



THE UNIVERSITY OF
NEW SOUTH WALES



CENTRE FOR CLINICAL GOVERNANCE RESEARCH

Examinations of the relationships between accreditation and organisational and clinical performance: research outputs to December 2008



Australian Research Council Linkage
Project, 2005-2008

The Centre for Clinical Governance Research in Health 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

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1. RESEARCH PARTNERSHIP AND FUNDING

The Centre for Clinical Governance Research (CCGR) at the University of New South Wales is conducting an Australian Research Council (ARC) Linkage research project examining accreditation. The industry partners are the Australian Council on Healthcare Standards (ACHS) and Ramsay Health Care. The research comprises four studies which examine the overall question, “What are the relationships between accreditation and organisational and clinical performance?” The ARC Linkage contribution, along with contributions from the industry partners, brings the total funding for the project to AUD\$1.3M.

2. THE RESEARCH EXPERTISE

Steering Committee

The Steering Committee for the project consists of the chief and partner investigators complemented by other experts. The members are:

- Professor Jeffrey Braithwaite, Chief Investigator, University of New South Wales
- Professor Johanna Westbrook, Chief Investigator, University of Sydney
- Professor Sally Redman, Chief Investigator, Sax Institute
- Professor Bill Runciman, Chief Investigator, Australian Patient Safety Foundation, University of Adelaide
- Dr Marjorie Pawsey, Partner Investigator, Australian Council on Healthcare Standards
- A/Professor Bob Gibberd, Steering Committee Member, University of Newcastle
- Ms Sally Nathan, Steering Committee Member, School of Public Health and Community Medicine, University of New South Wales
- Ms Darlene Hennessy, Steering Committee Member, Australian Council on Healthcare Standards.

Consumer Advisory Panel

A Consumer Advisory Panel (CAP) was established for the project with nominees from the Consumers Health Forum of Australia. The members, and the States they represent, are:

- Ms Sally Nathan, Steering Committee Member and Chair, CAP
- Ms Betty Johnson, New South Wales
- Ms Kathy Kendell, Queensland
- Mr John Clark, New South Wales, ACHS consumer surveyor

- Ms Anne Johnson, South Australia
- Ms Kathy McLure, Western Australia
- Mr Keith Williams, Northern Territory

The CAP met during 2006 and 2007 by teleconference to provide comment and advice on the research studies. The CAP has agreed that its advisory role in the ARC project be evaluated.

Research team

The research team executes the research program. The team members are:

- Professor Jeffrey Braithwaite, Chief Investigator, University of New South Wales
- Dr Marjorie Pawsey, Partner Investigator, ACHS
- Dr David Greenfield, Research Fellow CCGR
- Dr Justine Naylor, Research Fellow CCGR
- Ms Joanne Travaglia, Research Fellow CCGR
- Mrs Margaret Jackson, Project Assistant ACHS
- Mrs Judie Lancaster, PhD Scholar CCGR
- Dr Desmond Yen, Part Time PhD Scholar, ACHS
- Ms Heather McDonald, Part Time PhD Scholar, ACHS
- Ms Lena Low, Part Time PhD Scholar, ACHS

