



ACCREDITATION CANADA



Driving Quality Health Services

Executive Summary

Canadian Mental Health Association Haliburton Kawartha Pine Ridge
Peterborough, ON

On-site survey dates: May 12, 2014 - May 15, 2014

Report issued: May 29, 2014



ACCREDITATION CANADA
AGRÉMENT CANADA

Driving Quality Health Services
Force motrice de la qualité des services de santé

Accredited by ISQua

About the Executive Summary

Canadian Mental Health Association Haliburton Kawartha Pine Ridge (referred to in this report as “the organization”) is participating in Accreditation Canada’s Qmentum accreditation program. As part of this ongoing process of quality improvement, an on-site survey was conducted in May 2014.

This Executive Summary is an overview of the on-site survey results. More information is available in the Accreditation Report.

Confidentiality

This report is confidential and is provided by Accreditation Canada to the organization only. Accreditation Canada does not release the report to any other parties. Any alteration of this Executive Summary compromises the integrity of the accreditation process and is strictly prohibited.

In the interests of transparency and accountability, Accreditation Canada encourages the organization to disseminate this Executive Summary to staff, board members, clients, the community, and other stakeholders.

Table of Contents

1.0 Executive Summary	1
1.1 Accreditation Decision	1
1.2 About the On-site Survey	2
1.3 Overview by Quality Dimensions	3
1.4 Overview by Standards	4
1.5 Overview by Required Organizational Practices	5
1.6 Summary of Surveyor Team Observations	7

Section 1 Executive Summary

Canadian Mental Health Association Haliburton Kawartha Pine Ridge (referred to in this report as “the organization”) is participating in Accreditation Canada’s Qmentum accreditation program. Accreditation Canada is an independent, not-for-profit organization that sets standards for quality and safety in health care and accredits health organizations in Canada and around the world.

As part of the Qmentum accreditation program, the organization has undergone a rigorous evaluation process. Following a comprehensive self-assessment, external peer surveyors conducted an on-site survey during which they assessed this organization’s leadership, governance, clinical programs and services against Accreditation Canada requirements for quality and safety. These requirements include national standards of excellence; required safety practices to reduce potential harm; and questionnaires to assess the work environment, patient safety culture, governance functioning and client experience. Results from all of these components are included in this report and were considered in the accreditation decision.

This report shows the results to date and is provided to guide the organization as it continues to incorporate the principles of accreditation and quality improvement into its programs, policies, and practices.

The organization is commended on its commitment to using accreditation to improve the quality and safety of the services it offers to its clients and its community.

1.1 Accreditation Decision

Canadian Mental Health Association Haliburton Kawartha Pine Ridge 's accreditation decision is:

Accredited (Report)

The organization has succeeded in meeting the fundamental requirements of the accreditation program.

1.2 About the On-site Survey

- **On-site survey dates: May 12, 2014 to May 15, 2014**

- **Locations**

The following locations were assessed during the on-site survey. All sites and services offered by the organization are deemed accredited.

- 1 Administration - Lindsay & Peterborough
- 2 Canadian Mental Health Association - Kawartha Lakes - Harrison House
- 3 Canadian Mental Health Association -Kawartha Lakes location
- 4 Catering Plus
- 5 Dual Diagnosis Program - HKPR
- 6 Early Psychosis Intervention
- 7 Four County Crisis - HKPR
- 8 Management Team - HKPR
- 9 Mental Health Program - Lindsay Location
- 10 Mental Health Program - Peterborough Location
- 11 Reach For Recovery - Lindsay Location
- 12 Reach For Recovery Peterborough Location

- **Standards**

The following sets of standards were used to assess the organization's programs and services during the on-site survey.

System-Wide Standards

- 1 Customized Infection Prevention and Control
- 2 Customized Managing Medications
- 3 Governance
- 4 Leadership Standards for Small Community-Based Organizations

Service Excellence Standards

- 5 Community-Based Mental Health Services and Supports Standards

1.3 Overview by Quality Dimensions

Accreditation Canada defines quality in health care using eight dimensions that represent key service elements. Each criterion in the standards is associated with a quality dimension. This table shows the number of criteria related to each dimension that were rated as met, unmet, or not applicable.

Quality Dimension	Met	Unmet	N/A	Total
 Population Focus (Working with communities to anticipate and meet needs)	26	0	0	26
 Accessibility (Providing timely and equitable services)	9	0	0	9
 Safety (Keeping people safe)	79	6	8	93
 Worklife (Supporting wellness in the work environment)	48	0	0	48
 Client-centred Services (Putting clients and families first)	39	1	1	41
 Continuity of Services (Experiencing coordinated and seamless services)	9	0	0	9
 Effectiveness (Doing the right thing to achieve the best possible results)	147	6	5	158
 Efficiency (Making the best use of resources)	20	0	0	20
Total	377	13	14	404

1.4 Overview by Standards

The Qmentum standards identify policies and practices that contribute to high quality, safe, and effectively managed care. Each standard has associated criteria that are used to measure the organization's compliance with the standard.

