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**CCA ACCREDITATION REVIEW  
FINAL REPORT FOR  
CHATHAM-KENT CHILDREN'S SERVICES**

**Date of the Site Visit: December 02 -04, 2013**

**Date of the Report: March 24, 2014**

**Accreditation Term Expires: March 31, 2018**

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# **INTRODUCTION**

## **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.

## **ABOUT THIS REPORT**

This report summarizes the findings of the CCA review process. Comments are illustrative and not comprehensive. The report includes the following:

Section 1: An overview of the accreditation review process;

Section 2: A summary of accreditation review results with detailed results by module, including a description of the strengths and areas to further improve quality identified by the review team in each module;

Section 3: Concluding words

## **THE CCA REVIEW OF ORGANIZATION NAME**

### **THE PROCESS**

The review team was made up of:

- Heather Cook (team leader)
- Karen Zanutto (reviewer)
- Joan Wilson (reviewer)

The review team:

- Reviewed results of CCA's surveys of the organization's governing body, staff, volunteers, community partners and educational partners (see summaries enclosed in the Preliminary Report).
- Reviewed the organization's documents and narratives submitted before the site visit.
- Conducted a site visit which included:
  - An orientation to the organization, including a presentation from the Director of Services, Manager of Quality Assurance & IT, 0-6 Mental Health & Developmental Supervisor, OEYC Supervisor and tours of the main office, the OEYC site and the specialized classroom.
  - Six group interviews including with a cross-section of staff, members of the governing body, six supervisors/managers, staff of the specialized classroom, the quality assurance team, the IT team, the finance team and the assessment team.
  - Individual interviews with the Chief Executive, the Board Chair, Director of Services, Service Coordinator, OEYC supervisor, Volunteer & student placement team and the HR manager.
  - Observations of the Grand Campus, Vic Park and the school classroom.
  - File review.
  - Examination of some documents on site.
  - Presentation of a verbal wrap up to members of the governing body and staff at the end of the visit.

A preliminary report was sent to the organization on January 20, 2014. The organization's response was received on February 14, 2014 and reviewed by a CCA Accreditation Manager.

### **THE ACCREDITATION DECISION**

At its February 19, 2014 board meeting, the CCA Board made the decision to fully accredit Chatham-Kent Children's Services.

The organization's accreditation term date is March 31. That means the organization is accredited until March 30, 2018.

## **SECTION 2: SUMMARY OF ACCREDITATION REVIEW RESULTS**

### **INTRODUCTION**

Chatham-Kent Children's Services is a multi-service agency composed of children's mental health & child welfare that services a large rural community as well as small towns. They provide a wide range of services for children 0 to 6, OEYC and treatment programs for children and youth aged 6 to 18.

Overall, the review team found that Chatham-Kent Children's Services is offering a wide range of needed services to its clients and community.

Results are summarized by module.

The following CCA modules apply to this review:

- CCA Organizational Standards Module
- CYMH Universal Human Services Module
- CYMH Knowledge and Learning Module
- CYMH Intervention and Treatment Module
- CYMH Service- Specific Module
- CYMH Setting-Specific Module

In order to achieve accreditation, organizations must satisfy the requirements of all modules that apply. A module is achieved when all its components are met AND at least 80% of its Leading Practice Standards are met.

## SUMMARY RESULTS: CCA ORGANIZATIONAL STANDARDS MODULE

Chatham-Kent Children's Services has met 21 out of 21 Mandatory Standards and 28 out of 29 Leading Practice Standards in the Organizational Standards Module, more than the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve Module
Governance	3	3	3	0	4	2	—	4	0	—
Stewardship	4	4	4	0	2	1	—	2	0	—
Risk and Safety	1	1	1	0	2	1	—	2	0	—
Organizational Planning and Performance	2	2	2	0	4	2	—	4	0	—
Learning Culture	1	1	1	0	2	1	—	2	0	—
Human Resources	5	5	5	0	6	3	—	6	0	—
Human Resources – Volunteers	0	0	0	0	3	2	—	3	0	—
Systems and Structure	4	4	4	0	1	1	—	1	0	—
Community	1	1	1	0	5	3	—	4	0	—
<b>Totals for Module</b>	<b>21</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>29</b>	<b>—</b>	<b>24</b>	<b>28</b>	<b>—</b>	<b>0</b>

### Strengths in this Module

Chatham-Kent Children's Services has a strong & committed board who has already indicated areas to improve. They have a good understanding of their community and of the services and programs provided by the organization. The organization has recently completed a strategic plan that is an excellent example of how to engage staff, clients and community while ensuring a strong follow up process.

The organization has a strong, secure and user friendly IT system that is regularly assessed for security issues; and a recent third party led risk management assessment has been completed and all recommendations addressed.

