



Canadian Mental Health Association - Simcoe County Branch

Accredited with Exemplary Standing

Canadian Mental Health Association - Simcoe County Branch has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Canadian Mental Health Association - Simcoe County Branch is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **Canadian Mental Health Association - Simcoe County Branch** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Canadian Mental Health Association - Simcoe County Branch (2024)

The Canadian Mental Health Association, Simcoe County Branch (CMHA SCB) is a “Not for Profit” organization that was incorporated on February 22, 1988 (formerly "Barrie Mental Health", incorporated in 1960). As the largest MHA provider for the region, we serve approximately 8,300 clients who are experiencing mental health and addiction (MHA) issues, including problem gambling. We have 267 staff members and 75 volunteers delivering services across Simcoe County. CMHA SCB empowers individuals/families to make choices and reduce harm through a broad range of services such as counselling, psychotherapy, ACT Team, Crisis, Telemedicine, Food Security Program, Housing Supports, NP Clinic and more.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

March 25, 2024 to March 28, 2024

Locations surveyed

- 4 locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- 6 sets of standards were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

With approximately 250 staff and more than 75 volunteers, the Canadian Mental Health Association Simcoe County Branch (CMHA SCB) serves a large catchment area consisting of urban and rural communities located in the five sub-regions of North Simcoe, Orillia, South Georgian Bay, Barrie, and South Simcoe. CMHA SCB is the largest provider of addiction and mental health services in the region.

CMHA SCB has grown significantly both in size and scope since the last site visit. Several transformational changes realigned the organization's operational infrastructure and modernized programs and services. Evidence driven service delivery models have been established and new programs have been created with over \$8 million in new funding to meet the ongoing service demand influenced by an 11.2 per cent increase in growth in the region's population since 2016, substantially higher than the 5.8 per cent provincial rate. New programs have focused on increasing home-based withdrawal management services, day treatment, outreach and peer support, crisis call and ED diversion, and community justice beds and permanent housing. Overall, these changes have created more equitable access across the region and improved service continuity and client and staff safety.

Integrated service models, partnerships and resources are being optimized. A fully integrated quality, risk, and safety framework is in place. Investments and re-investments have been strategic, improving IT infrastructure, communication, data decision making, and staff engagement and empowerment. The organization's leadership is described as transparent, accessible, and responsive. Staff feel supported by and connected to the organization's vision and values.

Members of the governing body are deeply committed to the organization's mission. The Board is cohesive and consists of highly skilled individuals supported by a robust set of policies and bylaws. Members are engaged, understand the critical roles they have in governance oversight, and are committed to ongoing learning. Quality and safety data, and client and family experiences are integral to the Board's discussions and decision making.

Partnerships are developed and fostered at all levels of the organization. Community partners value the organization's commitment to community wellness, the delivery of excellent care, sharing

knowledge, and advocating for systemic improvements. The organization is viewed as a trusted and reliable leader and partner.

CMHA SCB is active in the region's four Ontario Health Teams, leading addictions and mental health working groups.

Recruitment challenges have become more acute since the COVID-19 pandemic. Work life balance and retention strategies have been developed. Examples of these include an improved compensation and benefits plan, an increase in wellness days, and opportunities for competency and career growth.

Staffing models have been enriched by ongoing investments in peer support specialists and workers, and the introduction of a nurse practitioner and Indigenous and Francophone navigators. Work life pulse survey results are validated by staff and actioned with input from staff to make improvements. There are notable improvements in this organization's workforce culture. Staff validate these findings, referencing significant improvement in communication, engagement, and leadership growth opportunities.

Evidence driven harm reduction and trauma informed practices are integral to the service models. Clinical teams use standardized and validated assessment tools and therapeutic interventions. Recovery and treatment goals are developed in partnership with clients and families. The organization's inter-professional treatment teams work to reduce the harms related to substance abuse and mental illness, strengthen coping skills and resilience, improve meaningful roles and foster autonomy. Teams are described as deeply committed and compassionate. Service delivery models provide low barrier access and are being designed to provide greater integrated care with programs and services co-locating in each of the organization's sub-regions. Partners and clients are pleased to see this shift.

Client experience surveys, focus groups, and informal feedback inform administrative and clinical improvements. Clients view the organization as responsive and inclusive, referencing that they feel safe and accepted. The organization's commitment to people centered care is impressive. Strategic improvements have been made to improve the client service including a centralized intake process, navigation support, harm reduction, home based withdrawal, access to peer specialists and workers, and after care.









CMHA SCB has much to celebrate. Practices are rooted in all of Accreditation Canada's quality dimensions. Well done!

