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The Canadian Health Accreditation Report: Building a stronger health system through leadership

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CHLNet Network Partner Roundtable

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Overview

- Accreditation Canada and Qmentum
- Leadership findings
 - Standards; Patient Safety Culture; Worklife
- Bridging the leadership gap through knowledge exchange

Accreditation Canada

- Not for profit, incorporated in 1958
- Public and private organizations
- Over 1200 clients and 6000 sites
 - 350-425 surveys per year
- Accredited by ISQua
 - 2014



Informing the Health Care System

- Leverage accreditation data to provide information on health system performance
- Provide information to clients, governments and stakeholders in alignment with health priorities

Collaborative Reports



Leadership Standards

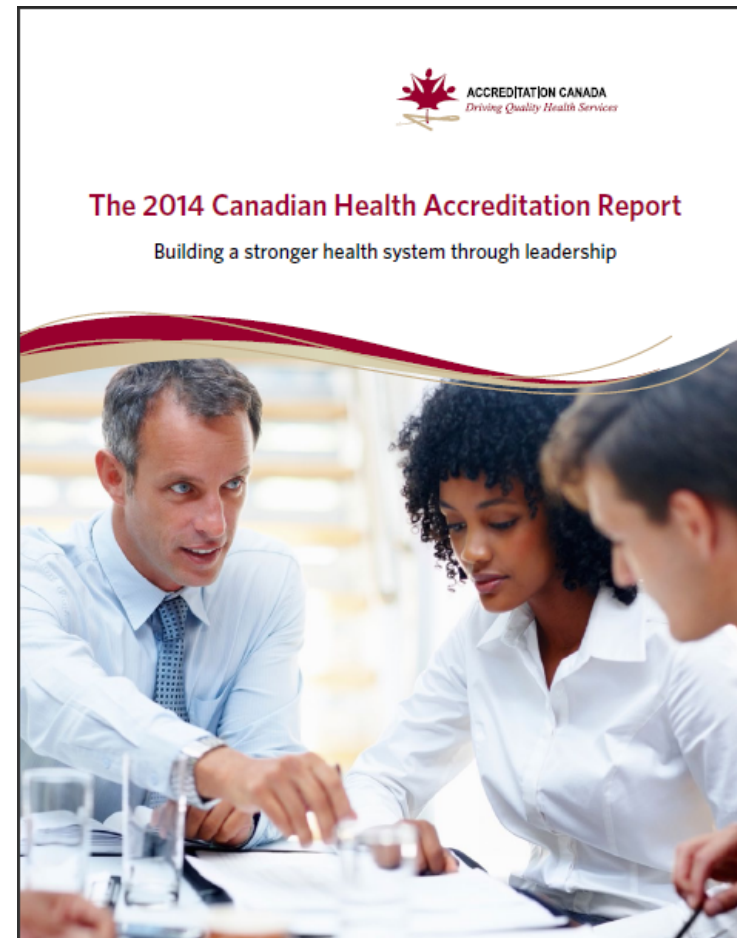
- Core national standards based on research and best practice
- Address leadership functions, management supports, decision-making structures, and infrastructure across an organization
 - rather than individual or position-specific capabilities

The Leadership Standards

- Revised standards were released in September 2011
- A year-long development process
 - guided by a national standards working group and national consultation
- 265 organizations used the standards in 2013

The 2014 Canadian Health Accreditation Report

- The report assesses health care leadership in organizations surveyed by Accreditation Canada
- The full report can be accessed at www.accreditation.ca



Strengths in Canadian health care leadership

- Understanding the changing needs and health status of the communities served during the planning and delivery of services
- Allocating and controlling financial resources to maximize efficiency and meet the needs of the community

Leadership: opportunities for improvement

- Delivery of services can be improved and decisions to be made according to organizational values and ethics
 - “The development of clear, concise value statements with input from the staff is essential to ensure that all staff are aware and provide services based on the value statement.”

