMRC funding. He referees for 31 journals and the health research bodies of Ireland, New Zealand, Switzerland and the United Kingdom as well as for many international conferences and symposia. He publishes in the leading journals in three convergent fields and thus expresses his work at a unique intersection of organisational studies, health services research and clinical care. Journals he contributes to include *Journal of the American Medical Association*, *BMC Medicine*, the *British Medical Journal*, *The Lancet*, *PLoS Medicine*, *Journal of the Royal Society of Medicine*, *Health Services Management Research*, *BMJ Quality and Safety*, *International Journal for Quality in Health Care*, *Social Science & Medicine*, *BMC Health Services Research*, *International Journal of Health Planning and Management* and *Journal of Health, Organisation and Management*.

## **Professor Sir Liam Donaldson (Chair Integrated Care Board (North-East and North Cumbria), UK)**

Professor Sir Liam Donaldson is recognised as an international champion of public health and patient safety. He was the foundation chair of the World Health Organisation's World Alliance for Patient Safety, launched in 2004. He is a past vice-chairman of the World Health Organisation Executive Board. He is now the World Health Organisation's Envoy for Patient Safety, Chairman of the Independent Monitoring Board for the Global Polio Eradication Programme, as well as Chairman of the Transition Monitoring Board of this Programme. In the UK, he is Chair of the Integrated Care System (ICS) for the North East and North Cumbria, Professor of Public Health at the London



School of Hygiene and Tropical Medicine, Honorary Distinguished Professor at Cardiff University, Associate Fellow in the Centre on Global Health Security at Chatham House and was Chancellor of Newcastle University for 10 years until 2019.

Prior to this Sir Liam was the 15th Chief Medical Officer for England, and the United Kingdom's Chief Medical Adviser, from 1998-2010. During his time in this historic post (established in 1855) he held critical responsibilities across the whole field of public health and health care. As the United Kingdom's chief adviser on health issues, he advised the Secretary of State for Health, the Prime Minister and other government ministers. He has produced landmark reports which have set health policy and legislation in fields such as stem cell research, clinical governance, quality and safety of health care, infectious disease control, patient empowerment, poor clinical performance, smoke free public places, medical regulation, and organ and tissue retention. He led the government's response to the H1N1 influenza pandemic.

He has published over 270 papers in peer-reviewed journals and is author of a standard textbook of public health that has been in continuous print for nearly 40 years and co-author of the history of the Chief Medical Officers of England. He has made hundreds of media appearances as part of his professional roles.

Sir Liam initially trained as a surgeon in Birmingham and went on to hold posts in academia, public health practice and senior management.

Sir Liam has received many public honours: 17 honorary doctorates, eight fellowships from medical royal colleges and faculties, and the Gold Medal of the Royal College of Surgeons of Edinburgh. He was the Queen's Honorary Physician between 1996 and 1999. He was knighted in the 2002 New Year's Honours List.

## Associate Professor Yvonne Zurynski (Australian Institute of Health Innovation)



Yvonne Zurynski is Associate Professor of Health System Sustainability and co-leads the activities of the Observatory on Health System Sustainability in the NHMRC Partnership Centre for Health Systems Sustainability.

Yvonne has broad experience and expertise in research and education across health sectors and disciplines having conducted research in settings ranging from primary care to intensive care. She is a mixed methods health services and systems researcher with expertise in implementation science and evaluation.

Yvonne has an interest in integrated care for children and people living with chronic and complex disease and their experiences of healthcare systems, especially when transitioning across health and social care sectors. She has expertise in conducting epidemiological studies, systematic reviews, clinical research studies, service model and policy evaluations using mixed methods designs.

