Introduction of new health technologies and clinical practices

Implementation of a policy for transparent, accountable, evidence-based decision-making

A/Prof Claire Harris

Director, Centre for Clinical Effectiveness, Southern Health
Adj A/Prof, School of Public Health and Preventive Medicine, Monash University

Acknowledgements

Centre for Clinical Effectiveness and

Southern Health Technology/Clinical Practice Committee

- Claire Harris
- Marie Garrubba
- Richard King
- Cate Kelly
- Wayne Ramsey
- Malar Thiagarajan
- Beverley Castleman

icare | *Southern Health*

Southern Health

- Largest health service in Victoria, Australia

- Primary, secondary, tertiary, quaternary services

- Integrated health service (>40 sites, 13,000 staff)

  - Acute hospitals (1 tertiary referral centre, 4 general)

  - Subacute and rehabilitation services

  - Mental health services

  - Community health services

  - Residential aged care services

icare | *Southern Health*

Centre for Clinical Effectiveness

To enable and support health professionals, managers and policy makers to use the best available evidence to improve healthcare decision-making

- Evidence synthesis
- Evidence-based implementation of change
- Evaluation

- Development of organisational infrastructure to support, drive and mandate evidence-based decision-making

icare | *Southern Health*

Background

- First New Clinical Procedures Committee in Victoria (2000)

- Opportunities for improvement (2007)
  - Project to establish a transparent, accountable and evidence-based framework for introduction of new health technologies and clinical practices (TCPs)

  - Centre for Clinical Effectiveness

icare | Southern Health

Methods

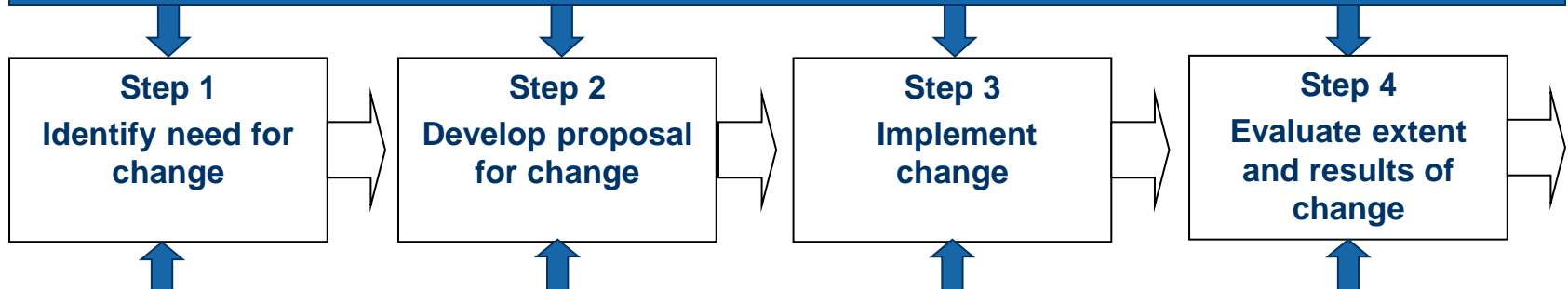- Evidence-based change process

Evidence-based clinical practice

Evidence-based change process

A. Apply the principles of evidence-based decision-making
  - Seek evidence (research literature, other publications, public health data, local information, etc)
  - Consult those with expertise and local knowledge (clinicians, managers, administrators, etc)
  - Consult those affected by the change (patients, communities, other health providers, etc)

| **Step 1** Identify need for change | **Step 2** Develop proposal for change | **Step 3** Implement change | **Step 4** Evaluate extent and results of change |

B. Address systems issues
  - Ensure sustainability through structure, skills, resources, leadership and commitment
  - Avoid duplication and integrate with existing systems

icare | Southern Health

Methods

Consultation

- Who: Decision-makers and previous applicants

- How: Personal and group discussions, invitations to provide input via email, feedback forms at the end of all documents

icare | Southern Health

Methods

- Steps 1 and 2
  - Best Practice Map
  - Program Logic Model
- Steps 3 and 4
  - Implementation and Evaluation plans

