



Celebrating Ten Years of Building Healthier Community Organizations

Annual Report 2009

COMMUNITY ORGANIZATIONAL HEALTH INC.

Message from the Chair and Executive Director

This year, it is with great pride that we celebrate COHI's tenth anniversary. When Ontario's community health centres (CHCs) established COHI ten years ago, they had a vision for a stronger, healthier, more accountable CHC sector. With the support of many participating organizations, this vision for what Building Healthier Organizations (BHO) could bring has become reality. Today, we have a stronger and more recognized community health sector and, in BHO, a trusted community-based quality improvement and accreditation service.

Building on Ten Years of Achievement

The past year saw the completion of the third cycle of BHO reviews for those organizations that have been with COHI since its inception. Organizations are asked for their feedback after every BHO review. A few highlights from these evaluations are included on page 6 of this report. Generally feedback continues to be very positive about BHO as a tool for organizational growth and development. This said, as community health and social service environments change, so must BHO. To this end, this year we began consultations to hear more from our members about their experience with BHO. Moreover, the Board has established a BHO Program Development Fund to support BHO's evolution over the coming

years. We are grateful to have received a number of contributions from our member organizations.

Educational Initiatives

Over the past year, COHI has enhanced its educational role with several initiatives.

New community health centres and other community and social service organizations are telling COHI they are keen to use BHO's standards and indicators as guide posts as they develop – often well before participating in accreditation. This year, COHI developed the *BHO Roadmap to a Healthy Organization*, a guide to support organizations in their healthy development and in assessing their readiness for accreditation with BHO. The guide is currently being piloted.

We completed the first phase of the two-year Governance and Strategic Leadership project, an initiative to develop resources to support new and existing community health centres to strengthen their governance and strategic leadership capacities. The first phase of the project involved an assessment of learning needs, a literature review and an inventory of gaps and available resources. These initial reports are available to members on COHI's website. One of the project's first products will be a guide to existing resources that cover basic board and management roles of greatest relevance for community health organizations. Plans for new resources to be developed are coming together and will be announced shortly. These two projects were realized with funding from the Ministry of Health and Long Term Care.

Other activities to support learning included:

- Updating materials in BHO's online Resource Library
- Developing a presentation and guidelines around client record audits and BHO, and
- Sharing and celebrating achievements of organizations reviewed in the past three years by reporting examples of excellence and innovation identified through BHO reviews

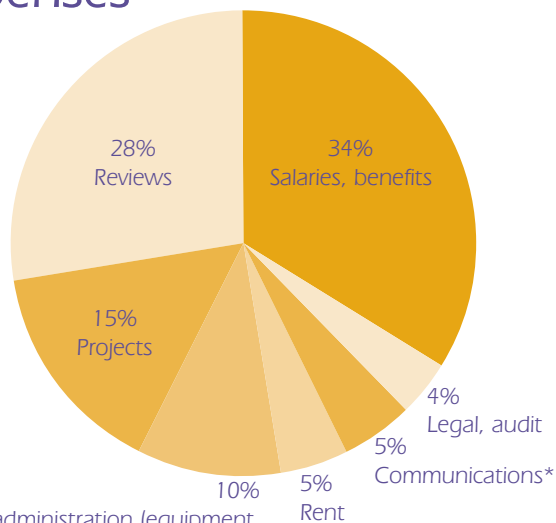
Accomplishments 2008-09

- 18 BHO reviews conducted
- 39 peer reviewers on the roster
- 7 new peer reviewers trained
- 5 database and prep trainings offered with 49 attending
- 3rd cycle of BHO concludes with 51 reviews conducted
- 158 reviews conducted since COHI's inception