She currently leads the implementation evaluation of the Black Dog Institute's suicide prevention program LifeSpan and recently led the evaluation of integrated care initiatives across the Sydney Children's Hospitals Network (SCHN) She was the chair of the International Network of Paediatric Surveillance Units 2011-2015. Her focus is on conducting research that makes a difference in the real world. Her research supported new child restraint law in Australia, the development of clinical guidelines and vaccination policy. She has an interest in patient/family and healthcare provider experiences of the health system including health services use, transition between paediatric and adult services, health costs and out of pocket expenses. She is engaged with several consumer groups including the Consumers Health Forum of Australia and Rare Voices Australia and regularly conducts collaborative research and policy development work with consumer groups. She was a key member of the steering committee for the establishment of the national Paediatric Active Disease Surveillance system, and the Fetal Alcohol Spectrum Disorders Australian Registry (FASDAR). She has expertise in research ethics and was a member of the University of Sydney Human Research Ethics Committee (Health Subcommittee). She currently sits on the Research Australia Health Economics Round Table, and The Social Prescribing Round Table led by the Consumers Health Forum, The Royal Australian College of GPs and the NHMRC Partnership Centre in Health System Sustainability. She was the chair of the International Network of Paediatric Surveillance Units 2011-2015.

She has attracted approximately \$9 million in research funding over her career. She has published widely and regularly reviews for national and international peer review journals.

Yvonne is an experienced post-graduate research supervisor at Master's and PhD level. She currently convenes the Systems Science in Healthcare unit of study in the Master's of Public Health at Macquarie University.

Yvonne has previously held positions at the University of Sydney, Sydney Children's Hospitals Network, Royal Australian College of General Practitioners, and Westmead Hospital. She has honorary appointments at the University of Sydney, the University of Tasmania, and Kids Research at the Children's Hospital at Westmead.

## **Professor Nick Goodwin (University of Newcastle)**

Professor Nicholas Goodwin has long been at the forefront of a global trend towards integrated care that coordinates and delivers health services around people's needs. Throughout his impressive career, Nick has held leadership roles for globally renowned organisations such as the International Foundation for Integrated Care (IFIC), spearheaded programs of work for the likes of The King's Fund — the UK's leading health charity — and co-founded the International Journal of Integrated Care.



In 2015-16, Nick wrote and edited the World Health Organisation's Global Framework on People-Centred and Integrated Health Services that was ratified by the World Health Assembly and adopted by countries worldwide — another of his many career achievements.

In each and every role, across research, advocacy and education, Nick has remained focused on achieving real-world outcomes for people and communities, especially the most vulnerable.

### **The challenge of integration**

Integrated care is a style of service delivery that places the person at the centre of care. By considering people's wider health and wellbeing needs the approach seeks to coordinate care and services delivered by multiple providers as effectively and seamlessly as possible. Integrated care has gained global attention as a way to combat fragmentation in care delivery, where care becomes so poorly co-ordinated around people's needs that there is a sub-optimal, or even an adverse, impact on care experiences and outcomes.

### **Unleashing a global movement**

After helping integrated care gain merited international attention, Nick was only too happy to step into the role of consultant for governments wishing to make the switch.

In an advisory capacity, Nick has helped develop and provide evidence-informed input into national government policy reforms needed to implement integrated care in Belgium, Spain, England, Finland, Kazakhstan, Mexico, New Zealand, Poland, Portugal, Qatar, Saudi Arabia, Singapore, and Taiwan.

From 2018, under an EU-contract, Nick led a translational research project with the Department of Social Affairs of the Government of the Republic of Estonia to develop new strategies and models of integrated care focusing on vulnerable adults in local municipalities. The approach was adopted as part of its national policy reforms in 2020.

Nick has also provided support at a regional and local level. For example, in 2016, he was chief investigator on a translational project that enabled the metropolitan region of Salvador, Brazil, to design and implement a new model of intermediate care for older people.

In Australia, Nick has supported work with the likes of North Coast Primary Health Network (PHN) and Central Coast Local Health District (LHD), including summer schools and accelerated learning programs enabling professional partnerships to develop their project plans for integrated care across at least 10 LHD and PHNs in NSW. This work continues in the IFIC Australia network.

### **Investing in Central Coast communities**

Nick took on the role of Director of the Central Coast Research Institute for Integrated Care in 2019. His goals in this role are to increase economic, health and wellbeing benefits for the Central Coast community and beyond, building on his past experience and success.

