

# Using Accreditation to Support Change

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# What is Accreditation?

- The certification of a program, service, organization, institution or agency by an authorized external body using process to assess performance in relation to established standards.

# Quality and accreditation in health care services

*A global review*



WORLD HEALTH ORGANIZATION  
GENEVA



# WHO- Quality & Accreditation

- The challenges in setting standards and measuring against them are mostly technical
- The challenges in making appropriate change are social and managerial

# Practical Routes of Change

- Information: feedback on performance; benchmarking with peer groups;
- Staff support: avoiding blame; providing training;
- Incentives: motivating for improvement;
- Systems: re-configuring; re-engineering towards population and patient needs;
- Public involvement: obtaining support for change through consultation and transparency



RESEARCH ARTICLE

Open Access

# Does accreditation stimulate change? A study of the impact of the accreditation process on Canadian healthcare organizations

Marie-Pascale Pomey\*<sup>1</sup>, Louise Lemieux-Charles<sup>1,2</sup>, François Champagne<sup>1,1</sup>, Doug Angus<sup>1,3</sup>, Abdo Shabah<sup>1,4</sup> and André-Pierre Contandriopoulos<sup>1,1</sup>

## Abstract

**Background:** One way to improve quality and safety in healthcare organizations (HCOs) is through accreditation. Accreditation is a rigorous external evaluation process that comprises self-assessment against a given set of standards, an on-site survey followed by a report with or without recommendations, and the award or refusal of accreditation status. This study evaluates how the accreditation process helps introduce organizational changes that enhance the quality and safety of care.

**Methods:** We used an embedded multiple case study design to explore organizational characteristics and identify changes linked to the accreditation process. We employed a theoretical framework to analyze various elements and for each case, we interviewed top managers, conducted focus groups with staff directly involved in the accreditation process, and analyzed self-assessment reports, accreditation reports and other case-related documents.

**Results:** The context in which accreditation took place, including the organizational context, influenced the type of change dynamics that occurred in HCOs. Furthermore, while accreditation itself was not necessarily the element that initiated change, the accreditation process was a highly effective tool for (i) accelerating integration and stimulating a spirit of cooperation in newly merged HCOs; (ii) helping to introduce continuous quality improvement programs to newly accredited or not-yet-accredited organizations; (iii) creating new leadership for quality improvement initiatives; (iv) increasing social capital by giving staff the opportunity to develop relationships; and (v) fostering links between HCOs and other stakeholders. The study also found that HCOs' motivation to introduce accreditation-related changes

# Accreditation is a highly effective tool for:

- accelerating integration and stimulating a spirit of cooperation;
- helping to introduce continuous quality improvement programs to newly accredited or not-yet-accredited organizations;
- creating new leadership for quality improvement initiatives;
- increasing social capital by giving staff the opportunity to develop relationships

# The Accreditation Cycle



Pomey et al. 2010



# Three Key Stages for Accreditation to Impact Quality

- Coherence
  - When the staff perceive that accreditation aligns with the organization's beliefs, context and model of service delivery
- Organizational buy-in
  - There is a conceptual champion and an operational champion
- Organizational action
  - Purposeful action is taken in response to observations and feedback

Desveaux et al. 2017

# Accreditation Introduces Organizational Changes

- Promotes organizational learning through the application of accreditation standards
- Helps identify quality improvement initiatives
  - Accreditation aims to benchmark institutional performance against quality standards

Ghareeb 2016

# Benchmarking Through Accreditation

- A process used in management in which organizations evaluate various aspects of their processes in relation to best practice, usually within their own sector.
- Allows organizations to develop plans on how to adopt such best practice, usually with the aim of increasing some aspect of performance.
- Treated as a continuous process in which organizations continually seek to challenge their practices.

