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# Michael Legg

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## Profile



Michael Legg is a health informatician who first trained as a scientist and researcher in physiology and pathology. He has been a successful leader in the Australian health sector for more than 25 years with CEO roles in small, medium and large; not-for-profit and for-profit organisations.

He is Principal of Michael Legg & Associates and a Professorial Fellow with the Centre for Health Informatics and e-Health Research at the University of Wollongong.

Michael Legg & Associates is a consultancy in information and organisational systems. It provides advice in health informatics including: policy development; standards development and implementation; health informatics systems design and evaluation; project design and management; healthcare messaging (HL7); electronic health records; health concept representation and classification; decision support and expert systems; registries; privacy; and logistics and materials management.

Michael Legg & Associates also provides organisational support and system design including: facilitated strategic and operational planning; development of systems to encourage and engage people; development of performance indicators; benchmarking; and six sigma.

In his role as Principal of Michael Legg & Associates, he has led more than 30 successful projects for governments, associations, scientific societies, colleges and private companies.

Before establishing Michael Legg and Associates, Michael Legg was Director Developments – Pathology with Health Care of Australia (the largest private healthcare provider in Australia at the time); before that General Manager of Southern Pathology (winners of the Australian Quality Award for Business Excellence) and prior to that Executive Director of Mediceck, The Sydney Square Diagnostic Breast Clinic and BreastHealth.

He is a trained facilitator and leader in quality and has been an active standards developer for more than 15 years. He was the foundation Chairman of the Health and Food Standards Sector Board of Standards Australia and continues as a member the Health Informatics Committee (IT-14) and Co-Chair of their Diagnostics Working Group (IT-14-6-5).

He has served as President of the Health Informatics Society of Australia, Vice President of the Australian Association of Pathology Practices, a member of the Australian Government Quality Use of Pathology Committee and Pathology Services Table Committee, the Royal College of Pathologists of Australasia E-Health Taskforce, the National Health Information Standards Committee and the Pathology Associations Council.

He was Co-Chair of the National E-Health Transition Authority, Clinical Terminology and Information Reference Group and a member of the Reference Group for the Australian Personally Controlled Electronic Health Record.

## Qualifications

- 1978 Bachelor of Science with First Class Honours, University of Sydney  
Majoring in physiology and pharmacology
- 1984 Doctor of Philosophy, Department of Physiology, University of Sydney  
For a Thesis entitled 'Mechanical Factors in Atherosclerosis'
- 1987 Macquarie Advanced Management Programme, Macquarie University GSM  
A one month residential executive development program
- 1995 Master of Commerce in Business Information Systems, University of Wollongong  
An advanced informatics degree by course work and thesis
- 1990 Fellow of the Australian Institute of Company Directors (FAICD)
- 2005 Fellow of the Australian Institute of Management (FAIM)
- 2005 Fellow of the Australian College of Health Informatics (FACHI)
- 2005 Professional Member of the Australian Computer Society (MACS)
- 2010 Life Member Health Informatics Society of Australia
- 2010 Foundation Fellow of the Faculty of Science of the Royal College of Pathologists of Australasia (FFSc (RCPA))

Michael Legg:

- Is an experienced and successful business leader and director in the health sector – *he operated at CEO level for 15 years in both not-for-profit and for-profit organisations prior to establishing his consultancy in 2000; turned around 3 healthcare provider organisations - small, medium and large; Has led through quantum market change and been involved in mergers and acquisitions*
- Has been recognised for leading organisations and establishing systems worthy of benchmark – *with first recognition for a health care provider by the Australian Quality Awards Foundation; Benchmark site for Employee Opinion Best Practice against 165 others; First ISO 9000 implementation for an Australian health care provider*
- Is a Scotwork trained negotiator, successful in agreements with Government, Unions and in business - *involved in negotiating a landmark 3 year Government Agreement for the national funding of Pathology (the Pathology MoU); Negotiated a first industrial award for Pathology in NSW; Gained agreement for a joint venture with the Labour Council and 3 large unions for a rehabilitation service*
- Is a trained facilitator and leader in quality – *through the Australian Quality Council and the University of Wollongong with emphasis on planning, measurement and people; Provides professional facilitation with successes in consensus building*
- Is a life-long learner - *with tertiary education in health and biological sciences, management, and information systems*
- Has a passion for innovation, a good understanding of the appropriate use of technology in health and a track record of successful change management – *Has designed and deployed leading edge technology and information systems in each of the organisations led; a leader in health informatics standards setting with Government and Standards Australia and has been influential in health policy development*
- Is a trained and experienced chairman and director – *A Fellow of the Australian Institute of Company Directors and Fellow of the Australian Institute of Management with many years of experience in both commercial and consensus-based environments*
- Has a commitment to values-based, public-good organisations – *Demonstrated by a continuous history of participation in the Health Informatics Society of Australia, Standards Australia, Royal College of Pathologists of Australasia, University of Wollongong, Central Queensland University, the Australian Healthcare and Hospital Association and the AW Tyree Foundation*

## Current roles

- Principal, Michael Legg and Associates - Consultants in Information and Organisational Systems
- Visiting Professorial Fellow with the Centre for Health Informatics and e-Health Research, University of Wollongong,
- Senior Adviser to the Australian Healthcare and Hospital Association (AHHA) on e-health and representative to the Health Informatics Committee of Standards Australia
- Co-Chair of the Standards Australia Working Group for Diagnostics
- Chair of the Royal College of Pathologists of Australasia (RCPA) Steering Committee for the Standardisation of Pathology Units and Terminology, member of their E-Health Taskforce, and representative to the National E-Health Transition Authority Diagnostic Services Reference Group
- Member of the Pathology Associations Council for the Health Informatics Society of Australia
- Member of the Advisory Boards, Episoft Pty Ltd and Clinical Decisions Group
- Member of the Discipline of Health Informatics External Advisory Committee, University of Sydney
- Member of the Health Informatics Graduate Program Course Advisory Committee, University of Tasmania
- Member of the Quality Framework Expert Advisory Group, Fitness Australia
- Chair, E-Health Steering Committee, NSW Ministry of Health

## Career History

- 1997–2000 Director Developments – Pathology, Health Care of Australia  
Then the largest private health care provider in Australia with 17,000 people and revenue in health care in excess of a billion dollars - included time on secondment as Chief Executive Officer of Hampson Sugarman Pathology (now Laverty Pathology).
- 1990–1997 General Manager, Southern Pathology  
The main community pathology laboratory for the south coast of NSW with laboratories in Wollongong and Nowra - winner of the Australian Quality Award for Business Excellence.
- 1984–1990 Executive Director and CEO, Professional Health Screening Services  
A not-for-profit organisation owned by the AW Tyree Foundation, PHSS traded as Medichex, the Sydney Square Diagnostic Breast Clinic and Breast Health. It provided preventive and diagnostic medical services including to senior personnel from Australia's largest companies. PHSS pioneered the application of new technology and four of those involved have since been recognised by the Order of Australia. PHSS was sold by the Foundation to MBF in May 1990.
- 1982–1984 Co-ordinator of Computing and Quality Control, Macquarie Health Corporation  
Macquarie Pathology, the parent company, was then the largest pathology practice in NSW. It had diversified into hospitals, medical instrument manufacture, computing, micrographics and property development. Mayne Health acquired Macquarie Pathology Services in 1999.
- 1977–1982 Lecturer and Demonstrator, University of Sydney Department of Physiology  
While undertaking research in physiology and pathology leading to a PhD.