System-wide standards address quality and safety at the organizational level in areas such as governance and leadership. Population-specific and service excellence standards address specific populations, sectors, and services. The standards used to assess an organization's programs are based on the type of services it provides.

This table shows the sets of standards used to evaluate the organization's programs and services, and the number and percentage of criteria that were rated met, unmet, or not applicable during the on-site survey.

Accreditation decisions are based on compliance with standards. Percent compliance is calculated to the decimal and not rounded.

Standards Set	High Priority Criteria *			Other Criteria			Total Criteria (High Priority + Other)		
	Met	Unmet	N/A	Met	Unmet	N/A	Met	Unmet	N/A
	# (%)	# (%)	#	# (%)	# (%)	#	# (%)	# (%)	#
Governance	44 (100.0%)	0 (0.0%)	0	34 (100.0%)	0 (0.0%)	0	78 (100.0%)	0 (0.0%)	0
Leadership Standards for Small Community-Based Organizations	35 (94.6%)	2 (5.4%)	0	56 (98.2%)	1 (1.8%)	2	91 (96.8%)	3 (3.2%)	2
Customized Infection Prevention and Control	30 (96.8%)	1 (3.2%)	3	8 (88.9%)	1 (11.1%)	1	38 (95.0%)	2 (5.0%)	4
Customized Managing Medications	23 (100.0%)	0 (0.0%)	3	10 (90.9%)	1 (9.1%)	0	33 (97.1%)	1 (2.9%)	3
Community-Based Mental Health Services and Supports Standards	17 (100.0%)	0 (0.0%)	1	110 (98.2%)	2 (1.8%)	0	127 (98.4%)	2 (1.6%)	1
Total	149 (98.0%)	3 (2.0%)	7	218 (97.8%)	5 (2.2%)	3	367 (97.9%)	8 (2.1%)	10

* Does not include ROP (Required Organizational Practices)

1.5 Overview by Required Organizational Practices

A Required Organizational Practice (ROP) is an essential practice that an organization must have in place to enhance client safety and minimize risk. Each ROP has associated tests for compliance, categorized as major and minor. All tests for compliance must be met for the ROP as a whole to be rated as met.

This table shows the ratings of the applicable ROPs.

Required Organizational Practice	Overall rating	Test for Compliance Rating	
		Major Met	Minor Met
Patient Safety Goal Area: Safety Culture			
Adverse Events Disclosure (Leadership Standards for Small Community-Based Organizations)	Met	3 of 3	0 of 0
Adverse Events Reporting (Leadership Standards for Small Community-Based Organizations)	Met	1 of 1	1 of 1
Client Safety Quarterly Reports (Leadership Standards for Small Community-Based Organizations)	Met	1 of 1	2 of 2
Patient Safety Goal Area: Communication			
Client And Family Role In Safety (Community-Based Mental Health Services and Supports Standards)	Met	2 of 2	0 of 0
Dangerous Abbreviations (Customized Managing Medications)	Unmet	2 of 4	0 of 3
Information Transfer (Community-Based Mental Health Services and Supports Standards)	Met	2 of 2	0 of 0
Medication reconciliation as a strategic priority (Leadership Standards for Small Community-Based Organizations)	Unmet	0 of 4	0 of 2

Required Organizational Practice	Overall rating	Test for Compliance Rating	
		Major Met	Minor Met
Patient Safety Goal Area: Communication			
Medication reconciliation at care transitions (Community-Based Mental Health Services and Supports Standards)	Unmet	3 of 4	0 of 1
Patient Safety Goal Area: Worklife/Workforce			
Client Safety Plan (Leadership Standards for Small Community-Based Organizations)	Met	2 of 2	2 of 2
Client Safety: Education And Training (Leadership Standards for Small Community-Based Organizations)	Met	1 of 1	0 of 0
Preventive Maintenance Program (Leadership Standards for Small Community-Based Organizations)	Unmet	0 of 3	0 of 1
Workplace Violence Prevention (Leadership Standards for Small Community-Based Organizations)	Met	5 of 5	3 of 3
Patient Safety Goal Area: Infection Control			
Hand-Hygiene Compliance (Customized Infection Prevention and Control)	Unmet	0 of 1	0 of 2
Hand-Hygiene Education and Training (Customized Infection Prevention and Control)	Met	2 of 2	0 of 0
Patient Safety Goal Area: Risk Assessment			
Suicide Prevention (Community-Based Mental Health Services and Supports Standards)	Met	5 of 5	0 of 0

1.6 Summary of Surveyor Team Observations

The surveyor team made the following observations about the organization's overall strengths, opportunities for improvement, and challenges.

