AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE



On the Radar

Issue 682 27 January 2025

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On the Radar Editor: Dr Niall Johnson

Books

Measurement for Improvement

Elements of Improving Quality and Safety in Healthcare

Toulany A, Shojania KG

Cambridge: Cambridge University Press; 2025.

DOI	http://dx.doi.org/10.1017/9781009326063
Notes	 This volume is the latest release in the Elements of Improving Quality and Safety in Healthcare series from The Healthcare Improvement Studies Institute (the THIS Institute) in Cambridge. This volume examines the role of measurement in healthcare improvement. This includes discussion of the key principles and core concepts, along with challenges. The authors open with the observation: Measurement is a key characteristic of any healthcare improvement effort. 'If you can't measure it, you can't improve it', is a widely quoted mantra, often attributed to engineer, statistician, and management pioneer Edwards Deming. It is true that Deming saw measurement as fundamental to improvement work. But what he actually said is rather different: 'It is wrong to suppose that if you can't measure it, you can't manage it – a costly myth'. Deming recognised that management can occur on the basis of what we might now call qualitative signals or 'soft intelligence'. In practice, most improvement interventions benefit from a mix of qualitative and quantitative measures – certainly during the development and refinement of an intervention and often in its eventual evaluation. In this Element, we outline the major principles that underpin measurement related to healthcare improvement'

Reports

Practical Guide for Building Climate-Resilient Health Systems Abruzzo G

Brussels: Health Care Without Harm; 2024. p. 50.

ussels, freutif Gale Williout fraini, 2021. p. 50.	
URL	https://europe.noharm.org/resources/practical-guide-building-climate-resilient-
UKL	<u>health-systems</u>
	This guide has been developed as part of a project aimed at developing resources to
	increase the climate resilience capacity of the European healthcare sector and related
	critical infrastructures. The Guide's purpose is to help organisations integrate climate
Notes	resilience into healthcare planning. It is aimed at those responsible for developing a
	Climate Resilience Plan for their health system or organisation. The Guide is designed
	to provide a path for health systems, guiding them from the initial stages of building
	climate resilience to the development of a comprehensive, implementable plan.

Journal articles

Vital Directions for Health and Health Care

Washington DC: National Academy of Medicine; 2025

	C: National Academy of Medicine, 2025
URL	https://nam.edu/initiatives/vital-directions-for-health-and-health-care/
Notes	 Since 2016 the US National Academy of Medicine has produced a series of papers on critical areas of US health care around each US presidential election. The papers have been written by the experts and intended to provide nonpartisan guidance to the incoming administration. This series has published as a series of articles in the journal <i>Health Affairs</i> Overview https://doi.org/10.1377/hlthaff.2024.01200 Revitalizing the biomedical research enterprise https://doi.org/10.1377/hlthaff.2024.01001 Modernizing public health https://doi.org/10.1377/hlthaff.2024.01010 Charting new directions for women's health https://doi.org/10.1377/hlthaff.2024.01004 Safely integrating artificial intelligence throughout the health care system https://doi.org/10.1377/hlthaff.2024.01003 Addressing the impact of climate change on health and equity https://doi.org/10.1377/hlthaff.2024.01008 Transforming the US health care system to one that performs at par with the systems of other industrialized nations https://doi.org/10.1377/hlthaff.2024.01007.
•	

High-risk medication errors: Insight from the UK National Reporting and learning system Alrowily A, Alfaraidy K, Almutairi S, Alamri A, Alrowily W, Abutaleb M, et al Exploratory Research in Clinical and Social Pharmacy. 2025;17:100531.

DOI	https://doi.org/10.1016/j.rcsop.2024.100531
Notes	Paper reporting on a study that used data from the UK's National Reporting and Learning System (NRLS) to examine errors involving high-risk medications. Based on 1500 incidents recorded in the NRLS during 2015 the study focused on 'three categories of high-risk drugs: opioids, insulin, and anticoagulants.' For these data and their analyses, the authors reported that 'the insulin category had both the highest risk and most errors compared with anticoagulants and opioids. These errors primarily result from issues related to administering, prescribing, and dispensing the drugs. Inadequate drug checks, communication difficulties among staff and patients, and high staff workloads are often linked to these errors.'

