

Framework for Clinical Governance

July 2002

Working in Partnership to improve the health and social well-being of local people and to deliver fair, effective, high quality healthcare by a skilled, valued workforce

Introduction

This framework sets out the Clinical Governance arrangements in place for Mansfield District PCT, including individual and corporate responsibilities, accountability arrangements, systems in place and guidance regarding further help and support.

What is Clinical Governance?

Clinical Governance has been defined by the government as:

'a framework 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'
(A First Class Service – Quality in the new NHS, 1998)

What does this mean for Mansfield District PCT? In simple terms, it is making sure that systems are in place across the PCT for maintaining and improving the quality of care we provide and that this is encouraged and supported.

The principles of Clinical Governance are fundamental to the work of the PCT. This is reflected in Our Mission:

'Working in partnership to improve the health and social wellbeing of local people and to deliver fair, effective, high quality healthcare by a skilled, valued workforce'

and in the values we hold:

- Valuing our staff – our greatest resource
- High Quality Care
- Evidence Based Effective Care
- Building Partnerships
- Involving and engaging patients and the public
- Fair Access
- Value for Money

(Organisational Arrangements Document, April 2002)

Clinical Governance - why?

Working to the principles of the Clinical Governance framework will:

- ▶▶ Ensure that quality is placed at the heart of the health care we provide
- ▶▶ Ensure that we achieve the highest standards of care possible
- ▶▶ Help prevent mistakes
- ▶▶ Help secure public confidence
- ▶▶ Meet our responsibilities as laid down by the Government

Clinical Governance – How do we do it?

Each component process of Clinical Governance will not suffice on its own – the idea is that each is linked to provide a systematic system, with the right balance of accountability and continuous quality improvement (Baker et al, 1999)

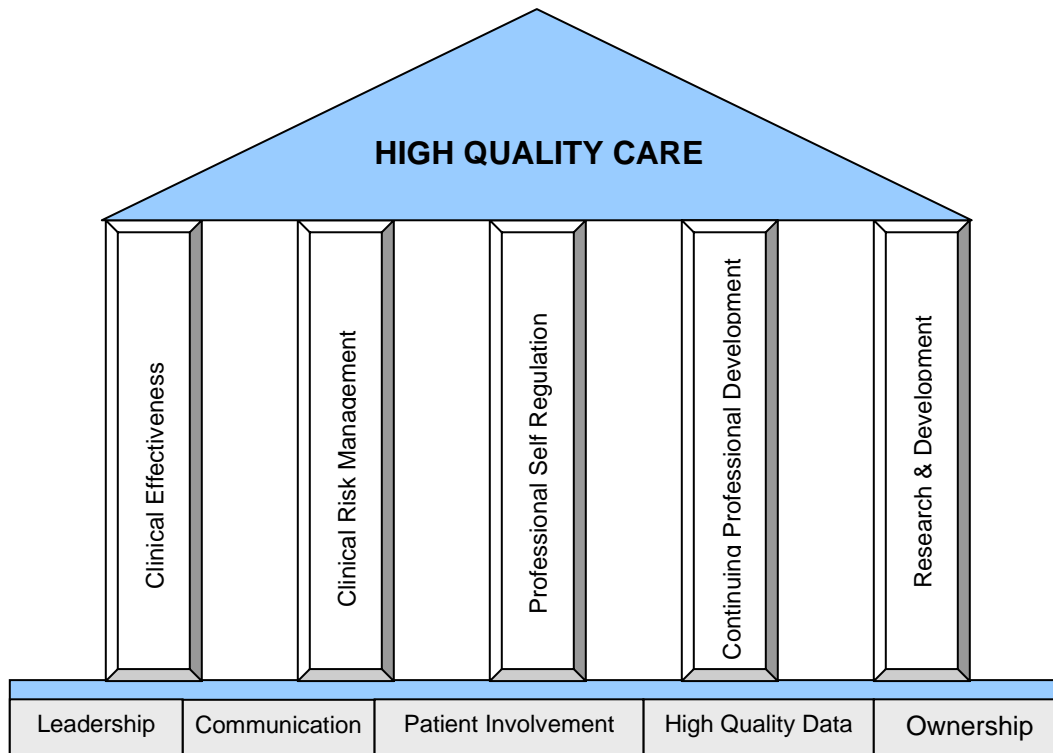


Figure 1: Building Blocks of Clinical Governance
(adapted from Clinical Governance Model, National Clinical Governance Support Team)

Clinical Governance – who is involved?

