



Appendix 1

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

Appendix to: Upham SJ, Janamian T, Crossland L, Jackson CL. A Delphi study assessing the utility of quality improvement tools and resources in Australian primary care. *Med J Aust* 2016; 204 (7 Suppl): S29-S37. doi: 10.5694/mja16.00115.

Appendix 1 – 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) ¹⁻³ (Australia, 2010) http://www.racgp.org.au/your-practice/business/tools/support/acp/	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) ⁴ (USA, 2000) http://www.improvingchroniccare.org/index.php?p=Survey_Instruments&s=165	The ACIC is designed to help organisations evaluate the strengths and weaknesses of their delivery of care for chronic illness in six areas: community linkages; self-management support; decision support; delivery system design; information systems and organisation of care. Two versions (ACIC 3 and 3.5) can be accessed on website and it may be used in conjunction with PACIC.	Culture of Performance, Leadership , Communication, Governance, Patient Centred Care
3	Behavioural Health Integration Capacity Assessment (BHICA) (USA, 2000) http://www.ih.org/resources/Pages/Tools/BehavioralHealthIntegrationCapacityAssessmentTool.aspx	BHICA is 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; coordinated care; co-located care; or to build internal primary care capacity.	Culture of Performance, Governance Patient Centred Care
4	Patient Assessment of Chronic Illness Care (PACIC) ^{5, 6} (USA, 2004) http://www.improvingchroniccare.org/index.php?p=PACIC_Survey&s=36	The PACIC measures specific actions or qualities of care, congruent with the CCM, that patients report they have experienced in the delivery system. It can be used in conjunction with ACIC.	Culture of Performance, Patient Centred Care
5	TeamSTEPS Primary Care Version ⁷ (USA, 2014) http://www.ahrq.gov/professionals/education/curriculum-tools/teamstepps/primarycare/	AHRQ - TeamSTEPPS is a teamwork system designed for health care professionals that aims to improve patient safety within organisations and provide an evidence-based teamwork system to improve communication and teamwork skills among healthcare professionals.	Culture of Performance Leadership, Communication, Change Management, Governance, Patient Centred Care
6	Care Process Self Evaluation (CPSET) ⁸ (Belgium &The Netherlands, 2006) https://perswww.kuleuven.be/~u0035350/downloads/cpsetvanhaechtde Wittesermeus2006czvkuleuvenver.pdf	The CPSET is a valid and reliable 29-item instrument for assessing how the process of care is organised. It addresses five subscales: patient-focused organisation; 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 is designed to assist managers and clinicians to better understand how care processes are organised.	Culture of Performance , Governance
7	Family Practice Management Practice self-test ⁹ (USA, 2001) http://www.aafp.org/fpm/2001/0200/p41.html	This test is provides a simple way to evaluate the strengths and weaknesses of a practice. It assists in decisions as to areas in which to concentrate improvements and possible changes in the way a 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) ¹⁰ (Australia, 2004) http://www.racgp.org.au/your-practice/guidelines/snap/1-introduction/10-introduction/	This 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 care in assessing and managing smoking, hazardous drinking, poor diet and physical inactivity has been demonstrated 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	Governance

