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Accreditation Policies and Procedures

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Section	Accreditation Policies & Procedures
No.	ACC-01
Title	Development, Review and Approval of Accreditation Program
Approval date	June 22, 2012
Approved by	Executive Director
Dates of revision	February 18, 2015 February 28, 2017 February 28, 2019
Date Reviewed	March 7, 2016

ACC-01 Development, Review and Approval of Accreditation Program

Scope

This policy applies to all employees, volunteers and agents.

Purpose

In fulfilling its mission of offering excellence and effective leadership in accreditation, CCA is committed to continuous learning and improvement as per its Values Statement: "We pursue continuous learning and improvement towards excellence and innovation." One way in which CCA fulfills this commitment is to continually seek to improve the CCA Accreditation Program. The purpose of this policy is to outline the process by which the CCA Accreditation program is developed, reviewed and approved.

Definitions

CCA Accreditation Program – Includes both the Standards used for CCA accreditations as well as the process of how an organization is accredited by CCA.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Minor revisions to CCA Standards or Program – These include changes in wording, ordering, or categorizing standards and small content changes in standards, as well as small changes to the accreditation process as described under the ACC-GEN Policies.

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation.

Substantive revisions to CCA Standards or Programs – These include new Accreditation Standards or major content revisions to current Standards, as well as significant changes to the Accreditation Policies that describe the accreditation process.

Policy and Procedures

1. Decision-Making Roles in Relation to Revisions and Additions to the CCA Accreditation Program
 - 1.1. Modules owned by CCA
 - a. CCA Board of Directors:
 - Establishes criteria for the process to be followed in developing and revising standards.

- b CCA Quality Committee (QC):
 - acts as a sounding board for the ED related to recommendations for substantive changes to the accreditation program, including the development of new Modules;
 - advises the Board related to quality issues that arise related to the CCA Program.
- c CCA Executive Director:
 - responsible for the delivery of a quality accreditation program that meets Organizational ENDS and criteria outlined in Policy GOV-03 Accreditation Principles, Foundations and Approach and GOV-27 Executive Limitations Program and Planning;
 - as part of this overall responsibility, ensures that regular evaluation of the Accreditation Program takes place and that needed program improvements are identified and implemented on an ongoing basis;
 - makes decisions about substantive revisions (including new Standards) that may be needed to the CCA Program;
 - informs the CCA Board about policy issues that may arise in the delivery of the Accreditation Program and makes recommendations and implements strategies to address these;
 - implements changes to the CCA program as may be directed by the CCA Board.

1.2. Modules owned by CCA Member Associations

- a Those Member Associations that own CCA Program Modules have the authority to approve substantive and minor changes to these Program Modules, following their own designated processes. CCA will be provided an opportunity to be involved in the review and consultation process. The revised Standards shall follow the format established by the CCA.

1.3 CCA Accreditation Process

- a The CCA Board outlines the goals and broad principles that underlie the CCA approach to accreditation (as per Policies GOV-3 Accreditation Principles, Foundations and Approach and GOV-27 Executive Limitations Program and Planning)
- b The Executive Director, based on staff recommendations and feedback from POs and Reviewers, approves any changes made to the accreditation process.

2. How the CCA Program is Revised

CCA will follow a consistent process when revisions are made to CCA Accreditation Standards, Modules and the Accreditation Process. Revisions may be instituted at any time as needed following the procedures outlined below.

2.1. Ongoing Monitoring and Minor Revisions of CCA Accreditation Program

- a The CCA ED, with CCA staff, is responsible to continually review, evaluate and improve the CCA program. Revisions to the CCA Program may be made as a result of:
 - regular evaluation feedback received from POs which are being reviewed;
 - regular feedback from CCA reviewers and staff about improvements that could be made;
 - technical advances or changes in the support/administrative systems used by CCA.
- b Evaluations of each CCA review will be conducted, involving several respondents from the PO and all the review team members, in a way that ensures that evaluation feedback will not influence the decision-making about the outcome (accreditation decision) of the review. The results of these evaluations will be

monitored by staff and improvement plans made, implemented and assessed as may be indicated. Periodically (approximately semi-annually) reports will be prepared summarizing the findings of these evaluations and reviewed, as appropriate, by staff and the CCA Board Quality Committee.

- c To balance responsiveness and yet assure some stability to organizations preparing for a review, minor revisions to standards and evidence requirements will take place as follows:
 - very minor revisions such as typographical errors or corrections to the Evidence requirements, may be made at any time and implemented immediately in the GoCCA Program
 - minor revisions to the content of standards and indicators will be prepared by staff as needed, and released every six months
- d More significant revisions to the standards may be issued in between the times set for substantive review (see 2.2), if significant changes occur in legislation or in how a sector operates.
- e Revisions to the CCA accreditation **process** shall be implemented on an ongoing basis as needed, with only major policy changes to the underlying principles and approach requiring Board approval.

2.2. Regular Cycle and Process for Substantive Review of CCA Modules

- a The Executive Director is responsible for overseeing a multi-year calendar for the regular review and updating of CCA Modules owned by CCA. The review of CCA Program Modules that are owned by member associations will be led by the relevant member association in cooperation with the CCA (as per Cooperation Agreements).
- b Approximately every four-five years such broader reviews will be undertaken to assess the need for more substantive revisions to particular CCA Modules. These reviews will involve the following:
 - an environmental and research scan to identify significant changes and emerging trends that could impact the sector(s) served by particular modules;
 - feedback received from regular evaluations conducted after CCA reviews take place (from accredited organizations and CCA reviewers)
 - review of how a particular Module aligns with the Organizational Standards and other Program Modules
 - the creation of a Module Advisory Group comprised of representatives from the relevant service sector(s) as well as CCA staff, committee or board members;
 - consultation with the related sector's leaders, funders, experts and people served – methodologies to be used include surveys, focus groups, face-to-face or teleconference meetings or interviews;
 - a feedback and/or testing process – feedback from organizations that would use the revised standards and/or testing the use of the revised standards by these organizations will be conducted, to be structured based on the extent of the revisions proposed. See Diagram in Addendum 1 to this Policy.
- c In addition to reviewing the Modules individually, about every five years, a review will take place of the alignment/integration of the different Modules with the Organizational Standards and each other.

2.3. Development of New CCA Program Modules

- a Proposals or requests for development of new CCA Program Modules may arise from approaches made to CCA by sectors (or funders of these sectors) that are interested in having CCA provide accreditation to organizations in their sector. They

may also come from CCA staff, board or committee members who are aware of an emerging need or opportunity that CCA could serve.

- b Development of new CCA Modules or Components will be prioritized according to the following criteria:
 - the size and scope of the new sector or programs/services to be served by the new CCA Program content;
 - an estimation of the number of organizations that would be interested in using the CCA Accreditation Program in that sector;
 - the value added to current CCA Participating Organizations;
 - the strategic value to CCA and alignment with CCA strategic goals
 - whether the sector association is interested in becoming a CCA Member Association which entails endorsing the CCA Program to their members and assisting with recruitment of reviewers from their sector;
 - whether the interested sector association or organizations are prepared to contribute resources to support development of the new CCA Module or Component;
 - CCA resources that may be available to support the development of the proposed new program modules or components.
- c If the Executive Director agrees to pursue the development of new CCA Modules or Components to better serve additional programs or sectors, the development process will be similar to that outlined for making substantive revisions to the CCA Program (see 2.2 above). If CCA resources are required these will be allocated through the CCA budget-approval processes.

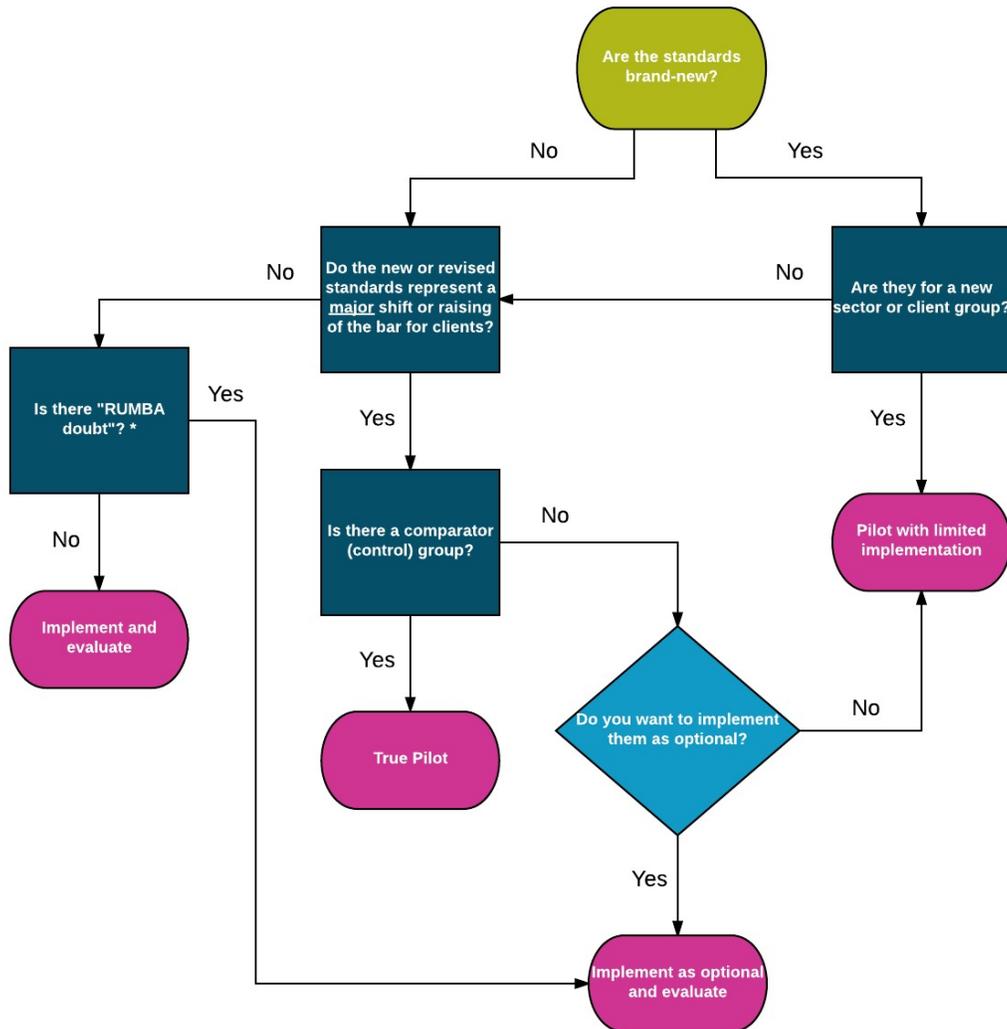
2.4. Informing POs about Changes to the CCA Standards and Program

- a At minimum, substantive revisions to the CCA Standards will be introduced according to the following steps:
 - Organizations will be given a minimum of fourteen months notice of any revisions affecting the accreditation standards they will be expected to meet (in advance of their site visit date).
 - Clear information and, as needed, educational materials will be provided about the revised standards/indicators. This will include a summary of what was revised from the previous version.
 - Accommodations in interpretation of expectations of revised CCA Standards will be implemented to reflect the limited time POs will have to meet new requirements.
 - If the new standards being introduced reduce the requirements that may be in place in the current version of the standards, POs undergoing accreditation before the revised standards take effect, will be allowed to meet the reduced requirement as will have been put in place for future reviews.

