



Canadian Centre for Accreditation
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L'excellence en matière de services communautaires

CCA ACCREDITATION REVIEW FINAL REPORT FOR CONNECTWELL COMMUNITY HEALTH

Date of the Site Visit: September 12-14, 2023
Date of the Report: November 24, 2023
Accreditation Term: April 9, 2022 – April 8, 2026

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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

ConnectWell Community Health is a multi-service, multi-site charitable organization established through the voluntary integration of several pre-existing non-profit organizations serving the rural populations in Lanark and Renfrew Counties. In recent years, ConnectWell has expanded their services to deliver targeted programs in the United Counties of Leeds and Grenville.

ConnectWell Community Health plays a vital role in helping individuals of all ages achieve optimal health and well-being, with an emphasis placed on those who are most vulnerable. ConnectWell Community Health provides a wide range of primary health care, community development initiatives and health promotion programs to improve the health and well-being of individuals and communities. ConnectWell Community Health also provides services to children and families, especially those made more vulnerable by developmental, physical, or economic limitations.

B. THE REVIEW TEAM

The review team was made up of:

- Anka Brozic, Consultant - Former CEO of a community health centre
- Bill Helmeczi, CEO, Community Addictions and Mental Health Services Haldimand, Norfolk, and Brant (Reader Reviewer)
- Tammy Stadt, Volunteer, former Community Health Worker at the Barrie Community Health Centre
- Jeannie Taylor, Retired Human Resources and Privacy Officer, South-East Ottawa Community Health Centre
- Leigh-Anne Fraser, Accreditation Specialist, Canadian Centre for Accreditation.

C. THE REVIEW PROCESS

A preliminary report was sent to the organization on September 28, 2023. The organization's response was received on November 10, 2023, 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 April 9, 2022-April 8, 2026.

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

SECTION 3: FINAL ACCREDITATION REVIEW RESULTS BY MODULE

A. ORGANIZATIONAL STANDARDS

Mandatory (MAN) Standards Required: 40

MAN Standards Achieved: 40

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		
	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
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
Organizational Foundations	4	4	3	1	4		2	1	—	2	0	—	2	0	—
Board Governance	3	3	3	0	3		3	2	—	3	0	—	3	0	—
Quality, Risk Management and Performance	5	5	3	2	5		2	1	—	2	0	—	2	0	—
Knowledge and Learning	3	3	3	0	3		3	2	—	3	0	—	3	0	—
Program and Service Approach	3	3	0	3	3		3	2	—	3	0	—	3	0	—
Relationships with community	1	1	1	0	1		4	2	—	4	0	—	4	0	—
Stewardship and Financial Management	8	8	5	3	8		0	0	—	0	0	—	0	0	—
Human resources	5	5	5	0	5		4	2	—	4	0	—	4	0	—
Volunteers and Students	5	5	4	1	5		3	2	—	3	0	—	3	0	—
Information Management	3	3	3	0	3		1	1	—	1	0	—	1	0	—
Totals for Module	40	40	30	—	40	0	25	—	20	25	—	0	25	0	0

Detailed Results for the CCA Organizational Standards Module

i. Strengths in this Module

Governance

The Review Team recognizes that ConnectWell Community Health has a strong governance decision making system to differentiate the Board from the CEO role and responsibilities. Board members have a clear understanding of their role in relation to the CEO. The governance structure supports the work of the board. The Review Team heard during the interviews how the committees, and other board structures support the work of its members, including regular board evaluations, effective decision-making processes, and oversight. This approach to governance fosters a strong working relationship between the board and the CEO that supports ConnectWell Community Health's organizational goals and objectives.

Program and Service Approach

The Review Team heard how the strengths-based, person-centred approach guides the assessment of a client's needs and planning for care or service, and the team saw clearly that the client record includes the clients needs, strengths and goals for treatment. The team also noted that there is a planned approach to treatment and that clients are provided with information to make an informed decision about service or treatment, and consent for service or treatment was also clearly included.

Relations with the Community

The Review Team learned through interviews with staff of how ConnectWell Community Health uses both formal and informal mechanisms to engage the community it serves in the process of program planning, development, and implementation. Community feedback is regularly used to make improvements to programs and services. Staff encourage members of the community to get involved with committees and to join the board of directors. The Review Team was impressed by the partnerships, coalitions, and networks that ConnectWell CHC is involved in as well as how these collaborations continue to benefit their clients and the community they serve.

The Review Team also heard how ConnectWell Community Health is committed to collaborative work with other organizations and about practices and processes across different programs which aim to minimize barriers or facilitate connection to other community services. Strong relationships are also demonstrated in the way community members are involved in program development and delivery.

Human Resources

The Review Team heard from staff how ConnectWell Community Health cultivates and promotes a positive and supportive work environment. Staff have regular opportunities to provide suggestions and feedback to management, and they feel supported in making improvements. The Review Team also found through the pre-site evidence that there is a clear and transparent framework that governs the work and supports all staff.

The Review Team found that ConnectWell Community Health's human resource policies and practices support a work environment that values diversity, where all persons are treated

with respect and dignity, free from violence, harassment, oppression, and discrimination. The Review Team found that ConnectWell Community Health promotes an engaging, positive, and psychologically safe work culture for staff, volunteers, and students.

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 additional comments by way of encouraging the organization in its continued growth and pursuit of quality.

Standard ORG-ORG-3 (MAN): *The organization enables service, governance, and work environments that value diversity, and where all persons are treated with respect, dignity and without discrimination.*

Indicator ORG-ORG-3.5: Staff, board members and other volunteers receive training to build their knowledge and capacity related to diversity, equity, and inclusion appropriate to the local context.