For information on the Commission's work on medication safety see <u>https://www.safetyandquality.gov.au/our-work/medication-safety</u>

Characteristics and trends of medical diagnostic errors in the United States Ao HS, Matthews T

Patient Safety. 2025;6(1):123603.

dent Surety. 2020;0(1):125005.	
DOI	https://doi.org/10.33940/001c.123603
Notes	This study analysed data on 226,781 paid malpractice claims data in the USA for the period 1999–2018 in order to examine the issue of diagnostic error. In this dataset, more than a quarter of cases involved diagnostic errors, of which a significant proportion resulted in death. The authors report that "The leading specific malpractice allegations were failure to diagnose, delay in diagnosis, wrong or misdiagnosis, and failure to order appropriate test.'

What are the unintended patient safety consequences of healthcare technologies? A qualitative study among patients, carers and healthcare providers

Abdelaziz S, Garfield S, Neves AL, Lloyd J, Norton J, van Dael J, et al	
PMI O_{2020} 2024:14(11):0000026	

BMJ Open. 2024;14(11):e089026.

DOI	https://doi.org/10.1136/bmjopen-2024-089026
Notes	Paper reporting on a study that used the experiences of patients, carers and healthcare providers in the UK to examine patient-safety-related unintended consequences of healthcare technologies. Based on 5 focus groups involving 40 participants, the study 'identified five main themes of unintended consequences with implications for patient safety: inequity of access, increased end-user burden, loss of the human element of healthcare, over-reliance on technology and unclear responsibilities.'

Experiences of Nurses Speaking Up in Healthcare Settings: A Qualitative Metasynthesis Lee E, De Gagne Jennie C, Randall Paige S, Tuttle B, Kwon H

Journal of Advanced Nursing. 2024.

DOI	https://doi.org/10.1111/jan.16592
Notes	The importance of a safety culture, incorporating psychological safety and encouraging people to speak up, has been identified for some time. However, achieving and maintaining such an environment can be challenging. This study reviewed 15 studies to 'review and synthesise qualitative research on nurses' experiences of speaking up'. Barriers to speaking up included hierarchical structures and poor work environment, while the factors supporting speaking up included interprofessional responsibility and a supportive atmosphere.

How Peer Support Helps Heal the Culture of Medicine from Within Quinn M A, Chaudhari A, Brazeau C, Lawrence E, Olson K NEJM Catalyst.6(1):CAT.23.0373.

Creating Systemwide Interdisciplinary Well-Being Committees to Reduce Physician Burnout Sukhija-Cohen A, C., Stults CD, Deng S, Gregg L, Le Sieur-Hosseini S, S., Kacher Cobb JM NEJM Catalyst.6(1):CAT.24.0251.

VA Writes: A Reflective Writing Workshop to Improve Well-Being in Health Care Employees Chen P W, Charness Michael E, Reisman A NEJM Catalyst.6(1):CAT.24.0300.

Jiii Oataiyst.0(1).0111.2 1.0500.	
	Quinn et al <u>https://doi.org/10.1056/CAT.23.0373</u>
DOI	Sukhija-Cohen et al https://doi.org/10.1056/CAT.24.0251
	Chen et al <u>https://doi.org/10.1056/CAT.24.0300</u>
	Somewhat related to an item in the last issue of On the Radar on mitigating burnout
	(https://doi.org/10.1136/leader-2023-000921) are these three pieces from NEJM
	Catalyst that relate to well-being and peer support.
Notes	Quinn et al review the significance and impact of peer support and various means it
INOLES	can be enacted while Sukhija-Cohen et al and Chen et al describe particular well-being
	initiatives that have been developed and implemented.
	Once again, while these pieces may focus on clinician well-being they apply to the
	non-clinical workforce also.

I	In a similar vein, a recent special issue of the International Journal of Public Health was
	focused on psychological safety in healthcare settings (https://www.ssph-
	journal.org/research-topics/22/psychological-safety-in-healthcare-settings).

The Joint Commission Journal on Quality and Patient Safety Volume 51, Issue 2, February 2025