See Addendum 1 re Decision Tree for Post-Release Testing or Piloting

Addendum 1

Decision Tree Post-Release Testing or Piloting



Options for post-release piloting and testing:

- 1) True Pilot
- 2) Pilot with limited implementation (cohort)
- 3) Implement as optional and evaluate
- 4) Implement and evaluate

*Rumba: Relevant, Understandable, Measurable, Beneficial and Achievable.



Section	General Accreditation Policies
No.	ACC-02
Title	Accreditation Program Description
Approval date	May 30, 2012
Approved by	Executive Director
Dates of revision	February 20, 2013 August 21, 2014 February 24, 2017
Date Reviewed	March 7, 2016

ACC-02 Accreditation Program Description

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this policy is to outline the CCA Accreditation cycle.

Definitions

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Policy

1. CCA Accreditation Term

1.1. CCA Accreditation is granted for a four-year term.

1.2. The accreditation term date will be established as follows:

- a for an organization that has been accredited before by CCA or one of its founding member associations, and whose accreditation has not lapsed, the new accreditation term will begin when the previous accreditation term expires;
- b for an organization that is being accredited by CCA for the first time, or whose accreditation has lapsed, the accreditation term will begin effective the date full (as opposed to conditional) accreditation is first approved.

The CCA Agreement with the organization will be aligned with its accreditation term dates.

1.3. Once it is set, after the first review and accreditation with CCA, this term remains fixed, unless there are exceptional circumstances as outlined in Extension Policy ACC-10.

2. CCA Accreditation Cycle (covers the following five stages)

2.1. Readiness Stage

- a CCA Agreement – The PO signs an Agreement with CCA outlining mutual expectations related to the review. This agreement is for the period up to the first or next CCA accreditation decision. The Agreement includes:
 - setting a target date for the first or next CCA site visit; and
 - confirmation of the program modules and standards that would apply to the organization's review.

- b Upon signing of the CCA Agreement, access to CCA standards and resources, consultation and training are offered.
- c The PO is encouraged and provided with tools to conduct a self-assessment against the CCA Standards as a means to prepare for accreditation, plan for improvements, etc. The self-assessment is not presented to CCA.

2.2. Evidence Collection and Review Before the Site Visit

- a Approximately 18 months before the planned site visit date, a Preliminary Memo is sent out to the PO covering planned site visit dates and start preferences, confirmation of the PO's Accreditation Lead and confirmation of GoCCA Users and level of access.
- b About fourteen months prior to the site visit, the Organizational Profile and applicable Modules and Standards are confirmed, as well as dates of the site visit and size of review team.
- c Once the Organizational Profile is confirmed the PO is given access to their customized standards in their confidential GoCCA portal in order to prepare their submission of documents, which must be submitted no later than eight weeks prior to the site visit.
- d Several months in advance of the site visit CCA conducts confidential electronic surveys of community and educational partners, governing body, staff and other stakeholders as applicable to the particular PO.
- e The review team is confirmed (see Policy ACC-04) and conducts its review of the POs submission and results of the surveys.

2.3. The Site Visit

- a Elements and length of a site visit will vary depending on the type of organization and services provided, but they will include the following elements:
 - orientation;
 - observation;
 - interviews (group and individual; some pre-set and some arranged when team is on site);
 - file and/or document review; and
 - verbal wrap-up presentation at conclusion of site visit.

2.4. Reports, Accreditation Decision and Evaluation

- a The options for and consequences of a CCA Accreditation decision are outlined in Policy ACC-07 Accreditation Decision.
- b Before CCA makes the accreditation decision the following steps take place:
 - Two weeks after the site visit, the governing body of the PO is sent a CCA Preliminary Report outlining any areas in which the PO did not meet accreditation requirements and what further evidence is required to demonstrate that the outstanding requirements are met.
 - Upon receipt of the Preliminary Report, the PO is given 30 working days to respond to any outstanding issues. This time period may be extended for one or two weeks, with the approval of the Accreditation Manager to accommodate holidays or other extenuating circumstances. If a longer time period is being considered for the Preliminary Report response period, the CCA Executive Director must be consulted and makes the final decision about the period to be allowed.

- The PO's response to the Preliminary Report is assessed by the CCA Accreditation Manager and a recommendation is made to the CCA Executive Director.
- c The Executive Director makes the Accreditation decision and may institute an advisory process for that purpose (see Policy ACC-07). The organization shall be informed of the Accreditation decision no later than three weeks after it submitted its response to the Preliminary Report.
- d Once the Accreditation decision is made, a CCA Final Report is sent to the governing body of the PO outlining the decision, strengths of the organization as well as areas for development, and, if there are any, outstanding accreditation requirements. If the PO did not meet sufficient requirements to achieve accreditation it may apply for a Conditional Accreditation (see ACC-07.)

2.5. Maintaining Accreditation and Promoting Quality Improvement at POs

- a In order to maintain its accredited status, the PO is required to complete a CCA Quality Update on the first and second anniversaries of its accreditation (as per Policy ACC-09) and to meet other minimum requirements as outlined in its CCA Agreement (including paying an annual fee and, if applicable, maintaining membership in one of the founding member associations.)
- b CCA encourages POs to integrate review of the CCA Standards in their organizational planning and operations.



Section	Accreditation Policies and Procedures
No.	ACC-03
Title	Roles in Review Process
Approval date	November 17, 2014 February 28, 2017
Approved by	Executive Director
Dates of revision	

ACC-03 Roles in Review Process

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this procedure is to outline the different roles played in a CCA Accreditation process by the Accreditation Managers, Accreditations Coordinator, Office Manager, Team Leader and review team members.

Definitions and Acronyms

Participating Organizations (POs) – Organizations that have a current signed agreement with CCA to participate in the Accreditation Program or other CCA Services.

Executive Director – ED; Accreditation Manager – AM; Accreditations Coordinator – AC; Office Manager – OM; Team Leader – TL.

Procedure

This procedure outlines the primary roles to be followed by CCA staff and reviewers in supporting the accreditation review process, as outlined in Policy ACC-02 Accreditation Cycle.

1. CCA Accreditation Manager’s Responsibilities

A CCA Accreditation Manager (AM) is assigned to each CCA Participating Organization (PO) and review. The assignment is based on each AM’s sector(s) focus, as well as consideration to maintain relatively equivalent workload sizes among the Managers. Managers are responsible for:

- assisting the PO in connecting with educational resources, including CCA webinars, Resource Library, Self-Assessment tool and other tools, or possibly, delivering presentation(s) by CCA at the organization
- coordinating with the AC and OM to ensure that the PO is entered on all CCA tracking tools, and that the PO receives any regular CCA mailings (such as e-newsletter or e-blasts)
- confirming the dates and size of the site visit as well as the modules to be used with the PO
- once the PO has submitted its profile, reviewing and approving the profile and issuing the individualized standards
- supporting the PO in its preparations, in particular, related to interpretation or applicability questions about CCA standards, issues with using the GoCCA Web Tool
- once the PO has completed its submission, reviewing the submission and providing access to it to the Review Team

- once the Review Team has been assigned, connecting with them to support their understanding of their role, facilitating the initial meeting of the team
- arranging the detailed site visit schedule with the PO
- being available to respond to questions the team may have throughout the review process, including during the site visit
- preparing the Preliminary Report (based on the assessments of the Review Team) including identifying what evidence the PO may need to provide to meet any outstanding indicators
- assisting the PO with questions that may arise in responding to the Preliminary Report
- assessing the evidence submitted by the PO in response to the Preliminary Report (and Conditional Report if applicable) and making a recommendation to CCA ED concerning the accreditation decision.

2. CCA Accreditations Coordinator's Responsibilities

The Accreditations Coordinator (AC) supports the AMs to ensure that the accreditation review process operates smoothly, including by:

- maintaining records about CCA's approved reviewers
- recruiting reviewers as needed for each Review Team
- providing a variety of logistical support, such as ensuring that the Preliminary Memo, Terms and Due Dates and reminder notices are sent out to POs in a timely manner
- coordinating the Review Team's conflict-of-interest checking process
- administering the pre-site stakeholder surveys related to each review and providing reports on these
- administering the evaluation surveys during and following each review and providing reports on these

As needed, the AC shares responsibility with other staff to support POs and reviewers with using the GoCCA Web Tool.

3. CCA Office Manager's Responsibilities

The Office Manager (OM) supports the review process by:

- supporting the reviewers and CCA's travel agency to make the necessary travel arrangements
- final formatting and sending out of the Preliminary and Final Reports with cover letters and other items (such as Accreditation Certificates) as required

As needed, the OM shares responsibility with other staff to support POs and reviewers with using the GoCCA Web Tool.

4. Reviewers' Responsibilities

Responsibilities of the reviewers include:

- using the GoCCA Web Tool to review the PO's submission and indicators as assigned to make an individual assessment whether the PO met requirements
- both before and during the site visit participating in making team assessments regarding whether accreditation requirements are met and what strengths the organization demonstrates as well as areas for improvement
- leading and/or participating in interviews and other site visit activities, such as, reviewing files and documents or conducting observations
- participating in the verbal wrap up on site
- providing input to preparation of the Preliminary Report

- each team will be assigned a Lead Reviewer who will have the added responsibility of providing leadership to the Review Team while they are on the site visit and being primary liaison with the PO
- some Review Teams will have a Reader Reviewer (RR) assigned to the team, who does not participate in the site visit portion of the review process, but assists with assessing the PO's submission in advance of the site visit
- some Review Teams will have a Youth Reviewer (YR) assigned who will have the responsibility of assessing the PO's achievement of some standards in relation to Youth Engagement. This YR may participate in other elements of the review as may be individually arranged.

