

Evolve Strategy Implementation Plan

2022-2026

Drafted by Evolve Program Lead Stephanie Wrightman, supported by Health Reform Manager, Dorota Sacha-Krol

About Evolve

As part of a global movement, Evolve is a flagship initiative led by physicians and the Royal Australasian College of Physicians (RACP) to drive high-value, high-quality care in Australia and New Zealand.

Evolve aims to reduce low-value care by supporting physicians to:

- be leaders in changing clinical behaviour for better patient care,
- make better decisions, and
- make better use of resources.

Evolve is a founding member of Choosing Wisely in Australia and New Zealand, with all Evolve 'Top-Five' recommendations part of the Choosing Wisely campaign. Evolve is facilitated by the Royal Australasian College of Physicians. Find out more at

www.evolve.edu.au or email evolve@racp.edu.au

Table of Contents

About Evolve	2
IntroductionError! Bookmark	c not defined.
Activity Plan	6
Development and revision of recommendations on low-value care	6
2. Education, dissemination and engagement	8
3. Implementation support	15
Education, dissemination and engagement work plan	18
Monitoring and Evaluation Plan	19
Key performance indicators	19
Closing Statement	24

Introduction

Australia and New Zealand's health systems are recognised as being some of the best in the world. Even so, it is estimated that approximately 30% of our healthcare is 'low-value', with 10% being harmful to the patient. These numbers demonstrate the importance for all physicians to stay up to date with the latest evidence and improve their clinical processes to deliver contemporary, best-practice patient care.

Low-value care (LVC) is defined as tests, treatments or procedures that are being overused, provide little or no benefit or cause unnecessary harm or risk to patients.

Evolve is a physician-led initiative that reflects the College's commitment to a high-quality, safe and effective healthcare. Evolve is part of a growing national and international movement to analyse medical practices and reduce the use of low-value clinical procedures and interventions. The College is a founding member of Choosing Wisely in Australia and New Zealand.

The primary objective of Evolve is to ensure improved patient outcomes and resource stewardship through a reduction in practices that are low value.

The College has recently refreshed the Evolve Strategy for 2022-26 in consultation with its members. To create a change in clinical practice it is necessary to mobilise and enable our members to drive Evolve at all levels.

A key priority for 2022-26 will be increasing engagement and awareness of the significance of Evolve with College members and beyond, embedding Evolve

Evolve Intermediate Outcomes:

- Costs, benefits and risks discussed with patients
- Patients are active participants in decision making
- Culturally safe and appropriate care
- Increase in clinical audits measuring practice against Evolve recommendations

recommendations and resources for uptake across DFaCs and streamlining pathways for members to be involved, providing them the information and resources needed to facilitate this.

Feedback from the Evolve Strategy Consultation indicated that members wanted a clear path of how we will implement, and measure Evolves strategic activities. As such, the College's

Policy and Advocacy team are consulting all Divisions, Faculties and Chapters and Specialty Societies (DFaCs) and the Evolve Policy & Advocacy Interest Group (PAIG) on this activity plan as part of its commitment to continuous improvement and responding to member feedback.

Activity plan

While there is an infinite number of activities that could be done in this space, we have identified those that we think will have the greatest impact within the resourcing constrains we have. This document outlines key activities over the next five years, allowing for space to react to unplanned opportunities. We also plan to review progress every six months and make iterative changes as required.

Planne	d activities 2022-27	Fellow involvement	Communications and media	Time frame	KPI
1		mmendations on low-value praction			
1.1	Development of new Evolve Recommendations on low- value practices.	 Led by specialties and physicians. Physician involvement in communications. 	 Launch of new recommendations Co-share media release and/or social media with Choosing Wisely. Evolve website. Social media campaign across Twitter, Facebook, and LinkedIn. Promotion in the RACP's member communications: President's Message, DFaCs. 	Ongoing.	KPI 7 KPI 8 KPI 10
1.2	Review existing Evolve Recommendations considering the impact of recommendations on different populations including Indigenous and	 Consultation with Evolve PAIG and specialties. Consultation with Māori Health Committee and Aboriginal and Torres Strait Islander Health Committee. 	Communications and media considered when updates are made, case studies or research is complete.	Ongoing.	KPI 7 KPI 8 KPI 10 KPI 11

