



## Appendix 4

**This appendix was part of the submitted manuscript and has been peer reviewed. It is posted as supplied by the authors.**

Appendix to: Janamian T, Upham SJ, Crossland L, Jackson CL. Quality tools and resources to support organisational improvement integral to high-quality primary care: a systematic review of published and grey literature. *Med J Aust* 2016; 204 (7 Suppl): S22-S28. doi: 10.5694/mja16.00113.

## Appendix 4

### Best tools identified through black (numbers 1-20) and grey literature (numbers 21-53)

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
1	Advanced Care Planning (ACP) <sup>1-3</sup> (Australia , 2010) <a href="http://www.racgp.org.au/your-practice/business/tools/support/acp/">http://www.racgp.org.au/your-practice/business/tools/support/acp/</a>	Advance care planning (ACP) consists of discussions with a patient and/or the patient's representatives about the desired direction of the patient's care, particularly end-of-life care, in the event that the patient becomes unable to articulate his or her own wishes. There are ACPs for different conditions (chronic illness, end of life).	Communication, Patient Centred Care
2	Assessment of Chronic Illness Care (ACIC) <sup>4</sup> (USA, 2000) <a href="http://www.improvingchroniccare.org/index.php?p=Survey_Instruments&amp;s=165">http://www.improvingchroniccare.org/index.php?p=Survey_Instruments&amp;s=165</a>	Designed to help organisations evaluate the strengths and weaknesses of their delivery of care for chronic illness in 6 areas. Community linkages, self-management support, decision support, delivery system design, information systems, and organization of care. Two versions ACIC 3 and 3.5 both can be accessed at on website.	Culture of Performance, Leadership , Communication, Governance, Patient Centred Care
3	Behavioural Health Integration Capacity Assessment (BHICA) (USA , 2000) <a href="http://www.ihl.org/resources/Pages/Tools/BehavioralHealthIntegrationCapacityAssessmentTool.aspx">http://www.ihl.org/resources/Pages/Tools/BehavioralHealthIntegrationCapacityAssessmentTool.aspx</a>	A tool to assist behavioural health organisations in evaluating their ability to implement integrated care and evaluate their processes related to three approaches: Integrated care, coordinate care, co-locate care or build primary care capacity in house.	Culture of Performance, Governance Patient Centred Care
4	Patient Assessment of Chronic Illness Care (PACIC) <sup>5, 6</sup> (USA , 2004) <a href="http://www.improvingchroniccare.org/index.php?p=PACIC_Survey&amp;s=36">http://www.improvingchroniccare.org/index.php?p=PACIC_Survey&amp;s=36</a>	The Patient Assessment of Care for Chronic Conditions (PACIC) measures specific actions or qualities of care, congruent with the CCM, that patients report they have experienced in the delivery system.	Culture of Performance, Patient Centred Care
5	TeamSTEPS Primary Care Version <sup>7</sup> (USA 2014 ) <a href="http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/primarycare/">http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/primarycare/</a>	AHRQ - TeamSTEPS is a teamwork system designed for health care professionals that is: a powerful solution to improve patient safety within organisations, an evidence-based teamwork system to improve communication and teamwork skills among healthcare professionals. TeamSTEPS Primary Care Version	Culture of Performance Leadership, Communication, Change Management, Governance, Patient Centred Care
6	Care Process Self Evaluation (CPSET) <sup>8</sup> (Belgium &The Netherlands, 2006) <a href="https://perswww.kuleuven.be/~u0035350/download/s/cpsetvanhaechtde Wittesermus2006czvkuleuvenver.pdf">https://perswww.kuleuven.be/~u0035350/download/s/cpsetvanhaechtde Wittesermus2006czvkuleuvenver.pdf</a>	The CPSET is a valid and reliable 29-item instrument for assessing how the process of care is organized. The CPSET has five subscales: patient-focused organization, coordination of care, communication with patients and family, cooperation with primary care and monitoring/follow-up of the care process. The CPSET can be used in the audit and accreditation of care processes and will help managers and clinicians to understand better how care processes are organized.	Culture of Performance , Governance
7	Family Practice Management Practice self-test <sup>9</sup> (USA, 2001) <a href="http://www.aafp.org/fpm/2001/0200/p41.html">http://www.aafp.org/fpm/2001/0200/p41.html</a>	This test is designed to give you an easy way to evaluate the strengths and weaknesses of your practice. Assists in decisions as to where to concentrate your energy on making improvements and changes in the way your practice functions.	Culture of Performance, Governance
8	Five As '5As' model SNAP: a population guide to behavioural risk factors in general Practice (pages 27-34) <sup>10</sup> (Australia, 2004) <a href="http://www.racgp.org.au/your-practice/guidelines/snap/1-">http://www.racgp.org.au/your-practice/guidelines/snap/1-</a>	A guide is designed to assist general practitioners and practice staff to use a five step model (5As) for detection, assessment and management of different general practice conditions. The potential impact of primary health care in assessing and managing smoking, hazardous drinking, poor diet and physical inactivity has been demonstrated	Governance

