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CCA ACCREDITATION REVIEW
FINAL REPORT FOR
WOOLWICH COMMUNITY HEALTH CENTRE
(WCHC)

Date of the Site Visit: October 4-6, 2022
Date of the Report: December 14, 2022
Accreditation Term: January 30, 2023 to January 29, 2027

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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 individuals from the community-based organizations that participate in CCA.

Due to the COVID-19 Pandemic the site visit portion of this accreditation cycle was done virtually, not in-person.

B. ABOUT THIS REPORT

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

Section 1: Introduction
Section 2: An overview of the accreditation process
Section 3: A summary of accreditation review results
Section 4: Concluding words

SECTION 2: OVERVIEW

A. THE ORGANIZATION

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, physiotherapist, social workers, health promoters and other kinds of health and social service providers.

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 Hospice of Waterloo Region, Community Mental Health Association, Woolwich Community Services, Wilmot Family Resource Centre, Lyle S Hallman Foundation, 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 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:

- Alex Mayer, Health Analyst, Centretown CHC (CCA Reviewer Facilitator)
- Lyse Lamothe, Community Development Coordinator, Centre de santé communautaire du Grand Sudbury (CCA Reviewer)
- Sunder Singh, Executive Director, Elspeth Heyworth centre for Women (CCA Reviewer)
- Myriam Castilla, Acting Manager, Vaughan CHC (CCA Reader Reviewer)
- Jackeline Barragan, Accreditation Specialist, CCA

C. THE REVIEW PROCESS

A preliminary report was sent to the organization on October 20, 2022. The organization's response was received on November 30, 2022, and reviewed by Jackeline Barragan, CCA Accreditation Specialist.

D. THE ACCREDITATION DECISION

The Canadian Centre for Accreditation is pleased to inform Woolwich CHC that its accreditation has been approved. All requirements for accreditation were assessed as met.

The organization's accreditation term is January 30, 2023, to January 29, 2027.

E. ACCREDITATION MODULES REVIEWED

The following CCA modules apply to this review:

- Organizational Standards
- Community-Based Primary Health Care Standards

SECTION 3: FINAL ACCREDITATION REVIEW RESULTS BY MODULE

A. ORGANIZATIONAL STANDARDS MODULE

Mandatory (MAN) Standards Required: 38
MAN Standards Achieved: 38
Leading Practices (LP) Standards Total: 25
LP Standards Achieved: 25

By Component	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 each component	Total # LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	Total # of LP-To be met to achieve Module	LP-Achieved	LP-Must be met to achieve each component	Total # of LP-To be met to achieve Module
Organizational Foundations	4	4	4	0	4	0	2	1	___	2	0	___	2	0	___
Board Governance	3	3	3	0	3	0	3	2	___	3	0	___	3	0	___
Quality, Risk Management and Performance	5	5	4	1	5	0	2	1	___	2	0	___	2	0	___
Knowledge and Learning	3	3	3	0	3	0	3	2	___	3	0	___	3	0	___
Program and Service Approach	3	3	3	0	3	0	3	2	___	3	0	___	3	0	___
Relationships with community	1	1	1	0	1	0	4	2	___	4	0	___	4	0	___
Stewardship and Financial Management	6	6	6	0	6	0	0	0	___	0	0	___	0	0	___
Human resources	5	5	4	1	5	0	4	2	___	4	0	___	4	0	___
Volunteers and Students	5	5	5	0	5	0	3	2	___	3	0	___	3	0	___
Information Management	3	3	2	1	3	0	1	1	___	1	0	___	1	0	___
Totals for Module	**38**	**38**	**35**	**3**	**38**	**0**	**25**	**___**	**20**	**25**	**0**	**0**	**25**	**0**	**0**

Detailed Results for the Organizational Standards Module

i.   Strengths in this Module

Governance: The organization has a Board of Directors that represents the community it serves. Board members understand the culture of the Mennonite community, a community that strongly relies on the services provided by WCHC.

The Board is mindful of the accessibility barriers of some of the clients of the organization and advocates for resources to meet those needs. Throughout the interview it was noticed that the Board is highly involved in the community.

Human Resources: It was clear to the review team that the staff are passionate about their work, listening to what the clients require and making improvements to the program to meet those needs. There is a strong understanding of the community values, beliefs, traditions among the staff. The staff has the knowledge of the Rural community they serve.

