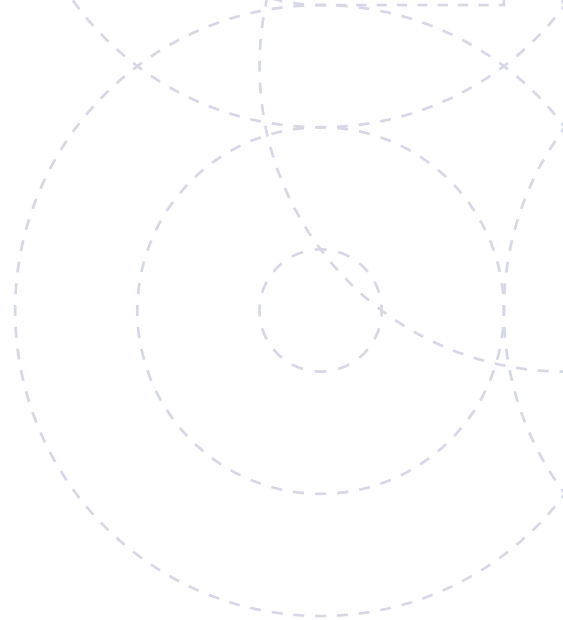


# ANNUAL REPORT

2020  
2021

**ACHS**

THE AUSTRALIAN COUNCIL  
ON HEALTHCARE STANDARDS  
Inspiring Excellence in Healthcare



### **Common acronyms included in this Report:**

ACHS – The Australian Council on Healthcare Standards

ACHSI – ACHS International

ACSQHC – The Australian Commission on Safety and Quality in Health Care

ACIR – Australasian Clinical Indicator Report

EQulP – Evaluation and Quality Improvement Program

EQulP7 – the 7th edition of the ACHS Evaluation and Quality Improvement Program

NSQHSS – National Safety and Quality Health Service Standards

SAC – State Advisory Committee

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# ACHS vision: **Inspiring Excellence** in Healthcare



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## Our mission

ACHS provides a partnership approach to continuous improvement tailored to the needs of individual services and health systems using its expertise in standards, accreditation, education and training.

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## Our vision

*"Inspiring excellence in healthcare"*

Our vision statement is focused on our core business. We aspire to excellence in all aspects of healthcare and want to inspire others to strive for excellence.

---

## Our values

Values are the key foundation to our organisation. They describe what is important to us and frame how we work.

### **Collaboration**

We work with our stakeholders to achieve goals

### **Accountability**

We take responsibility for our performance

### **Commitment**

We are committed to fostering an innovative and outcomes driven culture

### **Adaptability**

Our flexibility enables us to adapt and embrace change

### **Responsiveness**

We are quick to respond to the needs of our members and the ever-changing health landscape

### **Excellence**

We strive for excellence in everything we do.



## Strategic goals

The new ACHS Strategic Plan 2022-2025 has been developed by the ACHS Board, Council and Executive through analysis, consultation and feedback with input from key stakeholders including consumers, members, staff, health departments, government safety and quality agencies, professional colleges and international societies.

Our new Strategic Goals for the future are:

1

### **Strengthening member engagement and experience**

We will strengthen the ACHS through demonstrating value for members and actively growing membership

2

### **Enhancing and diversifying our services**

We will enhance our current ACHS offerings, develop new products and services and explore new aligned markets

3

### **Demonstrating leadership and innovation**

We will show leadership by investigating new approaches to safety and quality improvement and external evaluation in the national and international communities

4

### **Strengthening member engagement and experience**

Within ACHS we will ensure we provide excellence in service delivery and work with our key partners to leverage capability.

# Facts and figures



Established in

**1974**



Council represented through

**23** member organisations



ACHSI operates in

**15** countries



More than **1,600** members in Australia



More than

**230** Australian **assessors** and **70** international **assessors**



Nearly **4,400** **participants** in Improvement Academy courses and webinars

**4**



Quality Improvement Awards



**200+** onsite and virtual **customer support meetings**

**13**

'High Commended' commendations



More than **630** **healthcare organisations** reported about **29,000** individual **clinical indicators**

**1**

ACHS Medal winner

# Who we are: a corporate overview

## Our history

The Australian Council on Healthcare Standards (ACHS) is now into its fifth decade having marked its 47th anniversary in 2020.

Since its establishment in 1974, the ACHS has been the pre-eminent, independent, not-for-profit organisation focussing on improving the quality of healthcare through standards and accreditation.

Over the past 16 years it has built its global influence as both a developer of healthcare standards and as a accreditation agency. ACHS has continued to expand its expertise through education, training and consultancy services.

## The Council

The Council exists to support Australia's largest hospital and healthcare accreditation agency.

- In 2020 - 21 there were 23 Council member organisations with 23 Council member representatives, drawn from peak bodies in the health industry, as well as representatives from governments and consumers. ACHS is governed by a Board of nine Directors.

## What we do

- We support both the national accreditation system as well as developing our own accreditation programs, suitable for use in a range of countries.
- ACHS has an enviable reputation as an independent, healthcare accreditation provider currently exporting its successful program of accreditation to 15 countries.

## ACHS Assessors

ACHS is privileged to have the services of our assessors who enable us to deliver a strong accreditation program nationally and overseas.

- We currently have more than 230 assessors,
- ACHS invests in education and developing the assessor cohort to build on their professional knowledge,
- The majority of our assessors continue to work in full-time roles as health professionals.

## Funding

As a not-for-profit, ACHS is a company limited by guarantee, and as such is recognised by the Australian Securities and Investments Commission (ASIC).

Most of our funding is derived from membership fees.

Our education services attract a broad cross-section of the health community and this supplements our income streams.

## Partnerships

As the pre-eminent hospital and healthcare accreditation agency in Australia:

- we work in a range of different partnerships that are either mutually supportive or jointly collaborative in nature.
- we aim to bring value to the different areas that we support.

# President's message



**Professor Len Notaras AO**  
President, Board of Directors

**Adapting to change and being innovative are not only the hallmark of our times but they call for extraordinary efforts, and the last year has seen just that from the Executive and staff of ACHS.**

Collectively they have managed the disruption to the business brought on by the fluctuating intensity of the pandemic and have provided valued support and direction for ACHS members throughout this period.

The resilient nature of their efforts to manage the challenging environment are greatly appreciated by the Board of ACHS and we commend their achievements.