5. Accreditation Panel Members

- CCA will engage a number of experienced CCA Reviewers to, on occasion and as requested by CCA and mutually agreed, provide advice to the ED concerning certain Accreditation Decisions. These individuals are referred to as Accreditation Panel Members.
- In situations where there are some significant issues or questions about an accreditation decision, the ED will send a request to the Accreditation Panel Members to enquire as to their interest and availability to review a particular accreditation decision within given time parameters. Based on the response, and after confirming that there is no conflict of interest, two of the available Panel Members will be assigned by the ED to a particular accreditation decision.
- The engaged Panel Members will be sent the Preliminary Response Assessment and draft Final Report completed by the Accreditation Manager and an Accreditation Decision Memo related to a particular Accreditation Decision. They will communicate by email with each other and the ED to provide their advice about that Accreditation Decision. As may be needed, the engaged Panel Members may be sent additional materials pertinent to the Decision under consideration and a telephone meeting may be scheduled if requested by the ED or Panel Members.
- The ED will take the advice of the Accreditation Panel Members into consideration when making the final Accreditation Decision.
- Approximately once a year, Review Panel members will be surveyed to get their feedback on the CCA Accreditation approval process. They may be provided with opportunities for education and development in their Panel role.



Section	Accreditation Policies and Procedures
No.	ACC-04
Title	Creating CCA Review Teams
Approval date	November 17, 2014 February 28, 2017
Approved by	Executive Director
Dates of revision	

ACC-04 Creating Review Teams

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this procedure is to outline the guidelines/principles used in creating CCA review teams. It is understood that this is a challenging and creative process and the ideal guidelines cannot always be met given that volunteer reviewers have limited availability.

Definitions and Acronyms

Participating Organizations (POs) – Organizations that have a current signed agreement with CCA to participate in the Accreditation Program or other CCA Services.

Executive Director – ED; Accreditation Manager – AM; Accreditations Coordinator – AC; Office Manager – OM.

Procedure

1. The Accreditations Coordinator is assigned responsibility for recruiting review teams for upcoming CCA reviews. This function is critical to CCA's ability to provide a quality service and is supported by all CCA staff.
2. Once CCA reviewers are trained and officially approved, they are added to the roster of active reviewers, and their bios and contact data are collected and kept on file.
3. The numbers of reviewers and dates of each site visit are confirmed by the assigned AM.
4. General guidelines for the composition of Review Teams are:
 - The Lead Reviewer should have a solid background in the sector that is being accredited; s/he may not be working in that sector currently but should have recent experience in that sector.
 - Team members should bring backgrounds in at least two different community sectors.
 - Team members should bring together a mix of backgrounds covering a range of agency functions including governance, management (such as planning, human relations and finance), direct service /clinical backgrounds and community development (where applicable).
 - Team members with specialized skills or backgrounds may be needed, as appropriate given the PO profile (e.g., Youth Reviewers).
 - To avoid conflicts of interest from arising, every attempt is made not to recruit team members from the same community, particularly if working in the same sector as the PO being accredited.

- Where possible first-time reviewers are placed on a review team with more experienced reviewers, for a PO in the sector with which they are most familiar or in which they currently work or volunteer.
5. Steps CCA takes to eliminate possible conflicts of interest include:
- Once the review team members are recruited, their names and current bios are sent to the PO, specifically the chief executive and Accreditation Lead. They are asked to review them and sign off that they do not see any conflict of interest.
 - If that step is completed successfully, the team members are sent a list of the members of the PO's governing body and staff, and each team member is asked to sign-off that s/he does not see any conflict of interest.
 - If that step is completed successfully, then the Review Team is confirmed.
6. CCA makes the final decision on the composition of the Review Team. The PO is asked to confirm that there is no conflict of interest with the proposed reviewers as per section 5 above. At times, a PO may raise concerns about the background(s) of the reviewers that have been recruited for its review team. CCA staff will consider this feedback and may make some changes if the concerns of the PO are felt to be valid, and as may be possible, given the reviewers available.



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Section	Accreditation Policies and Procedures
No.	ACC-05
Title	System for Assessing Achievement of CCA Standards and Accreditation
Approval date	November 17, 2014
Approved by	Executive Director
Dates of revision	

ACC-05 System for Assessing Achievement of CCA Standards and Accreditation

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this procedure is to outline CCA's assessment (or rating) process as utilized in the accreditation review process.

This information is transparent and consistent throughout CCA materials and in the GoCCA Web Tool.

Definitions

Reviewers and Review Team – Reviewers are individuals who have been screened and trained to participate on CCA Accreditation Review Teams. The Review Team is the group of reviewers who have agreed to participate on a particular organization's accreditation review process. See ACC-04 Creating CCA Review Teams for description of how teams are formed.

Procedure

1. CCA Standards are organized into a framework with five levels as follows:
 - Service Sector (this is an internal designation)
 - Modules
 - Components
 - Standards
 - Indicators
2. **Standards and Indicators:** CCA Standards are high-level aspirational statements that express a desired state, outcome or expectation. Each Standard has a number of Indicators. An Indicator is the precise description, measure or evidence by which achievement of the Standard is assessed.

There are two categories of Standards: Mandatory and Leading Practice:

- Mandatory Standards (MAN) address legislated requirements, significant safety or risk issues, or crucial elements of good practice
- Leading Practice Standards (LP) promote quality improvement and excellence

A CCA standard is achieved by meeting the required number of Indicators that are part of the Standard. Specifically:

- A Mandatory Standard is achieved when all its Indicators are met.

- A Leading Practice Standard is achieved when the specified number of Indicators are met, usually about 75-80% of the Indicators in any particular LP Standard must be met. The exact number of indicators that must be met is specified in each LP Standard.

3. **Components:** Standards are grouped into logical thematic categories called Components.
4. **Modules:** Components are grouped into Modules. To achieve accreditation an organization must meet the requirements of the Organizational Standards Module and of any program Modules that they are using in their review.
5. **Types of Evidence Required:** In CCA's Standards Manuals and the GoCCA Web Tool each Indicator specifies what type of evidence will be used by CCA to assess that Indicator. This can vary from written organizational documents, to CCA surveys, to interviews, observations and file reviews when the team is on site.
6. **Requirements for Accreditation:** To be accredited, an organization must meet all the MAN Standards and sufficient LP Standards (applicable to them as agreed with CCA) in each Module. To achieve a Module, at least 50% of LP Standards in each Component must be met AND a total of 80% of LP Standards across the Module must be met.
7. **Steps in Review Team's Assessment Process:** The steps in the Review Team's assessment process are clearly defined and contribute to consistency.

Reviewers only make an assessment at the Indicator level. Indicators are assessed as either Met or Not Met. As a general rule, there are two sets of eyes on each Indicator (two individual assessments before a team assessment is made). Tabulations of the results are completed by the GoCCA Web Tool, which identifies when there are Standards that are unmet and required for accreditation.

To assess those Indicators that are based on written pre-site evidence (organizational documents and written descriptions, or CCA's surveys of an organization's stakeholders) in advance of the site visit, first, the team members divide up responsibilities for the Indicators -ensuring there are two sets of eyes on most. Then, reviewers go through their assigned Indicators on their own and assess each one as Met, Unmet or Don't Know if they are unclear or require additional evidence coming at a future stage of the process.

The Review Team meets approximately two weeks prior to the site visit, to review their respective assessments and decide where they need additional information for these Indicators when they are on site.

Other Indicators are assessed during the site visit by team members (either singly or together) conducting interviews, making observations and reviewing documentation and files. Eventually, through the site visit process, reviewing additional evidence, and continued discussion among themselves, the Review Team is expected to reach consensus about every applicable Indicator as either being Met or Unmet.



Section	Accreditation Policies and Procedures
No.	ACC-06
Title	Accommodations for Exceptions to Requirements of CCA Standards
Approval date	December 17, 2013 February 28, 2017
Approved by	Executive Director
Dates of revision	revised November 17, 2014

ACC-06 Accommodations for Exceptions to Requirements of CCA Standards

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this Policy and Procedure is to outline situations when CCA may consider granting an accommodation (or exception) to the requirements of its Standards and the process for how such Accommodations may be approved.

Definitions

Participating Organizations (POs) – Organizations that have a current signed agreement with CCA to participate in the Accreditation Program or other CCA Services.

Policy

A PO may submit a request for an accommodation (i.e., an exception to CCA requirements) if it believes that, due to its particular circumstances, a specific CCA requirement is not applicable to it or warrants CCA's consideration to be modified in the PO's case.

Such requests should be submitted no later than nine months in advance of the POs site visit date. Possible situations where CCA may agree to an accommodation are:

- a where CCA evidence requirements cover several years there may need to be a recognition of the shorter period to reflect how long a PO was signed on with CCA;
- b where the PO can demonstrate that a current CCA Indicator or Standard is not at all applicable to its type of organization and where this affects the minimum requirements to meet a particular Standard.

An Accommodations Agreement will not be required where flexibility is already built into CCA, such as in the Leading Practice Standards, or any Standards that are identified as not applying to all organizations. Clear information about the applicability of different CCA Standards and Indicators will be provided by CCA to the PO when access to the CCA Standards is granted.

Procedure

1. The attached Accommodations Request Form should be used by an organization that wishes to propose an accommodation in relation to a CCA Standard or Indicator that it believes should not apply to it, or should apply differently than usual/stated. As noted above, this should only relate to those Standards for which there are no automatic applicability exceptions for which the organization qualifies, such as fund-raising, volunteers, etc. Any issues that may require an accommodation should first be discussed with the PO's CCA Accreditation Manager. After this, the written request (on the Accommodations Request Form) with any relevant documentation should be submitted to the Accreditation Manager (email is preferred). Requests for accommodations may be accepted up to the time of the

organization's submission of pre-site evidence, however, an earlier request (by nine months) allows all involved more time to clarify the situation.

