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**Canadian Centre  
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## **Accreditation Policies and Procedures**

Last updated: August 14, 2025

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Section	Accreditation Policies & Procedures
No.	ACC-01
Title	<b>Development, Review and Approval of Accreditation Program</b>
Approval date	June 22, 2012
Approved by	Executive Director
Dates of revision	February 18, 2015 February 28, 2017 February 28, 2019 January 16, 2020 March 25, 2024
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 being accountable for our work, and continuously learning and improving as per our Values Statements: "We pursue continuous learning and improvement towards excellence and innovation." and "We hold ourselves accountable for the quality of our work and the achievement of established outcomes that are aligned with our values." One way in which CCA fulfills these commitments 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.

**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.

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

**Partner Organizations** – These are other organizations with which CCA engages in an active, mutually beneficial partnership or collaboration.

**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 process.

### Policy and Procedures

1. Decision-Making Roles in Relation to Revisions and Additions to the CCA Accreditation Program
  - 1.1. For Modules owned by CCA

- a CCA Board of Directors:
  - sets high level expectations for the timing and process to be followed in developing and revising standards.
- b CCA Quality Committee (QC):
  - advises the Board related to quality issues that arise related to the CCA Program;
- c CCA Executive Director:
  - is responsible for the delivery of a quality accreditation program that meets Organizational ENDS and objectives outlined in Governance Policies E-01, E-02 and E-03 and EL-13 Executive Limitations Planning and Program;
  - 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. For Modules owned by CCA Partner Associations

- a Those Partner 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 CCA.

#### 1.3. For CCA Accreditation Process

- a The CCA Board outlines the goals and broad principles that underlie CCA's approach to accreditation (as per Governance Policies E-01, E-02 and E-03 and EL-13 Executive Limitations Planning and Program)
- 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 Executive Director, with CCA staff, is responsible for continually reviewing, evaluating and improving 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 POs and Reviewers will be invited to complete an evaluation of each CCA review that was completed, 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 by staff.

- 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 at most 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.

## 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 Partner organizations will be led by the relevant organization in cooperation with the CCA (as per Cooperation Agreements).
- b Every four-five years such broader reviews will be undertaken to assess the need for more substantive revisions to particular CCA Modules. These reviews may 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 an Advisory Group(s) comprised of representatives from the relevant service sector(s) and the clients served, as well as CCA staff, committee or board members;
  - consultation with the related sector's leaders, funders, experts and people served – methodologies may include surveys, focus groups, 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 POs;
  - the strategic value to CCA and alignment with CCA's strategic goals;
  - the potential partnerships that may result following the development of new Modules or Components;
  - 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 process.

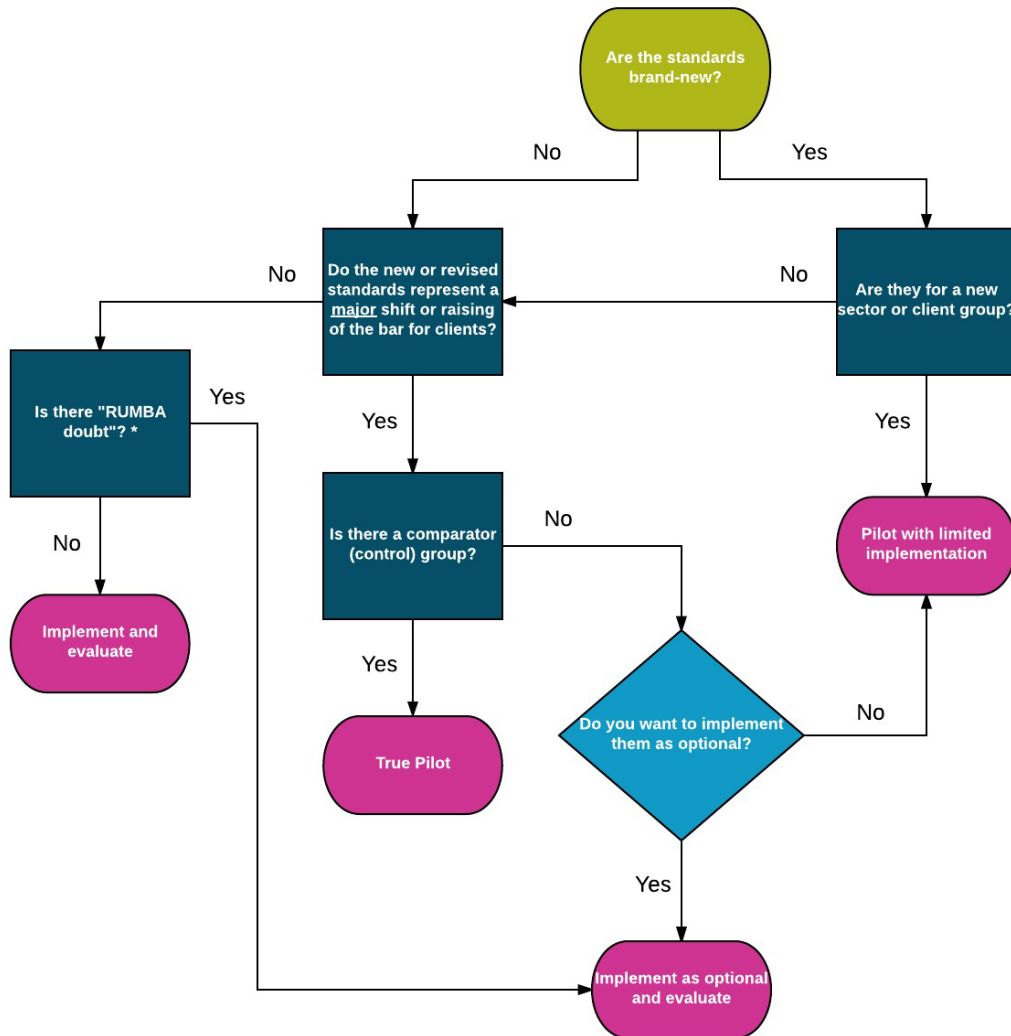
#### 2.4. Informing POs about changes to the CCA Standards and Program

