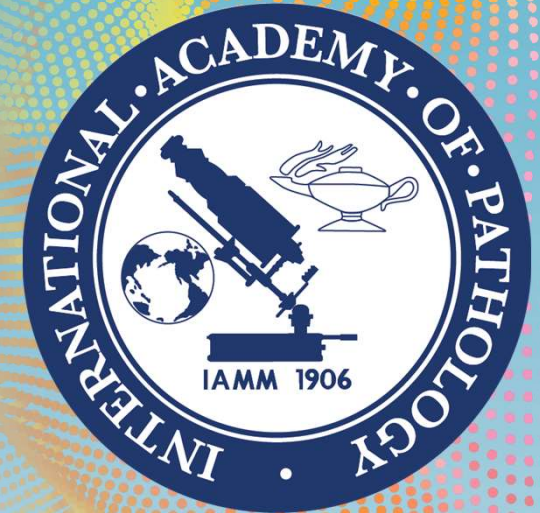


WHY

Health Management Matters to Anatomical Pathology

Dr Angela Wong MBBS (Hons), MHLM, FRCPA, FIAC

NSW Health Pathology – Royal North Shore Hospital
St Leonard's NSW 2065 Australia



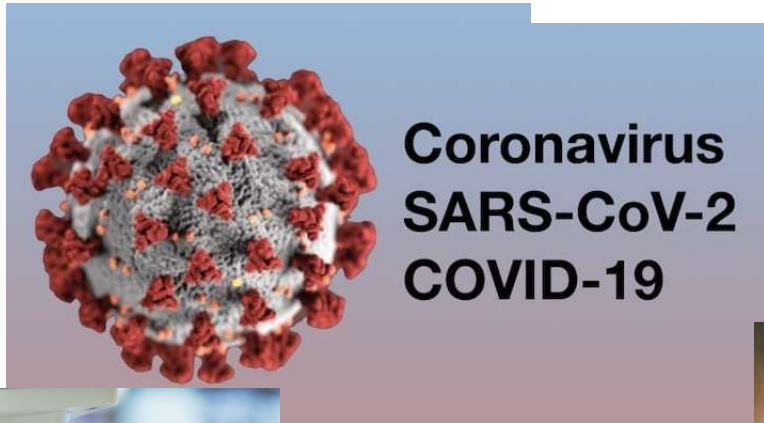
The 48th Annual Scientific Meeting *of the*

Australasian Division of the
International Academy of Pathology

Disclosure of Relevant Financial Relationships

No relevant financial relationships

How this came about



**Coronavirus
SARS-CoV-2
COVID-19**



Master of Health Leadership and Management UNSW

- Clinical governance and risk management
- Health leadership and change management
- Health economics
- Federal and state funding of health
- Research methods
- Medical and public health ethics
- Public health – most states referring to communicable diseases (except for SA)



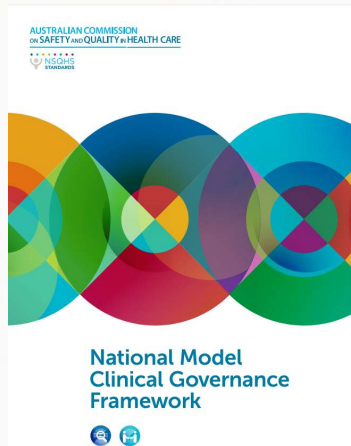
UNSW
SYDNEY

Clinical Governance

AUSTRALIAN COMMISSION
ON SAFETY AND QUALITY IN HEALTH CARE

Clinical governance

Clinical governance is the set of relationships and responsibilities established by a health service organisation between its state or territory department of health, governing body, executive, workforce, patients, consumers and other stakeholders to ensure good clinical outcomes.

