

Risk Management Considerations AAPM National Conference

Marianna Kelly, Senior Risk Advisor, Avant
Dr Walid Jammal, Senior Medical Advisor - Advocacy, Avant
**Matthew Rawle, Head of Product distribution and Sales
capability, Avant**
Alexandra Darcey, Solicitor
Felicity Hogan, Practice manager

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Session Overview

- > Panel discussion on the common risk concerns within practice managers environment
- > Appreciate the role of practice manager as risk manager
- > Become aware of the most common sources of risk in practice, particularly those involving practice staff
- > Understand the benefits of systems review and risk assessments in identifying and managing risk
- > Understand the role of policies and protocols in controlling risk

Model of Managing Risk

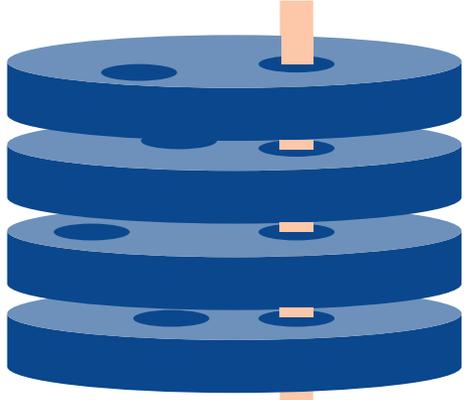


Hazards and Risks



Preventive defences

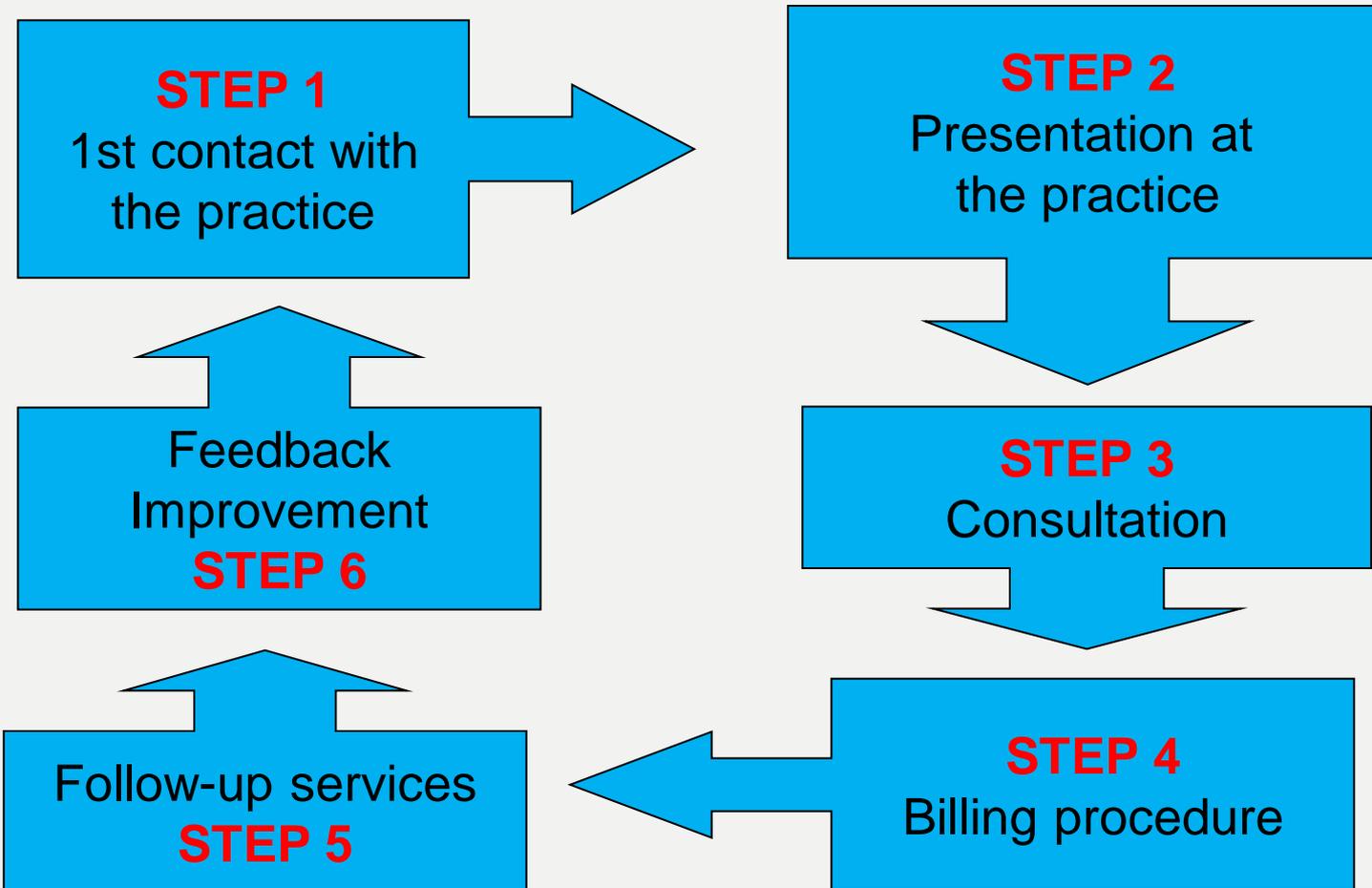
- Protocols
- Training
- Rostering
- Monitoring Equipment