2. The Accreditation Manager will make the decision on whether to approve the accommodation based on information from the PO, and in consultation with other Accreditation Managers to ensure consistency in CCA's decision-making on these matters.
3. The Accreditation Manager shall send a completed Request Form back to the Participating Organization in a timely manner (about two weeks) indicating the status of the request i.e. approved, approved with changes, or not approved.
4. If the accommodation is approved, the PO should upload the completed Request Form to its Go CCA Web tool and link this document to the particular Indicator(s) to which it applies. The review team will see these decisions when they are reviewing the PO's evidence before going on the site visit. In addition, to highlight the Accommodation Approval, the Accreditation Manager shall send a copy of it to the Review Team.
5. Role of Review Team – As part of the review process, the Review Team is expected to read and be aware of any accommodations that have been approved. The Review Team should assume that the decision of the Accreditation Manager was based on accurate information provided by the PO. However, if in the course of the review (documentation or interviews), the Review Team identifies information that appears to be contradictory to that provided by the PO in relation to an accommodation, the Lead Reviewer should alert the Accreditation Manager. The Review Team may also ask for clarification of the contradictory information from the PO as part of the site visit.
6. A pre-site visit Accommodations Approval may be re-assessed based on further information gained when the site visit takes place as described in point 5 above. The Accreditation Manager makes the final decision on whether the Accommodations Approval should be revoked or changed.
7. If, as per point 6 above, the Accreditation Manager makes the decision that an Accommodations Approval should be revoked or changed, the PO will be given clear information in the Preliminary Report as to what evidence is required to be submitted to meet any unmet Indicator(s) that may result.

See attached: Accommodations Request Form

Accommodations re: CCA Standards - Request Form

Organization			
Contact Person			
Email			
Phone		Date of Request	

Accommodations Request re Standard

Instructions:

1. Use this form only for Standards or Indicators that don't have an applicability exception stated in the Standard / Indicator. Please use a separate form for each Standard.
2. Please complete and submit this form to your CCA Accreditation Manager for review and approval at least nine months before the site visit.
3. A reason and supporting documentation, as relevant, must be provided for each request.
4. When your request is approved, include this form in your submission in GoCCA and link it to the Indicator(s) affected.

Standard/Indicator(s) (please copy over number & wording)	Accommodation Requested (please delete a or b – ie the point that does not describe your request):	Reason for Request
	a) Indicator(s) is not applicable to my organization b) Indicator(s) is applicable - request is for a variation in the requirements of the Indicator(s) If b please describe the variation requested.	

CCA Decision	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved with changes	<input type="checkbox"/> Not Approved
CCA Comments			

CCA Manager: _____

Signature: _____

Date: _____

Note: A pre-site visit Accommodations Approval may be re-assessed based on further information gained when the site visit takes place.



No.	ACC-07
Title	Accreditation Decision
Approval date	June 22, 2012 February 28, 2017
Approved by	Executive Director
Dates of revision	August 21, 2014
Date Reviewed	March 7, 2016

ACC-07 Accreditation Decision

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this policy is to outline the different possibilities for the CCA accreditation decision and implications related to each decision.

Definitions

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Policy

1. The Accreditation Decision
 - 1.1. Except for a denial of accreditation decision as outlined in Section 4, the CCA Executive Director makes the final decision about granting accreditation to a PO that has participated in CCA's accreditation review process. The CCA Executive Director shall decide one of the following:
 - a to grant full accreditation;
 - b to grant conditional accreditation;
 - c to recommend denial of accreditation to the CCA Board.For POs that are members of C/OACCS an additional ratification step is required by the Association related to the accreditation of their credit counselling program.
2. Full Accreditation
 - 2.1. If the decision is Full Accreditation, either at initial decision or after a Conditional Accreditation period, a Final Report and CCA Certificate are issued and sent to the PO.
3. Conditional Accreditation
 - 3.1. If the PO has not fully met accreditation requirements, a Conditional Accreditation may be granted. In order to obtain a Conditional Accreditation, the PO must demonstrate its intent to continue to work to meet outstanding requirements, and the CCA Executive Director must be convinced that it is feasible for the PO to meet outstanding accreditation requirements in the Conditional period.

- 3.2. The Conditional accreditation may be granted for a period up to a maximum of twelve months.
 - 3.3. If a PO has been previously accredited by CCA or a Founding Member association, and this accreditation has not lapsed, the PO's accreditation term remains fixed. This means that when accreditation is granted (even after a Conditional period), it begins when the PO's previous accreditation term ended as opposed to when the post Conditional Accreditation was approved.
 - 3.4. As part of a Conditional Accreditation, it may be decided that a subsequent site visit is required. For such additional visits the review team shall consist of one of the original reviewers and one new reviewer, where possible.
 - 3.5. After the Conditional period, the additional evidence submitted by the PO is reviewed by the Accreditation Manager and a recommendation is made to the CCA Executive Director concerning whether full accreditation should be granted or whether accreditation should be denied.
 - 3.6. A Conditional Accreditation fee will be charged as per the CCA Fees Policy.
4. Denial of Accreditation
 - 4.1. If the CCA Executive Director believes that accreditation should be denied, s/he makes this recommendation to the Quality Committee of the CCA Board for their decision.
 - 4.2 If the Quality Committee decides to deny accreditation, the PO may apply to proceed through the accreditation process again after one year has passed from the time of the denial decision.
 - 4.2. The PO has the right to submit a request for an appeal of the denial of accreditation decision (see ACC-08).

Procedures

1. Final Steps in the Accreditation Approval Process Decision
 - 1.1. CCA Accreditation Managers are responsible for ensuring that the accreditation processes they oversee take place according to CCA Accreditation Principles and Approach (as outlined in Policy GOV-03), including that the process is impartial and transparent. A number of steps in the process are undertaken to ensure this occurs, including:
 - using well qualified, screened, trained and supported reviewers
 - avoiding use of any reviewers who may have a conflict of interest with the PO
 - clear CCA standards and expectations
 - assuring consistency of assessment from one review to another (Each review is supervised by an assigned Accreditation Manager. The draft of the Preliminary Report is reviewed by a second Accreditation Manager before it is sent to the PO.)
 - 1.2 Once the Accreditation Manager receives the organization's response to the Preliminary Report, s/he will review the additional evidence submitted to assess whether it meets CCA requirements. This assessment shall be documented and the Accreditation Manager will prepare the Final Report and an Accreditation Decision Memo making a formal recommendation to the CCA Executive Director about whether the accreditation should be approved.
 - 1.3 The Accreditation Decision Memo will summarize key identifying information about the particular accreditation process, as well as identify whether there were unusual issues that arose in the course of the review that may have raised questions about the process being consistent with CCA Principles and Approach. For example, whether there were any issues with impartiality of the Review Team, the PO raising concerns or making

unusual requests, questions whether some indicators had in fact been met, whether the Review Team had unrealistically high expectations or too low expectations.

- 1.4 The Executive Director will review each recommendation from the Accreditation Manager - including the Accreditation Decision Memo, draft Final Report and Manager's assessment of the Preliminary Report response. If there are no or minimal issues identified by the Manager about that review, the ED will proceed to approve the accreditation.
 - 1.5 If there are some significant issues with the review identified by the Accreditation Manager, the ED will engage two members of CCA's Accreditation Panel (see Policy AC-03 Roles in Review Process) to review the accreditation recommendation and provide advice on the decision. The Accreditation Manager will be involved to provide information as may be needed.
 - 1.6 The Accreditation Panel members will review the same documentation as the Executive Director. If they request it, they and the Executive Director will be provided with additional information (e.g., the original documentation provided by the PO) the Panel members will make a recommendation to the Executive Director about the accreditation decision.
 - 1.7 Based on this input the Executive Director will make the final Accreditation Decision.
2. Notifying the PO about the Accreditation Decision and sending Final Report and Certificate (as applicable)

2.1 If **Full Accreditation** is granted (either after a Preliminary or a Conditional period): A formal letter of notification signed by the CCA Board Chairperson and Executive Director is sent to the PO's governing body chairperson no later than one week after the CCA Accreditation decision (with a copy to the PO's chief executive). The package includes the PO's Final Report completed by the CCA Accreditation Manager and information about how the PO may promote its accreditation.

For POs who are having their credit counselling services accredited and who are members of C/OACCS, the letter will state that the credit counselling portion of their accreditation must be ratified by the Canadian/Ontario Association of Credit Counselling Services.

Two versions of the Accreditation Certificate stating the exact dates of the accreditation that was granted (the accreditation term as per ACC-02), and stating the general program areas (as per CCA Modules) for which the PO is being accredited are sent to the PO (see ACC-15.)

2.2 If **Conditional Accreditation** is granted: A formal letter of notification signed by the CCA Board Chairperson and Executive Director is sent to the PO's governing body chairperson no later than one week after the CCA Accreditation decision (with a copy to the PO's chief executive). The letter states the period of time that has been granted to the PO to submit any outstanding required evidence. The package includes a Conditional Accreditation Report prepared by the CCA Accreditation Manager, outlining the remaining unmet CCA Standards required for accreditation and the evidence that must be submitted in order to demonstrate that they have been met. The package also includes an invoice for the Conditional Accreditation fee.

2.3 If **Accreditation is Denied** - A formal letter of notification signed by the CCA Board Chairperson and Executive Director is sent to the PO's governing body chairperson no later than one week after the CCA Accreditation decision (with a copy to the PO's chief executive). The package includes a Final Report prepared by the CCA Accreditation Manager following the Accreditation decision, outlining the remaining unmet CCA Standards required for accreditation. The letter informs the PO that it has a right to submit a request to appeal the decision (see Policy ACC-GEN-08 Appeal of Accreditation Decision) and that it may apply to proceed through the accreditation process again after one year has passed from the denial decision.



Section	Accreditation Policies and Procedures
No.	ACC-08
Title	Appeal of Accreditation Decision
Approval date	July 25, 2012
Approved by	Executive Director
Dates of revision	January 15, 2014 March 16, 2016 July 17, 2017
Date Reviewed	

ACC-08 Appeal of Accreditation Decision

Scope

This policy applies to all directors, employees, volunteers and agents.

Purpose

The purpose of this policy is to outline how the CCA appeals process will work.

Definitions

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Policy

A PO may appeal a CCA decision to deny accreditation (as per ACC-07) or to rescind its accreditation (as per ACC-11).

POs that are providing credit counselling services in Ontario, have access to an additional appeal process, once the CCA process has been exhausted, according to the provincial legislation governing their service sector.

1. Bases of Appeal

1.1. There are only three possible bases for an appeal to proceed as listed below. The PO must demonstrate that one or more of the following occurred:

- a procedural irregularities in the original accreditation review or in the decision to rescind accreditation (i.e., procedures were not correctly followed);
- b errors in fact in the final accreditation report or letter;
- c documentable evidence of prejudice or of an undisclosed conflict of interest on the part of one or more of the reviewers, or of the CCA Board or staff involved in the decision.

2. Notification of Intent to Appeal

2.1. Sending notification: A PO appealing a decision to deny or revoke accreditation, will deliver to the CCA Executive Director a written notice of appeal by registered mail or courier within 30 days of the date of the notice of the Board decision.

