

Institute On Governance

Better Governance for Public Benefit



Health Governance in Canada

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What's the "Institute On Governance"?

- non profit think tank, founded 1990
- mission: better governance in public sector
- activities: *create* (research), *share* (public web site, learning events, publications), *apply* (practical advice)
- health governance an area of specialization
- no core funding, financed through contract work



Contents of this presentation

- What's governance?
- Does health governance matter?
- Where governance in health occurs
- Governance tasks
- How to tell if it's "good"?



Some questions for discussion:

- Where is health governance 'situated'?
- To what extent does governance have a bearing on health outcomes? How?
- What are the most important health governance issues we need to address in Canada?



Making a difference

- Where would work on governance issues have the most impact? (“leverage”)
 - Tactical or strategic focus?
- Can we connect research with decision-makers such that something actually happens?



What's "governance"?

Governance: the art of steering an organization, society or system.

... the process whereby:

- strategic goals/ priorities are set
- key relationships are maintained
- organizational or system health is safeguarded
- account is rendered for performance.

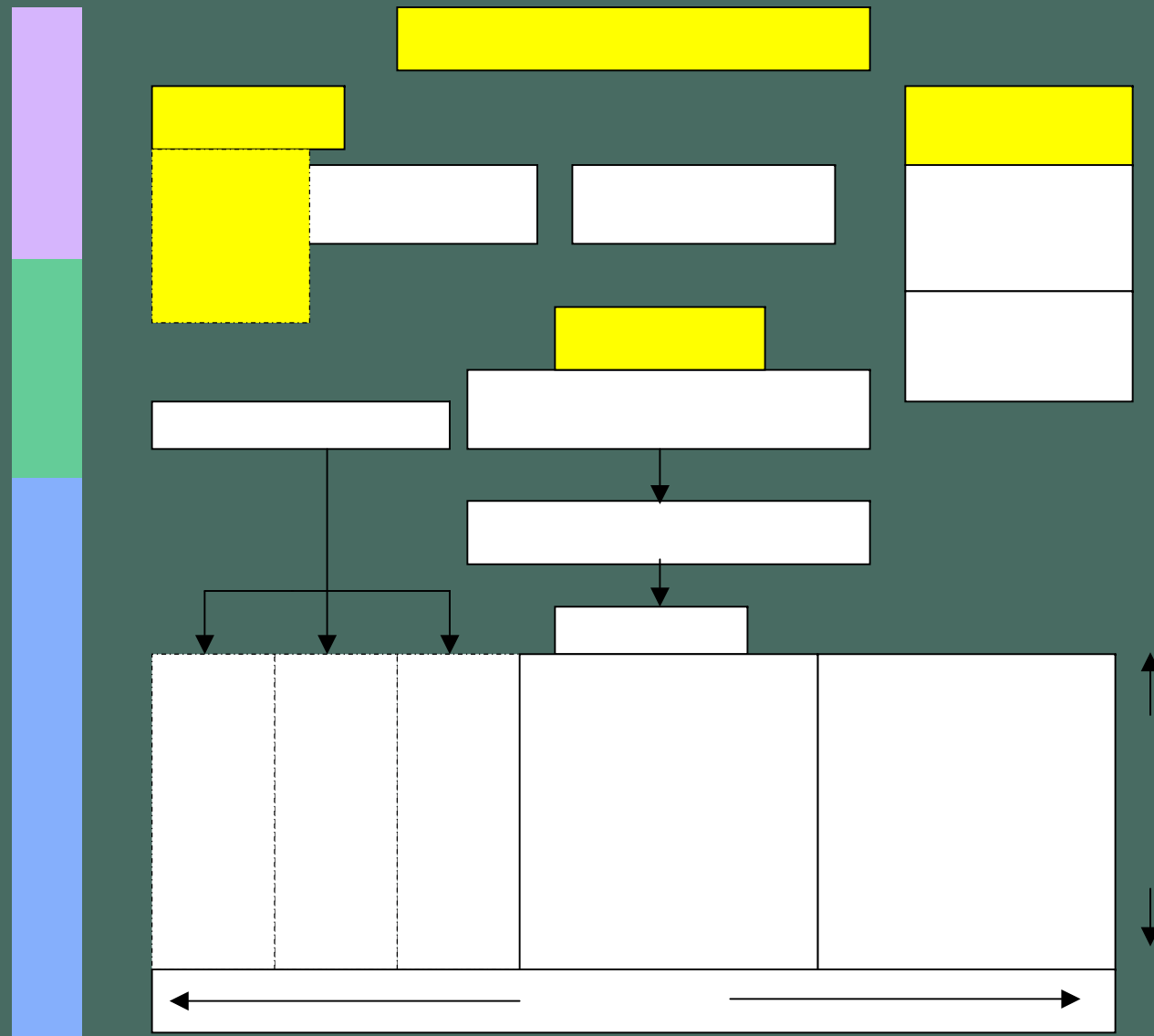


Does health governance matter?

- Relatively unexplored domain of health
 - “Classic” focus tends to be on clinical, technological, or financial “solutions” to health issues
- No recognized focal point in Canada for research, discussion on health gov’ce
 - Lack of “evidence-based” approaches to health gov’ce
- Current research can be valuable, but scattered, ill-connected to decision-makers

Maybe it doesn't matter much...

Governance in health: a rough map





Impact of governance arrangements:

- Set frameworks, structures, context for decision-making
 - How will decisions be taken?
 - What focus?
 - What priorities get attention