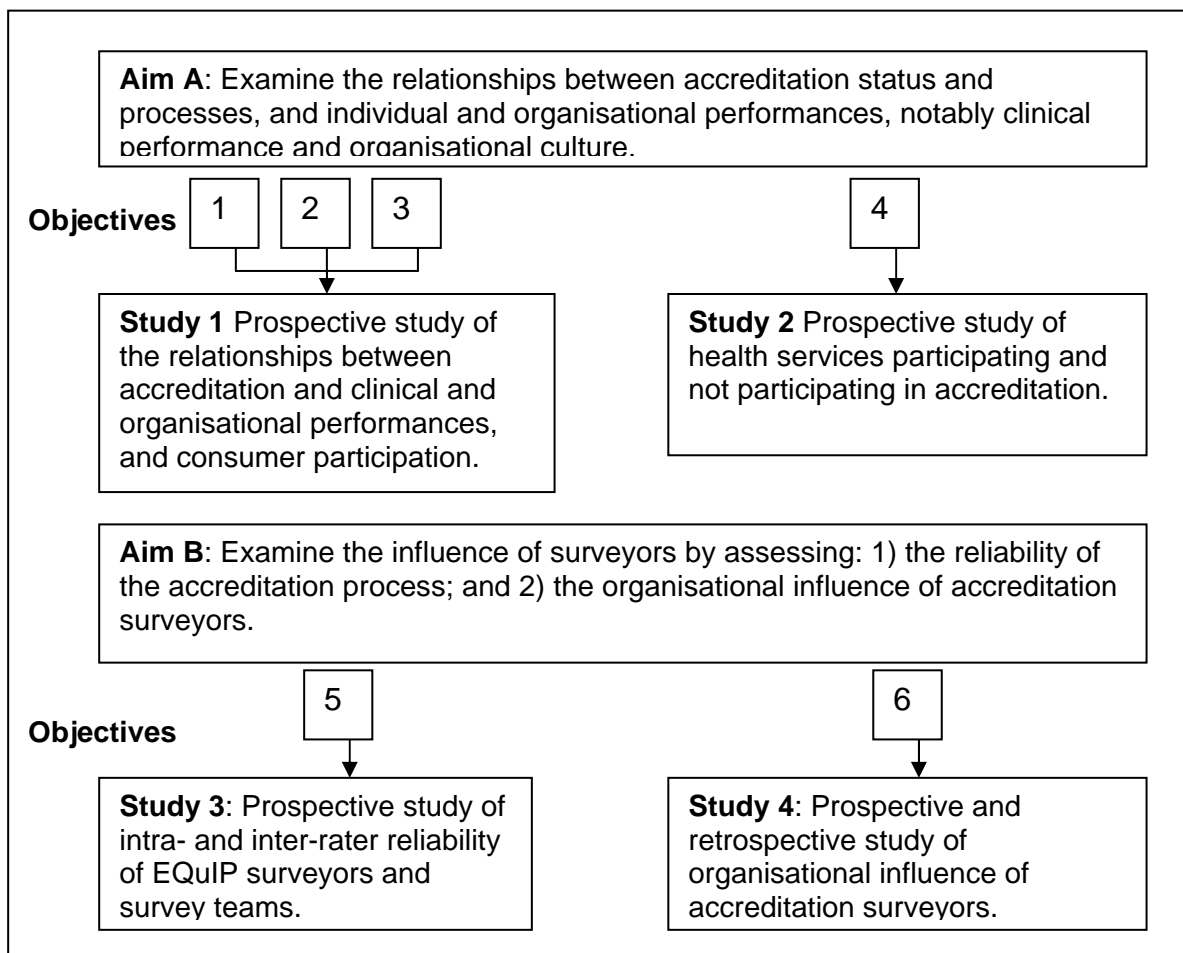
3. RESEARCH STUDIES

The research is using the ACHS Evaluation and Quality Improvement Program (EQUIP) as the exemplar of accreditation. There are four studies that make up the research program and they are related to the two aims as shown in figure one below. At the commencement of the project the steering committee and research team developed hypothesis for each of the research objectives. On the following pages, each of the four the respective studies, research aims, objectives, hypothesis, and summary of emerging results are presented.

The research was conducted over a period of three years and is scheduled to conclude in 2008. The initial nine months was a planning period whereby the studies in the research proposal were translated into the executable activities. This included developing data collection tools and identifying analysis methods. The next eighteen months was the period of data collection activities. The activities included visits to organisations to conduct interviews and focus groups with health professionals, ethnographic observations of organisations, surveys and scenario testing workshops. The next nine months were spent analysing the data, writing academic papers, and seminar and conference presentations. In 2008 data analyses, consolidation of the research project and the drafting of manuscripts took place.

Study 1 involved developing tools to conduct an organisational assessment and assess clinical indicator performance. The research team then visited 19 randomly sampled Australian organisations using these tools to collect data for analysis; visits were up a week in each organisation. Similarly, study 2 was an assessment of three non-accredited organisations using the same tools and, again, involved visiting each organisation for a week. In study 1 and 2 together over 1100 health professionals participated in formal interviews (individual or focus group). Study 3 is a collection of four interrelated activities examining intra- and inter- rater reliability: a case study (team conduct *in situ*), scenario testing (team and individual interactions and views), and exploration of stakeholders attitudes and understanding (interviews and focus groups). Once again the participation of health professionals around Australia was significant; for example, the exploration of stakeholder attitudes and understanding involved 29 research activities with nearly 200 participants. Study 4 has involved two activities examining the influence and leadership of surveyors in the organisations in which they are employed. These are being conducted by two PhD students under the direction of the research team.

Figure 1: Schematic of the research design



Study One: Prospective study of the relationships between accreditation and clinical and organisational performances, and consumer participation

Research Aim A

Examine the relationships between accreditation status and processes, and individual and organisational performances, notably clinical performance and organisational culture.

Objective 1

Determine whether there is a relationship between accreditation status and organisational cultural characteristics.

We hypothesise that if the accreditation process is successful in improving the delivery of services through organisational change, then relative performance on EQulP (based on standards criteria) will be positively associated with observable health service cultural characteristics. Thus, a health service with exemplary performance on EQulP should exhibit positive organisational cultural features like sound relationships, positive practices, strong attitudes in favour of continuous improvement and a team-oriented approach to care. These characteristics will be captured using an array of tools including ethnography, formal and informal interviews, and organisational profiling.

Objective 2

Assess the relationship between accreditation status and clinical performance.

We hypothesise that if the accreditation process is successful in improving the level of care, then relative performance in EQulP should be positively associated with improvements in clinical. Thus an organisation with exemplary performance on the EQulP 19 mandatory criteria should have demonstrated improvements in clinical indicator performance, the number of care-related consumer complaints, and the number of sentinel, adverse events, or Coroner's cases. These data will be collected through document analysis. We will also investigate the individual relationships between individual criterion and indicator level, for example contrasting the infection control system, EQulP criterion 5.1.3, with the hospital infection rate.

Objective 3

Analyse the associations between consumer participation, accreditation status and organisational cultural characteristics.

We hypothesise that if the accreditation process is successful in engaging the consumer in influencing care outcomes and service delivery, then relative performance on EQulP should be positively associated with higher-level consumer participation. Most commentators assume consumer participation is positively related to improved performance on standards. However, the relationship between participation of consumers in broader system level processes, such as in quality improvement or advisory groups, and performance on standards, has not been rigorously

examined. This objective will be realised by an ethnographic examination of health service-consumer relationships, involving observation, interviews and a survey.