The principles apply to **everyone** engaged in the delivery of healthcare. For Mansfield District PCT this means all our employed staff in all the services we provide. It also applies to staff employed within General Practice and other independent contractors (Dentists, Pharmacists, Optometrists).

Involving patients is also a key component of clinical governance. Patients can provide their own expert views on a range of issues, including:

- Living/coping with their condition
- Access to services
- Patient preferences for treatment options
- How well or badly treatment and care are delivered
- Outcomes important to patients
- Patient information and support needs

Patient involvement does not mean that patients must be involved in every task or at every stage of clinical governance activities but appropriate involvement from the earliest stages will ensure that patient views inform activities from the outset. (Lugon & Secker-Walker, 2001)

Responsibilities - where do I fit in?

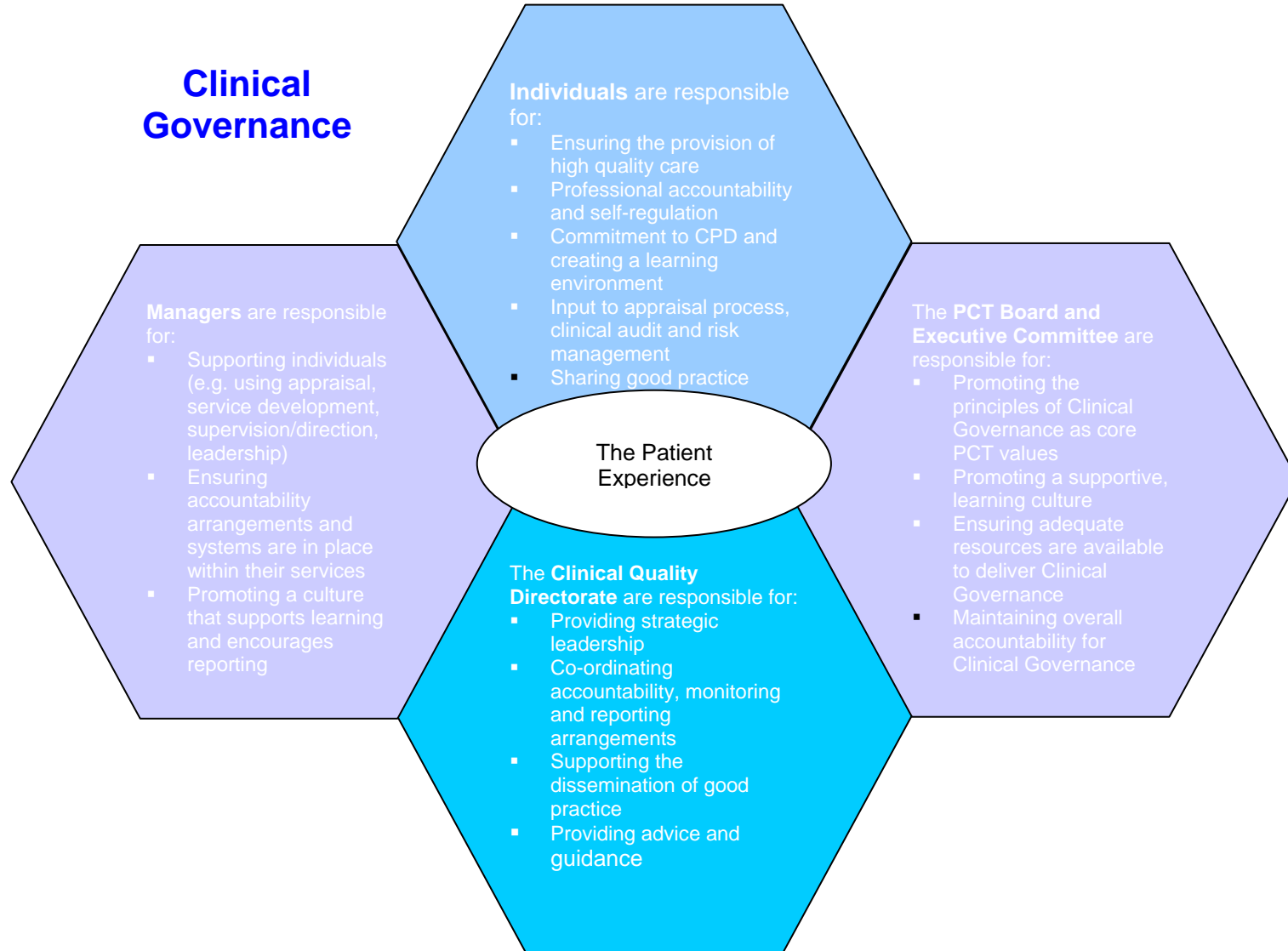
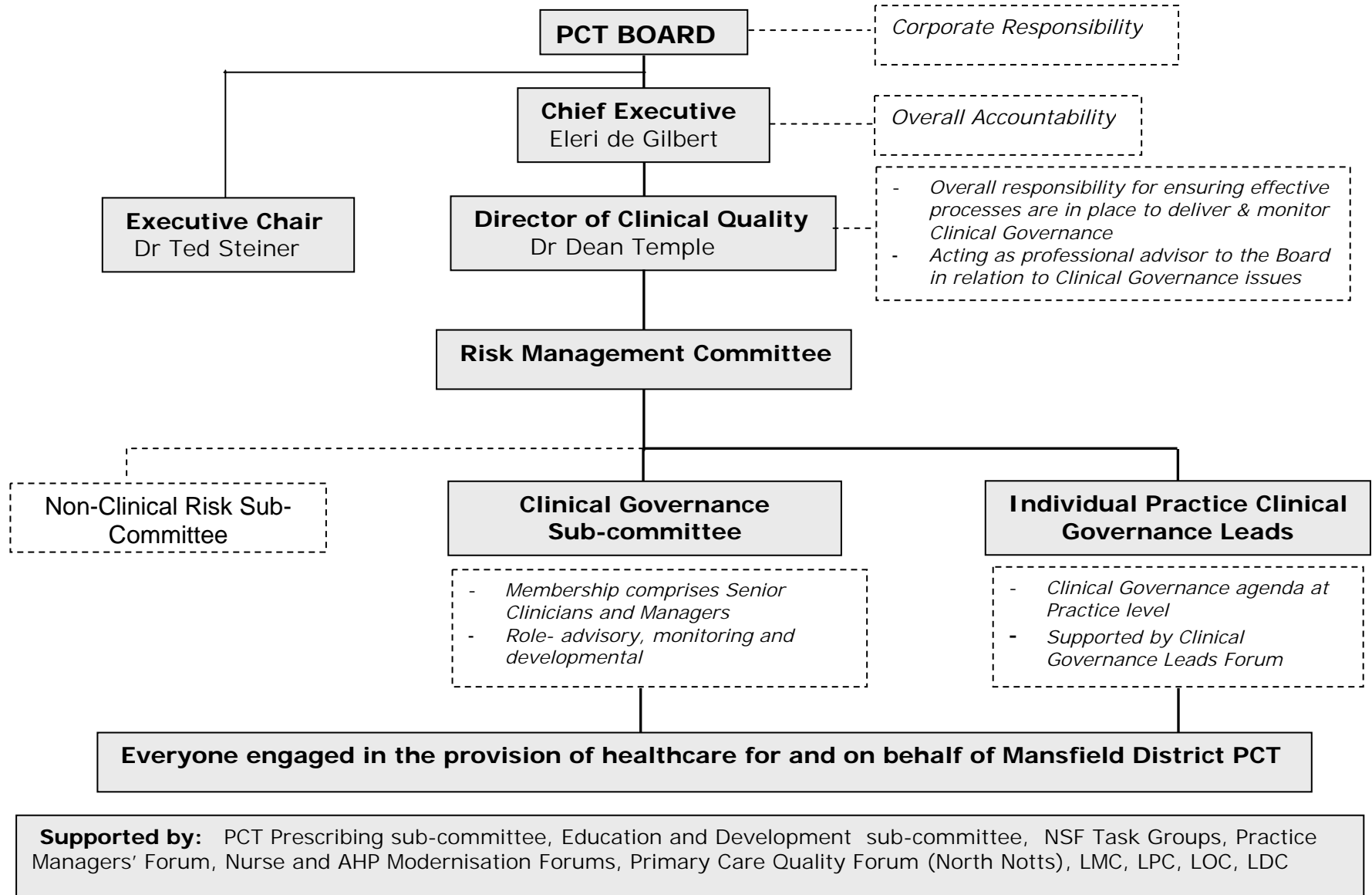


