

**EFFECTIVE GOVERNANCE
FOR QUALITY AND PATIENT SAFETY**

SKILLS AND ROLES

KNOWLEDGE



Objectives

- To clearly understand how the roles, responsibilities and obligations of the board and the skill level of each of its members has an impact on quality improvement
- To develop strategies to assess and build the Board's knowledge, skills and experiences related to effective governance practices for improving quality

Governance Standards

Examples:

➤ Accreditation Canada

- **Standard 2.0**

The governing body has the appropriate membership to fulfill its role

- **Standard 2.1**

The governing body identifies the mix of background, experience, and competencies needed in its membership to govern effectively

➤ Canadian Centre for Accreditation

- **Standard 2.0**

The organization has adopted an approach to governance that clearly distinguishes the governing body's role from the role of management.

- **Standard 3.4**

Recruitment takes into account the knowledge, skills and experience needed to govern effectively.

- **Standard 4.0**

Orientation, training and development support effective governance.

Board Role

Board Responsibilities*

- Vision, Mission and Values
- Organizational key goals
- Strategic Plan
 - Focus on quality and patient safety clearly stated within strategic plan
- Executive Directors recruitment, performance management, and succession
- Board succession

**In workbook.*

Board Role

- Policy Formulation, Decision Making and Oversight
 - **Quality Performance**

“The Board has the ultimate responsibility for the organization's quality of care and patient safety”
- The Board will delegate to the staff whose role it is to operationalize policies
- Boards that set strategic quality goals, and spend 25% more time on Q&S issues have better outcomes (Jiang)
- Assess impact of resource allocation decisions on quality!

Board Role

Role of the Board in Improving Quality

- Board has developed a precise view of Quality and understands where patient/client safety fits
- Board works with Management to develop and prioritizes quality and patient/client safety indicators – set targets – choose comparators
- Focus on monitoring – measurement and indicators
- Board delegate responsibilities to senior leadership to implement and operationalize.

Board Role

Role of the Board in Improving Quality

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

- Board ensures organizational/board structures in place to achieve quality and safety goals *
- Support of initiatives for the development of quality and safety culture – (resources)
- Board and Committee Structure
- Quality Improvement Plan

****In workbook.***

Board Role

Critical Questions on Board Role to Support Quality

- What should the Board (or Board's Quality Committee) do? *
- Who should be on the Quality Committee?
- What information does the Board/Quality Committee need?
- How will the Board/Quality Committee support the ED in operationalizing the organization's quality decisions?
- Who are the stakeholders?

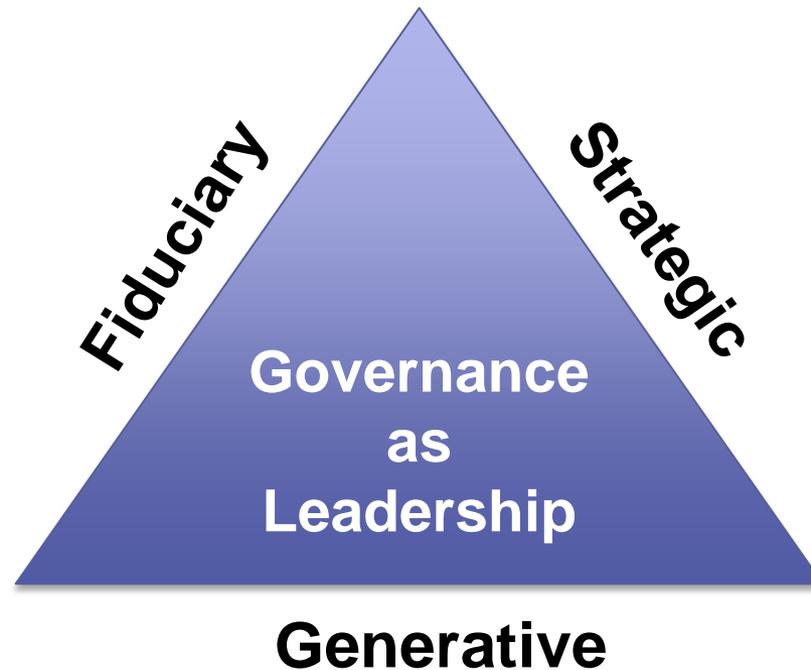
*** In workbook.**

Board Role

Board Quality Discussion

- **Boards are positioned to:**
 - Set goals and agendas – incorporate “Patient/Client Stories”
 - Ensure proper measurement and monitoring of Quality and Safety issues
 - Data and “big dots” are reviewed, presented and refined to facilitate all board/committee member’s understanding

Modes of Governance



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

Board Skills

Governance Essentials

- Strong boards can live with the tension between governance and operations
- “Two types of questions
 - **How good is our care?**
 - How do we compare to others?
 - (Who is the “Best”)
 - **Is our care getting better?**
 - Are we on track to achieve our key quality and safety objectives?
 - If not, why not? Is strategy wrong , or is it not being executed effectively?”

(J LReinersten)

Board Skills

Governance Essentials

- Board Composition and Recruitment
- Environmental Scan
- Skills/ Competency Matrix
- Robust Orientation (build “ board maturity”)
- Board “Buddy” – mentor new members
- Board leadership and succession

Board Knowledge

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)

Board Knowledge

Knowledge of Quality and Safety

- Evaluate Board member effectiveness*
 - Peer review feedback* process
- Continuing education
 - Build “experts” in targeted areas – (Quality and Safety)
- Encourage “respectful dissent” within all board/committee discussions

** In workbook*

The 8 Indisputable Behaviours of Successful Boards¹



Successful Boards...

1. **Act on behalf of their communities.** They define their community, and seek their views and values to use in decision making.
2. **Know their job,** they know the business of the organization, their duties under law, and they continually educate and orient themselves.
3. **Set targets and priorities** for the organization to accomplish and consider it in quality improvements.
4. **Identify the risks** and liability issues that the organization must manage and avoid.
5. **Delegate the work** of the operations clearly to one staff person.
6. **Assess performance** by rigorously monitoring to see if the organization has achieved the targets and avoided the risks, by fairly and only comparing performance to board-stated policies/ expectations.
7. **Practice governance discipline,** including orientation, meeting attendance, preparedness, participation, discussion, use of board policies, and the avoidance of conflicts of interest.
8. **Report back** to the community on the progress toward “hitting the target”.

¹Adapted from “The OnTarget Board Member: 8 Indisputable Behaviors” (C. Raso, M. Conduff, and C. Gabanna; 2007)

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



THANK YOU

QUESTIONS?



CAPABILITY ASSESSMENT