



Ottawa Public Health

Accredited with Exemplary Standing

June, 2016 to 2020

Ottawa Public Health has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement. It is accredited until June 2020 provided program requirements continue to be met.

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

Ottawa Public Health (2016)

Ottawa Public Health (OPH) is responsible for providing public health programs and services that contribute to the physical, mental and emotional health and well-being of the residents of Ottawa. OPH focuses on the health of the entire population or segments of it, such as high risk groups, rather than individuals.

OPH's programs and services are compliant with the Ontario Public Health Standards, which reflect the requirements across the functions of public health units, which include: population health assessment and surveillance; health promotion and policy development; disease and injury prevention; and health protection.

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

June 12, 2016 to June 16, 2016

Locations surveyed

- **3** 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

- **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.

Ottawa Public Health has an ambitious mission to work in partnership with the people of Ottawa to prevent, protect, and promote the well-being of the community. The organization is dedicated to excellence and health equity and uses an evidence-informed approach to guide decision making to improve population health and safety. Using a public health framework, their services are broadly inclusive and are delivered with transparency and accountability. The organization's main strengths, opportunities for improvement, and challenges are outlined below.

Board of directors

The organization has recently experienced a governance change and has a new semi-autonomous board of directors with a mix of elected officials and public members. The board is deeply engaged with the work of the organization and the City of Ottawa provides extensive infrastructure and support to Ottawa Public Health. Stakeholders recommended the organization continue to improve its governance structure and further enhance its autonomy to effectively fulfil its mandate to build a healthier Ottawa.

Community and community partnerships

The organization is extremely dedicated to being a responsive and engaged partner with an impressive multi-sectoral list of partners and a robust community engagement plan. Partners and clients were profoundly grateful for the contribution of Ottawa Public Health during the Syrian refugee crisis and expressed deep appreciation and admiration for the relationships and trust built up over many years.

Leadership

Leadership is well supported and qualified, with staff reporting high satisfaction in terms of access to direct clinical supervision and support. Staff members are provided opportunities to develop their own leadership skills and leadership competencies are assessed and evaluated. Leadership has clearly

outlined an evidence-informed population health approach for continuous quality improvement and safety that meets the diverse needs of the clients and communities.

Staffing and worklife

Ottawa Public Health is justifiably proud of its highly qualified and committed workforce. Staff are united around a common vision and mission to build healthier communities. The organization has a low turnover rate and routinely monitors the effectiveness of its human resources system with a talent scorecard. Opportunities exist to further spread health equity, violence prevention, and cultural safety training across the workforce. Staff identified opportunities to improve work satisfaction and prevent burnout and compassion fatigue. Ottawa Public Health has identified the development of an adaptive workforce as a key strategic direction. Throughout the on-site survey staff members were observed to be client centred and deeply committed to delivering high-quality, safe, effective care.

Delivery of care and services

Ottawa Public Health serves an extremely diverse and large geographic area within a complex, highly politicized environment in the nation's capital. It offers a robust array of services including family health, emergency preparedness, chronic disease, infectious disease, and environmental health, all of which are supported by an impressive network of health planners and project management staff. The team demonstrates innovative uses of health equity impact assessments and digital strategies to expand the reach and accessibility of its services.

Challenges exist in engaging with the Ontario health system transformation process as well as aligning quality and safety improvement plans with provincially driven requirements. As with all major health care institutions, it is being asked to do more with less for an increasingly diverse and complex population with widening inequities. Upgrades to information technology systems are urgently needed.

Client satisfaction









An impressive 2,000 people were surveyed to inform quality improvement and strategic planning for Ottawa Public Health, along with a host of program-specific strategies to gather client input into service design. Innovation in external communications and community engagement were observed throughout the on-site survey. Opportunities exist to share learnings on how to meaningfully engage with clients and families across the organization. The organization is encouraged to share its innovative practice with national and international public health partners through research and knowledge translation activities.

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.