- a Minor revisions will be communicated to POs through CCA's regular ongoing communications
- b At minimum, substantive revisions to the CCA Standards will be introduced according to the following steps:
  - POs 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.
  - For POs who are implementing the new standards immediately following the notice period, additional flexibility in how those standards are interpreted may be considered.

If the new standards being introduced reduce the requirements in place in the current version, POs undergoing accreditation before the revised standards take effect will be allowed to meet the reduced requirements should they choose to do so.

## 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.



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Section	General Accreditation Policies
No.	ACC-02
Title	<b>Accreditation Program Description</b>
Approval date	May 30, 2012
Approved by	Executive Director
Dates of revision	February 20, 2013 August 21, 2014 February 24, 2017 February 20, 2020
Date Reviewed	March 7, 2016 March 18, 2024

## 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.

The underlying principles and foundation of the CCA Accreditation Program are articulated in CCA ENDS Policies approved by the Board of Directors as follows:

### Policy E-01 – Section 5

1. Principles underpinning the CCA Accreditation Program include:
  - 1.1. objective and fair accreditation practices applied with sufficient flexibility to recognize the unique circumstances of organizations being reviewed;
  - 1.2. standards that are challenging and achievable by diverse organization types and sizes;
  - 1.3. standards that balance fostering quality improvement/learning/creativity and risk management;
  - 1.4. clear and transparent accreditation expectations;
  - 1.5. recognition of strengths and successes of organizations in addition to areas for development;
  - 1.6. facilitation of value-added learning and ongoing quality improvement.

### Policy E-03 Foundations and Approach

This policy outlines the philosophical foundations of CCA's Accreditation program. CCA believes that organizations participating in accreditation will become more effective at achieving positive outcomes for and with the people and communities served.

## 1. Foundations of the Content of CCA's Standards

CCA Standards are based on the following elements of excellence in service provision by community-based organizations:

- 1.1. a drive to improve outcomes for and with people and communities served;
- 1.2. a focus on people and communities served; respect for their dignity and diversity;
- 1.3. a strength-based approach to service delivery, recognizing the social and physical environments that impact people's well-being and health;
- 1.4. a commitment to equity and to actively addressing barriers to service;
- 1.5. integration of continuous learning, improvement and innovation;
- 1.6. decision making that is evidence informed;
- 1.7. safe services and work settings;
- 1.8. efficient use of resources to achieve outcomes;
- 1.9. social and ethical responsibility;
- 1.10. accountability and transparency.