The learning culture of the organization is innovative, with several staff having described to the review team their appreciation for the range of learning and growth opportunities provided.

## **Areas to Further Improve Quality in this Module**

Chatham-Kent Children's Services has met all the Mandatory Standards and sufficient Leading Practice Standards and Indicators in the Organizational Standards module.

While the organization is committed to continued development in this area, the review team recommends they consider the lone unmet Leading Practice Standard, and specifically indicator LP ORG-COM-4.1, in their continued pursuit of growth:

The organization has a communications plan that:

- Includes guidelines for informing and responding to the media and the public and identifies the authorized spokesperson(s) for the organization;
- Reflects the cultures and language(s) of the communities the organization serves;
- Outlines how the organization determines and disseminates key messages;
- Describes the process for dealing with an organizational crises, detailing how decisions will be made.

The CCA review team further offers the following comments by way of encouraging the organizations ongoing pursuit of quality:

- The board is actively reviewing its recruitment strategies in order to improve the skills and experience of its membership as well as their representation of the community. The review team encourages them to continue working in these areas.
- The review team observed that a review and revision of governance policies is underway, and the review team encourages their timely adoption to further enhance their organizational governance capacity. For example, a more detailed annual plan and performance evaluation for the Board, as well as increased use of data collection and analysis may help bring focus to its strengths, areas for improvement and progress toward reaching its goals.

## SUMMARY RESULTS: THE CHILD AND YOUTH MENTAL HEALTH UNIVERSAL HUMAN SERVICES STANDARDS MODULE

The organization has met 4 out of 4 Mandatory Standards and all 4 out of 4 Leading Practice Standards in the Child and Youth Mental Health Universal Human Services Module, more than the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve
Service Approach	2	2	2	0	1	1	—	1	0	—
Service Environment	2	2	2	0	1	1	—	1	0	—
Service Collaboration & Partnerships	0	0	0	0	2	1	—	2	0	—
<b>Totals for Module</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>—</b>	<b>4</b>	<b>4</b>	<b>—</b>	<b>0</b>

### Strengths in this Module

The review team found Chatham-Kent Children's Services to play a leadership role in the communities it serves and delivers services in effective, collaborative partnerships with other organizations and stakeholders.

### Areas to Further Improve Quality in this Module

Chatham-Kent Children's Services has met all the Mandatory Standards and is commended for meeting all Leading Practice Standards in the Child and Youth Mental Health Universal Human Services module. There are no unmet standards to be addressed for accreditation.

## SUMMARY RESULTS: THE CHILD AND YOUTH MENTAL HEALTH KNOWLEDGE AND LEARNING MODULE

The organization has met the 1 Mandatory Standard and 9 out of 9 Leading Practice Standards in the Child and Youth Mental Health Knowledge and Learning Module, more than the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve
Knowledge Uptake & Evidence-Informed Practices	1	1	1	0	4	2	—	4	0	—
Implementation of Evidence-Based Practices	0	0	0	0	5	3	—	5	0	—
<b>Totals for Module</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>—</b>	<b>8</b>	<b>9</b>	<b>—</b>	<b>0</b>

### Strengths in this Module

The review team found Chatham-Kent Children’s Services to demonstrate a strong commitment to the delivery and adoption of both high quality evidence based and evidence informed practices. This culture and philosophy is guiding the selection of new programs.

### Areas to Further Improve Quality in this Module

Chatham-Kent Children’s Services has met all the Mandatory Standards and is commended for meeting all Leading Practice Standards in the Child and Youth Mental Health Knowledge and Learning module. There are no unmet standards to be addressed for accreditation.



## SUMMARY RESULTS: THE CHILD AND YOUTH MENTAL HEALTH INTERVENTION/TREATMENT MODULE

The organization has met 10 out of 10 Mandatory Standards and all 15 out of 15 Leading Practice Standards in the Child and Youth Mental Health Intervention/Treatment Module, more than the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve Module
Intake & Client Orientation	3	3	3	0	3	2	—	3	0	—
Service Delivery Practices & Staffing	3	3	3	0	1	1	—	1	0	—
Clinical Records & Service Participant Records	1	1	1	0	1	1	—	1	0	—
Assessment	1	1	1	0	3	2	—	3	0	—
Intervention/Treatment Planning, Implementation & Review	2	2	2	0	4	2	—	4	0	—
Case Closure	0	0	0	0	3	2	—	3	0	—
<b>Totals for Module</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>0</b>	<b>15</b>	<b>—</b>	<b>12</b>	<b>15</b>	<b>—</b>	<b>0</b>

### Strengths in this Module

The review team found the treatment programs offered by Chatham-Kent Children's Services to have excellent client feedback mechanisms. Interviews the team had with clients were extremely positive, and all reviewers were impressed by the level of knowledge and commitment exhibited by the staff.

