



## **Community Support Connections - Meals on Wheels and More**

### **Accredited**

November, 2016 to 2020

**Community Support Connections - Meals on Wheels and More** has met the requirements of the Qmentum accreditation program and has shown a commitment to quality improvement. It is accredited until November 2020 provided program requirements continue to be met.

**Community Support Connections - Meals on Wheels and More** 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 **Community Support Connections - Meals on Wheels and More** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

### **Community Support Connections - Meals on Wheels and More (2016)**

Community Support Connections – Meals on Wheels and More provides a range of services that enable seniors and adults with disabilities to live at home with independence and dignity. Governed by a volunteer Board of Directors, CSC relies on the time, talents and generosity of hundreds of volunteers, donors and supporters to serve more than 7,000 clients in Waterloo Region. Services such as Meals on Wheels, Exercise and Falls Prevention, Transportation, Grocery Shopping, Home Help, Community Dining, Visiting and Caregiver Support are designed to improve the quality of life of the people we serve by promoting health, well-being and social interaction.

### **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](http://www.isqua.org), a tangible demonstration that our programs meet international standards.

Find out more about what we do at [www.accreditation.ca](http://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 13, 2016 to November 16, 2016

### Locations surveyed

- **1 location** was 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** as of the date of this report.

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

### Standards used in the assessment

- **4 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.

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Community Support Connections - Meals on Wheels and More provides practical, non-medical services to seniors in Kitchener and environs through 70 staff as well as brokered personnel and many volunteers. Community Support Connections - Meals on Wheels and More was formed in 2008 with the merger of four legacy organizations. Over the past few years, growth has outpaced funding and Community Support Connections - Meals on Wheels and More is now at the point where it must discover alternative sources of funds. This includes plans for social enterprise.

The organization is fortunate to have a strong, committed governance team, complemented by an equally strong leadership team. The organization is encouraged to include clients and their families on various organizational bodies, including the board, to ensure they are involved in operational decision making. The board has developed a comprehensive strategic plan with support from management, clients, and community partners. This is supported by an ambitious operational plan.

There is a very strong culture which contributes to a quality workplace with support for diversity, inclusiveness, and respect. This in turn leads to a high value being placed on worklife and a supportive environment for staff. Staff are committed and dedicated to providing the highest quality services for the clients. The no-blame philosophy contributes strongly to a positive work environment and a quality workplace.

The organization has well-established procedures for client and staff safety. One area to be addressed is the disclosure of client incidents to families/loved ones. This needs to include the development and implementation of clear, consistent policies and procedures that outline the process and who is responsible.

Community Support Connections - Meals on Wheels and More has done considerable work to remove service barriers and examine wait times to programming. While there are wait lists for many of the programs, mitigation strategies to reduce them have been successful. Reducing the Friendly Visiting program wait list is one of the organization's strategic objectives. Coordinated access for Community Care Access Centre (CCAC) referrals and internal referrals has become smoother with

Caredove, where CCAC can schedule assessment appointments directly with Community Support Connections - Meals on Wheels and More connector staff.

The culture at Community Support Connections - Meals on Wheels and More is principled and ethical care and service is central to the program. The ethics framework is grounded in the organization's mission, vision, and values. Teams have been educated so everyone is familiar with the framework and its purpose. Community Support Connections - Meals on Wheels and More is encouraged to continue its discussions to identify ethical situations that staff and volunteers may encounter and to share learning from these discussions.

Community Support Connections - Meals on Wheels and More is encouraged to include client and families in the various decision-making processes in the organization. In discussion with clients, they are very much in favour of this and are eager to participate.

Coordination and delivery of services and supports is managed by an array of staff, most of whom are cross-trained to provide back-up and support to ensure service delivery continuity. Services are delivered by a small number of staff in comparison to a robust number of volunteers who participate in preparing and delivering meals as well as transportation to appointments, friendly visits, and telephone reassurance.

The organization partners with numerous agencies and services, including retirement and seniors' housing, seniors' centres, churches, and nurse practitioner offices where space is available for dining programs, Meals on Wheels distribution depots, connectors and crisis services office space, SMART (Seniors Maintaining Active Roles Together) exercise programs, and caregiver education programs. There are numerous examples where the services provided reach into community neighbourhoods around these resources, often supplementing existing resources and enhancing the lives of seniors and persons with disabilities. Home outreach with Meals on Wheels, friendly visiting, and transportation programs is often the only contact these individuals have with health care and perhaps the outside world. This is where the volume of the organization's services lie. The organization constructed a new kitchen two years ago to accommodate the growing demand for meals, and it currently prepares and delivers over 300 meals a day.

The organization demonstrates a comprehensive understanding of the need to maintain a safe environment for its client population, including abiding by a high standard of food safety and infection control in the kitchen environment. The organization has resources to promote infection prevention and control at community sites and for staff and volunteers who visit client homes. It recognizes the need to monitor and evaluate its success with these activities and explore opportunities to share information with clients.