...see Message, page four

The Financial Picture

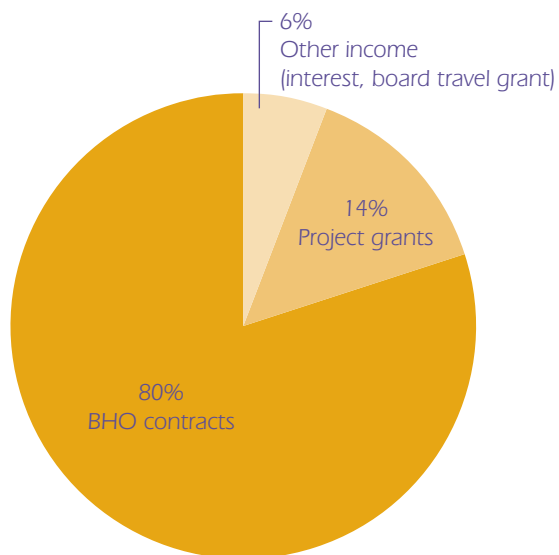
Expenses



Other administration (equipment, office supplies, board expenses, telephone, training, amortization)

* Website, printing, production of materials, postage, translation

Revenue



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COHI Board of Directors, 2008-2009

- ◆ Lucia Furgiuele, resigned as Executive Director Stonegate CHC
- ◆ Carole Goyette, Community Developer/Urban Planner, LAMP (Treasurer)
- ◆ Joe Hester, Executive Director, Anishnawbe Health Toronto (resigned March 2009)
- ◆ David Hole, resigned as Executive Director, South-East Ottawa CHC
- ◆ Michele Hurtubise, Executive Director, London InterCommunity HC (appointed December 2008 to replace Carla Palmer)
- ◆ Brenda McNeill, Executive Director, Anne Johnston Health Station (appointed May 2009 to replace Joe Hester)
- ◆ May Morpaw, Board Member, Sandy Hill CHC (Vice Chair)
- ◆ Peggy Nickels, Community Services Manager, Langs Farm CHC (Chair)
- ◆ Carla Palmer, Executive Director, Barrie CHC (resigned November 2008)
- ◆ Lynne Raskin, Executive Director, South Riverdale CHC (Secretary)
- ◆ Denise Squire, Executive Director, Woolwich CHC

Staff

- ◆ Kathy Barratt, Bookkeeper (contract)
- ◆ Alan Hahn, Technical Consultant (contract)
- ◆ Saraj McCormack, Administrative Coordinator
- ◆ Isabelle Patenaude, Accreditation and Education Specialist
- ◆ Sherry Simm, Evaluation Surveys (contract)
- ◆ Barbara Wiktorowicz, Executive Director

COHI Team Leaders

- ◆ Vicki Bales
- ◆ Michael Barkley
- ◆ JoAnne Doyle
- ◆ Beth Hoen
- ◆ Janet McCrimmon
- ◆ Isabelle Patenaude
- ◆ Kate Mullin
- ◆ Zelda Shore
- ◆ Anne Simard

Congratulations to the

Accredited Organizations!

Community Organizational Health congratulates the following organizations which have achieved accreditation as of April 3, 2009:

- ◆ Access Alliance Multicultural Health and Community Services, Toronto
- ◆ Anishnawbe Health Toronto
- ◆ Anne Johnston Health Station, Toronto
- ◆ Barrie Community Health Centre
- ◆ Black Creek Community Health Centre, Toronto
- ◆ Centre de santé communautaire de l'Estrie, Cornwall
- ◆ Centre de santé communautaire Hamilton/Niagara
- ◆ Centre de santé communautaire de Sudbury
- ◆ Centre de santé communautaire du Témiskaming
- ◆ Centre francophone de Toronto
- ◆ Centretown Community Health Centre, Ottawa
- ◆ Country Roads Community Health Centre, Portland
- ◆ Davenport-Perth Neighbourhood Centre, Toronto
- ◆ Flemingdon Health Centre, Toronto
- ◆ The Four Villages Community Health Centre, Toronto
- ◆ Gateway Community Health Centre, Tweed
- ◆ Guelph Community Health Centre
- ◆ Hamilton Urban Core Community Health Centre
- ◆ Kingstons Community Health Centres
- ◆ Kitchener Downtown Community Health Centre
- ◆ Lakeshore Area Multi-Services Project (LAMP), Toronto
- ◆ Lanark Health and Community Services
- ◆ Langs Farm Village Association, Cambridge
- ◆ London InterCommunity Health Centre
- ◆ Mary Berglund Community Health Centre
- ◆ Merrickville District Community Health Centre
- ◆ New Heights Community Health Centre, Toronto
- ◆ North Hamilton Community Health Centre
- ◆ North Lambton Community Health Centre, Forest
- ◆ NorWest Community Health Centres, Thunder Bay
- ◆ Oshawa Community Health Centre
- ◆ Parkdale Community Health Centre, Toronto
- ◆ Pinecrest-Queensway Community Health Centre, Ottawa
- ◆ Planned Parenthood Toronto
- ◆ Rexdale Community Health Centre, Toronto
- ◆ Sandy Hill Community Health Centre, Ottawa
- ◆ Somerset West Community Health Centre, Ottawa
- ◆ South-East Ottawa Community Health Centre
- ◆ South Riverdale Community Health Centre, Toronto
- ◆ Stonegate Community Health Centre, Toronto
- ◆ Teen Health Centre, Windsor
- ◆ West Elgin Community Health Centre, West Lorne
- ◆ West Hill Community Services, Toronto
- ◆ Women's Health in Women's Hands, Toronto
- ◆ Woolwich Community Health Centre, St. Jacobs
- ◆ York Community Services, Toronto
- ◆ The Youth Centre, Ajax