The continual development of ACHS as an industry leader in healthcare is a strong driving force for quality improvement. The new ACHS Strategic Plan 2022-2025 has focused our energies and enthusiasm with a overarching framework to support the ACHS future directions. Led by the ACHS Board, the Strategic Plan was developed following an extensive consultation process engaging the ACHS Council, staff our Members and major stakeholders such as government Health departments, the private sector, consumers and international organisations.

Effective from 1 July 2021, the new Plan clearly expresses our goals and strategic initiatives for every part of the business. We have a clear definition of what success in the future will look like for us. My sincere thanks to everyone who participated and for their valued input.

Our focus remains on encouraging improvements in quality and safety by our Members so as to provide the best possible

level of care for their patients, carers and families. We are proud that our vision, mission and values reflect this through our four new key strategic areas:

- Strengthening member engagement and experience
- Enhancing and diversifying our services
- Demonstrating leadership and innovation
- Improving our organisational capability.

Various strategic initiatives to support the delivery of these are well underway.

As with the domestic business, the international environment is dynamic, and we continue to be a strong, dependable quality improvement partner to our global Members.

Congratulations to our CEO Dr Karen Luxford and the entire ACHS team including our Assessors on their dedication and admirable commitment. There is much to be proud of as we have worked together to build on our strong foundations in these unusual times.

A handwritten signature in black ink that reads "Len Notaras". The signature is fluid and cursive, with the first name "Len" and last name "Notaras" clearly distinguishable.

Professor Len Notaras AO  
President, Board of Directors



# Chief Executive Officer's message

**Dr Karen Luxford**  
Chief Executive Officer



**There is no doubt it has been another extraordinary year, but I have been uplifted by the resilience of our staff, the support of our Members and I am proud of our many achievements.**

With the effects of the COVID-19 pandemic extending into 2021, the impact on healthcare can't be measured, but we have worked closely with our Members to assist and support.

Following the resumption of accreditation assessments by the Australian Commission on Safety and Quality in Healthcare (ACQSHC) from October 2020, onsite assessments recommenced in Australia. During this period of relative 'normality', the opportunity to co-ordinate and re-schedule assessments was our top priority.

Our Team has sought to continually engage with Members sharing our knowledge and expertise, providing inspired educational webinars or forums, and all underpinned by our dedicated Customer Services Managers. In this time, we have also had a strong focus on keeping our Assessors engaged with training and new educational opportunities.

Following comprehensive stakeholder consultation, the new ACHS Strategic Plan 2022-2025 was developed and released, providing a roadmap for the next three years.

The ongoing development of our own Evaluation and Quality Improvement Program - EQulP7 concludes with the imminent evaluation by ISQua, ready to launch in late 2021.

Weathering the turmoil of 2020, the ACHS Improvement Academy has flourished - re-focusing its educational offerings online

with strong attendance numbers, and the introduction of a new, exclusive members-only Masterclass series.

Internationally, we implemented a new model of virtual and hybrid assessments to adapt to the changing conditions caused by the pandemic.

With face-to-face events on hold, we moved to hosting a Virtual Awards Ceremony on 24 November to celebrate the awards and honours we bestow annually that acknowledge significant achievements in healthcare in quality and safety. The 21st edition of the respected Australasian Clinical Indicator Report was also launched.

Throughout the year, and in periods of great uncertainty we have continued to be focused on the safety and welfare of all our staff working from home, and who have kept engaged in regular virtual meetings including weekly updates from myself, as well as action team meetings that support the day-to-day business matters.


I would like to especially acknowledge my Executive Team and all staff for your strong commitment to our important work. I also wish to acknowledge and thank the Board of Directors for their unwavering support and generous devotion of their time.

Together, we are excited about our plans for the future.

Dr Karen Luxford  
Chief Executive Officer

# Highlights


Financial year 2020-2021




The ACHS Board commissioned an independent review to consider key strategic areas for improvement across the business. A new 'ACHS Roadmap' was developed to encompass key strategic improvement areas for the organisation. Significant new initiatives commenced on customer interface, business development, marketing and operational enhancements.




ACHS rebranded with the launch of a new logo on 15 October. The inspiration for the new logo was taken from who we are: as a Council, we represent different bodies, and our primary concern is our members. The Council has representation from across healthcare, illustrated by the circles as the 'corners' coming together to meet. Our primary focus is on our members and assisting them through their continuous quality and safety journey – also mirrored in the use of the four circles.




ACHS surveyed its members for comprehensive feedback on what really matters to them about our current services, and what other services are required to meet their future needs.




The ACHS Board approved the resumption of accreditation assessments to the EQUIP6 standards from late September 2020. All ACHS EQUIP6 members were contacted to determine the best approach to providing assessments depending on their local circumstances.




ACHS resumed onsite accreditation assessments to the National Standards in October 2020 once advised by the Australian Commission on Safety and Quality in Health Care (ACSQHC).




As a member of the Australian Health Protection Principal Committee (AHPPC), ACHS President Professor Len Notaras AM was recognised by the Public Health Association of Australia for their early work on the COVID-19 pandemic. The Award is for "outstanding contribution to the betterment and protection of public health in Australia" and acknowledged efforts to underpin policy advice given to Australia's political leaders.



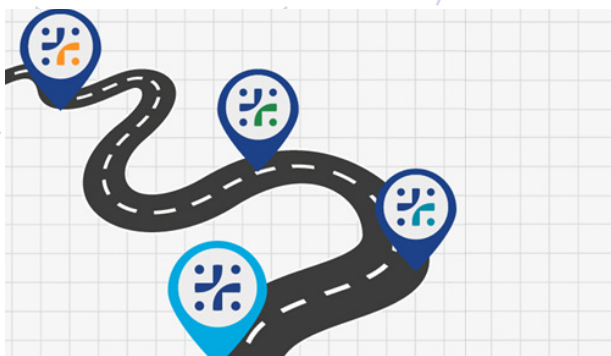
More than 250 people attended the Clinical Incident Management webinar by our Improvement Academy on 19 August. The webinar focused on Standard 1 of the National Safety and Quality Health Service (NSQHS) Standards, second edition, covering the responsibility of ensuring clinical governance systems are in place. The webinar was repeated on 9 September with nearly 300 registrants booked.