## Other Appointments & Honorary Positions

- 2011 – 2011 Chair of the Director General's Information & Communication Technology (ICT) Planning and Investment Audit Taskforce, NSW Department of Health
- 2009 – 2012 Co-Chair of the Clinical Terminology and Informatics Reference Group, National E-Health Transition Authority
- 2004 – 2010 President and Chairman of the Health Informatics Society of Australia
- 1994 – 2008 Member of the Executive Committee of the Australian Association of Pathology Practices (AAPP, 1994-2000, Vice President 1996-1997) and since 2000 consultant adviser to the Executive
- 2007 – 2008 Adjunct Professor in Health Informatics, Central Queensland University
- 2004 – 2006 Member of the Australian Health Information Council Sub-committee for Electronic Decision Support
- 2002 – 2006 Professorial Fellow, Health Informatics Research Centre, Faculty of Informatics, University of Wollongong
- 2002 – 2006 Member of the Board, HL7 Australia
- 2001 – 2006 Member of the Health and Food Standards Sector Board, Standards Australia (Inaugural Chairman 2001- 2002)
- 2000 – 2004 Member of the National Health Information Standards Advisory Committee and its NHIG successors the Information Communications and Technology Standards Committee and the Classifications and Terminology Working Group
- 2002 – 2003 Member of the Pathology Informatics Working Party of the Royal College of Pathologists Australasia (RCPA)
- 2001 – 2002 Member of the Standards Development Board and Honorary Councillor, Standards Australia
- 1990 – 2002 Honorary Secretary to the AW Tyree Foundation
- 1998 – 2000 Member of the Quality Use of Pathology Committee and its Strategy Development Sub-committee, Australian Department of Health
- 1994 – 2000 Member of the Pathology Services Table Committee, the advisory committee that determines the Medicare Benefits Schedule for pathology, Australian Department of Health
- 1992 – 1997 Chairman of the AAPP Industrial Relations Committee, Chairman of the NSW practices IR group, & industry member of the NSW Industrial Relations Commission Conciliation Committee.
- 1994 – 1997 Chairman of the AAPP Health Informatics Committee,
- 1993 – 1997 Member of the Executive of the Australian Institute of Management – Illawarra
- 1994 – 1997 Chairman of the Pathology Services Table Review Group (a tripartite committee of the AAPP, RCPA and AMA)
- 1994 – 1995 Member of a task force on Electronic Communication in Pathology (RCPA)
- 1988 – 1992 Member of Finance and Public Relations Committees for Medical Research Week, Australian Society of Medical Research (ASMR); Convener of the Finance Committee for Medical Research Week, ASMR; Convener of Medical Research Week in the Illawarra, ASMR
- 1988 – 1990 Director of the International Health Evaluation Association

## Projects

Following is a selection of projects demonstrating the range of work undertaken by Michael Legg & Associates:

1. Development of the requirements, a service definition, business case and negotiation briefing on National Clinical Terminologies for the National E-Health Transition Authority leading to the adoption of SNOMED by Australia
2. Review of the National Clinical Terminology and Information Service for the National E-Health Transition Authority and subsequent plan development and help with restructuring
3. Development of a plan for the establishment of a 'Measurement and Outcome Evaluation Unit' and advice on the establishment of measures for use with NEHTA's projects and programmes including E-Discharge for the National E-Health Transition Authority
4. Advice to the National E-Health Transition Authority on pathology terminology and messaging standards and on behalf of the Australian Association of Pathology Practices, the development of the NEHTA-AAPP Business Requirements for Pathology
5. Chain Of Information Custody For The Pathology Request Test Report Cycle for the Australian Department of Health and Ageing and the Royal College of Pathologists of Australasia
6. Facilitation of a National Roundtable and subsequent report including a consensus statement and plan on the Structured Reporting in Pathology for Cancer Institute NSW, Cancer Australia and the Royal College of Pathologists Australasia in turn leading to a national project funded under the Quality Use of Pathology Program
7. The development of (and subsequent participation in) a project to establish Standardised Electronic Notification by Pathology Laboratories to the NSW Central Cancer Registry for the Cancer Institute NSW
8. Review of Information Management Systems Used by Laboratories that Notify Communicable Diseases Information to NSW Health and subsequent advice to the NSW and National Projects on Notification of Communicable Diseases
9. Mentoring the CEO of a medical software company and the development of a Board reporting process
10. The formation of the Coalition for eHealth (comprising 57 organisations) and the development of a consensus statement on a National eHealth Strategy and Plan that was incorporated into the National Strategy adopted by Health Minister's in 2008
11. A Study of the Impact of the Use of General Practice Computer Systems on the Ordering of Pathology for the Australian Department of Health and Ageing – Diagnostics and Technology Branch, Pathology Section with the Royal College of Pathologists of Australasia
12. Development of the Privacy Policy in Community Pathology for Australian Association of Pathology Practices
13. Leadership of the Committee that developed Standard AS4700.2-2004, Implementation of Health Level Seven (HL7), Version 2.3.1 - Part 2: Pathology orders and results (AS 4700.2-1998 update) and HB 262-2002, Pathology electronic messaging - Guidelines for pathology messaging between pathology providers and health service providers - Implementation guide the most used standard for electronic messaging in Australia
14. Development and Conference Co-Chair (ML) of the First World Congress on Pathology Informatics held in Brisbane August 2007 as well as chairing and presenting at many local and overseas conferences and meetings. Member of the organising committee for the Second WCPI