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
	<a href="#">introduction/10-introduction/</a>	among patients who are at higher risk. Effective interventions based around the 5As approach include the assessment of risk and readiness to change, brief motivational interventions and referral of suitable patients for more intensive interventions.	
9	Framework for Performance Assessment In Primary Health Care (FPA_PHC) <sup>11</sup> (Australia , 2007) <a href="http://www.publish.csiro.au/?act=view_file&amp;file_id=PY07027.pdf">http://www.publish.csiro.au/?act=view_file&amp;file_id=PY07027.pdf</a>	The Framework for Performance Assessment in Primary Health Care (FPA_PHC) is grounded in evaluation theory and explicitly identifies the processes of primary health care articulated by the World Health Organization (WHO). It is based on Donabedian's (1998) now classic "structure", "process", "outcome" model for assessment of quality of care. The FPA_PHC specifies the development of objectives that are focused on patients/families/communities and has four indicator levels relating to stewardship, organisational structures and processes, processes of care and intermediate outcomes.	Culture of Performance, Patient Centred Care
10	Plan-do-study-act (PDSA) NHS <sup>12</sup> (UK, 2008) <a href="http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/plan_do_study_act.html">http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/plan_do_study_act.html</a>	You can use plan, do, study, act (PDSA) cycles to test an idea by temporarily trialling a change and assessing its impact.	Culture of Performance, Change Management
11	Primary Care Resources and Support (PCRS) for chronic disease self management <sup>13</sup> (USA, 2006) <a href="http://www.diabetesinitiative.org/support/documents/PCRSwithBackgroundandUserGuide.Rev12.08.FINAL.pdf">http://www.diabetesinitiative.org/support/documents/PCRSwithBackgroundandUserGuide.Rev12.08.FINAL.pdf</a>	This tool was developed for primary health care settings interested in improving self-management support systems and service delivery. It is to be used with multi-disciplinary teams that work together to manage patient's health care.	Governance, Patient Centred Care
12	General Practice Assessment Questionnaire (GPAQ) <sup>14</sup> (UK, 2013) <a href="http://www.gpaq.info/">http://www.gpaq.info/</a>	GPAQ-R is a well-established patient survey questionnaire, which can be used annually.	Culture of Performance
13	Interpersonal processes of care: IPC -29 <sup>15</sup> (USA, 2006) <a href="http://dgim.ucsf.edu/cadc/cores/measurement/ipcindex.html">http://dgim.ucsf.edu/cadc/cores/measurement/ipcindex.html</a>	The Interpersonal Processes of Care (IPC) Survey is a patient-reported, multidimensional 29 item instrument appropriate for patients from diverse racial/ethnic groups. The survey assesses several sub-domains of communication, patient-centered decision making, and interpersonal style.	Culture of Performance, Patient Centred Care
14	Manchester Patient Safety Framework – primary care evaluation (MaPSaF) 2 documents: framework and evaluation <sup>16</sup> (UK, 2006) <a href="http://www.nrls.npsa.nhs.uk/resources/?EntryId45=59796">http://www.nrls.npsa.nhs.uk/resources/?EntryId45=59796</a>	The Manchester Patient Safety Framework (MaPSaF) is a tool to help NHS organisations and healthcare teams assess their progress in developing a safety culture.	Culture of Performance, Governance
15	Practice Staff Questionnaire (PSQ) <sup>17</sup> (USA, 2004) <a href="http://www.fmdrl.org/index.cfm?event=c.getAttachment&amp;riid=3895">www.fmdrl.org/index.cfm?event=c.getAttachment&amp;riid=3895</a>	The PSQ survey has been designed and used to gather information about a practice's culture. There are sixty-two statements included in the assessment for staff to indicate their degree of agreement as it applies to their practice. The survey should be completed by all staff.	Culture of Performance, Governance

