



**Canadian Centre for Accreditation**  
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**Centre canadien de l'agrément**  
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## CCA ACCREDITATION REVIEW FINAL REPORT FOR WOOLWICH COMMUNITY HEALTH CENTRE

**Date of the Site Visit: March 20-23, 2018**  
**Date of the Report: May 30, 2018**  
**Accreditation Term: June 30, 2018 to June 29, 2022**

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## **SECTION 1: INTRODUCTION**

### **A. INTRODUCTION TO ACCREDITATION WITH CCA**

The Canadian Centre for Accreditation (CCA) is a national not-for-profit offering accreditation to community-based health and social service organizations in Canada.

Accreditation provides an external review of an organization's operations in relation to accepted standards of good practice and risk management. Standards address all aspects of the organization, including governance, management, programs and services. It is also a system to promote learning, improvement, excellence and innovation.

CCA looks at the whole organization. Reviews are conducted by CCA-trained teams made up of senior staff, governing body members and volunteers from the community-based organizations that participate in CCA.

### **B. ABOUT THIS REPORT**

This report summarizes the findings of the CCA review process to date. Comments are illustrative and not comprehensive. The report includes the following:

Section 1: Introduction

Section 2: An overview of the accreditation process and results

Section 3: Detailed accreditation review results by module

Section 4: Conclusion

## SECTION 2: OVERVIEW

### A. THE ORGANIZATION

Woolwich Community Health Centre (WCHC) is part of a vibrant network of more than seventy other CHCs across the province.

Woolwich CHC serves a geographical catchment area that includes the territory of Woolwich Township, Wellesley Township and some areas of Perth County and Wilmot Township. The Centre has sites in Linwood, Wellesley and St. Jacobs. Its healthcare teams offer individuals and their families all the basic healthcare services they need. Clients benefit from a more complete and coordinated kind of care delivered by a team of doctors, nurses, dietitians, chiropodists, and other kinds of health and social service providers customized to personal circumstances.

WCHC focuses not only on healthcare, but also on wellness, considering the needs of the whole person – not just their illness. In addition to primary health care provided to registered clients, the centre offers a broad range of health education, illness prevention, health promotion and community development programs to the entire rural catchment area they serve.

Staff constantly take the pulse of Woolwich, Wellesley and Wilmot Townships. Through regular Community Wellbeing Assessments, staff members assess social, economic and environmental issues that may be causing illness, injury, and social isolation, then develop programs to respond to them.

The dynamic and collaborative partnerships enable the kind of integration and innovation required to strengthen Medicare and ensure its long-term sustainability. For example, Woolwich CHC partners with other agencies like St. Marys Hospital, Hospice Waterloo Region, Canadian Mental Health Association, Wilmot Family Resource Centre, Alzheimers Society, and Community Care Concepts to expand access to a wide range of services for rural residents in the townships that they serve.

WCHC is governed by a strong Board of Directors that represents and advocates for the needs of the rural populations they serve. Because of its community engagement expertise, WCHC also reduces inequities in health care outcomes and breaks down barriers for populations who have traditionally had difficulties accessing fee for service care, such as the Low German-speaking Mennonite population.

### B. THE REVIEW TEAM

The review team was made up of:

- Suzanne O'Byrne, Responsible for Communications and Resource Development - South-East Ottawa Community Health Centre (CCA Team Leader)
- Shobha Oza, Director, Community Engagement - Flemingdon Health Centre (CCA Reviewer)
- Jackeline Barragan, Canadian Centre for Accreditation, Accreditation Manager (CCA Team Leader)

## **C. THE REVIEW PROCESS**

A Preliminary Report was sent to the organization on April 10, 2018. The organization provided their response on May 18, 2018.

Following a review of the response, all requirements for accreditation were assessed as met.

## **D. THE ACCREDITATION DECISION**

The Canadian Centre for Accreditation is pleased to inform you that your accreditation has been approved.

## **E. SUMMARY OF ACCREDITATION RESULTS**

Overall, the review team found WCHC to be a healthy, effective organization that is delivering needed programs and services to its clients and community.