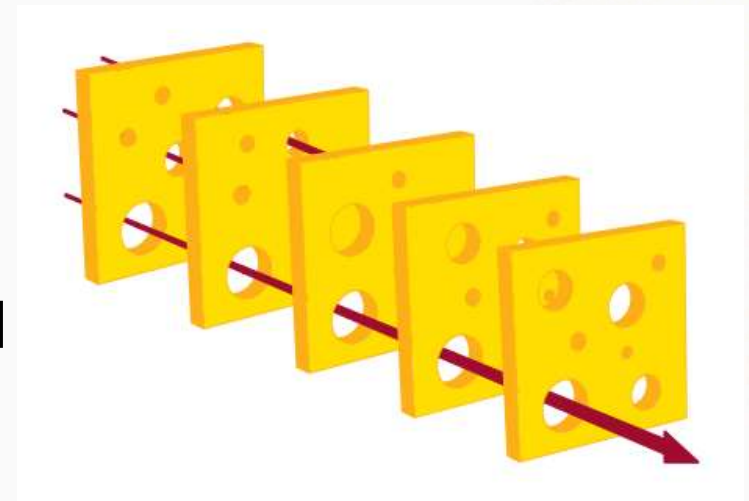


Australian Commission on Safety and Quality in Health Care. National Model Clinical Governance Framework. Sydney: ACSQHC; 2017.
<https://www.safetyandquality.gov.au/sites/default/files/migrated/National-Model-Clinical-Governance-Framework.pdf>



Risk Governance

- Identify risk – documentation of incidents (sentinel events)
- Causation statement
- Severity of risk
- Likelihood of risk
- Risk matrix rating: Severity x Likelihood
- Avoid / Eliminate vs Treat



Risk Governance

Step 3: using the Matrix below determine if the risk is Acceptable or Unacceptable.
(Frequency x Severity= Risk)

FREQUENCY	Almost certain	Acceptable Risk	Unacceptable Risk	Unacceptable Risk
	Likely	Acceptable Risk	Acceptable Risk	Unacceptable Risk
	Rare	Acceptable Risk	Acceptable Risk	Unacceptable Risk
	Occurrence/ Impact	Low	Moderate	High
		SEVERITY (how serious is the risk)		



Home / NATA Education / Risk Management for Medical Laboratories

Risk Management for Medical Laboratories

This course provides the knowledge and tools to develop an effective risk management framework for a medical laboratory and applies a dynamic, risk-based approach to patient safety and laboratory conformance.



