



FIREFLY - Physical, Emotional, Developmental and Community Services

Accredited with Exemplary Standing

FIREFLY - Physical, Emotional, Developmental and Community Services has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

FIREFLY - Physical, Emotional, Developmental and Community Services is participating in the Accreditation Canada Qmentum accreditation program. Qmentum helps organizations strengthen their quality improvement efforts by identifying what they are doing well and where improvements are needed.

Organizations that become accredited with Accreditation Canada do so as a mark of pride and as a way to create a strong and sustainable culture of quality and safety.

Accreditation Canada commends **FIREFLY - Physical, Emotional, Developmental and Community Services** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

FIREFLY - Physical, Emotional, Developmental and Community Services (2022)

FIREFLY is a multi-service, non-profit organization providing a wide range of services for children, youth, & families in communities across NW Ontario including professional mental health & child development services. We are dedicated to supporting & strengthening the health & well-being of families, children, & youth through emotional, physical, developmental, & community services. Under the governance of a volunteer Board of Directors, FIREFLY is an accredited organization with a team of respected professionals working with input from & in partnership with children, youth, families & service system of care to achieve the best possible outcomes for young people & their families.

Accreditation Canada

We are independent, not-for-profit, and 100 percent Canadian. For more than 55 years, we have set national standards and shared leading practices from around the globe so we can continue to raise the bar for health quality.

As the leader in Canadian health care accreditation, we accredit more than 1,100 health care and social services organizations in Canada and around the world.

Accreditation Canada is accredited by the International Society for Quality in Health Care (ISQua) www.isqua.org, a tangible demonstration that our programs meet international standards.

Find out more about what we do at www.accreditation.ca.

Demonstrating a commitment to quality and safety

Accreditation is an ongoing process of evaluating and recognizing a program or service as meeting established standards. It is a powerful tool for quality improvement. As a roadmap to quality, Accreditation Canada's Qmentum accreditation program provides evidence-informed standards, tools, resources, and guidance to health care and social services organizations on their journey to excellence.

As part of the program, most organizations conduct an extensive self-assessment to determine the extent to which they are meeting the Accreditation Canada standards and make changes to areas that need improvement. Every four years, Accreditation Canada surveyors, who are health care professionals from accredited organizations, visit the organization and conduct an on-site survey. After the survey, an accreditation decision is issued and the ongoing cycle of assessment and improvement continues.

This Executive Summary highlights some of the key achievements, strengths, and opportunities for improvement that were identified during the on-site survey at the organization. Detailed results are found in the organization's Accreditation Report.

On-site survey dates

September 26, 2022 to September 29, 2022

Locations surveyed

- **7** locations were assessed by the surveyor team during the on-site survey. Locations and sites visited were identified by considering risk factors such as the complexity of the organization, the scope of services at various sites, high or low volume sites, patient flow, geographical location, issues or concerns that may have arisen during the accreditation cycle, and results from previous on-site surveys. As a rule, sites that were not surveyed during one accreditation cycle become priorities for survey in the next.
- All sites and services are deemed **Accredited with Exemplary Standing** as of the date of this report.

See **Appendix A** for a list of the locations that were surveyed.

Standards used in the assessment

- **5 sets of standards** were used in the assessment.

Summary of surveyor team observations

These surveyor observations appear in both the Executive Summary and the Accreditation Report.

During the on-site survey, the surveyor team undertook a number of activities to determine the extent to which the organization met the accreditation program requirements. They observed the care that was provided; talked to staff, clients, families and others; reviewed documents and files; and recorded the results.

This process, known as a tracer, helped the surveyors follow a client's path through the organization. It gives them a clear picture of how service is delivered at any given point in the process.

The following is a summary of the surveyor team's overall observations.

The organization was provided with an opportunity for input on their perspective using the topics above. The email sent to them and their response is below.

This message below was provided to the Accreditation coordinator and the response is captured below.

"Organizational opportunity for Input into the Team observations Workbook.(Email from the team Lead to the organization.)

One of the tasks of the survey team is to include a brief overview in a narrative style of what their observations are of the organization under the following headings: Strengths and Successes, Challenges and Opportunities for Improvement.

Because our time with you is short and we have lots to do together and talk about, there is an opportunity for you to have some input as your perspective on the categories listed above.

Sometimes you know items that we may overlook or indeed not see or hear about.

If you wish to participate in this activity, it might be a good idea for the leadership team to jot down a few notes and send them to us in an email by Tuesday evening if you wish.

The response of the organization is listed below as it was received.