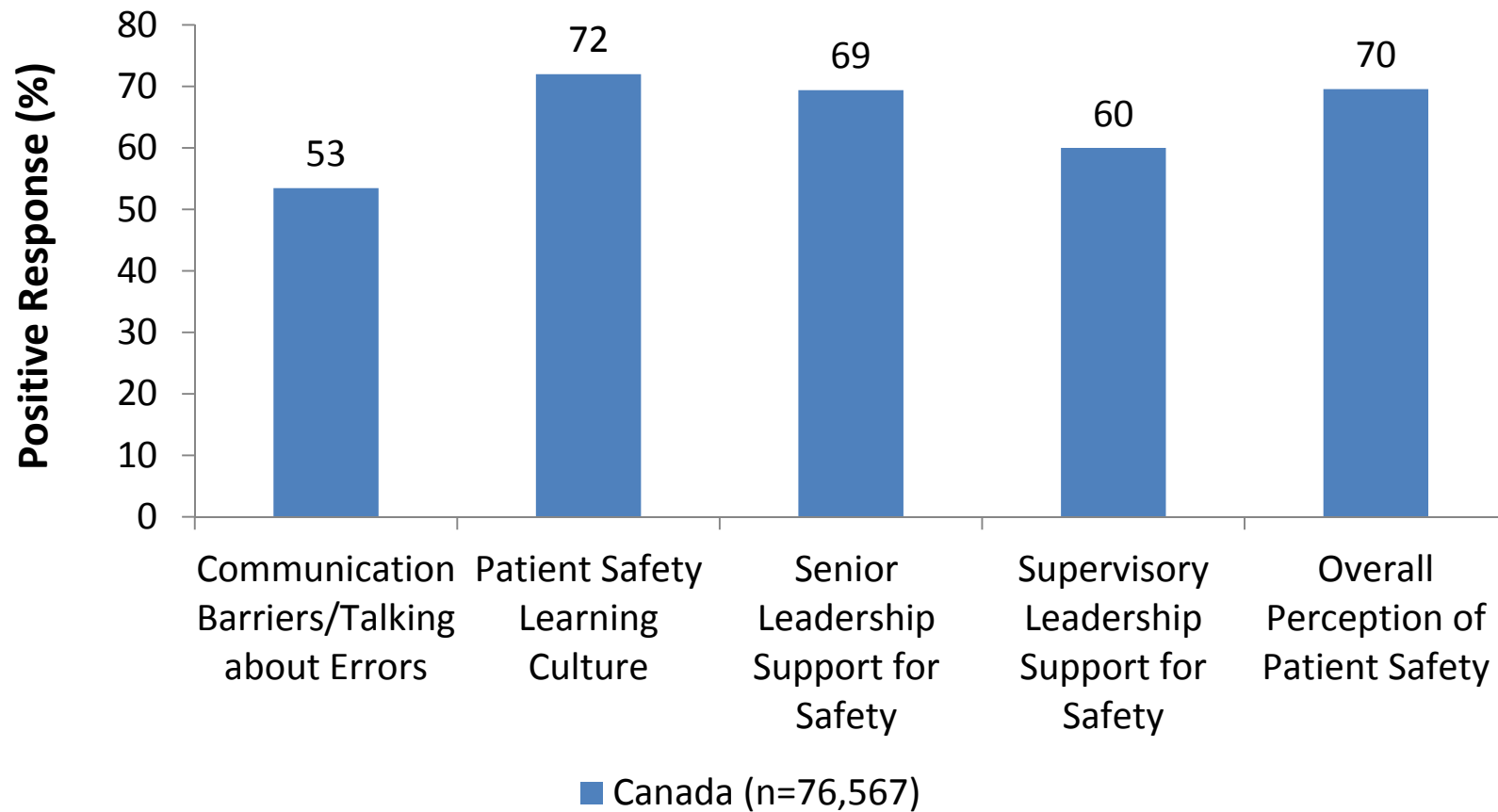
Opportunities for improvement (cont.)

- Increasing need to manage and mitigate risk
 - *The organization's leaders evaluate the effectiveness of the integrated risk management approach and make improvements as necessary*
 - 79% compliance, one of the lowest assessed criteria
- A need to consistently conduct exit interviews to improve performance, staffing, and retention

Canadian Patient Safety Culture Survey

- Validated by Dr. Ginsburg (York University) and colleagues
- 23 items reflect key patient safety culture dimensions
- Completed by organizational leaders, direct care providers and support staff
- Community version includes tailored terminology and definitions

Canadian Patient Safety Culture Survey



Senior leadership support for patient safety

Item	Positive response (%)
I work in an environment where patient safety is a high priority.	80
Senior management provides a climate that promotes patient safety.	72
Senior management has a clear picture of the risk associated with patient care.	71
Patient safety decisions are made at the proper level by the most qualified people.	70
Good communication flow exists up the chain of command regarding patient safety issues.	69
Senior management considers patient safety when program changes are discussed.	63
My organization effectively balances the need for patient safety and the need for productivity.	61