The organization owns and operates a fleet of vehicles used for transportation services, delivering meals from the main kitchen to the depots, and filling in for the Meals on Wheels program in the event of a shortage of volunteers. The organization is continually evaluating the appropriateness of these vehicles for the services. It learned that the vans and bus are more difficult than the cars for clients to manage, as Community Support Connections - Meals on Wheels and More provides services to seniors with minimal or no mobility aids and it does not have lifts. The current dilemma is that

requests for this service have increased to the point where there is a wait list at times. The organization needs to determine when it may need to invest in more resources and where the funding would be accessed.









Community Support Connections - Meals on Wheels and More enjoys a very positive reputation in the community. It is viewed as strong, nimble, and responsive to community needs, as well as client centred, collaborative, and receptive to new ideas. In addition, management and staff are seen as approachable, open, and committed to providing the best services possible to the clients.

## 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.

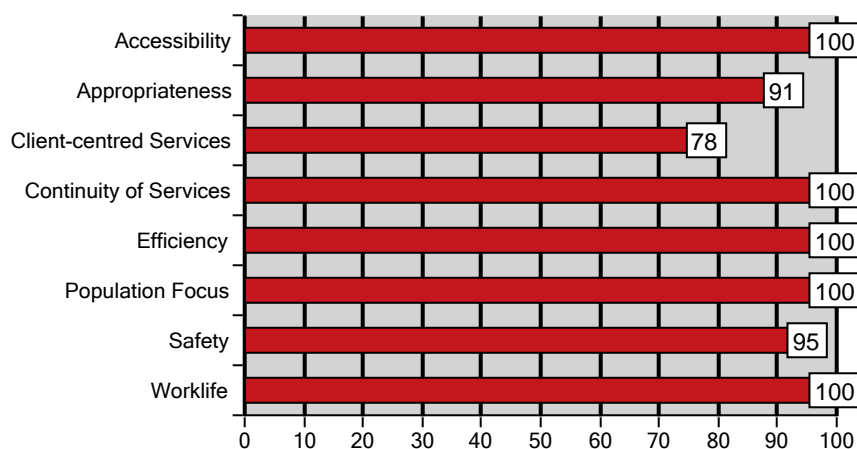
The quality dimensions are:

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

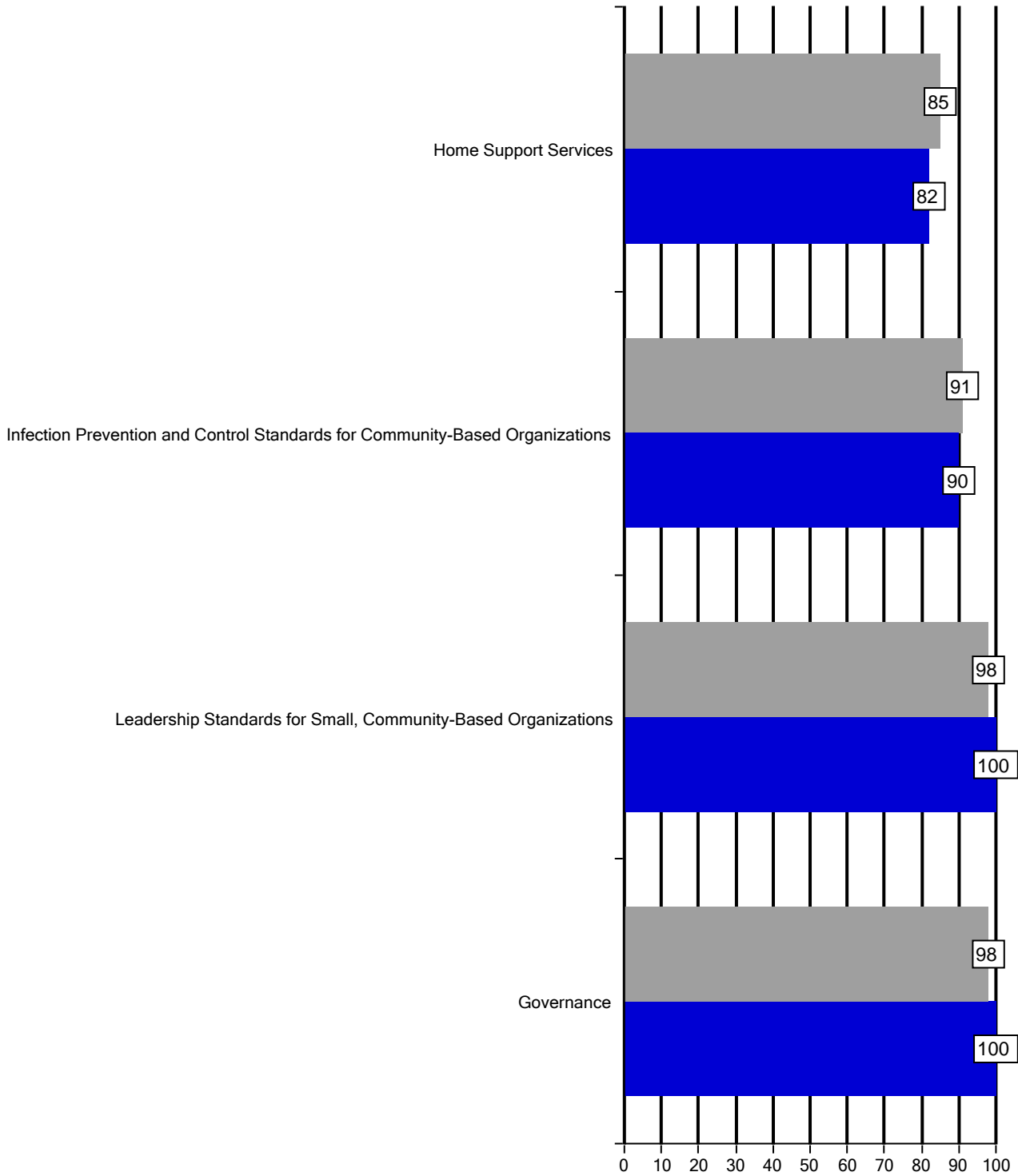
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

