



Canadian Council on Health
Services Accreditation
Conseil canadien d'agrément
des services de santé

www.cchsa-ccass.ca

Advancing Quality of Worklife through Accreditation

2nd Annual QWOHC Summit

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Overview

- CCHSA and Quality of Worklife
 - The value of accreditation: Does accreditation make a difference?
 - The standards development process
 - The worklife strategy
- Worklife and CCHSA Patient Safety (ROP's)
- Qmentum – the New Accreditation Program
 - QWL performance measures / indicators
 - Worklife Pulse Tool
- The CCHSA worklife strategy – Next steps



CCHSA and Quality of Worklife

CCHSA Vision:

The leader in raising the bar for health quality

CCHSA Mission:

Driving quality in health services through accreditation

CCHSA Values:

With an environment focused on clients and committed to quality of worklife, partnerships and personal growth, our values are excellence, integrity, respect and innovation



The Value of Accreditation: Does Accreditation Make A Difference?

- Research shows accreditation leads to:
 - Organizational uptake of CQI initiatives
 - Enhanced use of indicators
 - Effective change management
 - Improved organizational learning practices
 - Improved communication among teams
 - Facilitation of organization and regional restructuring



CCHSA Standards Development Process

- Expert Advisory Committees
- Literature Reviews
- Principles for Standards Development:
 - national in scale
 - applicable to all health organizations
 - throughout the continuum of care
 - public and private



CCHSA Worklife Strategy

■ 1999

- 'worklife' introduced into the definition of Quality
- worklife standards added to the program

■ 2003

- review of all 2002 surveys
- 6 worklife seminars conducted
- Worklife Advisory Committee formed to advise CCHSA on future directions about worklife
 - 17 experts – included researchers, policy advisors, senior managers
 - Guided the development of the worklife model focusing on the impact on staff, the organization and patient outcomes of:
 - Organizational factors,
 - Care and service processes
 - Staff characteristics
 - Patient characteristics



The AIM Accreditation Program

Quality Dimensions & Standards

- **Quality Dimensions:**
 - Responsiveness
 - Client/community focus
 - System competency
 - Worklife: the organization provides a work environment that enables optimal individual client and organizational health and outcomes
- **Worklife Standards:**
 - QWL standards are included within Leadership and Partnerships, Human Resources and the Environment standard sets.










Worklife and Patient Safety

- CCHSA Patient Safety Advisory Committee
- Established 5 goals and 25 Required Organizational Practices
- **Goal 5: Create a worklife and physical environment that supports the safe delivery of care/service**



CCHSA's New Qmemtum Program

- Worklife a key part of how CCHSA defines quality

QUALITY DIMENSIONS	
DIMENSION	TAG LINE
 POPULATION FOCUS	▶ Working with communities to anticipate and meet needs
 ACCESSIBILITY	▶ Providing timely and equitable services
 SAFETY	▶ Keeping people safe
 WORKLIFE	▶ Supporting wellness in the work environment
 CLIENT-CENTRED SERVICES	▶ Putting clients and families first
 CONTINUITY OF SERVICES	▶ Experiencing coordinated and seamless services
 EFFECTIVENESS	▶ Doing the right thing to achieve the best possible results
 EFFICIENCY	▶ Making the best use of resources



Quality Worklife Performance Indicators

- Key part of CCHSA and QWQHC strategy is promoting wide adoption of standard Worklife performance indicators



QWQHC

- QWQHC “Within Our Grasp” (2007) outlined vision and strategy for healthier healthcare work environment, including set of quality of worklife performance indicators
- Performance indicators were selected based on:
 - Evidence of connection to key outcomes (for staff, organization and patients)
 - Input from content experts
 - Feasibility to collect



Quality Worklife Performance Indicators

1. CCHSA – OHA Worklife Pulse Tool Survey
2. Turnover rate
3. Vacancy rate
4. Training and professional development opportunities
5. Overtime
6. Absenteeism
7. Workers compensation lost time injury rate



Worklife Pulse Tool

- Developed in collaboration between CCHSA, Ontario Hospital Association, Brock University
- Provides organizations with a “snapshot” of key components of worklife quality:
 - Work environment
 - Individual quality of work life
 - Organizational performance
- Required component of CCHSA accreditation program starting in 2008



The Pulse Survey Tool

- Complementary to the in-depth staff satisfaction surveys
- Short, completed on-line by staff, provides a high level view, pulse, of the quality of worklife
- Identifies areas needing closer review, enables tracking of issues, identifies areas /departments that are exemplary or deficient related to quality worklife



Pulse Survey Tool

- Twenty-one pulse survey measures
- Environment factors e.g.
 - I am satisfied with communications in my work area
 - This organization supports my learning and development
- Individual health and quality of worklife outcomes e.g.
 - In the past 12 months, would you say that most days at work were ... note at all stressful --- extremely stressful
- Organizational outcomes e.g.
 - In the past 12 months, how many days were you away from work because of your own illness or injury?
 - How many days did you work despite an illness or injury because you felt you had to?



Quality Worklife Performance Indicators (continued)

- QWQHC Performance Indicators Working Group created to guide further development of performance indicators and database
- Working Group includes representatives from
 - CCHSA
 - CIHI
 - Health Canada
 - NAHO
 - CHA



Quality Worklife Performance Indicators – Next Steps

- Detailed review to identify common:
 - Practices
 - Definitions
 - Data sources
- Identify performance indicators for pilot testing
 - Database requirements
- CCHSA to pilot test and evaluate performance indicators for accreditation program



Leading Practices

- Leading practices are identified during survey by the surveyors
- With the permission of the organization, leading practices are placed on the CCHSA website
- Searchable by word or category, organizations can access these leading practices – enabling sharing of knowledge and expertise across the country
- Launched Nov 07, development and improvement continuing.



The CCHSA Worklife Strategy – Next Steps

- Will be informed by the work of the Quality Worklife-Quality Healthcare Collaborative
- Review feedback from accreditation surveyors, clients and survey results



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CCHSA is committed to continue to contribute to improving the quality of work environments for health care workers

CCHSA is a partner in this journey

Accreditation is a vehicle to enable implementation of proven strategies and facilitation measurement of improvements