



Grandview Children's Centre

Accredited with Exemplary Standing

Grandview Children's Centre has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Grandview Children's Centre 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 **Grandview Children's Centre** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Grandview Children's Centre (2021)

Since 1953, Grandview Kids, an independently operated, not-for-profit Children's Treatment Centre in Durham Region, has provided specialized programs, medical services, and outpatient clinical treatment to over 9,100 children and youth with physical, communication and developmental needs. Across its seven sites, Grandview Kids offers evidence-based services such as physiotherapy, occupational therapy, speech-language pathology, audiology, social work, therapeutic recreation, developmental paediatrics, service navigation, the Ontario Autism Program, and specialty clinics. Parents and caregivers are supported by the Family Engagement team, who provide peer support throughout a family's journey

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 15, 2021 to November 18, 2021

Locations surveyed

- **7** 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.

1. Board of Directors

Grandview Kids – founded in 1953 – is an independently operated not-for-profit organization, a leading Children's Treatment Centre in Ontario providing family-centred pediatric and rehabilitation services for children and youth with physical, communication and developmental needs. Children are seen at the Main Centre, in their homes, in schools or nursery schools, daycares or in one of six satellite sites. Services are provided in a friendly, family-centred environment with an emphasis on multidisciplinary assessment and treatment.

The newly updated Strategic Plan has endorsed the vision: "Every child and youth living life at their full potential" with an overarching corporate strategic goal of being recognized as leader in its field. Grandview Kids five strategic pillars are: "Transform the client and family experience across all life stages; Champion a Connected System; Advance Research and Evidence-based Practice; Build Capacity." The surveyor team is unanimous in its acknowledgement that the mission, vision and values of Grandview Kids are deeply embedded across the organization. Grandview Kids is truly committed to providing innovative and high quality/safe care to its clients.

In preparation for the survey, Grandview Kids has intensified its focus on quality and safety and has comprehensively addressed the suggestions noted in the previous survey. It was evident in the survey that physicians, staff and volunteers are highly engaged and work collaboratively with the management team to further the goals of Grandview Kids.

The organization can be proud of its many new achievements since 2017 including the following:

- New Programs have been incorporated into the array of services (The School Based Rehabilitation (SBR) Program and the Durham Pediatric Complex Care Program) involving partnerships with community partners.
- Significant changes have occurred in the Autism Program which have impacted Grandview Kids – particularly the Launch of Social Enterprise (e.g., FAST) to respond to Ontario direct funding for OAP families. As such revenues at Grandview Kids have increased from \$12.45M to \$23.4M (72% increase) and total FTEs have increased from 108 to 228 (111% increase)

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- Other achievements include the launch of Ontario Autism Program (OAP) Foundational Family Services, OAP Caregiver Mediated Programs, the OAP ASD Diagnostic Hub, etc.
- The Physician team has expanded to four Developmental Pediatricians with potential plans to bring on a fifth specialist. The organization is also expanding its Nursing capacity. Psychological Services has expanded via a secondment arrangement with Holland Bloorview Kids Rehabilitation Hospital.
- The organization is particularly proud of the Medication Excellence with the launch of Epi-Pen emergency stations.
- During COVID, practices have been adapted to provide virtual services, including the “GAVA” diagnostic virtual process/assessment for Autism.
- New partnerships have been a focus, including a unique Ethics partnership with Ontario Shores Centre for Mental Health Sciences and another with the University of Toronto focusing on Flow and Demand Capacity Initiatives.
- Infrastructure projects have also been significant including expansions in Oshawa and Clarington. The new Capital Build Project in Ajax will start construction in April with a planned a move-in target of spring/summer 2024.

COVID-19 has significantly impacted the organization – they have learned and adopted multiple new protocols, practice and policies and deployed technology and discovered how to connect with clients and each other in virtual ways - Zoom, MS Teams and Google Meets. They have also found a way to stay connected and to support and serve their clients.

The board acknowledges the significant changes and challenges facing the organization and broader health system. They are committed to maintaining a quality lens and improving strategic leadership to the organization throughout this period of system change. The board agendas are color coded to ensure that the trustees are focusing on the strategic directions of Grandview Kids.