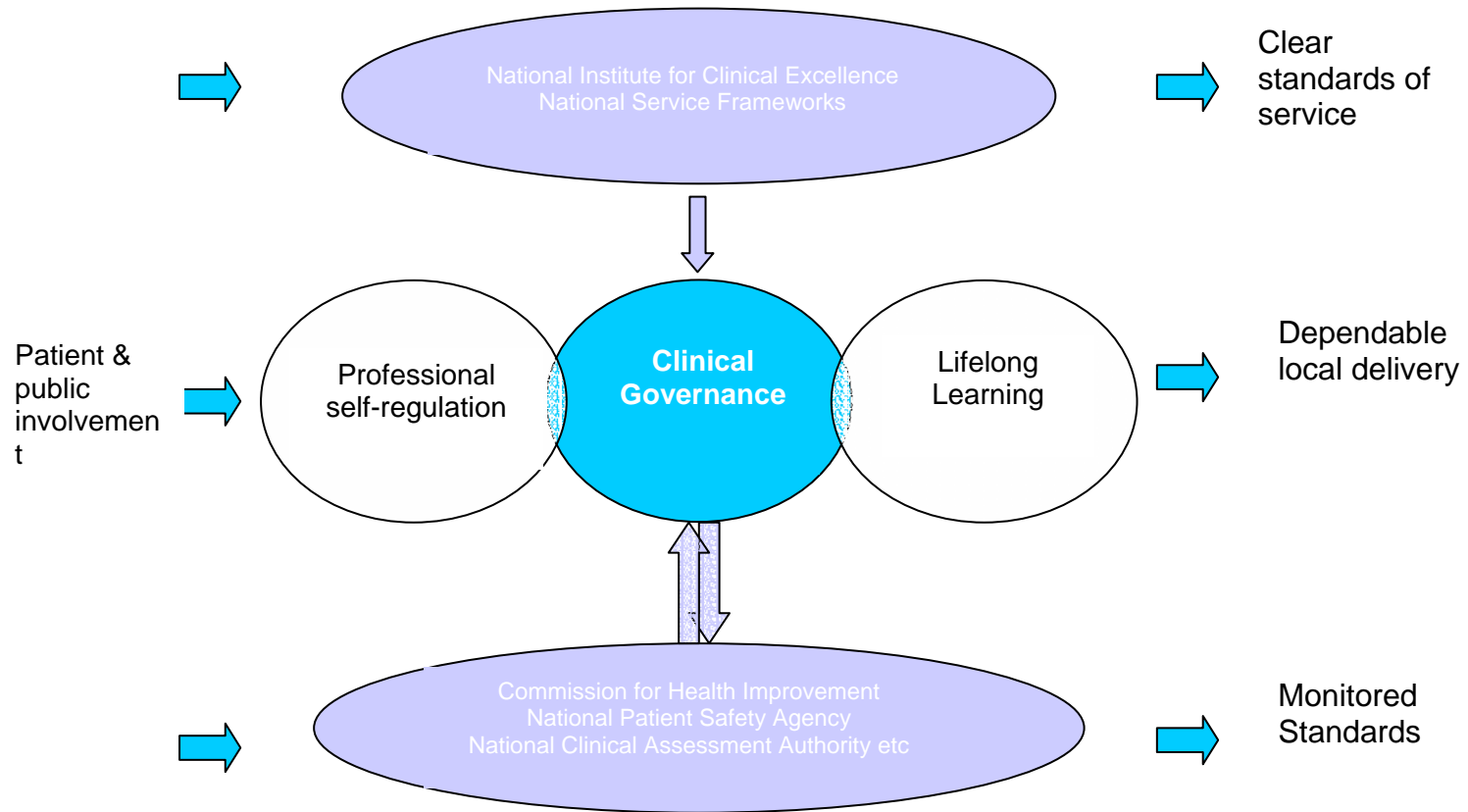
Figure 2: Responsibilities for Clinical Governance – Mansfield District PCT

Clinical Governance - Leadership and Accountability Arrangements



To ensure the Clinical Governance Agenda is being taken forward an Annual Development plan will be produced, performance against which will be regularly reviewed by the Clinical Governance Sub-Committee and reported to the PCT Board.

