



**Canadian Centre for Accreditation**  
*Excellence in community services*  
**Centre canadien de l'agrément**  
*L'excellence en matière de services communautaires*

## CCA ACCREDITATION REVIEW FINAL REPORT FOR NORTH HAMILTON COMMUNITY HEALTH CENTRE

**Date of the Site Visit: February 13 to 16, 2018**  
**Date of the Report: April 17, 2018**  
**Accreditation Term: June 18, 2018 to June 17, 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: Concluding words

## SECTION 2: OVERVIEW

### A. THE ORGANIZATION

North Hamilton Community Health Centre (NHCHC) is a dynamic and growing primary health care organization committed to meeting the needs of its clients through compassionate care and innovative practices.

The Health Centre's mandate is to serve individuals who have barriers to the health care system. These barriers include chronic disease, seniors, language, income, complex medical issues, mental health issues, isolation, employment and the like. Providing interdisciplinary care within a broad determinants of health framework, staff of the Health Centre endeavour to meet the Centre's vision of "No obstacles to health". Its mission of "Optimal health through healing, hope and wellness" is a lived experience through the work they do, and the programs offered.

Along with Primary Care, NHCHC provides Diabetes Care, Feet First, COPD, Mental Wellness Toolkit, Breakfast Program, Gardens Programs, Pathways to Education Program, Collective Kitchens, and Healthy Babies/Healthy Moms, to name a few.

The health centre serves a geographic catchment area of Bay Street to the West, Guise Street to the North, Sherman Avenue to the East, and Barton Street to the South. Along with this geographic catchment area, NHCHC has committed to serving the following special populations:

- Immigrants/Refugees from across Hamilton
- Teens from across Hamilton
- Seniors from across the LHIN-4 area
- Individuals living with chronic disease in the LHIN-4 area
- Women and Children in shelters from across Hamilton

### B. THE REVIEW TEAM

The review team was made up of:

- Michelle Westin, Senior Analyst Planning, Quality and Risk, Black Creek Community Health Centre (CCA Team Leader)
- Lara Longo, Mental Health Transitional Case Manager, Southwest Ontario Aboriginal Health Access Centre (CCA Reviewer)
- Abel Gebreyesus, Data Management Coordinator, TAIBU Community Health Centre (CCA Reviewer)
- Jackeline Barragan, Accreditation Manager, Canadian Centre for Accreditation

### C. THE REVIEW PROCESS

A Preliminary Report was sent to the organization on March 2, 2018. The organization provided their response on March 29, 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 NHCHC 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 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 in a component, it must be met.

## SECTION 3: PRELIMINARY ACCREDITATION REVIEW RESULTS BY MODULE

### A. CCA ORGANIZATIONAL STANDARDS MODULE

MAN Standards Required: 30

MAN Standards Achieved: 30

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	5	5	5	0	5	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	2	1	3	0	3	2	—	3	0	—	3	0	—
Programs and Services	5	5	3	2	5	0	0	0	—	0	0	—	0	0	—
Community	0	0	0	0	0	0	5	3	—	4	0	—	4	0	—
Learning Environment	1	1	1	0	1	0	1	1	—	1	0	—	1	0	—
Human Resources	5	5	4	1	5	0	6	3	—	6	0	—	6	0	—
Volunteers	0	0	0	0	0	0	3	2	—	3	0	—	3	0	—
Systems and Structure	4	4	3	1	4	0	1	1	—	0	1	—	1	0	—
<b>Totals for Module</b>	<b>30</b>	<b>30</b>	<b>25</b>	<b>5</b>	<b>30</b>	<b>0</b>	<b>24</b>	<b>—</b>	<b>20</b>	<b>22</b>	<b>1</b>	<b>0</b>	<b>23</b>	<b>0</b>	<b>0</b>

## Detailed Results for the CCA Organizational Standards Module

### i. Strengths in this Module

**Governance:** The review team found that board members are highly engaged, representing different stakeholder groups within the community. The board is actively involved, through ongoing community engagement, working alongside and supporting staff on various quality improvement initiatives, and it is a strong advocate for the organization and the evolving needs in the community.