Summary of emerging results

The study defined organisational cultural characteristics as culture, climate, leadership, clinical performance and consumer participation. The findings can be summarised as follows: between accreditation and culture, climate and leadership a significant correlation was established; between accreditation and clinical indicators a strong correlation was determined; and there appears to be a weak relationship between accreditation and consumer participation. To rephrase, an organisation which has good leadership, a positive culture and a good day-to-day working climate, and to a lesser extent good clinical indicator performance, is displaying characteristics that are indicative that their accreditation performance will be positive. A number of papers addressing this study are planned; see section 6, Future Research Outputs.

Study Two: Prospective study of health services participating and not participating in accreditation

Research Aim A

Examine the relationships between accreditation status and processes, and individual and organisational performances, notably clinical performance and organisational culture.

Objective 4

Evaluate the relative performance, on quality of care measures, of health services participating in and not participating in accreditation.

We hypothesise that if the accreditation process is successful in improving the level and delivery of care, then health services participating in EQulP should demonstrate better performance on quality care measures than those who do not. The answer to this question will provide comparative evidence *vis à vis* a sample of controls – that is, those who have never participated. Quality of care measures may include any mandatory State-driven performance indicators, the number of care-related consumer complaints, and the number of sentinel, adverse events or Coroner's cases/AIMS. In Australia few health services have never participated in an accreditation process and therefore, although important, this study will be constrained by a small sample of smaller health services.

Summary of emerging results

The study defined organisational cultural characteristics as culture, climate, leadership, clinical performance and consumer participation. A majority of accredited organisations performed better on the organisational measures than non-accredited organisations. To account for this finding discussion of confounding factors, for example organisational size, location, staff experience or

staff turnover, is necessary, as is consideration of the impact of State directives about quality and safety. A paper addressing this study is planned; see section 6, Future Research Outputs.

Study three: Prospective study of intra- and inter-rater reliability of EQulP surveyors and survey teams.

Research Aim B

Assess the influence of surveyors by assessing: 1) the reliability of the accreditation process; and 2) the organisational influence of accreditation surveyors.

Objective 5 (relating to 1. above)

Appraise the intra- and inter-rater reliability of EQulP surveyors and survey teams.

Establishing the reliability of an instrument/process is critical to understanding its limitations. EQulP is a document-technology that requires interpretation by the surveyors. The reliability of EQulP instrument is potentially impacted by inconsistency between surveyors. A central question therefore is whether or not different surveyors and different teams of surveyors are reliable judges of health service performance using EQulP. If the EQulP instrument is reliable, performance on EQulP should be independent of the different surveying teams. In order to understand any observed differences in individual surveyor and team performance scenario interpretation and comparison of EQulP ratings will be used to assess reliability. Further, focus groups and ethnography will also be employed to examine this issue. The results will have implications for how surveyors are trained and the tools needed to improve intra- and inter-rater reliability across different settings.

Summary of emerging results

The accreditation process is constructed to be a reliable activity. Six interrelated factors simultaneously promote and present a challenge to achieving reliability: the accreditation program, including organisational documentation and surveyor accreditation reports; member relationships with the accrediting agency and survey team; accreditation agency personnel; renewal of the surveyor workforce; management of the surveyor workforce; and survey team conduct, including the role of the coordinator. The six factors realise shared expectations and conduct by accreditation stakeholders, that is, enabled self-governance by the accreditation stakeholders. Individual surveyors' conduct their role in similar and different ways *in situ* but each operate within the shared expectations of their surveying community. Further papers addressing this study are planned; see section 6, Future Research Outputs.

Study Four: Prospective and retrospective study of the organisational influence of accreditation surveyors.

Research Aim B

Assess the influence of surveyors by assessing: 1) the reliability of the accreditation process; and 2) the organisational influence of accreditation surveyors.

Objective 6 (relating to 2. above)

Examine the relationship between accreditation status, clinical indicator performance, organisational cultural characteristics and the number, network influence and characteristics of surveyors.

We hypothesise that the presence and influence of surveyors in an organisation have a positive association with health service performance on EQulP, clinical performance indicators and organisational culture. In this light, a health service with multiple surveyors would presumably benefit in measurably greater ways compared with a health service which had few or no surveyors on staff. These relationships will be explored using retrospective analysis of individual health service performance on EQulP and the presence of surveyors employed within that organisation. Further, in-depth case studies using ethnography will be performed at various health service sites.

Summary of emerging results

The findings from the PhD studies that comprise study four are yet to be completed. Several theses and a number of papers addressing this study are underway; see section 6, Future Research Outputs.

From one PhD study findings are emerging by way of example. There exists the perception of separateness of the surveying role from that of the senior management executive who is the surveyor; each appears to have no noticeable impact of one on the other. This separateness inhibits the possibility for a surveyor-executive to utilise their acquired knowledge and skills to influence quality improvements in the workplace. Additionally, participants consider the exercise of surveying a valuable experience that enables them to fulfill a public service dimension to their professional role and display a commitment to enhancing quality of care within the health sector.

