



Clinical Governance

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BACKGROUND

- Australian Council for Safety and Quality in Health Care
 - 10% of hospital admissions in Australia are likely to be associated with an adverse event
 - Serious adverse events rate of about 2% associated with hospital admissions.
 - 1.7% lead to serious disability and 0.3% to death

BACKGROUND

- *National Expert Advisory Group on Safety and Quality in Australian Health Care (NEAG)*
 - National Safety and Quality Council 1999
- *Quality First – a commitment to quality and safety in ACT health services*
- *ACT Health Improvement Plan*
 - New clinical governance arrangements

DEFINITIONS

- Webster's Third International Dictionary (1986:982) describes governance as:
"The act or process of governing, specifically authoritative direction and control"
- The World Bank defines good governance as:
"The manner in which power is exercised in the management of a country's economic and social resources for development"

DEFINITIONS

- The Australian Stock Exchange has defined corporate governance as:
“The system by which companies are directed and managed. It influences how the objectives of the company are set and achieved, how risk is monitored and assessed, and how performance is optimised”

DEFINITIONS

- In the UK clinical governance is defined as:

“A system through which NHS organisations are accountable for continuously improving the quality of their services and safeguarding high standards of care, by creating an environment in which clinical excellence will flourish”

DEFINITIONS

“Clinical governance is an ordered, collective arrangement of concepts and activities related to safety and quality, performance, accountability and responsibility in the delivery of health care”.

CLINICAL GOVERNANCE

- It is a framework that defines lines of accountability and responsibility that links clinicians, consumers and health administrators in which the service is delivered.
- It is also about recognising and resolving problems that may arise in the provision of health care rather than apportioning blame to an individual.

CROSS DIMENSIONS

- Clinical competence
- Clinical risk management
- Clinical effectiveness
- Systems enhancement and accountabilities

Clinical Competence

- Refers to the competence of individual health practitioners to perform their designated role.
 - Knowledge
 - Skills
 - Attributes
- Underpinned by a code of conduct
- Professional development and training programmes

Clinical Competence

- Performance appraisal
- Peer review processes
- Supervision of junior staff
- Role of Clinical Privileges Committee
 - confirms scope of practice appropriate for new appointments
 - routine review
 - if competence has been questioned

Clinical Risk Management

- Clinical risk management recognises that risk might arise at many points in a patient's journey, and that aspects of how organisations are managed can systematically influence the degree of risk.

Clinical Risk Management

- Risk identification
 - incident reporting (AIMS),
 - sentinel event reporting,
 - HCC, Coroner,
 - claims and
 - complaints management

Clinical Risk Management

- Risk analysis
 - Aggregated review
 - Record review
 - Ad hoc audit
 - RCA
- The role of audit committees

Clinical Risk Management

- Risk reduction
 - policies,
 - procedures and
 - practices
- The role of:
 - Senior management
 - Clinician managers
 - Clinicians
 - Consumers

Benchmarking

- Accreditation is often seen as the most important mechanism to ensure the safety quality of health care in a hospital setting. Assessment against a set of standards is now well established in Australian hospitals.
- Benchmarking failures
- Benchmarking successes

Clinical Effectiveness

- Is about establishing and maintaining a process that ensures good quality clinical guidelines and best practice statements are systematically incorporated into day-to-day patient care.

Clinical Effectiveness

- Is underpinned by a well defined minimum safe standard of health care
- Role delineation
- Timely access to health care
 - waiting lists
 - access block (discharge procedures)
- The role of:
 - Senior management
 - Clinician managers
 - Clinicians
 - Clinical practice improvement units/committees

System enhancement and accountability

- Government
 - Legislation and regulation
- Health Departments
 - Policy
- Area health services/networks
 - Policy and some procedures
- Hospitals
 - Procedures and some policy
- Clinical units
 - Procedures and day to day practices

Accountability Structures

- Governing bodies
- Line management
- Supporting committee structures – in ACT the Clinical Council
 - Clinical Audit Committee;
 - Quality and Safety Forum;
 - Clinical Privileges Committee; and
 - Clinical Training and Education Committee.

Conclusion

- Providing health care is a risky business.
- Those at risk are not only the patient but also the health practitioner and ultimately the health organisation.
- Clinical governance is a process that seeks to minimise harm to patients and also to improve clinical outcomes