

What is Clinical Governance?

“A governance system for health care organisations that promotes an integrated approach towards management of inputs, structures and processes to improve outcomes in health care service delivery where staff work in an environment of greater accountability for clinical quality.”

The Task Group described clinical governance as the term applied to collecting all of the activities that promote, review, measure and monitor the quality of patient care into a unified and coherent whole.

- In essence, clinical governance is described as a framework through which DHBs *“are accountable for continuously improving the quality of their services and safeguarding high standards of care by creating an environment in which excellence in clinical care will flourish”*³.

Objectives of Clinical Governance

To plan and support the implementation of quality improvement activities

To monitor performance against domains such as:

- Risk management
- Clinical effectiveness
- Clinical audit & research

Objectives of Clinical Governance

Service user, carer and community involvement
Culture
Staff & staff management
Education, training and ongoing professional development
Use of information to support quality & governance (Finance, information, services, infrastructure).

Corporate accountability for clinical quality

The integration of quality improvement activities – where coordination and rationality will seek efficiencies in order to improve effectiveness ;

Clinical quality becomes an organisational priority, thus balancing clinical governance with corporate governance

Critical success factors for Clinical Governance

- Responsibility and accountability;
- Risk management strategy with clear policies;
- Programme of quality improvement activities.
- Clear policies and procedures to identify and correct poor performance;

Clinical governance asserts the value of a 'whole system' approach to quality improvement and organisational leadership, culture and systems

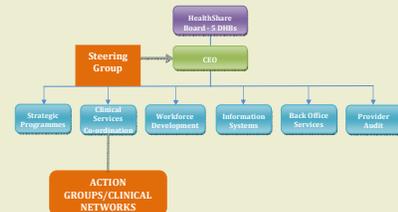
What are the key characteristics of clinical governance?

Incorporating a range of views, they are:

Corporate accountability for clinical quality

Clinical quality becomes an organisational priority, thus balancing clinical governance with corporate governance

So lets talk about the clinical governance network



Accountability

The Clinical Governance Network and its members are accountable to the CEO of HealthShare, and will work in conjunction with the Regional Planning Unit.

Chairperson

The HealthShare CEO will appoint the Chairperson of the Clinical Governance Network on the advice from the group.

- The nature of the work involved will require a high level of competency and expertise in relation to mental health and addiction services.
- The Chairperson will most likely be a Clinical Director from one of the 5 Midland DHBs. The CEO may also appoint a deputy chair.

Scope

The Clinical Governance Network has a broad requirement to consider all issues of relevance in relation to the delivery of mental health and addiction services, this includes:

- Investigation, information gathering and feedback from:
- A range of work completed nationally such as national strategy documents, prioritisation processes, and legislation

Scope includes:

- Group members' knowledge and experience
- Community issues or concerns

Scope includes:

- Any other relevant information available to assist with providing advice to the CEO.
- Providing sector leadership through the identification of service delivery issues and the facilitation of solutions, such as service co-ordination, support for collaboration, workforce development, and knowledge sharing.

Process

- The Clinical Governance Network may decide that it is necessary to meet more often, at times, to undertake its work. But in the beginning it will meet monthly.
- Once fully established, meetings will alternate between face:face and tele/video conferences, with meeting dates to be scheduled in advance
- Administrative support will be provided by HealthShare.

Process

- The Clinical Governance Network may from time to time hold workshops and planning sessions involving group members and/or other interested parties.
- They may also, from time to time, advise of the need to form focus groups, working parties, project teams or similar groups to progress the work of the Group.

Process

- The expectation is that members will be committed to attend all meetings. Should a member not attend 3 consecutive meetings without tendering their apologies or providing written feedback/responses in advance of the meeting, their membership will be reviewed by the group.
- Attendance may not be delegated.

- **Reporting Requirements**
- The Clinical Governance Network will provide a written report to the CEO quarterly. Copies of this report will be presented to the HealthShare Board and Midland DHB Boards as appropriate.
- The CEO may also require specific reports from the Group to inform the MRSP.

So what are the issues likely to impact on the Midland Mental Health and Addiction Clinical Governance network?

Patient expectations do they exceed organisational performance?

uneasiness between stakeholder expectations – operating in a political environment

Possible common causes
Lack of strategic overview

Paradigm and silo thinking

what other issues are likely to impact on the network?

Inconsistent processes leading to unreliable outcomes

Clumsy communication

Resistance to change

Inefficiency

Possible common causes

Constituent leaning vs integrated systems approach

Poor use of measurement

issues of concern for the Midland Mental Health and Addiction Clinical Governance network

Lack of employee engagement leading to frustration and high turnover

A concern for the Public perception

Waste

Slow and bureaucratic

Possible common causes

Lack of clearly documented processes

Lack of multiple disciplinary approach

Low tolerance of the use of data and data management

Poor implementation

Other possible issues of concern

Possible common causes

Unclear about where to go for help and services

Lack of training

Issues fall between the cracks

Poor customer focus

Poor targeting

What other issues are likely to impact on the Midland Mental Health and Addiction Clinical Governance network?

- symptom
- Possible causes

What about?

Increasing disengagement between clinicians and managers

Clinicians feeling less and less influential in decision making around health care delivery

Risk management

- A system that:
 - Identifies potential risks and the likelihood of them taking place;
 - assesses the impact that risk has on the organisation;
 - mitigates that risk;