



# CANADIAN CENTRE FOR ACCREDITATION

Strategic Plan  
2024 - 2028



**Canadian Centre for Accreditation**  
*Excellence in community services*  
**Centre canadien de l'agrément**  
*L'excellence en matière de services communautaires*

# ABOUT CCA

The Canadian Centre for Accreditation (CCA) is a non-profit organization that delivers accreditation specifically tailored to community-based health and social services across Canada. We champion quality at all levels of an organization, providing accreditation based on recognized leading practices in governance, management and operations. We specialize in community-based services including child, youth and adult mental health and addictions, primary health care, community support and social services, individual, family and group counselling, credit counselling and youth justice.

CCA recognizes the unique strengths of the more than 200 Participating Organizations we work with. With the guiding expertise from approximately 200 volunteer Reviewers, CCA offers community organizations an approach to accreditation that focuses on strengths and quality improvement, with a modular structure to right-size accreditation services based on each unique organizational context.



## VISION

Effective organizations strengthen healthy and resilient communities.



## MISSION

CCA exists to assure quality and continuous improvement through the provision of excellence and leadership in accreditation services.

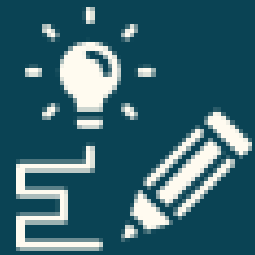


## VALUES

- Continuous Learning and Improvement
- Meaningful Collaboration
- Inclusion and Equity
- Responsible Stewardship
- Accountability

# PLANNING PROCESS

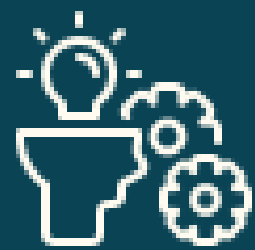
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Between January and June 2024, CCA contracted with DARE Impact Consulting to lead a comprehensive strategic planning process. This included scanning the environment and engaging with CCA's community of Participating Organizations (POs), Reviewers, partners, staff and Board.



Results from the engagement and environmental scan informed numerous planning sessions with the Board of Directors that culminated in the development of this strategic plan.



The report identifies three strategic directions with objectives for each. Embedded throughout are opportunities for continuous learning that will ensure the Board and leadership team have high quality information to confidently make evidence-informed decisions about the future of the organization.



# STRATEGIC PLANNING PROCESS

## 1. Board & Leadership Engagement

The Board of Directors and Executive Director collaboratively designed the strategic planning approach with the process facilitators.

## 3. Environmental Scan

We researched the environment that CCA operates in, including its internal / organizational context, the accreditation and other services it provides, and the broader accreditation landscape. We leveraged learnings to inform dialogue and prioritize objectives moving forward.

## 2. Engagement

We leveraged multiple points of engagement with internal and external actors. These included:

- Meetings with Board of Directors (3 meetings)
- Interviews with individual Directors (n=5)
- Focus group with staff
- Staff survey (n=4)
- Interviews with partner associations (n=6)
- Survey (n=76):
  - Respondents who were POs, n=26
  - Respondents who were Reviewers, n=21
  - Respondents who were both, n=21
  - Other, n=8

## 4. Facilitated Planning Sessions

The Board of Directors and Executive Director participated in facilitated planning sessions to identify strategic priorities and objectives moving forward. These included identifying shared visions, planning for possible future scenarios, and engaging in dialogue about CCA's current and desired future state.

## 5. Develop and Implement Plan

The discussions and research led to a strategic plan focused on building a solid foundation to enable CCA to continue to evolve to meet the needs of the community. The plan is responsive and adaptable.



# THE STRATEGY





# EXCELLENCE

Strengthening organizational foundations to support continuous improvement

01

Provide high quality accreditation services through consistent, streamlined, and effective processes and approaches

02

Enable high quality accreditation services by strengthening Reviewer program

03

Prioritize continuous learning and improvement by assessing standards framework



# ENGAGEMENT

Deepening relationships through enhanced engagement

01

Enhance meaningful collaboration with existing Participating Organizations, Reviewers and Partners

02

Use evidence to demonstrate the leadership of accredited organizations in the community services landscape



# EVOLUTION

Implementing new opportunities and embracing change

01

Demonstrate the value of CCA accreditation

02

Develop and implement a clear and evidence-informed growth strategy



# EXCELLENCE

Strengthening organizational foundations to support continuous improvement in accreditation services

## Our goal

Provide high quality accreditation services through consistent, streamlined and effective processes and approaches

Enable high quality accreditation services by strengthening Reviewer program

Prioritize continuous learning and improvement by assessing standards framework

## Why it's important

Our community told us that they value the accreditation process, but we could do more to ensure that it is delivered consistently.

We rely on a team of highly qualified volunteers to conduct accreditation reviews. We want to ensure that our Reviewer program is strong and effective.

We support POs to deliver high quality services through our standards. We want to ensure those standards continue to meet needs and expectations.

## What will change

- Optimized and standardized processes across staff and Reviewers
- Enhanced communication with POs about accreditation. resources, and tools to support organizational excellence

- New Reviewer recruitment, diversification, training, evaluation and retention strategy
- Ongoing training and continuous learning opportunities for Reviewers

- Reduced duplication in standards across modules
- Ensuring standards reflect dynamic community contexts

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Changes to standards, especially why, is not always communicated broadly.

Engagement Survey Response

”

**87% of Reviewers and Participating Organizations would recommend CCA to other organizations.**



# ENGAGEMENT

Deepening relationships through enhanced engagement

## Our goal

Enhance meaningful collaboration with existing Participating Organizations, Reviewers and Partners

Use evidence to demonstrate the leadership of accredited organizations in the community services landscape

## Why it's important

Our partners told us that CCA does a good job of understanding community contexts. We want to ensure that we continue to be responsive to the sectors we support.

CCA has a wealth of data and connections. Our partners recognize the opportunity to leverage this to inform the systems and sectors we work in.

## What will change

- More engagement with current Participating Organizations, Reviewers and Partners
- Improved supports and services based on feedback and evaluation

- Strategy to use and share data
- Participating Organizations and sector associations supported to demonstrate their quality and strengths

“

We could lead the field if we could demonstrate our value to the public.

Engagement Survey Response

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**A third of Reviewers and Participating Organizations would like to be more engaged, with the remainder engaged the right amount.**



# EVOLUTION

Implementing new opportunities and embracing change

Our goal	Why it's important	What will change
Demonstrate the value of CCA accreditation	The broader community may not be fully aware of CCA or the value of its accreditation. Through CCA's program, we aim to demonstrate a strong commitment to equity and ensure accessible services for all.	<ul style="list-style-type: none"><li>◦ Engagement beyond existing network</li><li>◦ Increased engagement beyond our existing network, fostering new partnerships and opportunities to shape the accreditation process with a strong focus on equity and accessibility.</li></ul>
Develop and implement a clear and evidence-informed growth strategy	To be responsive, CCA needs to grow and change in ways that are intentional, responsible and accountable to the communities we support. Evaluation and data will provide a strong foundation for continuous planning and development.	<ul style="list-style-type: none"><li>◦ CCA has new and informative data to support future planning</li><li>◦ Development of growth strategy with plan to prioritize, pilot, monitor and evaluate opportunities</li></ul>

“ The rigour of the process would be great for small organizations, but the resources are only realistic for medium to large organizations. Engagement Survey Response ”

**53% of Participating Organizations feel that the accreditation process is high quality. Only 3% feel that the quality is low.**





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