- 2.2. Content of notice of appeal: the notice of appeal will state the grounds for appealing the decision, citing specific instances that meet one of the criteria for appeal described in Section 1 above.
 - 2.3. Appeal fee and costs: payment in the amount of 150% of the prevailing conditional accreditation/deferral fee accompanies the "notice of appeal." The fee will be returned to the PO if the CCA Board overturns its accreditation decision as a result of the appeal. The fee will also be returned, less costs incurred by the CCA, if the PO decides to withdraw its appeal prior to the hearing.
3. Acceptance of the Appeal
 - 3.1. The PO's notice of appeal and the reasons will be brought before the CCA Board of Directors. The board will decide whether the request for appeal meets the bases for appeal as outlined in Section 1 above.
4. Accreditation Status
 - 4.1. A PO's accreditation status remains unchanged during the appeal process.
5. Appointment and Role of the Appeal Panel
 - 5.1. The Appeal Panel will consist of three members selected jointly, as described below, by CCA and the PO submitting the appeal.
 - 5.2. The Appeal Panel will provide a written report detailing its recommendations to the CCA Board and the PO.
 - 5.3. Recruitment of the Appeal Panel Members
 - a Appeal Panel members will be recruited from among experienced CCA reviewers including team leaders (i.e., individuals who have participated in a minimum of two CCA reviews, one of which was in the previous 24-month period).
 - b Once an application for appeal has been approved to proceed, the CCA ED will prepare a list of possible Appeal Panel members, removing any who have a known conflict of interest with the PO submitting the appeal (e.g., any reviewer on the PO's original review team or any reviewers who have a professional or personal affiliation with the PO under appeal). This list will include a brief biography for each reviewer including current employment.
 - c The PO shall be provided with an opportunity to review the reduced list of potential Appeal Panel members and may remove any individuals from the list who it believes have a real or perceived conflict-of-interest in relation to the appeal.
 - 5.4. Selection of the Appeal Panel
 - a The Appeal Panel will consist of three members selected from among the reviewers list described in Section 5.3. above.
 - b One Appeal Panel member is chosen by the CCA ED.
 - c One Appeal Panel member is chosen by the PO making the appeal.
 - d One Appeal Panel member is chosen by the Appeal Panel members chosen in sub-sections "b" and "c" immediately above who shall also be the Appeal Panel Chair.
 - e The PO submitting the appeal and CCA will document in writing their approval of the composition of the Appeal Panel.
 - 5.5. Functions of the Appeal Panel
 - a Reviews the written submissions of both the appealing PO and CCA ED.

- b Hears from the PO under appeal, and from the CCA ED as well as the original review team.
- c Examines the process for errors and/or omissions and may consider materials overlooked in the accreditation decision, however, no new materials may be submitted by the PO in addition to the materials presented to support the original CCA Board accreditation decision.
- d Makes a recommendation to the CCA Board to either support or reverse the decision of the CCA Committee which made the decision to deny or rescind accreditation. That recommendation, along with the rationale for making it, shall be communicated in writing to the CCA Board of Directors and to the PO making the appeal.

6. Appeal Hearing

- 6.1. The Appeal Panel will set a time and place for a hearing to take place, the date of the hearing to be no later than 60 days from the date upon which the CCA received the PO's written notice of appeal.

7. Appeal Documentation

- 7.1. The Appeal Panel will receive the following, no later than **14 calendar days** before the scheduled appeal hearing:
 - a PO's documentation: the organization's written arguments and supporting evidence.
 - b CCA's documentation: CCA's accreditation report concerning the PO and supporting documentation.

8. Appeal Hearing Protocol

8.1. Parties

- a PO representatives: no more than three persons may appear before the Appeal Panel and these three persons may be the PO executive director, staff and/or board members.
- b CCA representatives: the CCA ED shall designate who will represent the CCA at the hearing; up to four representatives may attend and these may be the ED, Accreditation Manager or review team members.
- c Such other persons as the Appeal Committee may specify are proper parties to the proceedings before them.

8.2. Presentation

- a PO presentation: PO representatives may speak in support of the written arguments as to why they believe one of the criteria for Appeal were met, but may not introduce any new facts at this time, and respond to questions from the Appeal Panel.
- b CCA presentation: CCA representatives may speak in support of the original accreditation recommendation made, but may not introduce any new facts at this time, and respond to questions from the Appeal Panel.
- c Order of presentation: the PO will make its presentation first.
- d Parties present: the Appeal Panel will hear from each party making representation in private without the presence of the other party.

9. Appeal Panel Recommendation

9.1. The Panel examines documentation for errors or omissions in the accreditation process and considers the written and oral submissions. The Appeal Panel may recommend to the CCA Board of Directors in writing that:

- a the original decision be upheld; or
- b the original decision be reversed; or
- c additional information be obtained about the accreditation procedures and the process followed, as the Panel is unable to make a recommendation based on the information before it.

10. Additional Information: The recommendation for additional information will result when the Appeal Panel believes that there has been a significant error or omission in evaluating the PO's compliance with a CCA accreditation standard(s) and that this directly affected the outcome of the PO's accreditation.

10.1. Reassessment: the CCA Board of Directors may order a reassessment of the PO's accreditation submission (which may include a site visit if the relevant CCA Standard(s) requires this type of evidence) to obtain the information that the Appeals Panel needs to make a recommendation.

- a. Selection of reassessment review team: the CCA ED will appoint a new review team (usually two persons) made up of CCA reviewers who were not part of the original review team, nor members of the QAIC or the Appeal Panel.
- b. The review team will consider the type of reassessment that is required and decide whether a site visit is necessary. If so, the team leader will arrange with the PO for a mutually agreeable time for this site visit.
- c. The review team will reassess only material that bears directly on the reasons for the appeal. No new material submitted as evidence from the PO, developed since the original accreditation decision, will be considered. The material originally provided will not have been altered or revised since it was submitted to the CCA for the original accreditation process.
- d. Within one month of being appointed, the review team will submit a written report concerning its reassessment to the CCA ED. The CCA ED will forward the report to the Appeal Panel.
- e. The Appeal Panel will meet to review the reassessment report and to make its written recommendation to the CCA Board of Directors.

11. Board of Directors' Decision

11.1. The majority decision of the CCA Board is binding and is not subject to further appeal by the PO.

11.2. Possible outcomes of an appeal are to:

- a accredit the PO, or if the original decision was to rescind accreditation, maintain the PO's accreditation; or
- b conditionally accredit the PO for a six-month period from the time of the appeal decision (only if a conditional accreditation was not previously granted); or
- c uphold the original decision to deny accreditation of the organization; or
- d uphold the original decision to rescind the PO's accreditation.

12. Confidentiality and Communication

- 12.1. The appeal process is confidential. All parties participating in an appeal will sign a conflict-of-interest waiver and will either have previously signed an oath of confidentiality or will sign one at the initiation of his/her involvement.
- 12.2. Whether the appeal proceeds or not, the decision will be communicated in writing from the CCA Board Chairperson to the Chairperson of the Board of the PO submitting the appeal and to the CCA ED. If the decision is that the appeal will not proceed, the communication will explain the reasons why the appeal will not proceed.
- 12.3. The CCA Board decision regarding the appeal will be communicated in writing from the CCA Board Chairperson to the Chair of the Board of the PO submitting the appeal with a copy to the PO's executive director and to the CCA ED.

 <p>Canadian Centre for Accreditation Excellence in community services Centre canadien de l'agrément L'excellence en matière de services communautaires</p>	Section	Accreditation Policies and Procedures
	No.	ACC-09
	Title	CCA Quality Update
	Approval date	July 26, 2014
	Approved by	Executive Director
	Dates of revision	April 26, 2016

ACC-09 CCA Quality Update

Scope

This policy applies to all Organizations that have been granted CCA accreditation.

Purpose

This procedure outlines how CCA Quality Updates shall be administered and implications related to Policy ACC-11 Rescinding Accreditation Status.

Definitions

Participating Organizations (POs) – Organizations that have a current signed agreement with CCA to participate in the Accreditation Program.

Policy

As per CCA Policy ACC-02, one of the requirements for a PO to maintain its CCA accredited status is to submit a Quality Update to CCA on the first and second anniversaries of the beginning of its current accredited term.

Procedures

1. The Annual Quality Update is due on the anniversary date of the accredited term, in particular on the first and second anniversaries. The Quality Update will not be administered on the third anniversary except where the PO has been granted an extension and delay of its site visit.
2. The Annual Quality Update consists of four sections:
 - 2.1 An introduction stating the purpose of the Update and a reminder that completion of the Update by the due date is required in order to maintain accreditation. The possible consequence of not submitting an Update shall be stated, i.e., the PO's accreditation may be rescinded by the CCA Board as per Clause 12 of its CCA Agreement.
 - 2.2 Current contact information and any changes in the PO's legal or financial status
 - 2.3 Statement of PO's compliance with CCA accreditation requirements (if accreditation requirements have been revised since the PO was accredited, the PO is expected to comply with the accreditation requirements that were in place at the time of its accreditation)

2.4 Short description of at least one, and up to three, quality improvement initiatives the PO is pursuing

3. The Quality Update must be completed and submitted by the due date and approved by the PO's Chief Executive.
4. CCA Process for Requesting the Quality Update in advance of the Due Date:
CCA will request and remind the PO about submitting the Quality Update as follows:
 - The request for the Quality Update shall be sent two (2) months before it is due, to the PO's Chief Executive, Accreditation Lead and the CCA Accreditation Manager
 - If the Quality Update is not received, a second reminder will be sent one (1) week in advance of due date - to the same individuals, noting the due date
5. CCA Process if Update is not submitted by Due Date:
CCA staff shall allow up to two (2) weeks post the due date for the Update to be submitted. If it is not received at the 2 week post due date, the CCA Accreditation Manager (or other designated staff person) will contact the PO's Chief Executive and reiterate the need to complete the Quality Update as soon as possible. In addition, an explanation shall be requested for why the Quality Update is delayed.
6. If the Quality Update is still not received by CCA at the one (1) month past due date point, a CCA staff report on the matter shall be brought to the next CCA Board meeting. If possible the staff report should provide the PO's explanation for why there has been a delay in submitting the Quality Update. The CCA Accreditation Manager shall notify the PO's Chief Executive that a report is going to the CCA Board concerning the lack of submission. The CCA Board will decide on any action to be taken by CCA concerning the lack of submission of the PO's Quality Update.
7. When a Quality Update is received by CCA, an initial acknowledgement of receipt shall be sent to the PO. The Accreditation Manager shall review the Quality Update to ensure it is satisfactory. If it is satisfactory, the Accreditation Manager shall send a short message to the PO's Chief Executive thanking the PO for submitting its Quality Update and that it was satisfactory.
8. If in its Quality Update, a PO reports that there are issues related to its legal and corporate status, or that it has not been adhering to CCA standards or legislation, the following actions shall be taken by CCA staff to follow-up:
 - It is expected that the PO will provide a brief plan as to how it intends to address and improve this situation. If there is no plan provided in the submission, CCA staff shall follow-up with the PO to request that such a plan be submitted.
 - If a satisfactory plan is submitted, then this should not require further follow-up by CCA staff.
 - Depending on the gravity of the issue, it may require that the Accreditation Manager bring the issue forward for consultation with other CCA Accreditation Managers and the Executive Director. If staff have serious concerns, the matter may be brought to the attention of CCA's Board of Directors.
 - Based on an assessment of how critical the situation described in the PO's Quality Update is to the viability of the PO, the CCA Board may initiate a process of considering rescinding the PO's accredited status, according to Policy ACC-11 Rescinding Accreditation Status.



