



Health Management Institute of Ireland



CHANGE FOR THE BETTER

Health Management Institute of Ireland
Annual Conference
30 September 2015
www.hmi.ie



Health Management Institute of Ireland



Board on Board

Mary Day
Group CEO, Ireland East Hospital Group



BACKGROUND

- Driven by the MMUH Board of Directors
- Collaboration between MMUH / HSE and Scottish Patient Safety Fellowship Programme
- Phase 1: January 2014 to November 2014
- Phase 2: Handover from October – November 2014



No maximum duration on Board

Fiduciary responsibility for quality of care and financial control of the hospital

MMUH BOARD OF DIRECTORS

Invited for membership by Sisters of Mercy

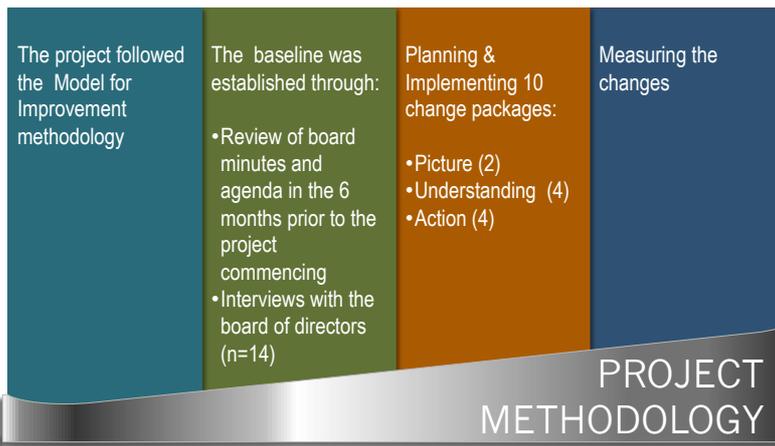
4 members; 7 non-executive directors





PROJECT AIM - By Nov 2014 the Board of Directors, individually and collectively

- 1 get a comprehensive picture of the quality of clinical care
- 2 have an understanding of same, and
- 3 act to hold the hospital accountable on the quality of clinical care (QCC) delivered





IMPROVEMENT ACTIONS

- Selecting quality indicators
- Developing a dashboard
- Targeted reading for Board members
- Shared learning with Sir Stephen Moss
- ISBAR communication tool



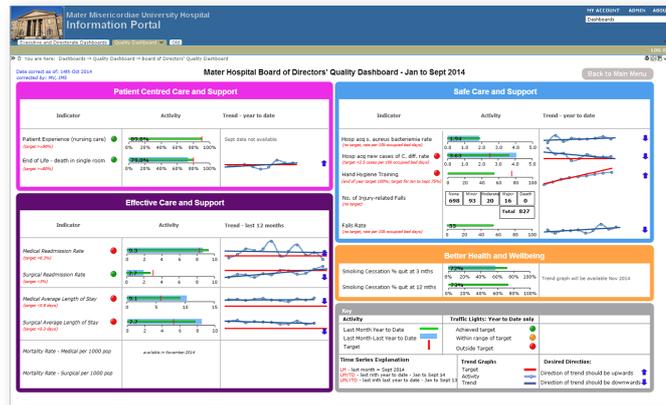
IMPROVEMENT ACTIONS / 2

- Board workshop
- 25% of meeting time on quality
- Restructuring of Board minutes
- Restructuring of Board agenda
- Quality walk rounds





BOARD QUALITY DASHBOARD



UNDERSTANDING - BUILDING KNOWLEDGE

BOARD WORKSHOP

Interactive learning session was held with the Board on interpreting the quality dashboard

ISBAR TOOL

Development of a summary report for each indicator using the ISBAR tool at board meetings