	Māori populations, people in rural and remote settings, paediatrics, and ageing populations.	Consultation with wider stakeholder groups as relevant.			
1.3	Review, and where appropriate, amend existing Evolve recommendations to take into account new evidence.	May be initiated by specialities and physicians or undertaken following consultation with Evolve PAIG and specialties.	Communications and media considered when updates are made, case studies or research is done.	Ongoing.	KPI 7 KPI 8 KPI 10 KPI 11
1.4	Introduction of single issue/recommendations lists (for specialties where there may currently be insufficient evidence to progress with 5 recommendations).	 Led by specialties and physicians. Physician involvement in communications. 	Potentially social media, media on launch and upload on the Evolve website.	Ongoing.	KPI 7 KPI 8 KPI 10
1.5	 Support Societies in the development and review process of recommendations including provision of Evolve recommendations checklist and criteria, inclusion of equity and high-risk populations in context and ensuring transparency via development design and documentation. Ongoing reflection with Societies on the effectiveness of Evolve resources and tools and process of development 	Consultation with Evolve PAIG and societies.	Materials made available on the Evolve website Promote process in the RACP's member communications: President's Message, DFaCs	Ongoing.	KPI 7 KPI 8 KPI 10

	design of recommendations for any improvements.				
1.6	Engage physicians in the utilisation and impact of recommendations in teaching and clinical practice.	Consultation with Evolve PAIG and societies.		Ongoing.	KPI 7
2	Education, dissemination, and o	engagement			
2.1	Foster relationship with Choosing Wisely Cobrand where agreed Shared media releases Website and collateral copy Continue to update this as relationships grow 1.		Proofreading and design as required.	Ongoing.	KPI 1

¹ We are awaiting clarity regarding the relationship with Evolve and Choosing Wisely, due to the recent announcement of a change in Government funding for NPS MedicineWise.

2.2	Case studies Work with Physicians, Specialties and NPS MedicineWise on the development of a series of case studies (aim for one per society with recommendations). Utilise Evolve case studies to convey the impact of LVC on consumers and the importance of shared decision making and how physicians can educate consumers. Engage physicians in the utilisation and impact of case studies in shared decision making.	 Engage with Societies and peer review by Evolve PAIG. Physicians can use these in teaching etc. 	 Joint launch with Choosing Wisely and societies. Social media sharing across Twitter, Facebook and LinkedIn. Evolve website 	Ongoing.	KPI 7 KPI 10
2.3	Continue to raise internal awareness and develop an Evolve engagement and education program to embed Evolve in other areas within the College e.g., education, Continuing Professional Development (CPD), physicians in training, DFaCs.	 Consult with Evolve PAIG for the development and pilot of an Evolve self-paced learning course for physicians in training and fellows. Active Evolve Fellows and physicians in training are to provide profiles and journeys. Work with fellows and members to embed Evolve updates into their websites and newsletters. 	 Promote ad-hoc in the RACP's staff communication: RACP Weekly and e-bulletins. Content for sharing via: Evolve website. Social media sharing Twitter, Facebook and LinkedIn. Promote ad-hoc in the RACP's member communications: President's Message, DFaCs. 	Ongoing. *For further details please refer to the work plan on page 14	KPI 1 KPI 2 KPI 5 KPI 6 KPI 7 KPI 10

		RACP Quarterly Magazine articles.		
2.4 Communicating the importance and the why • Conduct a literature review for the justification of reducing LVC practices to support the case for change with evidence in the Evolve theory of change • Improving how we communicate about the importance of Evolve and why reducing LVC is a priority. Include information on incidence and consequences of LVC and benefits of reducing it. • Working with the CAG in developing resources and case studies on the importance of, and skills involved (e.g., listening, empathy, creating safe environments) in shared decision making.	 Consultation with Evolve PAIG and specialties in the development of the case for change with evidence. Presentations by physicians and champions. Consult with the Evolve PAIG in development of resources with the Consumer Advisory Group (CAG) for shared decision-making. 	Communication and media are considered for promotion of the case for change with the Evolve strategy where applicable Recorded presentations to be shared via: • Evolve website. • Social media sharing Twitter, Facebook and LinkedIn.	 Ongoing. Literature review - 2022 quarter 4. CAG discussion and development of resources for shared- decision making – 2023 quarter 1 & quarter 2. 	KPI 3 KPI 7 KPI 8 KPI 9 KPI 10 KPI 11