The Assessor Division conducted a series of webinars for both Australian domestic and international assessors from Hong Kong, the Middle East, China, Sri Lanka, India and New Zealand in July and August. Six webinars were scheduled to meet the annual mandatory training requirements for Assessors. A total of 150 assessors attended the Forum via the website Assessor portal.



Resumption of NSQHS Standards and RACGP Standards for general practices onsite assessments commenced from 26 October. Following advice from the ACSQHC, ACHS worked with our members to re-schedule new assessment dates.



A new 'ACHS Roadmap' was developed in the second half of 2020



## Clinical Incident Management

Understanding the NSQHS (2nd edition) Clinical Governance Standard (no.1)



More than 250 people attended the Clinical Incident Management webinar on 19 August



Dr Brent James kicked off the new free Masterclass series in May 2021



Exciting new offerings in Aged Care to be announced soon!

[WATCH THIS SPACE](#)



ACHS Improvement Academy offers training courses to the Aged Care sector



The ACHS new logo was launched as part of our rebranding in Oct 2020



ACHS released a new corporate video in November 2020

# Highlights

## Con't



ACHS was selected to conduct pilot assessments of the new National Safety and Quality Digital Mental Health (NSQDMH) Standards, developed by the Australian Commission on Safety and Quality in Health Care (ACSQHC).



ACHS Assessors led and participated in the piloting of the draft EQuIP7 (E7) Hospital Standards Module. These Standards, together with the Core Module Standards, will establish the new EQuIP7 Standards for Acute Health Services internationally. Nine pilots were held in the Middle East, Hong Kong and Sri Lanka and provided a wealth of valuable feedback, suggestions and information.



ACHS International held a virtual member forum on Monday 2 November 2020 to share quality improvement initiatives with 230 participants. The Forum provided a global network of knowledge-sharing regarding patient safety and quality updates during the COVID-19 global pandemic.



ACHS sponsored the virtual 'Hospital Workers' Wellbeing Matters' conference on 23 February, a collaboration by the International Hospital Federation (IHF) and the International Society for Quality in Healthcare (ISQua) to provide a global perspective on healthcare and hospital workers' wellbeing.



Six enhanced Lead Assessor roles were implemented to improve the overall level of support for all Assessors. The aim is to improve our service offering and the consistency and quality of reports provided to our members going forward. These new roles mentor and support both Assessors and Lead

Assessors by observing and reviewing a range of assessments.



CEO Dr Karen Luxford joined the Board of the Asian Society for Quality in Health Care (ASQua) representing ACHS as an internationally-recognised healthcare accreditor in the region. ASQua is a network of National Societies from the Asian region, dedicated to the improvement of quality in healthcare.



The ACHS Improvement Academy commenced sharing its extensive experience in healthcare education with offerings to the broader Aged Care sector.



A new Masterclass event series was offered exclusively to all ACHS members commencing on 18 May with a webinar by Dr Brent James, one of the world's leading authorities on quality improvement science. Dr James is known internationally for his work in clinical quality improvement, patient safety, and the infrastructure that underlies successful improvement efforts.

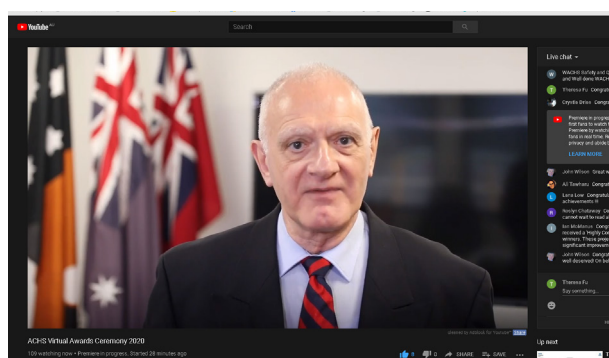


The ACHS Strategic Plan 2022-2025 is released. Led by the ACHS Board and with input from the Council, the plan was developed following a comprehensive internal process and consultation with key external stakeholders across Australia and globally.





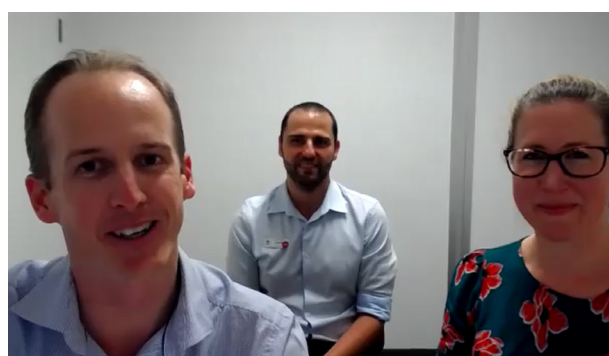
Dr Karen Luxford was elected to the Board of ASQua in November 2020



Prof Len Notaras AO spoke at the 2021 ACHS Virtual Awards Ceremony



Quality Improvement Awards Winner (Clinical Excellence and Patient Safety): The Victorian Institute of Forensic Mental Health (Forensicare)



Quality Improvement Awards Winner (Non-Clinical Service Delivery): Redcliffe Hospital, QLD



Quality Improvement Awards Winner (Healthcare Measurement): Metro North Hospital and Health Service, QLD



Quality Improvement Awards Winner (Global Quality Improvement): Hong Kong University Shenzhen Hospital, China

# Recognising Achievement

## ACHS Medal

The following citation was given on 26 November 2020.

### Citation for the 2020 ACHS Medal winner awarded to Professor Brendan Murphy



*"The ACHS Medal is now in its 36th year and provides a valuable spotlight for encouraging personal performance and recognition in the health quality and safety arena.*

*It continues to recognise an individual's outstanding contribution to the promotion of quality and safety in Australian health services.*

*The award is ACHS's highest award and tonight I can announce that the 30th recipient of the ACHS Medal is Professor Brendan Murphy. Congratulations Brendan on this award and I will now read an excerpt of the Citation which accompanies the Medal."*

### **For outstanding achievement in the promotion of quality in health care**

Professor Brendan Murphy has worked for 40 years in the Australian health system as a doctor, medical researcher, and senior executive.

He has held a range of Board positions including at the Florey Institute, Olivia Newton-John Cancer Research Institute, and the Victorian Comprehensive Cancer Centre.