Quality in the NHS – other parts of the jigsaw



(Adapted from 'A First Class Service, Quality in the New NHS, 1998)

Figure 3: Quality links in the NHS

Key points about Clinical Governance in Mansfield District PCT

- ▶▶ Every member of staff recognising their role in providing high quality care and sharing good practice
- ▶▶ Themes of quality, accountability, transparency and continuous improvement which need co-operation, teamwork and support to flourish
- ▶▶ Individual health professionals remaining responsible for the quality of their own clinical practice. Professional self-regulation remains an essential element in the delivery of quality patient services
- ▶▶ Ensuring that all staff are appropriately qualified and receive training and development in line with their personal development plans
- ▶▶ Promoting a culture of learning - having systems in place to deal with and learn from incidents and complaints, and to identify and manage risks
- ▶▶ Improving care using quality improvement methods (e.g. Clinical Audit), identifying aspects of care that need improvement, making plans for improvement and monitoring the outcome
- ▶▶ Encouraging a culture of excellence, partnership and accountability
- ▶▶ Ensuring there are clear management arrangements for health care provided
- ▶▶ Linking with National standards, internal and external systems of accountability
- ▶▶ Celebrating success as well as looking to improve
- ▶▶ Centred around the patient experience

Communication Process for Clinical Governance

A clearly defined communication process is essential to ensure that:

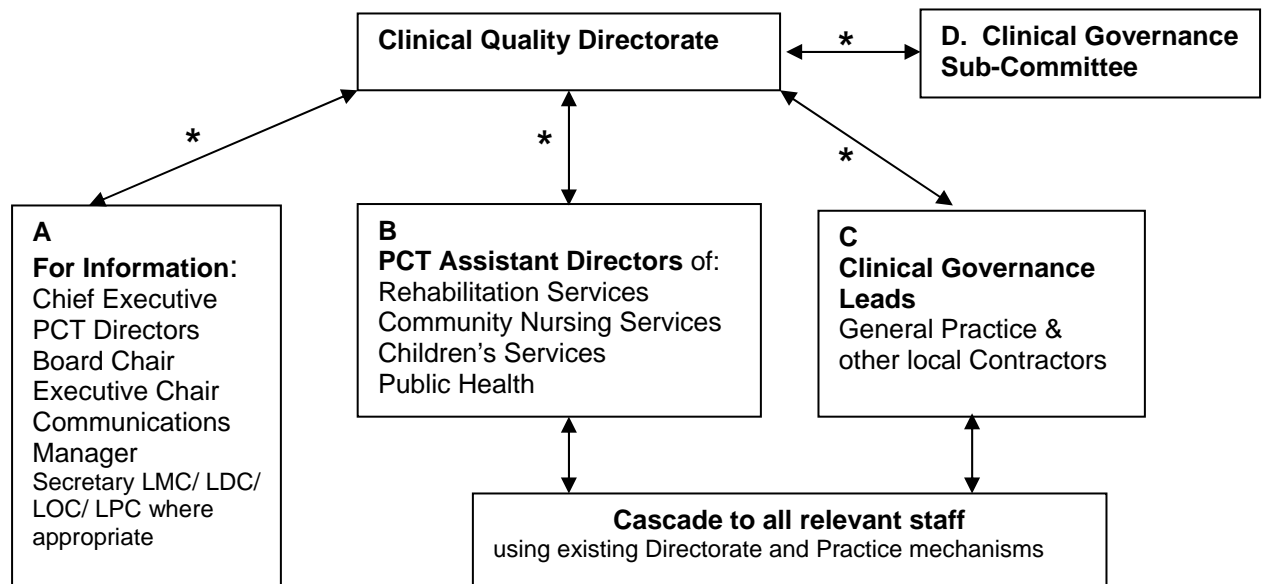
- The PCT Board and other relevant committees can monitor the implementation of clinical governance and performance
- Patients, the public and other stakeholders are informed of the PCT performance and progress against plans
- PCT Staff are kept up to date with Clinical Governance issues and progress, reliable mechanisms are in place to keep staff aware of policies, guidelines, training initiatives etc and that feedback mechanisms are in place to ensure appropriate sharing of good practice and appropriate learning.