Many Thanks to our Peer Reviewers

Many thanks to the 33 individuals listed below who gave of their time and expertise as peer reviewers on BHO review teams in 2008-2009. Thanks also to the 24 organizations listed below which assisted BHO by nominating and supporting these peer reviewers.

- ◆ Simone Atungo, Parkdale CHC
- ◆ Beth Beader, North Hamilton CHC
- ◆ Janet Bowes, Carlington CHC
- ◆ Ligaya Byrch, Barrie CHC
- ◆ Margaret Cheung, Anne Johnston Health Station
- ◆ Wendy Christopher, Kingston CHCs
- ◆ Denis Constantineau, CSC de Sudbury
- ◆ Alison DeLinden, Centretown CHC
- ◆ Sue Finnie, Flemingdon Health Centre
- ◆ Darryl Gershater, Flemingdon Health Centre
- ◆ Axelle Janczur, Access Alliance Multicultural Health and Community Services
- ◆ John Jordan, Lanark Health and Community Services
- ◆ Carol Klupsch, West Hill Community Services
- ◆ Marjorie Kort, consultant (previously with Centretown CHC)
- ◆ Karen Laing, London Intercommunity HC
- ◆ Laura Loli-Dano, Black Creek CHC
- ◆ Lyse Lamothe, CSC de Sudbury
- ◆ Wanda MacDonald, Pinecrest-Queensway CHC
- ◆ Lyne Martineau, CSC de l'Estrie
- ◆ Jocelyne Maxwell, CSC du Témiskaming
- ◆ Brenda McNeill, Anne Johnston Health Station
- ◆ Wendy Miyagawa, Centretown CHC
- ◆ Sonia Munoz, Family Service Toronto
- ◆ Suzanne O'Byrne, Somerset West CHC
- ◆ Shobha Oza, Flemingdon Health Centre
- ◆ Jeannie Page, South-East Ottawa Community Health Centre
- ◆ Michel Raymond, CSC de Sudbury l'Est
- ◆ Marsha Stephen, Country Roads CHC
- ◆ Sandra Tait, Consultant (previously Lanark Health and Community Services)
- ◆ Adele Tanguay, CSC Hamilton/Niagara
- ◆ Melissa Tapper, South Riverdale CHC
- ◆ Amy Vanderspank, Lanark Health and Community Services
- ◆ Joan Wahay, Consultant (previously Centretown CHC)

Message, continued from page one...

Moving BHO Forward

Guided by our last strategic plan, COHI has continued to work to bring BHO to a range of health and social service organizations. A number of new CHCs are participating in a Preliminary BHO Service through which they can access BHO resources and additional supports as they establish their organizations. In other sectors, BHO pilots are underway with a community mental health organization and two community support service organizations. And, Family Service Toronto is one of COHI's newest members. In addition, in the coming year we begin a collaboration with nine Aboriginal Health Access Centres (AHACs) that have received short-term funding to undertake a quality improvement process leading to BHO accreditation. We are pleased to have the opportunity to work with these AHACs and others to ensure BHO is responsive to the cultural frameworks that guide programs serving Aboriginal communities.