## Adjunct Associate Professor J.R. Baker (PCCS)



Adjunct Associate Professor JR Baker is the CEO of the Primary & Community care Services (PCCS), and has over 20 years' experience in executive health management, education, and research. He has consistently introduced industry leading service improvements that always keep the client at the centre of change, including almost 10 years of experience delivering social prescribing services across NSW and Queensland. JR is driven by his ideas on providing optimal health services through innovation in the not-for-profit, health space.

He has extensive knowledge in the health areas of mental, physical, and social health and well-being, as well as in business management and workforce development. The businesses he manages are set up to be financially robust, with world-class governance practices, and he has driven business development and collaboration through his entrepreneurial style. Through diversification of revenue and expanded service offerings, PCCS has grown substantially which enables further investment in innovation. His tireless work is making PCCS an Australian leader in social prescribing, complex care coordination and link work services.

Furthermore, JR is committed to innovation, scoping out optimal health models and working with the community, government, politicians, and industry to collaborate and develop the best outcomes for people and communities.

## **Dr Ezequiel García Elorrio (Institute for Clinical Effectiveness and Health Policy (IECS), Argentina)**

Dr. Ezequiel Garcia Elorrio is one of the founders and board member of the Institute for Clinical Effectiveness and Health Policy (IECS) in Buenos Aires – Argentina-, where he also leads the Department of Health Care Quality and Patient Safety. IECS is an independent, non-profit organization created by professionals from the medical and social sciences devoted to research, education and technical cooperation aiming to the improvement of efficiency, equity, quality and sustainability of health care systems and policies.



Dr. Garcia Elorrio obtained his Medical Degree from the University of Buenos Aires (1992) and he then specialised in Internal Medicine at CEMIC (Center for Medical Education and Clinical Investigation) (1993-1997). He attended the Harvard School of Public Health in Boston MA, USA where he obtained the degree of Master's in Epidemiology (1997-1999). Back in Buenos Aires he attended the School of Business from Austral University where he earned a Master's Degree in Business Administration – magna cum laude- (2003-2004). In the following year he obtained a PhD in Medicine from the University of Buenos Aires (2005).

Dr. Garcia Elorrio is currently Professor of Public Health at the School of Medicine of CEMIC and holds a lecturer position in the University of Buenos Aires (UBA). He has taught courses of Introduction to Public Health for medical students, Evidenced Based Medicine for clinicians at CEMIC and presently coordinates the health care quality and clinical management track in the Master's Program in Clinical Effectiveness from UBA in collaboration with ISQua.

Among his research interests, the field of health care quality is the most treasured. He has done extensive work in adapting and validating instruments for assessing consumer experiences and satisfaction with the health care system applying its findings in several organizations in Argentina. He also collaborated in developing a panel of quality indicators for the evaluation of the quality of second level cardiovascular care and surgical care. He is a team leader in the network of researchers from the Global Health Productivity Project - Center for Health policy from Stanford University.

At this moment he is dedicated to consolidate a research group in different topics in health care quality in order to provide the Latin American region with best practices to improve health care services quality and to evaluate its impact when deployed and his work is reaching peer-reviewed journals through several publications. He has been funded by Mapfre Foundation from Spain, WHO's patient safety small grants program, PATH/USAID, Fogarty International Center, mentored Fogarty (NIH) International Fellows, The Bill and Melinda Gates Foundation and the Batz Foundation.

From 2009 he has been appointed as one of the deputy editors of the ISQua journal and he is also member of the recently launched initiative named CLICSS (Colaborative Latinoamerican Consortium in Quality and Safety). He has also been designated programs faculty and co-regional leader of IHI's Open School initiative, convenor of the research section of the ISQua Knowledge Portal, member of ISQua education committee and is one of coordinating members of the "Goodbye Bacteriemias" Campaign to reduce CLABSI and "Goodbye Pneumonia" in Latin America. In 2014 he was certified as patient safety professional by NPSF.