<https://nata.com.au/training/risk-management-for-medical-laboratories/>

Health Leadership

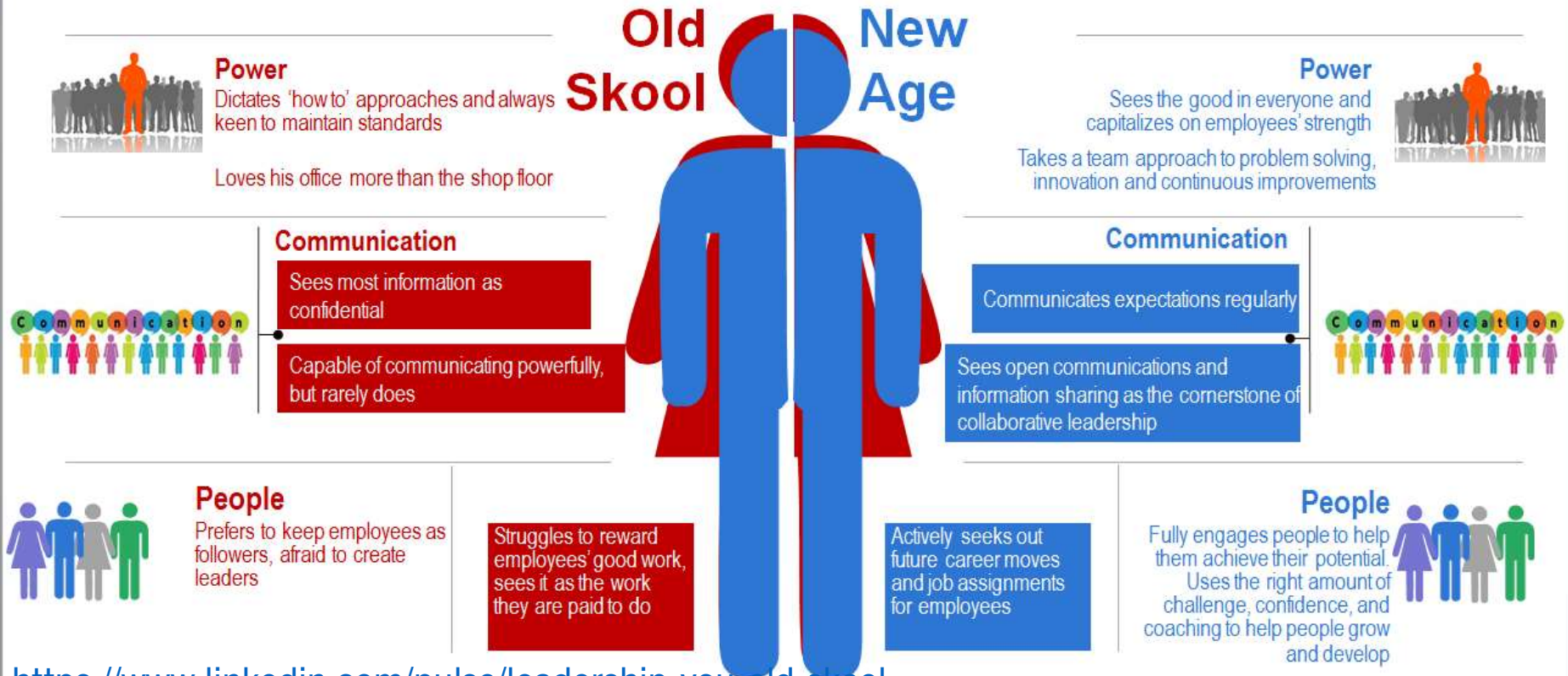
- **Characteristics of a good leader**
 - Emotional intelligence
 - Tolerance of ambiguity – not right or wrong - comfortable in the grey zone
 - View from the balcony



<https://www.linkedin.com/pulse/embracing-balcony-view-leadership-martin-blunden-qfsm-mifiree-lvpje>

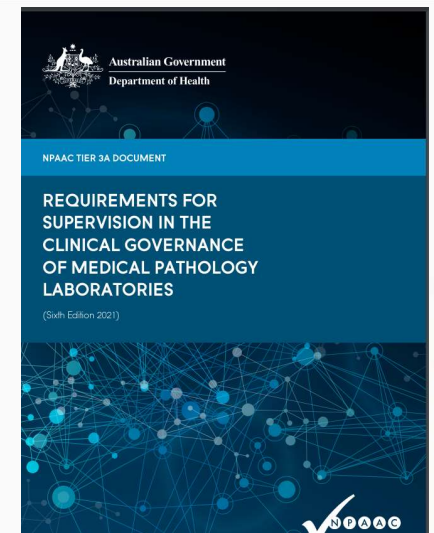
Leadership: New Age vs. Old Skool

Prepared by Catherine Adenle



<https://www.linkedin.com/pulse/leadership-you-old-skool-new-age-find-out-catherine-adenle>

Supervision of GX laboratory



Designated person



Anatomical
Pathology

Biochemistry

Haematology

Microbiology

Health Economics

- **Australian Health funding models**
 - National – Medicare
 - State – Hospitals, Local Health Districts
 - Health insurance
- **Organisation budget**
 - Fixed costs
 - Variable costs
 - Assess viability of a project – return on investment

Take home message 1

- **Pathology is a small sector and low in overall health priorities**
 - Keeping patients out of acute hospitals
 - Faster turnaround times in emergency
 - Management of chronic diseases – Ischaemic heart disease, diabetes, chronic lung disease
 - Closing the gap for First Nations people
- **Anatomical Pathology is a small sector of Pathology**
 - Microbiology
 - Blood tests