# Outcomes of Benchmarking

- Verification
- Performance Improvement
- Stakeholder Assurance
- Promoting animal welfare and high quality science

# Shaping performance: do international accreditations and quality management really help?

Stefano Nigsch  & Andrea Schenker-Wicki

Pages 668-681 | Published online: 30 Oct 2013

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## Abstract

In recent years, international accreditations have become an important form of quality management

for business schools all over the world. However, given their high costs a

bureaucratisation and control, accreditations remain highly disputed in a

quantitative data to assess whether accreditations can help a business s

performance and consequently its reputation. On the basis of an interna

how being accredited by the Association to Advance Collegiate Schools o

European Quality Improvement System (EQUIS) affects the institutions' p

Business School Ranking of the Social Science Research Network. We find

accreditations are positively related to research performance, while the



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## International Accreditation as a Transformational Change: Case Study of Business School in Kazakhstan

Yelena Istieulova 

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<https://doi.org/10.1016/j.sbspro.2013.12.176>

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## Abstract

The new 21st century with its global trends opened the arena for International Accreditation for business schools in the countries of CIS. The impetus for change in business education of CIS is coming from Kazakhstan that represents a benchmark for the business education in Central Asian region. The paper explores a transformation, experience and institutional change as a result of various international accreditations. It begins by examining the perception about the



# Accreditation in Academia

- Optimize the institution's internal structures or processes
  - Organizational effectiveness
- Invest resources more strategically
- Enhance institutional reputation

# Accreditation of Animal Programs: AAALAC International

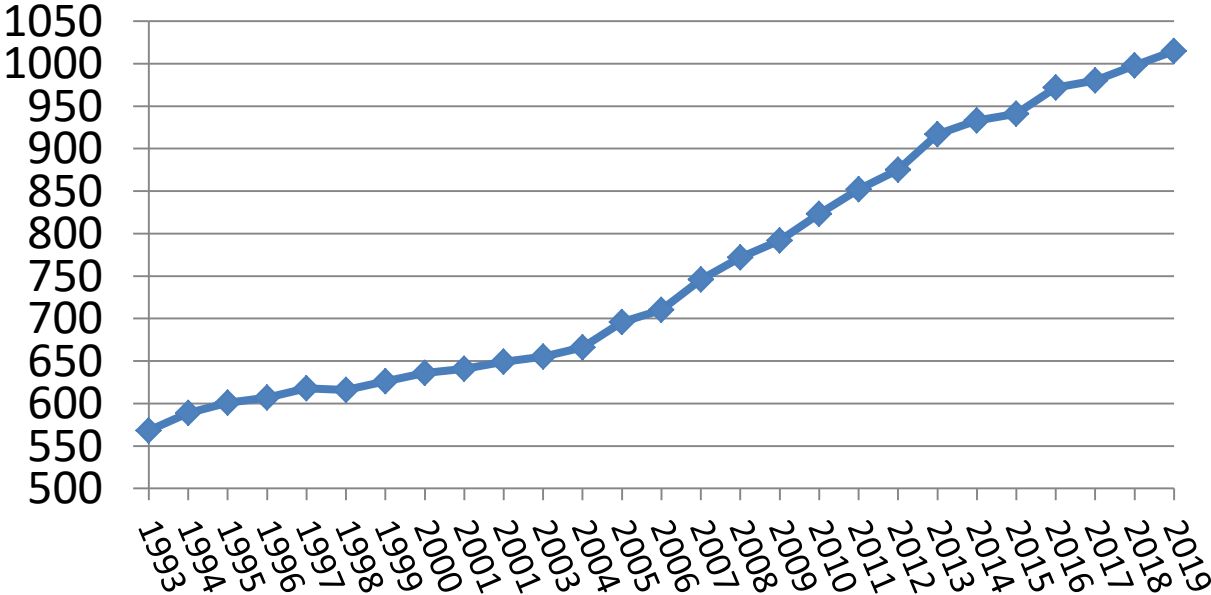
- Non-governmental
- Non-profit
- Does not establish standards/policies

The only organization that assesses and accredits animal care and use program for research, teaching and testing around the globe.

# Animal Care and Use Program Areas



# Number of Accredited Programs



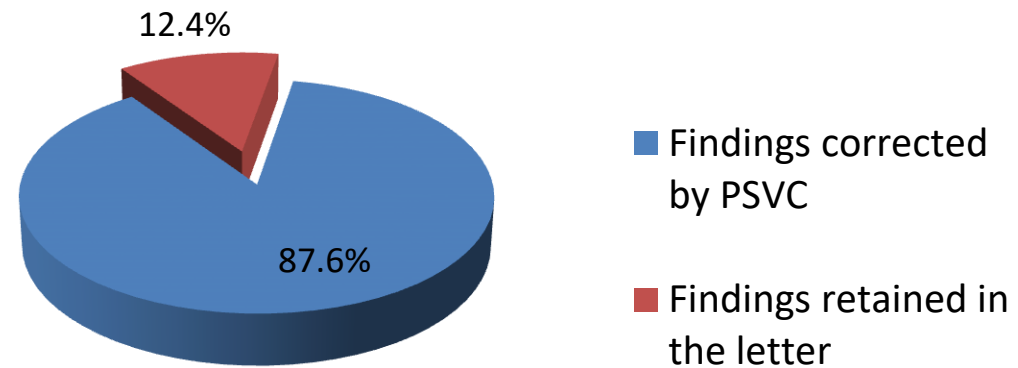
**Approximately 97% of institutions are in a  
Full Accreditation status**