## 2. CCA's Approach to the Accreditation Process

The accreditation process is based on key strategies including:

- 2.1. provision of supportive educational resources for accreditation;
- 2.2. organizational self-assessment in relation to CCA standards;
- 2.3. reviewers who are carefully screened and selected and who are supported by consistent procedures and training;
- 2.4. review teams that bring knowledge about community-based services, the service area of the organization being reviewed, as well as an objective perspective from outside of the organization's service sector;
- 2.5. a site visit process that provides opportunities to demonstrate achievement of standards;
- 2.6. evidence-informed feedback to organizations that includes an evaluation of the organization's achievement of accreditation standards, highlights observed strengths and identifies areas for further development and improvement;
- 2.7. granting of a four-year accreditation with possibility of applying for a maximum of a one-year extension if extenuating circumstances are demonstrated;
- 2.8. opportunity for an organization to provide feedback to CCA on the accreditation process and, to appeal an accreditation decision through an objective process;
- 2.9. support for continuous improvement through an annual reporting process and ongoing consultation throughout the accreditation cycle.

## 3. Organizations are eligible to participate in CCA's Accreditation Program if the organization:

- 3.1. offers community-based health, social and other human services in Canada, and may be either incorporated or not incorporated, non-profit or for-profit;
- 3.2. agrees to work toward achieving both CCA's general standards on organizational governance, management and leadership, as well as standards related to at least one service/program area;
- 3.3. has been delivering services for at least two years, and the programs to be accredited have been offered for at least one year;
- 3.4. where CCA uses service or program standards owned by another organization, the owner organization may impose further eligibility requirements in addition to those outlined above.



## Policy ACC-02 Accreditation Program Description

### 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 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 accreditation (as opposed to conditional) is first granted.

CCA's 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:
  - notification that a site visit will be set no later than 18 months in advance following consultation with the PO; and
  - confirmation of the program modules and standards that will apply to the organization's review.
- b Upon signing of the CCA Agreement, access to CCA standards and resources (through the GoCCA Portal), as well as consultation and training are offered.
- c The PO is encouraged to complete, and is provided with tools to conduct, a self-assessment against the CCA Standards to prepare for accreditation, plan for improvements, etc. The self-assessment is not submitted to CCA.

#### 2.2. Evidence Collection and Review Before the Site Visit

- a Approximately 18 months before the planned site visit date, the PO is contacted to review the planned site visit dates, confirm the PO's Accreditation Lead and confirm GoCCA Users and level of access.
- b Approximately 14 months prior to the site visit, the PO submits their Organizational Profile, and the Accreditation Specialist confirms the applicable Modules and Standards, dates of the site visit and size of review team.
- c Once the Organizational Profile has been completed, 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 10 weeks prior to the site visit.
- d Approximately 4 months in advance of the site visit, CCA conducts confidential electronic survey(s) of staff and other stakeholders as applicable to the particular PO.
- e After a conflict-of-interest clearance, the review team is confirmed (see Policy ACC-04) and conducts its review of the PO's submission and results of the survey(s).

#### 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 Chief Executive and Accreditation Lead of the PO are 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 Specialist, 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 make the final decision about the period to be allowed.
  - The PO's response to the Preliminary Report is assessed by the CCA Accreditation Specialist and a recommendation is made to the CCA Executive Director.
- c The Executive Director makes the Accreditation decision (see Policy ACC-07) and may institute an advisory process for that purpose. The organization shall be informed of the Accreditation decision no later than two weeks after it has 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 report 18 months from the beginning of its accreditation term and as required by CCA (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 partner 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	<b>Roles in Review Process</b>
Approval date	November 17, 2014
Approved by	Executive Director
Dates of revision	February 28, 2017 January 16, 2020

## 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 Specialists, Accreditation Coordinator 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 Specialist – AS; Accreditation Coordinator – AC; Office Manager – OM.

### 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 Specialist's Responsibilities

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

- assisting the PO in connecting with educational resources, including CCA webinars, Resource Library, Self-Assessment tool and other tools, or possibly, making a presentation to the organization
- coordinating with the AC 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 site visit dates and number of Reviewers, 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 customized 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
- 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
- reviewing the evaluation feedback received from assigned POs and Review Teams and responding as needed, that is, bringing issues that may have been identified to the attention of a specific reviewer, other Specialists, Coordinator or the ED.