2. Community and Community Partnerships:

The multiple community partners that were interviewed during the survey shared how much they value the competencies and dedication of the Grandview Kids organization. The organization is well known for its collaborative approach, and this was validated by the community stakeholders. They talked about how they work together with Grandview Kids to build capacity in the system and the leading role that Grandview Kids plays in this work. Current partners include acute care hospitals and community health providers, government agencies, non-profit community agencies, academic partners and community coalitions.

Partners were unanimously complimentary about Grandview Kids – “They are leaders and innovators.” “They always find a way to say yes – they don’t get bogged down in red tape.” Partners commended Grandview Kids for their steadfast advocacy – “They are the North Star”. “Grandview Kids supports the whole family – they are a model for solutions-based thinking”.

3. Leadership:

The organization is viewed as a leader in the community. The need to continue to raise awareness of Grandview Kids array of services was a common theme shared with the surveyors.

The Board of Trustees noted several areas of caution for Grandview Kids leadership including the need to monitor the pace of change, the requirement to continue to focus on CEO succession planning and to design an appropriate organization structure to support the new CEO, the existence of current and future staffing challenges, the need to remain agile in the ever-changing political landscape, the complexities of moving the services to the new building, the ongoing financial challenges to deal with the pressing access issues, the need for the functional plan to be solid, the recognition that Durham Region is growing tremendously fast, and the importance of continuing to focus on client experience, equity and diversity.

New leadership roles have been introduced at Grandview Kids in an effort to support the significant growth in the organization. A robust succession plan is being crafted to ensure a successful transition to the new CEO.

4. Staffing and Worklife:

The greatest strength of the organization is its dedicated and caring physicians and staff. There is a great pride expressed by the staff in being associated with Grandview Kids. The leadership team is committed to exploring the results of the recent Worklife Pulse survey and addressing any challenges.

5. Delivery of Care and Services:

The Centre has established an infrastructure to oversee and monitor quality dimensions and compliance with accreditation standards, to manage the strategic plan implementation relative to quality and patient safety, and to engage with patients to hear their experience. The organization is fortunate to have a talented and dedicated workforce. There is a strong sense of teamwork and collaboration.

The surveyor team is unanimous in its acknowledgement that the mission, vision and values of the Grandview Kids are deeply embedded across the organization.

6. Client Satisfaction:









Client satisfaction with care and services is high. Grandview Kids has a solid foundation on which to continue to build a robust client experience, based on meaningful engagement. Comments were made concerning the "outstanding staff and services". Family members interviewed could not identify any areas for improvement.

Overview: Quality dimensions results

Accreditation Canada uses eight dimensions that all play a part in providing safe, high quality health care.

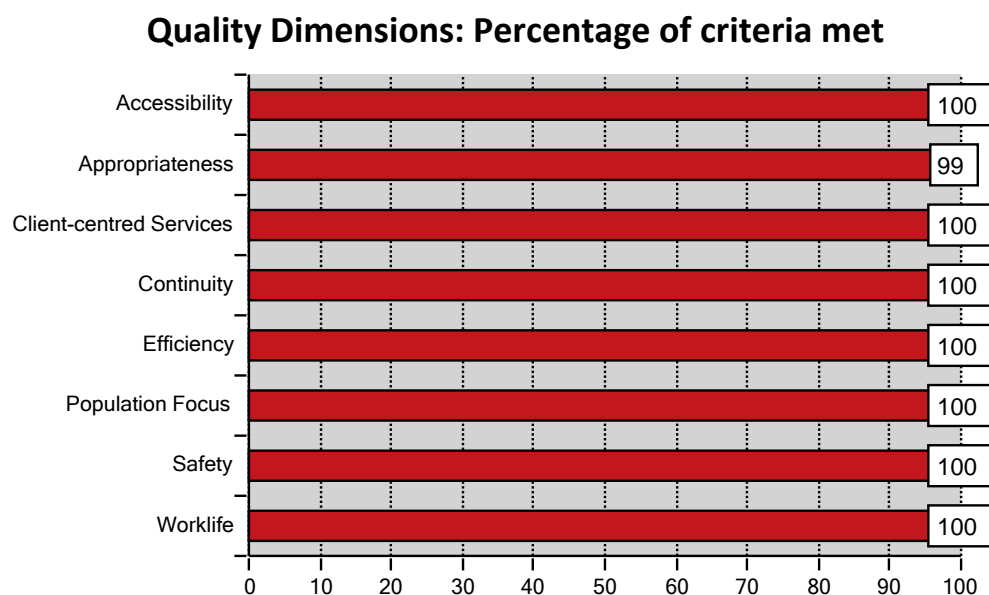
These dimensions are the basis for the standards, and each criteria in the standards is tied to one of the quality dimensions.