In order to ensure that information reaches the appropriate people in a timely manner, different approaches are required:

Printed	Strategies, PCT reports and minutes, Annual Report, PCT Newsletter, Policies, Guidelines, ad-hoc information etc
Electronic	E-mail, Intranet, Internet
Verbal	Committees, Team Brief, Team meetings etc

The Clinical Quality Directorate will work with the Communications Manager to ensure a robust communications process is in place across the PCT, in-line with the Communications Strategy.

Information relating to Clinical Governance - cascade and feedback



* Information will be targeted according to relevancy

Clinical Governance – Where to go for help and support

Topic	PCT Contact	PCT Committee / Policies/ Procedures/ Documents	Regional/National Contacts
Appraisal & Revalidation	Medical Staff – Dr Dean Temple, Director of Clinical Quality Nurses, AHPs and Other staff – Debbie Lee, Head of Clinical Practice and Professional Development		DOH website
Caldicott	Dean Temple, Caldicott Guardian Colin Draycott, Risk/Complaints Manager	Caldicott Development Plan Clinical Governance Sub-Committee	
Clinical Audit and Effectiveness	Suzanne Meredith, Clinical Quality Manager	Application process for Audit Projects Clinical Governance Sub-Committee	
Clinical Governance Lead	Dr Dean Temple, Director of Clinical Quality	Clinical Governance Sub-Committee Clinical Governance Annual Report Clinical Governance Development Plan	
Clinical Negligence Scheme for Trusts	Colin Draycott, Risk/Complaints Manager	Risk Management Committee Clinical Governance Sub-Committee	NHSIA website
Clinical Risk Management	Colin Draycott Risk/Complaints Manager	Risk Management Strategy Risk Management Committee	NHSLA website
Clinical Supervision	Debbie Lee, Head of Clinical Practice and Professional Development		
Complaints/Litigation	Colin Draycott, Risk/Complaints Manager	Complaints Procedure Risk Management Committee Clinical Governance Sub-Committee Non-Clinical Risk Sub-Committee	
Continuing Professional Development	Debbie Lee, Head of Clinical Practice & Professional Development	Education, Training and Development Strategy AHP & Nursing Strategy	DOH website
Controls Assurance	Colin Draycott, Risk/Complaints Manager	Risk Management Committee Controls Assurance Action Plan	CASU website
Data Quality	Heather Lindsay, Data Quality Officer		
Education & Development	Dr Peter Bakaj, CME Tutor, Chair of Sub-Committee Debbie Lee, Head of Clinical Practice and Professional Development	Education and Development Committee Education, Training and Development Strategy	
Expert Patient Programme	Suzanne Meredith, Clinical Quality Manager	Expert Patient Programme Steering Group	
Guideline Development	Suzanne Meredith, Clinical Quality Manager	Clinical Governance Sub-Committee	
Information Governance	Colin Draycott, Risk/Complaints Manager	Committee to be determined	NHSIA website
Information/Library Services	Alison Sherratt, Knowledge and Information Manager, Resource Centre, Ransom Hall		
National Medicines Management Collaborative Programme	Jo Green, Project Manager		
National Service Frameworks	CHD – Dr Dean Temple, Director of Clinical Quality Mental Health – Dr Chris Kenny, Locality Director of Public Health Older People – James Rooney, Director of Operational Services Diabetes- Dr Chris Kenny, Locality Director of Public Health	PCT NSF Groups North Notts NSF Groups	

