Boards In Action

A Board’s role in Improving Quality and Safety

Guidance and Resources

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# hello my name is…

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Governance for Quality and Safety team…
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Assist board members to:

- Reflect on board performance and approach to improving quality and safety
- Understand leading quality improvement practices
- Make improving quality and safety a central tenet of a board’s agenda
- Develop partnerships with staff and service users for improving quality and safety

- Drive improvements in care in a measurable way
- Be aware of the importance of using proven quality improvement methodologies
- Seek assurance and approve a plan for improving quality and safety
Boards with higher levels of maturity in relation to governing for quality improvement (QI) have the following characteristics: explicitly prioritising QI; balancing short-term (external) priorities with long-term (internal) investment in QI; using data for QI, not just quality assurance; engaging staff and service users in QI; and encouraging a culture of continuous improvement; ...enabled and supported by board-level clinical leaders.

(Jones et al., 2017)
Framework for improving quality

Source: Framework for Improving Quality in Our Health Service (HSE 2016)
Board leading practices.....

Structures
Processes
Standards
Oversight and Accountability for Quality and Safety

1
Board Leadership for Quality and Safety
Board leading practices.....

1
Board Leadership for Quality and Safety

Oversight and Accountability for Quality and Safety

2
Board Practices for Quality and Safety
Board leading practices.....

1. Board Leadership for Quality and Safety

2. Board Practices for Quality and Safety

3. Board Partnerships for Quality and Safety
1. Board Leadership for Quality and Safety
2. Board Practices for Quality and Safety
3. Board Partnerships for Quality and Safety
4. Methods for improving quality and safety

Oversight and Accountability for Quality and Safety

Board leading practices.....
Board leading practices.....

1. Board Leadership for Quality and Safety
2. Board Practices for Quality and Safety
3. Board Partnerships for Quality and Safety
4. Methods for improving quality and safety
5. Measurement for improving quality and safety

Oversight and Accountability for Quality and Safety
Board leading practices.....

Oversight and Accountability for Quality and Safety

1. Board Leadership for Quality and Safety

2. Board Practices for Quality and Safety

3. Board Partnerships for Quality and Safety

4. Methods for improving quality and safety

5. Measurement for improving quality and safety

6. Board risk management and assurance
Board leading practices.....

1. Board Leadership for Quality and Safety
2. Board Practices for Quality and Safety
3. Board Partnerships for Quality and Safety
4. Methods for improving quality and safety
5. Measurement for improving quality and safety
6. Board risk management and assurance
7. Planning for improving quality and safety

Oversight and Accountability for Quality and Safety
Board considerations..

Board Considerations - Role of Leadership in improving Quality and Safety

- How does our board define quality and safety?
- What are our specific targets and outcomes for improving quality and reducing harm? Who can be part of the process to develop those aims?
- Does our board demonstrate our commitment to quality and safety by the actions we take?
- Does our board communicate in a transparent way?
- How does our board invest in the development of staff as leaders for improving quality?
- How does our board ‘ring fence’ resources for improving quality and safety?
Dissemination and use

- Disseminate to board chairs and CEOs
- Request to CEO to develop plan for the use of the guidance with their board members/executive management team.
- Inclusion of guidance in induction programmes for new healthcare board members.
- QID member’s meetings (on request from Boards) to introduce the guidance and resources and partner for Board on Board QI projects (small number in 2018)
- HSE Leadership team/directorate examining the guidance to inform the operations of the team/directorate
Board ambitions

...remember that non-executive directors are the eyes and ears of the outsider but have privileged access to the inside of the service. That is your value to patients, to the executives and to the board. Use it well but take your time – thoughtful reflection about what can go wrong and why is all too rare, and we need lots more of it at every level of the system... Commit yourself to a year-long schedule of informal visits to wards, clinics and departments... Be patient and gradually the workings of the service will reveal themselves. Be persistent and word will spread that the board is seriously interested in the work of caring for patients and the conditions that make it possible.

(extract from Cornell, 2013)
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• HSE Library team