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

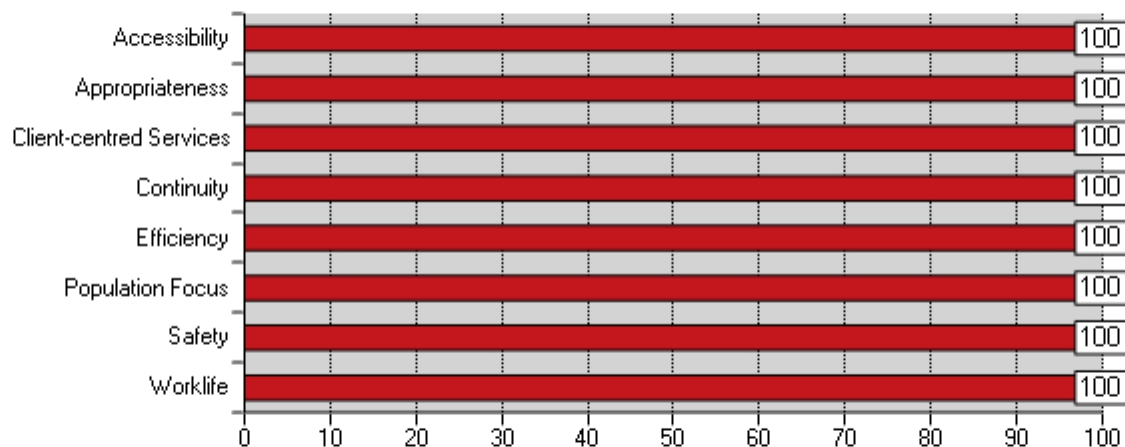
The quality dimensions are:

	Accessibility:	Give me timely and equitable services
	Appropriateness:	Do the right thing to achieve the best results
	Client-centred Services:	Partner with me and my family in our care
	Continuity:	Coordinate my care across the continuum
	Efficiency:	Make the best use of resources
	Population Focus:	Work with my community to anticipate and meet our needs
	Safety:	Keep me safe
	Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



Overview: Standards results

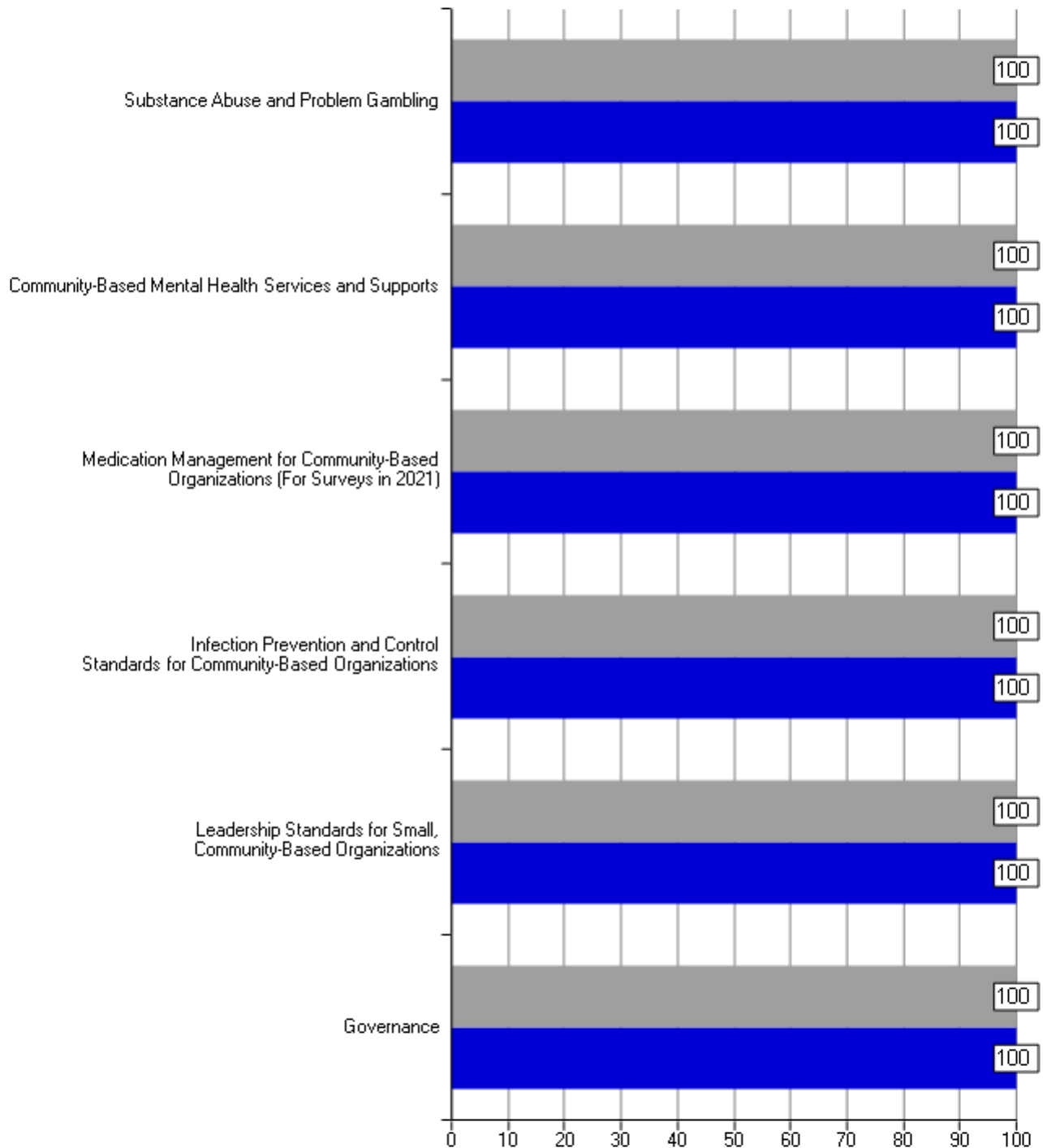
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met

