

Governance and Management

Introduction

QUDI 08-09 will focus on achieving improvements to diagnostic imaging services through the provision of accurate, up-to-date information on the appropriateness and safety of diagnostic imaging to referrers, providers and consumers of diagnostic imaging services.

This will be achieved through the implementation and evaluation of a number of well designed, evidence-based projects in a very tight time frame. Consequently, close management of the projects will be required to support and administer a significant program of work in less than 12 months. The projects undertaken by QUDI 08-09 have been identified by the Australian Health Minister and scoped and approved by the QUDI 08-09 Management Committee (QMC). Systems developed through QUDI I have been modified to ensure that the projects can be completed in the timeframe.

This approach requires the identification and recruitment of individuals with a demonstrated track record to deliver high quality components of projects on time and within budget. These individuals also require leadership and change management skills and experience to ensure that projects are completed and accepted by the key stakeholders. They need to be involved in the development of the project brief, the management of the project and the final reporting process. Direct project management needs to be carried out by QUDI staff to ensure project outcomes are delivered on time.

Governance structure

The governance structure of QUDI 08-09 is outlined below. This structure has been developed with recommendations from the QUDI 08-09 Management Committee meeting on 23/07/2008.

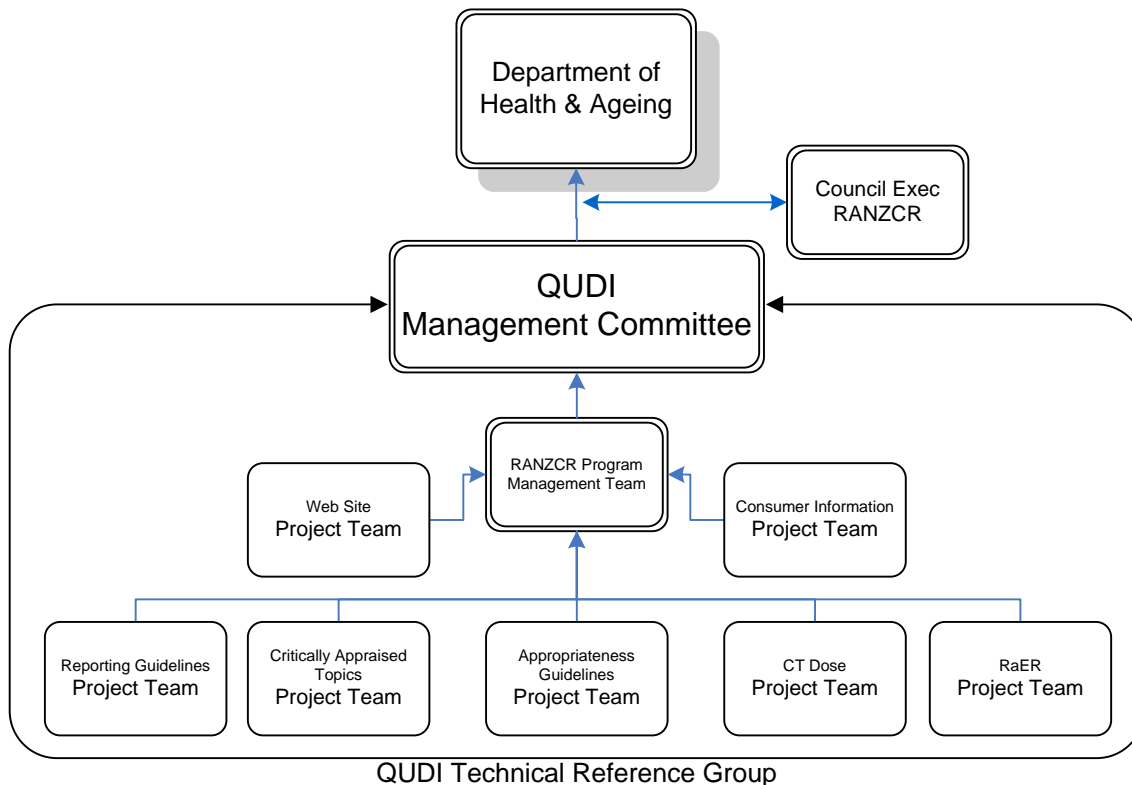


Figure 1: QUDI 08-09 Governance Structure showing reporting lines

RANZCR Council Executive

The RANZCR Council Executive is charged with oversight of the contract between the RANZCR and DoHA.

