



Clinical Governance

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Viewpoint: Healthcare's Transformation Decade Triggered by Need, Enabled by Technology



By 2020, healthcare will redefine organizing principles, operating models, and how many core processes are performed.



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The Seven Accelerators of High-Velocity Medicine

Computer-based patient records with real-time clinical decision support and interoperability

Genomics-based research and personalized medicine

Other real-time location/condition & process awareness technologies

Prevention & clinical effectiveness research

Internal and public performance transparency

Real-time research collaboration technologies and standards

The Web, the Cloud, and social networking
What and where is the new collective wisdom?

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Proper Governance is Essential

Successful implementations of advanced clinical systems are more dependent on culture and an organization's ability to manage its culture than on the technology

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Increasing Number of Critical Decisions

- Key business drivers
- Prioritizations of initiatives
- Best practices
- Decision support
- Clinical workflow
- Order sets
- Medical record management
- Legal concerns
- Policies and procedures



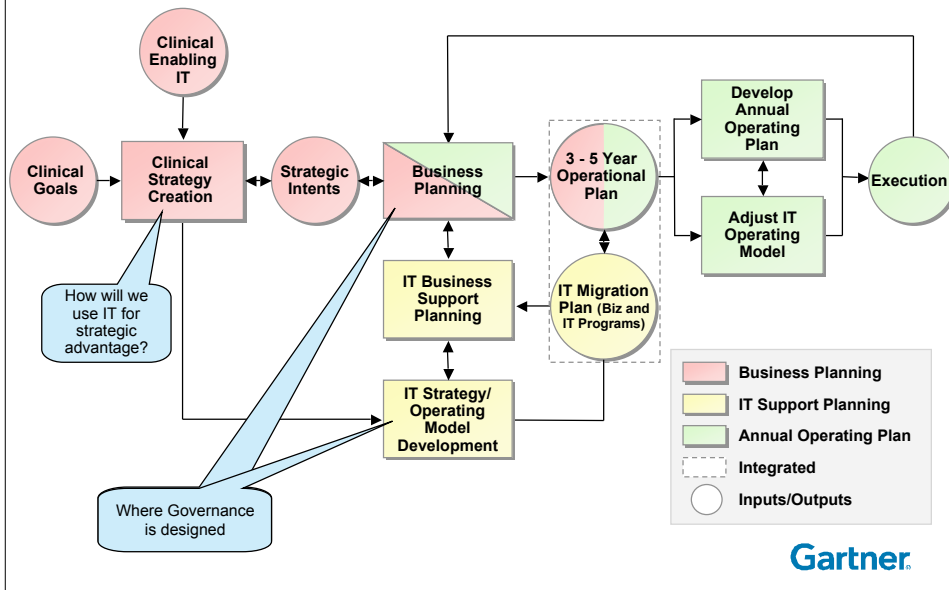
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Why is Clinical Governance So Hard

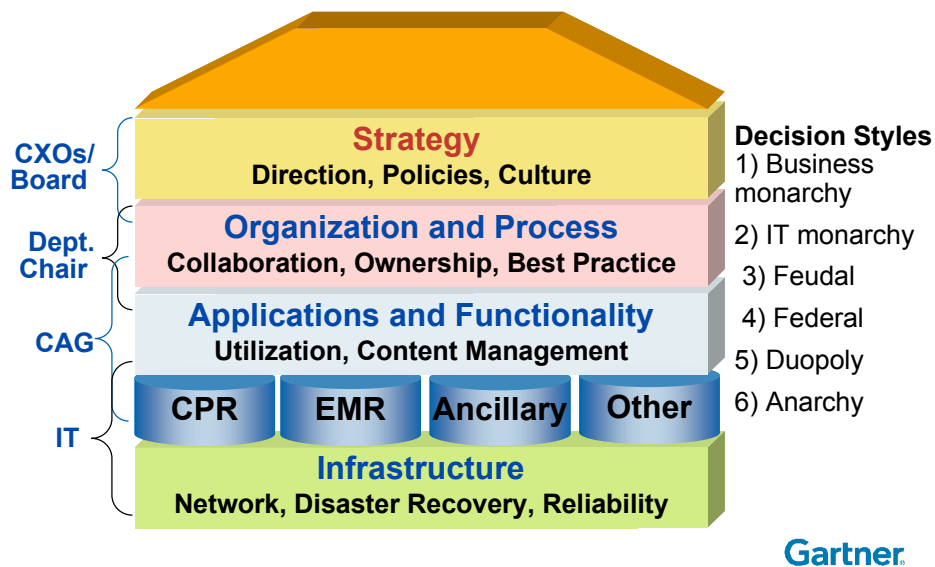
- **Healthcare has been a cottage industry subdivided into clear fiefdoms**
- **Requires broad, high-impact senior management operating responsibility**
 - Yet clinical leadership often are not fully engaged:
 - Don't fulfill their responsibilities
 - Not fully committed and accountable
- **IT has limited options:**
 - Improvement requires enhanced decision making, oversight and/or accountability
 - IT can't change business behavior
- **Clinical leadership and IT management often see governance as a way to control the other**

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Integrate Demand and Supply-Side Planning



Clearly define roles and responsibilities



Clinical Governance Pitfall! 'Common Good' or 'Common Reality'



• "Common Good"

- Based on a collaborative corporate culture and shared needs
- Departmental leaders set individual priorities
- Departmental leaders collaborate to decide overall priorities and allocate resources
- Steering committees as major forum for all stakeholders
- Steering committees have decision-making role

"Common Reality"

- Departments do not normally collaborate, and each demands an individual relationship with IT
- Departments are IT's customers
- Relationship management and product management are used to drive service
- Steering committees serve as stakeholder forums linked to decision making
- Senior business management acts as the IT "board" and oversees demand management



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Recommendations

- ✓ There are no IT projects.
- ✓ Transformation is not done overnight
- ✓ There is only one customer – the patient
- ✓ Try to build a "common good" culture
- ✓ The organizational model is not a goal in its own right, just a way to get things done
- ✓ Understand the difference between roles / processes and people / positions

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Questions?



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