Results are summarized by module. The following CCA modules apply to this review:

- CCA Organizational Standards
- Community-Based Primary Health Care Standards

In order to achieve accreditation, organizations must satisfy the requirements of all modules that apply. A module is achieved when all its components are met AND at least 80% of its Leading Practice Standards are met. A component is met when all its Mandatory Standards and 50% of its Leading Practice Standards are met. If there is one Leading Practice Standard, it must be met.

## SECTION 3: ACCREDITATION REVIEW RESULTS BY MODULE

### A. CCA ORGANIZATIONAL STANDARDS MODULE

MAN Standards Required: 34

MAN Standards Achieved: 34

MAN Standards Must be met to achieve module: 0

LP Standards Total: 24

LP Standards Achieved: 23

LP Standards that must be met to achieve all components: 0

Additional LP Standards that must also be met to achieve total of 80% of LP Standards across module: 0

	MANDATORY STANDARDS						LEADING PRACTICE STANDARDS									
	Requirements		Results at Preliminary Stage		Results After Response Assessed		Requirements			Results at Preliminary Stage			Results After Response Assessed			
	M-Total	M-Must be met	M-Achieved	M-To be met for accreditation	M-Achieve	M-To be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module	
By Component																
Governance	3	3	3	0	3	0	4	2	—	4	0	—	4	0	—	
Stewardship	6	6	5	1	6	0	0	0	—	0	0	—	0	0	—	
Risk and Safety	4	4	4	0	4	0	1	1	—	1	0	—	1	0	—	
Organizational Planning and Performance	3	3	3	0	3	0	3	2	—	3	0	—	3	0	—	
Programs and Services	5	5	5	0	5	0	0	0	—	0	0	—	0	0	—	
Community	0	0	0	0	0	0	5	3	—	5	0	—	5	0	—	
Learning Environment	3	3	3	0	3	0	2	1	—	2	0	—	2	0	—	
Human Resources	5	5	5	0	5	0	6	3	—	5	0	—	5	0	—	
Volunteers	1	1	1	0	1	0	2	1	—	2	0	—	2	0	—	
Systems and Structure	4	4	2	2	4	0	1	1	—	1	0	—	1	0	—	
<b>Totals for Module</b>	<b>34</b>	<b>34</b>	<b>31</b>	<b>3</b>	<b>34</b>	<b>0</b>	<b>24</b>	<b>—</b>	<b>20</b>	<b>23</b>	<b>—</b>	<b>0</b>	<b>23</b>	<b>—</b>	<b>0</b>	

## Detailed Results for the CCA Organizational Standards Module

### i. Strengths in this Module

**Governance:** The organization has adopted an approach to governance that distinguishes the board's role from the role of management. It was clear to the review team that board members are committed to the organization and communities served by WCHC, but also they showed profound respect for staff and passion for the work done by the organization.

The board has a clear process to orient its members, offer training opportunities to board members and evaluate its activities to ensure effective governance.

The board of directors has already started to put in place a succession plan for the Executive Director position.

**Stewardship:** The organization has effective management systems. The review team was impressed by the innovative use of the organization's assets to provide funds to get programs and services, support or pilot new initiatives, and allow at the same time to offer complementary services in the same building (pharmacy, dental care). The team was also impressed by the use of the compassion fund that allow clients to meet their health care needs.

**Systems and Structure:** The review team read and heard about the effective use of data from clients (extraction from Nightingale on Demand –NOD-), from the community served, and from other sources to address community needs and to inform the organization's decision making process and the design of programs and services.

**Learning environment:** The review team heard loud and clear that learning opportunities are available to staff in many ways. There are ongoing learning opportunities such as workshops, guest speakers, conferences, instructional videos and many more. The staff are knowledgeable and kept up-to-date which benefits the entire organization.

**Volunteers:** WCHC identifies volunteers from the community, who get involved in the work of the organization. The number of volunteers recruited (90) is commendable.

**Risk Management:** The review team heard that the staff feel supported when dealing with challenging clients in the workplace. They are provided with education on how to de-escalate situations and know where to get support.

**Operational Planning and Performance:** The organization uses an inclusive needs assessment process to develop programs and services for planning, monitoring and reporting cycles leading to a comprehensive Integrated Service Plan (ISP). Data is well utilized to inform client needs and develop responsive programming. Impressive number of programs and services given the relative small team. There is a conscientious effort to have staff that reflect communities that are served with much thought and planning in place to address barriers such as language, literacy, transportation, level of income, cultural safety and sensitivity, etc.

