

## 112: Clinical governance and the management of public sector health care excellence

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#### Objective:

To develop and implement a whole-systems clinical governance management model within a UK public sector health care organisation.

#### Outline:

This project concerns developing and implementing an organisational approach to quality within a National Health Service (NHS) Primary Care Organisation (PCO). It involves the delivery of services to a mixed population base of approximately 250,000 persons residing in the North West of England (East Lancashire), encompassing a number of ethnic minority groups. The NHS Primary Care Trust (PCT) acts as both a provider and a commissioner of these services. The resultant complex hybrid organisation makes this project unique.

Within this project these basic identifying qualities are combined with organisational leadership and the need to implement national policy. Strategy development is also an important element of the work in hand.

The PCT has based its approach in part upon principles within the European Foundation for Quality Management (EFQM) model. This includes the development of mission, vision, & values relating to Clinical Governance, as well as defining 5 top-level organisational result areas these being; patient experience, use of information, quality improvement processes, workforce, leadership planning and strategy. 15 operational result areas, as detailed below, underpin these 5 organisational result areas.

Whole-systems reporting	Pharmacy initiatives	Dental initiatives
Optometry initiatives	General Practice initiatives	Board development
Clinical Governance development planning	General Practice quality framework	Organisational systems review
Disease specific reviews	Competency reviews	Clinical risk
Clinical audit	Commissioning for Clinical Governance	Communication

#### Methods:

Key Phase 1: Within 6 months - Strategy production & launch, develop and implement organisational reporting for Clinical Governance, refine organisational Clinical Governance management processes & links

Key Phase 2: Within 12 months - Improve patient and practitioner involvement

Key Phase 3: Within 3 years - Full and complete implementation of the complete program

Key Phase 1 is now complete and the results and progress will be disseminated. Although this work is still in progress, key milestones have been achieved which we seek to share to the wider professional audience in order to stimulate debate.

#### Results:

A comprehensive Clinical Governance Strategy has been composed, disseminated, and implementation is progressing to plan. A whole-systems reporting scheme has been tested over 9 months. This has proved to be a successful performance management tool. Evidence is now methodically gathered every 12 weeks across the whole organization to support changes to practice. The culture of quality has changed, with a wide cross-section of staff at all levels of the organization documenting Clinical Governance activity on a regular basis. We are able to evidence all of the above, and prepare presentations. Our approach has been to pursue a combination of cultural and qualitative change rather than a quantitative statistical analysis. We can evidence a model, its developmental journey, a reporting program with results of change, various plans, and a 24 page Clinical Governance Strategy.

#### Conclusions:

This project has exceeded expectations. Staff working collaboratively, leadership involvement, development of a model, the development of a reporting framework as well as a plan for developing communication within and about Clinical Governance has been demonstrated. This work represents a systems development project within public sector health care. Knowledge has been gained about involving and motivating staff in order to gain commitment and influence cultural change.