	https://www.sciencedirect.com/journal/the-joint-commission-journal-on-quality-and-
URL	patient-safety/vol/51/issue/2
	A new issue of The Joint Commission Journal on Quality and Patient Safety has been
	published. Articles in this issue of The Joint Commission Journal on Quality and Patient
	Safety include:
	Editorial: We Count Our Successes in Lives (Brent C James)
	• Optimizing and Sustaining Clinical Outcomes in 88 US Hospitals Post-
	Pandemic: A Quality Improvement Initiative (Mohamad G Fakih, Florian
	Daragjati, Lisa K Sturm, Collin Miller, Betsy McKenzie, Kelly Randall,
	Frederick A Masoudi, Jamie Moxham, Subhangi Ghosh, Jyothi Karthik Raja,
	Allison Bollinger, Stacy Garrett-Ray, Maureen Chadwick, T Aloia, R Fogel)
	• Implementation of the Revised American Academy of Pediatrics Clinical
	Practice Guidelines for Hyperbilirubinemia Decreases Necessity for Serum
	Bilirubin and Phototherapy (Matthew R Michienzi, Dakota K Tomasini,
	Carleigh C Fisher, Adharsh P Ponnapakkam)
	• The Impact of a Cohort Structure on Grantee Experiences Developing
	Clinical Quality Measures for Diagnostic Excellence (Abigail T Evans, Meridith Eastman, Mujahed Khan, Jeffrey J Geppert, Lydia Stewart-Artz)
Notes	
INOICS	Effect of Interprofessional Crisis Simulation Training in a Non-Operating Room Anesthesia Setting on Team Coordination : A Mixed Methods Study
	(Hedwig Schroeck, Bridget Hatton, Pablo Martinez-Camblor, Michaela A
	Whitty, Louise Wen, Andreas H Taenzer)
	• Prevention of Central Line–Associated Bloodstream Infections by
	Leadership Focus on Process Measures (Kathleen McMullen, Fran Hixson, M
	Peters, K Nelson, W Sistrunk, J Reames, C Standlee, D Tannehill, K Starke)
	• Examining Patient Safety Events Using the Behaviour Change Wheel: A
	Cross-Sectional Analysis (Mari Somerville, Christine Cassidy, Shannon
	MacPhee, Douglas Sinclair, Jane Palmer, Daniel Keefe, Shauna Best, J Curran)
	Simulation-Debriefing Enhanced Needs Assessment to Address Quality
	Markers in Health Care: An Innovation for Prospective Hazard Analysis
	(Lisa T Barker, William F Bond, Ann M Willemsen-Dunlap, K L Cooley, J S
	McGarvey, R L Ruger, A Kohlrus, M J Kremer, M Sergel, J A Vozenilek)
	How Do We Know When We Have Done Enough? Ensuring Sufficient
	Patient Notification Efforts After a Large-Scale Adverse Event (David
	Alfandre, Mary Beth Foglia, Mark Holodniy, A Rani Elwy)

Emergency Medicine Australasia Volume 37, Issue 1, February 2025

URL	sue 1, February 2025 https://onlinelibrary.wiley.com/toc/17426723/2025/37/1
	A new issue of <i>Emergency Medicine Australasia</i> has been published. Articles in this issue
	of <i>Emergency Medicine Australasia</i> include:
	• Zero risk doesn't exist; using test thresholds to balance harms and benefits (Michael Lousick, Gerben Keijzers, Richard AF Pellatt)
	• Children exposed to family and domestic violence perpetrated against their mother are at an increased risk of emergency department attendance in childhood (Carol Orr, Scott Sims, Colleen M Fisher, Melissa O'Donnell, Rebecca A Glauert, David B Preen)
	• Experience, knowledge, practices and attitudes of emergency department medical staff regarding teledermatology (Sophie Walter, Angela L Chiew, Linda K Martin)
	• Review article: Scoping review of interventions that reduce mechanical restraint in the emergency department (Joseph Lee, Daiv J Lown, Patrick J Owen, Judith Hope)
	• Prehospital use of spinal precautions by emergency medical services in children and adolescents (Natalie Phillips, Nitaa Eapen, Catherine L Wilson, Ziad Nehme, Franz E Babl)
	• Prisoners in the emergency department : Lessons from a recent inquest (Anne-Maree Kelly)
	• Risk-benefit analysis of a multi-site radiographer comment model for emergency departments (Ingrid Klobasa, Gary Denham, Derek J Roebuck, Jenny Sim, Marilyn Baird, D Petrie, J Best, J Abood, A Tonks, C Tu, C Jones)
Notes	• Review article: Electronic screening and brief intervention for alcohol-related trauma : A systematic review and meta-analysis (Matthew Woliansky, Kai Lee,
	Santosh Tadakamadla)
	• What proportion of women presenting to the emergency department with early pregnancy bleeding receive appropriate care? (Baylie Trostian, Andrea McCloughen, Kate Curtis)
	• Effect of case identification changes on pre-hospital intubation performance indicators in an Australian helicopter emergency medical service (Alan A Garner, Andrew Scognamiglio, Sviatlana Kamarova)
	• Utility of computed tomography brain scans in intubated patients with overdose (Michael Lousick, Serena Edwards, Gerben Keijzers, R A F Pellatt)
	• Prevalence of clinical deterioration in the pre-hospital setting (Emma Bourke-Matas, Tan Doan, Kelly-Ann Bowles, Emma Bosley)
	• A cluster of multi-drug intoxications involving xylazine, benzimidazole opioids (nitazenes) and novel benzodiazepines in South Australia (Emma Partridge, Peter Stockham, M Kenneally, A Luong, C Kostakis, S Alfred)
	• Effectiveness of a Disability Liaison Officer service in a metropolitan emergency department (Elizabeth O'Shannessy, Carly Talarico, Douglas McCaskie, Ali Lakhani, C Koolstra, J Standen, K Roberts, D V Smit, B Mitra)
	• Sources and content of advice sought by parents/guardians prior to
	emergency department attendance (Scott McNeil, Nikita Goyal, Mandy Parr, John Cheek, Gary Freed, Alastair Meyer, Adam West, Simon Craig)
	• SAFE: Safety of procedural sedation and analgesia administration in the fast-track area of the emergency department (Ned Freeman, Ammara Doolabh, Ellie Maas, Braden Cupitt, Aaron Shap, C Bertenshaw, G Mitchell)