Terms of reference

The RANZCR Council Executive shall be responsible for:

- Ensuring that the management of the program is carried out in a transparent and accountable manner
- Ensuring that the management team have sufficient resources and support to carry out the necessary management tasks
- Endorsement of project outcomes where appropriate
- Appointment of Project Leaders and other staff
- Signatory on consultant contracts

QUDI 08-09 Management Committee

The QUDI Management Committee (QMC) members represent the broad engagement of stakeholder groups that is essential for the ongoing success, integrity and credibility of the Program. The work of the QMC will inform, and be informed by, government policy, outputs of the QUDI Program and consideration of proposed initiatives to underpin the future delivery of appropriate imaging.

Terms of reference

The QMC will:

- Support the planning, development and review of the 2008-09 Work Plan
- Determine which projects to include in the 12 month Work Plan – their scope and resource allocations
- Monitor and review progress of the program against the approved Work Plan
- Provide support to projects through mentoring, clinical and other expert advice to the individual project's consultants/teams as appropriate
- Liaise with and engage members of their nominating organisation, and actively communicate information about the Program to these organisations through available channels (e.g. annual scientific meetings, conferences, journals, newsletters)
- Approve project summary and policy implication documents from project leaders/program management team for publication
- Select the QMC Executive

The term of office for members of the QMC will expire on 30 June 2009.

Membership

The QMC shall be representative of all groups that have an interest in diagnostic imaging:

- | | |
|------------------------------------|--|
| ▪ RANZCR nominee | Prof Mark Khangure (co-chair) |
| ▪ DoHA nominee | Ms Mary Warner (co-chair) |
| ▪ ADIA nominee | Dr Michael Carr |
| ▪ ACSQHC – nominee | Prof Chris Baggoley / Mr Bill Lawrence |
| ▪ Surgeon – RACS nominee | Mr Bernie Bourke |
| ▪ Primary care – RACGP nominee | A/Prof Ron Tomlins |
| ▪ Radiation Oncologists – (RANZCR) | Dr Liz Kenny |
| ▪ Physician – RACP nominee | Prof Chris Levi |

- | | |
|---|---------------------|
| ▪ Consumer - CHF nominee | Ms Ann Revell |
| ▪ Allied health – AHPA nominee | TBA |
| ▪ Rural provider – (RANZCR) | Dr Nick Pang |
| ▪ Academic Radiologist – (RANZCR) | Prof Andrew Little |
| ▪ Public sector provider – (RANZCR) | Dr Catherine Mandel |
| ▪ Private sector provider - Independent | TBA |
| ▪ **AIR nominee | Mr Chris Pilkington |
| ▪ *ASUM nominee | Dr Michael Carr |

Supported by:

RANZCR CEO	Mr Don Swinbourne (Alt: RANZCR nominee)
QUDI 08-09 Program Manager	Ms Jane Grimm
Senior Project Officer	Mr Nick Bradshaw (administration)

*Australian Commission on Safety & Quality in Health Care

**Australian Society of Ultrasound in Medicine

***Australian Institute of Radiography

QMC Executive

The Executive shall include no more than 6 members of the Management Committee and be representative of the major stakeholder groups (e.g. RANZCR, DoHA, ADIA, referrers, consumers). It will be responsible for:

- Communicating strategic, operational and clinical advice and recommendations from stakeholders to the DoHA and the RANZCR
- Driving the Management Committee agenda and the QUDI 08-09 work program to reflect the strategic priorities agreed by the DoHA
- Provide timely approval of work plan items if required
- Forming the Program Management Team (see below)

Membership:

- | | |
|--------------------------------|--------------------|
| • RANZCR nominee | Prof Mark Khangure |
| • DoHA nominee | Ms Mary Warner |
| • ADIA nominee | Dr Michael Carr |
| • Surgeon – RACS nominee | Mr Bernie Bourke |
| • Primary care – RACGP nominee | A/Prof Ron Tomlins |
| • Consumer - CHF nominee | Ms Ann Revell |

Supported by:

QUDI 08-09 Program Manager, Ms Jane Grimm
RANZCR CEO, Mr Don Swinbourne (Alternate: RANZCR nominee)

Communication:

To ensure clarity of communication, copies of all significant correspondence from members of the QMC should be sent to the Program Manager.

Technical Reference Group

QUDI 08-09 will continue to depend on the voluntary expertise and participation of many radiologists and other clinicians, members of radiology practice teams and other stakeholders. Working parties with recognised subject matter expertise for specific projects will be drawn from the Technical Reference Group.

Terms of reference

To provide the QUDI Program with technical advice and assistance regarding:

- The design, development and resource requirements for projects approved by the QMC
- Core methodologies, data standards and evaluation requirements for all projects and project deliverables/reports
- Ongoing project monitoring with clinical and radiology practice advice to project teams
- Review of project reports and other deliverables
- Dissemination of QUDI 08-09 findings and outcomes at local, national and international meetings
- Participation in regular project development workshops

Membership

The Technical Reference Group will be broad and inclusive, and will facilitate meaningful engagement and participation in QUDI 08-09 activities. Practitioners with specific clinical expertise and industry experience and other individuals with recognised related experience will be invited to become a member of this valuable resource for the QUDI Program.