Take home message 2

- **Management is about economics**
- Allocation of limited resources to a limitless problem
- Balance between needs and wants

Economics in Anatomical Pathology

- **Working smarter +/- harder**
- Limited laboratory personnel
- Limited laboratory resources

Number of blocks

Number of slides

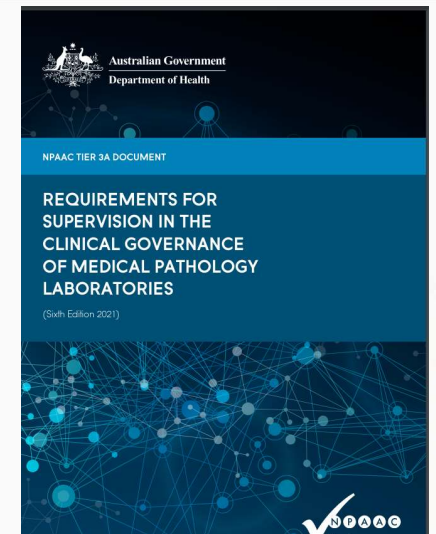
Number of IHCs

Length of report

Take home message 3

- What is the optimal clinical and risk governance model for Pathology?

Supervision of GX laboratory



Designated person



Anatomical
Pathology

Biochemistry

Haematology

Microbiology

How is Anatomical Pathology different?

Clinical laboratory disciplines

Analogous to a vaccination clinic

Medical Practitioner's role:

- Governance systems
- Risk assessment
- Staff management
- Quality assurance

Anatomical Pathology

Analogous to a GP or specialist practice

Medical Practitioner's role:

In addition -

- See every patient (specimen)
- Individualised reports for each patient
- Interact with clinical specialists
- Multidisciplinary meetings
- Can be called about the case many years afterwards

How is Anatomical Pathology different?

Clinical laboratory disciplines

Analogous to a vaccination clinic

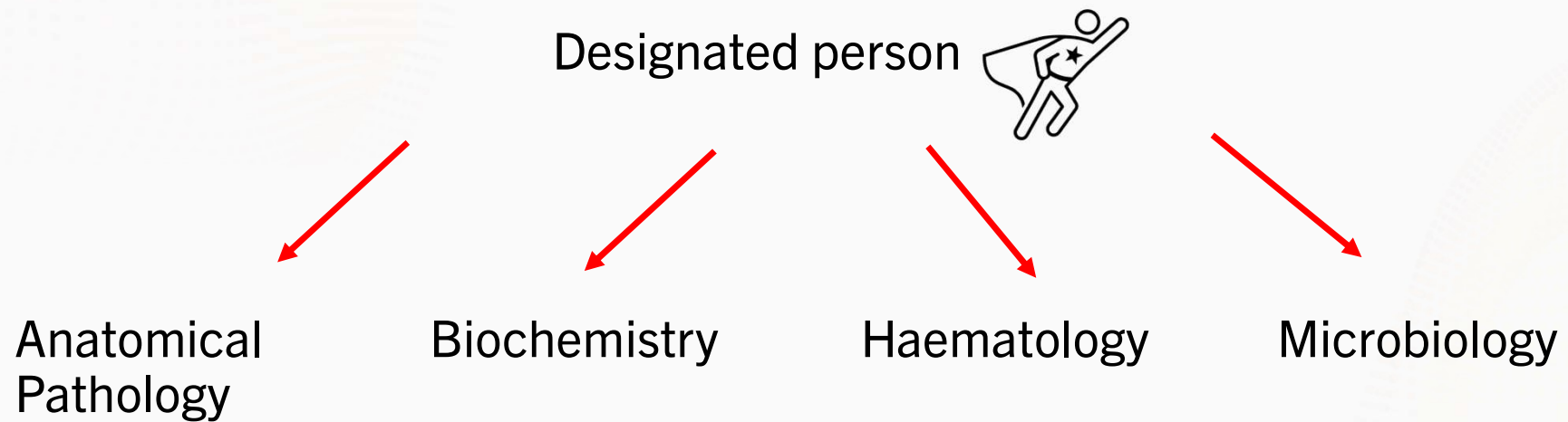
- One medical practitioner manages many staff
- Non-medical staff delivers service
- High economy of scale