Section	Accreditation Policies and Procedures
No.	ACC-10
Title	Extension of Accreditation
Approval date	June 22, 2012 February 28, 2017
Approved by	Executive Director
Dates of revision	January 15, 2014
Date Reviewed	March 7, 2016

ACC-10 Extension of Accreditation

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this policy is to outline the process by which a PO may apply for an Extension of its accredited status.

Definitions

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Policy

1. Extension of Accredited Status in cases where a postponed site visit is approved
 - 1.1. The CCA Executive Director may allow a postponement of the planned accreditation site visit in exceptional circumstances as follows:
 - a by PO request (see #2 below);
 - b if needed for CCA administrative purposes (see #3 below).
 - 1.2. An extension of the accreditation term may be granted for a maximum of 12 months.
 - 1.3. If an extension is granted, the CCA accreditation certificate (based on the most recent CCA review) will not be revised or reissued.
2. PO-Initiated Request for re-scheduling of the site visit and extension of their accredited status
 - 2.1. POs shall make every effort to meet the accreditation date which has been agreed upon with CCA.
 - 2.2. POs that face exceptional circumstances, which may make them eligible for a delay of their site visit beyond the time frame that would ensure their accredited status would not lapse, may apply for a postponement of the site visit and extension of their accredited status in writing to the CCA Executive Director. This request shall be submitted no later than six months before the scheduled sit visit.

- 2.3. A formal extension request is not needed if the PO is not in the midst of a current CCA accredited term (either not previously accredited or whose accreditation has lapsed.)
 - 2.4. The PO's Accreditation Manager and CCA Executive Director shall review the request and take into account the following criteria in making their recommendation and decision:
 - a whether the reasons for postponing the review are considered exceptional – an exceptional reason is defined as a recent, major, and unplanned organizational issue (e.g., amalgamation and other significant organizational restructuring, significant staff turnover, amalgamation, legal issues, strike, fire, community disaster) that would profoundly impede the PO's ability to participate in a review as scheduled;
 - b whether meeting the request is feasible from a CCA human and financial resources perspective.
 - 2.5. If there are any issues with the request, another CCA Accreditation Manager will be asked to review the PO's request and provide his/her recommendation concerning the request.
 - 2.6. The PO will be sent a letter informing it of the extension decision within one month of its formal request.
 - 2.7. If the CCA Executive Director approves the request, the PO's accredited status will be considered extended for the duration. As noted in 1.2. above, this extension may be for no longer than 12 months past the expiration of its previous accreditation term date. Any extended accreditation that is granted is conditional on the PO proceeding with the site visit within the extended accredited time period.
 - 2.8. The PO's next accreditation cycle will be shortened by the duration of the extended accredited period.
 - 2.9. Alternatively, if the PO needs additional time beyond the twelve months, it may negotiate a new site visit date with CCA for a mutually agreed time. In this circumstance, the accredited status of the PO would lapse pending completion of its review process. A new accredited term will be granted once the review process is successfully completed.
3. CCA Initiated Rescheduling of a planned Site Visit
 - 3.1. CCA will make every attempt to meet its commitment to each PO regarding the agreed schedule for a review. If CCA needs to reschedule a site visit after it has been booked (i.e., a week for the review has been established), as a result of unplanned or unexpected circumstances, the PO will be contacted and alternatives discussed. A new review date will be selected based on CCA's next available review date and the PO's availability. Reasons that might necessitate such a change include the sudden inability of a review team member to meet their commitment to complete the review.
 - 3.2. Where such a delay in the site visit will mean that the accredited status of the PO would expire, the CCA Executive Director shall grant an extension to the PO's accredited status which may change the date of the accredited term of the PO.
 - 3.3 The PO will be sent a letter confirming the revised site visit plans and the impact on its accreditation term.



Section	Accreditation Policies and Procedures
No.	ACC-11
Title	Rescinding Accreditation Status
Approval date	July 25, 2012
Approved by	Executive Director
Dates of revision	July 17, 2017
Date Reviewed	March 7, 2016

ACC-11 Rescinding Accreditation Status

Scope

This policy applies to all directors, employees, volunteers and agents.

Purpose

The purpose of this policy is to outline the circumstances and process under which a PO's accreditation may be rescinded.

CCA's primary goal is to promote continuous learning and improvement at organizations providing health and social services in the community. However, in order that CCA accreditation remains a publicly credible indicator of organizational health, it is important to also demonstrate CCA's commitment to upholding basic standards of organizational operation both at the time of the review and for the four years that an organization is accredited.

Clause #13 in the CCA Agreement with POs states that CCA may rescind the accreditation of an Organization "in the event of any material adverse change in or to the Organization or its operations" as cited below:

In the event of any material adverse change in or to the Organization or its operations, CCA, at its discretion, may rescind the accreditation of the Organization upon thirty (30) days' prior written notice with reasons to the Organization, unless the Organization has corrected such material adverse change to the complete satisfaction of CCA within such thirty (30) day period.

This Clause gives CCA the authority to take action between accreditation visits if there is a "material adverse change in or to the Organization or its operations". The purpose of this Policy and Procedures is to outline circumstances that may constitute such an "adverse material change" where CCA would consider rescinding accreditation and steps it will take to investigate such matters.

Definitions

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Member Associations – These are the corporate members of CCA, which are associations of service providers, as outlined in the CCA Bylaws.

Policy

1. Rescinding Accredited Status as per Clause 13 of CCA Accreditation Agreement
 - 1.1. The Quality Committee of the CCA Board will give consideration to rescinding a PO's CCA accredited status, under Clause 13 of the CCA Agreement, if there is a concern

that there are significant circumstances that could threaten the basic integrity of the organization. The circumstances that would constitute such "material adverse change" shall include, but not be limited to:

- a the organization ceases to exist as a separate corporation (e.g., amalgamation with another organization, organization declares bankruptcy); or
- b there is compelling evidence that the organization no longer meets CCA's Mandatory Standards requirements that apply to its organization.

1.2. As noted in Clause 13 of CCA Agreement, if the CCA Quality Committee decides that a PO's accredited status should be rescinded, CCA shall give the PO a minimum of 30 days' written notice of this decision with the Committee's reasons for it. The PO has the opportunity within the 30-day period to provide additional information to CCA to address the material adverse change that was the basis of CCA's decision. The CCA Board, at its discretion, may give the PO a longer period of time to respond to the identified concerns as it deems appropriate but it shall not give a shorter period of notice.

1.3. The PO has the right to appeal the decision of the CCA Board as per Clause 14 in the CCA Agreement as follows:

*Any decision by CCA not to accredit the Organization **or to rescind the accreditation of the Organization is subject to appeal** in accordance with the terms and procedures set out in the CCA Policies. In the event of an appeal, the Organization also authorizes CCA, including the Appeals Panel, to deal directly with the chief executive officer of the Organization on all matters relating to an appeal.*

2. Rescinding Accredited Status related to CCA Quality Update (as per Clause 12 of CCA Agreement)

2.1. As per clause 12 of CCA Agreement, *"In order to maintain its accredited status throughout the accredited period, the Organization is required to submit a satisfactory CCA Quality Update in a timely manner as requested by CCA.*

2.2. Such CCA Quality Update shall be submitted to CCA as per the format developed by CCA on the first two anniversaries of its accreditation decision.

3. Rescinding Accredited Status for non-payment of CCA Fees

3.1. CCA accreditation may be rescinded if the fees outlined in the CCA Agreement and CCA Fee Policies are not paid.

4. Rescinding Accredited Status for non-renewal of membership in a CCA member association

4.1. In one sector (children and youth mental health in Ontario) organizations are required to be members of their sector's provincial association as required through the CCA Cooperation Agreements with this association (Children's Mental Health Ontario. CCA accreditation will be rescinded if such membership is not maintained.

5. Consequences of CCA Decision to Rescind Accredited Status

5.1. Upon rescinding of accredited status, CCA requires that the organization return the CCA accreditation certificate to CCA and cease to refer to being a CCA accredited organization in any of its communications (including both electronic and print materials, such as their website, letterhead or pamphlets).



Section	Accreditation Policies and Procedures
No.	ACC-12
Title	Mergers and Acquisitions
Approval date	June 17, 2015
Approved by	Executive Director
Dates of revision	February 28, 2017
Date Reviewed	March 7, 2016

ACC-12 Mergers and Acquisitions

Scope

This policy applies to all employees, volunteers, agents and Participating Organizations.

Purpose

The purpose of this policy is to outline how CCA would handle the accreditation status and fees of a Participating Organization that has gone through a merger/amalgamation or an acquisition, and if continued accreditation is approved, the process by which a PO may apply for an extension of its accredited status.

Definitions

Acquisition - An acquisition is when one organization absorbs one or more program(s) of another organization.

Merger - A merger occurs when two (2) or more POs amalgamate, with only one (1) PO (i.e., the surviving agency) retaining its corporate status, or a new corporation is created. This may also be referred to as an amalgamation.

Participating Organizations (POs) – Organizations that have signed an agreement with CCA to participate in the Accreditation Program.

Policy

1. Acquisitions
 - 1.1. Where the only significant change at a CCA-accredited organization is the acquisition of a new program(s), if the new program(s) is already accredited by CCA, the PO and the new program remain accredited. If applicable and requested, CCA may provide a revised certificate that lists the newly acquired program.
 - 1.2. Where an accredited PO acquires a program new to the PO that is not accredited by CCA, the program remains non-accredited until a full accreditation process is completed. Usually this would come up at the expiry of the accreditation, but if desired, a PO may request an earlier date for their site visit.
 - 1.3. In situations where significant changes occur to the PO's organizational operations or programs as a result of the acquisition (e.g., in its staffing or in the focus of its original programs), CCA reserves the right to review and re-consider the accreditation status of the PO.