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
		and referral of suitable patients for more intensive interventions.	
9	Framework for Performance Assessment In Primary Health Care (FPA_PHC) ¹¹ (Australia, 2007) http://www.publish.csiro.au/?act=view_file&file_id=PY07027.pdf	The FPA_PHC identifies the processes of primary care articulated by the World Health Organisation (WHO) and is based on Donabedian's (1998) "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 ¹² (UK, 2008) http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/plan_do_study_act.html	This tool provides a framework for developing, testing and implementing changes leading to improvement It can be used 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 ¹³ (USA, 2006) http://www.diabetesinitiative.org/support/documents/PCRSwithBackgroundandUserGuide.Rev12.08.FINAL.pdf	The PCRS was developed for primary care practices interested in improving self-management support systems and service delivery. It is designed to be used with multi-disciplinary teams working together to manage patient's health care.	Governance, Patient Centred Care
12	General Practice Assessment Questionnaire (GPAQ) ¹⁴ (UK, 2013) http://www.gpaq.info/	GPAQ-R is a well-established patient survey questionnaire, which can be used annually.	Culture of Performance
13	Interpersonal processes of care: IPC -29 ¹⁵ (USA, 2006) http://dgim.ucsf.edu/cadc/cores/measurement/ipcindex.html	The IPC survey is a patient-reported, multidimensional 29 item instrument appropriate for patients from diverse racial/ethnic groups. The survey assesses 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 ¹⁶ (UK, 2006) http://www.nrls.npsa.nhs.uk/resources/?EntryId45=59796	The MaPSaF is a tool to help National Health Service organisations and healthcare teams assess their progress in developing a culture of patient safety.	Culture of Performance, Governance
15	Practice Staff Questionnaire (PSQ) ¹⁷ (USA, 2004) www.fmdrl.org/index.cfm?event=c.getAttachment&riid=3895	The PSQ survey has been designed and used to gather information about a practice's culture. There are 62 statements included in the assessment for staff to indicate their degree of agreement as it applies to their practice. The survey is designed to be completed by all practice staff.	Culture of Performance, Governance
16	Shared Decision Making Questionnaire SDM-Q-9 & SDM-Q-Doc ¹⁸ (USA, 2004) Physician version: http://patient-als-partner.de/files/sdm-q-doc_2012.pdf Patient version: http://patient-als-partner.de/files/sdm-q-9_2012.pdf	The SDM questionnaire is designed as a patient-completed survey with a complementary general practitioner version. A 9 item version based on a revised existing instrument (Shared Decision making Questionnaire SDM –Q). It centres on the development of shared decision making in practice and was developed and tested in German primary care.	Patient Centred Care

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
17	NHS Education Scotland's PC-Safe Quest ¹⁹ (UK, Scotland, 2009) http://www.nes.scot.nhs.uk/media/6362/Safety%20climate%20questionnaire%20MASTERCOPY.pdf	The PC-Safe Quest is 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) ²⁰ (Australia, 2000) http://www.avetra.org.au/abstracts_and_papers_2000/shase_full.pdf	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 ²¹ (USA, updated 2015) http://www.va.gov/HEALTH/services/primary_care/pact/resources.asp	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 is designed to allow patients to have a more active role in their health care.	Governance, Patient Centred Care
20	Safety Attitude Questionnaire (SAQ) Ambulatory version ²² (USA, 2004) http://www.utpatientsafety.org	The SAQ measures healthcare attitudes in practice in six patient safety-related domains, to allow comparison with other organisations. It is designed 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 ²³ (Australia, 2010) http://www.nmml.org.au/content/Document/diabetes_divisionsguide.pdf	This is a Royal Australian College of General Practitioners publication focusing on improving practice systems for the care of diabetic patients. The concepts can be applied to any chronic disease.	All elements covered
22	Advanced Access and Efficiency (AAE) Workbook for Primary Care ²³⁻²⁷ (Canada, 2003) http://www.hqontario.ca/portals/0/Documents/qi/qi-aae-interactive-workbook-en.pdf	The workbook 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 Machealth (McMaster University).	Culture of Performance, Governance, Patient Centred Care
23	Helping Measure Person-Centred Care ²⁸ (UK) http://www.health.org.uk/public/cms/75/76/313/469	This publication presents a review of evidence about commonly used approaches and tools used to help measure person-centred care. It includes links to spreadsheets of measurement tools.	Patient Centred Care
24	Improvement capability self-assessment tool ²⁹ (USA) http://www.ihl.org/resources/Pages/Tools/IHI_Improve	This tool is 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. It has a hospital-based focus but can be modified for use in primary care.	Culture of Performance
25	PDSA Individual GP Quality Improvement (QI & CPD) RACGP ³⁰⁻³² (Australia) New title: "Putting Prevention into Practice" (green book, 2006) http://www.racgp.org.au/your-practice/guidelines/greenbook/	The PDSA 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, allowing improvements to be achieved and refined in one or more cycles.	Culture of Performance, Change Management