## **Areas to Further Improve Quality in this Module**

Chatham-Kent Children's Services has met all the Mandatory Standards and is commended for meeting all Leading Practice Standards in the Child and Youth Mental Health Intervention/Treatment Module. There are no unmet standards to be addressed for accreditation.

There are four instances where Chatham-Kent Children's Services met a Leading Practice Standard but did not meet every indicator related to that standard. The organization may wish to consider these unmet indicators as areas to consider for further growth and development:

- **Indicator LP INT-AP-2.2**
  - The assessment summary documents the views of staff and other professionals as well as those of the child or youth and family. When needed or request, this occurs with the support of a person familiar with their language and culture.
- **Indicator LP INT-AP-3.4**
  - The child or youth and family are offered a written copy of the assessment finding and any exceptions are explained in the file. For time limited interventions, the client is offered a brief report or letter outlining the nature of the contact, understanding of problems, and plan/suggestions.
- **Indicator LP INT-PIR-4.4**
  - The child or youth and family are offered a written copy of the intervention/treatment plan, and any exceptions are explained in the file. For time limited interventions, the client is offered a brief report or letter outlining the nature of the contact, understanding of problems, and suggestions, recommendations or plan.
- **Indicator LP INT-CC-3.4**
  - The client is offered a written copy of the closing report. For some time-limited services (for example, crises response), this might not be practical.

## SUMMARY RESULTS: THE CHILD AND YOUTH MENTAL HEALTH SERVICE-SPECIFIC MODULE

The organization has met the 2 out of 2 Leading Practice Standards in the Child and Youth Mental Health Service-Specific Module, the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve Module
Prevention	0	0	0	0	1	1	—	1	0	—
Groups	0	0	0	0	1	1	—	1	0	—
<b>Totals for Module</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>—</b>	<b>2</b>	<b>2</b>	<b>—</b>	<b>0</b>

### Strengths in this Module

The review team found the programs and services offered by Chatham-Kent Children's Services to be client-centred, strength-based and embedded within a quality assurance and improvement culture. All client files observed were thorough, detailed and clearly organized.

### Areas to Further Improve Quality in this Module

Chatham-Kent Children's Services is commended for meeting all Leading Practice Standards in the Child and Youth Mental Health Service-Specific Standards module. There are no unmet standards to be addressed for accreditation.

The CCA review team offers the following comments by way of encouraging the organization in its continued growth and pursuit of quality:

As it relates to the various reports observed by the review team:

- The identification of a client's case manager could be more clearly delineated in situations when a person is receiving or has received more than one service
- An indication of how multiple services are coordinated may benefit from additional clarity and consistency with respect to where to find it in a file or report
- Separate section(s) for parent and child/youth perspectives, as well as individual worker's perspectives, would reflect the clarity staff has expressed during the interviews
- Including an indication that a copy of the report is offered to the client

## SUMMARY RESULTS: THE CHILD AND YOUTH MENTAL HEALTH SETTING-SPECIFIC MODULE

The organization has met the 1 Mandatory Standards and all 5 out of 5 Leading Practice Standards in the Child and Youth Mental Health Setting-Specific Module, more than the number required for accreditation. (See Detailed Results below.)

By Component	MANDATORY STANDARDS				LEADING PRACTICE STANDARDS					
	M-Total	M-Must be met	M-Achieved	M-Still to be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve	LP-Achieved	LP-Still to be met to achieve Component	LP-Still to be met to achieve
Community and Home-Based	1	1	1	0	2	1	—	2	0	—
School, Early Learning and Child Care	0	0	0	0	2	1	—	2	0	—
Day Treatment	0	0	0	0	1	1	—	1	0	—
Treatment Foster Care	0	0	0	0	0	0	—	0	0	—
Residential	0	0	0	0	0	0	—	0	0	—
<b>Totals for Module</b>	<u>1</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>5</u>	<u>—</u>	<u>4</u>	<u>5</u>	<u>—</u>	<u>0</u>

### Strengths in this Module

The logistics of providing in-home services in a large geographic area are highly complex and the review team found these challenges as having appeared to be admirably met by the dedicated staff team and systems at Chatham-Kent Youth Services.

### Areas to Further Improve Quality in this Module

Chatham-Kent Children's Services has met all the Mandatory Standards and is commended for meeting all Leading Practice Standards in the Child and Youth Mental Health Setting-Specific Standards module. There are no unmet standards to be addressed for accreditation.

### **SECTION 3: CONCLUSION**

The CCA review team appreciates the work undertaken by the organization to prepare for its review and the warm welcome it received while on site. Overall, the team was impressed with Chatham-Kent Children's Services as an organization that puts clients first and that continually works to improve services through the dedication and creativity of its board and staff.

