



# Community, Quality, Equity, Collaboration

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**Canadian Centre for Accreditation**  
*Excellence in community services*

**Centre canadien de l'agrément**  
*L'excellence en matière de services communautaires*

**2024 | 2025**  
Annual Report

# About CCA

The Canadian Centre for Accreditation is an independent non-profit organization that provides accreditation uniquely designed for community-based health and social service organizations across Canada.

CCA partners with organizations in communities across Canada, including diverse Indigenous nations and groups. Our head office is located in Toronto on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee, and the Wendat peoples. Toronto is also now home to many First Nations, Inuit, and Métis peoples. We recognize that Toronto is covered by Treaty 13 with the Mississaugas of the Credit, and that treaties and commitments of respect towards Indigenous peoples have been broken throughout history. Indigenous peoples continue to face colonial and racist policies and social inequities - CCA is committed to working to change this reality by partnering with and seeking guidance from willing Indigenous partners. We also support those we work with to contribute to building an equitable society for Indigenous peoples and all others who experience discrimination and injustices.

## 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



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# Message from the Board Chair and Executive Director

The 2024-25 year has been one of deepened alignment among CCA's strategy, values and our vision to support effective organizations in strengthening healthy and resilient communities.

Following a multi-year engagement process with members and Participating Organizations (POs), we launched a new membership and Board structure that both centers the voices of POs and broadens perspectives through community representation. This evolution strengthens equity and accountability at the governance level.

The newly constituted Board's first milestone was the launch of CCA's 2024-28 Strategic Plan. The plan reflects priorities shared by those we heard from throughout the planning journey: strengthening our foundations, improved services, deeper relationships, and responsive, equity-focused growth. Early implementation is well underway, and we look forward to continued progress in the coming year.

Alongside this foundational work, we advanced several key initiatives. CCA supported 43 accreditation reviews with the expertise of 95 trained volunteer Reviewers.



We launched major upgrades to the GoCCA portal, released revised Organizational and Community-Based Primary Health Care Standards, and successfully renewed our accreditation with the International Society for Quality in Health Care External Evaluation Association —a strong validation of our standards and methodology.

A particular highlight from the past year was laying the groundwork for the signing of a formal Relationship Agreement with the Indigenous Primary Health Care Council, which was formally entered into in April 2025. This milestone builds on years of collaboration and affirms CCA's responsibility to support reconciliation through Indigenous-led approaches to quality and accountability. It marks the beginning of a co-developed Indigenous accreditation pathway grounded in Indigenous values, knowledge systems, and definitions of quality.

We also moved into new offices co-located with the Alliance for Healthier Communities and strengthened our team with new staff and Directors. We welcomed five new Board members, and 23 new volunteer Reviewers joined our network. Holly Dougall and Sue Mathi also joined the staff team, enhancing our internal capacity.

As we look ahead, we remain committed to advancing our mission with integrity and innovation. Thank you for your continued support and confidence in CCA as your trusted partner in accreditation.

With gratitude and optimism,  
Kerri Cushing-Mitchener, Board Chair, and Sophie Bart, Executive Director



# 2024-2028 Strategic Plan

In September 2024, the CCA Board of Directors adopted a new strategic plan, following a comprehensive planning process. This included a scan of the environment, engaging with CCA’s community of Participating Organizations, Reviewers and partner organizations, and conversations with our staff and Board.

The plan identifies three strategic directions of **Excellence**, **Engagement** and **Evolution**, 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 in the years to come.

Read the full text of the plan at <https://canadiancentreforaccreditation.ca/about-cca/strategic-plan>.



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# Our Impact in 2024|25

## Accreditation Program

CCA offers a four-year accreditation that supports an organization's quality management. We look at the whole organization, combining assessment against a set of Organizational Standards covering areas such as governance, organizational planning and performance, leadership and risk management, with program and service modules relevant to different services.

The review is conducted by a team of volunteer Reviewers, informed by:

- Organizational documents and information submitted before a visit
- Responses to CCA-conducted surveys of community partners, staff, governing body members, and other stakeholders
- Interviews and observations gathered during the site visit.