## 2. CCA Accreditation Coordinator's Responsibilities

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

- create and update user accounts in GoCCA for all POs
- maintaining CCA's database about approved reviewers
- recruiting reviewers as needed for each Review Team
- facilitating the booking of reviewers' travel and approving travel plans and expenses for the site visit
- confirming reviewers' travel and hotel arrangements with CCA's travel agency
- ensuring the hotel has credit card authorization
- once full accreditation is achieved, arranging for the Accreditation Certificates to be printed and sent to the PO
- providing access to the PO's submission to their Review Team members
- providing a variety of logistical supports, 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 survey(s) related to each review and providing reports on these
- administering the evaluation surveys following each review and providing reports on these to ASs and ED
- sending Quality Update surveys as required for each PO and updating their file with the responses

As needed, the AC 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 have one reviewer assigned as an on-site facilitator who will have the added responsibility of providing leadership to the Review Team while they are on the site visit and being the 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

Section	Accreditation Policies and Procedures
No.	ACC-04
Title	<b>Creating CCA Review Teams</b>
Approval date	November 17, 2014
Approved by	Executive Director
Dates of revision	February 28, 2017 January 16, 2020 August 14, 2024

## ACC-04 Creating Review Teams

### Scope

This policy applies to all employees, volunteers and agents.

### Purpose

CCA is responsible for creating the Review Teams. 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 that 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 Specialist – AS; Accreditations Coordinator – AC

### Procedure

1. The AC is assigned responsibility for recruiting review teams for upcoming CCA reviews. This function is supported by all CCA staff.
2. Once CCA reviewers are trained and officially approved, they are added to the roster of active reviewers. The AC adds them to the VMS and the Reviewer Spreadsheet.

The AC sends the Reviewers a request for them to submit their bios, along with a sample bio which they can use to write theirs. The bios should not be more than 200-300 words in length. The AC saves the Reviewer's application documents (AODA form, the Oath of Confidentiality, signed Reviewer Agreement, the Resume and their application form) downloaded from Google Forms into a dedicated folder in the Reviewer folder.

3. The assigned AS confirms the numbers of reviewers and dates for each site visit, notifying the AC of any changes. The AC then updates the Review Planner and the VMS with site visits for the upcoming year. Additionally, the AC emails the reviewers the list of reviews for the next 4-6 months, seeking volunteers. Reviewers can register for these reviews via VMS or directly through the AC.
4. General guidelines for the composition of Review Teams are:

#### What to strive for:

- A diversity of backgrounds from different community sectors.

- At least one green level reviewer with a solid background in the sector being accredited; they may not be currently employed in that sector but should have relevant experience from the past 1-2 years in that sector.
- No more than one first-time reviewer can be assigned to any team. Where possible, first-time reviewers are placed on a review team with more experienced reviewers, assigned to a PO in the sector with which they are most familiar or in which they currently work or volunteer. The assigned AS is also available and responsible for supporting the review team as needed.
- A diversity of experience among reviewers across agency functions including governance, management (such as planning, human relations, and finance), direct service /clinical backgrounds and community development (where applicable).
- Specialized skills or backgrounds may be needed, as appropriate given the PO profile.
- When possible, all reviewers on the team must be fluent in the language or languages the PO has selected for the review. If not enough fluent reviewers volunteer for the review, the AC and AS should discuss how to proceed.
- A reader-reviewer within the sector being accredited will be assigned to the review team if requested by the AS.

What to avoid – the AC strives to avoid the following:

- Team members living or working in the same community as the PO, particularly if working in the same sector as the PO being accredited.
- Reviewers who have reviewed the same PO in their last cycle.
- Reviewers who have worked or volunteered with the PO within the past 5 years.
- Reviewers who have been on a review team together are typically not assigned to review one another's organizations.
- Reviewers who work together.
- Assigning Reviewers who have a previous conflict or negative experience working together or with a PO. To inform this, the AC reviews the Reviewer Spreadsheet and evaluation survey results to identify any instances where a reviewer has previously received negative feedback from another reviewer, PO, or AS.

Where multiple reviewers have expressed interest in and are available to review the same PO, the AC strives to:

- Prioritize reviewers who have completed fewer reviews, provided all other team assignment priorities are met, to help them enhance their skills and expertise.
- Review and compare their experiences, bios, and resumes.

When an inactive reviewer expresses interest in signing up for a review, the AC:

- Asks the reviewer to confirm or send their updated bio
- Adds the date of when the bio was updated to the Reviewer Spreadsheet
- Communicates immediately with the AS to confirm if they can do a refresher training before assigning the reviewer to the team (if no refresher training is already scheduled in advance of the review that the inactive reviewer could attend). The reviewer must complete a refresher training before being assigned to a review.
- Makes a note that the reviewer needs a refresher in the Review Planner and adds when the reviewer received one in the reviewer spreadsheet.