Community Connectedness: The review team was impressed about how welcoming the organization is. By allocating a parking area for horse and buggy the organization demonstrates responsiveness and understanding. Staff and volunteers who speak Low German are available to connect directly with the Mennonite community, providing information and support in a culturally safe manner.

Innovation: Through interviews the review team learned how WCHC supports the emerging communities with new technology, working closely with clients to achieve their goals. The organization celebrates stories and holistic service. An example is the innovative Wellness Corner blog that offers videos and programs for caregivers, youth, adults, seniors and presents current issues impacting people's health and wellbeing, such as climate change, food security, finances, social assistance.

The review team considered that use of print resources and development of a Youtube series of health education videos in Low German language is a great example of a leading practice that should be shared at provincial level.

Communication: The Reviewers were especially impressed with how the work of the organization was shared with the community through newsletters for those communities that do not have internet. Isolated communities could learn about the activities of the organization and get the opportunity to connect with the Centre.

Nurses and other staff make efforts to reach out in the community and communicate about social programs offered by Woolwich.

Accessibility: The organization works to ensure its services are accessible to the communities it serves. The review team heard ample evidence as to how WCHC's teams adapt their services to ensure they are experienced as culturally safe by the Mennonite population and how partnerships are leveraged to help expand the range of services that the centre can offer in the areas of immunization, healthy growth and development, and reproductive health.

Programs and Services: Current knowledge, evidence-informed practice information and data are used to inform the development, delivery, and continuous improvement of

programs and services. The review team was impressed by the capacity to take an evidence-informed and needs-based approach to program development. Through community needs assessments, advisory groups and meetings with community leaders from the priority populations, it was evident that there is an ongoing feedback loop that ensures that WCHC is continuously assessing and reassessing the needs of community members and tailoring programs and services to those needs.

ii. Further Areas to Improve Quality in this Module

The organization is commended for its achievement of all Leading Practice Standards in this module.

There are instances where the organization met a Leading Practice Standard but did not meet every indicator. The organization may wish to consider these unmet indicators as areas of further development.

Standard ORG-GOV-3: *Board functioning is supported by clear systems and structures for decision making and record keeping.*
Indicator ORG-GOV-3.4: *Minutes of board meetings clearly record attendance, whether quorum has been achieved, a check for any conflicts of interest, and decisions.*
- The review team could not find documentation of quorum within the provided minutes.
   - o The review team encourages WCHC to record whether quorum has been achieved.

Standard ORG-QUA-3: *The organization takes an integrated, organization-wide approach to assuring quality.*
Indicator ORG-QUA-3.4: *Learnings from monitoring performance and from quality improvement initiatives are used to make improvements in services or operations.*
- The review team could not find documentation of learnings from monitoring performance and from quality improvement (QI) initiatives and how those learnings are used to make improvements in services or operations.
   - o CCA encourages WCHC to use learnings from monitoring QI and performance to improve programs, services, and operations.

Standard ORG-KL-6*: The organization strives for fidelity to evidence-based programs.*
Indicator ORG-KL-6.2: *An assessment of how well the practice has adhered to an evidence-based program is done and fidelity is monitored, where fidelity measures exist.*
- The review team found evidence for the Gesundheit Fur Kinder (GFK) program but could not find it for the other evidence-based programs.
   - o CCA encourages the Centre to monitor fidelity for all the evidence-based programs (including the Ontario Smoking Cessation Program).

Standard ORG-VS-4: *Volunteers have the resources, guidance and support to carry out their duties effectively.*
Indicator ORG-VS-4.3: *Volunteers are provided with ongoing opportunities to give and receive feedback on their performance and experience*.
- The review team heard that WCHC sends out periodical volunteer surveys to assess the effectiveness of the program, but they could not find reports on volunteers' evaluations.
   - o CCA encourages the Centre to have a systematic way to collect volunteers' feedback and use it to improve volunteers' experience.

Standard ORG-VS-8: *Students placed with the organization have the opportunities, guidance and support to achieve their learning objectives.*
Indicator ORG-VS-8.3: *Students are provided with opportunities to give feedback on the placement experience, including whether it met their needs, expectations and learning objectives.*
- The review team could not find evidence of feedback provided by students to WCHC.
    - CCA encourages WCHC to establish a mechanism to collect feedback from students about their experience and use the findings to improve the student placement program.

The CCA review team offers the following comments by way of encouraging WCHC in its continued growth and pursuit of quality.