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
16	Shared Decision Making Questionnaire SDM-Q-9 & SDM-Q-Doc <sup>18</sup> (USA, 2004) Physician version: <a href="http://patient-als-partner.de/files/sdm-q-doc_2012.pdf">http://patient-als-partner.de/files/sdm-q-doc_2012.pdf</a> Patient version: <a href="http://patient-als-partner.de/files/sdm-q-9_2012.pdf">http://patient-als-partner.de/files/sdm-q-9_2012.pdf</a>	Questionnaire to be completed by patient. A 9 item version based on a revised existing instrument (Shared Decision making Questionnaire SDM –Q). Developed and tested in German primary care.	Patient Centred Care
17	NHS Education Scotland's PC-Safe Quest <sup>19</sup> (UK, Scotland , 2009) <a href="http://www.nes.scot.nhs.uk/media/6362/Safety%20climate%20questionnaire%20MASTERCOPY.pdf">http://www.nes.scot.nhs.uk/media/6362/Safety%20climate%20questionnaire%20MASTERCOPY.pdf</a>	30 item questionnaire to measure perceptions of safety climate in primary care. Intended for use by all members of the primary care team. Questions cover workload, communication, leadership, teamwork, safety systems and learning.	Culture of Performance
18	Organisational Capability Questionnaire (OCQ) <sup>20</sup> (Australia, 2000) <a href="http://www.avetra.org.au/abstracts_and_papers_2000/shase_full.pdf">http://www.avetra.org.au/abstracts_and_papers_2000/shase_full.pdf</a>	The OCQ is intended as a self -report instrument for use by managers interested in evaluating their own and other employee's perception of a number of aspects of their organisation or work group. These perceptions are then used for making decisions about changing organisational climate through work or management practices.	Culture of Performance, Change Management
19	Patient-Aligned Care Teams (PACT) Toolkits <sup>21</sup> (USA, updated 2015) <a href="http://www.va.gov/HEALTH/services/primarycare/pact/resources.asp">http://www.va.gov/HEALTH/services/primarycare/pact/resources.asp</a>	Veteran Affairs US - PACT provides accessible, coordinated, comprehensive, patient-centered care, and is managed by primary care providers with the active involvement of other clinical and non-clinical staff. PACT allows patients to have a more active role in their health care.	Governance, Patient Centred Care
20	Safety Attitude Questionnaire (SAQ) Ambulatory version <sup>22</sup> (USA, 2004) <a href="http://www.utpatientsafety.org">http://www.utpatientsafety.org</a>	Questionnaire to measure healthcare attitudes about six patient safety-related domains, to compare themselves with other organizations, to prompt interventions to improve safety attitudes and to measure the effectiveness of these interventions.	Culture of Performance
21	A Systems Approach to the management of diabetes: A guide for general practice networks <sup>23</sup> (Australia, 2010) <a href="http://www.nmml.org.au/content/Document/diabetes_divisionsguide.pdf">http://www.nmml.org.au/content/Document/diabetes_divisionsguide.pdf</a>	RACGP publication focusing on improving practice systems to improve care of diabetic patients. Concepts can be applied to any chronic disease. Also listed on Medicare Local websites.	All elements covered
22	Advanced Access and Efficiency Workbook for Primary Care <sup>23, 24 25-27</sup> (Canada, 2003) <a href="http://www.hqontario.ca/portals/0/Documents/qi/qi-aae-interactive-workbook-en.pdf">http://www.hqontario.ca/portals/0/Documents/qi/qi-aae-interactive-workbook-en.pdf</a>	Outlines fundamental information required to understand the concept of AAE plus tools, measures and techniques used to assist implementation. Information is presented in a practical format and backed by the experience of clinicians and change management consultants. Developed by mchealth (Mc Master University).	Culture of Performance, Governance, Patient Centred Care
23	Helping Measure Person-Centred Care <sup>28</sup> (UK) <a href="http://www.health.org.uk/public/cms/75/76/313/469">http://www.health.org.uk/public/cms/75/76/313/469</a>	A review of evidence about commonly used approaches and tools used to help measure person-centred care. Includes links to spreadsheet of measurement tools.	Patient Centred Care
24	Improvement capability self-assessment tool <sup>29</sup> (USA) <a href="http://www.ihl.org/resources/Pages/Tools/IHIImprove">http://www.ihl.org/resources/Pages/Tools/IHIImprove</a>	Tool designed to assist organisations in assessing their capability in six key areas that support improvement: Leadership for improvement, Results, Resources, Workforce and Human Resources, Data Infrastructure and Management, Improvement Knowledge and Competence. Hospital focus but can be modified for PC use.	Culture of Performance
25	PDSA Individual GP Quality Improvement ( QI & CPD) RACGP <sup>30-32</sup> (Australia) New title: “ Putting Prevention into Practice” (green book,	The method involves a ‘trial and learning’ approach in which an idea, hypothesis or a suggested solution for improvement is made and then tested on a small scale before any changes are made to the whole system. It is a cyclical model, because the desired	Culture of Performance, Change Management

