NSW Health

NSW is the most populous state in Australia with health services supporting a population of approximately 7.3 million. Over 120,000 staff are employed across 235 Public Hospitals with 2.4 million emergency department presentations and 1.5 million hospital admissions each year. The budget for NSW Health in 2013/14 is $17.9 billion.

Our healthcare environment

Health services across Australia are being challenged by rising demand from population ageing, the high prevalence of chronic diseases and increasing patient expectations (Schofield and Earnest, 2006). The key issue is not whether the potential for more efficient, safer, more value-adding healthcare exists, but how to realise that potential [at scale] across an entire healthcare system (Masso et al., 2010).

The NSW Agency for Clinical Innovation

The NSW Agency for Clinical Innovation (ACI) is the lead agency in NSW that works with clinicians, consumers and partners to design and implement evidence based improvements to the way care is provided to patients in the NSW health system. The ACI is unique among government agencies in its drive and ability to harness the energies and skills of frontline clinicians and service users committed to service improvement.

Few, if any, other government agencies are as pro-active in broadening policy and improvement consultation to ensure there is comprehensive participation and collaboration on the part of providers and service users.

Purpose of event

To help the ACI capitalise on its full potential within NSW Health it is important to reflect on what has worked well and what are the remaining challenges to realising system change. This Research Think Tank is a focused interactive event that will provide the ACI and other stakeholders with the opportunity to reflect on our own experiences. The aim is to harness what we have learnt to date and to further strengthen our understanding of how we can achieve meaningful and sustainable improvements across a large and complex health system.

Presentations and discussion will target:

- strategising for the complexity of health care improvements across sectors
- identifying the tools and methods to effect and support large systems change
- recognising the benefits and drawbacks of approaches used elsewhere
- formulating how the ACI can support the development, implementation and evaluation of large systems change initiatives across NSW

clinicians and consumers working together
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<td>8.30AM</td>
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| 9.00am| **Welcome**                                               | Dr Nigel Lyons  
Chief Executive, The ACI                                             |
| 9.05am| **Opening**                                               | The Hon. Jillian Skinner MP  
Minister for Health, and  
Minister for Medical Research                                                |
| 9.10am| **Welcome to Country**                                    | Uncle Chicka Madden  
Cultural Elder                                                               |
| 9.15am| **Drivers of change in complex health systems**           | A/Prof Sonia Wutzke  
Research Manager, The ACI                                                   |
| 9.20am| **Examples of large systems transformations**             | Prof Jeffrey Braithwaite  
Director, Australian Institute  
for Health Innovation,  
University of NSW                                                             |
| 9.35am| **Innovation from within**                                | Prof Rick Iedema  
Director, Centre for Health Communication, University of  
Technology, Sydney                                                           |
| 9.50am| **Stasis and adaptation in health organisations**         | Prof Enrico Coiera  
Director, Centre for Health Informatics, Australian Institute  
of Health Innovation,  
University of NSW                                                               |
| 10.05am| **Windows on our World: A Systems Perspective**         | Prof Allan Best  
School of Population and Public Health, University of British Columbia       |
|       | **Panel discussion**                                      | Facilitated by Allan Best  
What are the challenges in achieving transformative change in healthcare?  
What tools and methods have been effective in supporting large scale change  
in health care?                                                                 |
|       | **Panel members**                                         | Prof Caroline Hatcher  
Director Innovation and Executive Awards, Queensland University of Technology |
|       |                                                           | Dr Nigel Lyons  
Chief Executive, the ACI                                                        |
|       |                                                           | Dr Robyn Mildon  
Director, Knowledge Exchange and Implementation, Parenting Research Centre   |
|       |                                                           | Prof Brian Oldenburg  
Global Health and Society Unit, Monash University                               |
|       |                                                           | A/Prof Sarah Thackway  
Director, Epidemiology and Evidence, NSW Health                               |
|       |                                                           | Dr Cameron Willis  
NHMRC Sidney Sax Public Health Fellow, University of Adelaide                 |
### PROGRAM CONTINUED

