



DEVELOPING RECOMMENDATIONS FOR A CHOOSING WISELY CAMPAIGN.

THIS GUIDE COVERS

This guide is intended to provide basic information and tools to help you develop and measure your Choosing Wisely interventions.

1. Introduction
2. Developing a Choosing Wisely intervention
3. Getting the basics right
4. Start the process of measuring change
5. Types of Measures
6. Making the change part of everyday work
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WHAT IS CHOOSING WISELY?

The prime objective is to encourage conversations between health professionals¹ and consumers² / patients, so they:

- Are fully informed by the evidence about their treatment options - so they can make the right choices for themselves.
- Do not undergo tests, treatments or procedures which are unnecessary.

The focus is on the health professional and patient working together to improve the quality of care that is delivered.

Overseas research has shown that effective Choosing Wisely programmes are clinician led³ and that effective consumer/patient engagement⁴ is necessary if the programme is to be successful.

¹ Health professionals are individuals who provide preventive, curative, promotional or rehabilitative health care services, in a systematic way, to people, families or communities. This includes doctors and all others regulated under the Health Practitioner Competence Assurance Act 2003

² Health consumer includes any person on or in respect of whom any health care procedure is carried out.

³ Hurley R can doctors reduce harmful medical over use worldwide. BMJ 2014

⁴ Choosing Wisely is currently working research with Te ORA on the impact of Choosing Wisely on Māori.

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THE RATIONALE FOR THE CAMPAIGN

In Australia and New Zealand there is evidence that some inappropriate clinical interventions are being used, as shown by the lists several Australasian Medical Colleges have already developed.

The common factors across countries that contribute to health professionals ordering unnecessary services include:

- patient expectation
- fear of missing a diagnosis or complaints
- reimbursement incentives
- the way health professionals are taught
- avoiding the challenge of telling consumers/ patients they do not need specific tests.⁵

The result can be sub-optimal care for consumers / patients which, at best, adds little or no value and, at worst, may cause harm⁶.

⁵Institute of Medicine Crossing the quality chasm: a new health system for the 21st century, Washington DC: National Academy Press, 2001

⁶Malhotra A, Maughan D, Ansell J, Lehman R, Henderson R, Gray M, Stephenson T, Bailey S, Choosing Wisely in the UK: The Academy of Medical Royal Colleges' initiative to reduce the harms of too much medicine BMJ 2015;350:h2308



CORE PRINCIPLES OF A CHOOSING WISELY CAMPAIGN AND PRINCIPLES TO PUT INTO PRACTICE

HEALTH PROFESSIONAL - LED

The campaign must be health professional -led (as opposed to payer/government led). This is important to building and sustaining the trust of health professionals and patients. It emphasises that campaigns are focused on quality of care and harm reduction, rather than cost reduction.

PATIENT and CONSUMER FOCUSED

The campaign must be patient-focused and involve efforts to engage patients in the development and implementation process. The Council of Medical Colleges has been working with consumer groups and Consumer NZ to implement this principle. Communication between health professionals and patients is central to Choosing Wisely.

MULTI-PROFESSIONAL

Where possible, the campaign should include doctors, nurses, pharmacists and other health care professionals. In New Zealand, pharmacists and allied health professionals are currently working with Choosing Wisely.

EVIDENCE-BASED

The recommendations issued by the campaign must be evidence-based and must be reviewed on an ongoing basis to ensure credibility.

TRANSPARENT

Processes used to create the recommendations must be public and any conflicts of interest must be declared.

PUTTING PRINCIPLES INTO PRACTICE

1. Develop lists of things that health professionals and patients should question

Currently Medical Colleges and Specialist Societies working in New Zealand have created lists of recommendations about tests, treatments or procedures that:

- are within the specialty's scope of practice
- are frequently used
- may expose patients to harm and stress
- are supported by evidence.
- have potential to reduce, and will not increase, inequity⁷

2. Engage with patients and the public

- Promote shared decision making between health professionals and patients.
- Develop accessible, plain language materials for the public about the recommendations.

3. Put into practice

- Encourage partners and individual health professional to implement recommendations.



CHOOSING WISELY IN NEW ZEALAND

The Council of Medical College is facilitating the Choosing Wisely campaign in New Zealand.

CMC is working with Colleges, specialist societies, health professional groups and health care services in NZ to promote and spread the campaign.

Due to the scale of this programme, we foresee a range of complementary initiatives, involving different linkages and many stakeholders, rather than one project with a single point of ownership.

Also because of different health needs and burdens, some clinical recommendations may be different for different groups in New Zealand.

⁷ Research shows Māori currently experience large inequities in accessing necessary care in New Zealand. Pacific people, and groups of low socioeconomic status are less likely to receive the health care they need. Not enough is known about inequities in unnecessary care in New Zealand, but international evidence suggests that many disadvantaged groups experience a double-burden of inappropriate overtreatment and undertreatment

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WHAT CAN HEALTH PROFESSIONALS DO - DEVELOPING RECOMMENDATIONS

At the core of the Choosing Wisely campaign is a shift in thinking - as with professionals challenge themselves, and their colleagues on the way they think about healthcare and question the notion that 'more is not always better.'