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
	2006) <a href="http://www.racgp.org.au/your-practice/guidelines/greenbook/">http://www.racgp.org.au/your-practice/guidelines/greenbook/</a>	improvement is not always achieved in one cycle and so the process is refined and the cycle repeated.	
26	Cambridge team-based care implementation guide and toolkit <sup>33</sup> (USA) <a href="http://www.integration.samhsa.gov/workforce/team-members/Cambridge_Health_Alliance_Team-Based_Care_Toolkit.pdf">http://www.integration.samhsa.gov/workforce/team-members/Cambridge_Health_Alliance_Team-Based_Care_Toolkit.pdf</a>	This model of care has also benefited greatly from learnings from other teams going through patient-centered medical home transformation in the Safety Net Medical Home Initiative, the Massachusetts Patient-Centered Medical Home Initiative and in the Robert Wood Johnson Pursuing Perfection program. Includes concept of team huddle.	Leadership, Communication, Governance
27	Canning Data Extraction Tool (Australia , 2013) <sup>34, 35</sup> <a href="http://canningtool.com.au/">http://canningtool.com.au/</a>	Developed for Collaboratives and used by 85 of 110 Divisions of General Practice. Now available free- extracts data directly from 7 different GP clinical applications.	Culture of Performance, IT
28	Case-Finding and Help <sup>36</sup> (New Zealand, 2009) <a href="http://www.annfamned.org/content/suppl/2009/05/">http://www.annfamned.org/content/suppl/2009/05/</a>	eCHAT (electronic case-finding and help assessment tool), designed to improve health and well-being through systematic screening and intervention for modifiable lifestyle and mental health issues in primary care populations and monitoring to inform continuous quality improvement.	IT, Patient Centred Care
29	Improving access, responding to patients: A how to guide for GP Practices (UK, 2009) <a href="http://www.practicemanagement.org.uk/uploads/access_guide/090702_improving_access_responding_to_patients_final.pdf">http://www.practicemanagement.org.uk/uploads/access_guide/090702_improving_access_responding_to_patients_final.pdf</a>	Practice managers have a crucial role to play in primary care. This guide will help them to share knowledge, involve patients and develop better services. The goal of improving patient care is the primary focus.	Communication, Change Management, Governance, Patient Centred Care
30	Improving your office testing process: A toolkit for rapid-cycle patient safety and quality improvement <sup>37</sup> (USA, 2013) <a href="http://www.ahrq.gov/professionals/quality-patient-safety/quality-resources/tools/office-testing-toolkit/index.html">http://www.ahrq.gov/professionals/quality-patient-safety/quality-resources/tools/office-testing-toolkit/index.html</a>	AHRQ in collaboration with researchers and physicians has produced this toolkit to make practices a safer place for patients by increasing the reliability of practice testing processes.	Culture of Performance, Change Management, Patient Centred Care, Governance
31	Clinical Audit Tool (PENCAT) Resources <sup>10, 38</sup> ( Australia, 2008) <a href="http://www.clinicalaudit.com.au/using-cat/installation-and-user-guides/">http://www.clinicalaudit.com.au/using-cat/installation-and-user-guides/</a>	Online clinical audit tool with links to Classic CAT- reporting tool for Medicare locals designed to target, measure and enhance effectiveness of programs through GP. Other links include Cleansing CAT and PAT CAT.	IT, Culture of Performance
32	Clinical engagement <sup>39</sup> (UK, 2008) <a href="http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/clinical_engagement.html">http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/clinical_engagement.html</a>	Designed to engage a clinician who is a natural innovator at the start of the project to help you plan and avoid pitfalls.	Leadership, Change Management
33	Clinical governance resources (organisational readiness checklist, consumer checklist) <sup>40</sup> (Australia, 2008) <a href="http://www.health.vic.gov.au/clinrisk/publications/clinical_gov_policy.htm">http://www.health.vic.gov.au/clinrisk/publications/clinical_gov_policy.htm</a>	Department of Health Victoria online guidebook and toolkit to assist with relevant roles and responsibility of key stakeholders against the clinical governance policy framework.	Governance

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
34	Patient Engagement Project <sup>41</sup> (Canada, 2012) <a href="http://www.cfhi-fcass.ca/OurImpact/ImpactStories/ImpactStory/2012/10/31/93366af2-5ef7-48df-9a7e-6c98d880e236.aspx">http://www.cfhi-fcass.ca/OurImpact/ImpactStories/ImpactStory/2012/10/31/93366af2-5ef7-48df-9a7e-6c98d880e236.aspx</a>	Links to three resources on innovative patient resource kit facilitates process of engaging patients. ( Canadian Foundation of Health Improvement)	Patient Centred Care
35	Patient Safety Culture Improvement Tool: Development and Guidelines for Use (PSCIT) <sup>42</sup> (Canada, 2008) <a href="http://www.longwoods.com/content/19604">http://www.longwoods.com/content/19604</a>	Tool used by Accreditation Canada See appendix 1 for actual tool.	Culture of Performance, Governance
36	Creativity tools an overview <sup>43</sup> (UK, 2008) <a href="http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/creativity_tools_-_an_overview.html">http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/creativity_tools_-_an_overview.html</a>	Creativity tools are tried and tested ways of coming up with new solutions and perspectives to an issue or problem. Includes Brainstorming, Six Thinking Hats, That's Impossible, Fresh eyes, Wish for the Seemingly Impossible, Simple Rules to Thinking Differently, Affinity Diagram.	Change Management
37	Diabetes prevention and management in general practice: Using the Pen Computer systems Clinical Audit Tool <sup>44, 45</sup> (Australia, 2010) <a href="http://www.diabetesvic.org.au/Professionals-type?tags=Left-Mega-Nav%2FGeneral%20practice%20program%2FClinical%20Audit%20tool">http://www.diabetesvic.org.au/Professionals-type?tags=Left-Mega-Nav%2FGeneral%20practice%20program%2FClinical%20Audit%20tool</a>	This resource gives ideas and suggestions on ways of approaching the systematic prevention and management of people with diabetes to allow practices to implement change and measure that change.	IT, Culture of Performance
38	European Practice Assessment EPA <sup>46, 47</sup> (Europe, 2001-04) <a href="http://www.equip.ch/files/31/epa_information_paper_english_vs11.pdf">http://www.equip.ch/files/31/epa_information_paper_english_vs11.pdf</a>	Easy to use and scientifically developed quality management for general practice. Validated survey instrument for patients to complete evaluating general practice care in the European setting.	Culture of Performance
39	Performance management (UK, 2008) <sup>48</sup> <a href="http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/performance_management.html">http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/performance_management.html</a>	This tool gives an overview of performance management and the tools that you can use in conjunction with it. - Links to: Balanced scorecard, Delivering quality and value, Performance measures sheet , Four column matrix (NHS Institute for Innovation and Improvement).	Culture of Performance, Change Management
40	Person Centred Care Resource Centre: Shared Decision Making <sup>49 50</sup> (UK, updated 2015) <a href="http://personcentredcare.health.org.uk/person-centred-care/shared-decision-making">http://personcentredcare.health.org.uk/person-centred-care/shared-decision-making</a>	Extensive Suite of resources including video clips. (The Health Foundation)	Patient Centred Care
41	Event Analysis: the Seven Steps <sup>51</sup> (Denmark, 2011) <a href="http://arkiv.patientsikkerhed.dk/media/609926/dsp_laering_ssaet_uk_web.pdf">http://arkiv.patientsikkerhed.dk/media/609926/dsp_laering_ssaet_uk_web.pdf</a>	A more detailed “Event analysis methodology” is available at <a href="http://www.patientsikkerhed.dk">www.patientsikkerhed.dk</a> This work has been inspired by “Significant Event Audit Guidance for Primary Care.	Culture of Performance
42	Guidebook on Implementation of Quality Improvement in General Practice <sup>52</sup> (Europe, 2012) <a href="http://ingpinqi.eu/guidebook_EN/index.html">http://ingpinqi.eu/guidebook_EN/index.html</a>	Six European partners helped develop resource in GPInQI Project.	Change Management