Anatomical Pathology

Analogous to a GP or specialist practice

- Much higher medical practitioner to non-medical staff ratio
- Pathologist delivers service (front line staff member)
- Some economy of scale but is there an optimal size for efficiency?

Structure of a GX laboratory



Structure of a GX laboratory

Designated person –
Anatomical pathology



Anatomical
Pathology

Designated person –
clinical pathology



Biochemistry



Haematology

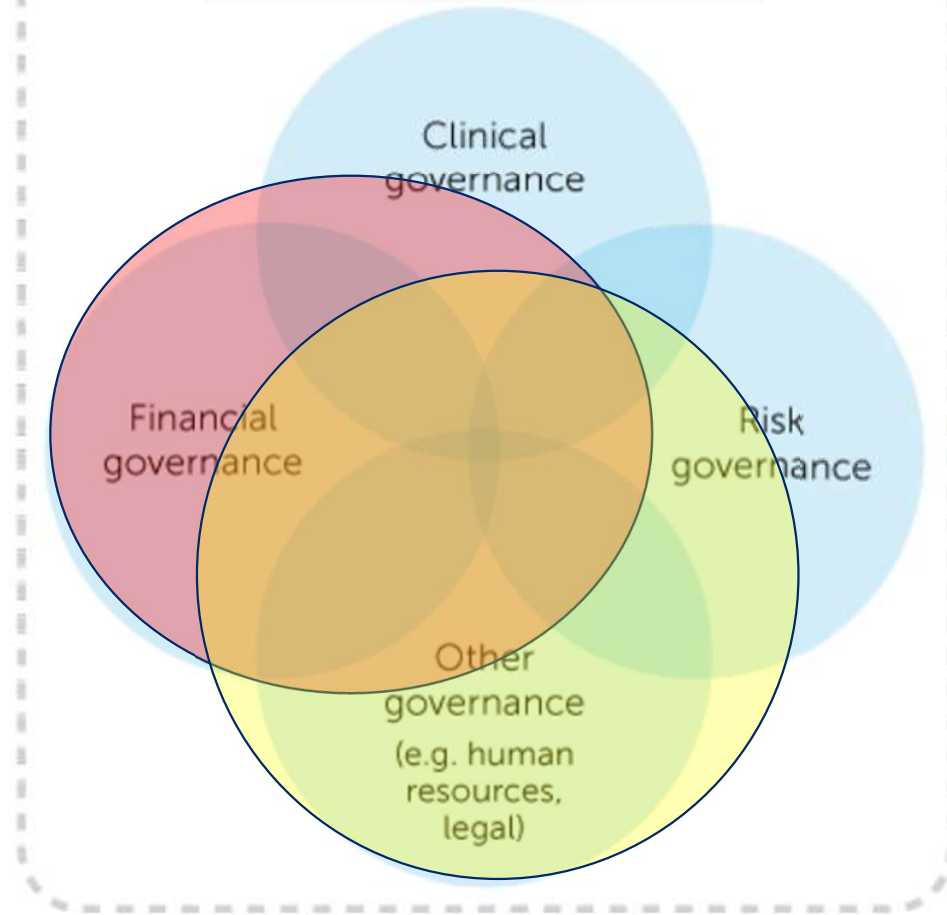


Microbiology

What can one do with a Health Leadership and Management degree?

- Management of own laboratory
- Corporate role or local health district
- RCPA
- Societies – e.g. IAP, Australian Society of Cytology

Corporate governance



Corporate governance



