

Where we've been...

Getting Boards on Board Define and spread the best-known leveraged processes for hospital Boards of Directors, so that they can become more effective in accelerating organizational progress toward safe care.

After the first 18 months of the Institute for Healthcare Improvement's (IHI) 100,000 Lives Campaign, a study of the most successful participating hospitals was done to determine and understand the clinical insights and operational breakthroughs that differentiated these hospitals. Successful hospitals seem to have an organizational context to support change of any kind, sharing of a common set of foundational properties, including clear aim setting and prioritization, transparent measurement, investment in building quality improvement capacity, and mindfulness of the role that every stakeholder in the care process has in driving the improvement. They have deeply engaged leadership, starting with the Board of Trustees (BOT). The driving questions are clear and important: What is the proper role for people at the highest senior levels of organizations in the pursuit of better quality? How can senior leaders and the Board exert the greatest positive influence on change? One primary method is for the senior leaders to support their followers in developing behaviors, skills, habits, processes, and technologies that reliably lead to dramatically improved performance.

Where we are now...

Last year, our BOT held an off-site retreat to improve literacy in quality and to evaluate our current model of governance of overall quality. The use of a balanced dashboard to openly monitor key measures of quality and safety was promoted and has cascaded down to the nursing unit level. Hearing patient stories of success and being aware of serious adverse events keeps the BOT engaged and helps to prioritize quality and safety resources. The BH Board is committed to the following five core activities:

- **Establish the mission, vision and strategy** for communicating the direction of the organization to all stakeholders;
- **Build the foundation of an effective leadership system** by choosing, developing and aligning a capable transformative leadership team;
- **Build will** in the form of commitment to make measurable systematic improvement;
- **Ensure access to ideas and innovation** so the organization has available designs and concepts that are superior to the status quo; and
- **Attend relentlessly to execution** so that improvements are integrated into daily work, ensuring that better results are effective, sustained and spread.

Baystate Health BOT has a Performance Improvement Committee (PIC) that spends 100% of its time overseeing all activity related to quality and patient safety across the health system in order to drive visible, constant, and well-explained systematic, measurable improvement as quickly as possible. Each member of the PIC receives education using a standardized curriculum on expectations, oversight in the credentialing of the medical staff and quality improvement, and their direct responsibility for the system's mission to provide the best care possible and avoid patient harm. In turn, each BH entity has a PI council that reports to the Board of Trustees PIC. The committees are comprised of leaders who have oversight of quality, safety and efficiency for their respective entities. The dashboard template has now become well integrated and is used for quarterly reporting to enable us to trend all aspects of performance continuously over time.

Where we are going...

The Board of Trustees PIC has the capability of targeting resources to areas that are problematic or have great strategic importance. The BOT has been key in promoting behaviors, skills, habits, processes, and technologies that have led reliably to the performance excellence achieved by BH facilities. Further education and awareness of the execution and follow-through in quality is being planned for the coming year.