5. If the review team is not fully established 16 weeks prior to the site visit, the AC informs the AS and begins reaching out to last-minute reviewers with strong expertise in the relevant sector. These reviewer(s) will be compensated up to \$300 per day.

6. Once the potential Review Team members are selected, the AC adds their names to the Review Planner and updates Monday.com. The AC then completes the following steps to eliminate possible conflicts of interest

- The AC sends each potential review team member a list of the PO's governing body and staff, requesting that they sign a Conflict of Interest (COI) form to confirm there are no conflicts.
- If a reviewer has a conflict, the AC discusses the conflict with the AS. If the AS agrees there is a conflict, the AC notifies the reviewer, removes them from the team and looks for an alternative reviewer or a last-minute reviewer.
- The AC also sends the names and current bios of the team members to the PO Chief Executive and Accreditation Lead. They are asked to review the information and sign off to confirm that they do not identify any conflicts of interest.
- If a PO raises COI concerns about the proposed reviewers, the AS reviews this feedback and makes changes if the concerns are deemed valid and an alternate reviewer is available.
- The AC saves the COI forms in the PO's folder. If the reviewers and PO have no conflicts to declare, the AC also updates the review planner and Monday.com, and adds the reviewers to the PO's GoCCA portal. The AS then starts preparing for the Kickoff Meeting.

7. If a reviewer withdraws at the last minute or is otherwise unable to continue, the AC notifies the assigned AS and reaches out to last-minute reviewers. The last-minute reviewer(s) are expected to catch up on pre-site readings and participate in the site visit.



Section	Accreditation Policies and Procedures
No.	ACC-05
Title	<b>System for Assessing Achievement of CCA Standards and Accreditation</b>
Approval date	November 17, 2014
Approved by	Executive Director
Dates of revision	
Dates of Review	March 1, 2019 March 26, 2024

## 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 used in the accreditation review process.

This information is 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 assigned to participate in a particular organization's accreditation review process. See ACC-04 Creating CCA Review Teams for description of how teams are formed.

### Procedure

- CCA Standards are organized into a framework with five levels as follows:
  - Service Sector (this is an internal designation)
    - Modules
      - Components
        - Standards
          - Indicators
- 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
- Components:** Standards are grouped into logical thematic categories called Components.
  - 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.
  - 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 include written organizational documents, CCA surveys, and 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 in each 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 rule, each Indicator is reviewed by two Reviewers, 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 Indicators that are based on written pre-site evidence (organizational documents and narratives, or CCA's surveys of an organization's staff and partners) 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	<b>Accommodations for Exceptions to Requirements of CCA Standards</b>
Approval date	December 17, 2013
Approved by	Executive Director
Dates of revision	February 28, 2017 November 17, 2014 January 16, 2020

## 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 may 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. Alternately the PO may address all the content areas requested on the attached Form in a letter or email message. 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 Specialist. After this, the written request (on the

Accommodations Request Form or in an email or letter) with any relevant documentation should be submitted to the Accreditation Specialist (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 before the site visit) allows all involved more time to clarify the situation.

2. The Accreditation Specialist will make the decision on whether to approve the accommodation based on information from the PO, and in consultation with other Accreditation Specialists to ensure consistency in CCA's decision-making on these matters.
3. The Accreditation Specialist shall send a completed Request Form back (or equivalent information/approval in a message) to the Participating Organization in a timely manner (within two weeks of receiving the request) indicating the status of the request i.e. approved, approved with changes, or not approved.
4. If the accommodation is approved, the Accreditation Specialist will make a notation about this and the reasons for the accommodation on the PO's GoCCA portal. 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 Specialist shall send a copy of it (or message about it and reasons for the approval) 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 Specialist 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, they should alert the Accreditation Specialist. 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 Specialist makes the final decision on whether the Accommodations Approval should be revoked or changed.
7. If, as per point 6 above, the Accreditation Specialist 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

<b>Organization</b>			
<b>Contact Person</b>			
<b>Email</b>			
<b>Phone</b>		<b>Date of Request</b>	

### 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 Specialist 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)  <b>If b please describe the variation requested.</b>	

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

CCA Specialist: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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



Section	Accreditation Policies and Procedures
No.	ACC-07
Title	<b>Accreditation Decision</b>
Approval date	June 22, 2012
Approved by	Executive Director
Dates of revision	August 21, 2014 February 28, 2017 January 16, 2020
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. 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 deny accreditation.