2. Mergers
 - 2.1. PO's that are considering a merger/amalgamation are advised to reference CCA's accreditation standards as part of their re-structuring planning in order to increase the likelihood that the new structure and processes will continue to meet CCA standards.
 - 2.2. There are many different possible results from a merger/amalgamation process, some of which are outlined in the Guidelines Table (p. 4.) The extent of the re-structuring will determine whether the PO's previously granted accreditation may be retained or not, depending on whether the re-structuring is minor, medium or major as outlined under Procedures Section 3.
3. CCA Fees
 - 3.1. In the case of program acquisition, CCA Fees will continue to be assessed on the PO's anniversary date as usual. The fees may increase if the PO's operating expenditures increased as a result of the acquisition as per CCA's Annual Base Fee sliding scale. The size of the Review Team for the accreditation of the PO will be re-assessed based on the combination and size of programs that are to be accredited.
 - 3.2. In the case of a merger/amalgamation, revised CCA Fees will be assessed starting on the date that the merged/amalgamated entity is formally established, as per the CCA Annual Base Fee sliding scale. The size of the Review Team to be used in the accreditation of the newly formed organization will be re-assessed based on the combination and size of programs that are to be accredited.
 - 3.3. If one of the pre-merger organizations continues after the merger, then all the CCA fee credits accumulated by the merging organizations will simply be transferred to the continuing organization. If a completely new corporate entity is established, then this new entity will be allowed one year to affiliate with CCA under its new corporate entity in order to retain any accumulated fee credits that its merged organizations may have had with CCA. As per the CCA Agreement, if the new entity does not re-affiliate with CCA, it forfeits any accumulated fees that have been paid to CCA.
4. Extension of Accredited Status
 - 4.1. POs acquiring a new program are only eligible for the usual one-year extension as per Policy ACC-10. Note: CCA's policy is that a program must have been actively offered by an organization for at least one year before the accreditation site visit in order for it to be included in the organization's accreditation.
 - 4.2. A newly merged/amalgamated PO may be eligible for an extension of its accreditation beyond the maximum allowed in CCA Policy ACC-10 (which is one year). The organization may be granted up to two years from the date of amalgamation if this is beyond its four year accredited term. See Guidelines Table for further information about extension eligibility.
5. Change in corporate name of the PO
 - 5.1. In the case of a PO changing its corporate name as a result of an acquisition or merger/amalgamation, if CCA has agreed that the accredited status previously granted may be retained, CCA may issue a revised accreditation certificate under the new name as long as the accreditation term has not expired.

Procedures

1. A PO is required to notify CCA within 30 days of a merger or acquisition taking place. If possible, CCA should be notified when plans for such an organizational change are being made – in advance of the change being formalized. Note: If the PO has a credit counselling program accredited by CCA, the notification should also be sent to C/OACCS and C/OACCS will be engaged in the decision about the implications for the accreditation of the PO's credit counselling program.
2. A restructured organization shall have up to two months (60 days) after its re-structuring is formalized to submit documentation to CCA about the resulting changes to its structure, programs and services, staffing and funding. CCA will provide a format for this report and will engage in discussions with the organization to assess implications for its accredited status.
3. CCA staff (and C/OACCS if a credit counselling program is involved) will review the organizational changes reported in order to assess the impact the re-structuring has had on the organization's ability to continue to meet CCA standards. If needed, CCA may charge a fee to conduct this assessment on a cost recovery basis (e.g., fees will depend on whether the review process can be conducted as a paper process or whether it would require a site visit.) The impact of the restructuring can be categorized as follows:
 - 3.1. Minor Changes (e.g. some re-shuffling of how programs are organized but no significant changes in policies or practices at the management or governance levels) - It is most likely that the organization would be able to retain its accredited status.
 - 3.2. Medium Changes (e.g. some changes at the management and governance levels not just in individuals holding positions but in organizational policies) - The organization may not be able to retain its accredited status – major revisions to policies will need to be re-assessed by CCA.
 - 3.3. Major Changes (e.g. new corporate entity is established with new policies and procedures) – If a new corporate entity is created, CCA's previous accreditation would normally become void as it was granted to a corporation that no longer exists. CCA may consider re-issuing the accreditation to the new corporate entity under some narrow circumstances, that is, if the organization can demonstrate that there has been very little change in its operations.
4. If the changes to the new entity are considered to be minor or medium by the CCA Executive Director, the Executive Director may approve the continuation of the accredited status as held by the merging organization(s) or may approve the transfer of accreditation to a new corporate entity.
5. If CCA staff assess that due to the extent of organizational changes, consideration should be given to rescinding the previous accredited status, a recommendation concerning this will be made to the CCA Board. CCA's Policy on Rescinding of Accreditation Status (ACC-11) will come into force if that is the decision of the CCA Board of Directors.
6. The PO shall be informed of the Executive Director's decisions in a timely manner (no later than 30 days).

See next page for Guidelines re: Retention of Accreditation and Extension eligibility for POs that have undergone a merger/amalgamation (Table does not include organizations that have undergone an acquisition.)

Accreditation Status Following Mergers/Amalgamations: Guidelines Table

Note: Accreditation and accredited only refers to CCA accreditation or accreditation granted by one of the associations that founded CCA. This Table does not address acquisitions.

Variations on Merged Structure	Retaining Accredited Status until previously granted expiry date (See Section #3 under Procedures for more detail on retention of Accredited status)	Eligibility for regular one year extension (as per CCA Policy ACC-GEN-10)	Eligibility for Longer Extension (as per Section #4 under Policy above)
<i>Section 1 – One of the corporations continues post merger</i>			
2 or more Orgs combining are all accredited by CCA	Accreditation may continue if corporate changes are minor or medium.	Eligible	Eligible
Only the larger Org of those combining is accredited by CCA	Accreditation may continue if corporate changes are minor or medium.	Eligible	May be eligible
Only the smaller Org of those combining is accredited by CCA	Accreditation may not be retained as CCA does not accredit individual programs.	N/A	N/A
<i>Section 2 – New Corporation is formed post merger</i>			
1) 2 or more Orgs combining are all accredited by CCA	CCA would consider transferring the accredited status to the new entity. The transferred accredited term dates will be adjusted based on the accredited terms of the forming Orgs.	Eligible, if previously granted accredited status is approved to continue.	Not eligible
2) Only the larger Org of those combining is accredited by CCA	Transfer of accredited status is less likely in scenarios 2 or 3 but will be considered.		Not eligible
3) Only the smaller Org of those combining is accredited by CCA			Not eligible



Section	Accreditation Policies and Procedures
No.	ACC-13
Title	Complaints about Accredited Organizations
Approval date	January 20, 2016
Approved by	Executive Director
Dates of revision	
Date Reviewed	March 2017

ACC-13 Complaints about Accredited Organizations

Scope

This policy applies to all employees, volunteers, agents and Participating Organizations.

Purpose

The goal of CCA’s accreditation program is to support community health and social service organizations to examine, strengthen and improve the quality of their services and operations. As part of every accreditation review CCA verifies that the organization being accredited has and abides by policies and procedures outlining how they will respond to complaints received from the public about their practices.

CCA is committed to maintaining the integrity of its accreditation program. CCA’s four-year accreditation review cycle includes an in-depth site visit at the organization as well as annual status reports submitted by accredited organizations. If concerns arise in between accreditations, CCA expects the organization to develop a plan to address the concern and to report to CCA on its progress in addressing the concern.

If a member of the public has a concern that a CCA-accredited organization is not meeting CCA Standards, this may be relevant information to CCA’s assessment of an organization. This policy provides guidelines for how CCA will respond to any such information it may receive.

Definitions

In this policy the following terms are used to refer to steps in CCA’s complaints process:

- complaint “received” – All complaints go through this first step where a CCA staff person has an initial conversation with the complainant to understand the complaint.
- complaint “accepted” – Only those complaints that meet CCA’s initial criteria will be accepted for further review by CCA. Such review generally involves obtaining a report from the accredited organization.
- complaint “acted on” - A sub-set of complaints that CCA accepts for review may involve further action by CCA beyond the initial review step.

Policy

1. In order for CCA to accept a complaint or concern for consideration the following criteria must be met:

- 1.1. The organization is accredited by CCA and this accreditation includes the relevant program area, if applicable. (In some organizations not all programs are

accredited.) The matter of concern must have taken place when the organization, and program, if applicable, were accredited by CCA.

- 1.2. The complaint is related to Mandatory or required CCA standards.
- 1.3. The complainant has exhausted the internal complaints process of the organization (where such a process exists and is applicable to the situation.)
- 1.4. The complainant identifies him/herself and gives permission for his/her name to be provided to the accredited organization.
2. Upon accepting a complaint, CCA will require the accredited organization to provide a report outlining how it responded to the complaint under question.
3. CCA staff will assess this report from the organization and decide whether further information is needed, or, whether further review or action is warranted based on the nature of the complaint and the information provided by the organization. The CCA Board shall be informed if the complaint may potentially bring into play an investigation process related to CCA's Policy on Rescinding Accreditation (See Policy ACC-GEN-11.)
4. CCA will typically not act on a concern or complaint in the following circumstances until the related process has been exhausted. CCA shall require the accredited organization to inform CCA of the eventual resolution of the matter:
 - 4.1. The concern is related to the practice of an individual registered professional.
 - 4.2. The concern is related to employee-employer issues.
 - 4.3. The concern is related to an issue for which provincial or territorial legislation exists, such as employment standards, privacy legislation or an established Ombudsman process.
 - 4.4. Legal action has been initiated as a result of the concern.
 - 4.5. The matter is under police investigation.
5. Information shall be posted on CCA's website and made available in electronic or hard copy concerning how the public can express concerns to CCA about accredited organizations. If these formats are not accessible to an interested individual, CCA staff shall describe the process verbally.
6. The Executive Director shall provide a written report annually to the CCA Board concerning the nature of the complaints received, whether they were accepted for review by CCA, and their resolution. Staff shall review this summary report annually to assess if there are any improvements at CCA that should be made. This shall be reported to the CCA Quality Committee and Board.