4. PROMOTION OF THE RESEARCH

Research partner activities

CCGR promotes the research through its ongoing academic, consultative and research activities. For example, the innovative research methodology has been published in BMC Health Services Research, an international peer-reviewed open access journal; as at 28 December 2006, 612 accesses had been made to the article published on the Biomed Central website. CCGR provides detailed information about the project and research outputs on its web site: <http://www.med.unsw.edu.au/medweb.nsf/page/ClinGov>About>

The research team has made presentations at a number of national forums. There have been presentations at the *Australasian Conference for Safety and Quality in Health Care* in 2006 and 2007. In addition presentations have been made to the AARN, and the Australian Commission on Safety and Quality in Health Care. A paper was presented at the *4th International Conference on Quality in Primary Healthcare – Quality Carnivale*, Melbourne 2008. A presentation, focusing upon the involvement of the consumer panel, was conducted at the *Involving People in Research Symposium* in Perth 2008.

ACHS has promoted the research to its members, more than 1000 health organisations, through a variety of methods. They have promoted the research through their annual quality conference, industry workshops, website and industry journal, *ACHS News*.

National linkages

The ACHS and CCGR have convened two groups to discuss future accreditation research: the Collaborative Group of Accreditation Agencies and the ACHS Research Advisory Panel. Both groups are committed to developing an evidence base for accreditation, and in partnership constitute a strong research consortium.

The Performance, Safety and Quality Section, Primary Care Policy and Analysis Branch, Commonwealth Department of Health and Ageing (DOHA), in the Australian Government, selected ACHS and the CCGR to develop an initiative to build research capacity in accreditation. CCGR undertook literature reviews for this initiative. In partnership with ACHS, CCGR facilitated a workshop that established the Australian Accreditation Research Network (AARN). The workshop, with representatives from healthcare accreditation stakeholders from across Australia, was held in Sydney in August 2007. The stakeholders included: health consumers; health service researchers and academics; accreditation service providers; representatives from State and Territory health departments and government agencies with a particular responsibility to promote safety and quality in health care; private sector funders; and representation from DOHA. A report and research

proposal for future healthcare accreditation research was given to the Department in October 2006; see output #11.

International linkages

Papers have been presented at a range of international forums. Several have been associated with ISQua; one at the *ISQua Symposium* in London, 2006, at the *ISQua 24th International Conference* in Boston, 2007 and at the *ISQua 25th International Conference* in Copenhagen, 2007. An interactive presentation to colleagues in the European Partnership for Supervisory Organisations (EPSO) was made in Copenhagen in 2008. Another international presentation was at the European Conference on Patient Safety, in Porto 2007. A presentation was made at the *4th International Conference on Quality in Primary Healthcare – Quality Carnivale*, Melbourne 2008.

Professor Braithwaite and colleagues designed and delivered a workshop at the *ISQua 25th International Conference* in Copenhagen, 2008. Negotiations are being conducted for an additional workshop at the *ISQua 26th International Conference* in Dublin, 2009.

The research team has been consulted by researchers internationally and provides advice on a regular basis. There have been discussions with colleagues from the University of Rio de Janeiro (Brazil), the Netherlands Institute for Accreditation of Hospitals and many colleagues from Denmark. There have been discussions with a consultant, from the United States, who is working in Egypt on hospital accreditation.

A paper explaining the research, has been published in *E-Hospital*, a European journal for hospital managers. This journal has a readership of over 15,000.

Publications in international journals are significant, and growing. Journals such as *BMC Health Services Research*, *International Journal for Quality in Health Care*, *International Journal of Health Care Quality Assurance* and *Journal of Health Organization and Management* have been outlets for the work of the research team.

5. RESEARCH OUTPUTS

The research outputs are listed in the following categories:

Peer-reviewed journal articles

Book chapters

Non-peer reviewed journal articles

Academic reports

Peer-reviewed conference abstracts

Conference papers and presentations

Conference posters

Seminar presentations

5.1 Peer-reviewed journal articles

1. Lancaster, J., Braithwaite, J. and Greenfield, D. "Benefits of participating in accreditation surveying." *International Journal of Health Care Quality Assurance*, (accepted 28 November 2008).
2. Greenfield, D., Pawsey, M. and Braithwaite, J. "Distributed leadership to mobilise capacity for accreditation." *Journal of Health Organization and Management*, (accepted 1 September 2008).
3. Greenfield, D., Pawsey, M., Naylor, J. and Braithwaite, J. (2008) "Are healthcare accreditation surveys reliable?" *International Journal of Health Care Quality Assurance*, in press, (accepted 14 January 2008).
4. Greenfield, D. and Braithwaite, J. (2008) "Health sector accreditation research: a systematic review." *International Journal for Quality in Health Care*, 20(3): 172-183.
5. Greenfield, D., Braithwaite, J. and Pawsey, M. (2008) "Health care accreditation surveyor styles typology." *International Journal of Health Care Quality Assurance*, 21(5): 435-443.
6. Greenfield, D. and Braithwaite, J. (2007) "Researching accreditation." *Private Hospital*, December, 66-67.
7. Greenfield, D. and Braithwaite, J. (2007) "Researching accreditation." *E-Hospital*, 9 (5): 18-19.
8. Pawsey, M. and Braithwaite, J. (2007) "Is accreditation useful?" *Private Hospital*, October 2007:28 -29.
9. Nathan, S. and Greenfield, D. (2007) "Studying participation in action: researching accreditation." *Health Issues*, Issue 91, Winter, 8-9.

