

Rethinking Clinical Governance: Healthcare Professionals' Views

A Delphi study

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Introduction

- Clinical governance (CG): 'continuous improvement of quality of healthcare by all individuals that are involved in a patient's care'¹.
- However, little is known about what healthcare professionals perceive as important for CG.
- Aim: to explore the degree of agreement between the literature and healthcare professionals' views on CG².
- Approach: literature study & Delphi study

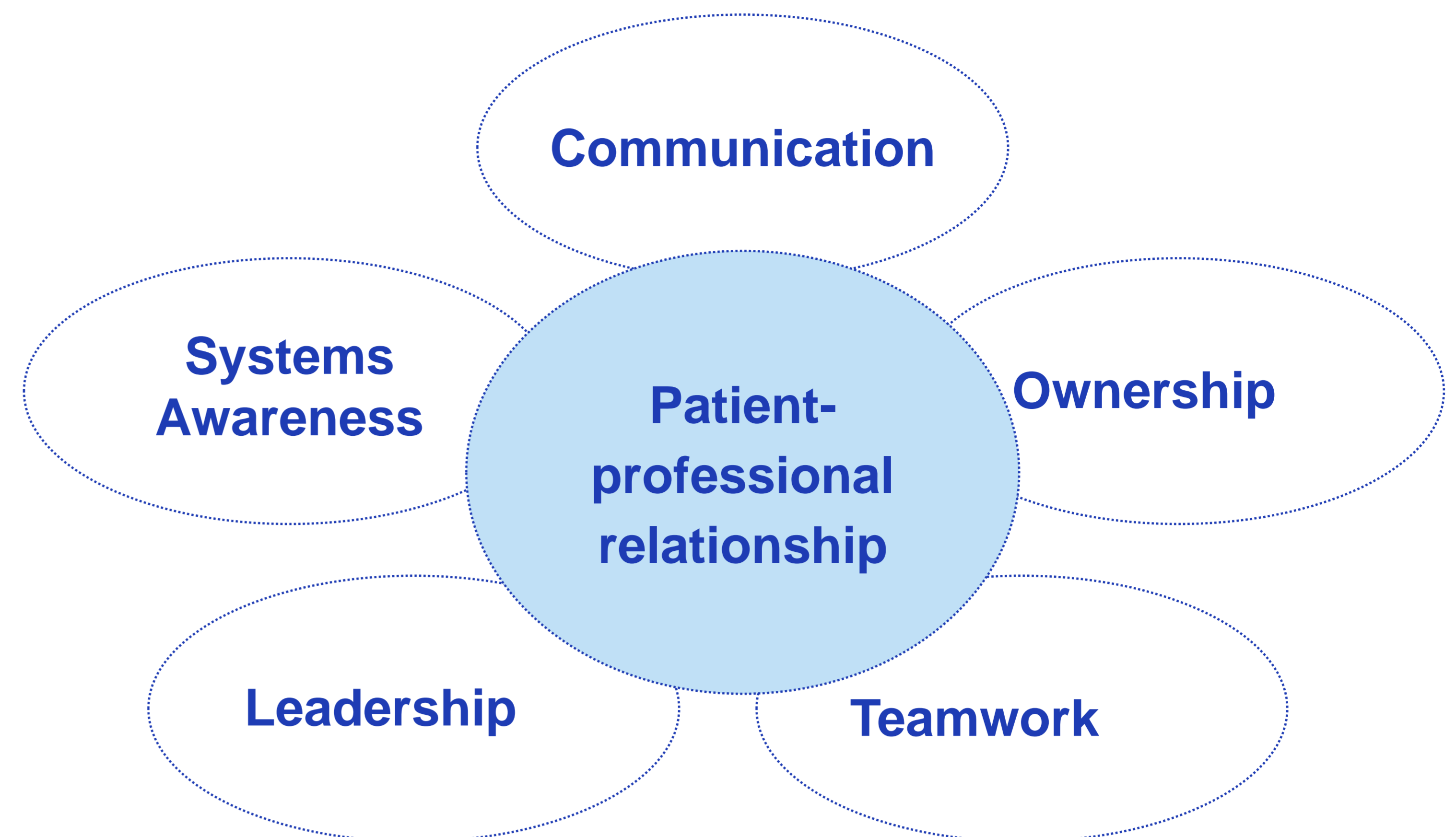
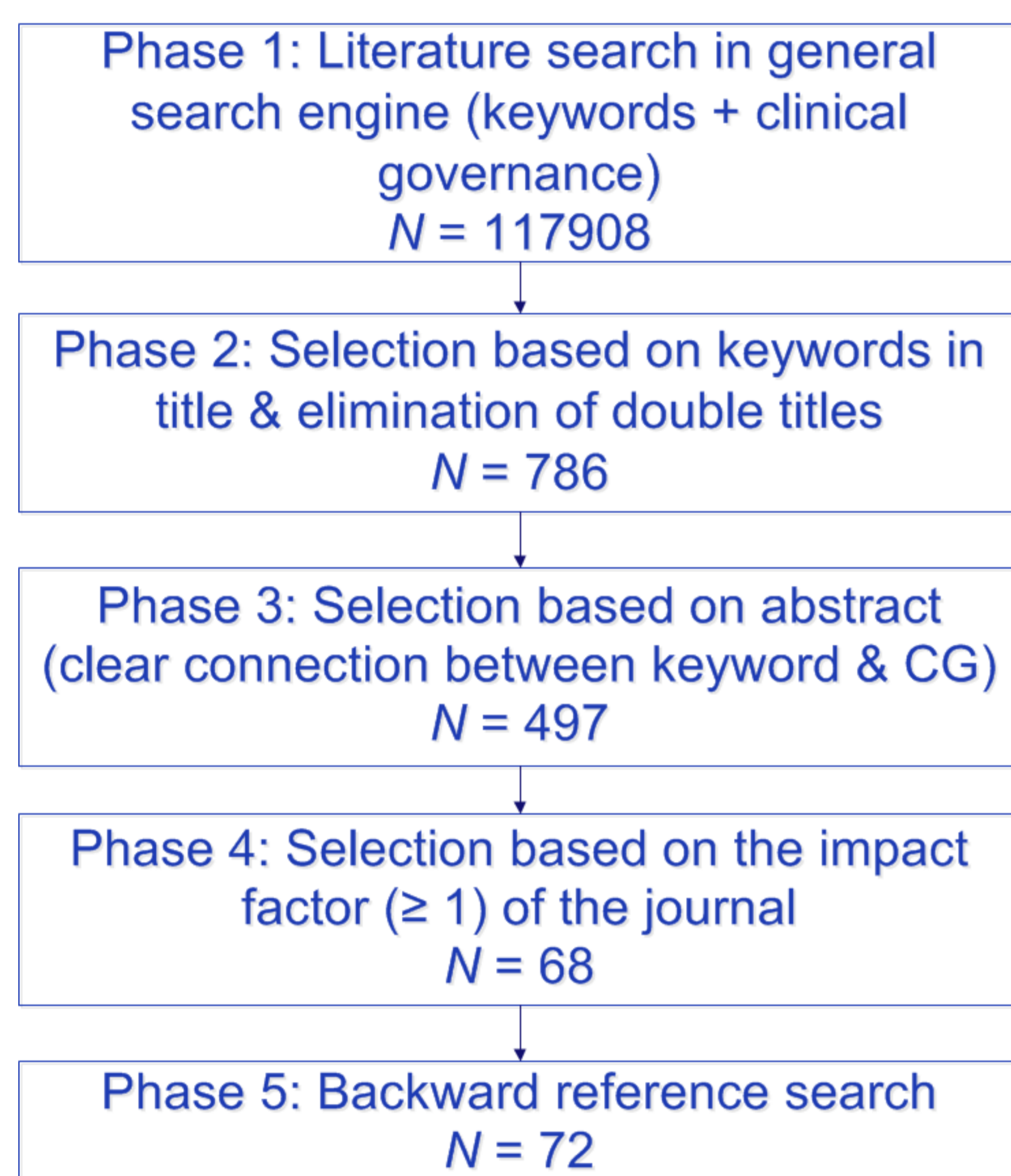