The community health field has experienced major shifts in the past few years, with many organizations now funded through the Local Health Integration Networks (LHINs) and facing heightened expectations around accountability and integration within the broader health system. In a changing environment, we need to work together to promote the valued, unique approach of organizations that work in community health. COHI is pleased to join in these efforts and to work at aligning BHO to these new realities. We appreciate the feedback we have received through our recent consultations about how BHO can be enhanced. This has renewed our commitment to making improvements.

Charting a Course for Community-based Accreditation

Over the past year the COHI board undertook a strategic planning process to chart our course for the next three years. With the assistance of consultant Margot Lettner, an environmental scan and a number of consultations with the CHC sector and beyond it were conducted. We thank all those who participated. This complemented a feasibility study completed with five other accreditation organizations. Several possible strategic directions involving different collaborations were explored.

Just last month, the board decided on the broad directions which will shape our operational plans, to be developed in the coming months. We will report about these in greater detail at the AGM. One longer term direction we plan to pursue is a formal collaboration with several other accreditation organizations. We want to assure our members that even as we move in this direction, COHI remains committed to delivering the best possible accreditation program and to promoting it widely. The vision for the planned collaboration is to move toward establishment of a social enterprise offering accreditation to a wide range of community-based service organizations. As we begin the developmental phase of this initiative we will be consulting with and reporting to our members regularly.

We go forward into our second decade with a strong vision and excellent opportunities to further develop BHO into a quality improvement and accreditation tool that provides a tailored and trusted approach for community-based health and social services. We are confident that with the support of our members, and in collaboration with our partners, we will continue to be a leader in building a community services sector that is vibrant, effective, credible and accountable.



Peggy Nickels
Chair, Board of Directors



Barbara Wiktorowicz
Executive Director

Key Events in BHO and COHI History

June 1998	At its annual meeting, the membership of the Association of Ontario Health Centres (AOHC) approves Building Healthier Organizations (BHO) as the tool that will be used to accredit community health centres (CHCs) in Ontario. The membership agrees that a new non-profit agency should be established to implement BHO.
September 1998	The founding board of COHI has its first meeting.
October 1998	The first BHO peer reviewer training is held in Toronto.
December 1998	Community Organizational Health Inc. is federally incorporated.
February 1999	The first permanent staff member is hired.
March 1999	By the end of the first fiscal year, 50 CHCs have signed contracts to participate in BHO.
March 2002	The first 50 BHO reviews have been conducted – completing the first cycle of BHO.
October 2002	The Ministry of Health and Long Term Care (MOHLTC) funds an external evaluation of BHO. Released in October 2002, the report of the evaluation conducted by Applied Research Consultants is very positive.
September 2003	Ownership of BHO is transferred from AOHC to COHI. The COHI board agrees to begin a process to modify BHO. While the feedback from centres and review teams has generally been very positive, the board agrees there are some critical issues to address. One of the goals of the modifications process is to make the BHO tool more amenable to use by a range of community-based non-profit organizations.
April 2005	The 2005 edition of the BHO tool is released to participating organizations. With an entirely revised process and standards, this version is the result of 18 months intensive work involving more than 150 stakeholder representatives including CHCs, MOHLTC and AOHC.
April 2007	Family Service Toronto becomes the first member of COHI from outside the community health centre sector, bringing COHI's membership to 55.
March 2008	Revised BHO standards are released based on a review led by the Quality Improvement Committee of COHI's Board and on feedback from reviewed organizations and review teams. Minor revisions are made to the standards and indicators.
November 2008	The fourth cycle of BHO reviews begins.

About COHI

Community Organizational Health Inc (COHI) is a federally incorporated non-profit. We own and administer the Building Healthier Organizations quality improvement and accreditation program.

Mission

We offer excellence and effective leadership in accreditation by fostering quality, innovation and learning within health and social service organizations to attain and maintain a state of optimal health.

Services

In order to fulfill this mission, COHI will:

- ◆ provide a peer review process leading to accreditation, using the Building Healthier Organizations (BHO) program;
- ◆ promote organizational health and innovative practices by providing opportunities for sharing examples of good practice, innovation and excellence;
- ◆ provide information and education regarding quality improvement and BHO;
- ◆ embrace new opportunities to promote organizational health.