•	The use and impact of pathology tests in emergency department patients with mental health-related complaints : A cross sectional study (Daniel Brouillard, Geoffrey Melville, Mary K Lam, Jessie Woods, J Martoo, G Wilkie,
	H Makoni, A Rahman, E Odigboh, T Carrigan, S Binks, N Fielding, K Curtis)
•	Ambulance offload performance, patient characteristics and disposition for patients offloaded to different areas of the emergency department (James L Mallows, Mark D Salter, Mitchell Chapman)
•	Supporting clinicians post exposure to potentially traumatic events:
	Emergency department peer support program evaluation (Belinda Carne, Jeremy Furyk)
•	Impact of the Astra Zeneca COVID-19 vaccine on an emergency department (Jamie Deans, Brian Burns, W Portas, C Hannah, J Buchanan, Y Motashar)
•	The diagnostic utility of prehospital hyperglycaemia in major trauma
	patients : An observational study (Jordi Shahab, Michael Noonan, Shelley Cox, Ziad Nehme, Matthew Shepherd, Ben Meadley, Alexander Olaussen)
•	Care during conflicts : Emergency support systems in Oceania (Derrick Tin, Lenard Cheng, George Braitberg, Ilikini Naitini, G A de Jesus, G Ciottone)
•	We can do better: Recommendations for mental health crisis care from people with lived experience (Helena Roennfeldt, Helen Glover, Calista Castles, Cath Roper, Nicole Hill, Louise Byrne, Bridget E Hamilton)
•	Effects of a Virtual Trauma Clinic on admissions and length of stay for minor to moderate trauma (Amber Shuja, Fay Balian, Michael M Dinh,
	Radhika Seimon, Jameela Truman, Matthew Oliver)
•	Review article: Primer for clinical researchers on innovative trial designs for
	emergency medicine (Katherine J Lee, Melissa Middleton, Robert K Mahar)
•	Reducing mechanical restraint in emergency departments: International perspectives and Taiwan's experience (Chi-Hua Lan, Lien-Chung Wei)
•	De-implementing low-value care in emergency medicine : A framework for sustainable improvement (Fahad Yousif, Elyssia M Bourke)
•	What they did next: Using follow-up phone calls to investigate health care access patterns of patients who take their own leave (Isabelle Stewart, Sam Freeman, Georgina Phillips, J Maplesden, D Barnes, S Soderland, J Hutton)
•	Low-acuity emergency department presentation characteristics and their
	association with Medicare-subsidised general practitioner services across New South Wales: A data linkage study (Mahsa Kaikhosrovi, Kendall Bein, Philip Haywood, Radhika Seimon, Michael Dinh)
•	Skeletal radiograph interpretation discrepancies in the emergency department setting: A retrospective chart review (Jack Kinnersly, Furqan Ahmed, Chris Selman, Elyssia M Bourke)
•	Evaluation of older patients with minor blunt head trauma to identify those who do not have clinically important traumatic brain injury and can be safely managed without cranial computed tomography (Tanya Mellett,
	Courtney West, Theophilus I Emeto, J Dutson, A Khoo, V Gangathimmaiah)
•	Patient care on the ramp : Who is legally responsible? (Michael Eburn, Tina Cockburn, Anne-Maree Kelly)
•	Expert consensus on serratus anterior plane block education and
	credentialing: A modified-Delphi study (Christopher Partyka, Daniel Gaetani, Anthony Delaney, Kate Curtis)

