



Centre for Clinical Effectiveness

Clinicians, Consumers, Evidence

Strategic Plan 2007 – 2009



integrity • compassion • accountability • respect • excellence

Southern Health

Better Health for Our Community

Context

The Centre for Clinical Effectiveness (CCE) is an Evidence-Based Practice Support Unit.¹ CCE is a Centre within Southern Health, the largest health service in Victoria delivering primary, secondary and tertiary services to a population of more than 800,000 people. Based at the Monash Medical Centre, CCE is co-located with the Australasian Cochrane Centre in the Monash Institute of Health Services Research. CCE provides evidence-related services to Southern Health and external agencies.

Role

The role of the Centre for Clinical Effectiveness is to encourage and support health professionals, managers and policy makers to use the best available evidence to improve healthcare.

CCE provides information, expertise and resources to assist health service personnel in getting evidence from research into everyday clinical practice and evaluating the effect on patient care. This includes clinical decisions made between health professionals and patients (evidence-based practice); organisational decisions made by managers, policy makers and health service consumers (evidence-based decision making); and introduction of new methods of practice or models of care through (evidence-based change processes).

Goals

Goal 1: Support organisations and individuals in achieving clinical effectiveness through:

- a. Projects
- b. Information
- c. Expertise
- d. Resources
- e. Capacity building

Goal 2: Provide education and training in skills for clinical effectiveness

Goal 3: Undertake research to understand and enhance processes of clinical effectiveness

Goal 4: Sustain CCE operations by addressing the following:

- a. Methodologies
- b. Skills
- c. Financial viability
- d. Partnerships
- e. Profile
- f. Sharing our knowledge

¹ Robinson JS, & Turnbull DA. 2004. Adopting Best Evidence in Practice: Changing healthcare organisations to change clinical performance. MJA; 180 (6 suppl): S61 – S62)

Background

Evidence-based practice (EBP)

Evidence-based practice is an approach to decision-making that integrates the best available evidence with clinical expertise and patient values.

Guided by their expertise, and in consultation with patients and their families, clinicians use the best information from research to choose the most appropriate care for each patient.

Evidence can come from a range of sources including scientific journals and other publications, population health statistics and locally collected data.



Evidence-based decision-making (EBDM)

Application of EBP is usually confined to the clinical setting; however it is just as appropriate in organisational decisions about service planning and decisions about population health strategies.

The same 3-part model can be used. An evidence-based decision will take into account the best available evidence, the expertise of the relevant professional groups and the values and perspectives of the population that will be affected by the outcome.

There are 5 steps of evidence-based decision-making

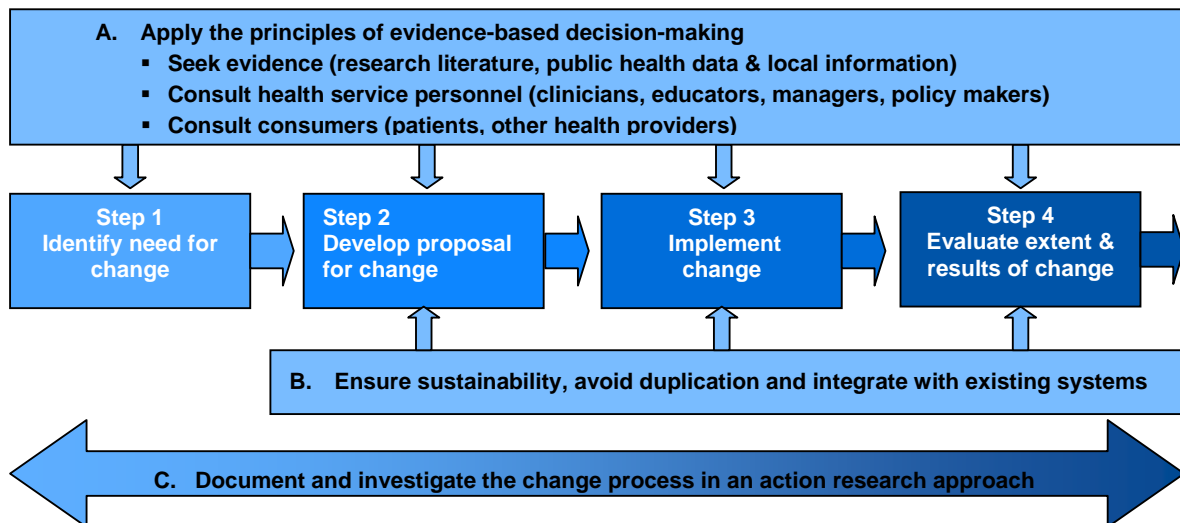
1.	Asking questions that arise in clinical practice	
2.	Accessing evidence from <ul style="list-style-type: none">▪ Research and local data▪ Relevant professional groups▪ Relevant patients, consumers or populations	Synthesis of evidence
3.	Appraising the evidence for quality and relevance and making recommendations for practice	
4.	Applying the evidence, integrated with clinical experience and patient preferences	Implementation of best practice
5.	Analysing the impact of the application of evidence on the process and outcome of patient care	Evaluation of change

Evidence-based change process

The principles of an evidence-based approach can also be applied to the steps involved in the process of organisational change. Examples of this type of change include establishing new models of service delivery, introducing new clinical practice guidelines or instituting new systems for decision-making.

Depending on the context, the process could be very straightforward or extremely complex, however the same four key steps will be encountered: identifying the need for change, developing a proposal to address the need, implementing the proposal and evaluating the results.

