

Accountability in Ontario's Health Care System: The Role Governance and Information in Managing Stakeholder Demands

Abstract of Thesis

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This research focuses on nonprofit accountability because accountability failures, such as frauds and scandals, impede the ability of organisations to deliver on their mission and have raised concerns about their ability to manage their accountability demands. Despite concerns about accountability, little is known about how nonprofits in a Canadian context manage their accountability systems. While previous studies have focused on what accountability is and to whom it should be given, less focus has been given to how accountability is managed.

Through the concepts of stakeholder relationships, governance mechanisms and information strategies, the accountability system in figure 1 below was proposed and served as the conceptual framework to understand how nonprofit accountability is managed. This study argues that a systematic approach to accountability may help researchers understand the intricacies of nonprofit accountability and help organisational leaders improve their accountability management practices. Thus, this topic is both useful to management scholars and practitioners alike.

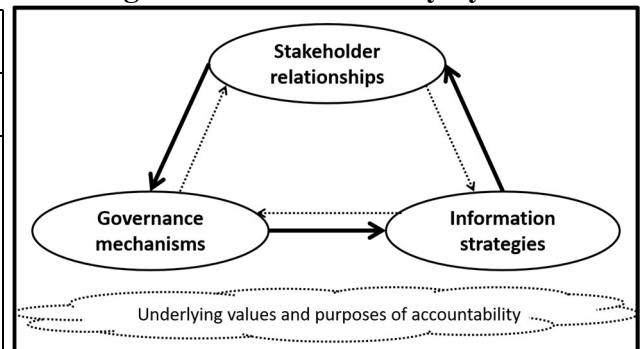
The table below presents the research objective, the general research question and specific research questions. To achieve the research objective, a multiple-case study research strategy using a cross-sectional sample of health care organisations was adopted.

The findings from this study provide rich insights into understanding the dynamics and intricacies of accountability management practices in the unique context of the health care system.

Research Objective and Questions

Research objective
To gain a better understanding of the nonprofit accountability system.
General research question
How do nonprofit organisations manage their accountability systems?
Specific research questions
How do nonprofit organisations use stakeholder relationships, governance mechanisms and information strategies to manage their accountability systems?
How do nonprofit organisations manage their stakeholder relationships?
How do nonprofit organisations manage their governance mechanisms?
How do nonprofit organisations manage their information strategies?

Figure 1 – Accountability System



The complete thesis is available at <https://curve.carleton.ca/730fe3f6-2de1-4ccb-8f86-96e650bc0592>