2.5	Establishing and growing the Evolve Champion role Clearly defining the roles and responsibilities of the Evolve Champions. Clearly defining the support and benefits of being an Evolve Champion. Evolve Champion social media badge. Standard words for communicating role e.g., on CVs etc. Evolve Champion codesign workshop.	Work with Evolve PAIG and consult College Committees (particularly Trainee Committees).	EOI campaign across member communications and social media.	EOI campaign - 2023 quarter 2. Establishment of Evolve Champions role and representation – 2023 quarter 3 & 4.	KPI 5 KPI 7 KPI 8 KPI 9
2.6	Growing the Evolve Policy & Advocacy Interest Group Widely advertise the role. Ensure there is representation from all specialties with recommendations, trainees and fellows, and all regions. Aim to increase representation from specialties that do not have recommendations yet.	Consult with Evolve PAIG with activities to build Evolve engagement with College members.	EOI campaign across member communications and social media.	Ongoing.	KPI 3 KPI 4 KPI 5

2.7	Appropriately utilise the expertise and experience of the Evolve PAIG. Showcase the work and achievements of RACP Fellows and trainees in Evolve This will also provide others with examples of how they can get involved in Evolve.	Encouraging physicians to share their stories and achievements.	Social media sharing across Twitter, Facebook and LinkedIn. Promote ad-hoc in the RACP's member communications: President's Message, DFaCs. RACP Quarterly Magazine articles. Joint media with Choosing Wisely. Evolve website.	Ongoing.	KPI 1 KPI 2 KPI 5 KPI 3 KPI 7 KPI 8 KPI 10
2.8	Around the time of CPAC meetings provide a longer update of progress and achievements for Evolve. Share case studies. Share physician achievements.	Call to Evolve PAIG for member stories	Significant Evolve and physician achievements uploaded to the Evolve website.	Ongoing.	KPI 7

2.9	Deliver Evolve sessions at both Congress sessions each year. Evolve collateral and merchandise.	Physicians to present/lead sessions on their research and work on Evolve.	Live tweeting.	Ongoing.	KPI 1 KPI 2 KPI 6 KPI 7 KPI 8 KPI 9
2.10	 Evolve presence at ASMs and conferences Strategically identify conferences and ASMs for staff or physicians to advocate, gather insights, promote etc. Support attendance to speak about Evolve at ASMs and conferences. Support developing presentation. Sponsorship for flights and accommodation. Building Evolve recommendations into the President/key presentations at ASMs. 	Presentations and posters led by physicians, promote physician involvement including early to mid-career physicians.	Social media sharing across Twitter, Facebook and LinkedIn.	Ongoing.	KPI 1 KPI 2 KPI 3 KPI 6 KPI 8 KPI 9
2.11	Evolve materials, recommendations and collateral at regional events Regional trainee days. Ad hoc regional events.	Members can distribute collateral at events.	TBD	Ongoing.	KPI 1 KPI 2 KPI 3 KPI 4 KPI 6

	Regional conferences.					
2.12	Evolve social media and publications plan		•	Social media sharing across Twitter, Facebook and LinkedIn. RACP quarterly. RACP website where relevant.	Ongoing.	KPI 1 KPI 2 KPI 3 KPI 10
2.13	Website review - improve usability of Evolve website User journey mapping. Improve Search Engine Optimisation to increase views. Improve internal search and filtering of recommendations (e.g., filtering recommendations by condition). Consolidate resources from different sources aligned with competency framework from 4.2.	Approach Evolve PAIG for user testing and consultation.	•	Content editing/proofreading as required.	2023 quarter 1 & 2.	KPI 10