Failure or penetration of defences



Application of Cycle of Service



Multifaceted role of the Practice manager

- > Operations Manager
- > Patient Liaison
- > Coordinator
- > Educator
- > Trainer
- > Project Manager
- > Business advisor
- > Policy writer
- > Confidant
- > Complaints Manager
- > Service Quality Manager
- > Risk Manager
- > Clinician
- > Counsellor
- > Staff manager
- > IR manager
- > Hirer and Firer
- > Accounts Manager
- > Insurance broker
- > IT Supervisor



Difference between Privacy and Confidentiality

The practice complies with Privacy legislation, including a written policy

- > Patient must consent to collection of information and be informed of:
 - purpose of collecting information
 - who will have access to the information
 - what the information will be used for
 - who the information will be passed on to
 - consequences of giving or refusing consent

Confidentiality and Privacy

- > The practice complies with Privacy legislation, including a written policy
- > Patient details cannot be overheard by patients in the waiting room
- > New patients
- > Updating information
- > Medical records, appointment book and computer screens are away from public view
- > All staff sign a confidentiality agreement
- > Messages for patients

Educating staff on privacy

- > Avant webinar on privacy
- > RiskIQ resources
- > Avant/AAPM website

Avant risk*iQ* | an Avant member benefit

Intelligence to help you identify and manage medico-legal risks

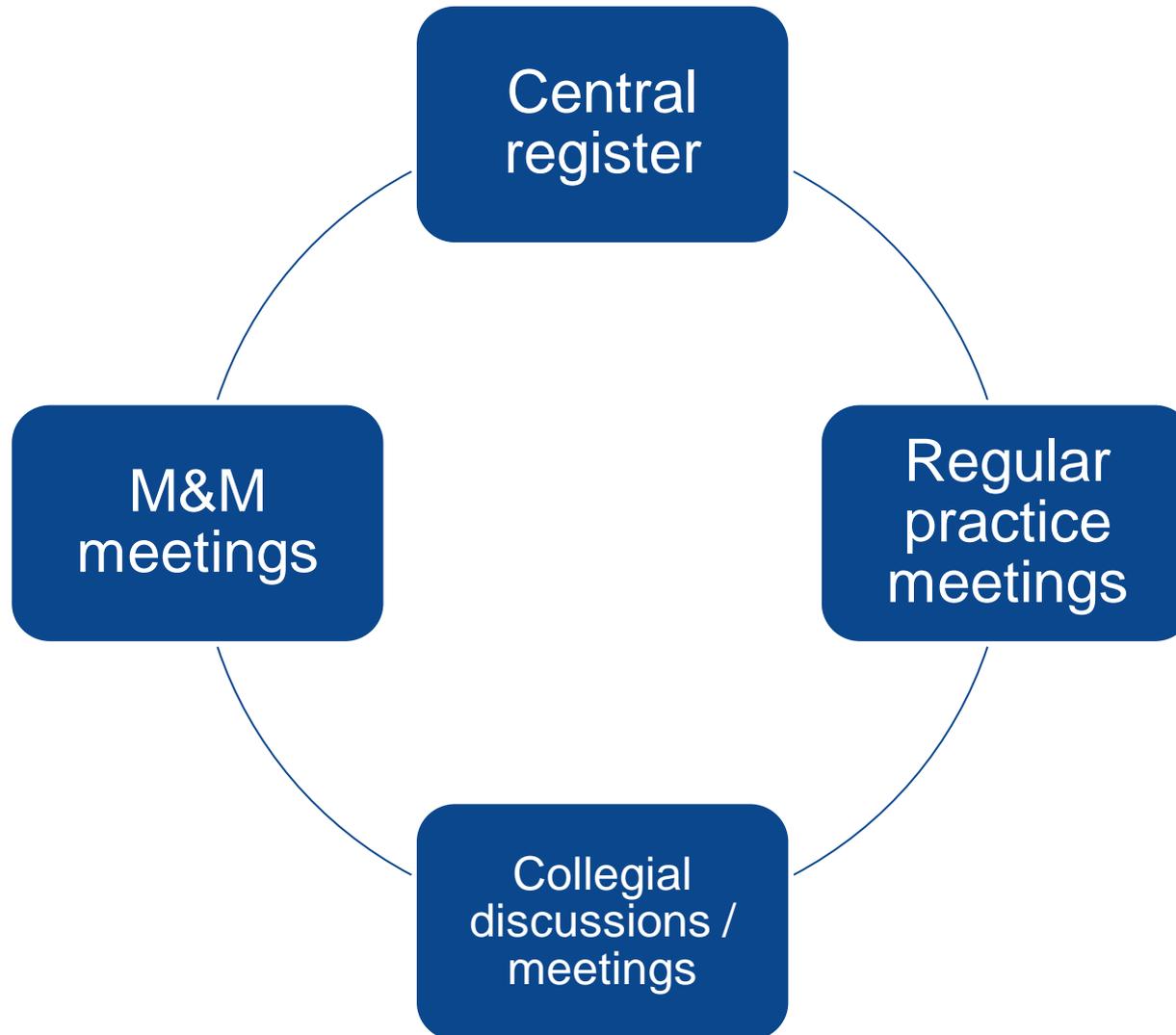
Avant Risk IQ empowers Australian medical professionals to practice with confidence. Our informative, accessible, online education resources help you identify, manage and reduce medico-legal risk across all specialties.