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| 11.20am | Applying behavioural insights to public policy                               | Dr Rory Gallagher  
Advisor on Behavioural Insights, NSW Department of Premier and Cabinet                         |
| 11.35am | Systems thinking and complexity theory in complex project management        | Dr Julien Pollack  
Senior Lecturer, School of the Built Environment, University of Technology, Sydney               |
| 11.50am | Design as a method of innovation in complex problem scenarios: emerging practices | Mr Rodger Watson  
Deputy Director, Designing Out Crime Research Centre, University of Technology, Sydney           |
|       | **Panel discussion**                                                          |                                                                                                   |
|       | Facilitated by Raj Verma                                                      |                                                                                                   |
|       | Are there lessons that could inform the work of the ACI?                     |                                                                                                   |
|       | How can the ACI help NSW Health achieve system-wide improvements?            |                                                                                                   |
|       | What research will support the further development, implementation and evaluation of large systems change initiatives of the ACI? |                                                                                                   |
|       | **Panel members**                                                            |                                                                                                   |
|       | Ms Deborah Hein  
DCEO, International Centre for Complex Project Management              |                                                                                                   |
|       | A/Prof Brian McCaughan                                                       |                                                                                                   |
|       | Chair, the ACI and Clinical Excellence Commission                            |                                                                                                   |
|       | A/Prof David Peiris                                                         |                                                                                                   |
|       | Program Head, Primary Health Care Research, Office of the Chief Scientist, the George Institute for Global Health |                                                                                                   |
|       | A/Prof Shankar Sankaran                                                      |                                                                                                   |
|       | School of the Built Environment, UTS                                         |                                                                                                   |
|       | Mr Mark Shepherd                                                             |                                                                                                   |
|       | Director Operations, Nepean Blue Mountains LHD                             |                                                                                                   |
|       | Dr Johnny Taitz                                                             |                                                                                                   |
|       | Director of Medical Services, Royal North Shore Hospital                     |                                                                                                   |
| 12.05pm | Panel discussion                                                             |                                                                                                   |
|       | Facilitated by Raj Verma                                                      |                                                                                                   |
|       | Are there lessons that could inform the work of the ACI?                     |                                                                                                   |
|       | How can the ACI help NSW Health achieve system-wide improvements?            |                                                                                                   |
|       | What research will support the further development, implementation and evaluation of large systems change initiatives of the ACI? |                                                                                                   |
| 1.00PM  | LUNCH for those able to stay                                                  |                                                                                                   |
SPEAKERS

Prof Allan Best
Professor Allan Best is Managing Director of InSource, and associate scientist in the Centre for Clinical Epidemiology and Evaluation at the Vancouver Coastal Health Research Institute. His research focuses on systems thinking and organizational change. Allan was founding chair of the Department of Health Studies at the University of Waterloo, the world’s first interdisciplinary university department integrating the biological and behavioural sciences to study health promotion. He was elected Fellow for outstanding research contribution by the Canadian Academy of Health Sciences, Canadian Psychological Association, Society of Behavioural Medicine, American Psychological Association, and American Academy for Health Behaviour.

Prof Jeffrey Braithwaite
Professor Jeffrey Braithwaite is Foundation Director of the Australian Institute for Health Innovation, Director of the Centre for Clinical Governance Research and Professor in the Faculty of Medicine at the University of NSW. He is a leading health services and systems researcher. His research examines the changing nature of health systems, particularly patient safety, standards and accreditation, leadership and management, the structure and culture of organisations and their network characteristics, attracting funding of more than AUD$57 million. Professor Braithwaite has received numerous national and international awards for his teaching and research.

Prof Enrico Coiera
Professor Coiera is the Foundation Chair in Medical Informatics within the Faculty of Medicine at the University of NSW. He is the Director of the Centre for Health Informatics, a part of the Australian Institute for Health Innovation. Professor Coiera’s research is concerned with advancing the safety and quality of health care through the careful use of information technology, and a deep understanding of systems and implementation science.