With the complexity of tests, treatments, and procedures available to modern medicine, many do not always add value. Some are rendered redundant as others take their place.

Unnecessary practices are a diversion away from effective care. They often lead to more frequent and invasive investigations that can expose the consumer to undue risk of harm, emotional stress, or financial cost.

Choosing Wisely aims to encourage conversations between health professionals and their colleagues (and ultimately, with healthcare consumers) about what care is truly needed – identifying which practices are helpful and which are not.

Over 32 Colleges, societies and associations have come together to identify practices that warrant scrutiny, examining the evidence and drawing on the expert opinion of their members to develop a list of recommendations of tests, treatments and procedures to question.

These groups have developed lists of over 162 recommendations of the tests, treatments, and procedures that healthcare providers and consumers should question – based on the best available evidence.

These lists of recommendations can be viewed at www.choosingwisely.org.nz

These lists are not prescriptive but are intended as a guide to start a conversation about what is appropriate and necessary. Each situation is unique – so health professionals and consumers should use the recommends to collaboratively formulate their own appropriate healthcare plan together.

At an individual level, we encourage health professionals to:

- Find out if your College or Society or Association has or is developing a list of recommendations.
- Get involved.
- Call a meeting in your work area to discuss this work.
- Ask a Choosing Wisely speaker to talk at your next meeting – contact CMC (enquiries@cmc.org.nz)
- Help publicise your organisation’s list through a media release, in your newsletter, through a blog or tweet.
- Raise the campaign at your departmental meetings or grand rounds.
- Put Choosing Wisely information on your service notice board or put consumer Choosing Wisely pamphlets in the waiting room.
- Talk to your consumers about Choosing Wisely.



GUIDELINES FOR DEVELOPING A LIST OF RECOMMENDATIONS

To develop a list of tests, treatments, or procedures use the following guidelines:

- Groups are free to determine the process for creating their lists; this may be brainstormed at a meeting or developed with colleagues and consultation with peers. Online survey methods, such as SurveyMonkey, are being used by the Internal Medicine Society of Australia and New Zealand as they finalise a list of the top 5 low value clinical practices in Internal Medicine – ensuring that their list is representative of a wide range of colleagues’ views and expertise.
- Each item on the list should be within the group’s scope of practice.
- You may start with many items and slowly refine this down to 5 or 6, that is tests, treatments or procedures that:
 - are used frequently and/or
 - may expose consumers to harm and/or
 - may contribute to stress and avoidable cost for consumers and/or - create an increased strain on our health care system
 - have potential to address health inequity in New Zealand.

- There should be generally-accepted evidence to support each recommendation. The Cochrane Review is helping CMC with this campaign and may be able to help you gather evidence for your list.
- The development process should be thoroughly documented and publicly available upon request.
- All proposed lists of recommendations should be reviewed for potential unintended impacts on health inequities. Ask CMC for help if your College/Society needs support to do this well.
- All proposed recommendations should be peer reviewed by the professional bodies of any other health professionals impacted by the recommendations. CMC can facilitate this part of the process.
- If a list item overlaps or it is anticipated to overlap with another group, then work with them to ensure all related parties are in agreement- ask CMC if you need help to do this.
- It is expected that the “recommendations” will be reviewed and updated if new evidence comes to hand or there are changes to clinical guidelines.
- Work with others to ensure the recommendations are involved in your services, clinical pathways or guidelines.

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PROMOTING YOUR RECOMMENDATIONS

The Choosing Wisely campaign depends on each College, society or group disseminating the list of recommendations as widely as possible to their members and others through various means (journal articles, newsletters, website, society meetings, social media, etc).

The groups must grant CMC free access to the lists, so that they can be promoted on the Choosing Wisely website along with information about the purpose of Choosing Wisely and other resources for health professionals and consumers.

Where possible, groups should try and develop resources for consumers about the issues on their list. CMC and Consumer may be able to assist as both organisations have permission to access information for the USA, Canadian and Australian websites for Choosing Wisely and from Consumer Reports in the USA. This information is being reviewed for relevance for New Zealand.

We recommend designating a person to act as liaison with CMC. For some Australasian Colleges, this may be someone in the Australasian part of the College. This will be valuable for the coordination of all media and public relations related activities, and involvement in campaign efforts.



COMMUNICATING THE RECOMMENDATIONS TO CONSUMERS/PATIENTS

Consumers/patients should be encouraged to ask four Choosing Wisely questions:

- Do I really need to have this test, treatment or procedure?
- What are the risks (of having or not having it)?
- Are there simpler safer options?
- What happens if I do nothing?