# Results of Site Visits

- At any given time, < 3% of accredited institutions have one or more mandatory items remaining after post site visit communication (PSVC)
- Institutions often have Suggestions for Improvement identified during their site visits, many corrected by PSVC
  - Creates a path of continuing improvement for institutions

# The Value of Accreditation



# Benefits of Accreditation

- Concentrates on promoting continuous improvement to a global benchmark
- Represents a level of quality consistent with global standards
- By influencing the institution's culture of care, conscience and ethics, systems to address individual compliance are enhanced
- Performance-based (focuses on outcome measures to determine performance)
- Recognized by funding sources and research partners
  - AAALAC is the **ONLY** animal care and use accrediting body that is worldwide

# Benefits of Accreditation

- Promotes scientific validity for publication in international high-impact journals
  - Minimizes experimental variability
  - Promotes reproducible quality data
- Fosters inter-institutional collaboration
- Keeps institutions knowledgeable and in step with global best practices
- Provides the public and other stakeholders with a positive image

# Accreditation Promotes Institutional Responsibility

The institution must create an environment for **synergy** among research/testing/teaching and animal care/welfare components.





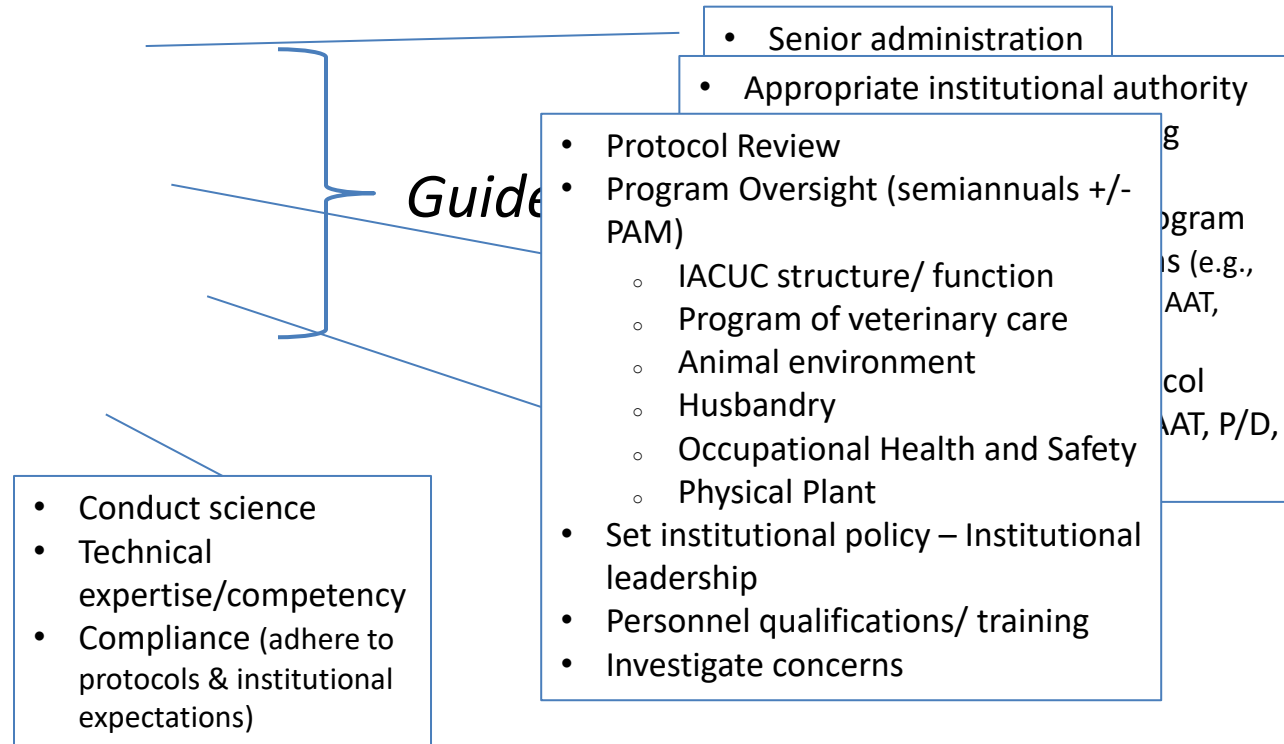
# Accreditation Promotes a Strong Institutional Framework