Complaints/Concerns Procedure

- 1) Concerns about accredited organizations shall be directed to the CCA Executive Director or designate.
- 2) CCA shall acknowledge the complainant within five working days of initial contact made to the CCA office by email, mail or phone. This means that at minimum, CCA will contact the complainant to set up a time when s/he may speak to the CCA Executive Director or designate to discuss their concern/complaint.
- 3) Before accepting a complaint for review, CCA shall first confirm whether:
 - a. the complaint is about a CCA-accredited organization/program, and,

- b. the complaint is related to Mandatory or required CCA standards, and,
 - c. the complainant identifies him/herself and gives permission for his/her name to be provided to the accredited organization, and,
 - d. the complainant has exhausted the particular accredited Organization’s internal complaints process (where such a process exists and is applicable to the situation.)
- 4) If CCA accepts a complaint, CCA shall inform the accredited organization about the nature of the complaint received and require that the organization provide a report to CCA on the process it followed to address this complaint and how it has been resolved at the organization. This is in order that CCA can be satisfied that the organization continues to have an acceptable (as per CCA Standards) Complaints Policy in place, and has followed it in this particular instance. It is expected that confidential client personal information will not be revealed in this report to CCA.
- 5) If the organization’s Complaints Policy does not meet CCA Standards or has not been followed, CCA shall require that the organization revise and/or implement its Complaints Policy to meet CCA Standards, and report back to CCA on this.
- 6) If the complainant has a concern/complaint that falls under one of the following categories, CCA shall encourage and expect the complainant to pursue the recourse options available to them as indicated in the table below. CCA will not act on the complaint until the relevant process referenced below is exhausted:

Description of concern	Process complainant expected to pursue
The concern is related to the individual practice of a registered professional.	- contact the appropriate related professional governing college
The concern is related to employee-employer issues	- pursue usual grievance process at organization
The concern is related to an issue for which provincial or territorial legislation exists, such as, employment standards, privacy legislation or an established Ombudsman process	- contact the appropriate provincial or territorial authority
Legal action has been initiated as a result of the concern.	- wait for the results of the legal process
The matter is under police investigation.	- wait for the results of the police investigatory process

If the matter is being dealt with under any of the above processes, CCA shall require the accredited organization to inform CCA of the eventual resolution of the matter by this process.

- 7) Depending on the nature of the complaint and how the organization has responded to Procedure points #4 and #5 above, CCA will assess whether further information is required from the organization. If so, the organization shall be requested to provide a further report on the matter - beyond their initial report on the complaints process - to describe how the organization is addressing the issues identified. The CCA Executive Director will report the matter to the CCA Board and a decision will be made as to whether CCA may take any further follow-up action, such as, further investigation of the matter. It is expected that this process shall be concluded within two months of the acceptance of the complaint by CCA.

- 8) Further investigation may be conducted by CCA if this matter is considered to raise questions about the accredited status of the organization. Depending on the gravity of the complaint and how it is resolved, CCA's Policy on Rescinding Accreditation may come into play (see Policy ACC-GEN-11.)
- 9) Complainants and the accredited organization being complained about shall be advised of progress in CCA's review process and of the outcome of the review.
- 10) A report on an accepted complaint (as per Procedure point #5 above) and the related accredited organization's response to it shall be documented by CCA staff and shall be entered into the accredited organization's file. This report will be shared with the CCA review team the next time this organization comes up for a CCA accreditation review.



Section	Accreditation Policies and Procedures
No.	ACC-14
Title	Preliminary Accreditation Service
Approval date	November 21, 2012
Approved by	Executive Director
Dates of revision	April 16, 2014
Date Reviewed	March 7, 2016

ACC-14 Preliminary Accreditation Service

Scope

This policy applies to all employees, volunteers and agents.

Purpose

The purpose of this policy is to describe the CCA Preliminary Accreditation Service. There are many organizations that may be interested in learning about the CCA Standards to use them as part of their quality improvement, however, they may not be ready to proceed with an accreditation review in about three years which would be the normal CCA timeline once an organization signs on as a full Participating Organization with CCA. The CCA Preliminary Service provides a time-limited opportunity for organizations that are new to accreditation to learn more about what is involved.

Definitions

To be inserted as needed

Policy

1. Organizations to be served by the Preliminary Accreditation Service
 - 1.1 Organizations in service sectors where CCA has ownership of the related CCA Program Standards that are:
 - a more newly established organizations (approximately in their first five years),
or,
 - b older organizations that are smaller and less formal in their operations, and wishing to formalize their processes,
and,
 - c that have not participated in an accreditation before.
2. Goals of the Preliminary Accreditation Service
 - 2.1 to demonstrate to the organization how CCA could be a useful resource in establishing systems within their organization
 - 2.2 to begin to develop a relationship with the organization
 - 2.3 to build confidence in the organization's leaders that it has the capacity to undertake an accreditation
 - 2.4 to demonstrate to the community more broadly CCA's commitment towards its mission to promote quality in community services

3. Description of the Preliminary Accreditation Service

3.1. The CCA Preliminary Service contract shall be for a one-year period with the option to renew for a maximum of one more year. Any further extension is at the discretion of the CCA Executive Director. The contract shall state that the Organization is expected to make the commitment to become a full Participating Organization after this period.

3.2. As part of this service, Organizations would receive:

- a. Access to current CCA Standards and accreditation resources
- b. Consultation with an Accreditation Manager (over the phone or email) for a limited number of hours concerning CCA standards, indicators, checklists and accreditation process
- c. Other regular updates from CCA such as newsletters
- d. Access to CCA Website including the web-based Resource Library
- e. Consultation visit by a CCA Accreditation Manager (Note - the organization would be expected to cover CCA travel costs)

4. Fee for Preliminary Service

The fee for this service is \$1,000.00 per year. If the organization is using a program module not owned by CCA, an additional license fee shall apply.



Section	Accreditation Policies and Procedures
No.	ACC-15
Title	Content of CCA Accreditation Certificate
Approval date	October 12, 2012
Approved by	Executive Director
Dates of revision	April 16, 2014
Date Reviewed	March 7, 2016

ACC-15 Content of CCA Accreditation Certificate

Scope

This procedure applies to all Organizations that have been granted CCA accreditation.

Purpose

This procedure outlines the content to be stated on the CCA Accreditation Certificate.

Definitions

Participating Organizations (POs) – Organizations that have a current signed agreement with CCA to participate in the Accreditation Program.

Procedures

Two identical copies of the CCA Accreditation Certificate shall be sent to the PO following the approval of its full accreditation by the CCA Board. The PO may request additional copies from CCA which shall be provided by CCA for a small fee.

The CCA Accreditation Certificate shall state:

CCA Logo - Certificate of Accreditation presented to [Name of Organization] in recognition of achieving established CCA standards for quality in governance, management and (see sections 1, 2 and 3 below)

1. If programs/services in one sector accredited:

- "...quality in governance, management and child welfare services"
- "... quality in governance, management and credit counselling services"
- "... quality in governance, management and child and youth mental health services"
- "... quality in governance, management and community-based primary health care"
- "... quality in governance, management and community support services"
- "... quality in governance, management and community mental health and addiction services"
- "...quality in governance, management and family services"

In general, the sector will be stated (except in the case of the EAP accreditation)

2. If programs/services in two sectors accredited – some examples:

- “in recognition of achieving established CCA standards for quality in governance, management, credit counselling and family services”
- “in recognition of achieving established CCA standards for quality in governance, management, child and youth mental health and child welfare services”
- “in recognition of achieving established CCA standards for quality in governance, management, and community support and family services”
- “in recognition of achieving established CCA standards for quality in governance, management, family services and employee assistance programs”
- “in recognition of achieving established CCA standards for quality in governance and management, community-based primary health care, mental health and addiction services”

3. If programs/services in three sectors or more are accredited – insert a colon - example:

“-in recognition of achieving established CCA standards for quality in governance, management and in the following service areas: family services, credit counseling, child and youth mental health”



Section	Accreditation Policies and Procedures
No.	ACC-16
Title	Use of CCA Accreditation Certificates, Banners and Logo by Accredited Organization
Approval date	November 17, 2014
Approved by	Executive Director
Dates of revision	
Date Reviewed	

ACC-16 Use of CCA Accreditation Certificates, Banners and Logo by Accredited Organization

Scope

This procedure applies to all Organizations that have been granted CCA accreditation.

Purpose

This policy and procedure outlines how CCA accredited organizations may use the CCA Accreditation Certificates, Banners and Logo.

Policy

When an organization is approved for full CCA accreditation, CCA shall send it two identical copies of the Accreditation Certificate and information on how it may acquire Banners and access an electronic CCA Logo for accredited organizations. The Accreditation Certificates and Accreditation Logo remain the property of CCA, and may only be used by the accredited organization under the conditions specified by CCA. The Accreditation Banners are owned by the accredited organization but may only be displayed under the conditions described below.

Procedures

1. Compliance with the following conditions is required when displaying the CCA Accreditation Certificates and Banners and when using the CCA Accreditation Logo:
 - 1.1 The organization must be currently accredited through CCA's Accreditation Program.
 - 1.2 If the period of accreditation has expired, the organization's right to use the CCA Accreditation Certificates, Banners and Logo shall cease.
 - 1.3 If an organization's accreditation is rescinded (as per Policy ACC-GEN-11 Rescinding Accreditation Status) its right to display the CCA Certificates and Banners and use the CCA Accreditation Logo shall cease.
 - 1.4 Other than proportional re-sizing, the CCA Logo must remain in the same format. The Logo may be printed in black and white or as a full colour image as available from CCA.
 - 1.5 When CCA Accreditation status relates to only some of the programs of the organization, the use of the Accreditation Certificates, Banners and Logo shall only be in

connection with those programs. The organization shall clearly identify the programs to which CCA Accreditation status applies (or those which are excluded).

1.6 The rights granted to the organization are specific to that organization. The organization shall not assign the rights granted to it by CCA to display the CCA Accreditation Certificates or Banners, or to use the Logo to any other person or entity.

1.7 CCA reserves the right to terminate display of the CCA Accreditation Certificates or Banners, or use of the CCA Accreditation Logo by notice in writing if the organization breaches any of the above mentioned terms.

1.8 CCA reserves the right to alter or vary the terms and conditions of display of the CCA Accreditation Certificates or Banners, or use of the Logo at any time, as it sees fit.

2. The requirements for printing the CCA Accreditation Logo apply for use on all print and electronic materials and promotional items such as letterhead paper, newsletters, brochures, annual reports, business cards or advertising.
3. **Important:** By receiving this policy and using the CCA Accreditation Certificates, Banners or Logo, the organization acknowledges that it (through its authorized representative) has read and understood the above mentioned terms and conditions and agrees to be bound by those terms.