Topic	PCT Contact	PCT Committee / Policies/ Procedures/ Documents	Regional/National Contacts
NICE Guidance	Christine Lawson, Prescribing Advisor	NICE Guidance Implementation Process Prescribing Sub-Committee	National Institute for Clinical Excellence
Nurse Prescribing	Christine Lawson, Prescribing Advisor Debbie Lee, Head of Clinical Practice and Professional Development	North Notts Prescribing Group Extension to Nurse Prescribing Implementation document	
Patient Advice and Liaison Service	Colin Draycott, Risk/Complaints Manager		
Patient Group Directions	Christine Lawson, Prescribing Advisor		
Prescribing	Christine Lawson, Prescribing Advisor	Prescribing sub-group	
Policies and Procedures (Clinical)	Debbie Lee, Head of Clinical Practice and Professional Development	AHP/Nurse Modernisation Forum Clinical Governance sub-committee	
Poor Performance	Dr Dean Temple, Director of Clinical Quality Debbie Lee, Head of Clinical Practice and Professional Development	Performance Panel	
Professional Leadership	Debbie Lee, Head of Clinical Practice and Professional Development	AHP/Nurse Modernisation Forum	DOH website
Research & development Research Governance	Suzanne Meredith, Clinical Quality Manager	Application process for Research Projects	Trent Focus Trent Institute
Significant Event/ Incident Reporting	Colin Draycott, Risk/Complaints Manager	Significant Incident reporting arrangements Incident reporting procedure Clinical Governance, Non-clinical risk and Risk Management Committees	National Patient Safety Agency
Workforce Planning & Development	Debbie Lee, Head of Clinical Practice and Professional Development	North Notts Health Community Workforce Development Group	Trent Workforce Confederation

References & Bibliography

Baker R, Lakhani M, Fraser R & Cheater F, *A model for clinical governance in primary care groups*, BMJ, 318, 779-83, 1999

Department of Health, A First Class Service: quality in the new NHS, HSC (98) 113, 1998

Department of Health, The New NHS: Modern Dependable, The Stationery Office, 1997

Hallet L, Thompson M, Clinical Governance – a practical guide for managers, emap psm, 2001

Lugon M, Secker-Walker J, Advancing Clinical Governance, The Royal Society of Medicine Press Ltd, 2001

Mansfield District PCT, Organisational Arrangements, April 2002

Zwanenberg, van T & Harrison J, Clinical Governance in Primary Care, Radcliffe Medical Press, 2000

Useful On-line resources for Clinical Governance

Organisation	Website
Bandolier	www.jr2.ox.ac.uk/bandolier
Cancer Services Collaborative	www.nhs.uk/nationalplan/npch14.htm
CASU	ns.casu.org.uk
Centre for Reviews and Dissemination (CRD)	www.york.ac.uk/inst/crd
Clinical Evidence	www.clinicalevidence.com
Clinical Governance Research and Development Unit (CGRDU)	www.le.ac.uk/cgrdu/index.html
CLIP database	www.eguidelines.co.uk/clip/clip_main.htm
Cochrane Library	www.update-software.com/clibhome/clib.htm
Commission for Health Improvement (CHI)	www.doh.gov.uk/chi/index.htm
Department of Health	www.doh.gov.uk
Health Evidence Bulletins Wales	www.uwcm.ac.uk/uwcm/ib/pep
ImpAct	www.jr2.ox.ac.uk/bandolier/ImpAct/index.html
National centre for Health Outcomes Development (NCHOD)	www.his.ox.ac.uk/nchod
National Co-ordinating Centre for NHS Delivery and Organisation (NCCSDO)	www.sdo.lshtm.ac.uk
National electronic Library for Health (NeLH)	www.nelh.nhs.uk
National Guideline Clearing House (NGC)	www.guideline.gov/index.asp
National Institute for Clinical Excellence	www.nice.org.uk
National Institute for Clinical Excellence (NICE)	www.nice.org.uk
National Patient Safety Agency	www.npsa.org.uk
National Primary Care Development Team	www.npdt.org
National Service Frameworks web page	www.doh.gov.uk/nsf/nsfhome.htm
NHS Beacons programme	www.nhsbeacons.org.uk
NHS Clinical Governance Support Team	www.cgsupport.org
NHS Information Authority (NHSIA)	www.nhsia.nhs.uk
NHS Learning Zone	www.doh.gov.uk/learningzone/index.htm
NHS Litigation Authority (NHSLA)	www.nhsla.com
NMAP	nmap.ac.uk
OMNI	www.omni.ac.uk
Our Healthier Nation in Practice (OHNiP) database	www.ohn.gov.uk/database/database.htm
Scottish Intercollegiate Guideline Network (SIGN)	www.sign.ac.uk
Trent Focus	www.trentfocus.org.uk
WISDOM	www.wisdomnet.co.uk

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