"Progress since the last Survey:

- Deeply committed to and responding to Truth and Reconciliation Commission Calls to Action in respectful ways
- After many years, FIREFLY has been successfully designated by the province as Children's Treatment Centre (CTC) for Kenora and Rainy River Districts. This important step prepares the way for FIREFLY to provide specialized services for children and their families close to home
- Since the last survey additional close-to-home programs have been added to FIREFLY's basket of services including– Autism services, Speciality Clinics, Brief Services Expansion, Smart Start Hub, One Stop Talk Pilot
- FIREFLY mental health wait times for services have decreased significantly, enabling timely response

- FIREFLY mental health wait times for services have decreased significantly, enabling timely response to needs of children, youth, and families
- FIREFLY led the field in community Child Development virtual services. At the onset of COVID, FIREFLY developmental services trained and coached provincial peers in transitioning to virtual care
- Since the last survey, FIREFLY established new formal partnerships with Indigenous service providers, schools, hospitals, Strongest Families.
- Implementation of LEAN Six Sigma and creation of a Data Analyst position
- FIREFLY also assumed a leadership role on the districts' three provincially approved and mandated Ontario Health Teams (OHTs).
- FIREFLY with Indigenous partners supported and build a Roundhouse at the Kenora site, providing a welcoming, culturally safe setting for clients and staff.
- Two new offices were built one in Sioux Lookout and the other on Fort Frances.
- COVID-19 pivot – rapid implementation of virtual service and host of two Virtual Conferences including a two-day array of topics delivered by staff for clients, care providers, and professionals (attendance from across the province and Manitoba AND the Board hosted a 4 session Virtual Governance Series on good governance and trends on governance open to Boards across the region and province – Boards from across the province attended – well-received educational series
- Launched the FIREFLY Foundation to further support children, youth, families and communities across the region

Strengths:

- Collaborative, nimble and progressive
- Innovative and early implementors
- Strong governance
- Focus on quality and safety
- Staff development and education high priority. Ongoing investments in the development and training of staff and sharing with partners
- Staff engagement
- Truth and Reconciliation Working Group and DEI Committee
- Local presence across our service area - engaged in communities
- Multi-service agency
- System leadership, advocacy, and partnerships
- Living our values
- Northern "Know How"

Challenges:

- Recruitment and retention of staff and board members and Bill 124 limits salary increases to 1% and losing staff to higher wages in Health and Education, makes it difficult for staff who are passionate about service but can't fulfill all the services needs in a timely manner
- Physical space – organization has grown in staff and services – insufficient space at Kenora and Red Lake offices
- Geography (long distance, sparse population, travel)
- Caseloads – high and complex service needs
- Limited resources limit our capacity to respond
- In our services area issues of Poverty, equity, racism – impact on health – marginalized populations

- Funding to support Children’s Treatment Centre development
- Limited “Close to Home” services, especially specialized care, for children, youth and families

Moving Forward

- Continued engagement with clients/families to develop/hone services to meet their needs
- Ongoing implementation of the FIREFLY Talent Management Framework
- Further development of Children’s Treatment Centre service delivery
- Learn, listen and move forward in good ways with our Indigenous partners
- Development of new programs (Eating Disorders, DBT Groups, Autism services, Infant therapy clinics, Triple P)
- Regional priorities – Ontario Health Teams
- Ongoing quality improvement projects
- Ocean (streamlined referral pathways)
- Imagine FIREFLY project next steps, including space planning

Board of Directors

- Deeply committed,
- Dedicated to ongoing development - annual board development sessions, last year Governance and DEI and year prior the 4 session virtual governance series, Generative governance in addition to in house learning including overview of the newly passed Ontario Non-Profit Corporations Act
- Focus on quality and safety

Community and Community Partnerships

- Partnerships and communities are core to FIREFLY’s attention and approaches. Committed responding to the unique needs of communities and having a community presence in sharing voice for children, youth and families
- Key partnerships with Schools, Hospitals, Indigenous Service partners, North West Health Unit, Ontario Health Teams
- Wished we could do more

Leadership

- Skilled and passionate leadership team
- Focus on and strongly support and celebrate continuous quality improvement
- Very proud of FIREFLY staff and client focus on program planning/development
- Encourage and support staff and client engagement
- Promote a culture of care
- Transparent in approaches
- Regional and provincial leaders

Staffing and work life

- Talent Management – staff engagement
- Passionate, caring staff
- Exceptional training/development
- Focus on work-life quality
- Engagement of staff on various organization projects/committees (DEI, Imagine FIREFLY, etc.)
- Recruitment retention issues creates stress

Delivery of Care and Services

- Innovative approaches
- Use of technology
- Multi service, basket of service to meet range of needs “under one roof”
- Engagement of client/family in planning
- Meet the client where they are at...virtual/in person/presenting issue
- Extra effort to reach marginalized

Client satisfaction

- Feedback is sought from clients and communities we serve on service experience, needs and service planning with individual clients/families and from the community perspective
- Youth engagement workers
- Variety of ways in which feedback is sought from family member on Board, client surveys, engagement activities in communities, Ontario Perception of Care survey, Patient Safety Culture Tool, at Intake, during service, at completion of service, and through social media platforms

Surveyor Comments:









Work on outcomes and measuring success is needed to be done before the next survey.