The board is committed to continuous learning, to be well-informed, and to position itself and the organization in the community as a “courageous” and innovative leader.

**Risk and Safety:** The organization has committed resources and implemented strong risk management strategies. NHCHC has integrated a proactive and inclusive approach to risk management through out all parts of the organization.

Staff, board members, volunteers and learners are empowered and demonstrate increasing capacity to address and mitigate risk. The innovative approach of having “Risk Champions” shows a commitment to a risk management approach that is clearly owned by all members of the organization. This has resulted in setting the bar for high standards for quality and safety in delivering health services in the community.

**Organizational Planning and Performance:** Acknowledging and promoting innovation is one of the areas of strength for NHCHC. Examples include:

- Innovation Café –an innovative way of generating ideas and addressing barriers to access
- Its in the values of the organization: “Create and sustain innovation, and research”
- Recognition of innovation of staff, volunteers, and partners

**Human Resources:** Informed decisions based on workflow analysis is one of the areas that is making NHCHC more effective. Applying Six Sigma LEAN to analyse different positions and streamline the staff roles has allowed the organization to divert resources to other programs and areas that have urgent needs.

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

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

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

#### **Standard ORG-COM-5 (LP)**

*A clear strategy guides the organization’s communications.*

- **Indicator ORG-COM-5.1** *The organization has a communications plan that outlines:*
  - *Key messages are set and disseminated*
  - *Who are the authorized spokesperson(s) for the organization*

- *Roles and responsibilities for creating and updating information, including online information, for example, on the organization's Web site, Twitter feed and social-media page*
- *Procedures for informing and responding to the media and the public*
- *Policies personnel are to respect when representing the organization in the community*
- *The process for dealing with an organizational crisis, detailing how decisions will be made*
  - Their review team could not find evidence of a clear strategy guiding the organization's communications including: roles and responsibilities for creating, updating and disseminating communications, social media, website, and other communication forms, and, process for dealing with organizational crisis, detailing how decisions are made. CCA encourages North Hamilton CHC to develop clear guidelines related to the organization's communications.
- **Indicator ORG-COM-5.4** *The communications plan is reviewed at minimum annually.*
  - The review team could not find a Communications Plan. CCA encourages the organization to develop a Communications plan, and review it, at minimum, annually.

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



## 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	4	1	5	0	0	0	—	0	0	—	0	0	—	
<b>Totals for Module</b>	<b>14</b>	<b>14</b>	<b>13</b>	<b>1</b>	<b>14</b>	<b>0</b>	<b>6</b>	<b>—</b>	<b>6</b>	<b>6</b>	<b>—</b>	<b>6</b>	<b>6</b>	<b>—</b>	<b>6</b>	

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

### i. Strengths in this Module

**Community Based Approach:** The organization brings to life their vision of 'no obstacles to health' through innovation, a 'people first' philosophy, and collaborative approach both inter-professionally and through strong community partnerships. All these efforts are guided by the mission to 'enable health through healing, hope and wellness'. The organization engages both clients and the community as a whole to reduce barriers to health access, addresses disparities and social inequity gaps.

**Delivery of Quality Programs and Services:** The organization demonstrates excellent continuity of care and interdisciplinary collaboration. Service providers utilize both formal and informal processes to ensure client needs are being addressed and consistently attended to. The staff embrace an open dialogue approach to shared care.

The review team was impressed by the staff's commitment to client-centered care, by shaping services to meet the unique needs of each client and ensuring that the client's voice is present throughout the care process. Clients expressed feeling respected, genuinely cared for and heard by their service providers, in addition to feeling as though they have a sense of agency in the management and direction of their care.

### 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.

## SECTION 4: CONCLUSION

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

The evidence submitted and the site visit have confirmed that NHCHC is an organization that put clients first and that continually works to improve programs and services.

Your organizational efforts in governance, risk and safety, innovation, community approach, and continuity of care are to be commended. The organization has the appropriate policies and procedures to address the day-to-day operations and has a very committed and engaged group of staff, board members, students and volunteers to accomplish its vision of “No obstacles to health” by enabling health through healing, hope and wellness. The targeted focus on risk management and innovation are noteworthy.

CCA is pleased to accredit your organization for a four-year term.

Congratulations.