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CCA ACCREDITATION REVIEW FINAL REPORT FOR GUELPH COMMUNITY HEALTH CENTRE

Date of the Site Visit: February 13 to 15, 2024

Date of the Report: May 15, 2024

Accreditation Term: May 15, 2024 to May 14, 2028

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206 – 970 Lawrence Avenue West, Toronto (ON) M6A 3B6

416-239-2448 info@canadiancentreforaccreditation.ca

www.canadiancentreforaccreditation.ca

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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. 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

Guelph Community Health Centre is committed to reducing health inequities within the City of Guelph. The organization meets the needs of individuals and communities facing the greatest barriers to health through the delivery of comprehensive primary health programs and services. Guelph Community Health Centre's interprofessional team of family physicians, nurse practitioners, health promoters, outreach workers, social workers, Early Years staff, dietitians, and others work to deliver services centring around the needs of the organization's priority populations. Their priority populations include people who are experiencing homelessness and living on limited incomes; New Canadians with language barriers; those with moderate to severe mental health, addictions and/or disabilities; those without access to primary care; Indigenous community members; vulnerable children and their families and members of the LGBTQ+community.

Guelph Community Health Centre is guided by a community-based Board of Directors whose membership reflects the individuals and communities the organization serves. The Board determines the mission, vision, values, priority groups, and strategic directions, which are continually reviewed and adapted to meet the changing needs of the community. The Board and staff are equally committed to the organization's values of innovation, accessibility, accountability, sustainability, excellence and healthy communities.

Guelph Community Health Centre focuses on the underlying issues that affect people's health and partners with other agencies and sectors of the community in order to more effectively address and positively change the social determinants of health that may be causing or prolonging poor health. For example, Guelph Community Health Centre works alongside community partners on the Poverty Elimination Task Force, advocating locally and provincially to establish a living wage. To address food security and access issues, the organization provides leadership to the SEED, a community food project that enables people to develop community gardens, community kitchens, collective food buying and storage, and other solutions to equitable access to healthy food. Guelph Community Health Centre also contributes to the Oral Health Action Committee's promotion of publicly funded oral health care for people living with low incomes.

B. THE REVIEW TEAM

The review team was made up of:

- Judy Applebee, Retired Manager of Primary Care, Downtown Kitchener CHC
- Stephen Bird, Former Secretary/Treasurer, Lanark Renfrew HCS (Retired)
- Anne-Marie Sanchez, Director of Strategy, Planning, and Health System Integration, London InterCommunity Health Centre
- Leigh-Anne Fraser, Accreditation Specialist, Canadian Centre for Accreditation

C. THE REVIEW PROCESS

A preliminary report was sent to the organization on March 1, 2024. The organization's response was received on May 1, 2024 and reviewed by Leigh-Anne Fraser, CCA Accreditation Specialist.

D. THE ACCREDITATION DECISION

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

The organization's accreditation term is May 15, 2024 to May 14, 2028.

E. SUMMARY OF ACCREDITATION REVIEW RESULTS

Results are summarized by module.

The following CCA modules apply to this review:

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

SECTION 3: FINAL ACCREDITATION REVIEW RESULTS BY MODULE

A. CCA ORGANIZATIONAL STANDARDS MODULE

Mandatory (MAN) Standards Required: 39
 MAN Standards Achieved: 39
 Leading Standards (LP) Standards Total: 25
 LP Standards Achieved: 25

	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 each	LP-Total # to be met	LP-Achieved	LP-To be met to achieve each	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve each	LP-Total # to be met
Organizational Foundations	4	4	4	0	4	0	2	1	—	2	0	—	2	0	—
Board Governance	3	3	2	1	3	0	3	2	—	3	0	—	3	0	—
Quality, Risk Management and Performance	5	5	1	4	5	0	2	1	—	1	0	—	2	0	—
Knowledge and Learning	2	2	2	0	2	0	3	2	—	3	0	—	3	0	—
Program and Service Approach	3	3	2	1	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	8	8	1	7	8	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	39	39	24	15	39	0	25	—	20	24	—	0	25	0	—

Detailed Results for the CCA Organizational Standards Module

i. Strengths in this Module

Organizational Foundations: Guelph Community Health Centre's responsiveness to community needs is more than a statement; it is a demonstrated commitment. The review team noted that this was evident at the organization's Shelldale site, the consumption and treatment services, and the safer supply program. These initiatives are not just positive examples of responding to community needs; they also showcase the tangible impact of the organization's efforts. The review team was impressed by the various collaborations with community organizations.