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
26	Cambridge team-based care implementation guide and toolkit ³³ (USA) http://www.integration.samhsa.gov/workforce/team-members/Cambridge_Health_Alliance_Team-Based_Care_Toolkit.pdf	This model of care includes 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. It includes the concept of ‘team huddle’.	Leadership, Communication, Governance
27	Canning Data Extraction Tool (Australia, 2013) ³⁴ , ³⁵ http://canningtool.com.au/	Developed for Collaboratives and used by 85 of 110 Divisions of General Practice. This data extraction tool extracts data directly from 7 different GP clinical applications.	Culture of Performance, IT
28	Case-Finding and Help ³⁶ (New Zealand, 2009) http://www.annfamned.org/content/suppl/2009/05/	eCHAT (electronic case-finding and help assessment tool), is designed to improve primary care patients health and well-being through systematic screening and intervention for modifiable lifestyle and mental health issues. It allows 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) http://www.practicemanagement.org.uk/upload/s/access_guide/090702_improving_access_responding_to_patients_final.pdf	This is a guide for practice managers to assist in the sharing of professional knowledge, and the involvement of patients in order to develop better primary care services. The primary focus of the guide is on improving patient care.	Communication, Change Management, Governance, Patient Centred Care
30	Improving your office testing process: A toolkit for rapid-cycle patient safety and quality improvement ³⁷ (USA, 2013) http://www.ahrq.gov/professionals/quality-patient-safety/quality-resources/tools/office-testing-toolkit/index.html	This is a 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 ^{10, 38} (Australia, 2008) http://www.clinicalaudit.com.au/using-cat/installation-and-user-guides/	The PENCAT is a data extraction and analysis tool compatible with Best Practice and Medical Director software. It acts as an online clinical audit tool with links to Classic CAT; Cleansing CAT and PAT CAT. The tool enables efficient implementation of clinical interventions, comparison of MBS item number utilisation, identification of at risk populations.	IT, Culture of Performance
32	Clinical engagement ³⁹ (UK, 2008) http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/clinical_engagement.html	This suite is designed to engage clinicians at the start of the project to help plan and avoid pitfalls of instigating change.	Leadership, Change Management
33	Clinical governance resources (organisational readiness checklist, consumer checklist) ⁴⁰ (Australia, 2008) http://www.health.vic.gov.au/clinrisk/publications/clinical_gov_policy.htm	This is an online guidebook and toolkit to assist with relevant roles and responsibility of key stakeholders against the clinical governance policy framework.	Governance
34	Patient Engagement Project ⁴¹ (Canada, 2012) http://www.cfhi-fcass.ca/OurImpact/ImpactStories/ImpactStory/2012/10/31/93366af2-5ef7-48df-9a7e-6c98d880e236.aspx	This site links to three resources on innovative patient resources to facilitate the process of patient engagement.	Patient Centred Care

#	Tool/Resource, supporting evidence (Country, year developed), URL	Overview	PC-PIT Elements addressed
35	Patient Safety Culture Improvement Tool: Development and Guidelines for Use (PSCIT) ⁴² (Canada, 2008) http://www.longwoods.com/content/19604	The PSCIT was developed to assist healthcare organisations in identifying practical actions to improve their culture. The tool was used by Accreditation Canada See appendix 1 for actual tool.	Culture of Performance, Governance
36	Creativity tools an overview ⁴³ (UK, 2008) http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/creativity_tools_-_an_overview.html	Creativity tools are tried and tested ways of coming up with new solutions and perspectives to an issue or problem. These approaches include: Brainstorming, Six Thinking Hats, That's Impossible, Fresh Eyes, Wish for the Seemingly Impossible, Simple Rules to Thinking Differently and the Affinity Diagram.	Change Management
37	Diabetes prevention and management in general practice: Using the Pen Computer systems Clinical Audit Tool ^{44, 45} (Australia, 2010) http://www.diabetesvic.org.au/Professionals-type?tags=Left-Mega-Nav%2FGeneral%20practice%20program%2FClinical%20Audit%20tool	This resource gives ideas and suggestions on ways of approaching the systematic prevention and management of people with diabetes in order to allow practices to implement and measure change.	IT, Culture of Performance
38	European Practice Assessment EPA ^{46, 47} (Europe, 2001-04) http://www.equip.ch/files/31/epa_information_per_english_vs11.pdf	The EPA is an easy to use and scientifically developed quality management assessment for European general practice. It is a validated survey instrument designed for patients to evaluate general practice care.	Culture of Performance
39	Performance management (UK, 2008) ⁴⁸ http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/performance_management.html	This tool gives an overview of performance management and the tools that can be used in conjunction with it. It links to: Balanced Scorecard, Delivering Quality and Value, the Performance Measures Sheet and the Four Column Matrix (provided through the National Health Service, Institute for Innovation and Improvement).	Culture of Performance, Change Management
40	Person Centred Care Resource Centre: Shared Decision Making ^{49, 50} (UK, updated 2015) http://personcentredcare.health.org.uk/person-centred-care/shared-decision-making	This extensive suite of resources included video clips related to the understanding and implementation of shared decision making for chronic and complex care.	Patient Centred Care
41	Event Analysis: the Seven Steps ⁵¹ (Denmark, 2011) http://arkiv.patientsikkerhed.dk/media/609926/dsp_laeringssaet_uk_web.pdf	This work provides seven steps to key event analysis in primary care. It has been inspired by 'Significant Event Audit Guidance for Primary Care'. A more detailed 'Event analysis methodology' is also available at www.patientsikkerhed.dk	Culture of Performance
42	Guidebook on Implementation of Quality Improvement in General Practice ⁵² (Europe, 2012) http://ingpinqi.eu/guidebook_EN/index.html	This guidebook has been developed by six European partners as a resource and includes quality improvement concepts and tools for their implementation in primary care.	Change Management
43	Health Service Co Design ⁵³ (New Zealand, 2010) http://www.healthcodesign.org.nz/index.html	This resource 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 ^{54, 55} (New Zealand, 2002) https://www.fmhs.auckland.ac.nz/en/soph/about/our-departments/epidemiology-and-biostatistics/research/view-study/research/predict-in-	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