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
43	Health Service Co Design <sup>53</sup> (New Zealand, 2010) <a href="http://www.healthcodesign.org.nz/index.html">http://www.healthcodesign.org.nz/index.html</a>	It provides a range of flexible tools for working effectively with patients in service improvement work. While the focus is on patients themselves, the tools can be equally applied to other groups such as frontline staff, family and carers.	Change Management
44	PREDICT in Primary Care <sup>54, 55</sup> (New Zealand, 2002) <a href="https://www.fmhs.auckland.ac.nz/en/soph/about/our-departments/epidemiology-and-biostatistics/research/view-study/research/predict-in-primary-care.html">https://www.fmhs.auckland.ac.nz/en/soph/about/our-departments/epidemiology-and-biostatistics/research/view-study/research/predict-in-primary-care.html</a>	PREDICT is a web-based clinical support tool used during patient consultations to assess cardiovascular risk. It is based on a series of templates that are filled in and submitted by healthcare providers (usually a general practitioner or practice nurse).	IT, Patient Centred Care
45	Team Effectiveness Tool <sup>56, 57</sup> (Canada, 2006) <a href="http://www.eicp.ca/en/toolkit/trust/teams.asp">http://www.eicp.ca/en/toolkit/trust/teams.asp</a>	Developed by Primary Health Services Saskatchewan Health. 35 item survey likert scale statements. Covers team purpose and vision, roles, communication, service delivery, team support, partnership.	Culture of Performance, Leadership, Communication
46	Team Climate Assessment Measure TCAM Programme <sup>58, 59</sup> (UK, 2006) <a href="http://www.nrls.npsa.nhs.uk/resources/?entryid45=59884&amp;p=14">http://www.nrls.npsa.nhs.uk/resources/?entryid45=59884&amp;p=14</a>	Toolkit includes 84 item questionnaire plus 5 related documents. The Team Climate Assessment Measure (TCAM) programme measures teamwork, particularly behaviours essential to the maintenance of patient safety and effective patient safety incident management in clinical settings. It also gives staff the opportunity to improve on their team working.	Culture of Performance, Leadership, Communication
47	RACGP Clinical guidelines <sup>60</sup> (Australia, updated 2015) <a href="http://www.racgp.org.au/your-practice/guidelines/">http://www.racgp.org.au/your-practice/guidelines/</a>	Clinical guidelines to assist GP's in their work.	Governance
48	Quality Improvement Hub <sup>61</sup> (UK, Scotland, updated 2015) <a href="http://www.qihub.scot.nhs.uk/education-and-learning/qi-e-learning.aspx">http://www.qihub.scot.nhs.uk/education-and-learning/qi-e-learning.aspx</a>	Suite of 16 e-learning modules to support quality improvement learning journey. Includes commonly used tools and examples. Designed for staff working across the NHS Scotland. Modules take 30 minutes to complete.	Culture of Performance, Leadership, Communication, Change Management
49	Improvement Leaders Guide. Involving patients and carers <sup>62, 63</sup> (UK, 2005) <a href="http://www.safetyandquality.health.wa.gov.au/docs/squire/1_4PC_Nov05.pdf">http://www.safetyandquality.health.wa.gov.au/docs/squire/1_4PC_Nov05.pdf</a>	NHS resource focusing on leadership and general improvement skills.	Culture of Performance, Leadership, Change Management
50	Lean <sup>64, 65</sup> (UK, 2008) <a href="http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/lean.html">http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/lean.html</a>	This is a useful approach to designing or redesigning services to ensure that the work we do does add value to patient care (NHS resource).	Change Management, Culture of Performance
51	Patient Surveys: Research and Resources <sup>66</sup> (New Zealand) <a href="http://www.hscr.co.nz/research-and-resources/">http://www.hscr.co.nz/research-and-resources/</a>	Links to resources, tools and articles Including "Handbook on improving your practice with patient Surveys" (site: Health Services Consumer Research).	Culture of Performance
52	Person-centred practice resources/Guide to implementation person-centred care in your health service <sup>67</sup> (Australia, updated 2015) <a href="https://www2.health.vic.gov.au/hospitals-and-health-services/patient-care/older-people/comm-topics/person-centred-practice/pcp-implementing">https://www2.health.vic.gov.au/hospitals-and-health-services/patient-care/older-people/comm-topics/person-centred-practice/pcp-implementing</a>	Patient satisfaction survey template. Links to other resources eg. Person Centred Practice- Part of a toolkit "Best care for older people everywhere".	Patient Centred Care, Governance, Culture of Performance

