



Policy and Practice: A Partnership for Better Outcomes

“Accreditation and Patient Safety Right From the Beginning!”

How clinical governance is emerging as a useful tool for measuring and guiding clinical performance

Dr Hamid Ravghi, Regional Advisor,
Hospital Care and Management, WHO EMRO

1



Clinical Governance

- Definition?
- DoH, UK, 1998
- Different components (Pillars)
- Australia, New Zealand, Canada, Indonesia, Iran

2



Definition

- A framework (system) through which NHS organisations are **accountable** for **continually improving the quality** of their services and safeguarding **high standards** of care by creating an environment in which excellence of clinical care will flourish (Department of Health, UK; Scally and Donaldson, 1998)
- Corporate (organizational) accountability for clinical performance (Walshe, 1998)

3



Definition

- Systematic and integrated approach to ensuring services are accountable for delivering quality health care (Phillips et al., 2010)
- framework for the continual improvement of patient care by minimising clinical risks and continuing the development of organisations and staff (McSherry and Pearce, 2011)

4

Definition

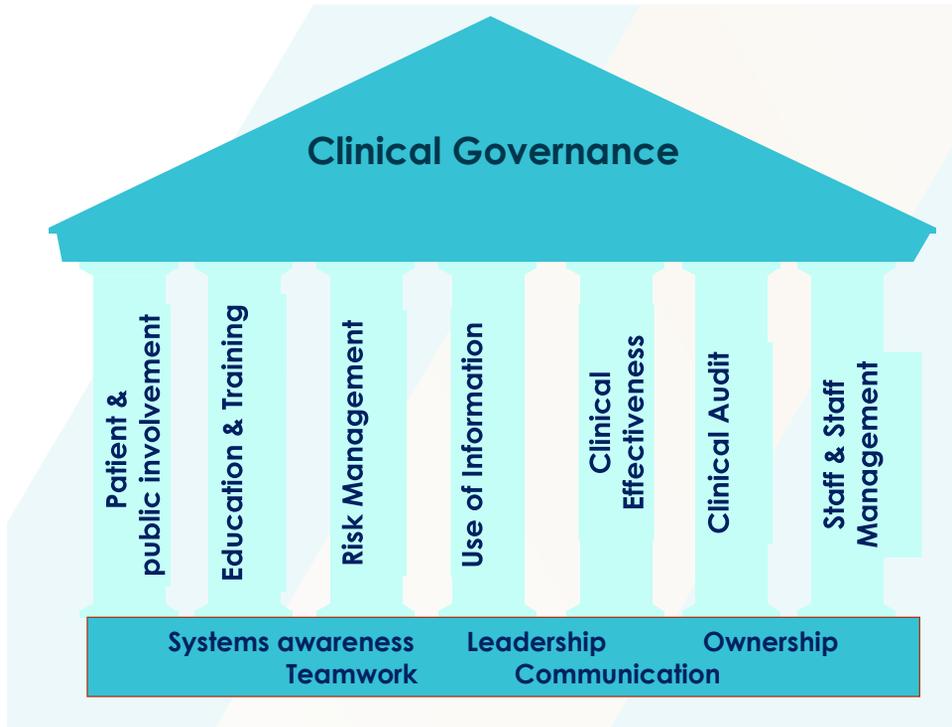
- Clinical governance is an integrated component of corporate governance of health service organisations. It ensures that everyone – from frontline clinicians to managers and members of governing bodies, such as boards – is accountable to patients and the community for assuring the delivery of health services that are safe, effective, integrated, high quality and continuously improving (Australian Commission on Safety and Quality in Health Care, 2017)

5

Clinical Governance- components



6



7



Develop standards	Apply standards	Monitor standards
Evidence-based medicine	Manpower planning	Clinical audit
Clinical standard	Continuing professional development and lifelong learning job plan	Monitoring and evaluation Complaints National inquiries
Research and development	Risk management	

8



Clinical Governance An experience from EMR (Iran)

- Introduced in 2009 by MOHME (nationwide)
- To standardise and improve clinical services as well as to increase efficiency
- Seven pillars model
- 600 hospitals (public and private)
- Lasted for 5 years

9



Clinical Governance An experience from EMR (Iran)

- High level advocacy
- Organizational structure- offices with dedicated staff (MOHME, provincial and hospital levels)
- Raising awareness and staff training (5000 in one year)
- Distance learning (offline approach- 50 sessions)
- Development of guidelines and protocols
- creating supportive culture for quality improvement
- National recognition arrangement (two years using pre-defined criteria and targets)
- Monitoring the implementation process

10



Achievements

- More attention to quality improvement and patient safety in particular
- Raised awareness of hospitals' staff
- Development of risk management and incidents reporting systems in hospitals
- Implementation of clinical audit activities (mostly led by nurses)
- Introduction of performance development plans for hospital staff
- Contribution to the creation of national knowledge management units to develop clinical guidelines
- Complaint management system in hospitals
- Patient safety champions

11



Challenges

- Concept of clinical governance
- Inadequate engagement of stakeholders (frontline staff)
- Unclear roles and responsibilities for staff and managers
- Insufficient standards and guidance for implementation
- Organizational culture
- Inadequate interest from clinicians (resistance)
- High workload and shortage of health workforce
- Lack of dedicated funding
- Weak information management system
- Insufficient patient awareness and involvement
- conflicting perceptions among managers regarding accreditation and clinical governance
- Unrealistic expectations

12



Lessons learnt

- Conceptualization of clinical governance
- Committed leadership
- Engagement of all stakeholders
- Clear role and responsibilities of governing bodies, managers and staff (**Governance, management and practice**)
- Appropriate training and guidance for implementation
- Structured approach for development of guidelines and protocols
- Ensuring a robust, positive and open safety culture
- Appropriate M & E framework
- Setting realistic targets and expectations

13



Thank you

14