Overview: Quality dimensions results

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

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

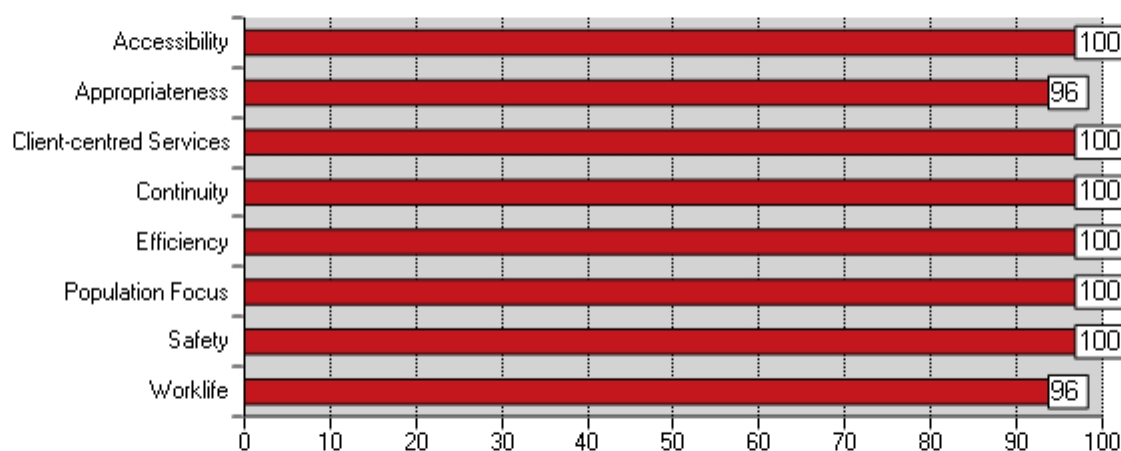
The quality dimensions are:

	Accessibility:	Give me timely and equitable services
	Appropriateness:	Do the right thing to achieve the best results
	Client-centred Services:	Partner with me and my family in our care
	Continuity:	Coordinate my care across the continuum
	Efficiency:	Make the best use of resources
	Population Focus:	Work with my community to anticipate and meet our needs
	Safety:	Keep me safe
	Worklife:	Take care of those who take care of me

Taken together, the dimensions create a picture of what a high quality health care program or service “looks like.” It is easy to access, focused on the client or patient, safe, efficient, effective, coordinated, reflective of community needs, and supportive of wellness and worklife balance.

This chart shows the percentage of criteria that the organization met for each quality dimension.