Applying the principles of EBDM to the steps in a change process ensures that the best available evidence, the experience and expertise of health service personnel, and the views and perspectives of consumers are taken into account in each key decision.



To increase the likelihood of effective, efficient and enduring change, factors related to sustainability must be identified and addressed, duplication avoided and integration with existing systems facilitated. An action research approach will facilitate implementation and evaluation.

This model is used by CCE in undertaking projects involving change in healthcare systems.

Goal 1: Support organisations and individuals in achieving clinical effectiveness

The Centre for Clinical Effectiveness is committed to supporting Southern Health and external entities in achieving clinical effectiveness. This goal will be achieved through the following objectives.

a. PROJECTS

Undertaking projects using the model of evidence-based change

- To develop, implement and evaluate:
 - Evidence-based clinical practice guidelines
 - Innovative models of service delivery
 - Systems to improve effectiveness and efficiency of resource allocation

b. INFORMATION

Providing the best available information to support healthcare decisions

- To undertake systematic reviews to:
 - Find, appraise and synthesise research evidence
 - Find and appraise evidence-based clinical practice guidelines
- To find, collate and distribute evidence-based information

c. EXPERTISE

Providing expertise, advice and assistance

- To assist individuals, working parties and committees to:
 - Use evidence in decision-making
 - Integrate consumer views and perspectives into decision-making
 - Undertake any aspect of the model of evidence-based change
- To provide strategic advice to Southern Health on opportunities for developing and extending EBP

d. RESOURCES

Developing resources to support clinicians in evidence-based practice

- To develop, maintain and review toolkits
- To develop, maintain and review workbooks

e. CAPACITY BUILDING

Increasing capacity for clinical effectiveness in the healthcare workforce

- To create fellowships and scholarships in evidence-based practice for clinicians
- To support and encourage evidence-based projects in local clinical settings

Link to Southern Health Goals:

Goal 1: Safe and effective care

Goal 2: Appropriate services and configuration

Goal 3: Accessible services

Goal 4: Collaboration and engagement

Goal 5: Financial Accountability

Goal 6: Developing our people, knowledge and skills

Key Initiatives 2007 – 2008

- Develop, implement and evaluate an Evidence-Based Guideline for enteral feeding in premature infants in Newborn Services
- Establish and maintain an organisation-wide decision-making process for introduction of effective new technologies and disinvestment of ineffective, inefficient or harmful technologies (SHARE Project)
- Develop, implement and evaluate a knowledge management framework to ascertain, collate and disseminate new information on health technologies and clinical practices
- Develop, implement and evaluate a Resource Manual for completion of applications for new TCPs

Goal 2: Provide education and training in skills for clinical effectiveness

The Centre for Clinical Effectiveness is equipped to provide education and training to teach skills for clinical effectiveness. This goal will be achieved through the following objectives.

To develop, deliver and evaluate workshops, seminars, lectures, masterclasses and individual consultations in:

- Principles of evidence-based practice
- Working with consumers
- Guideline development, implementation and evaluation
- Evidence-based change processes

Link to Southern Health Goals:

Goal 6: Developing our people, knowledge and skills

Key Initiatives 2007 – 2008
▪ Develop and promote education programs in all areas of clinical effectiveness

Goal 3: Undertake research to understand and enhance processes of clinical effectiveness

The Centre for Clinical Effectiveness is dedicated to undertaking research to understand and enhance processes of clinical effectiveness. This goal will be achieved through the following objectives.

To investigate and improve methods of:

- Identification, synthesis and translation of research evidence
- Presentation and dissemination of evidence-based information
- Access to evidence by clinicians, managers and policy makers
- Utilisation and implementation of evidence in practice
- Increasing capacity for EBP

Link to Southern Health Goals:

Goal 1: Safe and effective care

Goal 4: Collaboration and engagement

Goal 6: Developing our people, knowledge and skills

Key Initiatives 2007 – 2008
<ul style="list-style-type: none">▪ Develop a program of research and evaluation of the processes of change related to introduction or disinvestment of health technologies (SHARE Project)

Goal 4: Sustain CCE operations

The Centre for Clinical Effectiveness plans to develop internal systems and processes to enable us to work effectively and efficiently. This goal will be achieved through the following objectives.

a. METHODOLOGIES

- To maintain rigorous scientific standards of international best practice
- To maintain internal consistency in methods and products
- To develop effective methods of sharing working documents and capturing decisions
- To develop standard products of highest quality
- To develop methods for evaluating our work

b. SKILLS

- To ensure skills meet needs of work
- To develop balanced, diverse and complementary skills
- To maintain and update staff skills

c. FINANCIAL VIABILITY

- To operate within the budget in all areas of responsibility
- To seek external funding for CCE activities to enhance and/or complement work within Southern Health

d. PARTNERSHIPS

- To develop mutually beneficial partnerships with external agencies

e. PROFILE

- To undertake activities to raise the profile of CCE
- To raise the profile of Southern Health as a centre of excellence in EBP

f. SHARING OUR KNOWLEDGE

- To effectively disseminate our work

Links to Southern Health Goals:

Goal 1: Safe and effective care

Goal 4: Collaboration and engagement

Goal 5: Financial Accountability

Goal 6: Developing our people, knowledge and skills

Key Activities 2007 – 2008
<ul style="list-style-type: none">▪ Publish learnings from Health for Kids, NICS Fellowship and current work▪ Develop, implement and evaluate CCE processes