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.



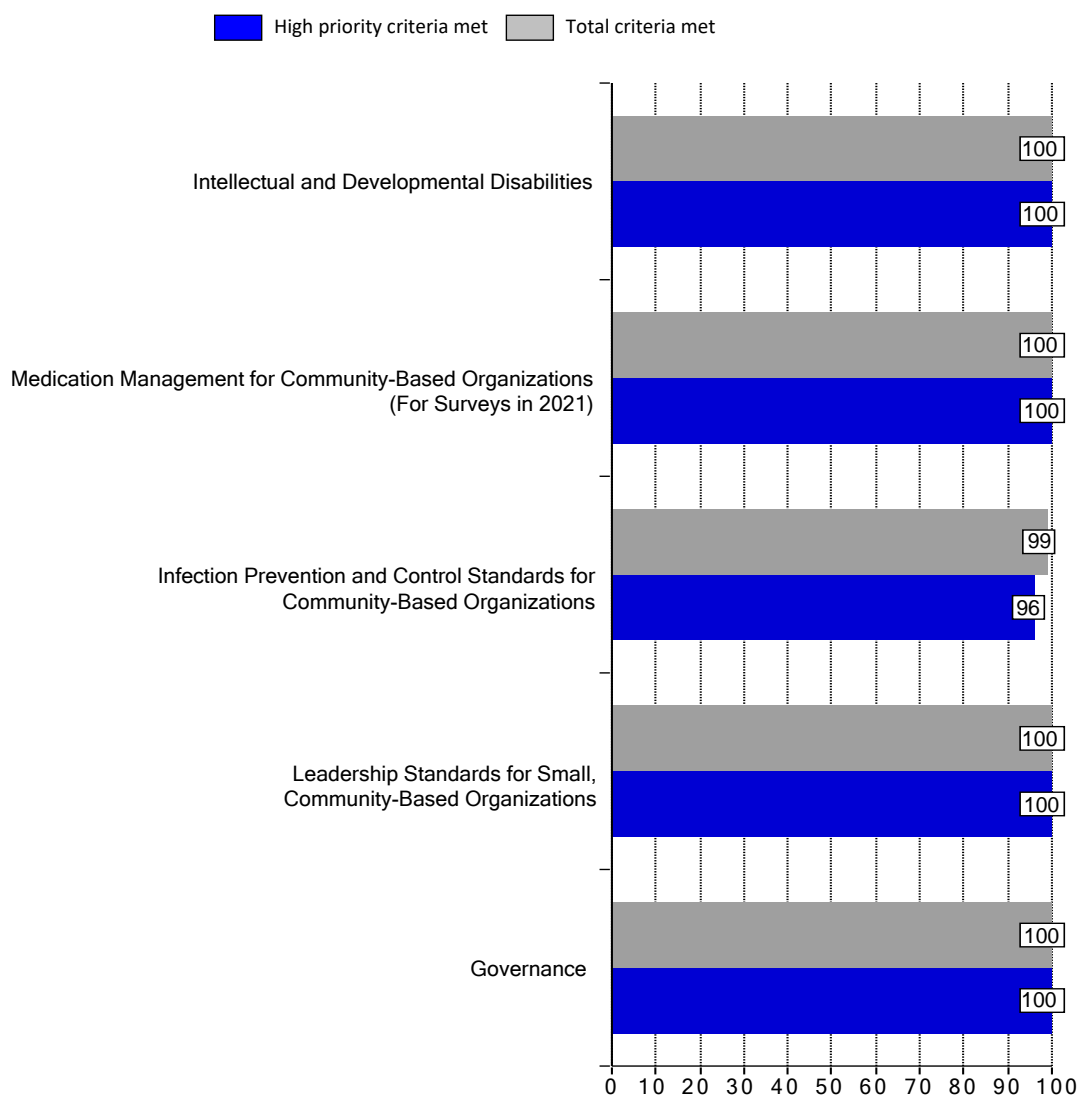
Overview: Standards results

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



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.