Quality Dimensions: Percentage of criteria met



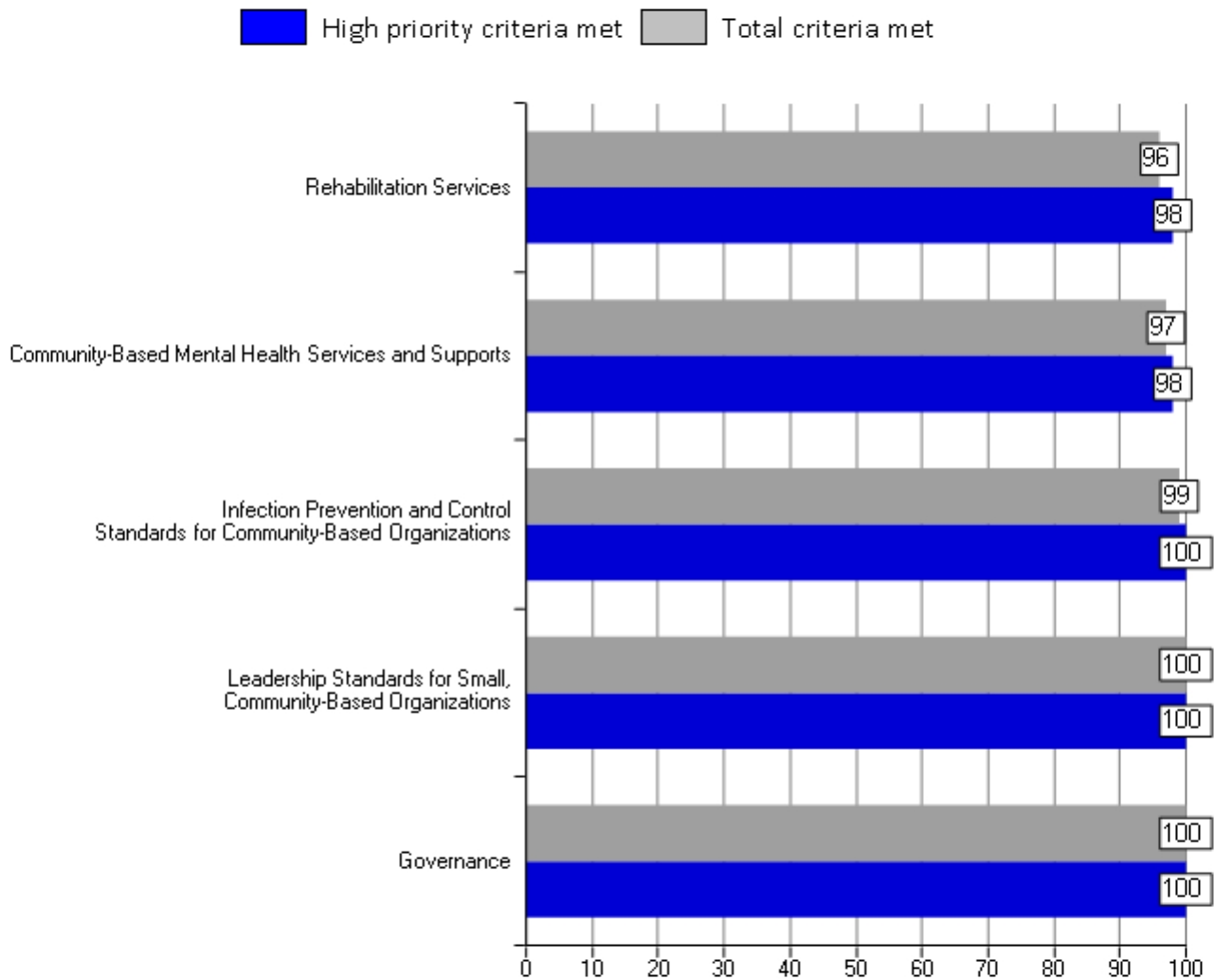
Overview: Standards results

All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

Some criteria—specifically those related to safety, ethics, risk management, or quality improvement—are considered high priority and carry more weight in determining the accreditation decision.

This chart shows the percentage of high priority criteria and the percentage of all criteria that the organization met in each set of standards.

Standards: Percentage of criteria met



Overview: Required Organizational Practices results

Accreditation Canada defines a Required Organizational Practice (ROP) as an essential practice that must be in place for client safety and to minimize risk. ROPs are part of the standards. Each one has detailed tests for compliance that the organization must meet if it is to meet the ROP.

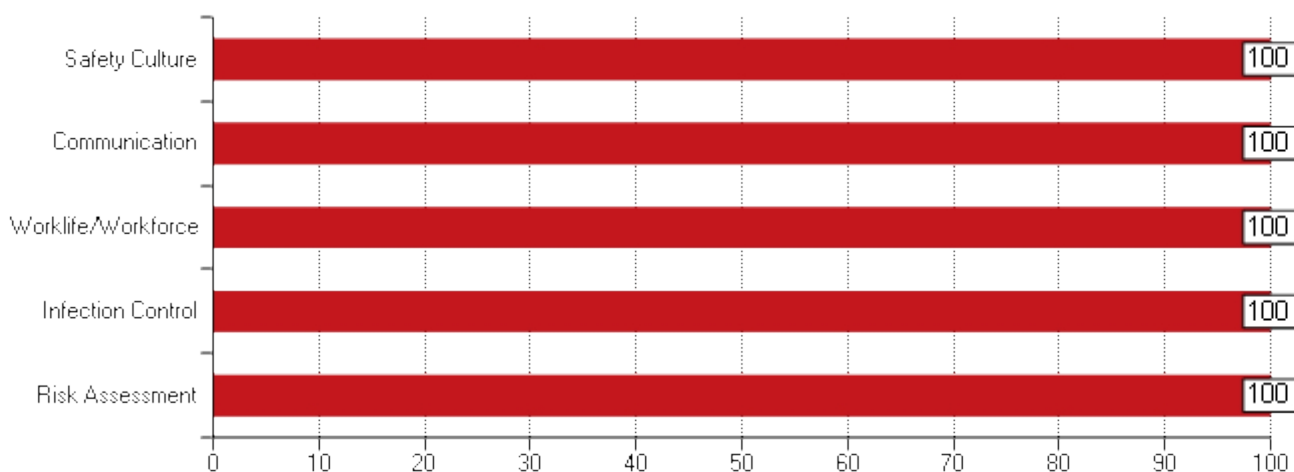
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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