• Establishing trust in emergency telehealth consultations (Jennie Hutton, Veal Michael, Suzanne M Miller, Belinda Baines, Marija Kirjanenko, Loren Sher, Joanna Lawrence, James Boyd, Adam Semciw, R Jessup, J Talevski)
• Gender equity in authorship of emergency medicine publications in Australasia (Laura R Joyce, Laura M Hamill, Alice Rogan, A Collins, S Beck)
• Evaluating accuracy of cervical spine computed tomography interpretation by emergency trainees with the use of a structured protocol (Geetika Malhotra, Dinesh Varma, Biswadev Mitra)
• Introduction of the Broset Violence Checklist in the emergency department: A retrospective cohort study (Biswadev Mitra, Kate Settle, Christine Koolstra, Carly Talarico, De Villiers Smit, Peter A Cameron)
• Learning from the lived experiences of medical women working and studying at the national hospital in Fiji : A mixed methods study (Manisha L Shankar, Shivani Shailin, Georgina Phillips)

BMJ Quality & Safety online first articles

URL	https://qualitysafety.bmj.com/content/early/recent
Notes	BMJ Quality & Safety has published a number of 'online first' articles, including:
	• A realist review of how, why, for whom and in which contexts quality
	improvement in healthcare impacts inequalities (Lucy Lara Johnson,
	Geoff Wong, Isla Kuhn, Graham P Martin, Anuj Kapilashrami, Laura
	Lennox, Georgia Bell Black, Matthew Hill, Ryan Swiers, Hashum Mahmood,
	Linda Jones, Jude Beng, John Ford)
	• Editorial: The beast and the burden: will pruning performance
	measurement improve quality? (Eric C Schneider)

International Journal for Quality in Health Care online first articles

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URL	https://academic.oup.com/intqhc/advance-articles	
Notes	International Journal for Quality in Health Care has published a number of 'online first'	
	articles, including:	
	• "What matters to you ?": A powerful question to unlocking partnership in	
	care (Anthony Staines et al)	
	• Case management in Emergency Care: Impact Evaluation of the CARED	
	Program (Colin Eng Choon Ong et al)	
	• Psychological safety, Job satisfaction, and the Intention to Leave among	
	German early-career physicians (Nicola Etti et al)	
	Transforming Emergency Care: Lessons from Innovations Beyond	
	Healthcare (Poonam Gupta et al)	
	Advancing Quality Management in the Medical Devices Industry:	
	Strategies for Effective ISO 13485 Implementation (Diego Augusto De Jesus	
	Pacheco et al)	

Online resources

Clinical Communiqué

https://www.thecommuniques.com/post/clinical-communiqu%C3%A9-volume-11-issue-3-december-2024

Volume 11, Issue 3, December 2024

This issue of *Clinical Communiqué* examines issues around illicit drug use at music festivals, particularly MDMA. In addition to the coronial findings from a number of cases there is an expert summary on the clinical features of MDMA toxicity, with management principles and key learnings, and a commentary about emerging trends of recreational drug use, particularly at music events, and the use of pill testing across Australian jurisdictions.

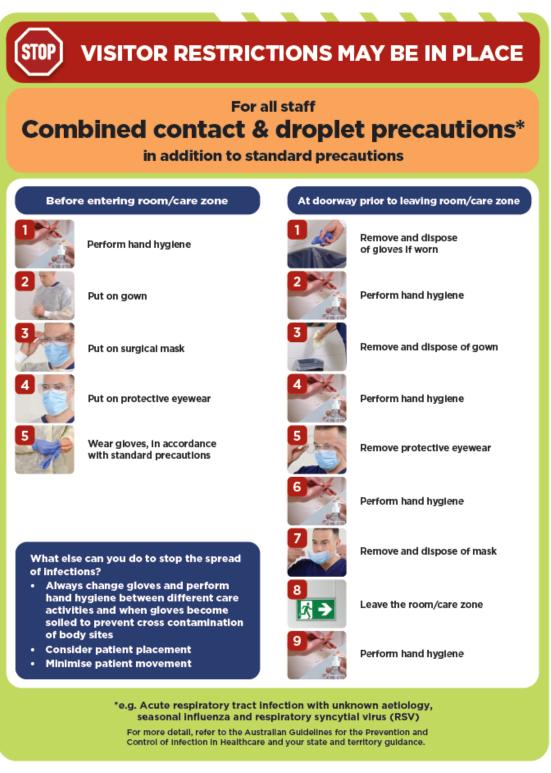
Australian Living Evidence Collaboration

https://livingevidence.org.au/

Infection prevention and control and COVID-19 resources

The Australian Commission on Safety and Quality in Health Care has developed a number of resources to assist healthcare organisations, facilities and clinicians. These resources include:

