

## The promise and perils of performance measures in healthcare: Australian and international experiences

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Date: Thursday 20 June 2013

Time: 8:30 AM (registration)  
9:00 AM to 4:30 PM

Co-hosts: Australian Healthcare and Hospitals Association (AHHA)  
Deeble Institute for Health Policy Research  
The Australian National University (ANU)  
Menzies Centre for Health Policy, Crawford School of Public Policy

Location: The Australian National University  
University House, 1 Balmain Crescent  
Acton, ACT

Geared toward health policymakers, practitioners and researchers, the day will focus on the growing prevalence of performance measures in healthcare and explore their benefits and disadvantages.

Presentations given by respected national and international experts will examine the Australian and international experiences with performance measures, drawing on the expertise of policymakers, health services providers and academics.

Performance measures, particularly as monitoring devices, have been touted as a driver for safety and quality improvement and, conversely, blamed for health services focusing on a narrow range of outcomes at the expense of the patient. They can be used to promote learning about better practices and quality improvements, and, in some circumstances, they provide a means for sanctioning and control. Performance measures, however, may also have unintended consequences and perverse effects.

A panel discussion, question and answer session and the opportunity for smaller group discussions offers an opportunity to unpack this complex issue and inform ongoing research and advocacy in this field.

Cost: AHHA members: \$220 inc GST  
Non-members: \$360 inc GST

Registration: <http://ahha.asn.au/events>  
02 6162 0780  
[admin@ahha.asn.au](mailto:admin@ahha.asn.au)

## The day's program:

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### The promise and perils of performance measures in healthcare

<i>From 8.30am</i>	<i>Registration</i>
9.00am – 9.10am	Welcome – Paul Dugdale
9.10am – 9.30am	Introduction: setting the scene – Amanda Smullen
9.30am – 10.10am	A case study: the international perspective – Roland Bal
10.10 am – 10.30am	The Australian policy context – Bernie Harrison
<i>10.30 am – 10.50am</i>	<i>Morning tea</i>
10.50 am – 11.10am	Gaps in Australia's policy and evidence – Judith Healy
11.10 am – 11.30am	The health service perspective – Adrian Nowitzke
11.30 am – 11.50am	The policymaker's perspective – Michael Reid
11.50 am – 12.30pm	Panel discussion
<i>12.30pm – 1.30pm</i>	<i>Lunch</i>
1.30pm – 1.50pm	Review of key issues to inform group discussions
1.50pm – 3.20pm	Group discussions (including research opportunities group) <i>Includes coffee on the run</i>
3.20pm – 4.00pm	Plenary session (group chairs report back)
4.00pm – 4.30pm	General discussion (agreement of a statement of outcomes)

## Presenters, panellists and facilitator:

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### **Roland Bal**

Chair of the Department of Healthcare Governance at Erasmus University's Institute of Health Policy and Management in Rotterdam, the Netherlands, Roland obtained his MSc in health sciences from the University of Maastricht and his PhD in Science and Technology Studies from the University of Twente. His research interests include the relation between science, policy and practice, and governance infrastructures in health care. He is leading the evaluation of several large scale

evaluations of quality of care programs in the Netherlands, and participates in the Quaser project on quality management in European hospitals. Related to his work on quality he participates in research on information technologies in healthcare and the ways in which healthcare organizations 'organize for transparency'. He is a member of several governmental advisory committees related to performance measurement and transparency and to quality of care policies.

### **Paul Dugdale**

Paul is Director of Chronic Disease Management for Australian Capital Territory (ACT) Health, Associate Professor of Public Health at the Australian National University (ANU), and director of the ANU Centre for Health Stewardship. The Centre undertakes work on health department administration, clinical governance and the legal basis of health stewardship. He was ACT Chief Health Officer, and prior to that worked in the Commonwealth Department of Health, in New South Wales Health, was Medical Superintendent at Liverpool Hospital in Sydney, and was private secretary to former Commonwealth Minister for Health Neal Blewett. Paul's research interests include health policy, financing, and regulation from a social and political theory perspective.



### **Bernie Harrison**

Executive Director of the National Health Performance Authority's Hospital Performance Group as of December 2012, Bernie is responsible for the preparation of public reports on public and private hospitals and Local Hospital Networks. These reports are to provide transparent public reporting across a range of performance indicators to increase accountability and drive continuous improvement. Previously, as a director at the New South Wales Clinical Excellence Commission, Bernie led the development of the Quality Systems Assessment program, and directed the Blood Watch, Clinical Leadership and Clinical Practice Improvement programs. She has over 20 years' experience in academic and policy research in quality and safety and was a Fulbright Scholar in 2001. Bernie has over 30 years' experience in healthcare.

### Judith Healy

Judith, an Associate Professor based with the Regulatory Institutions Network at the Australian National University (ANU), conducts research on health sector governance and comparative health care systems analysis for the World Health Organization (WHO), the Commonwealth Fund and Rand Europe. She is a member of the Research Advisory Group for the Asia Pacific Observatory on Health Systems and Policies whose secretariat is based in WHO Manila. She previously worked for the European Office of the WHO and for universities in Australia, the United Kingdom and United States. She has published widely on social and health policies.



### Adrian Nowitzke

Adrian has worked as both a health practitioner and administrator. Adrian began his career as a brain surgeon and eventually became the Director of Neurosurgery at the Princess Alexandra Hospital, a teaching hospital of the University of Queensland. As Chief Executive Officer of the Gold Coast Health District (2008-2012), Adrian was in charge of the \$1.76 billion construction of the Gold Coast University Hospital (completion expected in July 2013) as well as the day-to-day running of the region's public health needs overseeing more than 5,000 staff and a \$750 million annual budget. Adrian has returned to the frontline resuming his work as a neurosurgeon while also acting as a Special Advisor to McKinsey and Company.

### Michael Reid

Michael is an experienced and respected health policymaker having served as Director General for both New South Wales Health (1998-2002) and Queensland Health (2008-2010) as well as Director General of New South Wales' Ministry for Science and Medical Research (2006-2008) with responsibility for planning and coordinating science, innovation and medical research. Michael also served as Chief of Staff to the Australian Minister for Health (2008) to initiate the current impetus in national health reform. Michael has held positions related to health policy and implementation at the George Institute for International Health (2002-2006), McKinsey and Company (2011) and two years in Geneva at the World Health Organisation working in the Global Program on AIDS. Michael is now engaged as National Healthcare Markets Leader at PricewaterhouseCoopers. Broad areas of consultation have related to macro health systems development and evaluation, clinical services planning, health workforce reform and performance analysis. He holds Adjunct Professorships in the Faculty of Medicine at the University of Sydney and the Faculty of Health Sciences at the University of Western Sydney. He is Deputy Chair (currently acting Chair) of the Royal Flying Doctor Service of Australia and is on the board of the National Health Performance Authority.





### **Amanda Smullen**

Amanda, Senior Lecturer at the Australian National University (ANU) and Deputy Director of the Menzies Centre for Health Policy, has focused her work on the spread of public management reform ideas and the way these have been adopted and translated to different national political contexts and institutions. She is committed to both the comparative research of public management reform, as well as examining the transnational context wherein reform ideas are diffused, exchanged or enforced. Theories of argumentation, of institutions and professionals have been prominent in her work. Empirical areas of research have included agency reform, performance measurement, accrual accounting and more recently management reforms in mental healthcare. Amanda has a bachelor of arts with honours from the University of Melbourne and a PhD in Public Policy and Administration from Erasmus University, the Netherlands.