CCA ACCREDITATION REVIEW
FINAL REPORT FOR
ALZHEIMER SOCIETY OF ONTARIO

Date of the Site Visit: December 9-11,2020
Date of the Report: February 19, 2021
Accreditation Term: February 19, 2021 – February 18, 2025

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SECTION 1: INTRODUCTION

A. 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.

Due to the COVID-19 Pandemic the site visit portion of this accreditation cycle was done virtually.

B. 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: Introduction
Section 2: An overview of the accreditation process
Section 3: A summary of accreditation review results
Section 4: Concluding words

SECTION 2: OVERVIEW

A. THE ORGANIZATION

Founded in 1983, the Alzheimer Society of Ontario (ASO) is the province's leading care and research charity committed to helping people with Alzheimer's disease and other dementias by:

- Providing care, support, information and education for people living with dementia
- Funding research to find a cure
- Educating decision-makers about the need for improved health care services and qualified health care workers to support people with dementia
- Increasing awareness of dementia and its impact on the whole family

With a network of 29 Societies across Ontario, the organization offers "*Help for Today*" through programs and services for people living with dementia and "*Hope for Tomorrow*" by funding research to find the cause and the cure.

Help for Today – Care and Support: Staff and volunteers in 29 Alzheimer Societies across Ontario provide support programs, educational resources and referral services to ease the burden of care and improve the quality of life for people living with Alzheimer's disease and other dementias. ASO designs and manages programs and the Local Societies implement these programs in communities across the province.

Hope for Tomorrow – Raising funds for world-class research: For over 25 years, the Alzheimer Society of Ontario has made research to find a cure for Alzheimer's disease a top priority. The Alzheimer Society Research Program is managed by the Alzheimer Society of Canada. It provides Research Grants and Training Awards to support the vital work of Canadian investigators in:

- Biomedical research into the causes and cure for Alzheimer's disease

- Research into social and psychological aspects of the disease, including caregiving, family support and long-term care.

Educating decision-makers - no one needs to face this disease alone: Alzheimer's disease and other dementias have the potential to overwhelm Ontario's health care system. The organization campaigns for improved health and social services and a workforce qualified to support people with dementia.

Awareness - offering the latest information: They search for and publish the latest information about Alzheimer's disease and other dementias, including risk factors, myths, and how you can help delay the onset or slow the progression of the disease.

B. THE REVIEW TEAM

The review team was made up of:

- Pedro Lara, Accreditation Specialist and Contract Manager, Canadian Centre for Accreditation
- Vicki Bales, President, Vicki Bales Consulting Inc. (CCA Reviewer)
- Wangari Muriuki, CEO, Wangari Muriuki Consultants (CCA Reviewer)

C. THE REVIEW PROCESS

A preliminary report was sent to the organization on December 28, 2020. The organization's response was received on February 8, 2021, and reviewed by Pedro Lara, CCA Accreditation Specialist.

D. THE ACCREDITATION DECISION

The Canadian Centre for Accreditation is pleased to inform you that your accreditation has been approved. All requirements for accreditation were assessed as met.

The organization's accreditation term is February 19, 2021 – February 18, 2025.

E. SUMMARY OF ACCREDITATION REVIEW RESULTS AT THIS STAGE

Results are summarized by module.

The following CCA modules apply to this review:

- CCA Organizational Standards
- Community-Based Support and Social Services

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. A component is met when all its Mandatory Standards and 50% of its Leading Practice Standards are met. If there is one Leading Practice Standard, it must be met.

SECTION 3: ACCREDITATION REVIEW RESULTS BY MODULE

A. CCA ORGANIZATIONAL STANDARDS MODULE

MAN Standards Required: 30
MAN Standards Achieved: 30
MAN Standards Must be met to achieve module: 0
LP Standards Total: 21
LP Standards Achieved: 21

By Component	MANDATORY STANDARDS						LEADING PRACTICE STANDARDS								
	Requirements		Results at Preliminary Stage		Results After Response Assessed		Requirements			Results at Preliminary Stage			Results After Response Assessed		
	M-Total	M-Must be met	M-Achieved	M-To be met for accreditation	M-Achieve	M-To be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module
Governance	3	3	2	1	3	___	4	2	___	4	0	___	4	0	___
Stewardship	7	7	5	2	7	___	0	0	___	0	0	___	0	0	___
Risk and Safety	3	3	3	0	3	___	1	1	___	1	0	___	1	0	___
Organizational Planning and Performance	3	3	3	0	3	___	3	2	___	3	0	___	3	0	___
Programs and Services	5	5	5	0	5	___	0	0	___	0	0	___	0	0	___
Community	0	0	0	0	0	___	6	3	___	6	0	___	6	0	___
Human Resources	5	5	4	1	5	___	6	3	___	6	0	___	6	0	___
Systems and Structure	4	4	3	1	4	___	1	1	___	1	0	___	1	0	___
Totals for Module	**30**	**30**	**25**	**5**	**30**	**0**	**21**	**___**	**18**	**21**	**___**	**0**	**21**	**___**	**0**