10. Braithwaite, J., Westbrook, J.I., Pawsey, M., Greenfield, D., Naylor, J., Iedema, R.A., Runciman, B., Redman, S., Jorm, C., Robinson, M., Nathan, S. and Gibberd, R. (2006) "A prospective, multi-method, multi-disciplinary, multi-level, collaborative, social-organisational design for researching health sector accreditation [LP0560737]". *BMC Health Services Research*, 6, 113 [<http://www.biomedcentral.com/content/pdf/1472-6963-6-113.pdf>].

5.2 Book chapters

11. Braithwaite, J. and Banks, M. (2008) What does accreditation of a health service mean for patient care? In: Australian Commission on Safety and Quality in Health Care, *National report 2008*, Sydney, ACSQHC, pp 73-82 [<http://www.safetyandquality.org/>].

5.3 Non-peer reviewed journal articles

12. Greenfield, D. (2006) "Spotlight on 'researching accreditation'." *ACHS News* (Official newsletter of the Australian Council on Healthcare Standards), Winter: 4.

5.4 Academic reports

13. Adrian A., Pawsey M., Braithwaite J., Greenfield, D., Travaglia, J. (2007) "*Australian Accreditation Research Network Project - Final Report for the Department of Health and Ageing.*" Sydney: Australian Council on Healthcare Standards and the Centre for Clinical Governance Research, UNSW.
14. Greenfield, D., Travaglia, J., Braithwaite, J. and Pawsey, M. (2007) "*Intra-rater and Inter-rater Reliability in Healthcare Accreditation: Literature Review.*" Centre for Clinical Governance Research in Health, UNSW.
15. Greenfield, D., Travaglia, J., Braithwaite, J. and Pawsey, M. (2007) "*Unannounced Surveys and Tracer Methodology: Literature Review. A Report for the Australian Accreditation Research Network: Examining Future Health Care Accreditation Research.*" Centre for Clinical Governance Research in Health, UNSW.
16. Greenfield, D., Travaglia, J., Braithwaite, J. and Pawsey, M. (2007) "*An Analysis of the Health Sector Accreditation Literature. A Report for the Australian Accreditation Research Network: Examining Future Health Care Accreditation Research.*" Centre for Clinical Governance Research in Health, UNSW.
17. Greenfield, D. and Braithwaite, J. (2007) "*A Review of Health Sector Accreditation Research Literature: Health Sector Accreditation Literature Review and Selected Citations.*" Centre for Clinical Governance Research in Health, UNSW.

5.5 Peer-reviewed conference abstracts

18. Braithwaite, J., Greenfield, D., Johnston, B., Scrivens, E. and Shaw, C. (2008) "Recent results analysed from large accreditation studies with new research results on accreditation, standards and surveying." Abstract in *ISQua 2008. Twenty-fifth International Safety and Quality Conference: Healthcare quality and safety: meeting the next challenges*, Copenhagen, Denmark: International Society for Quality in Health Care, October 19-22 [<http://www.isqua.org/isquaPages/copenhagen08.html>].
19. Greenfield, D., Pawsey, M., Naylor, J. and Braithwaite, J. (2008) "Improving the reliability of an accreditation program: using research to educate and to align practice." Abstract in *ISQua 2008. Twenty-fifth International Safety and Quality Conference: Healthcare quality and safety: meeting the next challenges*, Copenhagen, Denmark: International Society for Quality in Health Care, October 19-22. [<http://www.isqua.org/isquaPages/copenhagen08.html>].
20. Greenfield, D., Travaglia, J., Pawsey, M., Lloyd, J. and Braithwaite, J. (2008) "Who is accountable for quality and safety?" *Bold aims, bold outcomes: The Sixth Australasian Conference on Safety and Quality in Health Care*, Christchurch, New Zealand: Australian Association for Quality in Health Care, September 1-3 [<http://www.conference.co.nz/index.cfm/aaqhc08>].
21. Braithwaite, J., Greenfield D. and Westbrook, M. (2008) "Bifurcated variables or two sides of the same coin? Theoretical, conceptual and empirical links between organisational culture and climate." Abstract in *Culture and Climate: Cracking the Code. The Sixth International Conference on Organisational Behaviour in Health Care [obhc2008]*, Sydney: Society for the Study of Organising in Health Care, March 26-28 [<http://www.obhc2008.org>].
22. Braithwaite, J., Greenfield, D. and Westbrook, M. (2008) "Contrasting and converging perspectives on organisational culture and climate." In *Conference Proceedings of Culture and Climate: Cracking the Code. The Sixth International Conference on Organisational Behaviour in Health Care [obhc2008]*, Sydney: Society for the Study of Organising in Health Care, March 26-28.
23. Braithwaite, J., Greenfield D., Pawsey, M., Travaglia J., Westbrook, J.I., Runciman, W.R., Redman, S., Robinson, M., Nathan, S., Naylor, J., Gibberd, R., Westbrook, M.T., Johnston, B., Yen, D., Lancaster, J., McDonald, H., Hennessey, D., Jackson, M., Corbett, A. and Low, L. (2007) "Accreditation: assessing the evidence. Transforming patient safety, accreditation and risk in health care in international context." Abstract in the *ISQua 2007. Twenty-fourth International Safety and Quality Conference: Transforming health care in the electronic age*, Boston, United States of America, International Society for Quality in Health Care, October 2.