- Allocate power
- Manage the tension between demand & available resources, balance quality and \$\$



Governance arrangements...(2):

- Determine who has voice, influence
- Determine nature, quality of 'vertical' links between health institutions
- Determine "horizontal" links between different spheres or systems of health - e.g.:
 - public health ↔ health care organizations
 - Aboriginal health ↔ provincial health
 - Difference spheres of clinical practice
 - Home care ↔ hospital care

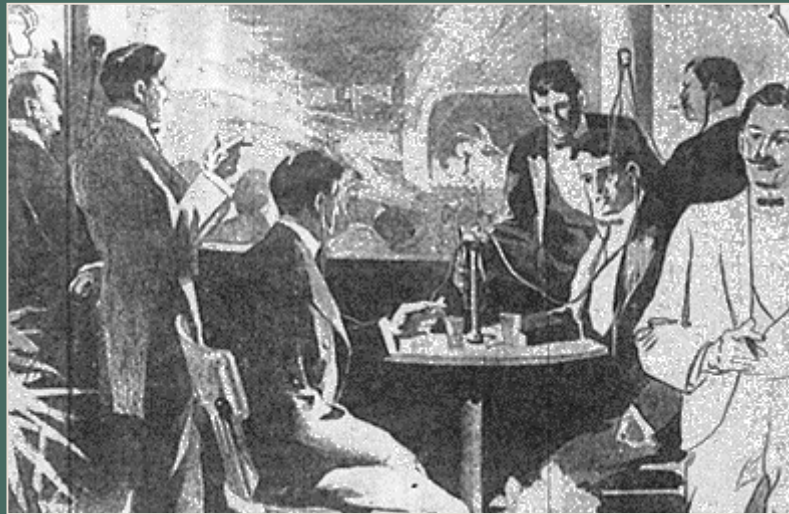


Governance arrangements...(3):

- Provide structures for oversight of system & institutional performance
 - Establish standards & systems to monitor, evaluate performance
 - Determine who will exercise oversight and how well prepared, oriented those individuals are
- Provide processes for complaints management & professional discipline



The changing role of boards





What are a board's particular roles?

1. Ensuring governance tasks are done - *well* (see next slides)
2. Recruitment, objective-setting, performance review of CEO - ED
3. Values leadership (setting the tone - values-in-practice)



Key governance tasks (1)

1. Defining, ensuring good performance (at a macro level)
2. Developing & pursuing a strategic agenda
3. Building strong stakeholder relationships
4. Anticipating, managing risk



Key governance tasks (2)

5. Ensuring financial and organizational health
6. Rendering account
7. Maintaining a sound governance system



How good is governance? 5 tests:

Legitimacy	<ul style="list-style-type: none">- Participation & Voice- Consensus Orientation
Accountability	<ul style="list-style-type: none">- Transparency, Clarity- Role-authority Accord
Performance	<ul style="list-style-type: none">- Responsiveness- Effectiveness, Efficiency
Fairness	<ul style="list-style-type: none">- Equity- Balance of Interests
Direction	<ul style="list-style-type: none">- Strategic Vision

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The End

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