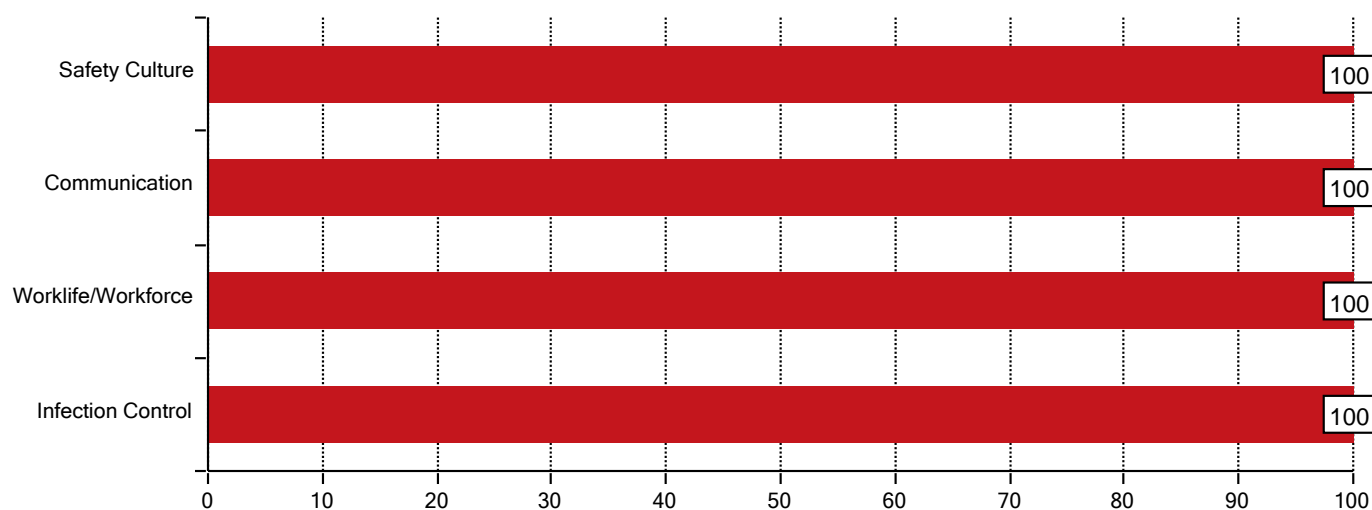
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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



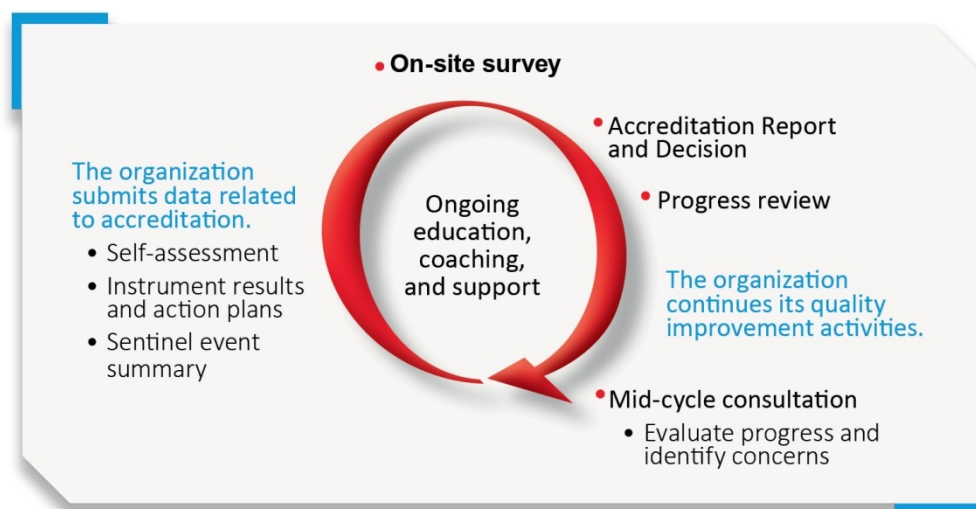
The quality improvement journey

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 **Grandview Children's Centre** 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 Adolescent Program at Abilities Centre
- 2 Ajax Satellite Office
- 3 Bowmanville Satellite Office - Knox Christian School
- 4 Grandview Children's Centre
- 5 Oshawa - Dwyer
- 6 Port Perry - S A Cawker Public School
- 7 Whitby Satellite Office

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
 - The “Do Not Use” list of abbreviations
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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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