

Practice #11: Integrated Quality Governance

Practice Component 1: Empowered Committee Structure

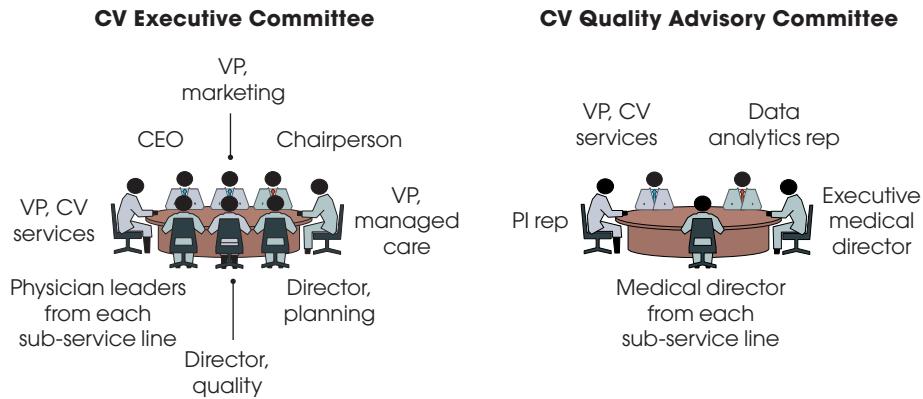
To avoid Maupin's experience, executives must build an integrated quality governance structure, which prioritizes efforts and increases accountability. The first component of an integrated quality governance is an empowered committee structure. South Miami Hospital developed two committees—the CV Executive Committee and the CV Quality Advisory Committee. Both committees include physician representatives from all cardiovascular clinical terrains. This is important because it provides access to clinical experts, ensures physicians' priorities are addressed, and helps secure buy-in from other clinicians. The second critical aspect of South Miami's committee structure is the overlapping nature of committee members. By including the vice-president of cardiovascular services and select physicians on both committees, programs can facilitate communication between the two forums.

Committees Serve Distinct Roles

When designing governance structures, program leaders should ensure that each committee has clearly delineated roles and responsibilities. The CV Executive Committee at South Miami Hospital is the strategic decision-making body, whereas the CV Quality Advisory Committee acts as the oversight body for outcomes data, process improvement, peer review, and credentialing. Clearly defining committee responsibilities helps focus the committees' efforts and empowers the committees to make decisions.

Case Study:

South Miami Designs an Effective Quality Administration



Elements of Effective Committee Design

1. Integrated, multidisciplinary physician leadership prevents biases, increases physician alignment
2. Multi-departmental representation broadens perspective of teams
3. Overlapping members ensure continuity between committees
4. Executive-level participation facilitates decision making

Clearly Defining Committee Responsibilities

CV Executive Committee Charter

Responsibilities:

- Strategic planning
- Capital budgeting
- Facility planning
- Operational governance

Physician Selection Criteria:

- Commitment to department
- Willingness to devote time to committee, subcommittee responsibilities

Meeting Details:

- Meets monthly
- Chaired by VP, CV services
- Excellent attendance

CV Quality Advisory Committee Charter

Responsibilities:

- Peer review, credentialing, order set creation
- Review CV outcomes data
- Oversight, prioritization of quality improvement initiatives

Meeting Details:

- Chaired by medical director
- Meets monthly
- Required attendance
- Any staff member may bring quality concern before committee

Source: South Miami Hospital, South Miami, FL; Cardiovascular Roundtable interviews and analysis.