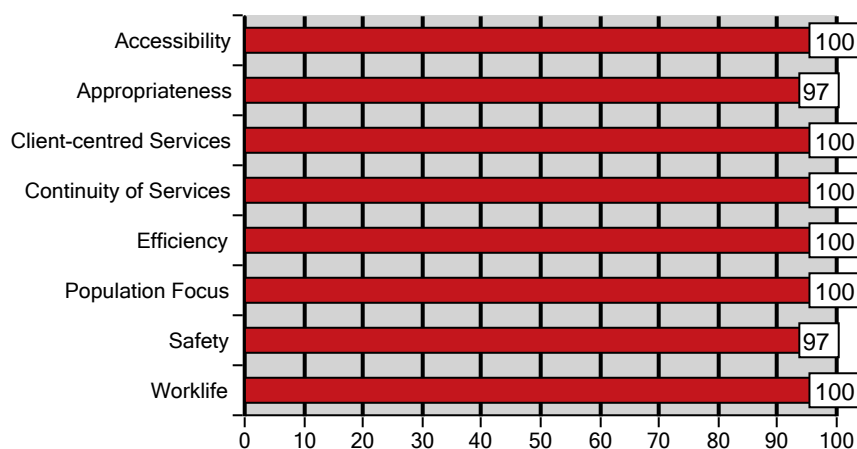
The quality dimensions are:

	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 of Services:	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

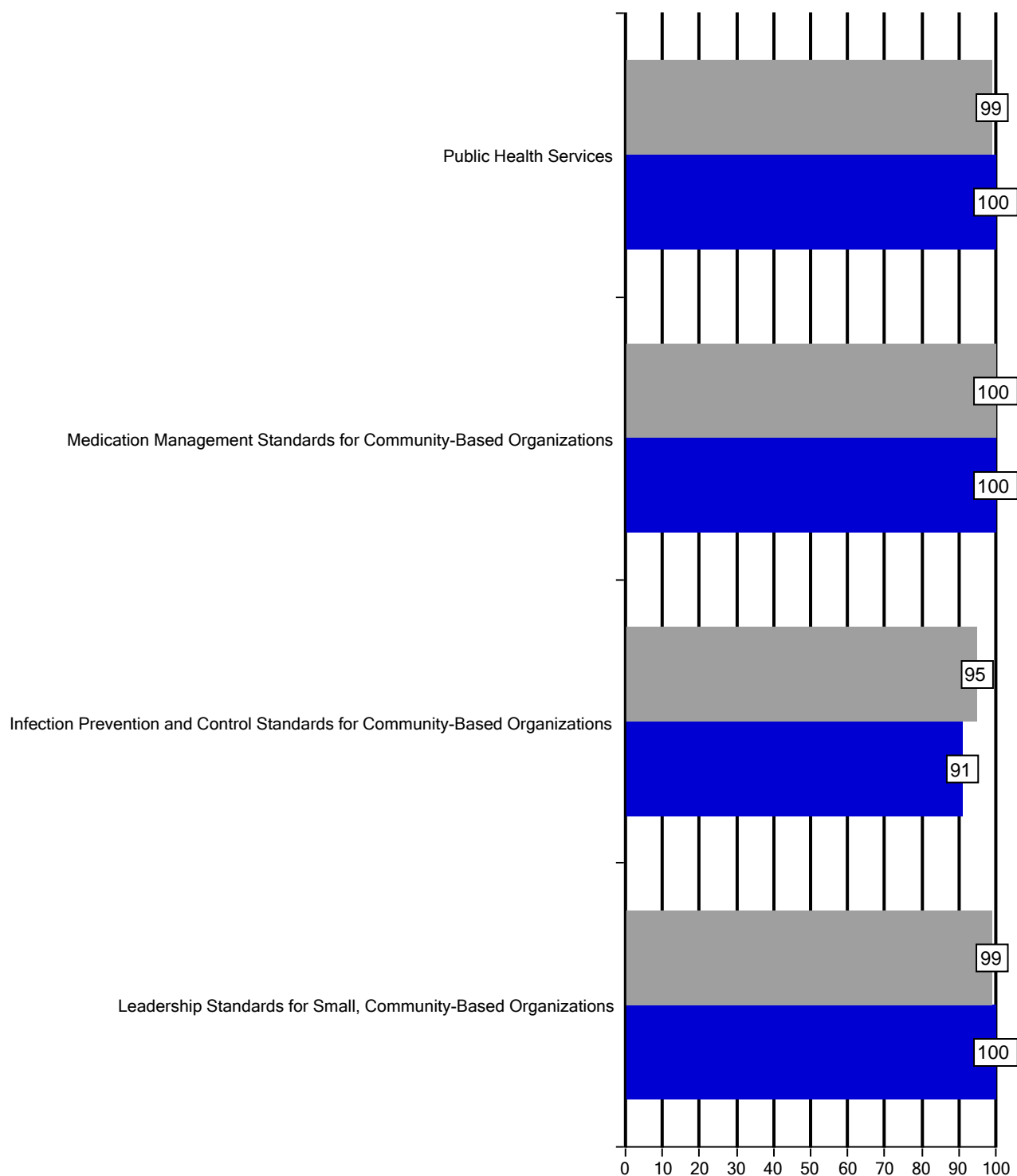
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

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.