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, 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 Specialist 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, based on the recommendation of the Accreditation Specialist and an assessment of the PO's supplementary evidence submitted during the Preliminary or Conditional response periods, the CCA Executive Director believes that accreditation requirements have not been met, a decision to deny accreditation shall be made.
    - 4.2 If accreditation is denied, 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 Specialists are responsible for ensuring that the accreditation processes they oversee take place according to Policy ACC-02, 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 Specialist. The draft of the Preliminary Report is reviewed by a second Accreditation Specialist before it is sent to the PO.)
  - 1.2 Once the Accreditation Specialist receives the organization's response to the Preliminary Report, they will review the additional evidence submitted to assess whether it meets CCA requirements. This assessment shall be documented and the Accreditation Specialist will prepare the Final Report and make a formal recommendation to the CCA Executive Director about whether the accreditation should be approved.
  - 1.3 The Accreditation Specialist shall make the CCA Executive Director aware 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 Accreditation Principles and Approach (as per policy ACC-02). For example, whether there were any issues with impartiality of the Review Team, if the PO raised concerns or made 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 Specialists. If there are no issues about a particular review identified by the assigned Specialist or by the PO or one of the CCA reviewers, the ED will proceed to approve the accreditation.
  - 1.5 If there are some issues with the review identified by the Accreditation Specialist or by the PO or one of the CCA reviewers, the ED may seek advisory input from other Accreditation Specialists or experienced CCA reviewers.
  - 1.6 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 Specialist 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 copies 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 Specialist, 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.





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Section	Accreditation Policies and Procedures
No.	ACC-08
Title	<b>Appeal of Accreditation Decision</b>
Approval date	July 25, 2012
Approved by	Executive Director
Dates of revision	January 15, 2014 March 16, 2016 July 17, 2017 January 16, 2020
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 (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 ED 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's Chief Executive, 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 Specialist 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 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 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 their 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 Chief Executive and to the CCA ED.

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	No.	ACC-09
	Title	<b>CCA Quality Update</b>
	Approval date	July 26, 2014
	Approved by	Executive Director
	Dates of revision	April 26, 2016 January 16, 2020 February 20, 2020

## 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 and the CCA Agreement with the PO, one of the requirements for a PO to maintain its CCA accredited status is to submit a Quality Update Report to CCA as required.

### Procedures

1. The CCA Quality Update is due eighteen months from the start of the organization's accreditation term. An additional Quality Update Report may be requested six months to one year following this if the PO has not demonstrated progress in the areas for improvement or if the PO has been granted an extension and delay of its site visit.
2. The CCA Quality Update consists of four sections:
  - 2.1 Report on any expansion, reduction or elimination of programs or services that may have occurred since the beginning of the accreditation term.
  - 2.2 Progress report on the Quality Improvement areas that were identified in the PO's most recent CCA Final Accreditation Report.
  - 2.3 Short description of other quality improvements or achievements since the beginning of the accreditation term.

2.4 Sign-off and affirmation by the Chief Executive that the PO is continuing to comply with CCA Mandatory Standards.

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 Specialist
  - 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 Specialist (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 attention of the CCA Executive Director. 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 Specialist shall notify the PO's Chief Executive that a report is going to the CCA ED concerning the lack of submission. The CCA ED 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 Specialist shall review the Quality Update to ensure it is satisfactory. If it is satisfactory, the Accreditation Specialist 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 Specialist bring the issue forward for consultation with other CCA Accreditation Specialists and the Executive Director.
  - 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 ED may initiate a process to consider rescinding the PO's accredited status, according to Policy ACC-11 Rescinding Accreditation Status.



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Section	Accreditation Policies and Procedures
No.	ACC-10
Title	<b>Extension of Accreditation</b>
Approval date	June 22, 2012
Approved by	Executive Director
Dates of revision	February 28, 2017 January 15, 2014 January 16, 2020 March 25, 2024
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 site 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 Specialist 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 needed, another CCA Accreditation Specialist will be asked to review the PO's request and provide their recommendation.
  - 2.6. The PO will be sent a letter informing it of the extension decision within 10 days 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. Any extension that is granted is conditional on the PO proceeding with the site visit within the extended accredited time period.
  - 2.8. 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.
  - 2.9. In the event that a lapsed accredited status would result in the loss of funding, any extension beyond the twelve months that is requested will be considered at the discretion of the Executive Director, to a maximum of up to fifteen months.
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	<b>Rescinding Accreditation Status</b>
Approval date	July 25, 2012
Approved by	Executive Director
Dates of revision	July 17, 2017 January 16, 2020
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.