**Delivery of Community Programs and Services:** WCHC makes a concerted effort to ensure accessibility. Here are some examples: speaking languages of clients (Low German Group); facilitating programs and services using pictures to address literacy needs; using a school bus to pick up people to come for programs or providing taxi vouchers; providing childminding services to accommodate young families; having a horse barn to accommodate

the Mennonite population; liaising with leaders in targeted priority groups; ensuring participation in needs assessments to inform ISP; and using Ontario Telemedicine Network (OTN) to facilitate access to specialists.

## ii. Further Areas to Improve Quality in this Module

The organization is commended for its achievement a sufficient number of Leading Practice Standards and indicators in this module.

The organization may wish to consider this unmet Leading Practice standards as an area of further development:

### **Standard ORG-HR-10 (LP)**

*The organization manages the performance of its employees through regular performance appraisals.*

- **ORG-HR-10.2** *Staff performance appraisals are conducted at minimum every two years.*
  - The review team found that performance appraisals are not conducted regularly and at least every two years according to the organization's policies. CCA encourages Woolwich CHC to complete the performance appraisals, not only as a way to provide formal feedback to its employees, but also as a way to receive feedback from staff about their roles, responsibilities, and areas for improvement.

No immediate action is required for accreditation in the section.



## B. COMMUNITY-BASED PRIMARY HEALTH CARE STANDARDS MODULE

MAN Standards Required: 14

MAN Standards Achieved: 14

MAN Standards Must be met to achieve module: 0

LP Standards Total: 6

LP Standards Achieved: 6

LP Standards that must be met to achieve all components: 0

Additional LP Standards that must also be met to achieve total of 80% of LP Standards across module: 0

	MANDATORY STANDARDS						LEADING PRACTICE STANDARDS								
	Requirements		Results at Preliminary Stage		Results After Response Assessed		Requirements			Results at Preliminary Stage			Results After Response Assessed		
By Component	M-Total	M-Must be met	M-Achieved	M-To be met for accreditation	M-Achieve	M-To be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module
Community-Based Approach	2	2	2	0	2	0	3	2	—	3	0	—	3	0	—
Delivery of Quality Programs and Services	7	7	7	0	7	0	3	2	—	3	0	—	3	0	—
Service Safety	5	5	3	2	5	0	0	0	—	0	0	—	0	0	—
<b>Totals for Module</b>	<b>14</b>	<b>14</b>	<b>12</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>6</b>	<b>—</b>	<b>5</b>	<b>6</b>	<b>—</b>	<b>0</b>	<b>6</b>	<b>—</b>	<b>0</b>

## Detailed Results for the Community-Based Primary Health Care Standards Module

### i. Strengths in this Module

**Community Based Approach:** The organization effectively demonstrated how health promotion is actively incorporated throughout the health centre. For example, primary care staff gave great examples of working with families and community programs staff around care for young children, and youth. Workshops on farm safety included training in mental health.

The ISP demonstrated the consideration of efficient and effective use of resources in planning its programs and services. The development of the ISP, the ongoing program evaluations, and client satisfaction surveys demonstrate a solid involvement of clients in the development and evaluation of programs and services.

### ii. Further Areas to Improve Quality in this Module

Woolwich CHC is commended for its achievement of all Leading Practice Standards and indicators in this module.

## SECTION 4: CONCLUSION

CCA and the review team appreciates the work undertaken by WCHC to prepare for its review and the warm welcome received while on site.

The evidence submitted and the site visit have confirmed that WCHC is an organization that puts clients first, understands their needs, and continuously works to improve the quality of programs and services.

In conversations with staff, Board members and clients, the review team also confirmed that WCHC is a dynamic organization that provides needed services and program to children, youth, families, and seniors in the region. The accessibility strategies used to offer programs and services to a diverse clientele have shown to be very effective. It is also a place where staff support each other and strive to offer better services to their clients.

CCA is pleased to accredit Woolwich CHC for a four-year term.

Congratulations on meeting all of your mandatory standards in the organizational standards module, and all the standards in the community based primary health care standards module.