Cultural safety is not just a buzzword at Guelph Community Health Centres, but a lived reality. The review team noted this was evident in all the interviews they conducted. Clients are treated with respect and without discrimination, and the physical environment reflects this commitment. A notable example of cultural safety is the inclusion of clients, volunteers, and students as staff members and part of the leadership, further underscoring Guelph Community Health Centres' inclusive and respectful environment.

Another strength for the organization is the importance of EDI from board to staff. The board appreciates learning about EDI and the role the EDI manager brings to leadership. Staff were proud of Guelph Community Health Centre's hiring practices, which is deliberate. The staff the organization reflect the communities they serve and hiring process ensures that staff have a values alignment with the organization.

Board Governance: The board of directors at Guelph Community Health Centre is passionate, enthusiastic and engaged. The review team noted that board member recruitment considers the qualities, skills, and experience needed to govern effectively. Board members shared their innovative approach to learning about governing, health equity, and how to decolonize their board practices. The review team appreciated how extensive their survey of the board is, which demonstrated that the board understands the importance of diversity of identity, skills, and thought at the board level.

Knowledge and Learning: The review team was impressed by the organization's engagement with communities of practice and how staff stay up to date and learn from other experts. The review team noted that the organization strives for fidelity to evidence-based programs and continuously assesses how well the practice has adhered to an evidence-based program. The feedback loop with frontline staff and clients demonstrates a solid willingness to stay engaged in continuous learning. The organization's commitment to sharing its research and evaluation findings with clients and the advisory committee is to be commended. The approach taken by Guelph Community Health Centre is not solely a top-down approach but also a bottom-up one based on client feedback.

Program and Service Approach: The review team noted that Guelph Community Health Centre works to ensure its services are accessible to the communities it serves. One program stood out for the review team as a solid example. The SEED program stands as a social enterprise for the organization and as a program. The ways in which it addresses a community need is a definite strength of the organization.

Guelph Community Health Centre demonstrates a dedicated approach to program and service planning that includes identifying and addressing any inequities or barriers to access or full participation that may be encountered by the individuals, families, and communities that they serve. The review team was impressed by the new programming that the organization is offering, including the midwifery program and the supportive housing program.

The organization works to provide timely access to programs and services. The review team noted that Guelph Community Health Centre's approach to wait time or waitlist management was a strength. Staff use the EMR referral widget and Ocean platform to monitor wait times, as well as monitor and regularly report Third Next Appointment.

Relationships with the Community: The review team commended Guelph Community Health Centre for its integrated advocacy framework, woven into all levels of the organization. The organization cultivates links with its community partners and stakeholders to improve community-wide outcomes for the individuals, families, and communities it serves. Guelph Community Health Centre participates in local, regional, and provincial tables around service coordination, integration, and community-wide priorities. The organization uses strategies to build skills, knowledge, and capacity among organizations with which they are partnered and with groups and individuals in their communities. Their client advisory committee was a source of pride for volunteers, staff, and board alike.

Guelph Community Health Centre, in its role as a change agent, responds to community issues through a collaborative and co-designed advocacy framework. This approach, involving staff, persons served, community members, and partner organizations, is a testament to the organization's commitment to strategic advocacy and the value it places on collective input.

The Guelph Community Health Centre is dedicated to public education, tailoring its strategies and materials to maximize accessibility for its target audiences. This commitment, demonstrated through the impressive Outreach Materials Guide used by staff, is a testament to the organization's efforts to empower the communities it serves.

The organization invites feedback and has a system in place to receive and manage complaints from persons served, members of the public, and other stakeholders. The review team found this consistent and intentional approach to gathering feedback and following up to address complaints from the individuals and communities it serves to be a strength for the organization.

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.

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

Standard ORG-ORG-1 (MAN): *The organization has a mission, a vision and values that communicate its purpose and the principles by which it is guided.*

Indicator ORG-ORG-1.1: *The mission, vision and values are articulated in writing.*

- CCA encourages the organization to continue to build in a clearly defined and documented review process for the ends, mission, vision and values.

Standard ORG-QUA-3 (LP): *The organization takes an integrated, organization-wide approach to assuring quality.*

Indicator ORG-QUA-3.2: *Quality improvement initiatives are guided by documented plans that include: Goals for improvement; Timelines; Who is responsible; How results and progress will be measured and analyzed; Reporting schedule*

- CCA encourages the organization to continue to develop quality improvement strategies that are integrated across the organization and to document these plans.

Standard ORG-QUA-4 (MAN): *The organization takes an integrated, organization-wide approach to managing risks including risks to people, property, resources, reputation and achievement of strategic goals.*

Indicator ORG-QUA-4.4: *Risks, the management of risks and risk mitigation strategies are reviewed by the organization's senior management at minimum quarterly.*

- CCA encourages the organization to continue to develop the process for reviewing the incident reports that involve the senior management team, as well as dashboards that comment on the strategies used to mitigate risk.