2.14	 Portal for people to submit their case studies. Running a specific recommendation campaign per year, topics could include: Antimicrobial resistance. Opioids. Post-operative complications. LVC and climate impact Deprescribing of long-term medications such as statins and anticoagulants. Equity impact. 	Priority topic voted on by the Evolve PAIG.	Communications and media via: RACP website. RACP quarterly. RACP magazine. Social media channels (Twitter, Facebook and LinkedIn). Evolve website.	Annually as per targeted quarter.	KPI 7 KPI 3 KPI 10
3	Implementation support				
3.1	Resources for local interventions cased on suggestions and requests received by members, this includes: • Lanyard recommendations. • Template letter to referring doctor about	Consult with Evolve PAIG.	TBD	2023 quarter 1 & 2.	KPI 7

		Evolve recommendations.			
Draft a competency framework Identify the skills and knowledge needed to reduce LVC (future resource development/consolidation will support physician development across this competency framework) Communication and influencing skills (skills involved to have conversation with a patient, skills involved to influence supervisor and colleagues, skills involved to advocate), Critical thinking and clinical reasoning. Audit and feedback. Listening and empathy. Shared decision making. Co-design with Evolve PAIG and specialties. TBD 2023 quarter 3. KPI Table Co-design with Evolve PAIG and specialties. FIGURE 1. Co-design with Evolve PAIG an	3.2	Identify the skills and knowledge needed to reduce LVC (future resource development/consolidation will support physician development across this competency framework) Communication and influencing skills (skills involved to have conversation with a patient, skills involved to influence supervisor and colleagues, skills involved to advocate). Critical thinking and clinical reasoning. Audit and feedback. Listening and empathy. Shared decision making. Cognitive bias. Project management. Governance. Change management.	TBD	2023 quarter 3.	KPI 7

	 Team based working in hospitals. Potential to inform identification of resources and training for activities 2.3 and 2.4. 				
3.3	Develop and contribute to implementation resources to support these skills development • Audit and evaluation tools (sits with CPD). • More to be identified by Evolve PAIG.	Evolve PAIG and wider member consultation.	TBD	2023 quarter 4 - 2025.	KPI 2 KPI 7
3.4	Evolve in Supervisor Professional Development Program training packs (Aspirational – may not be achieved, dependent on other teams) • Engage with RACP Professional Development team. • Incorporate case studies, slides and general evolve information to include.	Consult with Evolve PAIG for their feedback in the development of an Evolve supervisor professional development training program.	TBD	2024-2025.	KPI 1 KPI 2 KPI 7 KPI 8

Education, dissemination and engagement work plan

Through previous consultation feedback from DFaCS and the CAG it was identified that there is a need to increase the awareness of the importance of Evolve across the College and beyond and utilise opportunities to embed Evolve activities into College Departments.

Please see below a work plan for Item 2.2, communication, dissemination and engagement in the Evolve activity plan.

2.2 - Continue to raise internal awareness and develop an Evolve engagement and education program to embed Evolve in other areas within the College e.g., education, CPD, physicians in training, DFaCs.

Key activities:

- With CPD staff and specialties progress the development and uptake of pre-populated audit and feedback templates with specialty specific examples in CPD.
- Develop and pilot an Evolve self-paced learning course that can be embedded in CPD and/or physicians in training.
- Potentially explore the appropriateness of the inclusion of Evolve recommendations in assessments and exams for junior doctors.
- Engage trainees and fellows for providing profiles with tailored journeys what motivates them to get involved, make a change or have a conversation.
- Work with specialty societies/chapters to:
- o Embed Evolve into their distribution of collateral, resources, website and newsletters.
- o Utilise Evolve recommendations and Evolve case studies in practice.
- Support physicians to share their research, insights and advocacy around Evolve.
- Seek feedback from members on the application and effectiveness of Evolve engagement and educational activities.
- Speaking at team meetings.

Involvement of Fellows:

- Utilise member research and case studies as examples.
- Consult with Evolve PAIG for the development and pilot of an Evolve self-paced learning course.
- Consult with Evolve PAIG and Specialty Society's upon inclusion of Evolve recommendations and cases studies in assessments and the potential development of an Evolve physicians in training program.
- Active Evolve Fellows and physicians in training are to provide profiles and journeys.
- Work with fellows and members to embed Evolve updates into their websites and newsletters.