<http://www.avant.org.au/risk/iq/>



<http://www.avant.org.au/practicemanager/>

Quality improvement processes



Quality Improvement Register

Month issue presented	Issue identified	Contributing causes of incident issue	Impact	Existing controls	Actions to reduce chance of recurrence	Who is responsible for implementation	Time frame	Measure of outcome
May 2015	Gardasil (HPV vaccine) given to toddler instead of varicella (chicken pox) vaccine	2 cubicles in treatment room = 2 patients being treated. More than 1 injection being drawn up at a time	Wrong vaccine given to patient Potential side effects Unhappy worried parents Threat of litigation	Doctor checks patient & orders before nurse gives vaccine	When drawing up multiple injections tape ampoule to syringe 2 people to check against the doctors orders	Practice nurse	At once	No more incidents of wrong injections given staff feel supported by extra measures

Essential elements of a test tracking system:

- > Identify which patients and/or conditions require tracking
- > Record outgoing test results centrally, not just on the patient file
- > Process for receipt of test results and recording against the central register



Follow up....

- > Urgent appointments are made by the doctor or receptionist and the details are recorded in the patient's file
- > Do not assume that a patient requiring treatment has gone elsewhere
- > Do not leave it up to the patient to 'be responsible' for their own health care
- > Ensure contact details up to date and monitored regularly for accuracy
- > Maintain a central referral tracking process

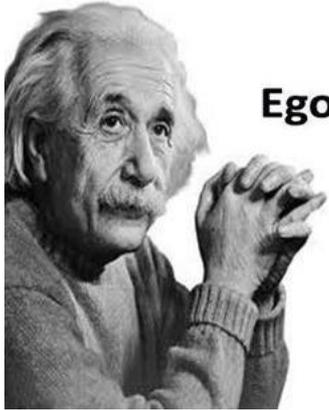
- > **Obtain and document consent to send an SMS message**
 - Patients should be informed that SMS text messages are used as a reminder service for appointments and recalls. This can be done in the Privacy Policy and / or practice website
 - The patient's consent to receive SMS text messages and the mobile number to use for the messages can be obtained:
 - in the patient registration form for new patients
 - when confirming an appointment for existing patients
 - through an online appointment or registration portal

BENEFITS OF A GOOD COMPLAINTS HANDLING PROCESS

- >  Stress
- >  Patient loyalty
- >  Staff morale / stickability
- > Avoid / reduce interaction with regulators
- > Better outcomes from adverse events



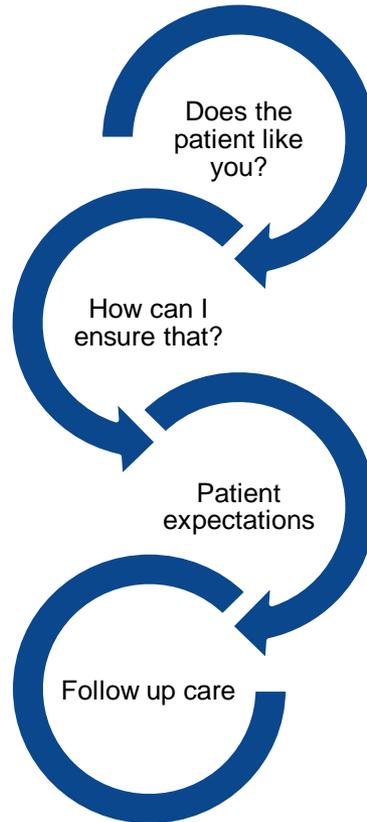
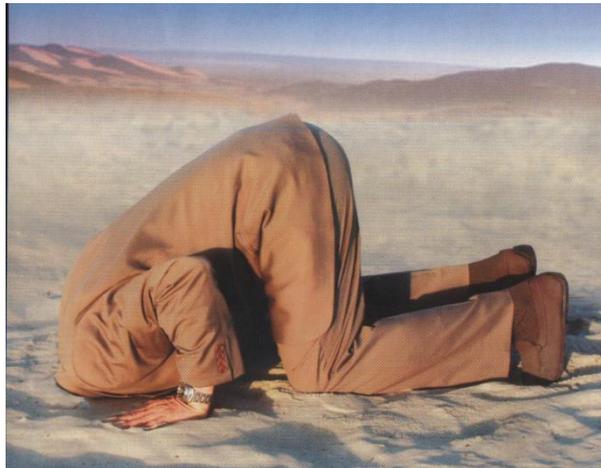
Determining factors