- The Review Team heard from staff that they receive training and development opportunities that help to build their knowledge and capacity. CCA encourages ConnectWell Community Health to extend these opportunities related to diversity, equity and inclusion to board members and volunteers.

Standard ORG-ORG-6 (MAN): *The organization is guided by policies and procedures that are relevant and up to date.*

Indicator ORG-ORG-6.2: Staff, volunteers, students, and board members have input into the development and review of the policies and procedures that affect them and are informed of changes.

- The Review Team heard that board members have input into the development and review of policies and procedures that affect them. CCA encourages ConnectWell Community Health to also provide opportunities for staff, students, and volunteers to have similar input to policies and procedures that affect them.

Standard ORG-GOV-4 (MAN): *The board has chosen and uses a governance model that clearly defines the distinct roles of the board, the chief executive, and staff.*

Indicator ORG-GOV-4.4: A plan for the temporary absence (planned and unplanned) of the chief executive is documented and reviewed at a minimum annually.

- The Review Team heard from staff and the board that there is a clear plan in place for the temporary absence of the chief executive. CCA encourages ConnectWell Community Health to align the current plan with their policies and procedures and to continue to review the plan at minimum annually.

Standard ORG-PSA-3 (MAN): *The organization works to ensure its services are accessible to the communities it serves.*

Indicator ORG-PSA-3.4: The locations and facilities of programs and services are welcoming and appropriate for the cultural backgrounds, chronological ages, gender identity, sexual orientation, developmental levels, and service needs of persons served.

- With the increase in immigrants and francophones in the organization's catchment area, CCA encourages ConnectWell Community Health to offer materials or signage in multiple languages.

Standard ORG-VS-4 (MAN): *Volunteers have the resources, guidance, and support to carry out their duties effectively.*

Indicator ORG-VS-4.4: Volunteers involved in ongoing assignments and volunteers who have contact with persons served go through a formal evaluation of their performance at minimum annually, and the results of the evaluation are documented.

- CCA encourages ConnectWell Community Health to continue to provide long-term volunteers with ongoing assignments and have contact with persons served with a formal performance evaluation that is well documented and give volunteers opportunities to provide feedback about their experiences.

CCA encourages ConnectWell Community Health Centre to continue to improve upon the areas identified in the section: "Further Areas to Improve Quality in this Module". CCA looks forward to the organization's report on progress in these areas in the Quality Update.

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	—	2	1	—	2	0	—	2	0	—
Delivery of Quality Programs and Services	6	6	6	0	6	—	1	1	—	1	0	—	1	0	—
Service Safety	4	4	4	0	4	—	0	0	—	0	0	—	0	0	—
Totals for Module	12	12	12	0	12	—	3	—	3	3	—	0	3	0	—

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

i. Strengths in this Module

Community Based Approach

The Review Team learned how ConnectWell Community Health works to reduce health inequities for clients and communities served. ConnectWell Community Health contributes to various community-based initiatives and to the development of reports that place a spotlight on quality of life issues and the social determinants of health for various populations and geographic areas served. Health inequities are assessed by reviewing health outcomes, access issues and other barriers contributing to health risks. The Review Team also heard how staff either participates in or provides leadership to various coalitions and networks that seek to address health inequities, assess health outcomes, access issues and other barriers for different demographic segments of the populations and communities that it serves.

Delivery of Quality Programs and Services

The Review Team heard various staff members from a variety of programs describe how they spend time with the client in their appointments to understand what their challenges are as related to the social determinants of health and then who to refer them to, to improve patient outcomes. We heard this from clients as well.

The Review Team also heard how ConnectWell Community Health provides illness prevention programs and services at the individual and community level, guided by its strategic priorities around health equity. ConnectWell Community Health is particularly strong around health screening to identify clients at risk for preventable conditions, and follow-up is assured for clients who are identified as being at-risk. There were numerous examples including routine monitoring such as bloodwork, blood pressure checks, other additional testing, cancer screening, education and lifestyle coaching, diabetes education and smoking cessation - this coupled with the fact that appointments are consistently available when needed makes for excellent health care.

Service Safety

The Review Team was impressed by the planned, systemic approach to reducing the risk of infection transmission, and preventing and controlling communicable diseases. In particular, the plan and associated tools that outline the ConnectWell Community Health's role and responsibilities as a primary health care provider in the event of an epidemic outbreak, was outstanding. The Review Team found the plan to be comprehensive and very well done. They could see that it was a living document and that there was input from various staff leaders.

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 ConnectWell Community Health in its continued growth and pursuit of quality.

Standard PHC-QPS-2 (MAN): *The organization provides timely access to primary health care for its clients.*

Indicator PHC-QPS-2.2: Same-day or next-day service is available for registered primary health care clients who require urgent attention.

- The Review Team encourages ConnectWell Community Health to continue to document policy reviews and updates around providing timely access to primary health care for its clients. The Review Team notes that the practice of providing same-day or next-day service for registered primary health care clients who require urgent attention is a strength and encourages ConnectWell Community Health I to align their policies with current practices.

CCA encourages ConnectWell Community Health to continue to improve upon the areas identified in the section: "Further Areas to Improve Quality in this Module". CCA looks forward to the organization's report on progress in these areas in the Quality Update.

SECTION 4: CONCLUSION

The CCA review team appreciates the work undertaken by ConnectWell Community Health 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 ConnectWell Community Health to address the areas for further improvement.

Congratulations on achieving your accreditation, CCA is very pleased with your performance in achieving 52 out of 52 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 ConnectWell Community Health for a four-year term.