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
53	Protecting your practice information <sup>68</sup> (Australia) <a href="http://www.racgp.org.au/your-practice/e-health/protecting-information/">http://www.racgp.org.au/your-practice/e-health/protecting-information/</a>	Online links to protecting practice information including: computer and information security standards, using email in general practice, privacy, effective solutions for e-waste.	IT, Governance

## References

1. Silveira MJ, Kim SY, Langa KM. Advance directives and outcomes of surrogate decision making before death. *N Engl J Med* 2010;362(13):1211-8.
2. Detering KM, Hancock AD, Reade MC, Silvester W. The impact of advance care planning on end of life care in elderly patients: randomised controlled trial. *BMJ* 2010;340:c1345.
3. Rhee JJ, Zwar NA, Kemp LA. Uptake and implementation of Advance Care Planning in Australia: findings of key informant interviews. *Aust Health Rev* 2012;36(1):98-104.
4. Bonomi AE, Wagner EH, Glasgow RE, VonKorff M. Assessment of Chronic Illness Care (ACIC): A Practical Tool to Measure Quality Improvement. *Health Serv Res* 2002;37(3):791-820.
5. Harris MF, Jayasinghe UW, Taggart JR, et al. Multidisciplinary Team Care Arrangements in the management of patients with chronic disease in Australian general practice. *Med J Aust* 2011;194(5):236-9.
6. Clinical practice change: Evidence supporting the PACIC: Improving Chronic Illness Care; [http://www.improvingchroniccare.org/index.php?p=Supporting\\_Literature&s=126](http://www.improvingchroniccare.org/index.php?p=Supporting_Literature&s=126) (accessed January 2016).
7. King H, Battles J, Baker DP, et al. TeamSTEPPS: Team strategies and tools to enhance performance and patient safety. 2008 In: Advances in patient safety: New directions and alternate approaches. Rockville MD: Agency for Health Care Research and Quality. <http://www.ncbi.nlm.nih.gov/books/NBK43686/> (accessed January 2016).
8. Vanhaecht K, De Witte K, Depreitere R, et al. Development and validation of a care process self-evaluation tool. *Health Serv Manage Res* 2007;20(3):189-202.
9. White B. Results from the FPM practice self-test. *Fam Pract Manag* 2002;9(2):46, 9-50.
10. Harris MF, Lloyd J, Litt J, et al. Preventive evidence into practice (PEP) study: implementation of guidelines to prevent primary vascular disease in general practice protocol for a cluster randomised controlled trial. *Implement Sci* 2013;8:8.
11. Sibthorpe B, Gardner K. A conceptual framework for performance assessment in primary care. *Aust J Prim Health* 2007;13(2):96-103.
12. Gillam S, Siriwardena AN. Frameworks for improvement: clinical audit, the plan-do-study-act cycle and significant event audit. *Qual Prim Care* 2013;21(2):123-30.
13. Brownson C, Miller D, Crespo R, et al. Development and use of a quality improvement tool to assess self-management support in primary care. *Jt Comm J Qual Patient Saf* 2007;33(7):408-16.
14. Roland M, Roberts M, Rhenius V, Campbell J. GPAQ-R: development and psychometric properties of a version of the General Practice Assessment Questionnaire for use for revalidation by general practitioners in the UK. *BMC Fam Prac* 2013;14(1):1-7.
15. Stewart A, Napoles-Springer A, Gregorich S, Santoya J. Interpersonal processes of care: Patient reported measures for diverse groups. *Health Serv Res* 2007;42(3pt 1):1235-56.
16. Wallis K, Dovey S. Assessing patient safety culture in New Zealand primary care: a pilot study using a modified Manchester Patient Safety Framework in Dunedin general practices. *J Prim Health Care* 2011;3(1):35-40.
17. Hung DY, Rundall TG, Crabtree BF, Tallia AF, Cohen DJ, Halpin HA. Influence of primary care practice and provider attributes on preventive service delivery. *Am J Prev Med* 2006;30(5):413-22.