SHARED LEARNING

Sir Stephen Moss, former Chairman of the Mid Staffordshire Hospital

MONTHLY TARGETED READING

On understanding quality of clinical care

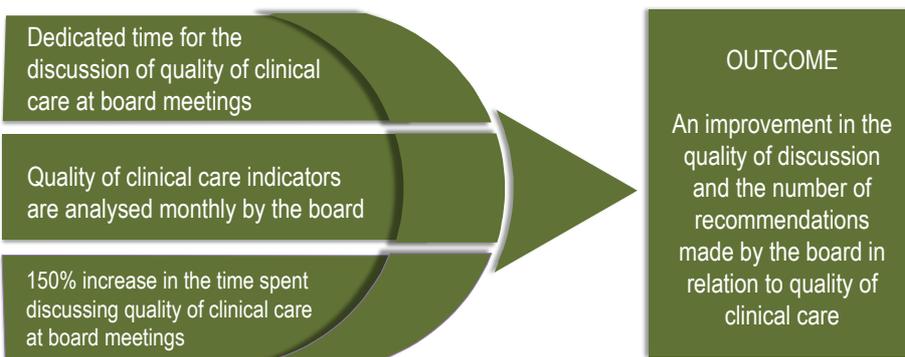


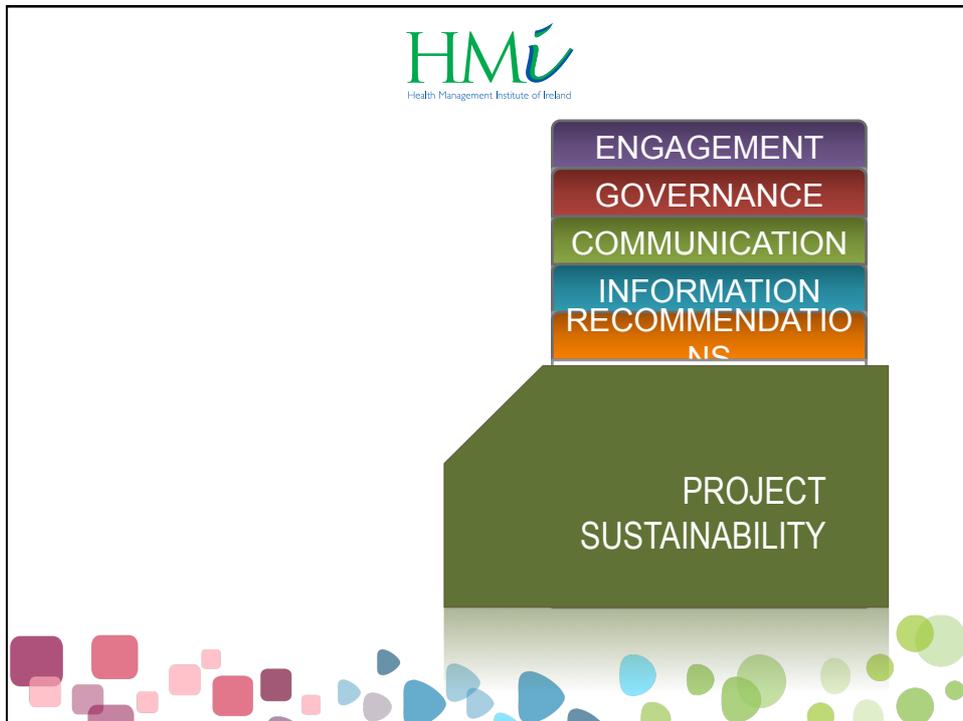
ACT: HOLD TO ACCOUNT

- Spend time at Board meeting for discussing quality
- Non-executive quality walk rounds to meeting the clinical providers on the wards
- Restructuring of Board meeting agenda
- Restructuring of Board meeting minutes to reflect recommendations



RESULTS:





The slide features the HMÍ logo at the top center, with the text "Health Management Institute of Ireland" below it. Below the logo is the title "LESSONS LEARNED" in a bold, black font. To the left of the text is a small orange triangle pointing right. The text is contained within a white rectangular box with a thin green border. To the right of the box is a green silhouette of a woman in a business suit, standing and pointing towards the text. The text inside the box is as follows:

- Express information in terms of the quality domains in the National Standards
- Indicator selection needs to be reviewed regularly to reflect hospital strategy
- Interviews of board members at onset invaluable in setting the approach for the project
- Quality information at board level to be reflected at executive level
- Use of outcomes measures at board level

The slide is decorated with a pattern of colorful, semi-transparent squares and circles in shades of pink, purple, blue, and green at the bottom.

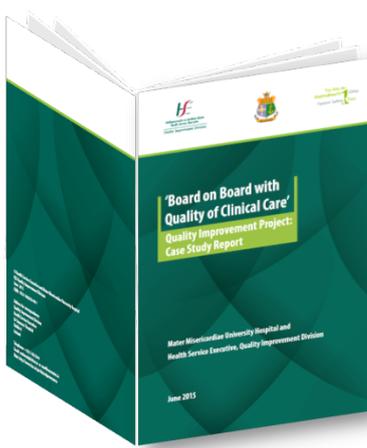
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LESSONS LEARNED

- ▶ Project must be sponsored at Board level
- Regular interaction and feedback between board and project group
- Focus on patient experiences and clinical practice audits
- Automation of data for sustainability



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'Board on Board with Quality of Clinical Care'
Quality Improvement Project:
Case Study Report

Mater Misericordiae University Hospital and
Health Service Executive, Quality Improvement Division

June 2015





CONTINUING THE JOURNEY

- 
 Developed a second phase of the project with a group of students from the hospitals undertaking the Leadership and Quality in Healthcare Diploma provided by the HSE and RCPI
- 
 Expansion of indicators to include Patient Experience Time (PET) and Hospital Standardised Mortality Ratio
- 
 Inclusion of patients stories has strengthened the voice of the patient at the board table
- 
 Triangulation of agenda to reflect Quality/Access /Finance



ACKNOWLEDGEMENTS

 <p>Mr John Morgan</p> <p>Chair MMUH Board (to 2014)</p>	 <p>Mr Thomas Lynch</p> <p>Chair MMUH Board (from 2015)</p>	 <p>Ms Maureen Flynn</p> <p>Director of Nursing Quality and Safety Governance Development, HSE, & External Project Co-lead</p>	 <p>Dr Jennifer Martin</p> <p>National Lead, Information & Analysis, Quality & Patient Safety Division, HSE, & External Project Co-lead</p>	 <p>Prof Conor O'Keane</p> <p>Clinical Director of Quality & Patient safety, MMUH & Joint Project Sponsor</p>	 <p>Phase 1 Project group</p> <p>Lead by Ruth Buckley, Quality Manager, MMUH</p>
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