$$\text{Ego} = \frac{1}{\text{Knowledge}}$$

*"More the Knowledge
Lesser the Ego,
Lesser the Knowledge
More the Ego..."*

-Albert Einstein.



Good Medical Practice A Conduct of Conduct for Doctors in Australia
section 3.11 – When a complaint is made, good medical practice involves:

- > Acknowledging the patient's right to complain.
- > Providing information about the complaints system.
- > Working with the patient to resolve the issue, locally where possible.
- > Providing a prompt, open and constructive response, including an explanation and, if appropriate, an apology.
- > Ensuring the complaint does not adversely affect the patient's care. In some cases, it may be advisable to refer the patient to another doctor.
- > Complying with relevant complaints law, policies and procedures.

Risk Assessment checklist

Complaints

- There is a written policy for dealing with complaints
- Timely response to complaints
- Willingness to resolve grievances and complaints
- Staff have designated roles and appropriate training in dealing with complaints
- The practice encourages feedback from patients
- The practice has a procedure for review of complaints
- Central register
- Avant is notified of complaints

Communication – it's what we *all* do!

> Internal communications

- Dr to staff and vice versa (meetings, electronic)
- Dr to Dr and continuity of care (handover, records)
- Protocols
- Training
- Quality improvement

> External communications

- Practice to public (Advertising)
- Practice to patients (brochures, phone/email)
- Appointments, triage
- Referral and test tracking
- Complaints handling

Policy and procedures manual
- the practice manager's best tool



Education program	Source
Avant Online module: On the record: medical records and documentation	http://cpd.avant.org.au/course/view.php?id=97
Medicare eLearning module: Medicare for new health professionals	http://www.medicareaust.com/accessiblelearning/M01/home.html
Medicare eLearning module: Introduction to Compliance within Medicare	http://www.medicareaust.com/Compliance/index.html
Medicare eLearning module: Chronic Disease Management for GPs	http://www.medicareaust.com/accessiblelearning/M04/home.html
Medicare eLearning module: Team care arrangements for GP's.	http://www.medicareaust.com/accessiblelearning/M04/T02/index.html
Medicare eLearning module: Allied Health Initiative for GPs, items 10950 to 10970.	http://www.medicareaust.com/accessiblelearning/M04/T03/index.html
Medicare eLearning module: Prescribing in Private Practice	http://www.medicareaust.com/accessiblelearning/P03/T01/index.html

Scope of practice

- > Support staff

- > Nursing staff



Staff orientation and training

- > Orientation program for new staff
- > Job descriptions reflect what staff are expected to do in the practice
- > Job descriptions are signed by staff and employer
- > Clear delineation of roles and level of authority
- > Training is provided on the requirements of each position
- > Triage

Triage and allocating appointments

1. Good triage results in:
 - An appointment system that works
 - Room for follow up and emergency patients
 - Limits wait times
 - Less non-urgent walk ins
 - Improved patient care
 - Enjoying your job

2. Involve patients in their care

3. Educate patients about practice policy and procedures

4. Triage protocols



- > Inducements
- > Testimonials
- > Unreasonable expectation of benefit

Medical Board of Australia Guidelines for advertising regulated health services

> Effective 17 March 2014

> 6.2.3:

A practitioner must take reasonable steps to have any testimonials removed when they become aware of them, even if they appear on a website that is not directly associated and/or under the direct control or administration of that health practitioner and/or their business or service. This includes unsolicited testimonials.

Avant exhibition stand

- > We would love to see you at the Avant exhibition stand
- > Come have a chat
- > Look at our resources

Important notices

General disclaimer

The information in this presentation is general information relating to legal and/or clinical issues within Australia (unless otherwise stated). It is not intended to be legal advice and should not be considered as a substitute for obtaining personal legal or other professional advice or proper clinical decision-making having regard to the particular circumstances of the situation.

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