The process was a huge team-building exercise in many ways...  
The entire organization was on board with our accreditation process... and the experience for all of us was extremely positive.

**Valerie Sadler**  
Associate Executive Director, Organizational Excellence  
**MISSION SERVICES HAMILTON**  
accredited June 2024



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**43**

Organizations accredited

**138**

Volunteer Reviewers

## By the Numbers

With the help of 138 volunteer Reviewers, CCA's reach this year extended through the accreditation of 43 organizations, supporting the implementation of best practices across:

- 180 service sites
- 391 Board members
- 3,931 staff
- 1,248 volunteers
- 213,503 clients

These figures reflect the breadth of community-based services strengthened by our accreditation work in the following sectors:

- Primary Health Care
- Children and Youth Mental Health
- Community Supports and Social Services
- Counselling and Groups
- Mental Health and Addictions
- Youth Justice

# CCA Reviewers - Champions of Quality

CCA's network of volunteer Reviewers are at the heart of the accreditation program. It's because of their commitment to the review process and to the values behind our standards that CCA can meaningfully support the organizations we accredit and, in turn, the communities they serve.

## By the Numbers

In 2024-25, CCA worked with 169 Reviewers, of whom:

- 110 have completed between 2 and 27 reviews since they began working with CCA
- 38 have completed 1 review
- 21 were newly trained but have yet to complete a review.

**21**

Reviewers were trained and ready for their 1<sup>st</sup> review

**38**

Reviewers have completed 1 review

**110**

Reviewers have completed between 2 & 27 reviews



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Being a Reviewer has been of great value to me. I always learn something from seeing how other organizations accomplish things, and generally come away from reviews feeling inspired by organizations that really have an impact on the communities they serve.

CCA Reviewer



Many Reviewers work or volunteer in the sectors we accredit - as staff, managers, or in governance roles - while others come from outside the sector and offer relevant expertise and fresh perspectives. What unites them is a shared commitment to quality improvement and accreditation. In addition to their time and knowledge, they also bring a genuine passion for strengthening the organizations that serve our communities.