- Roles and responsibilities are clearly delineated
- Policies and procedures are understood
- Educational and training systems are inclusive and well-functioning
- Oversight and information support systems are established
- Assessment systems are established and meaningful

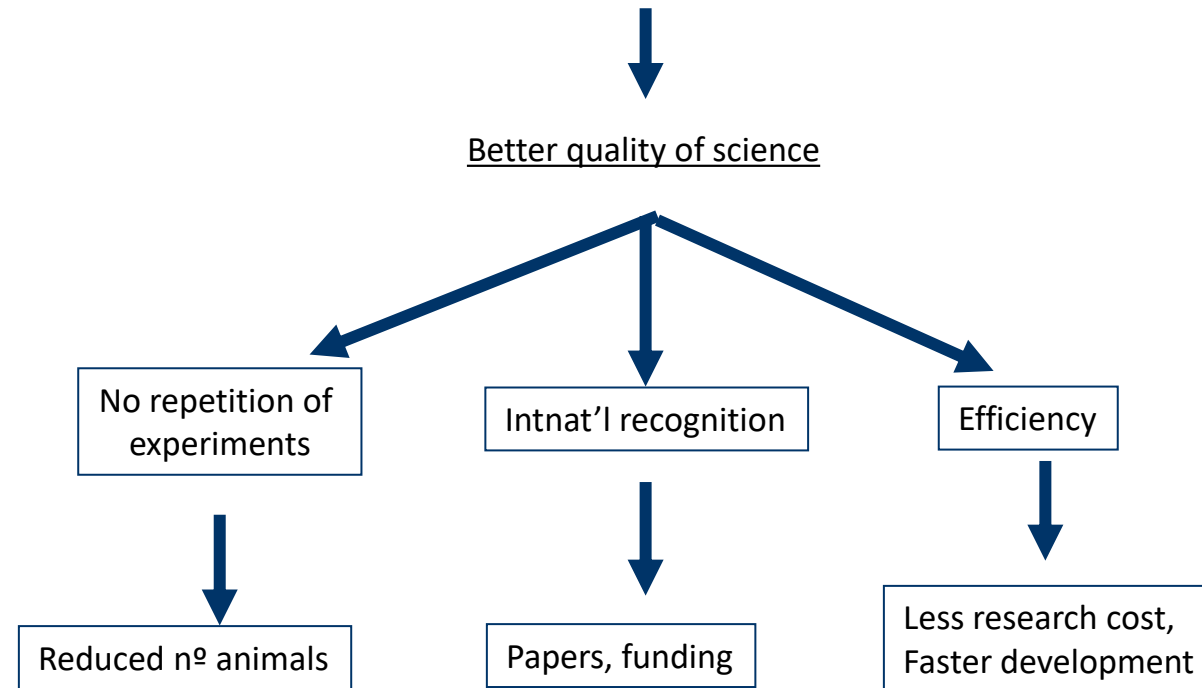
# Accreditation Promotes Leadership Collaboration



- IO
- AV
- IACUC
- PI



# Accreditation Promotes Proper Care and Use of Research Animals



# Examples of Changes Made

- Due consideration of how are animals obtained and transported
- Appropriately trained and qualified staff
- Provision of adequate veterinary care and adequate veterinary authority
- Provision of a suitable environment for the animals, to include nutritious food and potable water, environmental enrichment, adequate space, social housing
- Assurance of an ethical review of the proposed work and appropriate ongoing oversight of the animal program
- Humane euthanasia that is appropriate for the age of animal and species

# In Summary

- Accreditation influences systems
- Promotes continuous improvement
- Enhances intra-institutional communication
- Requires commitment to effect change

thank you



[WWW.AAALAC.ORG](http://WWW.AAALAC.ORG)