Professor Murphy has recently commenced his position as Secretary of the Federal Department of Health, the first medical doctor to serve in this role. Prior to his appointment, Professor Murphy was the Chief Medical Officer for the Australian Government from 2016 and was the principal medical adviser to the Minister of Health. He also held direct responsibility for Health's Office of Health Protection and the Health Workforce Division. In addition to the many committees he chairs, co-chairs and participates in, he is the Australian Member on the International Agency for Research on Cancer (IARC) Governing Committee and represents Australia at the World Health Assembly.

When he was first appointed as Australia's primary medical advisor, Professor Murphy made an impression. He went beyond the traditional focus of the role on biosecurity, immunisation, and disease surveillance, engaging with the health sector as a whole.

Professor Murphy was at the forefront of the Australian government's response to the coronavirus pandemic, as a key policy advisor and government spokesperson, as the Chair of the Australian Health Principal Protection Committee (AHPPC), the key body advising the national cabinet throughout the coronavirus pandemic, which immediately followed Australia's Black Summer bushfires.

Professor Murphy's distinguished leadership over many months as the Chief Medical Officer positioned Australia to be able to respond to COVID-19 in a co-ordinated manner based on evidence and ensured that quality practices were implemented for the health of the Australian community.

This award recognises an individual's outstanding contribution to the promotion of quality and safety in Australian health service and in a year when our 'normal' has changed forever, we have relied strongly on the guardianship of leaders in health as never before.

## ACHS's 23rd Annual Quality Improvement Awards

The Forensic Mental Health Institute in Victoria and two metropolitan Queensland hospitals were the final winners in the annual ACHS Quality Improvement (QI) Awards 2020.

Forensicare in VIC, Redcliffe Hospital in QLD and Metro North Hospital & Health Service in QLD each took out an award, demonstrating their strong commitment to supporting and developing innovation in different areas of healthcare.

ACHS CEO Dr Karen Luxford presented the Awards in three categories – Clinical Excellence and Patient Safety, Non-Clinical Service Delivery and Healthcare Measurement. A fourth category – open to ACHS International members – 'Global Quality Improvement Award' – was won by the Hong Kong University Shenzhen Hospital in China.

The Victorian Institute of Forensic Mental Health (Forensicare) VIC won the Clinical Excellence and Patient Safety Award for their 'Introducing a clinical support system to reduce aggression and the use of restrictive interventions' submission.

Redcliffe Hospital, QLD won the Non-Clinical Service Delivery Award for their 'Drive Through Pharmacy Collection' – aimed at minimising hospital visits for vulnerable patients during the COVID-19 pandemic and physical distancing requirements.

The Healthcare Measurement Award was won by Metro North Hospital and Health Service, QLD for their 'Using Hospital Acquired Complication Data to Improve Patient Outcomes' project from both technical (accurate coding) and clinical perspectives.

The Hong Kong University Shenzhen Hospital in China won the Global Quality Improvement Award for their 'Reduction of door to wire time for patients suffering a heart attack'. This Award recognises projects that are using Australian healthcare standards to strengthen quality improvement frameworks internationally.

There were a record number of entries this year, with a strong focus on patient safety and quality improvement. Many submissions focused on COVID-19 response management and business continuity plans.

Many health teams had to adapt quickly to new priorities during the pandemic and re-assess their everyday activities and this new consideration was noticeable in some of the entries.

The awards promote innovation by introducing considered, timely improvements across the spectrum of health, placing patients at the centre of care. Every submission builds on previous practices by challenging current thinking and exploring new ways to address emerging issues.

ACHS is proud to host these Awards that recognise the strong new innovations that will benefit patients and their families.



Details of QI Awards submissions can be found in the Quality Initiatives publication

# ACHS International

ACHS International remains the **trusted quality improvement partner** to healthcare organisations across 15 countries in the Middle East and Asia Pacific.

We are focused on supporting organisations to continually improve the safety, quality, value, and outcomes of care provided to their patients and community.

Over the past financial year, we have continued to deliver our promise to members and expand our global reach. Here is a summary of our activities:

## **1. Expanded our service offerings and support:**

- Safe Healthcare Advisory Program (SHEAP) – Fire Module
- Quality Partner services

## **2. Responded quickly to the COVID-19 pandemic:**

- Virtual and hybrid assessments
- Updated assessment methodology
- Additional technology and support

## **3. Partnered with like-minded organisations:**

- TAHPI (UAE) – healthcare infrastructure planning
- Kalandra (NZ) – aged care education
- Compass Health Consultancy (UAE) – quality education
- Quality Logic (KSA) – consulting and support

## **4. Provided continuous learning opportunities:**

- Global Lifelong Learning Campaign
- Webinars and Expert Panels

## **5. Participated in key conferences:**

- Arab Health (Dubai)
- Health Management Asia – Platinum Sponsors

## **Key facts**



**19** assessments  
conducted in FY21



**147** accredited  
healthcare facilities



**5** consultancies and  
readiness diagnostic  
assessments conducted



**72** international  
based assessors





Prime Healthcare Group achieved ACHS accreditation of its telehealth services



Partnership with Total Alliance Health Partners International (TAHPI) announced



Staff from Icon Singapore shared their experience as an ACHSI Member



Introduced new video format for the quarterly Perspectives Newsletter

### COVID-19 Vaccination Programs & Lessons Learned Panel

Wed 28 April 2021 | 5:00 pm - 6:30 pm AEST

**Moderator**

Prof Len Nataras AM  
Executive Director  
National Critical Care & Trauma Response Centre (Australia)

**Dr Asma Al Mannaie**  
Executive Director  
Research and Innovation Center  
Abu Dhabi Department of Health

**Prof Dale Fisher**  
Professor of Medicine  
National University  
Hospital Singapore

**Prof Priya Abraham**  
Director  
ICMR-National Institute  
of Virology, India

**Dr Rob Granfell**  
Director  
CSIRO Australia, Health  
& Biosecurity

**Dr Sami Almudarra**  
Chairman  
Saudi Epidemiology  
Society

**Dr Thomas Tsang**  
President  
Hong Kong College  
Community Medicine

Hosted COVID-19 Vaccination Programs and Lessons Learned Panel in April 2020

**FULL PATIENT CARE JOURNEY CONSIDERS BOTH POWER AND CHOICE AS KEY DRIVERS OF PATIENT OUTCOMES & EXPERIENCE**

- CKD changes a person's perception of their health needs and capabilities
- Changes in daily routine and habits are imminent to adapt to this new health state

**Open communication is key!**

Collaborated with Fresenius Care to deliver dialysis webinar on World Kidney Day

# Customer Services And Development

## Customer Services

The Customer Services Managers (CSMs) are responsible for contract and relationship management for all domestic accreditation members (customers). All events during the accreditation cycle are managed within the Customer Services team, with the support of the Accreditation Administration Division. This includes new member enquiries, contract negotiation, contract renewals, scheduling of assessments, managing issues from assessments and reviewing and processing of assessment reports.