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.

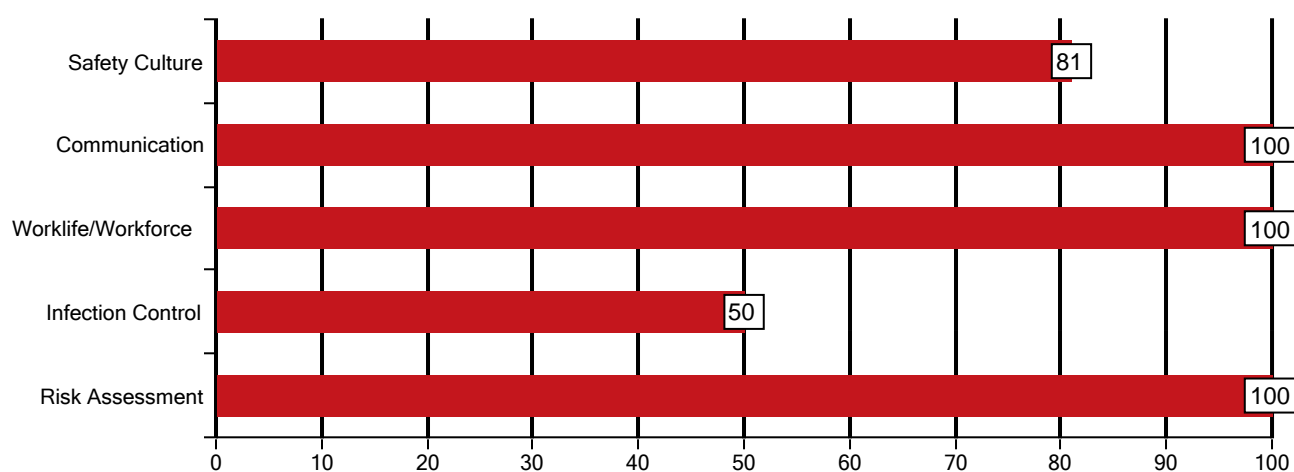
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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



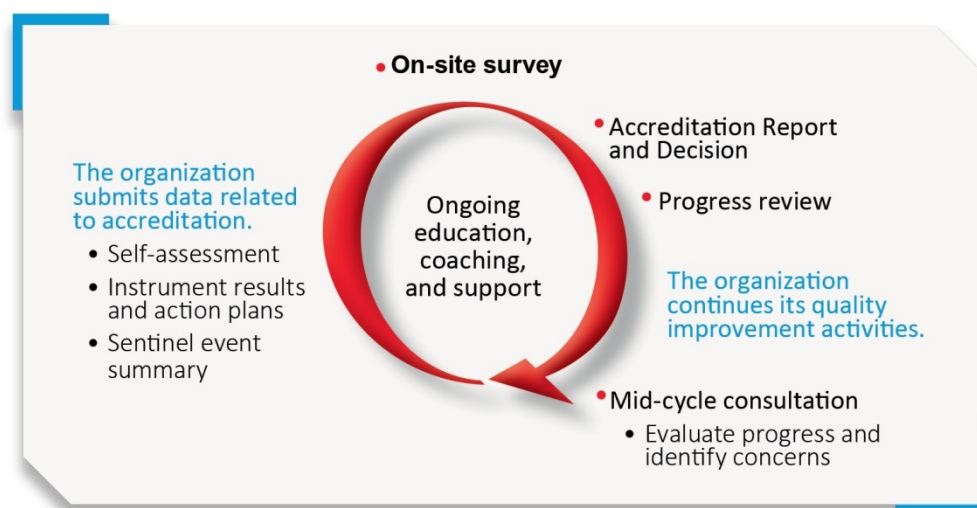
## The quality improvement journey

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 **Community Support Connections - Meals on Wheels and More** 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 Community Support Connections - Breslau

## 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

- Client Identification
  - Information transfer at care transitions
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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

- Falls prevention
  - Home safety risk assessment
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