24. Greenfield, D., Braithwaite, J. and Pawsey, M. (2007) "Mobilising academic, industry and government stakeholders in collaborative research partnerships for improved patient safety through accreditation research." Abstract in the *Patient Safety Research Conference: Shaping the European Agenda*, Porto, Portugal: European Commission Sixth Framework Programme for Research and the Portuguese Ministry of Health, September 24-26 [<http://www.patientsafetyresearch.org>].
25. Pawsey, M., Gibberd, R., Westbrook, J., Braithwaite, J. Greenfield, D. and Naylor, J. (2007) "The relationship between accreditation criteria results and clinical indicators: do health services with superior survey results have better clinical performance as measured by Clinical Indicators, and vice versa?" Abstract in the *Proceedings of the 5th Australasian Conference for Safety and Quality in Health Care 'The Power of Us'*, Brisbane Australia, August 6-8.
26. Braithwaite, J., Greenfield, D., Pawsey, M. and Travaglia, J. (2007) "Between the devil and the deep blue sea: patient safety and risk in hospitals." *Proceedings of the 5th Australasian Conference on Safety and Quality in Health Care*, Brisbane Convention Centre, 6-8 August.
27. Pawsey, M., Gibberd, R., Westbrook, J., Braithwaite, J. Greenfield, D. and Naylor, J. (2007) "The relationship between accreditation criteria results and clinical indicators." *Proceedings of the 5th Australasian Conference on Safety and Quality in Health Care*, Brisbane Convention Centre, 6-8 August.
28. Braithwaite, J., Greenfield, D., Naylor, J., Pawsey, M. (2006) "Lessons learned from road-testing a research design for researching accreditation." *Proceedings of the 4th Australasian Conference for Safety and Quality in Health Care 'Raising the Bar for Quality'*, Melbourne, August 21-23.

5.6 Conference papers and presentations

29. Braithwaite, J. (2008) "International research on accreditation." *European Partnership for Supervisory Organisations' October 2008 Meeting*, Copenhagen Denmark, 23 October.
30. Braithwaite, J., Greenfield, D., Johnson, B., Scrivens, E. and Shaw, C. (2008) "Recent results analysed from large accreditation studies with new research results on accreditation, standards and surveying." *ISQua 25th International Conference on Quality in Health Care*, Copenhagen Denmark, 19-22 October.
31. Greenfield, D., Travaglia, J., Pawsey, M., Lloyd, J. and Braithwaite, J. (2008) "Who is accountable for quality and safety?" *Bold aims, bold outcomes: The Sixth Australasian Conference on Safety and Quality in Health Care*, Christchurch, New Zealand: Australian Association for Quality in Health Care, September 1-3 [<http://www.conference.co.nz/index.cfm/aaqhc08>].

32. Braithwaite, J., Greenfield, D. and Westbrook, M. (2008) Contrasting and converging perspectives on organisational culture and climate. In *Conference Proceedings of Culture and Climate: Cracking the Code. The Sixth International Conference on Organisational Behaviour in Health Care [obhc2008]*, Sydney: Society for the Study of Organising in Health Care, March 26-28.
33. Nathan, S., McLure, K., Greenfield, D., Pawsey, M. and Braithwaite, J. (2008) "Taking our first steps together: the experiences of a research team and a consumer advisory panel in a national study of health service accreditation." *Involving People in Research Symposium*, Perth: 5-6 March.
34. Greenfield, D., Braithwaite, J., Pawsey, M. and Travaglia, J. (2008) "Accreditation literature and research: an overview and significant issues." *4th International Conference on Quality in Primary Healthcare – Quality Carnivale*, Melbourne: 17-19 April.
35. Braithwaite, J., Greenfield D., Pawsey, M., Travaglia J., Westbrook, J.I., Runciman, W.R., Redman, S., Robinson, M., Nathan, S., Naylor, J., Gibberd, R., Westbrook, M.T., Johnston, B., Yen, D., Lancaster, J., McDonald, H., Hennessey, D., Jackson, M., Corbett, A. and Low, L. (2007) Accreditation: assessing the evidence. Transforming patient safety, accreditation and risk in health care in international context. Abstract in the *ISQua 2007. Twenty-fourth International Safety and Quality Conference: Transforming health care in the electronic age*, Boston, United States of America, International Society for Quality in Health Care, October 2.
36. Greenfield, D., Braithwaite, J., and Pawsey, M. (2007) "Mobilising academic, industry and government stakeholders in collaborative research partnerships for improved patient safety through accreditation research." *Patient Safety Research Conference: Shaping the European Agenda*, Porto Portugal, 24 - 26 September.
37. Braithwaite, J., Greenfield, D., Pawsey, M. and Travaglia, J. (2007) "Between the devil and the deep blue sea: patient safety and risk in hospitals." *5th Australasian Conference on Safety and Quality in Health Care*, Brisbane Convention Centre, 6-8 August.
38. Pawsey, M., Gibberd, R., Westbrook, J., Braithwaite, J. Greenfield, D. and Naylor, J. (2007) "The relationship between accreditation criteria results and clinical indicators." *5th Australasian Conference on Safety and Quality in Health Care*, Brisbane Convention Centre, 6-8 August.
39. Braithwaite, J., Johnstone, B., Pawsey, M., Greenfield, D. and Naylor, J. (2006) "Addressing the accreditation paradox: a design to examine accreditation's contribution to improvement." *Accreditation for Quality Improvement: Making it Happen ISQua Symposium*, London, October 22.