Detailed Results for the CCA Organizational Standards Module

i. Strengths in this Module

Governance: It was clear to the review team that the Board of Directors has a strong commitment to providing oversight to the entire organization, as well as being engaged and passionate ambassadors in the greater community for Alzheimer Society of Ontario. The representation and diversity on the Board are very positive, including Board members with lived experience and with different ages, genders, cultural backgrounds, etc. The recruitment process and the skills matrix are excellent. The Board has a thoughtful and comprehensive orientation process for new members and 'refresher' opportunities for current members. A good example is the use of a mentor for new members. The Board Work Plan is also impressive. The Board evaluation performance process is notable. This consists of an analysis of trends comparing previous years, and the findings from evaluations are used to improve the work and performance of the Board. There are excellent opportunities for education sessions available for Board members throughout the year. Lastly, the mission, vision, and values guide the work of the Board and staff; and this resonates throughout the organization.

Human Resources: The review process made it clear that establishing a positive work environment is an important part of the Alzheimer Society of Ontario's organizational culture. The organization uses an open-door policy and shows that changes are being made as a result of staff feedback. Staff are engaged and understand the chain of authority. Human Resources electronic files are very organized and well maintained. The agency's management team shows that from their point of view every role in the agency is as important as the others. There are strong systems and processes in place for recruitment, selection, and supervision of staff. The commitment to making services barrier-free was clear and verbalized by many staff during the interviews.

Community: The organization clearly has a strong presence in the community, evidenced by the comments made in the interviews. There appears to be a meaningful process internally to support this commitment along with the external capacity to mobilize the community. Communication material about the organization, including brochures, annual reports, banners, and videos, is presented in an accessible format and is very useful. Excellent public education material and speaking engagements enhance awareness of the Alzheimer Societies' programs and services within targeted sectors and regions across the province.

Systems and Structures: It was clear to the reviewers that the organization has robust policies and procedures on information systems. Security, privacy measures and policies are in place for governance, finance, and human resources. Password protection, firewalls, anti-virus systems and IT best practices are in place to protect all agency data.
Policies are regularly revised and available to staff and Board members.

ii. Further Areas to Improve Quality in this Module

The organization is commended for its achievement of all Leading Practice Standards and indicators in this module.

The CCA review team offers the following additional comments by way of encouraging the Alzheimer Society of Ontario in its continued growth and pursuit of quality.

Standard ORG-GOV-2: *The organization has adopted an approach to governance that clearly distinguishes the role of the board of directors from the role of management.*
   Indicator ORG-GOV-2.6: *The board approves all governance policies and procedures, reviews them at minimum every four years and makes changes as needed.*
   - Although the review team observed, in the minutes and during interviews, that the Board has this practice in place, they could not find explicit information in policies and procedures that the Board reviews its policies at least every four years. CCA recommends the organization documents this process.

Standard ORG-GOV-5: *The board of directors has systems and structures in place to support effective decision making, oversight and control.*
   Indicator ORG-GOV-5.1: *Procedures for meetings outline, at minimum: Meeting frequency; Meeting type (for example, in person, teleconference, video conference); Decision-making processes.*
   - CCA recommends the organization specifies the frequency of meetings in its Bylaws.

Standard ORG-GOV-5: *The board of directors has systems and structures in place to support effective decision making, oversight and control*
   Indicator ORG-GOV-5.5: *Board minutes demonstrate that any in camera meetings are limited to confidential issues (for example, bargaining, contractual issues), and document at minimum when the board went in and out of camera and the topics covered and any decisions made.*
   - The review team could not find evidence that the Board registers the decisions coming out of in-camera meetings in the board minutes, as well as, under what criteria they would move to in-camera. CCA would encourage the Board to review its recording practices for in-camera sessions to reflect the practice of recording the reason and outcome of in-camera meetings in the board minutes.

Standard ORG-STW-2: *The organization monitors compliance with its bylaws, policies and procedures, and with legislation in all the jurisdictions in which it operates.*
   Indicator ORG-STW-2.1: *The board sets the requirements regarding the nature and frequency of reporting based on the organization's compliance with legislation, policies and procedures.*
   Indicator ORG-STW-2.3: *Bylaws are reviewed at least every five years to ensure they conform to changing circumstances and legislation.*
   - CCA encourages the organization to be more explicit and specific regarding the nature and frequency of reporting, and to include a copy of the compliance certificate in the policy manual, and in the Board Work Plan.

Standard ORG-STW-9: *The organization carefully and responsibly manages its facilities and equipment.*
   Indicator ORG-STW-9.1: *A written record of minor capital assets including key equipment and computer hardware and software is updated according to an established timeline.*

- CCA encourages the organization to develop a better process/system to maintain a timeline of asset acquisition, tests and updates, to ensure minimal impact on operations and finances.