Timeframe:

Key project	Timeframe
Development and uptake of pre-populated audit and feedback	2022 Quarter 4 – 2024
templates with CPD	Quarter 2
Develop and pilot and self-paced learning online course	2023 Quarter 3 & 4
Inclusion of Evolve recommendations in assessments and	2024-2025
exams for junior doctors	
Trainees and fellows to provide profiles journeys	2023 – ongoing
Work with specialty societies/chapters to	Ongoing

 Embed Evolve into their distribution of collateral, resources, website and newsletters. Utilise Evolve recommendations and Evolve case studies in practice 	
Speaking at team meetings	Ongoing

Monitoring and Evaluation plan

The evaluation of the Evolve program will focus on ongoing measurement of engagement and involvement, implementation of Evolve recommendations and resources in the College and gathering insights to improve the quality and impact of Evolve in adoption of a test and learn approach. We will also be supporting more physician led projects that will provide useful case studies, clinical audits place-based evaluations.

We are limited by the data we have available and want to ensure our evaluation efforts focus on work that is within our sphere of influence. While trends in the MBS and PBS and clinical guidelines changes are good indicators of progress, the College and Evolve are not the only influential stakeholders behind any such changes. Thus, by extension any changes here cannot solely be attributed to Evolve. As it would be difficult to base an evaluation plan solely on these 'big picture' indicators we have designed key performance indicators (outlined below). In particular, the activities planned for delivery over the next five years are aimed at:

- Increasing the engagement of members with Evolve
- Increasing the awareness and uptake of Evolve activities within and beyond the College
- Providing tailored support to facilitate an increase in physicians undertaking Evolve projects and leading change in consideration of equity and priority populations
- Embedding the utilisation of recommendations, case studies and Evolve resources into physicians practice, training and CPD
- Measuring the impact of Evolve activities, reflecting and adjusting activities as per feedback.

However, these activities will pave the way for us to develop future indicators to capture clinical impacts from local interventions initiated by members based on Evolve recommendations and collateral.

Key performance indicators

Internal and external engagement

KPI 1: Increase in Evolve collateral being distributed through RACP and affiliated events.

Measures:

- Number of collaterals to be distributed through regions every 6 months
- Number of Evolve social media posts every 6 months
- Number of collaterals distributed in partnership with Choosing Wisely
- Number of recommendations launched in conjunction with Choosing Wisely

KPI 2: Increase in the presence of Evolve in College material, resources and work owned by other directorates of the College including; staff professional development training; CPD; physicians in training coursework and DFAcS.

Measures:

- Number of College resources that Evolve was embedded in
- Number of Evolve presentations by fellows and physician trainees
- Number of physician trainees to complete an online Evolve self-paced learning course
- Number of fellows to complete an online Evolve self-paced learning course during CPD
- Number of Evolve achievements or promotions included in DFaCS newsletters.
- Number of Evolve events (such as study days or workshops) held every 6 months.

Note: In 2020 Evolve was embedded into **4** key College resources. These include the CPD Audit Tool, the CPD website, The CPD Audit E-Learning resource and the Basic Training Orientation Resource.

Evolve Policy & Advocacy Interest Group

KPI 3: Increase Evolve Policy & Advocacy Interest Group numbers Measures:

- Increase and maintain the number of Evolve members to 300 + by 2026
- Measured every 6 months
- Measured after key engagement events (e.g., conferences) to see if these are effective tools for increasing sign ups
- Measured relative to Evolve social media (to reflect any influence of social media on an increase).

Note: The Evolve PAIG is steadily growing with 206 members in January 2020, 216 members in January 2021 and 287 members in August 2022.

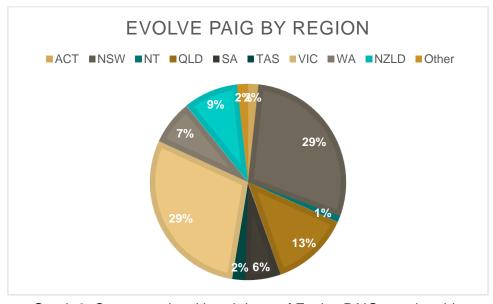


Graph 1: Number of Evolve PAIG members

KPI 4: Increase representativeness of Evolve Policy & Advocacy Interest Group across regions.

