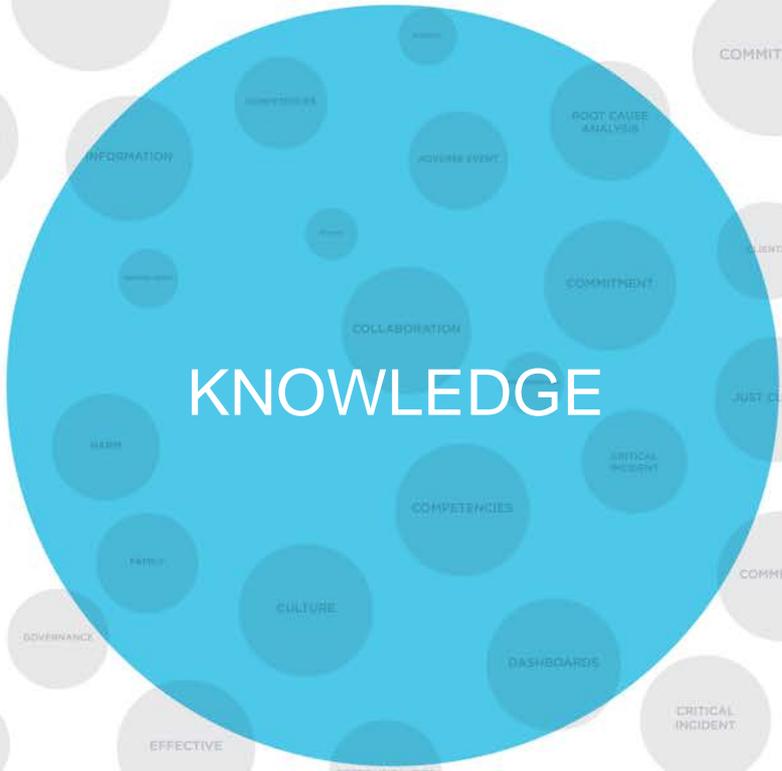




GOVERNANCE SKILLS AND ROLE

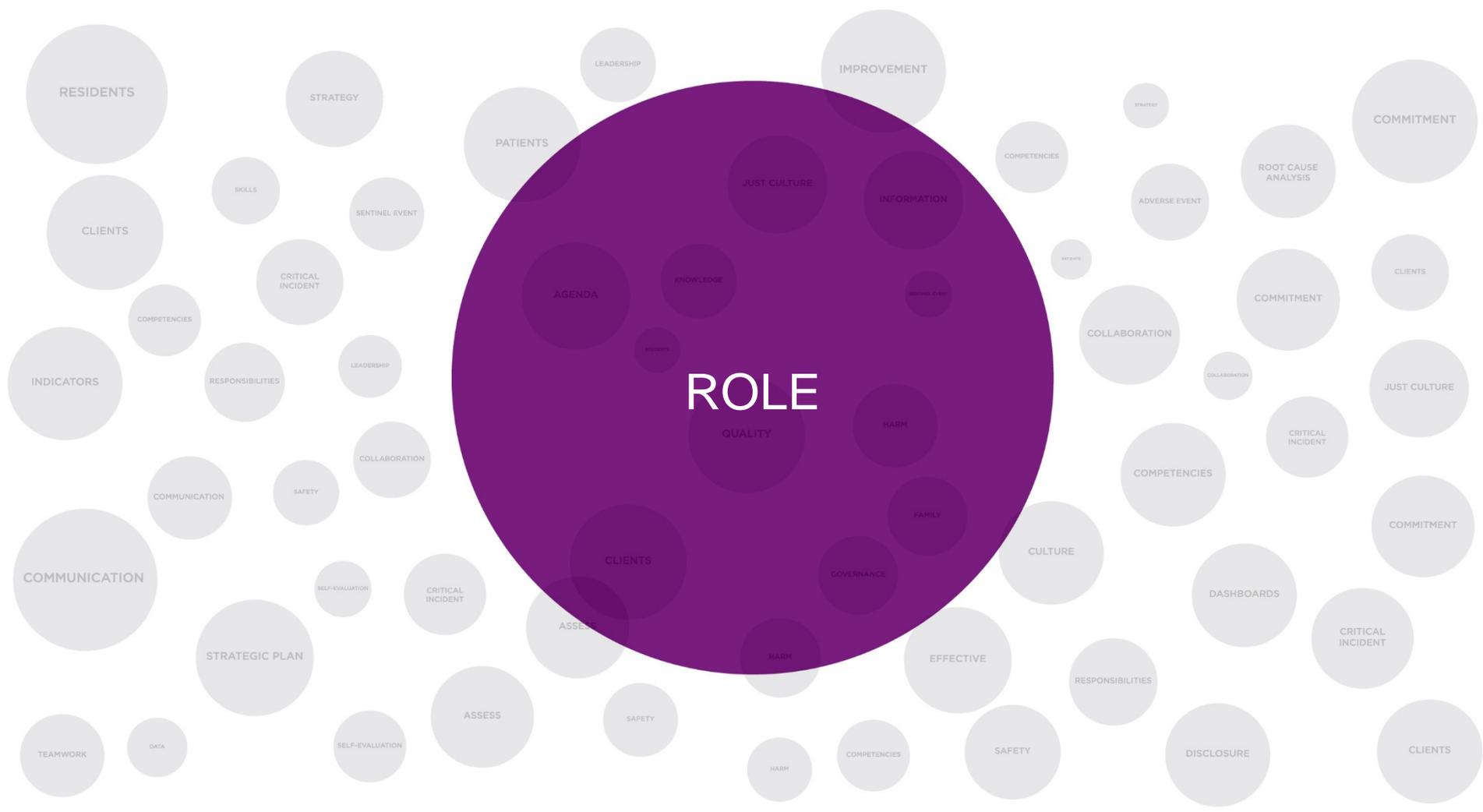
KNOWLEDGE OF QUALITY AND PATIENT SAFETY





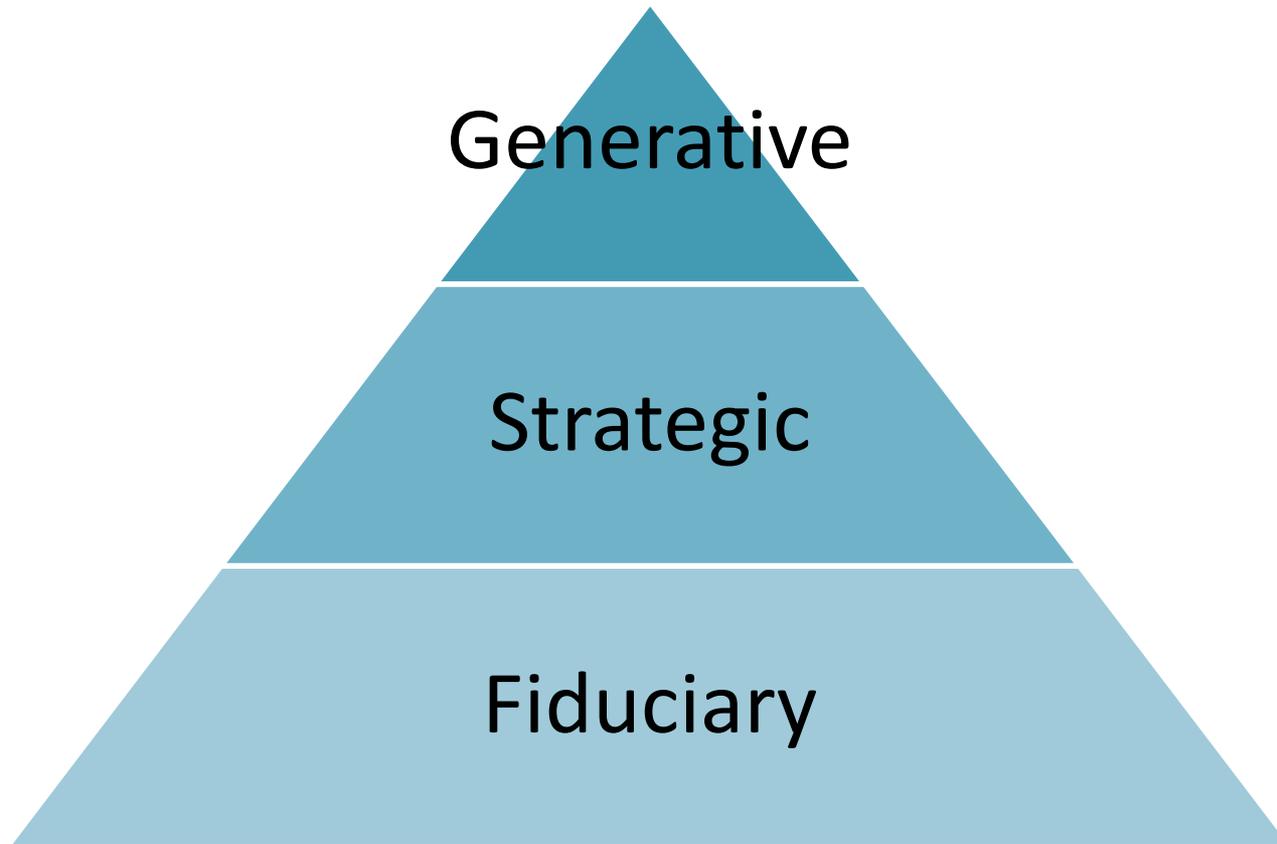
Objectives

- Clearly understand how the **ROLE** of the board and the **SKILLS** of its membership can impact quality and patient safety improvement
- Develop strategies to assess and build the board's **KNOWLEDGE** related to effective governance practices for improving quality and patient safety





Modes of Governance



* Content based on *Governance as Leadership* by Chait, R., Ryan, W., Taylor, B.



Board's Role - An Overview

- Quality Performance
- Risk Management Performance
- Financial Performance
- Stakeholder Relations Performance
- CEO Performance
- Strategic Planning Performance
- Board Performance





Executing the Board's Role

“Good boards clearly understand the distinction between governing and managing.”

- **Board policies**
 - Delegation of Authority Policy
 - Conflict of Interest Policy
 - Confidentiality Policy
 - Communication Policy
- **Decision making**
 - ‘Duty of care’
- **Oversight of performance**
 - i.e. Balanced Scorecard



Role of the Board: Giving Strategic Direction

STRATEGIC PLAN  QUALITY PLAN

- Engaged in developing a strategic plan
- Linking the strategic plan to the quality plan
- Having appropriate organizational structures in place
- Insuring a just culture and a culture of quality and patient safety
- Assuring appropriate staff by-laws, rules and regulations

Three levels of planning

- **Strategic plan:**
 - outlines the priorities
- **Operational plan:**
 - outlines what **to do** to achieve the priorities
- **Quality Improvement plan:**
 - outlines what **to do better**

