



Clinical Governance Away Day

*A Facilitator's guide for a review of
clinical governance at a
Practice Away Day*



LEADERSHIP IN PRACTICE



Clinical Governance Away Day

An Away Day is a common thing in general practice and it's a great opportunity for the Partners and key personnel to consider strategy and set goals. Facilitating such an event can be intimidating and challenging and it can be a problem getting all clinicians to engage especially if the agenda is non-clinical. One way of overcoming this is to have an away day agenda that is more clinically orientated whilst still providing valuable direction for the practice. One such Away Day Agenda would be to review the Clinical Governance of the Practice.

Purpose

The purpose of this toolkit is to:

- Deliver a simple effective way of reviewing clinical governance.
- Provide a toolkit, in the form of a workbook, which will allow for easy facilitation of a Practice Away Day.

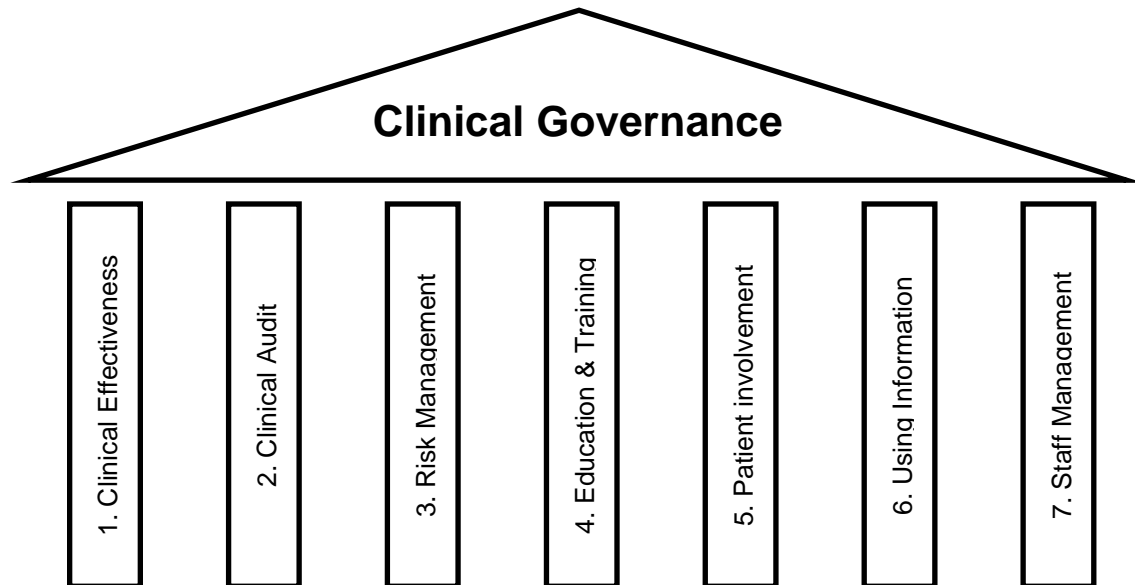
Facilitator Tip: If you have the space in the room, place 7 flip charts around the walls, each labelled with one of the pillars of clinical governance. If you have enough people in the team, allocate a couple of people per "pillar" and give each 5 minutes to brainstorm their ideas and then move them round so everyone gets to input on all. If you don't have enough people just move around the room in smaller groups.

Clinical Governance Definition

Clinical Governance is important to every practice and can feed into, and set the tone, of the strategic direction of the practice. Clinical Governance is most often described as having seven elements and can be 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 excellence in clinical care will flourish." ('Clinical governance and the drive for quality improvement in the new NHS in England' - Scally and Donaldson 1998, p.61)

The Seven Pillars of Clinical Governance



Traditionally, clinical governance has been described using 7 key pillars. This is a familiar and easy to use framework and one that fits well for use in the setting of a Clinical Governance Away Day.

Resources

The Clinical Team, other key members of the Practice Team, a facilitator, a room, a flipchart and half a day.

Facilitator Tip: Hand out Sticky-Notes to the team and encourage them to write as many thoughts and ideas as possible. Use these and the wall/flip chart sheets to collect the information as you progress through the activities.

Method

1. **What do we do now?** Step-by-step consider each pillar individually and identify which activities already exist that support clinical governance. Typically, these will include things like:
 - Significant Event meetings.
 - Clinical meetings.
 - Clinical audits.
 - Complaint meetings.
 - Training.