The CSMs are also responsible for advising and supporting ACHS members in the implementation of accreditation programs. This customer support is provided via telephone, email, online meetings and onsite visits. Support and advice is provided to members and assessors throughout the entire accreditation contract cycle.

### Key achievements

- Established a locally-based CSM in Perth for the Western Australian members
- More than 300 assessments rescheduled due to the impact of COVID (assessments paused during March-September 2020 and further disruptions since October 2020 due to lockdowns)
- 97% members satisfied with CSM support
- Pilot assessments to the National Safety and Quality Digital Mental Health Standards.



Customer Services Manager Mona Ramsay (far right) met with ACHS Member Western NSW Local Health District in Orange



ACHS welcomed new member Wandi Nerida, Australia's first specialist recovery centre for people with an eating disorder

## Standards and Product Development

Standards and Product Development (SPD) are responsible for the generation and maintenance of ACHS quality improvement programs including EQuIP, EQuIP Day Procedure Centres, EQuIP Haemodialysis Centres, EQuIP Oral Health Services, EQuIP Residential Care Services, EQuIP Primary Health Care Services, and EQuIP Healthcare Support Services.

SPD prepares submissions to the Australian Commission on Safety and Quality in Health Care (ACSQHC) for accreditation approval and responses to annual ACSQHC feedback reports. This unit also develops resources and specialist publications to support ACHS programs. SPD works in consultation with key internal and external stakeholders to ensure program development reflects current health priorities and contemporary best practice.

SPD contributes to various special projects undertaken by ACHS, as well as industry consultations, the development of relevant healthcare Standards with Standards Australia and representation on external Committees on behalf of ACHS. The ACHS annual Quality Improvement (QI) Awards acknowledge and encourage outstanding quality improvement activities, programs, or strategies that have been implemented in healthcare organisations. This unit coordinates the Awards program.

### Key achievements

- ISQua EEA accreditation of EQuIP6 Primary Health Care Standards
- Finalisation and Board endorsement of EQuIP7 Hospital Standards
- Finalisation of EQuIP7 Ambulatory Care Standards
- Finalisation of EQuIP7 Guide for Hospitals
- Presentation of ACHS Quality Improvement Awards at ACHS Virtual Awards Ceremony.





## Performance and Outcomes Service

The ACHS Performance and Outcomes Unit coordinates the development, collection, analysis and reporting of clinical indicators.

The ACHS Clinical Indicator Program is Australia's longest established clinical indicator program and has 324 clinical indicators across 21 specialty medical disciplines. The program operates by facilitating benchmarking with participating healthcare organisations at an organisational, peer, and national level.

### Key achievements

- Assisted 639 healthcare organisations reporting nearly 29,000 individual clinical indicators across both Australia and overseas.
- Four clinical indicator sets were reviewed and updated (Hospital in the Home, Medication Safety, Rehabilitation Medicine and Emergency Medicine).
- A new indicator set for Geriatric Care was developed with a range of leading geriatric specialists with the Australian and New Zealand Society for Geriatric Medicine.
- Promoted the Clinical Indicator Program through 41 one-hour training sessions to both domestic and international members.



The *Australasian Clinical Indicator Report 2012-2019* was published in November 2020

## Standards Committee

The Standards Committee is a permanent standing sub-committee of the ACHS Board with a pivotal role in guiding and refining development of new ACHS standards and programs, and reviewing proposed changes to existing ACHS Standards. The Committee reports its recommendations directly to the ACHS Board.

The Standards Committee has broad representation from across the health care sector, including members with experience as ACHS assessors. Committee membership is drawn from both the public and private sectors and includes clinicians, consumers, senior health administrators, allied health professionals, and quality managers. Standards Committee membership includes International representation from New Zealand, Asia and the Middle East. International representation is also provided on Standards Committee working groups.

Dr Philip Hoyle Chaired the Committee during the period 2020-2021. Committee membership also includes the President of the ACHS and the ACHS Chief Executive Officer. The Standards Committee is administered by the ACHS Standards and Product Development Unit, led by the Executive Director - Customer Services and Development.

A major focus for the Standards Committee during 2020-2021 was the finalisation of EQiP7 Standards.



Published a paper for the Cancer Care Clinical Indicator in the *Medical Journal of Australia*

## Standards Committee Members

Name	Representation
<b>Dr Malathi Arshanapalai</b>	International Member – UAE / India
<b>Ms Margo Carberry</b>	Public Sector / Allied Health / Community and Rural Health / ACHS Assessor
<b>Ms Roslyn Chataway</b>	Consumer Representative
<b>Ms Cathy Cummings</b>	International Member – New Zealand
<b>Ms Helen Dowling</b>	Public Sector / Allied Health / Pharmacy / ACHS Assessor
<b>Prof Brett Emmerson AM</b>	Public Sector / Mental Health / ACHS Councillor / ACHS Board member / ACHS Assessor
<b>Dr William Ho</b>	International Member – Hong Kong SAR
<b>Dr Philip Hoyle (Chair)</b>	Public Sector / Clinician / ACHS Assessor
<b>Ms Cathy Jones</b>	Private Sector / Aged Care
<b>Ms Joanne Levin</b>	Private Sector / Corporate
<b>Adj Assoc Prof Karen J Linegar</b>	Public Sector / Nursing / ACHS Councillor / ACHS Assessor
<b>Dr Karen Luxford (ACHS CEO)</b>	ex-officio
<b>Dr Nashat Nafouri</b>	International Member – Saudi Arabia
<b>Prof Len Notaras AO (ACHS President)</b>	ex-officio
<b>Ms Samantha Sanders</b>	Private Sector / Day Procedure Centres / ACHS Councillor
<b>Dr Nellie Yeo</b>	International Member – Singapore

# Corporate and Assessor Divisions

The Corporate and Assessor Divisions (CAD) support the entire organisation and its external stakeholders. Key responsibilities of the CAD include project coordination for organisation-wide key projects and management of:

- all aspects of the Assessor Cohort
- ACHS IT infrastructure and software
- Human Resources Management
- ACHS finances and building infrastructure
- administration of the ACHS State Advisory Committees (SACs)
- Internal and external data reporting and analysis
- administration of all ACHS accreditation processes.