ROPs are categorized into six safety areas, each with its own goal:

- **Safety culture:** Create a culture of safety within the organization
- **Communication:** Improve the effectiveness and coordination of communication among care and service providers and with the recipients of care and service across the continuum
- **Medication use:** Ensure the safe use of high-risk medications
- **Worklife/workforce:** Create a worklife and physical environment that supports the safe delivery of care and service
- **Infection control:** Reduce the risk of health care-associated infections and their impact across the continuum of care/service
- **Risk assessment:** Identify safety risks inherent in the client population

See **Appendix B** for a list of the ROPs in each goal area.

ROP Goal Areas: Percentage of tests for compliance met



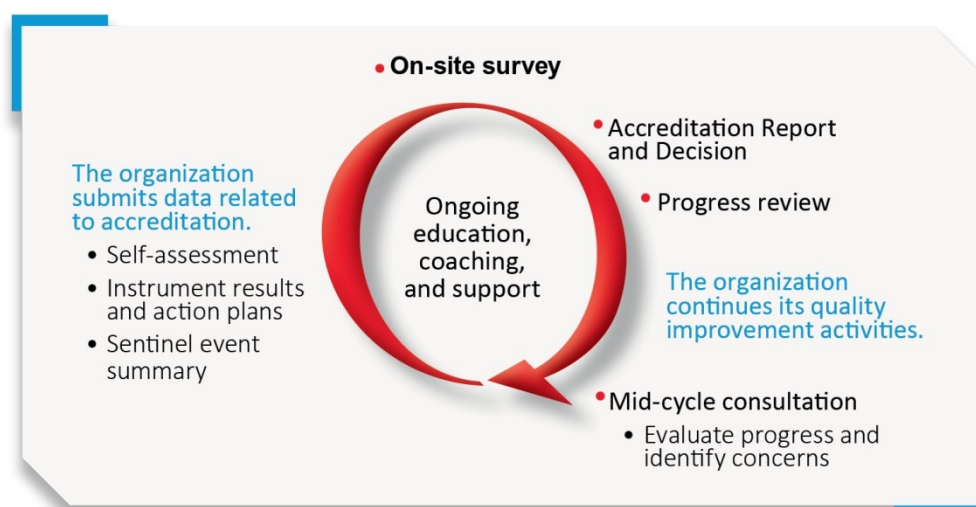
The quality improvement journey

The Qmentum accreditation program is a four-year cycle of assessment and improvement, where organizations work to meet the standards and raise the quality of their services. Qmentum helps them assess all aspects of their operations, from board and leadership, to care and services, to infrastructure.

The program identifies and rewards quality and innovation. The time and resources an organization invests in accreditation pay off in terms of better care, safer clients, and stronger teamwork. Accreditation also helps organizations be more efficient and gives them structured methods to report on their activities and what they are doing to improve quality.

In the end, all Canadians benefit from safer and higher quality health services as a result of the commitment that so many organizations across the country have made to the accreditation process.

Qmentum: A four-year cycle of quality improvement



As **FIREFLY - Physical, Emotional, Developmental and Community Services** continues its quality improvement journey, it will conduct an in-depth review of the accreditation results and findings. Then a new cycle of improvement will begin as it incorporates any outstanding issues into its overall quality improvement plan, further strengthening its efforts to build a robust and widespread culture of quality and safety within its walls.

Appendix A: Locations surveyed

- 1 FIREFLY (Atikokan)
- 2 FIREFLY (Dryden)
- 3 FIREFLY (Ear Falls)
- 4 FIREFLY (Fort Frances)
- 5 FIREFLY (Kenora)
- 6 FIREFLY (Red Lake)
- 7 FIREFLY (Sioux Lookout)

Appendix B

Required Organizational Practices

Safety Culture

- Accountability for Quality
 - Patient safety incident disclosure
 - Patient safety incident management
 - Patient safety quarterly reports
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Communication

- Client Identification
 - Information transfer at care transitions
-

Worklife/Workforce

- Patient safety plan
 - Patient safety: education and training
 - Preventive Maintenance Program
 - Workplace Violence Prevention
-

Infection Control

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Reprocessing
-

Risk Assessment

- Falls Prevention Strategy
 - Pressure Ulcer Prevention
 - Suicide Prevention
-