



Maintaining the standard: what are the options?

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Outline

1. Research context
2. Defining the issue
3. Examining the issue
4. CoA assessment tool
5. Conclusion



1. Research context

- Australian Institute of Health Innovation
- Centre for Clinical Governance Research in Health (CCGR)
- Australian Network Evaluation of Accreditation Standards in Healthcare (NEASH)



1. Research context: AIHI

The Australian Institute of Health Innovation's Mission

Our mission is to enhance local, institutional and international health system decision-making through evidence; and use systems sciences and translational approaches to provide innovative, evidence-based solutions to specified health care delivery problems.

<http://www.med.unsw.edu.au/medweb.nsf/page/IHI>



1. Research context: CCGR

The Centre for Clinical Governance Research 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.

<http://www.med.unsw.edu.au/medweb.nsf/page/ClinGov>About>



1. Research context - NEASH Team

- **Professor Jeffrey Braithwaite**
- **Dr David Greenfield**
- **Dr Marjorie Pawsey**
- Professor Johanna Westbrook
- Professor Bill Runciman
- Professor Sally Redman
- Professor Robert Gibberd
- Conjoint A/Professor Mary Westbrook
- Dr Justine Naylor
- Ms Sally Nathan
- Ms Maureen Robinson
- Ms Judie Lancaster
- Ms Joanne Travaglia
- Mr Brian Johnston
- Dr Desmond Yen
- Ms Lena Low
- Ms Heather McDonald
- Ms Darlene Hennessey
- Mrs Margaret Jackson
- Mr Angus Corbett
- Ms Betty Johnson
- Mr John Clark



1. Research context - NEASH Team

- ACHS staff
- ACHS surveyors
- ACHS member organisations
- Consumer Reference Group
- Ramsay Health Care
- Research funded by the Australian Research Council Linkage funding scheme (project number LP0560737)

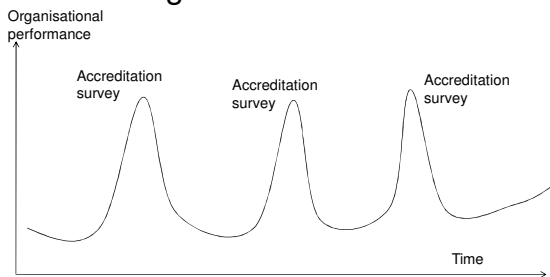


2. Defining the issue

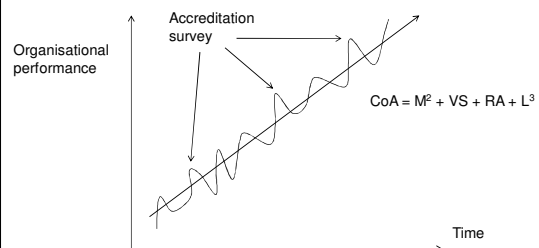
Issue: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?



2. Defining the issue: what we fear



2. Defining the issue: what we hope



2. Defining the issue

Issue: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Answer: need to encourage organisation's to nurture a positive "culture of accreditation"

$$\text{CoA} = M^2 + VS + RA + L^3$$



2. Defining the issue

$$\text{CoA} = M^2 + VS + RA + L^3$$

where:

CoA: culture of accreditation

M²: motivation (leadership: individuals and organisation)

VS: valuing of surveyors

RA: resilience to adversity

L³: learning (individuals, teams and systems)



3. Examining the issue

ISSUE: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Firstly, who's responsibility is it?



3. Examining the issue

ISSUE: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Secondly, can it be achieved?

We can't *ensure* but we might be able to take steps to promote this outcome



3. Examining the issue

ISSUE: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

“An accreditation survey is a point in time survey and after the survey, the facility may return to its old ways.”

Thirdly, what does this mean and why would they?



3. Examining the issue

What does this mean and why would they?

Goffman (1963, 1971): described behaviour

front-stage ————— back-stage

for accreditation

post-accreditation



3. Examining the issue

“Back-stage” is another way of naming deep organisational culture

Organisations have unique cultures and sub-cultures

(Braithwaite *et al.*, 2005)



3. Examining the issue

What does this mean and why would they?