Measure: Number of Evolve Policy & Advocacy Interest Group members across regional representation every 6 months.

Note: Baseline as of 07 January 2020 is ACT (n=5), NSW (n=56), QLD (n=28), SA (n=16), Tas (n=4), Vic (n=60), WA (n=15), NZ (n=17), other (n=5)

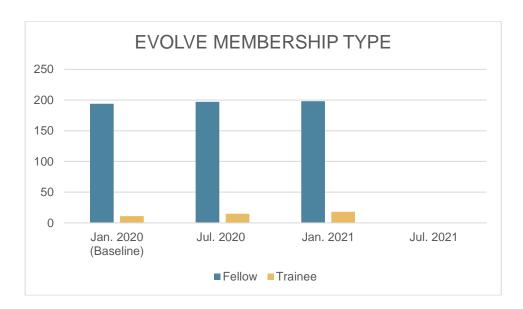


Graph 2: Current regional breakdown of Evolve PAIG membership

KPI 5: Increase numbers of trainees in the Evolve Policy & Advocacy Interest Group.

Measure: 1 trainee representative per Specialty Society

Note: the number of trainees is steadily growing with 11 trainees and 194 fellows in January 2020 and 18 trainees and 198 fellows in January 2021.



Graph 3: Membership type breakdown of Evolve PAIG members

Active Engagement and Involvement

KPI 6: Maintain and explore options for Evolve presence at conferences, ASMs and College committee meetings.

Measures:

- Number of conferences and ASMs where Evolve has a presence aim for 4 every 6 months
- Number of Evolve agenda items at College committee meetings.

KPI 7: Increase the utilisation of Evolve recommendations and case studies by members in practice & track consequent changes on low value care practices.

Measures:

- Number of Specialty Societies utilising Evolve recommendations and/or case studies in clinical practice and any change low-value care practice.
 Note: For example, this can be measured via a targeted survey of Specialty
 - Society's having new recommendations or renewed recommendations in conjunction with a launch and promotion of the recommendations.
- Number of members utilising Evolve recommendations and/or case studies in clinical practice and any change to low-value care practice.

Note: for example, this may be provided via members reporting to Evolve Champions. This is dependent on the establishment of the Evolve Champion project.

KPI 8: Increase engagement with members representing Evolve (e.g., speaking at conferences, meetings, producing papers, submitting case studies etc.) for greater visibility of Evolve awareness and advocacy.

Measures:

- Number of members representing Evolve at events.
- Number of members that have produced papers or case studies with Evolve messaging.

Note: For example, this can be measured via a targeted survey to DFaCS, or via members reporting to Evolve Champions. This is dependent on the establishment of the Evolve Champion project.

KPI 9: Increase post-event engagement

Measures:

- Increased web traffic on evolve.racp.edu.au
- Online user feedback (form)
- Social media coverage
- At-event and post-event feedback (solicited and unsolicited) from speakers, delegates and event organisers.

KPI 10: Increase traffic on evolve.racp.edu.au

Measures:

- Increased total and unique page views
- Reduced page bounce rates
- Increased downloads of published files/resources
- Improved search engine indexing (organic)
- Increased promotion across relevant RACP online and communication platforms
- Online user feedback.

KPI 11: Evidence-based research in the last 5 years that supports the significance of reducing low value care to patients and for resource stewardship

Measure:

• Publications: journal articles, systematic reviews and case studies.

Closing Statement

We look forward to building upon the work of Evolve by:

- applying ongoing measurement of engagement and involvement,
- implementation of Evolve recommendations and resources in the College and beyond
- gathering insights throughout to improve the quality and impact of Evolve activities.

The education, dissemination and engagement workplan, evaluation of KPIs and available resourcing will be instrumental to the progress and success of Evolve implementation activities to meet the objective and outcomes of the program.