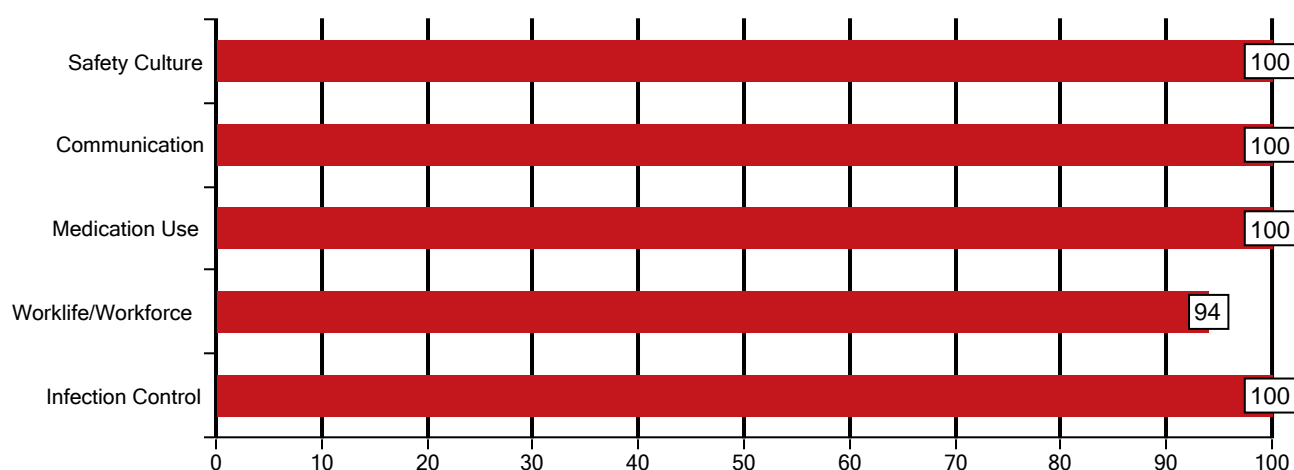
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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



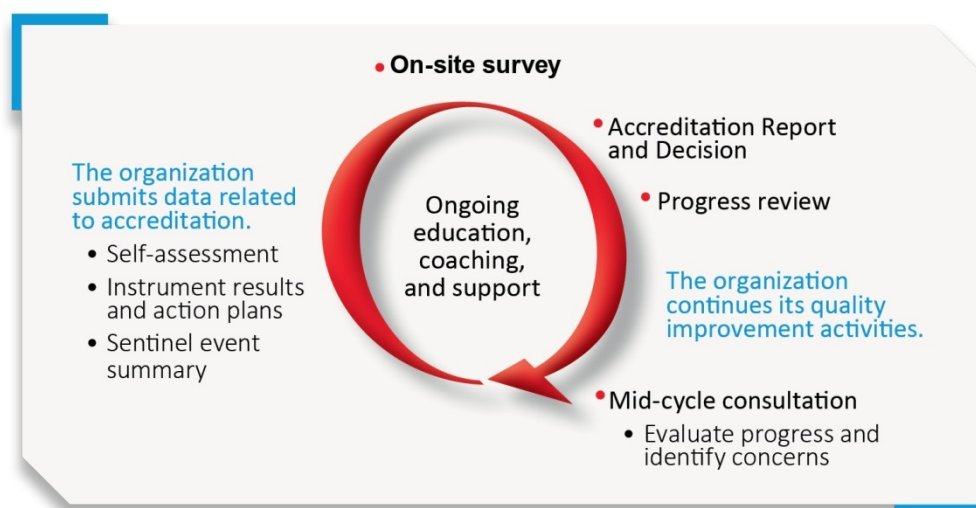
The quality improvement journey

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 **Ottawa Public 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 Centrum
- 2 Clarence
- 3 Constellation

Appendix B

Required Organizational Practices

Safety Culture

- Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
-

Communication

- The “Do Not Use” list of abbreviations
-

Medication Use

- High-alert medications
-

Worklife/Workforce

- Patient safety plan
 - Patient safety: education and training
 - Preventive maintenance program
 - Workplace violence prevention
-

Infection Control

- Hand-hygiene compliance
 - Hand-hygiene education and training
 - Reprocessing
-