Standard ORG-STW-6 (MAN): *The organization has mechanisms in place to oversee with integrity any fundraising and sponsorships.*

Indicator ORG-STW-6.1: *Written policies and procedures provide guidelines for fundraising and sponsorships solicited by, or on behalf of, the organization. They address at minimum:*

- *Gift and/or sponsorship acceptance, including any limits on sources from which donations or sponsorships will be accepted*
- *Information to be disclosed as part of fundraising or sponsorship solicitations, including organization's name, tax-receipting policy in the case of charitable donations, purpose for which funds or sponsorship are requested*
- *Treatment of restricted or designated gifts or legacy gifts*
- *Naming opportunities and endowments, if applicable*
- *Handling of donor and sponsor information and preferences for anonymity, recognition and limits on frequency and means of contact*
- *Sale, rental or sharing of supporter lists*

- CCA encourages the organization to continue to develop and implement processes and mechanisms to oversee the integrity of any fundraising or sponsorship activities.

Standard ORG-STW-7 (MAN): *Any social enterprise of the organization is operated with transparency and in alignment with its mission.*

Indicator ORG-STW-7.4: *The finances of social enterprises are recorded and reported separately from the finances of the rest of the organization.*

- CCA encourages the organization to continue to record and report the finances of social enterprises separately from the finances of the rest of the organization, and provide detailed reporting as required.

No immediate action is required for accreditation in the section: "Further Areas to Improve Quality." However, CCA encourages the organization 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 Standards (LP) Standards Total: 3

LP Standards Achieved: 3

	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 each Component	LP-Total # to 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	LP-Total # to 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	4	0	4	0	0	0	—	0	0	—	0	0	—
Totals for Module	12	12	12	0	12	0	3	1	3	3	1	0	3	0	1

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

i. Strengths in this Module

Community-Based Approach: Advancing health equity at the systems level is evident through partnerships and tables that Guelph Community Health Centre is influencing every day. The review team noted that the way in which the organization includes client feedback in developing their programming, such as the helping hands and community garden in Shelldale, is exemplary. The review team was impressed by the organization's approach to reviewing health outcomes, access issues, and other barriers that contribute to health risks for different segments of the community and the multiple strategies employed to address the social determinants of health.

Delivery of Quality Programs and Services: The organization works to reduce health inequities for clients and communities served. Health inequities are assessed by reviewing health outcomes, access issues, and other barriers contributing to health risks for different demographic segments of communities served. The review team heard from clients during the client journey interviews that they felt comfortable asking questions and were confident that they were informed of all the options. One client indicated they are grateful for community clinics. Before entering the community clinic at the walk-in and private practice, they never "felt validated recognized and often felt dismissed when they shared their concerns." Another client said they were very pleased with the doctors and the nurses there, "they would never say anything to dissuade me from making my own decisions." I was checked up on regularly, and I can share my questions afterward."

Guelph Community Health Centre takes a strengths-based, person-centred approach that guides the assessment of a client's needs and planning for care or service. The review team heard during interviews that tools guide evaluations that consider a client's strengths, goals, health risks, the social determinants of health, and the client's immediate issues. Screening tools are both medical and social. It also includes Alliance requirements, such as extended demographics and different consent forms. The review team also noted that the welcoming plan tool is valuable, and its use is a strength.

The organization's commitment to health equity is not only evident in its client services but also in its interprofessional collaborative practice. This practice is regularly assessed for effectiveness, and improvements are made as indicated, demonstrating the organization's dedication to continuous improvement and, ultimately, health equity. Guelph Community Health Centre provides illness-prevention programs and services at the individual and community levels, guided by its strategic priorities around health equity. Service providers continually use evidence and quality-improvement processes to improve primary health care programs and services. Providers across services regularly review research findings, data on health inequities in communities served, clinical practice analysis, service outcomes, client data, and other sources to identify opportunities to improve primary health care programs and services. This wealth of information is included in external practice improvement plans.

The organization's strategic priorities around health equity are not confined to its own operations but extend to community-wide initiatives. This alignment underscores the organization's active role in influencing local health systems transformation and its unwavering commitment to health equity.

SECTION 4: CONCLUSION

The CCA review team appreciates the work undertaken by Guelph Community Health Centre to prepare for its review and thanks them for the warm welcome they received while on site. In particular, the organization's accreditation team was very knowledgeable and well prepared.

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

Congratulations on achieving your accreditation. CCA is very pleased with your performance in achieving 51 out of 51 Mandatory Standards and 28 out of 28 Leading Practice Standards included in the Organizational and the Community-Based Primary Health Care modules.

CCA is pleased to accredit Guelph Community Health Centre for a four-year term.