Methods

- Pilot during Victorian Dept of Health funding round

Components

- Governance

- Applications

- Decision-making

- Monitoring, Reporting and Review

- Resources

- Administration

- Evaluation and Quality Improvement

Decision-making

- Criteria
  - Safety
  - Effectiveness (quality of evidence, consistency and clinical importance of benefits, applicability to Southern Health)
  - *(Cost effectiveness)*
  - Cost and affordability
  - Clinical feasibility (capacity, capability, credentialing)
  - Access and equity, legal and ethical issues

Decision-making

- Other requirements
  - Conflict of interest (applicant and decision makers)
  - Patient information (implemented as 'new practice')

- Publication of Decision Summaries

icare | *Southern Health*

Southern Health

In this section

Centre for Clinical Effectiveness

Services

Evidence Reviews

Evidence-based clinical practice guidelines

Resources

Projects

Technology/Clinical Practice Committee

Education and training

Elective surgery

Emergency

Maternity

Private patients

Services and programs

Specialists directory

Technology/Clinical Practice Committee

A⁻ A⁺

The function of the committee is to ensure that new technologies and clinical practices at Southern Health are introduced within a rigorous and evidence-based framework.

What is a new technology or clinical practice? ⌃

What is the purpose of the Technology/Clinical Practice Committee and how does it operate? ⌃

When is an application to the Technology/Clinical Practice Committee required? ⌃

What is the application process at Southern Health? ⌃

What resources are available to help with technical aspects of the application process? ⌃

How are decisions made? ⌃

What applications have been made for the introduction of new technologies and clinical practices? ⌃

What applications have been made for the change of use to technologies and clinical practices in current practice? ⌃

How are new technologies and clinical practices monitored? ⌃

How does a new procedure become standard practice? ⌃

What quality assurance processes are in place? ⌃

Who can provide further information? ⌃

Outcomes Phase 1

- Two years of evaluation data
- Program met the objectives
  - Transparent
  - Accountable
  - Evidence-based
- Exceeded the elements in the best practice map
- Evaluation reports published on website

icare | *Southern Health*

Technology/Clinical Practice Program

Australian Council of Healthcare Standards

National Quality Improvement Award 2009

Non-clinical service delivery

icare | Southern Health

Phase 2: Problem

- Applicants
  - Lack of time
  - Lack of knowledge and skills
- Information
  - Incomplete and/or incorrect
  - Comparisons not 'head to head'
  - Not objective
- Results
  - Omissions
  - Overestimates of outcomes
  - Underestimates of costs

Phase 2: Potential solution

- Best practice map
- International models using independent experts
  - Improve decisions
  - Considerable cost saving
- Reduce workload for applicants

New process

- Applicant submits 'Expression of Interest'

- If application considered promising by TCPC
    - ➢ TCPC commissions Evidence Review (CCE)

- If evidence considered sufficient by TCPC
    - ➢ TCPC commissions Business Case (data and costing experts)

- TCPC makes recommendations to management

- Decisions published

Technology/Clinical Practice Program

- Implementing EBP through organisational infrastructure
- Ensuring safe and effective care
  - Some practices not approved
  - Some approved practices withdrawn or amended during monitoring or 2 year review process
  - Some unauthorised practices still slipping through
- Extending process to purchase of clinical consumables

icare | Southern Health

Technology/Clinical Practice Program

- Leadership and innovation
  - Many health services still to address
  - Requests to use resources, program replicated
- Successfully implemented sustainable model
  - Structure, skills, resources, leadership, commitment
- Work in progress
- Further opportunities for improvement

*i*care | *Southern Health*

Technology/Clinical Practice Program

Thank you

claire.harris@monash.edu

http://www.southernhealth.org.au/page/Health_Professionals/TCPC/