RANZCR Program Management Team

The RANZCR Program Management Team will provide the Program with a coherent, rapid decision-making mechanism for day-to-day operations.

Terms of reference

The RANZCR Program Management Team shall be responsible for:

- Provision of detailed operational reports to the QMC regarding the progress of QUDI 08-09 projects, milestones and budgets
- Overseeing daily project management activities to ensure that resources are being allocated to meet Program objectives
- Oversight and management of individual projects
- Develop, in association with Project Leaders, project summary and policy implication documents as project outcomes are reported

Membership

Membership shall consist of the Program Manager, Director, QUDI Projects and the QMC Executive.

Program Manager

Appointed by the RANZCR, the QUDI Program Manager (QPM) will be an independent role, reporting to the QMC, with responsibility for overseeing the day-to-day management of the Program in association with the Program Management Team and supported by a Senior Project Officer (SPO).

Confirmed Appointment: Ms Jane Grimm

Director, QUDI Projects

Appointed by the RANZCR, the Director, QUDI Projects will be an independent role and as part of the RANZCR Management team will report to the QMC.

The QUDI 08-09 is a one year program with clearly defined outcomes to be achieved by the end of the 12 month contract period. Consequently it has been recognised that a critical success factor will be the individuals recruited to carry out the project work.

A common feature of all the projects identified by the Minister for QUDI 08-09 and approved by the QMC is the high level of radiological input required at all stages of the projects. The projects are content rich and will require an enormous level of engagement and support of all members of the radiology imaging teams as well as the cooperation and participation of other health professionals and key stakeholder organisations.

A knowledgeable radiologist with extensive experience in the design, implementation and evaluation of project work focussing on quality and safety and evidence-based medicine will be required. Furthermore, this individual will draw on leadership skills to provide support and mentorship to all the project leaders recruited to the program. Well connected at a senior level in the health sector, this individual will also be required to facilitate implementation of projects where system changes will require support at the organisation management level. The highly developed communication skills of the Director, QUDI Projects will ensure that the results of QUDI 08-09 projects are brought to the attention of the Radiology Community and the wider health sector.

Confirmed Appointment: A/Prof Stacy Goergen

Project Teams

A Project Team for each project will be appointed to develop a work plan based on the project specifications approved by the Management Committee. Each Project Team will include a Project Leader, Project Advisers and other project consultants as determined by the scope and nature of the project plan. The team will be supported by the Senior Project Officer and the Senior Project Adviser.

Project Leaders (subject matter experts)

A suitably qualified Project Leader has been appointed to each major project. Individuals appointed to these positions have been selected by the QMC. The appointments have been based on both expertise and interest in the project and have not been limited to radiologists.

Funding for the Project Leader positions is calculated on one session (3.5 hours) per week (depending on the nature of the project) and has been included in the budget for each project.

The role is to actively mentor, provide expert advice and ensure that the project remains on track. Project Leaders will be expected to meet regularly with the Director, QUDI Projects and provide reports on their projects to the QMC. Project Leaders, in consultation with the Management Team, will also develop project summary and policy implication documents for approval by the QMC. An additional role for each Project Leader is to recruit at least one Project Advisor to assist in mentoring the project.

Appointments:

- Web site: Ms Jane Grimm
- Consumer Information: Ms Ann Revell
- Critically Appraised Topics: Dr Taryn Bessen
- Appropriateness Guidelines: A/Prof Ron Tomlins
- CT Dose: Mr Anthony Wallace
- Reporting Guidelines: Dr Michael Carr
- RaER: Dr Neil Jones & Dr Catherine Mandel

Project Advisers

The Project Adviser is a title given to someone recruited by the Project Leader to assist with each project. The position is a voluntary position designed to engage newcomers to the QUDI Program. The Project Advisor would then be invited to join the Technical Reference Group for future participation in the Program.

Senior Project Officer (SPO)

Appointed by the RANZCR, reporting to the Program Manager, and supported by a Project Officer or Admin Assistant (if required), the SPO will be responsible for developing and administering project management and reporting processes, providing secretariat support for QUDI 08-09 committees and maintenance of the QUDI website, eNews and other promotional material. This role will also include the drafting of final project reports and other summary documents.

Confirmed Appointment: Mr Nick Bradshaw

Infrastructure provided by RANZCR:

- Suitably equipped offices
- Access to meeting rooms as required
- Access to a book-keeper on regular basis
- Access to office support staff as required
- Telephone, postage, electricity & printing facilities
- Computer hardware, software and network support, newsletter & web-services