15. Development of a Commissioned Report entitled 'Standards Used in the Australian Health Sector' and Facilitation of a Health Standards Forum for Standards Australia
16. Design for a Trial and an Evaluation Framework for the Introduction of Point of Care Testing into General Practice in Australia for the Australian Department of Health and Ageing [2003] Advice on aspects of the Final Report for the Point of Care Testing Trial for the Australian Health Department of Health and Ageing Diagnostics Section
17. Facilitation of the First National Workshop on Quality and Safety in Pathology and the subsequent production of a report including a consensus statement and prioritised plan for the Australian Health Department of Health and Ageing Diagnostics Section [2007]. Facilitation of the Second National Workshop on Quality and Safety in Pathology (2008) and the subsequent production of a report for the Australian Health Department of Health and Ageing Diagnostics Section
18. Facilitation of a National Workshop on Non-Medicare Pathology and report on its management for the Australian Health Department of Health and Ageing Diagnostics Section
19. Development of a National Quality Framework for the Australian Health Department of Health and Ageing Diagnostics Section
20. Facilitation of a State-wide Workshop and subsequent report for the Initiation of Bowel Screening in NSW for Cancer Institute NSW
21. Facilitation of a State-wide Workshop and subsequent report for the Breast Screen Boundary Reorganisation in NSW for Cancer Institute NSW
22. Leadership of a project to establish the Australian Blood Cancer Registry and the development of a project to explore the incidental collection of clinical data for the registry (Lymphoma Wizard) for the Leukaemia Foundation. Facilitation and subsequent report for three Annual Workshops for the Australian Blood Cancer Registry
23. Development of a Request for Proposal for a Common Communications Service and its subsequent evaluation for the Australian Association of Pathology Practices
24. Development of a Relativity Based Pathology Services Table for the Australian Association of Pathology Practices
25. Development of a report on the Pathology Workforce for the Australian Department of Health and Ageing
26. Development of a report on the Health Informatics Workforce with the Health Informatics Society of Australia for the Australian Department of Health and Ageing
27. Development of a Report on E-Health and Registries in Australia for the National E-Health Transition Authority
28. Development of a Framework to Achieve an Australian Health Workforce Competent in Health Informatics for the National E-Health Transition Authority
29. Standardisation of Pathology Units and Terminology, for the Royal College of Pathologists of Australasia
30. Chairing the Audit of ICT Investment and Planning for the Director General NSW Ministry of Health
31. Chairing the Steering Committee for the Establishment of 'E-Health NSW', for NSW Ministry of Health
32. Development of a Quality Framework for Fitness Australia
33. Review of the National Electronic Messaging Standards with Medical Objects for the Singapore Ministry of Health
34. Facilitating the National Pathology Scientific Workforce Plan for the Pathology Associations Council