The organization, Canadian Mental Health Association (CMHA) Haliburton Kawartha Pine Ridge is commended on preparing for and participating in the Qmentum survey program. On April 1, 2013, the CMHA branches of Peterborough and Kawartha Lakes amalgamated to create the CMHA of Haliburton Kawartha Pine Ridge. With a staff complement of 190 people, this new branch now covers an area of 12,900 square kilometres and serves a population of 307,300. In the past two years the board, leadership and staff members of the organization have managed a significant organizational change with careful attention to the needs of the clients and communities they serve.

The board of CMHA Haliburton Kawartha Pine Ridge is commended for its work in leading the amalgamation of the branches. With membership from both organizations, the board fully engaged staff members and clients, key stakeholders and communities in the creation of the new organization's mission, vision, values and strategic plan. Additionally, in the past year the board has developed new bylaws, governance policies, and commenced critical governance committee work and successfully recruited new board members with valuable experience and skill-sets. The board is commended for the extra time and effort and for difficult tasks undertaken to ensure a foundation of good governance for the new organization.

The leadership of CMHA Haliburton Kawartha Pine Ridge is commended for the significant planning and attention directed to supporting the early growth of the new organization. While focused on the day-to-day operations of the organization, the leadership team members also dedicated their efforts at aligning operations and services across the region. In particular, the leadership team is recognized for their attention to organizational culture and communication. The leadership of the organization places great value on staff engagement and quality of worklife and has created an Agency Engagement Working Group to promote transparency, improve communication and strengthen the working culture and safety across the organization/agency. The leadership team has also worked to improve working space with the purchase of a new building site in Peterborough and relocation of the Kawartha Lakes main office. The organization has been able to use existing resources to gain efficiencies and improve space for client services and staff. As well, the leadership is commended for building and supporting many and diverse community linkages and partnerships that serve to strengthen and grow client services across the region.

Two developments of note are the organization's fund development initiative and the significant communication strategy, both undertaken in the past year. The organization is commended for the work in building a sustainable base of revenue and innovative approaches to effectively connect internally and externally with clients and key stakeholders and communities and staff. The CMHA Haliburton Kawartha Pine Ridge is commended for these efforts to build capacity and engage people during a time of change and development.

The CMHA Haliburton Kawartha Pine Ridge is dedicated to quality improvement and safety. Workplace health and safety and the promotion of client safety, health and wellness are key quality initiatives. The organization has embraced Accreditation Canada standards as the foundation to improving safety and quality. The organization has developed a new model for quality improvement linked to the strategic plan. The organization is encouraged to continue to develop the quality plan and processes to gain knowledge of trends, streamline indicators and monitor the effectiveness of improvement strategies. The organization is recognized for the engagement of staff members at all levels and also clients in the development and monitoring of quality improvement initiatives. The organization is encouraged to share the results of its quality improvement initiatives with clients and key stakeholders and communities and staff. The CMHA Haliburton Kawartha Pine Ridge is encouraged to develop an integrated risk management plan on an annual basis to identify critical risks

and develop strategies to mitigate these risks. As well, the organization is encouraged to develop and implement a medication reconciliation policy. The organization is currently considering roles and responsibilities in this area with respect to the early psychosis intervention program. Also, the leadership team is encouraged to continue to support and educate staff members on reporting of all possible events and near misses to ensure that all possible incidents are brought forward for consideration and appropriate follow up.

Clients of CMHA Haliburton Kawartha Pine Ridge deeply appreciate the services they receive. The services are easy to access and staff members greet clients with non-judgemental regard. Staff members of CMHA enable clients to effectively navigate services. The quality of life for clients is reported as greatly improved thanks to the care and expertise of staff. Crisis services and brief intervention services work to effectively bridge some of the system and capacity issues. This results in better continuity of care for clients that require long-term case management. The staff members and organization are commended for the smooth transition for clients. The organization is encouraged in its plans to continue to align services as part of the amalgamation process.

Community partners of CMHA Haliburton Kawartha Pine Ridge describe staff members and leadership as good partners, and partners that are willing to engage in planning. The organization is viewed as trustworthy, a foundation which is viewed from the partners' perspective that promotes collaboration and improved client services. The CMHA Haliburton Kawartha Pine Ridge is appreciated for its willingness to reflect on strengths and challenges and seek opportunities for collaboration. The organization is described by community partners as being an important member of the team and a team member that shares knowledge and resources. Training provided for other organizations such as the police services is valued. Community partners acknowledged the significant service challenges in the area served by CMHA Haliburton Kawartha Pine Ridge. Community partners encourage the organization to continue partnerships and collaborative initiatives. Additionally, CMHA is encouraged to consider ways, including innovative approaches to increase services in mental health support to police services to help bridge system gaps for youth transitioning to adulthood and for adults transitioning to seniors, and to expand services around the clock and to continue to address issues of homelessness. Community partners note that CMHA makes client safety a priority.