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	primary-care.html		
45	Team Effectiveness Tool ^{56, 57} (Canada, 2006) http://www.eicp.ca/en/toolkit/trust/teams.asp	Developed by Primary Health Services, Saskatchewan Health this 35 item survey covers team purpose and vision, roles, communication, service delivery, team support, and partnership.	Culture of Performance, Leadership, Communication
46	Team Climate Assessment Measure TCAM Programme ^{58, 59} (UK, 2006) http://www.nrls.npsa.nhs.uk/resources/?entryid45=59884&p=14	The toolkit includes 84 item questionnaire plus five 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 team working.	Culture of Performance, Leadership, Communication
47	Royal Australian College of General Practitioners, Clinical guidelines ⁶⁰ (Australia, updated 2015) http://www.racgp.org.au/your-practice/guidelines/	This site links to over 50 endorsed clinical guidelines to assist general practitioners and allied health professionals in their clinical work. These guides may also assist with improving practice organisation e.g. guidelines for preventative activities in general practice.	Governance
48	Quality Improvement Hub ⁶¹ (UK, Scotland, updated 2015) http://www.qihub.scot.nhs.uk/education-and-learning/qi-e-learning.aspx	This suite of 16 e-learning modules supports quality improvement as a learning journey. It includes a range of tools and examples and is designed for staff working across the National Health Service, Scotland. Note: not all modules are relevant to the Australian context.	Culture of Performance, Leadership, Communication, Change Management
49	Improvement Leaders Guide. Involving patients and carers ^{62, 63} (UK, 2005) http://www.safetyandquality.health.wa.gov.au/docs/squire/1_4PC_Nov05.pdf	National Health Service resource focusing on leadership and general improvement skills.	Culture of Performance, Leadership, Change Management
50	Lean ^{64, 65} (UK, 2008) http://www.institute.nhs.uk/quality_and_service_improvement_tools/quality_and_service_improvement_tools/lean.html	'Lean' is an improvement approach to design or redesign services in order to ensure that work done adds value to patient care. It links to a number of other change innovation tools e.g. process mapping and the cause and effect diagram.	Change Management, Culture of Performance
51	Patient Surveys: Research and Resources ⁶⁶ (New Zealand) http://www.hscr.co.nz/research-and-resources/	This site provides links to resources, tools and articles including 'Handbook on improving your practice with patient surveys.'	Culture of Performance
52	Person-centred practice resources/Guide to implementation person-centred care in your health service ⁶⁷ (Australia, updated 2015) https://www2.health.vic.gov.au/hospitals-and-health-services/patient-care/older-people/comm-topics/person-centred-practice/pcp-implementing	This is a patient satisfaction survey template. It also provides links to other resources e.g. Person Centred Practice - toolkit 'Best care for older people everywhere'.	Patient Centred Care, Governance, Culture of Performance
53	Protecting your practice information ⁶⁸ (Australia) http://www.racgp.org.au/your-practice/e-health/protecting-information/	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

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