So the questions are...

what is motivating an organisation's front stage behaviour?

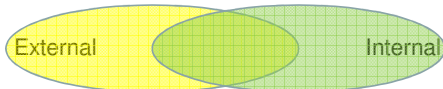
and

how different is it to their backstage behaviour?



3. Examining the issue

What is motivating their front stage behaviour?



Required by government/
insurance companies
Certificate on wall

Embedded philosophy
of improvement



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3. Examining the issue

Motivation is influenced by leadership.

Organisations with demonstrated leadership
perform better on accreditation (Braithwaite et al. *in press*)



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CoA: part one

Issue: what needs to be done to ensure the
quality of services assessed by the
accrediting body is maintained or
improved?

Answer: need to encourage organisation's to nurture
a positive "culture of quality"

$$\text{CoA} = M^2 +$$



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3. Examining the issue

What does this mean and why would they?

An indicator of motivation, for individuals and the
organisation, but distinct to it, is found through the
question...

are senior staff engaged in the accreditation
process, including as surveyors?



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3. Examining the issue

Surveying is a form of professional development

Surveyors are a resource to assist their organisation
improve how they address quality and safety issues

(Lancaster, Braithwaite and Greenfield, *in press*)



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CoA: part two

Issue: what needs to be done to ensure the
quality of services assessed by the
accrediting body is maintained or
improved?

Answer: need to encourage organisation's to
nurture a positive "culture of accreditation"

$$\text{CoA} = M^2 + \text{VS} +$$



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3. Examining the issue

On organisation's "old ways":

What does this mean and why would they?

So the question is ...

does the organisation demonstrate resilience to adversity?



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3. Examining the issue

An examination of eight inquiries into failures of patient safety identified a number of common themes:

- Some health care was far below standard;
- Quality monitoring processes were deficient;
- Individual care providers and patients raised the concerns;
- Critics were often ignored or abused;
- Teamwork was deficient; and,
- Patients and families were not informed members of the team.

(Hindle *et al.*, 2006: 5)



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3. Examining the issue

Resilience to adversity is about the ability to act *mindfully*:

"By this we mean that they organize themselves in such a way that they are better able to notice the unexpected in the making and halt its development. If they have difficulty halting the development of the unexpected, they focus on containing it. And if some of the unexpected breaks through the containment, they focus on resilience and swift restoration of system functioning."

(Weick and Sutcliffe, 2001: 3)



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CoA: part three

Issue: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Answer: need to encourage organisation's to nurture a positive "culture of accreditation"

$$\text{CoA} = \text{M}^2 + \text{VS} + \text{RA} +$$



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3. Examining the issue

ISSUE: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Fourthly, does learning occur in this organisation?



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3. Examining the issue

Learning at three levels:

- Individual: reflection-in-practice (Schon 1983)
- Team: peer-learning, interprofessional practice, work-based learning (Raelin, 2008)
- System: learning organisation (Senge, 1990)



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CoA: part four

Issue: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Answer: need to encourage organisation's to nurture a positive "culture of accreditation"

$$\text{CoA} = \text{M}^2 + \text{VS} + \text{RA} + \text{L}^3$$



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4. CoA assessment tool:

Elements:

- Motivation: individual and organisational
- Valuing of surveyors
- Standard of care
- Quality monitoring processes
- Engagement of patients
- Dissenting voices
- Teamwork
- Noticing the unexpected
- Containing problems
- Restoration of system functioning
- Learning: individual, team and system



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4. CoA assessment tool:

Rating scale:

- A: exceptional compliance, > 90%
- B: extensive compliance, 66 – 90%
- C: broad compliance, 41 – 66%
- D: minor compliance, 15 – 40%
- E: negligible compliance, < 15%

(Shaw et al., 2009)



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5. Conclusion

Issue: what needs to be done to ensure the quality of services assessed by the accrediting body is maintained or improved?

Answer: need to encourage organisations to nurture a positive "culture of accreditation"

$$\text{CoA} = \text{M}^2 + \text{VS} + \text{RA} + \text{L}^3$$



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