

Qmentum Quarterly

QUALITY IN HEALTH CARE

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Qmentum Quarterly: Quality in Health Care is the product of a partnership between Accreditation Canada and Les éditions du Point.

Accreditation Canada is a not-for-profit independent organization that provides health services organizations with a rigorous and comprehensive accreditation process. We foster ongoing quality improvement based on evidence-based standards and external peer review. Accredited by the International Society for Quality in Health Care, Accreditation Canada has helped organizations strive for excellence for more than 50 years.

Les éditions du Point is a specialized publisher. One of its journals, *Le Point en administration de la santé et des services sociaux*, is intended for health professionals and administrators and has been published for six years. Les éditions du Point's publications target administrators, managers, and professionals in health care. 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

Strengthening Organizational Health



Reflecting on our theme of Organizational Health brings to mind a recent highlight for all of us at Accreditation Canada. Last October, we learned that Accreditation Canada was recognized as a Top 25 Employer in the National Capital Region. Improving the quality of worklife has been a major focus for us. My personal belief is that if the organization leaders care for the employees in ways such as showing respect, enabling empowerment, and supporting professional development, this will in turn contribute to the quality of service that is provided to clients.

Modifying the culture of an organization requires a plan and a long-term commitment, one that permeates all aspects of the business. It was the commitment from everyone—our board, our leadership team, and our staff—that helped us move our culture forward. Earning the award was a significant acknowledgement of our achievements.

“Organizational health” is a broad term. What contributes to making an organization healthy? Is it the leadership? Professional development opportunities? Employee health? Yes to all three, but it is so much more. A healthy organization is an organization with a culture that enables effective performance and outcomes.

When we selected Organizational Health as our theme, we purposely left the topic “open” to allow contributors the freedom to put their own interpretation on the subject. Once again, we are extremely pleased with the diversity we have assembled here.

Graham Lowe of The Graham Lowe Group in British Columbia examines the building blocks of a healthy organization and reflects on what makes an organization humanly sustainable. Steven Lewis, a health policy consultant in Saskatchewan, discusses the culture shift that is needed, particularly at the university level, for health care workers to join the quality and safety revolution.

Judith Shamian of VON Canada and Derrick Barton of the Center for Talent Solutions explain the process used to build

engagement at VON and share their top 10 engagement drivers. Karen Jackson of Trillium Health Centre in Ontario describes the ways Trillium takes care of their people and what they do to create an environment where people can grow and be inspired.

Pedro Villagran and H el ene Racine of the Douglas Mental Health University Institute in Quebec write about how e-learning is used to train staff on client safety and the steps taken to develop online courses. Stephen Duckett and Todd Gilchrist of Alberta Health Services explain why zero workplace injuries is their goal, and discuss some of the benefits of improving workplace health and safety.

Neale Bennett and Dawn Burstall of Capital Health in Nova Scotia describe how their recent transformation process led to a focus on leadership development and conflict resolution. Arlene Kraft of the Healthcare Insurance Reciprocal of Canada shares survey findings that show how Risk Management Self-Appraisal Modules are used to identify and act upon potential risk situations.

Finally, Tara Connolly and Annika Laale of the Quality Worklife – Quality Healthcare Collaborative explain how collaboration helps quality of worklife become an attainable goal and encourage organization-wide responsibility for improving worklife.

A phrase that is heard increasingly is “Culture eats strategy for lunch.” If you don’t have a culture that allows everyone in your organization to strive for quality, even the best improvement strategies will fail. After reading this edition of *Qmentum Quarterly*, no doubt you will reflect on the health of your organization and consider strategies for improvement. We cannot afford to ignore organizational health. It is an essential component that enables the provision and improvement of quality care.

Until next time...

Wendy Nicklin