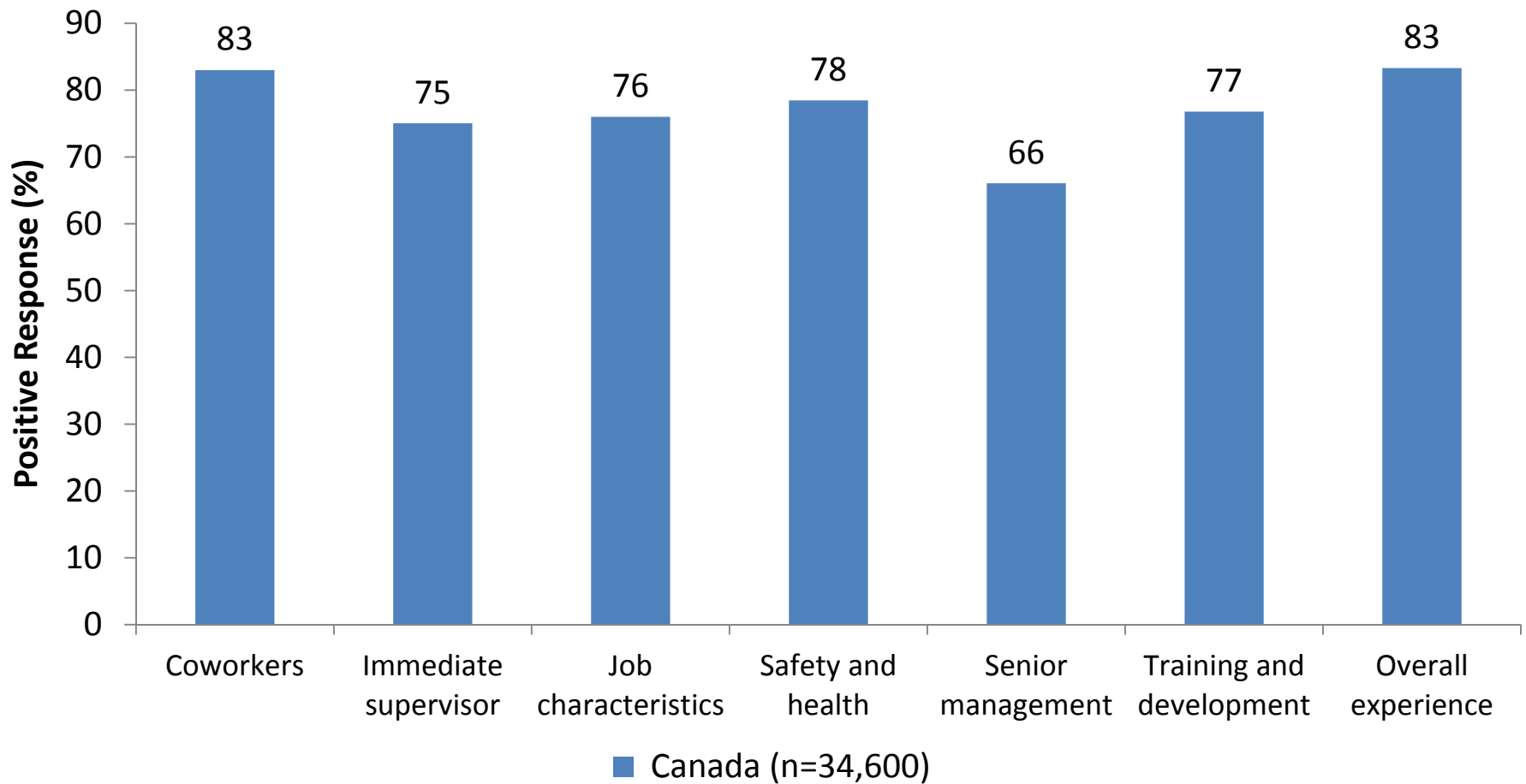
Supervisory leadership support for safety

Item	Positive response (%)
My supervisor/manager seriously considers staff suggestions for improving patient safety.	70
My supervisor/manager overlooks patient safety problems that happen over and over.	69
Whenever pressure builds up, my supervisor/manager wants us to work faster, even if it means taking shortcuts.	66
My supervisor/manager says a good word when he/she sees a job done according to established patient safety procedures.	59
I am rewarded for taking quick action to identify a serious error.	33

Worklife Pulse Tool

- Measures staff perceptions of key worklife factors in an organization
- Determinants: Job, work environment, organization
- Outcomes: Individual, organizational
- Substitutions accepted
- Reports provided to each organization

Worklife Pulse Results



Worklife Pulse Tool: senior management topic area

Item	Concept	Positive response (%)
Senior managers are committed to providing a safe and healthy workplace.	Leadership	73
Senior managers are committed to providing high-quality care.	Leadership	73
Senior managers effectively communicate the organization's goals.	Communication	64
Senior managers act on staff feedback.	Leadership	54

Accreditation Canada Leading Practices

- Leading Practices are innovative and creative, client- and family-centred, evaluated, able to demonstrate intended results, sustainable and adaptable.
- Include innovative practices from the former Health Council of Canada's Health Innovation Portal.

Leading Practices

Organization	Title
The Ottawa Hospital	Leadership Development Institute's Leader Evaluation Initiative
Saskatoon Health Region	Hoshin Kanri
Cape Breton District Health Authority	Matrix Mentoring to Create Competent and Engaged Healthcare Leaders of Tomorrow
University Health Network	Nurses for Tomorrow Innovation and Research Fellowship Program

- Focus: leadership development and evaluation; strategic planning; mentoring and capacity building.

Program Enhancements

- *Client Flow* Required Organizational Practice
 - The organization’s leaders “work proactively with internal teams and teams from other sectors to improve client flow throughout the organization and mitigate overcrowding in the emergency department”.
 - For on-site surveys beginning in January 2015.

Standards Enhancements

- Creating organizational structure and culture to support implementation, spread and success of a **client- and family- centered care** model
- Meaningful partnership with clients and families; commitment to co-designing services
- For on-site surveys beginning in January 2016

The Vision for Research: Four Priorities

1. Evidence on the impact of accreditation
2. Involving patients and providers and showcasing “how” to improve care
3. Supporting improved population health and access
4. The shift of care towards the home and the community

Thank you!

Merci!



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