40. Pawsey, M., Greenfield, D., Naylor, J. and Braithwaite, J. (2006) "Lessons learned from road-testing a research design for researching accreditation." *4th Australasian Conference for Safety and Quality in Health Care 'Raising the Bar for Quality'*, Melbourne, August 21-23.

5.7 Conference posters

41. Greenfield, D., Pawsey, M., Naylor, J. and Braithwaite, J. (2008) "Improving the reliability of an accreditation program: using research to educate and to align practice." Poster in *ISQua 2008. Twenty-fifth International Safety and Quality Conference: Healthcare quality and safety: meeting the next challenges*, Copenhagen, Denmark: International Society for Quality in Health Care, October 19-22 [<http://www.isqua.org/isquaPages/copenhagen08.html>].
42. Braithwaite, J., Greenfield, D., Johnston, B., Scrivens, E. and Shaw, C. (2008) "Recent results analysed from large accreditation studies with new research results on accreditation, standards and surveying." Abstract in *ISQua 2008. Twenty-fifth International Safety and Quality Conference: Healthcare quality and safety: meeting the next challenges*, Copenhagen, Denmark: International Society for Quality in Health Care, October 19-22 [<http://www.isqua.org/isquaPages/copenhagen08.html>].
43. Lancaster, J., Braithwaite, J. and Greenfield, D. (2008) "Beyond accreditation: the benefits of surveying and the role of the socio-professional network as a conveyor of surveyor expertise." Abstract in *School of Public Health and Community Medicine, University of New South Wales. Sixth Annual Research Student Conference*, Kensington, Australia: UNSW, November 13 [<http://www.sphcm.med.unsw.edu.au/>].
44. Greenfield, D., Pawsey, M. and Braithwaite, J. (2007) "Building capacity for patient safety through accreditation research." *Patient Safety Research Conference: Shaping the European Agenda*, Porto Portugal, 24 - 26 September.

5.8 Seminar presentations

45. Braithwaite, J. (2008) "International research on accreditation." Presentation to the *European Partnership for Supervisory Organisations' October 2008 Meeting*, Copenhagen, Denmark: EPSO, October 23 [http://www.eurinspect.eu/pageID_5984767.html].
46. Braithwaite, J. and Greenfield, D. (2008) "ACHS Accreditation research – An Update and Assessment (Centre for Clinical Governance Research – Australian Council on Healthcare Standards, ARC Linkage Research Study)." *Presentation to the Board of the Australian Council on Healthcare Standards*, Sydney, 25 September.
47. Greenfield, D., Braithwaite, J., Pawsey, M. and Travaglia, J. (2008) "The implications of the Accreditation Research Findings (Centre for Clinical Governance Research – Australian

- Council on Healthcare Standards, ARC Linkage Research Study).” *Presentation to the Australian Council on Healthcare Standards, Research Workshop*, Sydney, 1 February.
48. Lancaster, J., Braithwaite, J. and Greenfield, D. (2008) Beyond accreditation: the benefits of surveying and the role of the socio-professional network as a conveyor of surveyor expertise. Abstract in *School of Public Health and Community Medicine, University of New South Wales. Sixth Annual Research Student Conference*, Kensington, Australia: UNSW, November 13 [<http://www.sphcm.med.unsw.edu.au/>].
 49. Greenfield, D., Braithwaite, J. and Pawsey, M. (2007) “Final Report: Researching Accreditation (Centre for Clinical Governance Research – Australian Council on Healthcare Standards, ARC Linkage Research Study).” *Presentation to the Australian Council on Healthcare Standards, Staff Meeting*, Sydney, 10 December.
 50. Braithwaite, J., Greenfield, D., Pawsey, M. and Travaglia, J. (2007) “Overview of the current accreditation literature and research.” *Australian Accreditation Research Network Workshop*, Sydney: 22 August.
 51. Greenfield, D., Braithwaite, J. and Pawsey, M. (2007) “Examinations of the relationships between accreditation and organisational and clinical performance.” *Presentation to the, Australian Council on Healthcare Standards Council Meeting (WHO Research Fellow - Malaysia)*, Sydney, 9 August.
 52. Greenfield, D. and Braithwaite, J. (2007) “Examinations of the relationships between accreditation and organisational and clinical performance: briefing to the ACHS Council.” *Presentation to the Australian Council on Healthcare Standards Council Meeting*, Sydney, 28 June.
 53. Braithwaite, J. and Greenfield, D. (2007) “Accreditation and its relationship to other organisational variables.” *Presentation to the Australian Council on Healthcare Standards May Board Meeting*, Sydney, 24 May.
 54. Greenfield, D., Braithwaite, J. and Pawsey, M. (2007) “Progress Report: Centre for Clinical Governance Research – Australian Council on Healthcare Standards ARC Linkage Research Report.” *Presentation to the Australian Council on Healthcare Standards, Staff Meeting*, Sydney, 12 March.
 55. Braithwaite, J., Pawsey, M., Greenfield, D. and Naylor, J. (2006) “Addressing the accreditation paradox: a design to examine accreditation’s contribution to improvement.” *Presentation to the Chinese Universities and Hong Kong Executives visit to the ACHS*, Australian Council on Healthcare Standards, Sydney, December 22.
 56. Greenfield, D., Braithwaite, J. and Pawsey, M. (2006) “Progress Report: Centre for Clinical Governance Research – Australian Council on Healthcare Standards ARC Linkage