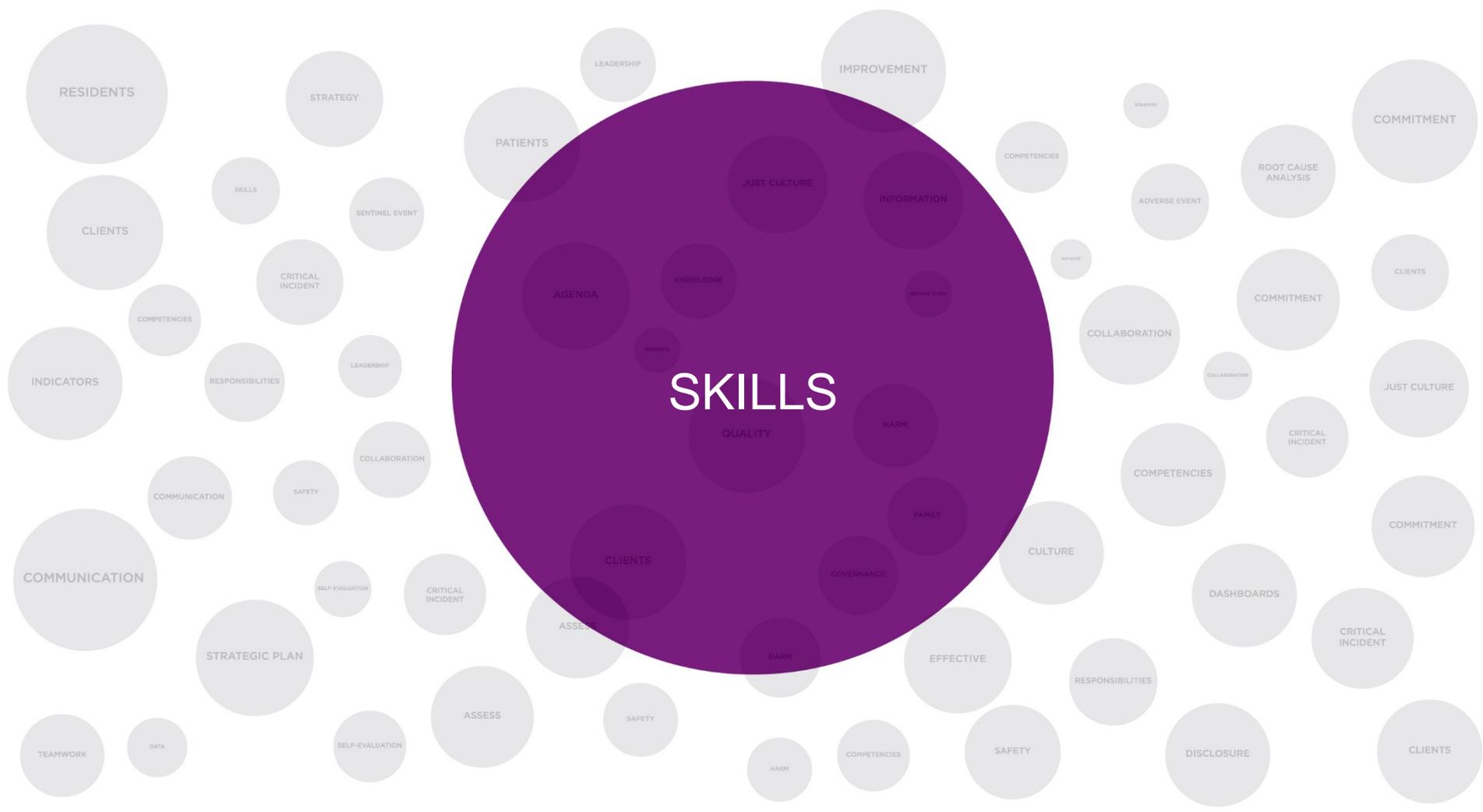


Role of the Board in Improving Quality and Safety Performance

“Boards with a Quality Committee can significantly enhance the Board’s oversight function” (Jiang 2008)

Invest in becoming quality-literate:

- Have a precise definition of quality and a quality framework
- Work with Management to develop appropriate quality indicators, safety targets, and selection of comparators
- Regularly review quality performance (data and “big dots”) – use data to inform decisions and make improvements
- Incorporate patient stories (qualitative data matters too!)





Governance Skills

- The board of directors is responsible for the oversight of a wide range of areas of organizational performance - from finance to quality and safety, from human resources to public engagement.
- To do this job well, the board requires the skill, knowledge and experience across a broad range of organizational functions.
- Leading governance practice supports selection of board members whose combined skills provide the board with the ability to offer leadership and oversight in all functional areas – a **“skills-based” board**.

