



COTA Health

Accredited with Exemplary Standing

November, 2018 to 2022

COTA Health has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until November 2022 provided program requirements continue to be met.

COTA Health 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 **COTA Health** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

COTA Health (2018)

Cota is an accredited, not-for-profit, community-based organization that has been supporting adults with mental health and cognitive challenges to live well within their communities for over 45 years. We provide person-centred supports that assist individuals to find inspiration and hope in their inherent strengths and support them to pursue meaningful change in their lives, as they define it. We also work collaboratively with our funders, our partners and other stakeholders, across the provincial health and social service systems, to inspire positive change in the way that services are delivered to individuals living with mental health and cognitive challenges.

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

November 4, 2018 to November 8, 2018

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

- **5 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.

COTA Health is a strong organization whose 45-year history demonstrates a commitment of providing services embedded with the values of hope and respect for people who have complex needs. While other organizations were grappling with implementing family and client-centered care, COTA Health was continuing to grow on their strong base of values which already practiced this approach.

Over the years, COTA Health has built a comprehensive range of services. These include case management services, day programs, emergency department diversion services, short-term accommodation with supports, site support services, supportive housing, housing with supports, an assertive community treatment team, a shared care support team with St. Michaels hospital and quality of care oversight and service coordination. These programs are supported through a variety of funding sources with a complex accountability structure.

In 2017-2018 over 3,600 people with a variety of needs including mental health, acquired brain injury, developmental and dual diagnosis issues were involved with the organization.

The strategic plan was well developed. It is carefully monitored throughout work plans. Teams are provided with the information to understand their objectives. Data is collected throughout the organization which provides information on the success of the strategic plan goals. This information is available to all service providers. The term 'service providers' is used by the organization to describe their staff members. The gathered information is provided to the leadership team and ultimately to the board of directors by the executive director.

The board of directors is a group of carefully chosen individuals which reflect the identified skills required for an outstanding governance group. They are well oriented to the organization. They are educated regarding their roles and responsibilities. Accountability is a strong focus of their work. They are active as a governance board and provide excellent oversight to the Executive Director. There is a great working relationship between the two parties. The board policies are exceptionally thorough. The board of directors could consider providing more information to the community regarding how it makes decisions.

Nine community partners participated in a focus group to provide feedback regarding their work with COTA Health. There was overwhelming support for COTA Health's participation in community initiatives. COTA Health is viewed as an organization which serves people with complex needs with programs focused on quality. They are welcomed as a partner who is willing to be creative to meet

the needs of people. There were no suggestions to improve their external communication. Dedication of the staff to the clients is seen as exceptional. The executive director's willingness to become involved in local smaller community projects is most appreciated. Their willingness to 'work outside the box' is seen as a great strength. They are a leading example for other agencies with their proactive approach, willingness to work with partners and be creative. The main request from the partners was for an increase of their services!

The leadership team which is comprised of senior directors and managers appears to have strong healthy working relationships. Work is coordinated and collaborative. Standardized processes ensure consistency across programs. There is an emphasis on the need to coordinate the work plans that support the strategic plan. Leaders are proud of their staff and the work that is done to support the mission of the organization. There is a strong sense of community and mutual respect. An incredible amount of work was placed into preparing for the survey. Members from throughout the organization were included in this work. The client and family council's feedback were sought on policies and operations.

There is limited information on the website or in the community regarding the structure, planning processes and operational processes of the organization. The organization has identified the need to have greater awareness by community members. This works well into the expressed need for more information about the organization.

The quality improvement tool is a new venture for the organization. Appropriately, the organization has defined a reasonable number of initiatives to initiate. They were well researched prior to implementation. The monitoring of the tool has been the collective work of the leadership team. Moving forward, it may be advantageous to establish a quality improvement committee with a diverse membership including client and family members. This committee could monitor the initiatives and ensure alignment with other work plans. As the organization's quality improvement system grows, it could allow for individual teams and programs to start their own excellence development.

COTA Health is focused on safety and quality. It may be advantageous to consider ongoing quality improvement work. This could replace the intensive work of preparation for accreditation. Rather, quality improvements including implementing revisions to current practices could be ongoing as new standards are provided by Accreditation Canada.

The People and Culture team of COTA Health are proud to reflect in their work the core values of the organization. They strive to ensure that service providers feel valued and included in the community. An engagement survey with all service providers was done. The feedback provided was examined and steps were put into place to respond to issues. Programs to encourage a healthy life style have been introduced. Communication strategies were increased. Teams were encouraged to share success stories. Mini massage clinics were provided at service provider locations. Opportunities to acknowledge excellence in work were increased. Service providers are offered occasions to interact with senior leadership including breakfast with the executive director. There is a true intention to reflect to the service providers, the values that are expected to be used with clients.