Figure 1. CG: An organization-wide approach³.

Literature study



Box 1. Flow diagram of the literature search

Delphi method

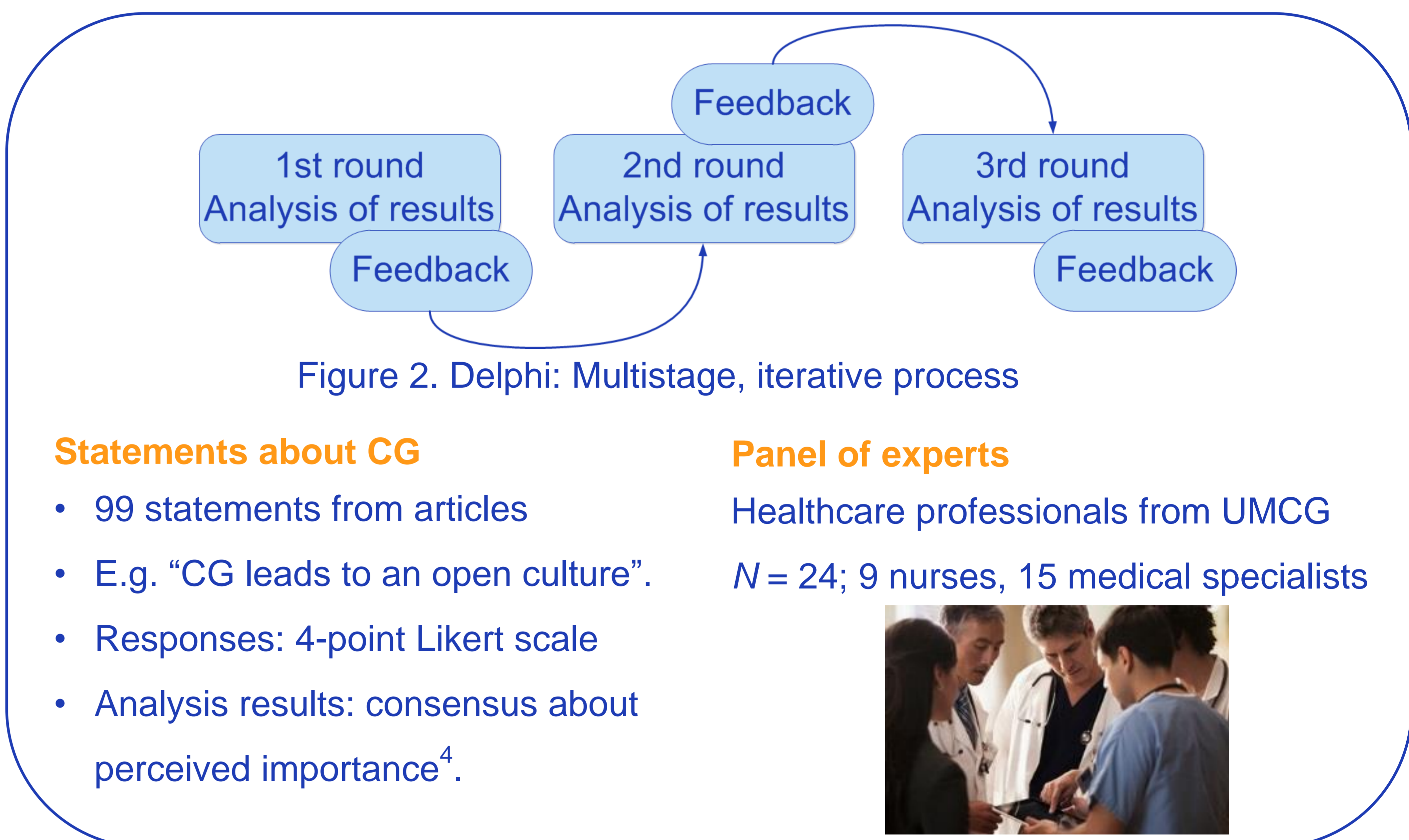


Figure 2. Delphi: Multistage, iterative process

Statements about CG

- 99 statements from articles
- E.g. "CG leads to an open culture".
- Responses: 4-point Likert scale
- Analysis results: consensus about perceived importance⁴.

Panel of experts

Healthcare professionals from UMCG
N = 24; 9 nurses, 15 medical specialists



Results

- Most important elements related to adopting a bottom-up approach to CG, ownership, teamwork, learning from mistakes, and feedback.
 - Panel perceived shared values and good relationships between healthcare professionals, managers, and patients as very important.
- However...
- **Rejection** of statements that referred to managerial approaches to CG and standardization of work.
 - **No consensus** concerning statements that referred to patient involvement.

Conclusion

- CG is a practice-based approach with the goal of achieving the highest possible quality of patient care.
- CG is a mindset: quality improvement is a consequence of shared values rather than a strategy in itself.

References

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