Standard ORG-HR-2: *The organization promotes an engaging, positive and psychologically safe work culture for staff, volunteers and students.*
Indicator ORG-HR-2.4: *Measures are taken to address issues and pursue improvements to culture, work environment, and psychological health and safety in the workplace.*
- The CCA staff survey report reveals that supportive processes have been put in place recently; however, there is still a perception that the Centre can do more at the leadership level to ensure a healthier workplace and to better engage staff in improving the work culture.
    - CCA encourages WCHC to review findings from its own staff feedback to improve the workplace environment.

Standard ORG-HR-8 (MAN): *Staff have the guidance and support to perform well in their jobs.*
Indicator ORG-HR-8.2: *Staff have clear, written objectives for job performance and an understanding of the criteria against which performance will be assessed*.
- The review team learned that WCHC used a new performance appraisal system. The tool used did not allow peers to provide meaningful feedback on their coworkers and supervisors to build upon staff's skills, goals and contribution to the organization.
    - CCA encourages WCHC to review the performance appraisal system/tool and to adopt one that can provide specific feedback to everyone based on their own job description and performance.

No immediate action is required for accreditation in the above section: Further Areas to Improve Quality. However, CCA strongly encourages WCHC to continue to improve upon the areas identified.

B. COMMUNITY-BASED PRIMARY HEALTH CARE STANDARDS MODULE

Mandatory (MAN) Standards Required: 12
MAN Standards Achieved: 12
Leading Practice (LP) Standards Total: 3
LP Standards Achieved: 3

By Component	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 each Component	Total # of LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve each Component	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve each Component	Total # of LP-Must be met to achieve Module
Community-Based Approach	2	2	2	0	2	0	2	1	__	2	0	__	2	0	__
Delivery of Quality Programs and Services	6	6	6	0	6	0	1	1	__	1	0	__	1	0	__
Service Safety	4	4	3	1	4	0	0	0	__	0	0	__	0	0	__
Totals for Module	**12**	**12**	**11**	**1**	**12**	**0**	**3**	**__**	**3**	**3**	**__**	**0**	**3**	**__**	**0**

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

i. Strengths identified in this Module

Community based approach: The review team found that health equity is grounded in the social determinants of health. It was evident that WCHC listen to its clients and communities. WCHC's community partners consider that "*the organization is open to learning more about a variety of additional services in the community and connecting their clients and families to those services. They are interested in joint programming and in representing the issues impacting their clients, in order to find effective solutions.*"

The community partners also stated that "*WCHC is a vital partner in serving our rural Townships. We sit on many committees together, do joint messaging and advertisements, seek out advice and knowledge exchange, work on projects together, collaborate on funding applications and support one another*."

Delivery of quality programs and services: It was evident from the interviews for the Client Journey, that service providers engage clients in setting goals and making decisions about their own health. The Clients said they feel that their beliefs, values, and behaviors are respected by the staff.

The review team noted the work done recently by WCHC to support Ukrainian immigrants, from accepting them as clients to raising funds to cover basic settlement needs.

ii. Further Areas to Improve Quality in this Module

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

No immediate action is required for accreditation in the section: Further Areas to Improve Quality. However, CCA strongly encourages WCHC to continue to improve upon the areas identified.

SECTION 4: CONCLUSION

The CCA review team appreciates the work undertaken by Woolwich CHC to prepare for this review and thanks them for the warm welcome they received during the virtual visit.

CCA commends the organization's commitment to quality and continuous improvement and encourages the organization to address the areas for further improvement.

It was clear to the review team that Woolwich CHC is an organization focused on enhancing health and well-being of the diverse and evolving communities in Woolwich, Wellesley and Wilmot. The review team noted the commitment of WCHC's Board of Directors, leadership team, staff, volunteers and students.

It was evident that WCHC understands the needs and strengths of communities served and provides culturally appropriate and timely services to them. The organization demonstrated with many examples how the staff members go the extra mile to reduce barriers to services and programs, advocate for individuals and families and participate in local tables to address health equity issues.

WCHC is an innovative organization that adapts quickly to new situations, an example of which is the work done by WCHC to support Ukrainian immigrants, from accepting them as clients to raising funds to cover basic settlement needs.

Congratulations on achieving your accreditation. CCA is very pleased with your performance in achieving 50 out of 50 Mandatory Standards and 28 out of 28 Leading Practice Standards in the Organizational and the Community-Based Primary Health Care Modules.

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