Governance Models

- Community - Led
- Mixed - Led
- Provider – Led



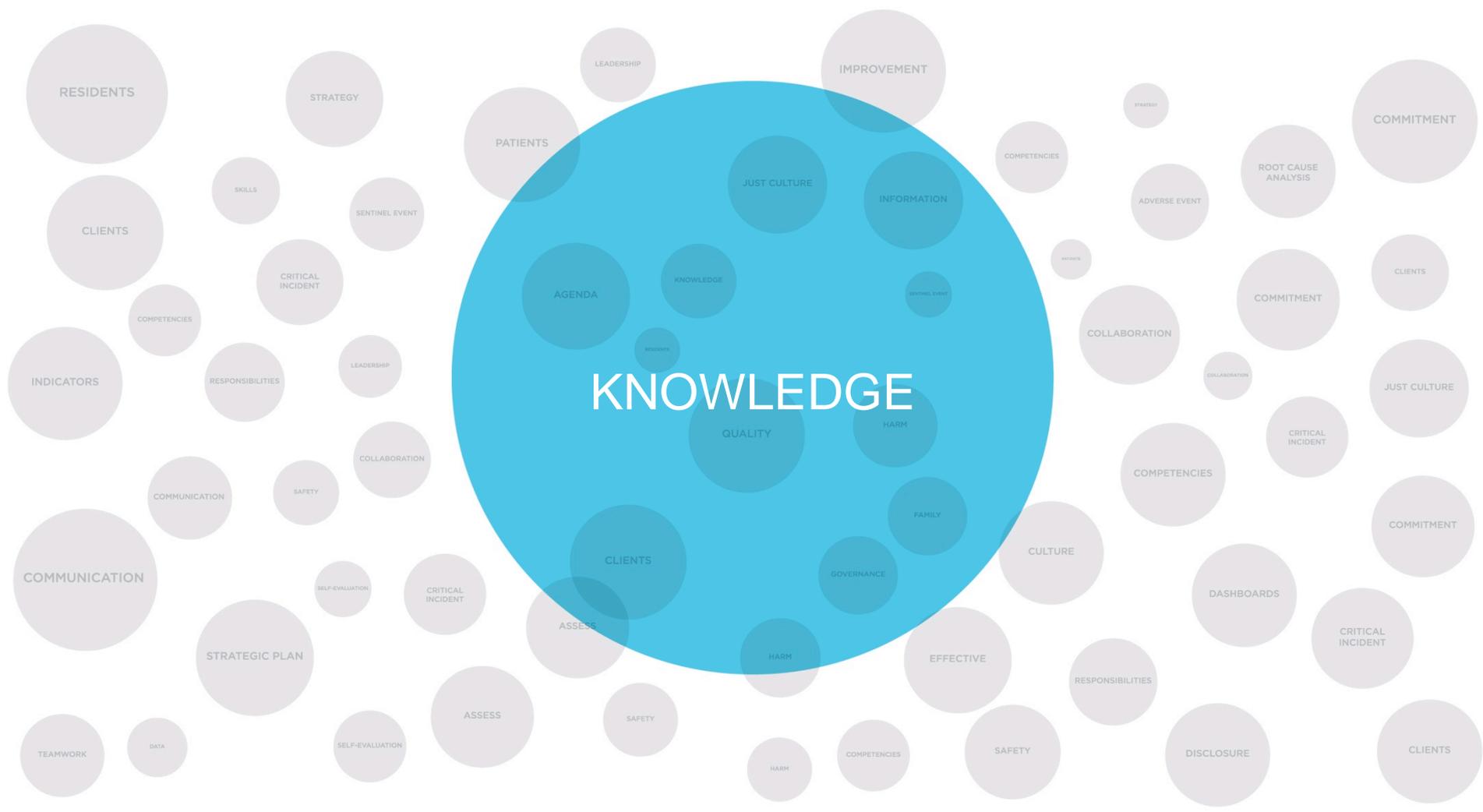
**‘Skills-based
boards’**

- ✓ The principles of good governance apply to all three of the above models.
- ✓ Regardless of the model you are working in, your board can be productive and effective. However, there are some unique characteristics and challenges related to each of the models that you will need to address if you are to become a high performing board



Governance Skills – Key Aspects

- Board engaged in composition and recruitment
- Use of Skills/Competency Matrix
- Board terms and tenure
- Board succession and leadership
- Board ‘buddy’ process to mentor new members
- Board orientation





Knowledge of Quality and Safety

- Determine what specific education/knowledge is needed in the area of quality and safety
- Targeted recruitment
- How can boards recruit members who are experts in this area? (similar to other key strategic areas – lawyers, accountants)
- Investing in becoming quality-literate

Final Thoughts

“Governance should be the engine that pulls the train of change. Instead it is often the caboose dragging along behind – with the brakes on.”

James Orlikoff

“It is not the strongest of the species that survives, nor the most intelligent, but rather the one most responsive to change”

Charles Darwin

“Thinking is the hardest work there is, which is probably the reason why so few engage in it.”

Henry Ford



KEY QUESTIONS & REFLECTION: Skills, Role & Knowledge

1 a. Has your board conducted a skills assessment to ensure sufficient skill expertise on your Board? Is there an appropriate balance between board size and skill set?

- If yes – share how your boards accomplished this
- If no – share how your board could acquire the appropriate skill set (completing a skills matrix? Training? Targeting recruitment efforts either on board or on sub-committee?)

1 b. What new Knowledge/skills/roles will your Board need to lead sub regional development?



KEY QUESTIONS & REFLECTION: Skills, Role & Knowledge

2. Board Effectiveness: Does your board...

- regularly review its own performance?
- Engage in strategic + generative discussion?
- support “distributed leadership” (the development of many front line leaders)?
 - If yes – share your boards approach
 - If no – share if there’s any action or changes you’d like to make

3. What risks do you see the LHIN Board having given its new mandate? How can we support the LHIN with that?

4. It has been suggested that ALL sub regional Boards should be abandoned, in favour of ONE integrated Board in each sub region? Discuss.



EFFECTIVE GOVERNANCE
FOR QUALITY AND PATIENT SAFETY

THANK YOU QUESTIONS??