## Information Technology

- 100% of ACHS staff set up and enabled to work from home during COVID-19 pandemic.
- 99.7% uptime of external IT systems including ACHS Website, EAT, ART2, and PIRT.
- 100% of data backups completed successfully.
- Hardware and software upgraded to current technology and to support current accreditation products.

## Accreditation Administration Services

- 93% of reports processed within turnaround timeframes.
- 98% of new memberships processed within three days.
- 97% of accreditation outcomes processed within turnaround times.

## Finance and Human Resources Administration

- Unqualified audit report received.
- 7.4 years average length of service for employees.
- 100% completion of staff performance appraisals.
- 100% new employees completed orientation programs.
- Continued to support strategic decision-making through increased management and Board reporting focusing on future oriented financial scenario planning.
- Implemented digitised internal controls and simplified processes during remote working to support the organisation and members.

## COVID-19 health and safety initiatives

- 100% of staff have access to online health and safety training through the ACHS Safety Hub.
- All staff supported through health and safety initiatives such as virtual social committee events and activities, resilience workshops, reminders to take regular breaks and exercise and virtual morning tea catch-ups to keep staff connected and engaged while working remotely.
- 84% of staff noted that they feel well supported by these initiatives in a wellbeing survey of all staff.



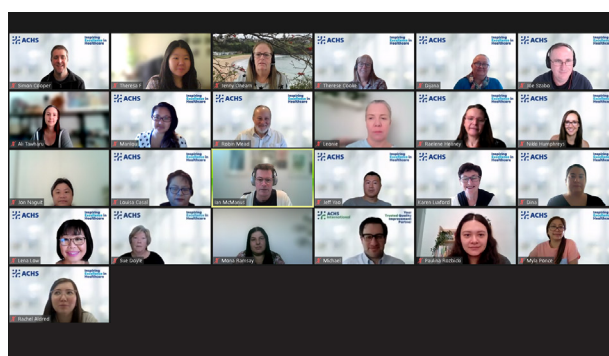
Virtual social committee event 'Xmas in July' kept staff connected during lock-down



Set up a video live streaming and recording room to meet the growing needs of webinars



CEO Dr Karen Luxford sent end of year message to all staff and members



Weekly CEO Zoom update kept staff informed and engaged

## Assessor Division

The ACHS Assessor Division has responded to the varied challenges of delivering services to members and Assessors in the COVID-19 environment by introducing technology-based solutions to support a professional, contemporary and truly responsive cohort of trained Assessors.

Our goal is to promote quality and safety in healthcare through vigorous accreditation assessment with an emphasis on ongoing improvement.

By supplementing traditional onsite assessments with a combination of fully virtual and mixed onsite / virtual assessments, and with assistive technology to simulate the onsite assessment experience, ACHS has met the diverse requirements of member organisations.

Education and training delivered by webinar and virtual workshops / presentations has enabled ACHS to maintain and enhance our skilled Assessor cohort. Our Assessors continue to provide effective, independent and comprehensive accreditation assessments across the broad scope of quality and safety programs and schemes both domestically and internationally.

In May 2021, the Assessor Division provided a three-day competency-based virtual training program to a group of new Assessor candidates. Delivered across a fully virtual platform, the program aimed to simulate the assessment experience, augmented by didactic learning and interactive group sessions.

Feedback from members and assessor peers and regular communication has supported

ongoing performance evaluation. It has also provided opportunities for Assessors to apply shared learning and communal knowledge and to support connectivity in these disassociated times.

### Key achievements

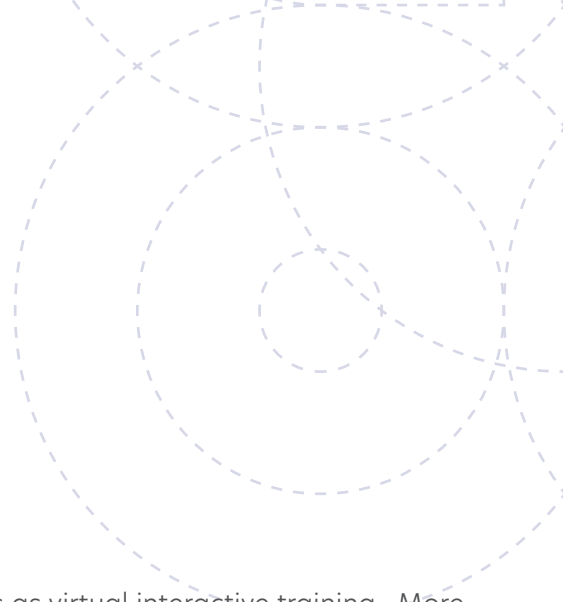
- A virtual Assessor Competency Training program was conducted for new assessors.
- Annual Training Forums were held for our Lead Assessors (four virtual modules / workshops / webinars) and Assessors (six virtual modules / workshops / webinars).
- 100% of Lead Assessors and 93% of all Assessors completed mandatory training requirements, whilst some Assessors took a leave of absence due to work commitments impacting on their ability to undertake assessments.
- Regular virtual meetings are held monthly with all Assessors, providing a valuable learning forum and support tool for all.
- The ACHS Assessor cohort comprises 239 Assessors who completed 182 assessments, averaging 2.33 days with 3.18 Assessors per assessment.
- Enhanced Lead Assessor resources were identified to support Assessors, and further training was provided. A review of reports and observational audits of assessments were also undertaken.
- Over the past year member organisations rated Lead Assessor performance 4.66 (on a 5-point scale) and assessment team performance at 4.57, indicating a very high level of satisfaction.



## Retiring Assessor Acknowledgements: 2020 - 21

Retiring Assessor	Joined	Total Assessments	Total Assessor Days	Total Years as Assessor
Ms Samantha Tan	2017	10	20	4
Dr Garrett Hunter	2013	37	147	8
Ms Shirley Batho	1990	270	713	31
Dr Margaret Sanger	2000	41	150	21
Dr James Cookman	2019	2	3	2
Dr Sharon Miskell	2007	15	67	12
Mr Mark Diamond	2013	26	98	8
Dr Robert Griffin	1988	211	528	33
Dr Tamsin Waterhouse	2019	1	4	2
Dr Richard Newton	2010	16	74	11
Ms Lorraine Broad	2000	91	260	21
Ms Dianne Gray	2010	58	200	11
Mr Kevin Freele	2001	114	320	20
Ms Irene Lake	1995	65	230	25

# Improvement Academy



The Improvement Academy (IA), continued to deliver all of its events as virtual interactive training. More than 4,400 staff attended over 80 virtual sessions.

