A Framework for Strengthening Governance in Health Care Organizations

Implications for CCHSA Accreditation

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CCHSA’s Accreditation Program

- Canadian accreditation program - incorporated in 1958
- Not-for-profit
- High participation rates; continued growth
- Surveyors (approx. 400) are senior health care professionals
- Surveys may be regional, institution specific, national or market specific (i.e. First Nations, Corrections, Canadian Forces)
- Average 400+ surveys per year
- Three year cycle
- Both public and private organizations participate
Role of Accreditation

- Quality Improvement – at the organization level and at the system level
- Change management
- Standards of excellence – raising the bar on health care
  - Standards of clinical practice
  - Governance
  - Leadership
CCHSA Standards

- Standards of excellence
- ‘Raise the bar’ for health care practice
- Enable an organization/team to stretch to improve care, to reach or raise the bar
- Developed with the input and guidance of experts in the field and updated on a regular basis to ensure relevance and value
- Will continue to be used by organizations, but in a new way
CCHSA’s Governance Strategy

Background

- System-wide changes in health care
- Increased public awareness regarding accountability
- Barriers impeding effective governance in health care organizations
- Controversy in the field and the literature regarding “what is good governance?”
- Inconsistency in the way surveyors evaluate governance and their knowledge regarding what constitutes governance
- Confusion regarding the roles of the governing body vs. senior management
CCHSA’s Governance Strategy

Background

- Identified a need to look at a more comprehensive, integrated approach to governance
- Four-pronged approach:
  - Refinements to the accreditation program
  - Information, communication and education to foster learning in governance
  - Partnerships to play a lead role in quality improvement, gathering best practice information and contribute to system-wide change in governance
  - Improvements to governance through research activities
- Partnership with the University of Montréal to address the product component of the strategy
A New Governance Framework
Research Team

- Department of Health Administration & GRIS
  - François Champagne, PhD., Full professor, University of Montreal
  - Jean-Louis Denis, PhD., Full professor & CHSRF/CIHR Chair
  - Marie-Pascale Pomey, MD, PhD, Assistant professor & CIHR new investigator
  - Johanne Préval, MD, PhD Candidate
  - Ghislaine Tré, MSc
Methodology

- Broad literature review on governance: management, public administration and social sciences
- Two types of work:
  - Scientific:
    - Theoretical: research foundation in various disciplines – reasonable logical inferences/governance as a coherent sets of attributes
    - Empirical: mainly board composition and impact on organizational performance
  - Normative: practitioner’s views & experience – reasonable insights on how to perform governance tasks
Governance Framework (Cont’d)

Governance Functions
- Intelligence
- Formulating mission and vision
- Resourcing and instrumentation
- Managing relationships
- Control and monitoring

Improved Adaptation
- Reactivity to needs
- System integration
- Innovation and learning
- Responsiveness to social trends and requirements
- Resource acquisition
- Organizational legitimacy

Production process

Improved population effectiveness

Improved stakeholder satisfaction

Strengthened culture and values
- Organizational climate
- Workplace health
- Concern for organizational fairness

Sustainability

Strengthened institutional development
Governance Framework (Cont’d)

Three models of governance:

- **Agency Model of Governance**
  - Emphasis on authority and control
  - Increased focus on short-term objectives

- **Stakeholder Model of Governance**
  - Emphasis on the involvement and integration of stakeholder interests
  - More focus on mid-term objectives

- **Stewardship Model of Governance**
  - Emphasis on community involvement and development of the public good
  - Increased focus on long-term objectives

No model is used exclusively by an organization – an organization may use a mix of these models or different models at different points in time.
Implications for CCHSA Accreditation
Key Phases

- Phase I – Framework & Standards Content
- Phase II – Indicators & Performance Measures
- Phase III – Pilot Testing, National Consultation & Educational Components
## EFFECTIVE AND SUSTAINABLE GOVERNANCE

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Next Steps

- Refine the draft standards based on input from the field
  - Pilot testing
  - National consultation – May/June 2007
- Generate indicators for the measurement of the new standards
- Establish linkages between governance standards and operations/management standards