Standard ORG-COM-5: *A clear strategy guides the organization's communications.*
Indicator ORG-COM-5.1: *The organization has a communications plan that outlines: Key messages are set and disseminated - Who are the authorized spokesperson(s) for the organization - Roles and responsibilities for creating and updating information, including online information, for example, on the organization's Web site, Twitter feed and social-media page - Procedures for informing and responding to the media and the public - Policies personnel are to respect when representing the organization in the community - The process for dealing with an organizational crisis, detailing how decisions will be made.*
- CCA encourages the organization to strengthen the communications plan in order to include who is responsible for updating the organization's website and managing the organization's social media, and to review the policies that staff need to follow when representing the organization in the community in order to standardize this practice and provide consistent content.

Standard ORG-HR-7: *Staff are guided by job descriptions that clearly outline their roles and responsibilities.*
Indicator ORG-HR-7.4: *Job descriptions are up to date.*
- The review team noted, based on the staff survey, that a small portion of responders either did not agree that their job description is up-to-date, or were not sure about it. The organization may benefit from developing a schedule for reviewing staff job descriptions and clearly include dates on it.

No immediate action is required for accreditation in the above section: Further Areas to Improve Quality. However, CCA strongly encourages the Alzheimer Society of Ontario to continue to improve upon the areas identified.

B. COMMUNITY-BASED SUPPORT AND SOCIAL SERVICES MODULE

LP Standards Required: 1
LP Standards Achieved: 1

By Component	MANDATORY STANDARDS						LEADING PRACTICE STANDARDS								
	Requirements		Results at Preliminary Stage		Results After Response Assessed		Requirements				Results at Preliminary Stage			Results After Response Assessed		
	M-Total	M-Must be met	M-Achieved	M-To be met for accreditation	M-Achieve	M-To be met for accreditation	LP-Total	LP-Must be met to achieve Component	LP-Must be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module	LP-Achieved	LP-To be met to achieve Component	LP-To be met to achieve Module
Program and Service Framework	0	0	0	0	0	0	1	1	___	1	0	___	1	0	___
Totals for Module	**0**	**0**	**0**	**0**	**0**	**0**	**1**	**1**	**1**	**1**	**___**	**0**	**1**	**___**	**0**

Detailed Results for the Community-Based Support and Social Services Module

i. Strengths in this Module

Program & Service Framework: The review team noted that the organization provides critical information and education for clients, caregivers and professionals directly and through its work in support of local societies. Through First Link, the Alzheimer Society of Ontario has been able to connect clients and their caregivers with support services as early as possible. This includes reaching out to and educating others such as physicians and other providers about dementia and in a way that has resulted in facilitating needed referrals and ensuring continuity of service. The Communications Team is part of this strategy, bolstering the efforts of the organization and its local societies through various initiatives and excellent campaigns.

ii. Further Areas to Improve Quality in this Module

The CCA review team offers the following comment by way of encouraging the Alzheimer Society of Ontario in its continued growth and pursuit of quality.

Standard CSS-PSF-1: *The organization promotes wellness and social inclusion throughout its services.*
> **Indicator CSS-PSF-1.1:** *The organization's service principles articulate as goals the promotion of wellness and social inclusion.*
> - Although evidence was provided around wellness in terms of supporting people and families, CCA encourages the organization to review its social inclusion promotion initiatives in order to make it more current, stronger and robust.

No immediate action is required for accreditation in the above section: Further Areas to Improve Quality. However, CCA strongly encourages the Alzheimer Society of Ontario to continue to improve upon the areas identified.

SECTION 4: CONCLUSION

The CCA review team appreciates the work undertaken by the Alzheimer Society of Ontario to prepare for its review, especially during these turbulent times. The organization is also commended for its achievement of not only all the Mandatory Standards in the Organizational and Community-Based Support and Social Services Modules, but also all 22 Leading Practice Standards, collectively totalling 194 indicators met.

This review was done virtually due to the ongoing pandemic. The review team found everyone to be very warm and welcoming, and even from a distance, the enthusiasm and passion of the staff came through clearly.

The review team was impressed by the dedication and drive of staff to meet the organization's needs. Other strengths noted were: the strong, diverse and committed Board; the recruitment and orientation of new Board members as well as the governance self-evaluation and education sessions; the positive work environment; the terrific community engagement initiatives; the excellent communication material, including the public education material; the strong IT practices; as well as the amazing initiatives to connect clients and caregivers.

CCA commends the organization's commitment to quality and continuous improvement and encourages the Alzheimer Society of Ontario to address the areas noted for further improvement. These areas will further the organization's ability to employ evidence for better decision-making.

Congratulations on achieving your accreditation. We are very pleased to accredit you for a four-year term.