- Appraisals.
 - Protocols.
 - Use of IT & data.
 - Good working conditions.
2. **Challenge 'what we do now'**. The existing activities should then be 'challenged' through asking:
 - Are they robust enough?
 - Do we learn from the outcomes?
 - Do we act on outcomes to continuously improve?
 - Do they 'join together' to collectively deliver good clinical governance?
 - Do we have a system of accountability?
 3. **'What do we need to do'** Next consider what changes need to be made to strengthen clinical governance. In considering the possible options you might need to also ask:
 - Does the patient benefit?
 - Does the practice benefit?
 - What extra work is involved and is it achievable?
 4. Repeat this process for each of the seven pillars.
 5. **Our action plan**. Finally for each pillar summarise the improvements and patient benefits along with the action required to implement the change. You will now have completed the review and established:
 - What areas of clinical governance need to be improved.
 - What patient benefits will be delivered.
 - What action is required to implement the changes.

Pillar 1 - Clinical Effectiveness

Ensuring that everything you do is designed to provide the best outcomes for patients.

Facilitator Tip: Encourage the group to think about e.g. how current clinical meetings work and what is discussed? The efficacy of the protocols followed. How does the practice store and use information?

This first pillar includes:

- Adopting an evidence-based approach in the management of patients.
- Developing new protocols or guidelines based on experience and evidence if current practice is shown to be inadequate.
- Implementing guidelines, frameworks and other national standards to ensure optimal care.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 2 - Clinical Audit

To ensure through the use of an audit process that clinical practice is continuously monitored and that deficiencies are corrected and care improved.

Facilitator Tip: Challenge the group on how often audit is undertaken? How are findings shared to improve quality and safety? What areas are measured and what standards are judged against?

In the Clinical Audit pillar there should be evidence that:

- Audit is providing a continual measurement against proven standards.
- Where working practice falls short, action is taken to bring it in line with standards.
- Further audit completes the cycle and ensures change has been successful.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 3 - Risk Management

Having robust systems in place to understand, monitor and minimise the risks to patients and staff.

Facilitator Tip: Is there a robust SEA cycle to promote learning? Is everyone encouraged to be open and honest? Are individuals blamed if things go wrong?

The Risk Management pillar governs:

- Complying with protocols.
- Learning from mistakes and near-misses.
- Reporting and investigation of significant events and complaints.
- Implementing processes to reduce the risk and its impact.
- Promoting a blame-free culture to encourage everyone to report problems and mistakes.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 4 - Education and Training

Providing appropriate support to enable staff to be competent in doing their jobs and to develop their skills so that they are up to date.

Facilitator Tip: Get the group to discuss how education is planned and structured? How are training needs identified? Do individuals share new knowledge?

The fourth pillar of Education will encompass:

- Regular assessment designed to ensure that training is appropriate.
- Appraisals (which are a means of identifying and discussing weaknesses, and opportunities for personal development).
- The sharing and maximising of learning and knowledge.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 5 - Patient Involvement

To ensure that patients and the public are involved in the development of services.

Facilitator Tip: Ask the group how engaged and effective is the Patient Group? What patient education is happening? How do we gather and use feedback from our patients?

The fifth pillar is where patients are involved in the clinical governance and where patient and public feedback is being used to improve services and to ensure an increased level of quality and suitability. Here we should see patient involvement encouraged through:

- Local patient feedback questionnaires.
- National patient surveys.
- Local Involvement through organisations such as Healthwatch and Patient Groups.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 6 - Using Information

Ensuring that patient data is accurate and up-to-date, and that confidentiality of patient data is respected.

Facilitator Tip: Ask how consistent and accurate is record keeping? Are the whole team aware of IG responsibilities? Is information stored securely and easily accessible?

The Pillar for Information is to ensure that full and appropriate use of data is used to measure the quality of outcomes. It will require that:

- Patient data is accurate and up to date.
- Confidentiality and security of patient data is respected.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Pillar 7 - Staff Management

The need for appropriate recruitment and management of staff that delivers an effective and safe working environment.

Facilitator Tip: Encourage the group to identify what are the positive and negative motivators? How could communication between the whole team be improved? What would deliver better engagement and involvement in delivering quality?

In the seventh pillar the governance ensures that:

- recruitment and management of staff is in line with legislation and best practice to deliver high quality care and patient safety.
- staff management is focused on identifying and addressing under performance.
- staff retention is promoted by motivating and developing staff and by providing good working conditions.

What do you do now?	
What change will deliver improvement?	
What benefit will this provide for patients?	

Your Seven Pillars of Clinical Governance

Now summarise your review, capturing each improvement and the benefit they bring to the patient. You will also need to decide on the action needed to make the changes.

Facilitator Tip: Don't get stuck with the responsibility for doing the work involved in implementing the changes. Ask others which improvement they would like to have responsibility for and ensure the work is shared.

Pillar 1 - Clinical Effectiveness	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	
Pillar 2 - Clinical Audit	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	
Pillar 3 - Risk Management	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	

Pillar 4 - Education & Training	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	
Pillar 5 - Patient Involvement	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	
Pillar 6 - Using Information	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	
Pillar 7 - Staff Management	
How will we improve?	
Patient Benefit Delivered?	
Action needed?	