- Research Report.” *Presentation to the Australian Council on Healthcare Standards Board Meeting*, Sydney, 14 December.
57. Braithwaite, J. (2006) “Safety, quality and clinical governance: research progress.” *Presentation to the Australian Commission on Safety and Quality in Health Care*, Sydney, August 28.
 58. Braithwaite, J., Greenfield, D. (2006) “Accreditation research: the importance of culture.” *Presentation to the Hong Kong Executives visit to the Australian Council on Healthcare Standards*, Sydney, May 4.
 59. Braithwaite, J. (2005) “For the future: the mix of opportunities for health research and policy: eight key findings of the Centre for Clinical Governance Research, University of New South Wales.” *Presentation to the Health Policy and Research Exchange, the Sax Institute*, Sydney, 3 November.
 60. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Sydney, 25 October.
 61. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Perth, 21 October.
 62. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Adelaide, 18-19 October.
 63. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Brisbane, 10-11 October.
 64. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Melbourne, 5-6 October.
 65. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) “A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation.” *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Sydney, 20-21 September.

66. Greenfield, D., Naylor, J., Braithwaite, J., Pawsey, M. (2005) "A prospective, multi-method, multi-disciplinary, multi-level, collaborative project for researching health sector accreditation." *Presentation to the Australian Council on Healthcare Standards, Surveyor Development Program*, Sydney, 10 August.
67. Braithwaite, J., Pawsey, M. and Westbrook, J. (2005) "The ARC Linkage program in accreditation - overview and issues." *Presentation to the Australian Council on Healthcare Standards May Board Meeting*, Sydney, 26 May.
68. Nathan, S. and Braithwaite, J. (2005) "Consumer participation: positioning, discourse and influence in health care decision-making." *Presentation to the Research Student Conference*, School of Public Health and Community Medicine, University of New South Wales, Sydney, 9 September.

6. FUTURE RESEARCH OUTPUTS

6.1 Academic papers and conferences

The research team and steering committee are planning further research outputs. As papers are published they will be disseminated and links placed on the CCGR and ACHS websites. Conference presentations will be undertaken in 2009 and beyond.

Study 1

Exploration of the relationship between accreditation and organisational and clinical performance

A paper examining the relationship between accreditation and organisational and clinical performance is planned. Accreditation performance is correlated to organisational culture, organisational climate, consumer participation, leadership and clinical indicator performance.

Exploration of the relationship between accreditation and clinical performance

The correlation between accreditation outcome and clinical indicators data will be examined in greater depth. A sample of 154 organisations will be used.

Consumer participation

An examination of consumer participation in accredited health organisations is proposed. The paper will be a comparative study exploring consumer participation and the EQuIP accreditation ratings for three criteria that involve consumers - participation in their own care, in the planning and delivery of health services and in rights and responsibilities.

Study 2

The performance of non-accredited organisations

A comparison of the three non-accredited organisations with a matched sample of three accredited organisations, drawn from study 1, will be conducted. Their organisational culture, organisational climate, consumer participation, leadership and clinical indicator performance will be explored.

Study 3

Two teams study

A case study examining the conduct of two survey teams *in situ* is planned. The process and outcome of the survey by the two teams will be explored. Criteria for comparison will include: decision making, communication and team interactions.

Surveyor intra- and inter- rater reliability

An exploration of surveyor reliability is intended. The paper will draw together data from exercises with surveyors that examined individual's intra-rater reliability and the inter-rater reliability of survey teams.

Study 4

A paper which seeks to classify the surveyors' experience and understanding of the survey process is planned. This includes identifying what potential there is for surveyors to exert a positive influence over quality improvements in the organizations in which they are employed.

6.2 PhD theses

There are five students undertaking PhD studies associated with the project. These theses are expected to be completed in 2009 and 2010.

Consumer participation

An in-depth study of consumer participation is being conducted by Ms Sally Nathan. Her doctorate thesis aims to examine the dynamics of the interaction between health professionals, experts and consumer representatives and advocates in health care decision-making fora. This research is associated with Study 1.

The influence of surveyors

Mrs Judie Lancaster's study is researching the influence of surveyors on quality and safety, and accreditation processes in the organisations within which they work. This study is the first part of Study 4.

Leadership by surveyors

Dr Desmond Yen's study is researching the leadership displayed by surveyors in their own organisations. This study is the second part of Study 4.

Performance of survey teams

Ms Heather McDonald (ACHS) is researching how survey teams interact and rate performance in health care accreditation programs in Australia and overseas. This research is associated with Study 3 on inter-rater reliability.

Influences on medical surveyors

Ms Lena Low (ACHS) is researching the influences that impact on medical clinicians' assessments in healthcare accreditation. Her work is related to Study 3 on inter-rater reliability.