Clients and family members expressed their satisfaction with services. More information about the organization's structure would be appreciated. While there is familiarity with individual case managers, there is not an awareness of the management structure. As the client and family council becomes more involved, using this group of people could assist in making information about the planning and operations of the organization more transparent.

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.

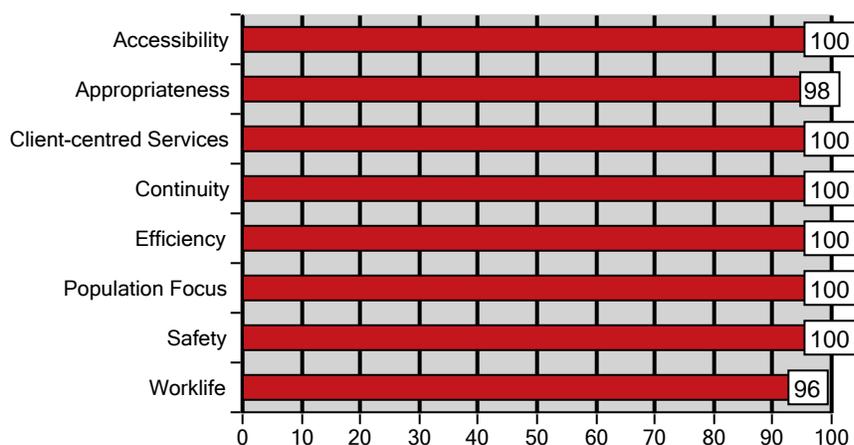
The quality dimensions are:

	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

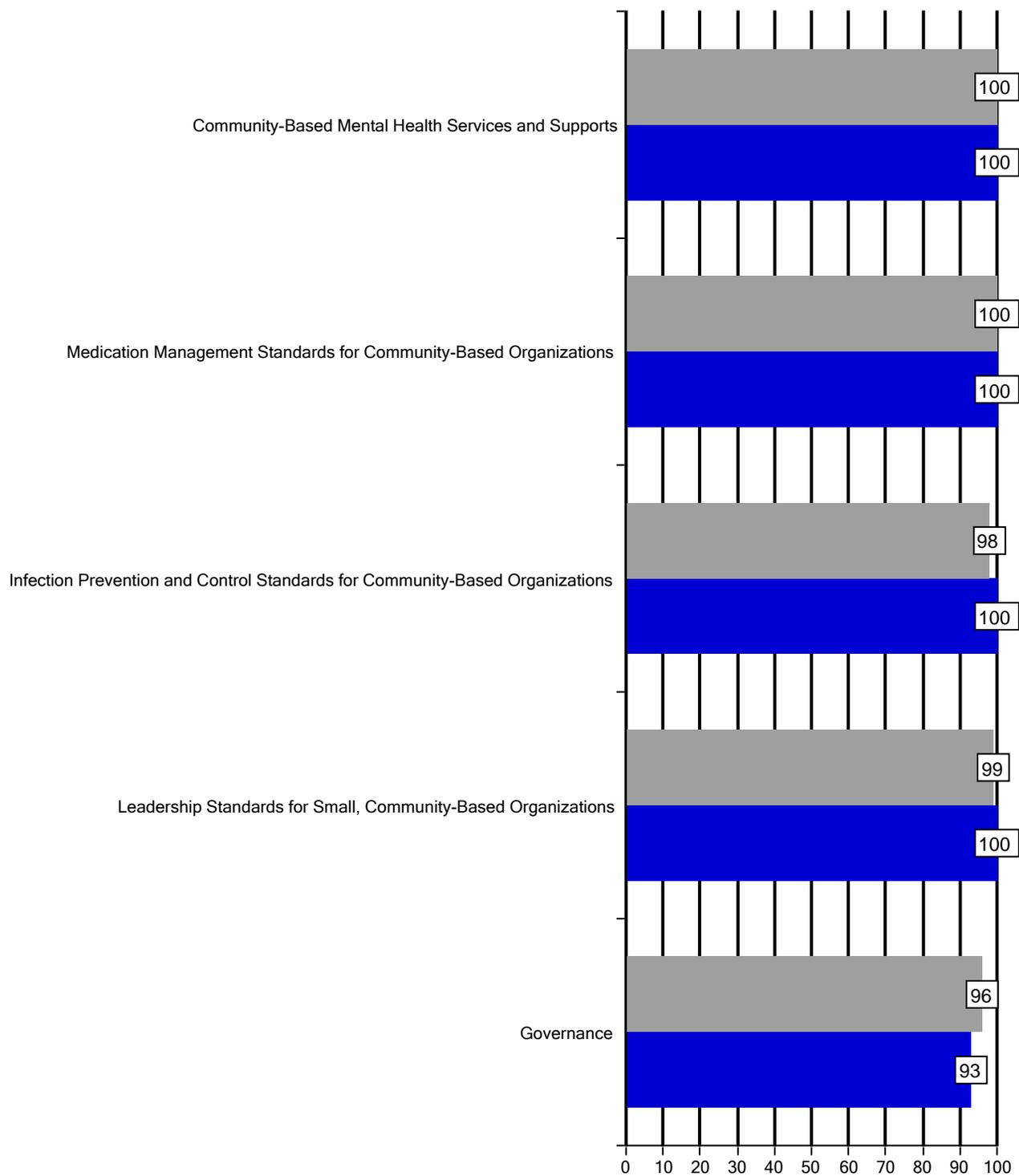
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

