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Les éditions du Point's publications target administrators, managers, and professionals in the health network. The publications are intended as tools for information, support, professional development, and continuing education, as well as for reflection, analysis, and expression. While remaining very close to the concerns of the targeted readership, the publications are also guided by national and international thinking.



WENDY NICKLIN  
President and Chief Executive Officer  
Accreditation Canada

# Promoting Good Governance and Effective Leadership



As winter begins to settle in across Canada, I am pleased to bring you the second edition of *Qmentum Quarterly*. Feedback from the first edition was positive and it is our intention to continue to keep you informed about relevant and timely knowledge and initiatives that contribute to improving the quality of health care.

The theme of this issue is Governance and Leadership. With the launch of Accreditation Canada's Qmentum Accreditation Program, the previously combined Leadership and Partnerships standards were separated into dedicated standards for governance and for leadership. This division recognizes the critical trend that emphasizes the heightened importance of the role of boards. It also came about at the request of clients and surveyors who stated that there was a blurring of the roles of governance and leadership in the previously merged standards.

The new standards reflect greater specificity and rigour. In particular, the standards for both governance and leadership are strengthened in the areas of quality and patient safety. The governing body and the leadership team are integral in setting the tone and creating the culture necessary to provide quality and safe care within an organization, a fact which several of our contributors also recognize.

We are pleased to bring you a diverse range of authors and articles in this issue. On the topic of leadership, Maura Davies writes about her experience as the leader of a health system and shares examples of quality in action in her region. Thomas Philpott offers an inspirational article for leaders based on his discussion with Dr. Arthur Porter, Director General and CEO of the McGill University Health Centre.

Jean Morrison reflects on her years in health administration as both a leader and a board member and considers how the roles have evolved over time. Joan Dawe writes about her region's governance renewal process, which resulted in a modified policy governance approach, and the process used for their community health needs assessments.

Fadi El-Jardali provides us with an international perspective by taking a look at how accreditation is improving the governance of health care organizations in the Middle East. Closer to home, Maureen Quigley and Graham Scott discuss the changes that have taken place in health governance in Ontario in recent years.

Pamela Fralick of the Canadian Healthcare Association reviews the research on the link between patient safety and governance, and discusses the role of governance on quality and patient safety. James Nininger of the Community for Excellence in Health Governance talks about the previous lack of investment by health care organizations in governance and leadership, and describes some of the new and innovative resources that are now available.

Looking inward, Brian Schmidt summarizes how Accreditation Canada's new Qmentum governance standards were developed as well as the process that organizations undergo when using the governance standards. Jean-Louis Denis et al. provide an in-depth article on the specific work that went into the development of the governance framework with its five core functions of governance and its link to the governance standards.

Organizations that have gone through Qmentum have found the new governance component actively draws the board of directors into the accreditation process, a significant change for board members. Indeed, Qmentum supports all health care leaders to exercise their important responsibilities more effectively.

Until next time...

*Wendy Nicklin*