Notably, due to the demand and success of the Root Cause Analysis (RCA) one-day training workshop, it was re-configured to two x three-hour sessions, held over consecutive days. The popularity of the new format allowed the program to be offered on a monthly basis, with attendees from across all jurisdictions, sectors and clinical backgrounds.

## Virtual training programs offered in 2020-21

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Briefing for Board and Executive

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Clinical Incident Management

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Comprehensive Care Standard 5

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Implementing Recommendations from Incident Investigations and RCA's

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Introduction to Human Factors in Healthcare Webinar

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Leadership in Quality and Improvement

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Masterclass – Brent James (Members only - complimentary)

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NSQHS Standards (second edition)

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Open Disclosure

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Partnering with Consumers to Improve Health Care Services

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Quality Improvement Lead Training (face-to-face)

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QI Science and Tools

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Root Cause Analysis

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Virtual Quality Improvement Lead Training Sessions (5 courses)

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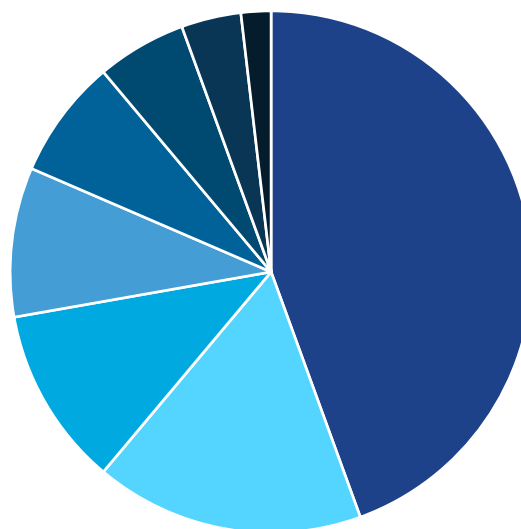


## Quality Improvement Lead (QIL) Program

The IA was able to complete four (nine-month long) Quality Improvement Lead (QIL) training programs by transitioning the programs to virtual delivery. A total of 54 improvement projects were successfully completed by participants. Figure 1 shows the categories of improvement projects which were completed by the successful graduands.

A fifth, fully Virtual QIL Training Program commenced in this period with 54 attendees from across Australia and will conclude in early 2022.

The use of digital platforms such as Zoom has enabled training to be delivered virtually, providing wider opportunities for rural and remote attendees to participate and collaborate.



- Acute Hospitals
- Clinical Governance
- Community and Mental health
- Emergency Departments
- Neonatology
- Laboratory
- Dental
- Aged care

Quality Improvement Lead Training Program project categories

## New Masterclass series

The IA commenced a new Virtual Masterclass series with its first guest presenter Dr Brent James, Clinical Professor at the Clinical Excellence Research Centre (CERC), Department of Medicine, Stanford University School of Medicine on 5 May, 2021.

Dr James is known internationally for his work in clinical quality improvement, patient safety, and the infrastructure that underlies successful improvement efforts, such as culture change, data systems, payment methods, and management roles.

His talk addressed the problems associated with clinical variation and how driving improvement in clinical quality can lead to a significant reduction in variation, thereby improving safety, increasing patient satisfaction, and reducing cost.

Dr James referenced his pioneering experience at Intermountain Health Utah where he was Chief Quality Officer for over 30 years.

This event was complimentary to all ACHS Members, with 706 registered attendees. It was the first in a series of Masterclasses to be offered throughout 2021 exclusively for ACHS Members.



Dr Brent James Masterclass free for ACHS Members

# Council members

Our Council represents consumers, governments and peak health industry bodies from throughout Australia.

ACHS Council as at 30 June 2021 was 23 Councillors, including two life members.

## **Professor Geoff Dobb**

BSc (Hons), MBBS, FRCP, FRCA, FANZCA,  
FCICM, FAMA  
Australian Medical Association (AMA)

## **Professor Brett Emmerson AM**

MBBS, MHA, FRANZCP, FRACMA, FCHSM  
The Royal Australasian College of Medical  
Administrators (RACMA)

## **Dr Roger Jonathan Garsia**

MBBS, PhD, FRACP, FRCPA  
The Royal College of Pathologists of Australasia  
(RCPA)

## **Ms Sally Kincaid**

AdvAPD, BSc, Dip.Nutrition & Dietetics,  
Dip Management  
Allied Health Professionals Australia

## **Dr Michael Hodgson AM**

FAMA, MBBS, FANZCA, FRCA  
Life Member of ACHS Council

## **Dr Patricia Brad**

MBBS, GradDipEcon  
NSW Ministry of Health

## **Assoc Professor Gregory Jenkins**

MBBS, FRANZCOG  
Royal Australian and New Zealand College for  
Obstetricians and Gynaecologists

## **Mr Mark Kearin**

RN, ADCNS(Geront Nurs), BHSc(Mgt),  
MHSc(Mgt)  
Australian Nursing Federation (ANF)

## **Clinical Associate Professor**

### **Peter Kendall**

MBBS, DA, FRACP, FCCP  
The Royal Australasian College of  
Physicians (RACPS)

## **Mr Tony Lawson**

BA, BSoc.Admin, FIPAA, FAIM, CPMgr  
Consumers' Health Forum of Australia Ltd (CHF)

## **Ms Robyn Quinn**

RN, RM, MHA, BAppSc (Nursing), BBus, Dip.  
Comm Law, FRCNA, JP  
The Australian College of Nursing (ACN)

## **Ms Bernadette Loughnane**

RN RM BHSc (nsg) GDNM, MaHSM FCHSM  
GAICD CHE  
Australasian College of Health Service  
Management (ACHSM)

## **Dr Sally McCarthy**

MBBS, MBA, FACEM  
Australasian College for Emergency Medicine  
(ACEM)

