

# Implementing and Embedding the National Surgical Quality Improvement Program in NSW

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## Project Initiation

The case for change

Goals and objectives



## Diagnostics

Exploring the problem

Understanding root causes



## Solution Design

Workshopping solutions

Developing and testing



## Implementation

Planning and creating change

Measuring results to date



## Sustainability

Evaluation and sustainability

2018



The National Surgical Quality Improvement Program (NSQIP) improves surgical patient outcomes and reduces the cost of providing care by reducing complications and unplanned readmissions

Delays in implementation are an opportunity for adverse patient outcomes to go undetected and inappropriate care processes to continue

**GOAL:** to ensure new and existing NSQIP participants have the skills, knowledge and capability to implement the program in their hospital effectively

**OBJECTIVE:** reduce time taken for NSQIP implementation from 6 to 4 months by Jun-19

**OBJECTIVE:** increase change management capability of NSQIP participants from low to high by Dec-19

Mapping current NSQIP processes N=2  
 Multidisciplinary interviews N=6  
 Stakeholder experience survey N=12  
 Literature review N=1  
 Contract audit N=8  
 Data analysis N=4

**KEY ISSUES**

- Clinical engagement
- Ethics
- Capability
- Process clarity
- Governance

**ROOT CAUSES**

- Limited change capability
- Trust and credibility with peers
- Communication pathways
- No standardisation of leadership models

**DESIGNING SOLUTIONS**

- Literature search
- Consultation with international peers
- Work-shopping
- Brainstorming

**SOLUTIONS:**

- Roadshow
- Information toolkit
- Enrolment checklist
- Mentoring program
- Capability development program

The top five ideas were developed into a comprehensive solutions. This included assessment of the perceived impact on key issues, ability to influence root cause, proposed evaluation metrics, potential balance measures and implementation approach

Solutions were tested for feasibility and impact with program participants, sponsors and other stakeholders

Implementation plans, solution leaders, change agents, sponsors and timelines were created and endorsed for each solution

**RESULTS TO DATE:**  
**Roadshow:** four completed, two new NSQIP sites confirmed. Partnership also now in place with QLD Health

**Information Toolkit:** Consultation draft available for testing Feb-19

**Enrolment Checklist:** Established, and available for new participants. For evaluation in Apr-19

**Mentoring & Capability Development programs:** under development for pilot testing in Mar-19

As this project takes a phased approach to solution implementation, a corresponding phased evaluation will inform future activities.

Evaluation of early solutions starts in Apr-19

Key performance indicators, clear program milestones and regular feedback mechanisms are incorporated in program management structures to strengthen sustainability of changes in the longer term

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