Dr Rory Gallagher
Dr Rory Gallagher is a Senior Policy Adviser for the UK Cabinet Office’s Behavioural Insights Team, currently on secondment as an advisor to the Department of Premier and Cabinet in New South Wales. Rory led the Behavioural Insights Team’s work on job centres, consumer empowerment and fraud, error and debt, which identified savings of over GBP300m and was nominated for a Civil Service Award for innovation. Prior to joining the Behavioural Insights Team, Rory worked for the Prime Minister’s Strategy Unit and the Department for Education and before that completed a PhD at the University of Cambridge.
Prof Rick Iedema

Professor Rick Iedema is Professor of Organizational Communication and Director of the Centre for Health Communication within the Faculty of Arts and Social Sciences at the University of Technology Sydney. His work centres on how doctors, nurses, allied health staff and managers communicate about the organization of their hospital work.

Dr Nigel Lyons

Dr Nigel Lyons is the Chief Executive of the ACI. He has more than 25 years’ experience in the NSW Health system as a clinician, manager and executive. Previously, he has held other executive roles which include Acting Deputy Director-General Strategy and Resources in the NSW Ministry of Health and Chief Executive of Hunter New England Area Health Service. He has also held a number of Board appointments during his career and is currently a Director of the Hunter Medical Research Institute and New South Wales Rural Doctors Network.

Dr Julien Pollack

Dr Julien Pollack is Senior Lecturer with the School of the Built Environment at the University of Technology, Sydney. He returned from practicing project management in industry in 2011, and is now Course Director of the UTS post-graduate Project Management program. His teaching focuses on developing students' communication and critical thinking skills. Julien's Ph.D. involved action research into practical ways of combining project management with systems thinking techniques to meet the demands of organizational change in the public sector. His Ph.D. research won local and international awards. He is an experienced project manager, having worked in the engineering, telecommunications and health industries, implementing projects from organisational change and information systems development, to rolling stock manufacturing. He also has degrees in philosophy, theatre and computer science.
Mr Raj Verma

Mr Raj Verma has been involved in working with clinicians, managers, executives and patients in improving health systems, for the past 13 years. Raj has delivered many large scale projects through structured project management, significant stakeholder engagement, and a focus on deliverables and results. Raj has worked to improve the efficiency and effectiveness of health care services through new models of care at almost every point of the patient journey, including NSW models of Emergency Care, designing and implementing the ambulance 'matrix' system, redesigning Hospital in the Home services, safe clinical handover, significantly enhanced Com Packs program. Raj gained his initial clinical experience working as a hospital Medical Laboratory Scientist at Royal Darwin Hospital.

Prof Sonia Wutzke

Associate Professor Sonia Wutzke is the ACI Research Manager. She has over 20 years’ experience in senior and executive management roles in academia, the not for profit sector and State Government. Sonia’s previous positions have included Head, Cohort Management Division with the Sax Institute and Manager Program Evaluation with the National Prescribing Service. Sonia has qualifications in psychology and public health and a Doctor of Philosophy through the University of Sydney. Sonia is currently a member of the Board of Keystone Community Solutions Inc.

Mr Rodger Watson

Rodger Watson is Deputy Director of the Designing Out Crime research centre at the University of Technology Sydney. He is a PhD candidate and holds degrees in Psychology and Criminology. Rodger has worked for more than 10 years in the crime prevention sector. His work at the Designing Out Crime research centre has been centred around researching how innovation methods can be adopted by organisations who face complex problems. This work has included the development of a design practice based on the Frame Creation model of its Director, Professor Kees Dorst. The Frame Creation model is now being disseminated in to practice through partnerships with government agencies and private industry, and will be the cornerstone of the University of Technology Sydney’s new double degree option; the Bachelor of Creative Intelligence and Innovation.