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.

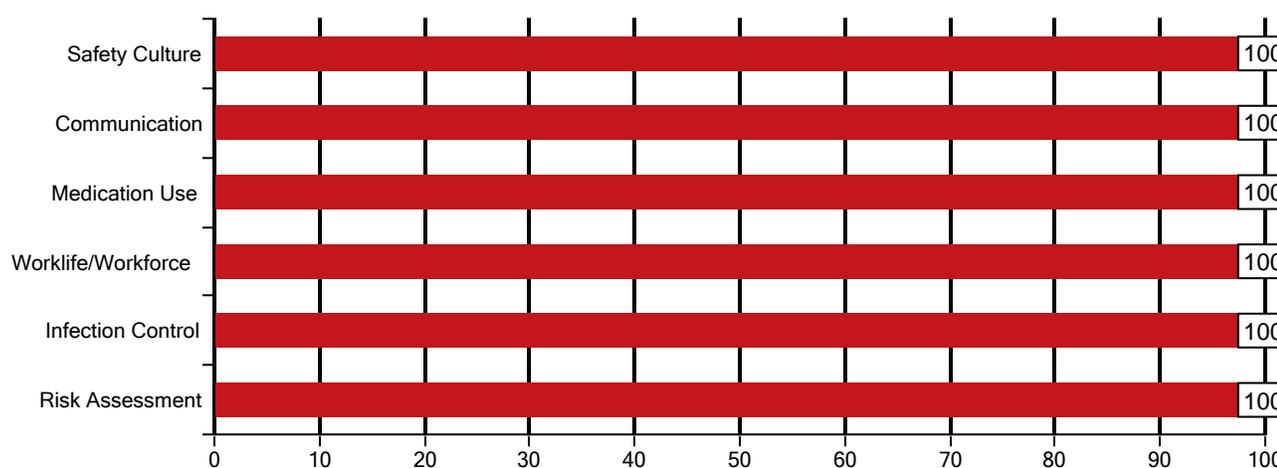
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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



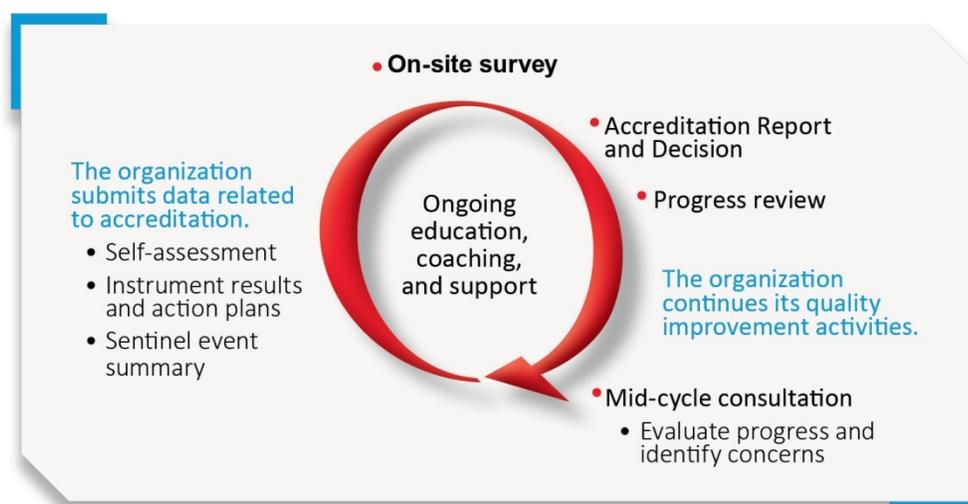
The quality improvement journey

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 **COTA Health** 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 Bailey House (Mental Health Supportive Housing)
- 2 Cota Head Office
- 3 Staff Satellite Administrative Office (East)
- 4 Staff Satellite Administrative Office (North York)

Appendix B

Required Organizational Practices

Safety Culture

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

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

- High-Alert Medications
 - Narcotics Safety
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Worklife/Workforce

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

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Reprocessing
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Risk Assessment

- Suicide Prevention
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