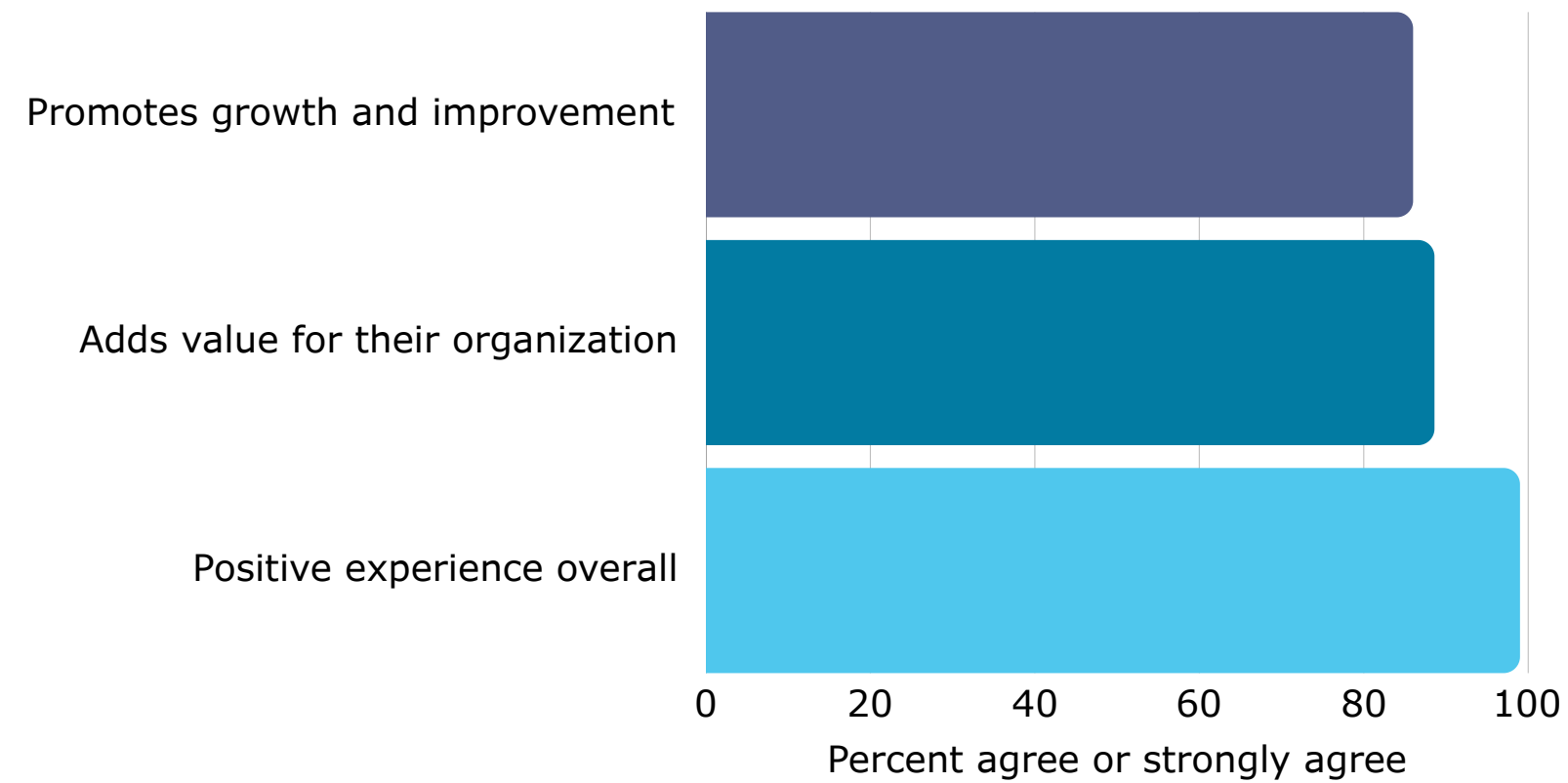
## Reviewer Training

This year, we CCA hosted four Reviewer training sessions:

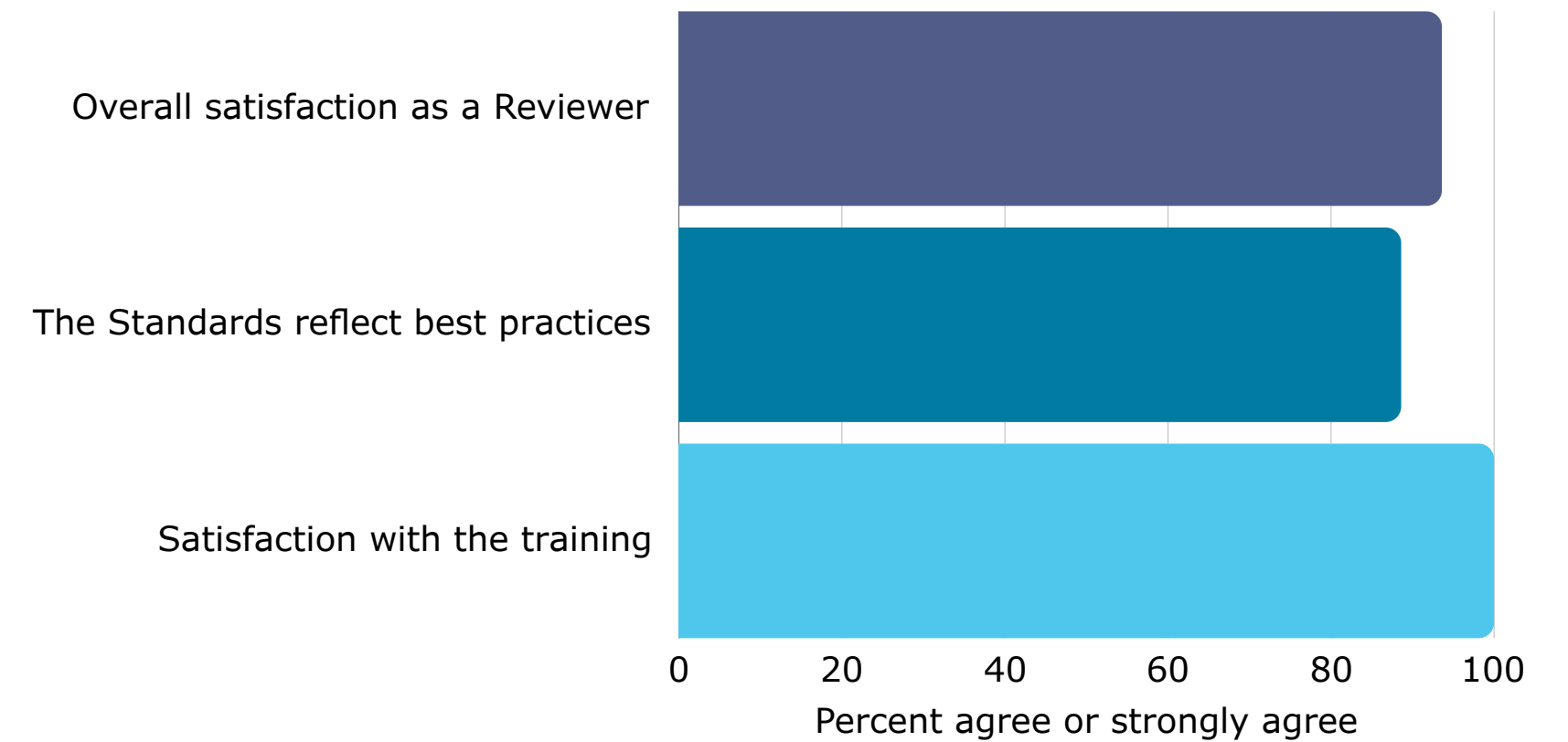
- Two sessions for 23 new Reviewers, and
- Two "refresher" sessions for seven Reviewers who had been away from the process for more than two years.