He still practices medicine as internist in CEMIC; a private non-profit community hospital based in Buenos Aires as member of the department of medicine and where he has led its home health care service for seven years. He has also integrated the group for clinical effectiveness dedicated to disseminate knowledge in clinical epidemiology and quality improvement among the different levels of the organization.



## Professor Johanna Westbrook (Australian Institute of Health Innovation)



Professor Johanna Westbrook is Director of the Centre for Health Systems and Safety Research, Australian Institute of Health Innovation, Macquarie University. She is internationally recognised for her research evaluating the effects of information and communication technology (ICT) in health care.

She has over 390 publications and been awarded > \$40M in research grants. Johanna has led important research in the development and application of approaches to evaluate ICT, including new tools and methods which have been adopted internationally.

She has contributed to theoretical models regarding the design of complex multi-method ICT evaluations. Her research has led to significant advances in our understanding of how clinical information systems deliver (or fail to deliver) expected benefits and supported translation of this evidence into policy, practice, and IT system changes.

Johanna is currently leading research investigating the role and impact of ICT in the community and aged care sector. Johanna was elected as a Fellow of the American College of Medical Informatics (ACMI) in 2005 and is one of only three Australians to receive this honour. In 2014 Johanna was named Australian ICT professional of the year by the Australian Information Industry Association for her research contributions. In 2015 she was appointed Associate Editor of the *Journal of the American Medical Informatics Association (JAMIA)*. In 2016 she was appointed to the Board of the Australian Digital Health Agency.

## **Dr Christian von Plessen (Centre universitaire de médecine Générale et santé publique • Lausanne; Canton de Vaud)**

Dr Christian von Plessen is as senior advisor for health care quality and safety to the Health Authority of the Canton of Vaud in Switzerland. In addition, he works as a senior physician at the University Centre for General Medicine and Public Health in Lausanne. He is a recognized expert in quality improvement and patient safety in Switzerland and abroad. His current practical work and research are focused on coproduction of healthcare service, of quality improvement and of health research as a powerful approach to system change in health care.



Von Plessen has broad and varied experience from clinical, improvement, teaching, leadership and research appointments in Denmark and Norway among others as the director of the Centre for Quality in the Region of Southern Denmark. He uses these international experiences to bring new perspectives to quality improvement of health care. Von Plessen recently co-founded the Lausanne coproduction hub and a unit for participative research. He is a member of the steering group of the International Coproduction of Health Network.

His research is on quality improvement, patient safety and pulmonology and he has received the quality prize of the Western Health Region in Norway. Von Plessen teaches students and health professionals in quality improvement, patient safety and coproduction.

## Associate Professor Robyn Clay-Williams (Australian Institute of Health Innovation)



Associate Professor Robyn Clay-Williams leads a research stream in human factors and resilient healthcare at the Centre for Healthcare Resilience and Implementation Science, Australian Institute of Healthcare Innovation, at Macquarie University.

Robyn's research is highly interdisciplinary, synthesising insights from engineering, psychology, aviation, and management to improve health services design and the safety of patient care in hospitals. Her expertise is in creating health services and systems that can function effectively in the presence of complexity and uncertainty. Her research bridges the gap between theory and practice, by developing products and processes that are usable and ready for implementation. She recently held a NSW Health EMC research fellowship in the field of health service and system design, where she led a research program to adapt Cognitive Work Analysis as a systems modelling tool to design and implement quality improvement initiatives in hospital Emergency Departments.

Robyn has published extensively, with an h-index of 24, i10-index of 41 and over 2400 citations. Outputs include total of over 200 peer-reviewed academic outputs in academic books and book chapters, premiere medical journals for general medicine, high quality health services research journals and conference proceedings, and over 70 technical and advisory reports for government and other organisations. Specific areas of interest include human factors, teams and teamwork, leadership, system simulation and modelling, resilience engineering, and usability test and evaluation of medical devices and IT systems.

In 2020, Associate Professor Clay-Williams was selected as one of 10 outstanding serving members over the RAAF 100-year history, celebrated via an Australian Mint coin (new 50 cents, released 4 Mar 2021).