High priority criteria met Total criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

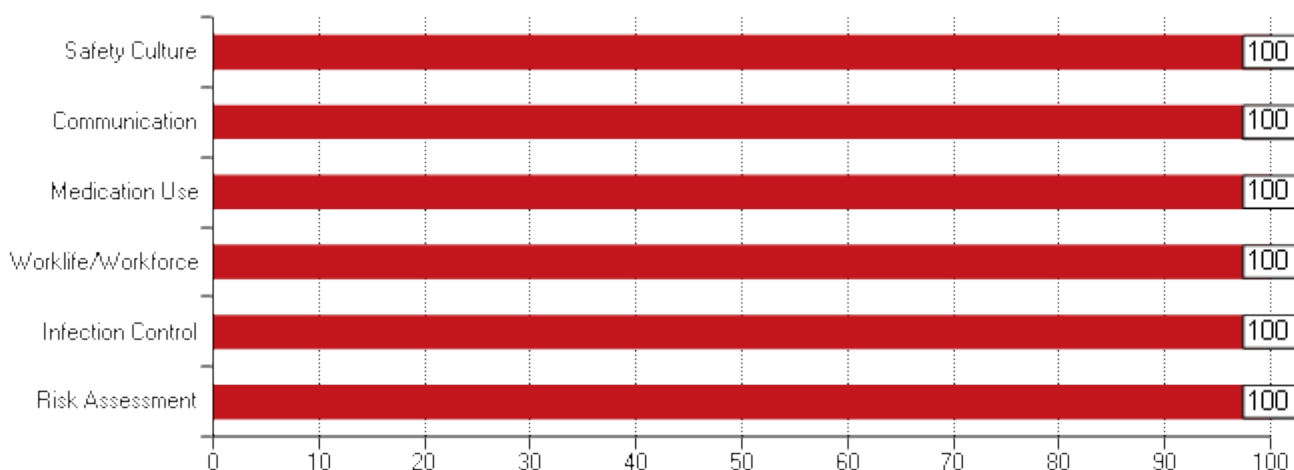
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes how select ROPs are being met across the country.

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



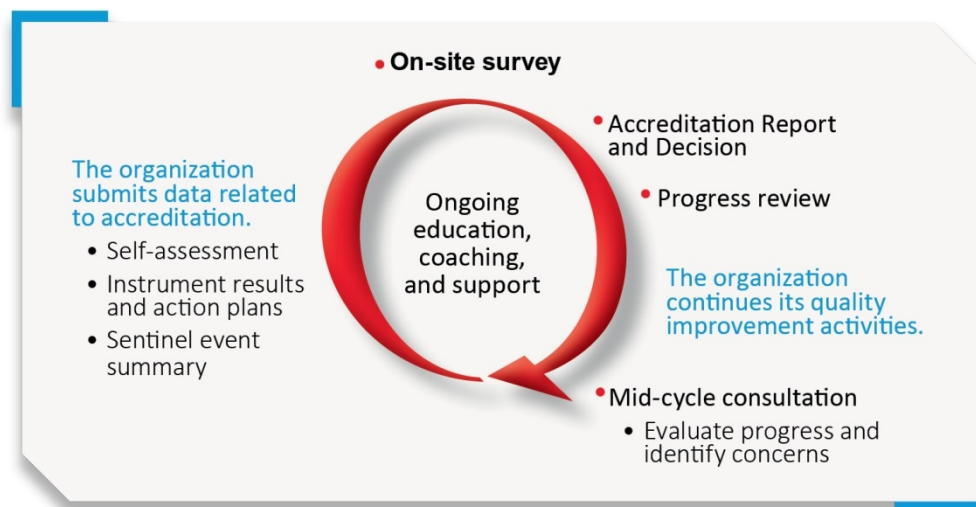
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **Canadian Mental Health Association - Simcoe County Branch** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 Barrie & Area / Innisfil
- 2 North Simcoe (Midland/Penetanguishene)
- 3 Orillia
- 4 South Georgian Bay (Collingwood/Wasaga Beach)

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
- Patient safety incident disclosure
- Patient safety incident management
- Patient safety quarterly reports

Communication

- Client Identification
- Information transfer at care transitions
- Medication reconciliation as a strategic priority
- Medication reconciliation at care transitions
- The “Do Not Use” list of abbreviations

Medication Use

- High-Alert Medications
- Narcotics Safety

Worklife/Workforce

- Patient safety plan
- Patient safety: education and training
- Preventive Maintenance Program
- Workplace Violence Prevention

Infection Control

- Hand-Hygiene Compliance
- Hand-Hygiene Education and Training
- Infection Rates
- Reprocessing

Risk Assessment

- Suicide Prevention