A clause 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 CCA Accreditation Agreement

- 1.1. The CCA ED will give consideration to rescinding a PO's CCA accredited status, under 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 it 1.2 If the CCA Executive Director 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 Executive Director, at their 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 Executive Director as per 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 CCA Agreement)

- 2.1. As per 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).



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Section	Accreditation Policies and Procedures
No.	ACC-12
Title	<b>Mergers and Acquisitions</b>
Approval date	June 17, 2015
Approved by	Executive Director
Dates of revision	February 28, 2017 January 16, 2020
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. Merger or Amalgamation
  - 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 corporations continues after the merger, then all the CCA fee credits accumulated by the merging corporations will simply be transferred to the continuing corporation. 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 Executive Director. CCA's Policy on Rescinding of Accreditation Status (ACC-11) will come into force if that is the decision of the CCA Executive Director.
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. 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>	The organization’s previous accreditation is void as it was granted to a different corporation.		
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	<b>Complaints about Accredited Organizations</b>
Approval date	January 20, 2016
Approved by	Executive Director
Dates of revision	January 16, 2020 August 14, 2025
Date Reviewed	March 2017 April 1, 2024 August 14, 2025

## ACC-13 Complaints about Accredited Organizations

### Scope

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

### Purpose

CCA's accreditation program supports community health and social service organizations in improving the quality of their services and operations. While CCA conducts in-depth reviews every four years, public concerns raised between reviews may also inform CCA's assessment of accredited organizations.

This policy outlines how CCA manages complaints related to organizations it accredits.

### Definitions

- Complaint received: CCA staff receive the complaint and follow up with the complainant as appropriate.
- Complaint accepted: CCA identifies that the complaint meets criteria for formal review.
- Complaint acted on: Based on acceptance of the complaint, CCA takes further action per the procedure listed below and as deemed appropriate by the investigation.

### Policy

#### 1. Acceptance criteria

In order for CCA to accept a complaint, the following criteria must be met:

- 1.1. The organization, including the relevant program area if applicable, is currently accredited by CCA. The matter of concern must have taken place when the organization or applicable program was accredited by CCA.
- 1.2. The complaint is related to Mandatory 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 themselves to CCA.

#### 2. Confidentiality

- CCA recognizes that complainants may be at risk of harm, retaliation, or other negative consequences if their identity is disclosed.



- CCA will only share the complainant's identity with the accredited organization with the complainant's explicit consent.
- Where the complainant requests that their identity not be disclosed and there is a credible risk of harm or reprisal, CCA will take all reasonable steps to safeguard the complainant's identity, limiting disclosure to what is strictly necessary to address the complaint.
- In such cases, CCA will assess whether there is sufficient information to proceed with the review, noting that investigative options may be limited if anonymity is maintained.

### **3. No Reprisal**

CCA will not tolerate any form of retaliation, harassment, or adverse action against a complainant who has made a complaint in good faith. Any alleged reprisal will be considered a serious breach of CCA's ORG-HR-1.1 (#7 – "*Whistle Blower*" policy) and may result in further investigation and accreditation actions.

### **4. Complaints not addressed until external processes are complete**

Complaints involving the following circumstances will not be addressed by CCA until any related external processes have been exhausted:

- 4.1. The concern is related to the practice of a registered professional.
- 4.2. The concern is related to employee-employer issues.
- 4.3. The concern is related to a matter governed by legislation, such as employment standards, privacy legislation or an established Ombudsman process.
- 4.4. Legal action has been initiated related to the concern.
- 4.5. The matter is under police investigation.

### **5. Post-investigation actions**

Upon completion of the complaint investigation, the Executive Director may require the organization to implement corrective actions within a specified timeframe and monitor compliance until completion, or may initiate actions if appropriate according to Accreditation Policy #ACC-GEN-11, *Rescinding Accreditation Status*.

### **6. Public notice of complaints process**

Information about how the public can submit complaints to CCA about accredited organizations will be posted on CCA's website and provided upon request.

### **7. Annual reporting**

A de-identified report on the nature and outcome of complaints will be reviewed by staff for improvement opportunities and submitted to the Board on an annual basis. Where appropriate, the report will identify trends and systemic issues of relevance.