Values

We are committed to:

- ◆ acting with integrity and fairness in all of our endeavours;
- ◆ pursuing quality, excellence and innovation;
- ◆ promoting continuous learning and improvement;
- ◆ creating opportunities for individual and organizational learning;
- ◆ celebrating successes;
- ◆ involving our members in the ongoing development and governance of COHI;
- ◆ respecting the diversity of our members;
- ◆ maintaining transparency in our relationships and communications;
- ◆ holding ourselves accountable for the quality of our work and the achievement of established outcomes;
- ◆ ensuring effective stewardship of the resources provided to COHI.

BHO Evaluation Highlights

What Participating Organizations Tell COHI...

Evaluations of BHO reviews consistently document many benefits that individuals note about their participation in the review experience. Featured here are a few excerpts from evaluation surveys conducted over the past three years where respondents were asked what they valued most about their BHO experience.

- ◆ "The BHO program has evolved much like our CHC has evolved over the past 15 years. ... BHO has allowed us to track our own development as an organization over the years – our strengths and things we need to continually work to improve."
- ◆ "Good time to reflect on organization's value to community. Learning opportunity for new staff, sense of satisfaction for more experienced staff. Knowledge that 'we're on the right track'. Opportunity to record organization's milestones & history."
- ◆ "I appreciate the opportunity to place our "house" in order. I also find the indicators incredibly useful in the organization of our policy and procedures manuals."
- ◆ "I especially appreciated the suggestions which came at the end of the process. It was a great learning experience for me and for many others."
- ◆ "It brought to light many of the strengths of the organization and helped us to identify areas where there was a need for improvement. In some cases, the areas in need of improvement had already been voiced by staff, so to have an unbiased third party note the same findings was reassuring and will help to move us towards those improvements. The review team was wonderful, very relaxed and non threatening which helped staff feel comfortable."
- ◆ "Thank you for putting us at ease from the start. I was very nervous. We could feel that you came from the same sector we do."
- ◆ "As a team leader, it was great to work together across the Centre's teams (clinical, admin. and health promotion) and hear about various achievements."
- ◆ "As always, the preparation for the review provides a valuable opportunity for the CHC to consider its systems of organization, management, and processes for service delivery and community engagement."
- ◆ "Although BHO is a ton of work, and regardless how much the tool is modified, it will forever be thus, it is worth pulling the organization together, internally evaluating what is needed, creating a framework for 3 year systems planning cycle and testing ourselves to see how well we are doing for our own sakes."
- ◆ "Opportunity to learn, opportunity for staff to discuss our successes and areas of growth. The COHI Resource Library of sample policies was very helpful to our preparation process. This put into context the requirements of the accreditation process."
- ◆ "BHO allows us to reflect on what we have achieved year after year. More often than not, we don't take the time to take a step back, reflect on where we were when we started and on how much we have achieved as an organization since."

Board Member comments

- ◆ "I really learned a lot about our centre that I didn't know before. In my role as director, I now am better informed about policy and governance."
- ◆ "Board members who participated felt very comfortable with the review team. Exit interview/debrief very well done! Growth and learning personally & professionally Report was well received and was reflective of both areas to develop and areas of excellence at both the organizational and board level."
- ◆ "As a board member it is a good way to learn (if new) or refresh yourself on policies. Helps us to question the relevancy of some of those policies regularly. It is good validation that the organization and the board have appropriate and best practices in place."
- ◆ "The ability to focus learning upon the new members of the board and increase their awareness and the importance of accountability."
- ◆ "Both the standards we were asked to meet and the diligence of the reviewers challenged us to examine our operations and to make the changes needed to strengthen our capacity to meet our responsibilities as a board."

BHO Evaluation Surveys

% Rating Good and Excellent

Based on responses from 459 individuals at 45 organizations reviewed

- BHO as a tool for organizational learning and development87%
- BHO as a tool for ensuring accountability91%
- BHO as a tool for recognizing innovations and excellence91%
- BHO focus on outcomes and quality of work84%
- BHO more transparent with clearer requirements83%
- BHO reduced number and complexity of requirements77%

The complete results from BHO Review Evaluations conducted over the past 3 years are now posted on COHI's website.