# Community Feedback

## What Participating Organizations told us about accreditation



## What we heard from Reviewers



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# Quality Improvement Training

CCA partners with the Leading Edge Group to provide a full suite of customized, virtual trainings that develop quality improvement knowledge, skills and capabilities for community-based health and social services.

In 2024-25, 136 participants from 30 organizations attended our workshops on the following topics:

- Change Management - 58 participants
- Project Management - 10 participants
- Lean White Belt in Quality Improvement - 34 participants
- Lean Yellow Belt in Quality Improvement - 27 participants
- Lean Green Belt in Quality Improvement - 7 participants

**30**

Organizations represented

**136**

Workshop Participants

**4.5/5**

Average Satisfaction Score

I thought it was excellent - great content - very easy to understand - I feel like I have the tools to be successful managing my next project.

No recommendations for improvement - Krista is an excellent facilitator and the content is very interesting/useful.

All the tools are helpful depending on the specific need, but the breakout rooms and opportunities to collaborate are what hold the most value.

Workshop Participants

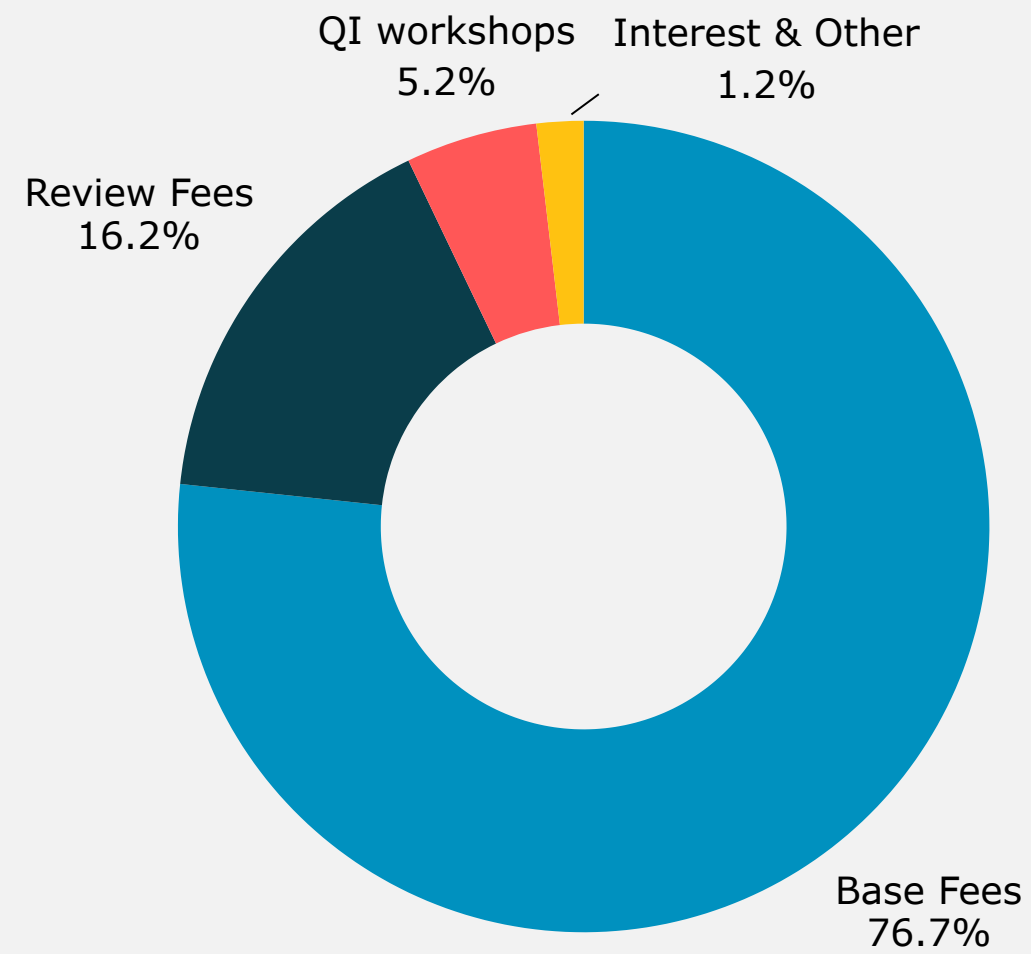


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# 2024 | 2025 Financials

## Revenue



## Expenses



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## 2024|25 Board of Directors



**Kerri Cushing-Mitchener  
(Chair)**  
Senior Director of Operations  
St. Leonard's Community  
Services, London & Region



**Carol Gabanna  
(Vice Chair)**  
Senior Consultant and  
Executive Coach  
HR Atlantic



**Linda Soucie-Saunders  
(Secretary/Treasurer)**  
Accreditation and Quality  
Improvement Consultant



**Meseret Desta Haileyesus**  
Executive Director  
Canadian Centre for Women's  
Empowerment



**Paul Henry**  
Occasional Teacher



**Sonia Jacobs**  
Healthcare Executive



**Stafford Murphy**  
Executive Director  
Resolve Counselling



**Gabriel Ramirez**  
Site Manager  
Consolidated Credit Counselling  
Services of Canada Inc.



**Tammy Stadt**  
Past Board Member  
CSC CHIGAMIK CHC



**Anne Bossé**  
July 2024-Jan 2025  
**Healthcare Executive**

## CCA Staff



**Sophie Bart**  
Executive Director



**Seif Ben Youssef**  
Accreditation Coordinator



**Holly Dougall**  
Accreditation Specialist



**Leigh-Anne Fraser**  
Accreditation Specialist



**Alejandra Galindo**  
Accreditation Specialist



**Sue Mathi**  
Executive Assistant



**Dorene Weston**  
Reviewer Training &  
Capacity-building Lead



### Canadian Centre for Accreditation

970 Lawrence Ave W, Suite 500A

Toronto, Ontario M6A 3B6

1-844-239-2448 / 416-239-2448

[info@canadiancentreforaccreditation.ca](mailto:info@canadiancentreforaccreditation.ca)

[www.canadiancentreforaccreditation.ca](http://www.canadiancentreforaccreditation.ca)