## **Russell McGowan**

Health Care Consumers' Inc

## **Dr Jon Mulligan**

MBBS, MHA, FRACP, FRACMA, GAICD  
Life Member of ACHS Council

## **Prof Leonard Notaras AO (President)**

AFCHSE, LLB, BA (Hons), DipComm, BMed,  
MHA, MA  
Northern Territory Department of Health and  
Community Services

### **Ms Samantha Sanders**

Day Hospitals Australia

### **Dr Grant Sara**

MB BS, MM, MM(Psychotherapy),  
FRANZCP, PhD

Royal Australian and New Zealand College of  
Psychiatrists

### **Dr Paul Scown**

MMBS, BHA, FRACMA, AFACHSM, MAICD

Australian Healthcare & Hospitals Association  
(AHHA)

### **Dr Jo Sutherland**

FAICD MB BS (Hons) FANZCA MHPol MCIS

Australian and New Zealand College of  
Anaesthetists

### **Dr Phillip Truskett AM**

MBBS, FACS, FRACS, FASCBI (Hons)

The Royal Australasian College of Surgeons  
(RACS)

### **Mr Stephen Walker**

AssDip.Eng, B.Bus, GradDipAcc, AFCHSE, MAICD

Australian Private Hospitals Association (APHA)

### **Dr Noela Whitby AM**

MBBS, GradDipHumNut, DPD, FRACGP, FAICD

The Royal Australian College of General  
Practitioners (RACGP)



The ACHS Council met twice in the financial year in November 2020 and June 2021



# Board of Directors

## ACHS Board Members:

representing consumers, governments and the Australian healthcare industry



### **Professor Len Notaras AO (President)**

*FACHSM, AFCHSE, LLB, BA (Hons), DipComm, BMed, MHA, MA*

- ACHS President from 2017
- ACHS Vice-President from 2015
- ACHS Board member from 2002
- ACHSI Board member from 2009
- ACHS Councillor (Northern Territory Health representative) from 2002
- Founder National Critical Care and Trauma Response Centre 2004, Executive Director NCCTRC from 2009 - present
- Former Chief Executive Officer (CEO), NT Department of Health



### **Mr Stephen Walker (BFARC Chair)**

*Ass Dip Eng, BA Bus (Health Management), Grad Dip Acc, FCHSM, MAICD*

- Chair ACHS Business Finance, Audit and Risk Committee from 2012
- ACHSI Board member from 2011
- ACHS Board member from 2006
- ACHS Councillor (APHA representative) from 2006
- Chief Executive Officer, St Andrew's Hospital, Adelaide from 2001 - present
- APHA Council Member
- Board Member Prostate Cancer Foundation Australia (SA) and Biotech Advisory Board



### **Professor Geoffrey Dobb**

*BSc (Hons), MBBS, FRCP, FRCA, FANZCA, FCICM, FAMA*

- ACHS Business Finance, Audit and Risk Committee, and Governance Committee
- ACHS Board Member from 2011
- ACHS Councillor (Australian Medical Association representative) from 2011
- Head of Department, Intensive Care, Royal Perth Hospital from 2005 - present
- Clinical Professor, Faculty of Health and Medical Sciences, University of Western Australia
- Board Deputy Chair, Child and Adolescent Health Service, WA from 2016
- Chair of the CAHS Safety and Quality Committee from 2016



### **Professor Brett Emmerson AM**

*MBBS (QLD), MHA (NSW), FRANZCP, FRACMA, FCHSM*

- ACHS Board Member from 2015
- ACHS Councillor, (Royal Australasian College of Medical Administrators representative) from 2009
- Member, ACHS Standards Committee from 1994
- ACHS Assessor from 1994
- Executive Director, Metro North Mental Health Brisbane from 1997 - present
- Professor, School of Clinical Medicine, University of Queensland
- Chair, Qld Mental Health Clinical Collaborative from 2005



### **Mr Anthony (Tony) Lawson**

*BA, BSoc.Admin, FIPAA, FAIM, CPMgr*

- ACHS Board Member from 2012
- Member ACHS Board Finance, Audit and Risk Committee, Governance Committee
- ACHS Councillor (Consumers Health Forum of Australia representative) from 2012
- Former ACHS Assessor
- **Chair, Consumers Health Forum of Australia Ltd from 2014 - present**
- Awarded Professional Life Membership, IPAA (SA Division) 2018
- Executive Director, Laurel Palliative Care Foundation, The Hospital Research Foundation Group



### **Mr Michael Roff**

*Grad Cert Mgt.*

- Independent Director appointed to the ACHS Board from November 2019
- ACHS Board member from 2004 to 2019
- ACHSI Board member from 2017
- ACHS Councillor (Australian Private Hospital Association representative) from 2004 - 2019
- **Chief Executive Officer, Australian Private Hospital Association from 2000 - present**
- Member, Australian Commission on Safety & Quality in Health Care Private Hospital Sector Committee, 2013 - present
- Member, Private Health Ministerial Advisory Committee 2016 - 2019



### **Dr Paul Scown**

*MBBS (UQ), BHA (UNSW), FRACMA, AFCHSM, MAICD*

- ACHS Board member from 2017
- ACHS Councillor from 2006 (Australian Healthcare and Hospitals Association representative)
- Consultant to the Health Education and Research Sectors
- Sid Sax Medal recipient 2018
- Adelaide Primary Health Network (APHN) Board Service & Clinical Governance Committee Member from 2017
- **Nexus Primary Health Chair from 2014**
- Board of Advice, Deeble Institute for Health Policy Research Member from 2015



### **Ms Anne Trimmer AO**

*BA, LLB (ANU) FAAL, FAICD*

- Independent Director appointed to the ACHS Board from July 2018
- **Secretary General Australian Medical Association 2013 - 2018**
- CEO Medical Technology Association of Australia 2006 - 2013
- Barrister and Solicitor



### **Dr Noela Whitby AM**

*MBBS (Qld), Grad Dip HumNut, DPD, FRACGP, FAICD*

- ACHS Vice-President, 2005 - 2007
- ACHS Board member, 2000 - 2009; from 2012
- ACHS Councillor, 2000-2009; from 2012
- ACHSI Board member, 2006-2009; from 2018
- Past ACHS Assessor
- **General Practice Principal, Carindale Medical Clinic, Brisbane from 1979**
- Member, Medical Services Advisory Committee, Australian Government, 2014 - 2017

**The Australian Council on Healthcare Standards**

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