To help communicate relevant recommendations to consumers, CMC will:

- Provide communications, support and advice to groups where possible.
- Provide regular updates on the campaign.
- Develop and circulate resources for you to use.
- Develop branding and tools including logo, overview materials, generic PowerPoint slides on the campaign, etc. which can be used by any group who agrees to abide by the Choosing Wisely Campaign operating principles.
- Develop and maintain the campaign website, with a section for health professionals and for consumers where all the resources can be accessed.
- Work with Consumer NZ to create links to the Choosing Wisely Campaign and feature groups' information for consumers.

But there are also important actions that individual groups, such as yours, can take:

- Publicly launching your list - with appropriate press releases.
- Asking a Choosing Wisely speaker to address your group.
- Getting your colleagues on board.
- Promoting your activity on social media. The Choosing Wisely USA and Canadian campaign have developed practical guides for this.
- Developing resources for health professionals and consumers in your specific discipline - or contacting CMC for assistance in developing these resources.



KEY MESSAGES

KEY MESSAGES FOR HEALTH PROFESSIONALS:

- Choosing Wisely is health professional led and consumer/patient focused. It is about delivering the best quality care to the consumer/patient. It is about rationalising, not rationing.
- Choosing Wisely will encourage health professionals to hold conversations with consumers about the evidence relating to the care being proposed so consumers can consider the options and make wise choices.
- Many Medical Colleges and Specialty Societies in New Zealand have already developed recommendations about which tests, treatments and procedures that should be avoided. These have been developed with health professional input and consultation after review of the evidence. Each recommendation is supported by evidence and resources to assist health professionals.
- Currently on the Choosing Wisely website in NZ, there are multiple recommendations about tests, treatments or procedures health care health professionals should question to make sure they are really needed.
- Choosing Wisely is not about saving money from fewer tests and other investigative medical procedures – although this may happen as a result of the campaign. It is about making sure consumers receive the best and most appropriate care and are not put at risk by having unnecessary procedures.

KEY MESSAGES FOR CONSUMERS/PATIENTS AND THE PUBLIC:

- Choosing Wisely is a new campaign for New Zealand that encourages doctors and other health professionals to talk to consumers about low value unnecessary tests, treatments and procedures.
- It is health professional led and is about the providing the best quality of care for the consumer/patient.

NEW ZEALAND CHOOSING WISELY RESOURCES

- **Starter kit for your Choosing Wisely campaign: an introduction to the Choosing Wisely concepts.**
- **Developing Choosing Wisely Recommendations:** to assist Colleges, societies and other organisations to develop a list of recommendations for the Choosing Wisely campaign.
- **Implementing Choosing Wisely principles in a service:** this guide is aimed at service delivery organisations, wanting to implement a Choosing Wisely programme, including Departments in DHBs and services in primary care.
- **Measuring the impact of Choosing Wisely:** provides basic information and tools to help you develop and measure your Choosing Wisely interventions.
- **How to write up your Choosing Wisely project:** how to record your successful implementation of a Choosing Wisely recommendation.
- **A Starter Kit for implementing Choosing Wisely in hospitals** which has been prepared to assist smaller hospitals with the implementation of Choosing Wisely.
- **Promoting shared decision making:** for information and resources on shared decision making.
- **Communicating risk, a guide for health professionals:** for information on risk and how to explain risk to consumers.
- **Behaviour change toolkit:** options for the range of tools available to implement Choosing Wisely initiatives to change health professional behaviour.
- **The High-Value Care Culture Survey (HVCCS)** captures specific areas for targeted value-improvement interventions and provides a pathway for health system managers to address the underlying culture within hospital divisions, practices, and training programmes.
- **A synopsis of Choosing Wisely literature:** this is a list of Choosing Wisely references arranged by year and alphabetically by author.
- **A combined list of all choosing wisely recommendations:** this is a list of all New Zealand Choosing Wisely recommendations on tests, treatments, and procedures health professionals should question, in one list for easy reference.

All these resources are on the New Zealand Choosing Wisely website

<https://choosingwisely.org.nz/resources/>

FOR MORE INFORMATION:

- New Zealand <https://choosingwisely.org.nz/>
- Australia - <https://www.choosingwisely.org.au/>
- Canada - <https://choosingwiselycanada.org/>
- USA - <https://www.choosingwisely.org/>
- UK - <https://www.choosingwisely.co.uk/about-choosing-wisely-uk/>

CHOOSING WISELY ADVISORY COMMITTEE

In New Zealand an Advisory Committee has been formed to monitor the development of the campaign and provide advice and link to other health professional groups. To find out more about the membership or to join this group – email [enquiries@cmc.org.nz/](mailto:enquiries@cmc.org.nz)

SPEAKERS' GROUP

CMC has a list leading professional who can talk to groups about Choosing Wisely – contact the Choosing Wisely team if you need a speaker for your meeting or if you are willing to join our group.

ACKNOWLEDGEMENTS

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- ABIM and the USA Choosing Wisely <http://www.choosingwisely.org/>
- Choosing Wisely Canada <http://www.choosingwiselycanada.org/>
- Choosing Wisely Australia <http://www.choosingwisely.org.au/home>

Thanks to our partners



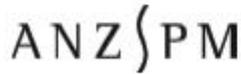
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