18. Kriston L, Scholl I, Holzel L, et al. The 9-item Shared Decision Making Questionnaire (SDM-Q-9). Development and psychometric properties in a primary care sample. *Patient Educ Couns* 2010;80(1):94-9.
19. de Wet C, Spence W, Mash R, et al. The development and psychometric evaluation of a safety climate measure for primary care. *Qual Saf Health Care* 2010;19(6):578-84.
20. Hase S. Measuring organisational capability: beyond competence. Proceedings of future research, research futures: Australian Vocational Education and Training Research Association (AVETRA) Conference; 23-24 March; Canberra, ACT. Crows Nest, NSW: AVETRA; 2000. [http://www.avetra.org.au/Conference\\_Archives/2000/abstracts.shtml](http://www.avetra.org.au/Conference_Archives/2000/abstracts.shtml) (accessed November 2015).
21. Yano EM, Bair MJ, Carrasquillo O, et al. Patient Aligned Care Teams (PACT): VA's journey to implement patient-centered medical homes. *J Gen Intern Med* 2014;29 Suppl 2:S547-9.
22. Sexton JB, Helmreich RL, Neilands TB, et al. The Safety Attitudes Questionnaire: psychometric properties, benchmarking data, and emerging research. *BMC Health Serv Res* 2006;6:44-.
23. Bergeson SC, Dean JD. A systems approach to patient-centered care. *JAMA* 2006;296(23):2848-51.
24. Knight AW, Padgett J, George B, Dato MR. Reduced waiting times for the GP: two examples of "advanced access" in Australia. *Med J Aust* 2005;183(2):101-3.
25. Murray M, Bodenheimer T, Rittenhouse D, Grumbach K. Improving timely access to primary care: Case studies of the advanced access model. *JAMA* 2003;289(8):1042-6.
26. Murray M, Berwick DM. Advanced access: Reducing waiting and delays in primary care. *JAMA* 2003;289(8):1035-40.
27. Pickin M, O'Cathain A, Sampson FC, Dixon S. Evaluation of Advanced Access in the National Primary Care Collaborative. *Br J Gen Pract* 2004;54(502):334-40.
28. Hudon C, Fortin M, Haggerty JL, et al. Measuring patients' perceptions of patient-centered care: A systematic review of tools for family medicine. *Ann Fam Med* 2011;9(2):155-64.
29. Institute for Health Care Improvement. IHI improvement capability self-assessment tool 2016. <http://www.ihc.org/resources/Pages/Tools/IHIImprovementCapabilitySelfAssessmentTool.aspx> (accessed January 2016).
30. Knight AW, Caesar C, Ford D, et al. Improving primary care in Australia through the Australian Primary Care Collaboratives Program: a quality improvement report. *BMJ Qual Saf* 2012;21(11):948-55.
31. Knight AW, Ford D, Audehm R, et al. The Australian Primary Care Collaboratives Program: improving diabetes care. *BMJ Qual Saf* 2012;21(11):956-63.
32. Ford DR, Knight AW. The Australian Primary Care Collaboratives: an Australian general practice success story. *Med J Aust* 2010;193(2):90-1.
33. Cambridge Health Alliance Team -Based Care Leadership Team. Cambridge health alliance model of team based care implementation guide and toolkit. [http://www.integration.samhsa.gov/workforce/team-members/Cambridge\\_Health\\_Alliance\\_Team-Based\\_Care\\_Toolkit.pdf](http://www.integration.samhsa.gov/workforce/team-members/Cambridge_Health_Alliance_Team-Based_Care_Toolkit.pdf) (accessed January 2016).
34. Liljeqvist GT, Staff M, Puech M, et al. Automated data extraction from general practice records in an Australian setting: Trends in influenza-like illness in sentinel general practices and emergency departments. *BMC Public Health* 2011;11(1):1-7.
35. Schattner P, Saunders M, Stanger L, et al. Clinical data extraction and feedback in general practice: a case study from Australian primary care. *Inform Prim Care* 2010;18(3):205-12.
36. Ministry of Health NZ. MyHealthScreen(eCHAT) risk screening tool, 2015. <http://www.health.govt.nz/our-work/health-workforce/new-roles-and-initiatives/established-initiatives/myhealthscreen-echat-risk-screening-tool> (accessed January 2016).
37. Singh R. Creating minimum harm practice (MiHaP): A concept for continuous quality improvement. *F1000Research* 2013;2:276.
38. Ghosh A, Charlton KE, Girdo L, et al. Addressing the deficiencies in the evidence-base for primary practice in regional Australia - sentinel practices data sourcing (SPDS) project: a pilot study. *BMC Fam Pract* 2013;14:109.
39. Kornacki M, Silversin J. Leading physicians through change: How to achieve and sustain results. Florida, US: ACPE; 2012.
40. Victorian clinical governance policy framework. Melbourne: Victorian Government Department of Human Services, 2008. [https://www2.health.vic.gov.au/getfile/?sc\\_itemid=%7BCE50B0A8-D13F-48AE-A427-307920E39C19%7D&title=Victorian%20clinical%20governance%20policy%20framework](https://www2.health.vic.gov.au/getfile/?sc_itemid=%7BCE50B0A8-D13F-48AE-A427-307920E39C19%7D&title=Victorian%20clinical%20governance%20policy%20framework) (accessed January 2016).