### **Complaints Procedure**

1. Complaints about accredited organizations shall be directed to the CCA Executive Director or their designate.
2. CCA shall acknowledge to the complainant that their complaint was received and is under review, within five working days of receipt of the complaint.

3. Before accepting a complaint for review, CCA will confirm:
  - a) The complaint is about a CCA-accredited organization/program
  - b) The matter of concern must have taken place when the organization/program was accredited by CCA
  - c) The complaint is related to Mandatory CCA standards
  - d) The complainant's identity is known to CCA, and consent for disclosure has been clarified, and
  - e) The complainant has exhausted the accredited organization's internal complaints process, if applicable.

Where necessary to determine if a complaint will be accepted, CCA may request additional information or clarification from the complainant.

4. If the complaint falls into one of the following categories, CCA will direct the complainant to pursue the recourse options available to them as indicated below. CCA will not act on the complaint until the relevant process is complete:

<b>Description of complaint</b>	<b>Process complainant expected to pursue</b>
The complaint is related to the individual practice of a registered professional.	Contact the appropriate professional governing college
The complaint relates to employee-employer issues.	Pursue the organization's established grievance or complaints processes
The complaint is related to an issue covered by legislation, such as employment standards, privacy or an established Ombudsman process.	Report the issue to the appropriate authority
Legal action has been initiated related to the complaint.	Wait for the results of the legal process
The matter is under police investigation.	Wait for the investigation results

4.1. Once the relevant process is complete, if the complainant requests that CCA continue the complaint investigation, CCA shall proceed with the complaints process as described below. The accredited organization will be required to provide CCA, in writing, with the final resolution and outcome of the matter.

5. If CCA accepts a complaint, the accredited organization will be informed about the nature of the complaint received, excluding identifying information about the complainant if confidentiality has been requested and approved under this policy.

The accredited organization will be required to provide their complaints policy and a report detailing the process followed to address this complaint, and how the complaint was resolved (if applicable).

It is expected that confidential client information will be excluded from this report.

6. If the organization's complaints policy does not meet CCA Standards or has not been followed, CCA shall require the organization revise and/or implement the policy in a way that meets CCA Standards, and report back to CCA on this.
7. Based on the organization's response, CCA may request additional information. The Executive Director will decide on any necessary follow-up. CCA will strive to conclude investigations within two months of acceptance of the complaint, unless extenuating circumstances require more time.

8. Where the complaint raises concerns about the organization's accreditation status, CCA may consider rescinding said status according to the Accreditation Policy #ACC-GEN-11, *Rescinding Accreditation Status*.
8. Both the complainant and accredited organization will be updated on the progress and outcome of the complaint investigation.
9. A record of the accepted complaint, investigation steps, and resolution will be added to the organization's accreditation file, excluding the complainant's identity. This record will be made available to the CCA Review Team during the next accreditation review.



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Section	Accreditation Policies and Procedures
No.	ACC-14
Title	<b>Preliminary Accreditation Service</b>
Approval date	November 21, 2012
Approved by	Executive Director
Dates of revision	April 16, 2014 January 16, 2020
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 Preliminary Service Agreement 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 Specialist (by phone, email or webinar) 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 and GoCCA Web portal including the web-based Resource Library

### 4. Fee for Preliminary Service

The fee for this service is set at the minimum Annual Base Fee Scale level that is current at the time the Preliminary Service Agreement signed.



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Section	Accreditation Policies and Procedures
No.	ACC-15
Title	<b>Content of CCA Accreditation Certificate</b>
Approval date	October 12, 2012
Approved by	Executive Director
Dates of revision	April 16, 2014 January 16, 2020
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. The PO may request additional copies from CCA which shall be provided by CCA for a small fee.

The CCA Accreditation Certificate shall include the CCA Logo and be signed by the CCA Executive Director and Board Chairperson. It shall state:

Certificate of Accreditation presented to [Name of Organization] in recognition of achieving established CCA standards for quality in governance, management and in the following service areas:..... *(list as many as are relevant to that particular review)*

- child welfare services
- credit counselling services
- child and youth mental health services
- community-based primary health care
- community support services
- community mental health and addiction services
- family counselling and group services
- employee assistance services
- youth justice services



Section	Accreditation Policies and Procedures
No.	ACC-16
Title	<b>Use of CCA Accreditation Certificates, Banners and Logo by Accredited Organization</b>
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.