Poster – Combined contact and droplet precautions
 https://www.safetyandquality.gov.au/publications-and-resources/resource-library/infection-prevention-and-control-poster-combined-contact-and-droplet-precautions

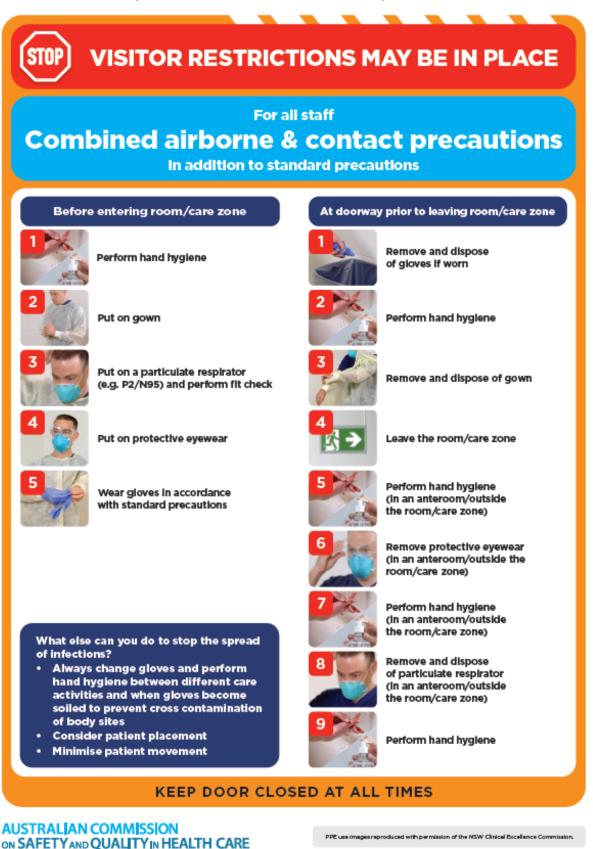


AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE

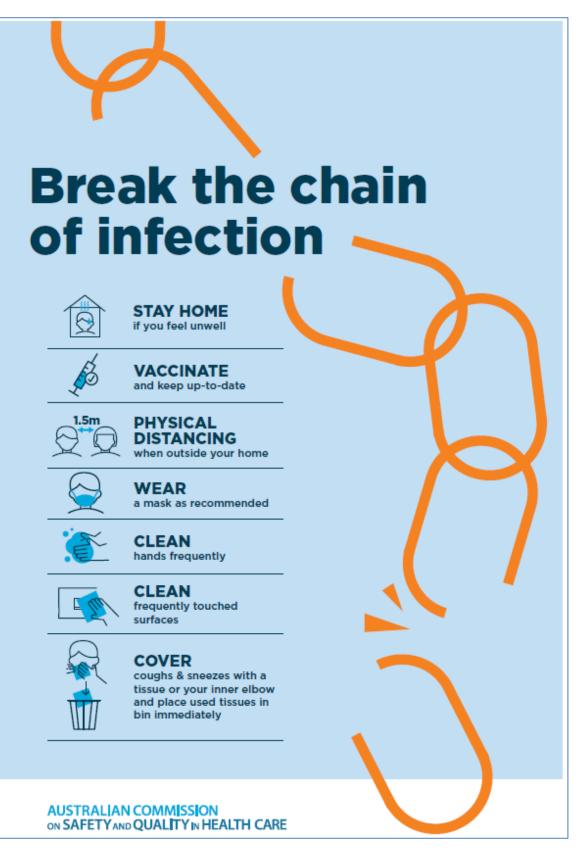
PPE use images reproduced with permission of the NSW Clinical Excellence Commission.

• Poster – Combined airborne and contact precautions

https://www.safetyandquality.gov.au/publications-and-resources/resource-library/infection-prevention-and-control-poster-combined-airborne-and-contact-precautions



- Environmental Cleaning and Infection Prevention and Control www.safetyandquality.gov.au/environmental-cleaning
- *Break the chain of infection* poster <u>https://www.safetyandquality.gov.au/publications-and-resources/resource-library/break-chain-infection-poster</u>



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