41. Gallivan J, Burns K, Bellows M, Eigensher C. The many faces of patient engagement. *J Particip Med* 2012 Jan 2016;
4. <http://www.jopm.org/evidence/research/2012/12/26/the-many-faces-of-patient-engagement/> (accessed January 2016).
42. Mark F, Natasha W. Patient Safety Culture Improvement Tool: Development and guidelines for use. *Healthc Q* 2008;11(Sp):10-5.
43. Plsek P. Creativity ,innovation, and quality. Milwaukee, Wis: AASQC Quality Press; 1997.
44. McDermott RA, McCulloch BG, et al. Diabetes in the Torres Strait Islands of Australia: better clinical systems but significant increase in weight and other risk conditions among adults, 1999-2005. *Med J Aust* 2007;186(10):505-8.
45. Panaretto KS, Gardner KL, Button S, et al. Prevention and management of chronic disease in Aboriginal and Islander Community Controlled Health Services in Queensland: a quality improvement study assessing change in selected clinical performance indicators over time in a cohort of services. *BMJ Open* 2013;3(4).
46. Szecsenyi J, Campbell S, Broge B, et al. Effectiveness of a quality-improvement program in improving management of primary care practices. *CMAJ* 2011;183(18):E1326-E1333.
47. Grol R, Dautzenberg M, Brinkmann H, editors. Quality management in primary care. Gutersloh: Verlag Bertelsmann Stiftung; 2004.
48. Thomson RG, Lally J. Performance management at the crossroads in the NHS: don't go into the red. *Qual Health Care* 2000;9(4):201-2.
49. Stiggelbout AM, Van der Weijden T, De Wit MP, et al. Shared decision making: really putting patients at the centre of healthcare. *BMJ* 2012;344.
50. Dixon-Woods M, McNicol S, Martin G. Ten challenges in improving quality in healthcare: lessons from the Health Foundation's programme evaluations and relevant literature. *BMJ Qual Saf* 2012;21(10):876-84.
51. Pringle M, Bradley CP, Carmichael CM, et al. Significant event auditing. A study of the feasibility and potential of case-based auditing in primary medical care. *Occas Pap R Coll Gen Pract* 1995(70):i-71.
52. Rochfort A, Kijowska V, Dubas K, editors. Guidebook on implementation of quality improvement in general practice, 2012. [http://ingpinqi.eu/guidebook\\_EN/index.html](http://ingpinqi.eu/guidebook_EN/index.html) (accessed January 2016).
53. Boyd H, McKernon S, Mullin B, Old A. Improving healthcare through the use of co-design. *N Z Med J* 2012;June29; 125(1357):76-87.
54. Bannink L, Wells S, Broad J, et al. Web-based assessment of cardiovascular disease risk in routine primary care practice in New Zealand: the first 18,000 patients (PREDICT CVD-1). *N Z Med J* 2006;119(1245):U2313.
55. Riddell T, Jackson RT, Wells S, et al. Assessing Maori/non-Maori differences in cardiovascular disease risk and risk management in routine primary care practice using web-based clinical decision support: (PREDICT CVD-2). *N Z Med J* 2007;120(1250):U2445.
56. Hutchison B, Levesque J-F, Strumpf E, Coyle N. Primary health care in Canada: Systems in motion. *Milbank Quarterly*. 2011;89(2):256-88.
57. Drew P, Jones B, Norton D. Team effectiveness in primary care networks in Alberta. *Healthc Q* 2010;13(3):33-8.
58. Anderson N, West MA. The team climate inventory: Development of the tci and its applications in teambuilding for innovativeness. *Eur J Work Organ Psy* 1996;5(1):53-66.
59. Proudfoot J, Jayasinghe UW, Holton C, et al. Team climate for innovation: what difference does it make in general practice? *Int J Qual Health Care* 2007;19(3):164-9.
60. Royal Australian College of General Practitioners. Endorsements: RACGP, 2016. <http://www.racgp.org.au/support/advocacy/repandendorsements/endorsements/#endorsements> (accessed January 2016).
61. NHS Scotland. QI e-Learning: NHS Scotland, 2016. <http://www.qihub.scot.nhs.uk/education-and-learning/qi-e-learning.aspx> (accessed January 2016).
62. Curry J, McGregor C, Tracy S. A communication tool to improve the patient journey modeling process. *Conf Proc IEEE Eng Med Biol Soc* 2006;1:4726-30.
63. Wilcock PM, Stewart Brown GC, et al. Using patient stories to inspire quality improvement within the NHS Modernization Agency collaborative programmes. *J Clin Nurs* 2003;12(3):422-30.
64. Grove AL, Meredith JO, Macintyre M, et al. Lean implementation in primary care health visiting services in National Health Service UK. *Qual Saf Health Care* 2010;19(5):1-5.
65. Hung D, Martinez M, Yakir M, Gray C. Implementing a Lean Management System in primary care: Facilitators and barriers from the front lines. *Qual Manag Health Care* 2015;24(3):103-8.

66. Health Services Consumer Research. Research and resources. <http://www.hscr.co.nz/contact-us/> (accessed January 2016).
67. Goodrich J, Cornwall J. Seeing the person in the patient. The point of care review paper. London: The Kings Fund, 2008. <https://www.kingsfund.org.uk/sites/files/kf/Seeing-the-person-in-the-patient-The-Point-of-Care-review-paper-Goodrich-Cornwell-Kings-Fund-December-2008.pdf> (accessed January 2016).
68. Royal Australian College of General Practitioners. Protecting your practice information East Melbourne: RACGP. <http://www.racgp.org.au/your-practice/ehealth/protecting-information/#> (accessed January 2016).