



Youthdale Treatment Centres

Accredited with Exemplary Standing

Youthdale Treatment Centres has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Youthdale Treatment Centres 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 **Youthdale Treatment Centres** for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

Youthdale Treatment Centres (2022)

For over 50 years, Youthdale has been dedicated to providing treatment to children, youth and young adults with the most acute and complex mental health needs and support to their caregivers.

Youthdale was established in 1969 and is a founding member of the children's mental health movement and is unique in Canada for a full range of services for at-risk clients with serious and often life-threatening mental health diagnoses.

Youthdale provides primarily level 4 and 5 support through secure treatment, transitional age live in treatment, child and youth live-in treatment, day-treatment and an intensive support and supervision program.

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 12, 2022 to September 16, 2022

Locations surveyed

- 5 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.

Primarily servicing the Greater Toronto Area (GTA), the Youthdale Treatment Centre is a non-profit and charitable community agency serving children, youth, young adults, and families who have acute and highly complex mental health needs. It is governed by a volunteer Board of Directors and funded by the Ministry of Health, the Ministry of Children, Community and Social Services, and Ontario Health – Toronto Region. The organization's service continuum includes intake, assessment and consultation, live-in, secure, inpatient, and day treatment, youth justice, and after care programs.

Treatment goals are developed in partnership with clients and families. The organization's inter-professional treatment team works to reduce the severity of mental health symptoms, strengthen coping skills and resilience, improve functioning at home, school, and in the community, and stabilize and transition clients to less intensive services. The team members involved with the clients and families are described as quite devoted to ensuring the success of every participant.

Goals of the organization's recently transformed clinical model include the application of trauma theory into practice. This is leading to a more cohesive clinical framework, shared language and knowledge, fewer incidents, a more robust assessment of early childhood experiences and trauma to provide more responsive and targeted interventions that better reduce trauma symptoms. Clinical teams use validated instruments to make objective treatment decisions.

Staffing challenges have become more acute since the COVID-19 pandemic. Recent strategies have been developed to improve the recruitment and retention of staff. These include the expansion of the classification and scope of child and youth workers, safety huddles, a comprehensive onboarding process, access to trauma informed care training, and active partnerships with post-secondary institutions to support student placements and improve recruitment. Work life pulse survey results are validated by staff and actioned with input from staff to make improvements.

Since the arrival of a new CEO earlier this year, the organization has undergone several transformational changes. These include a refresh of its strategic and operational plans, the introduction and implementation of evidence-based clinical tools and instruments as part of the

organization's measurement-based care strategy. In addition, the organization is operationalizing revised quality improvement and operational plans, a new client and family engagement strategy, and recently developed equity, diversity, inclusion and belonging, and recruitment, retention, and clinical professional development plans. Additional positions have been established to lead and execute these new plans. Overall, the leadership at Youthdale is transparent, and deeply committed to improving the treatment experience, and the achievement of short- and long-term treatment and quality of life outcomes.

Youthdale's board of directors has an action plan to address the results of its governance functioning assessment. The board's self evaluation now includes a survey to gather member feedback on its performance. The board's governance committee revised its recruitment and succession strategies. Two directors with lived experience were recruited to the board, one client and one parent. They also participate on other board and organizational committees. The board practices ethical decision making. Quality and safety data, and information about client and family experiences are integral to discussions and decisions. Directors are prepared for meetings, and actively engage in problem solving. Overall, the Youthdale governance structure is highly skilled, cohesive, and supported by a robust set of policies and by-laws.

Youthdale is an active partner in the GTA's child and youth mental health system. Leaders and employees at all levels participate in community groups, committees, and planning tables. The CEO has positive relationships with community partners and has regular meetings with funders. Leaders and staff at Youthdale are described as being well connected to their stakeholders, and as collaborative and flexible community partners. Leaders are known to reach out to partners for advice and ideas, and considered as having an appetite for evidence and making meaningful changes happen. Community partners confirm the organization's transformed service model is better aligned with its mandate, and that Youthdale is better positioned to meet the growing complexity of mental health needs of children, youth, and their families.

The organization's commitment to people centered care is impressive. In addition to collecting data about client experiences, the organization partners with clients, parents, and caregivers to plan and implement improvement projects. Multiple channels and activities are used to get their input. Clients feel connected to Youthdale long after their discharge. Parents and caregivers feel they are listened to, and that their role and input are valued. They are enthusiastic about the recent developments including the new after care program, which they hope will improve community transitions and the overall well being of children and youth.









The organization has much to celebrate. It was very well prepared for this survey. Youthdale demonstrates a deep commitment to moving the needle on all Accreditation Canada's quality dimensions. Well done!

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.

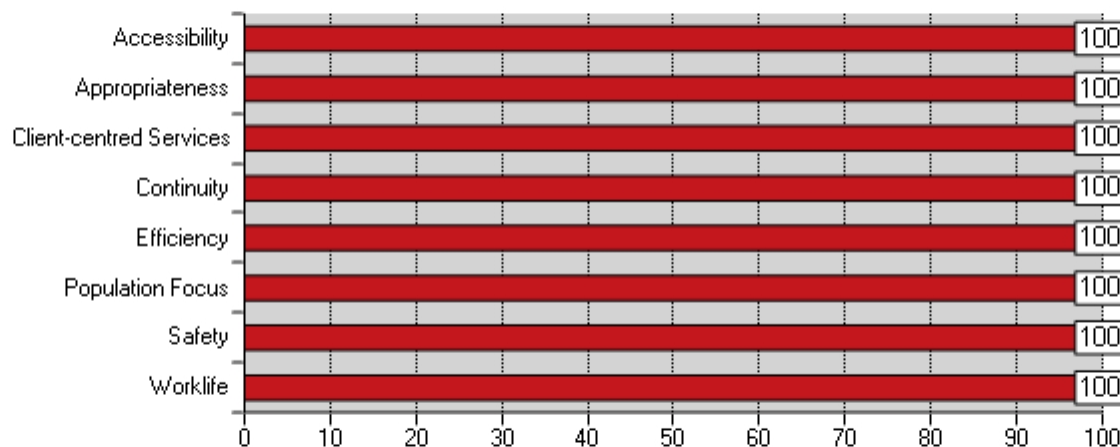
The quality dimensions are:

	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

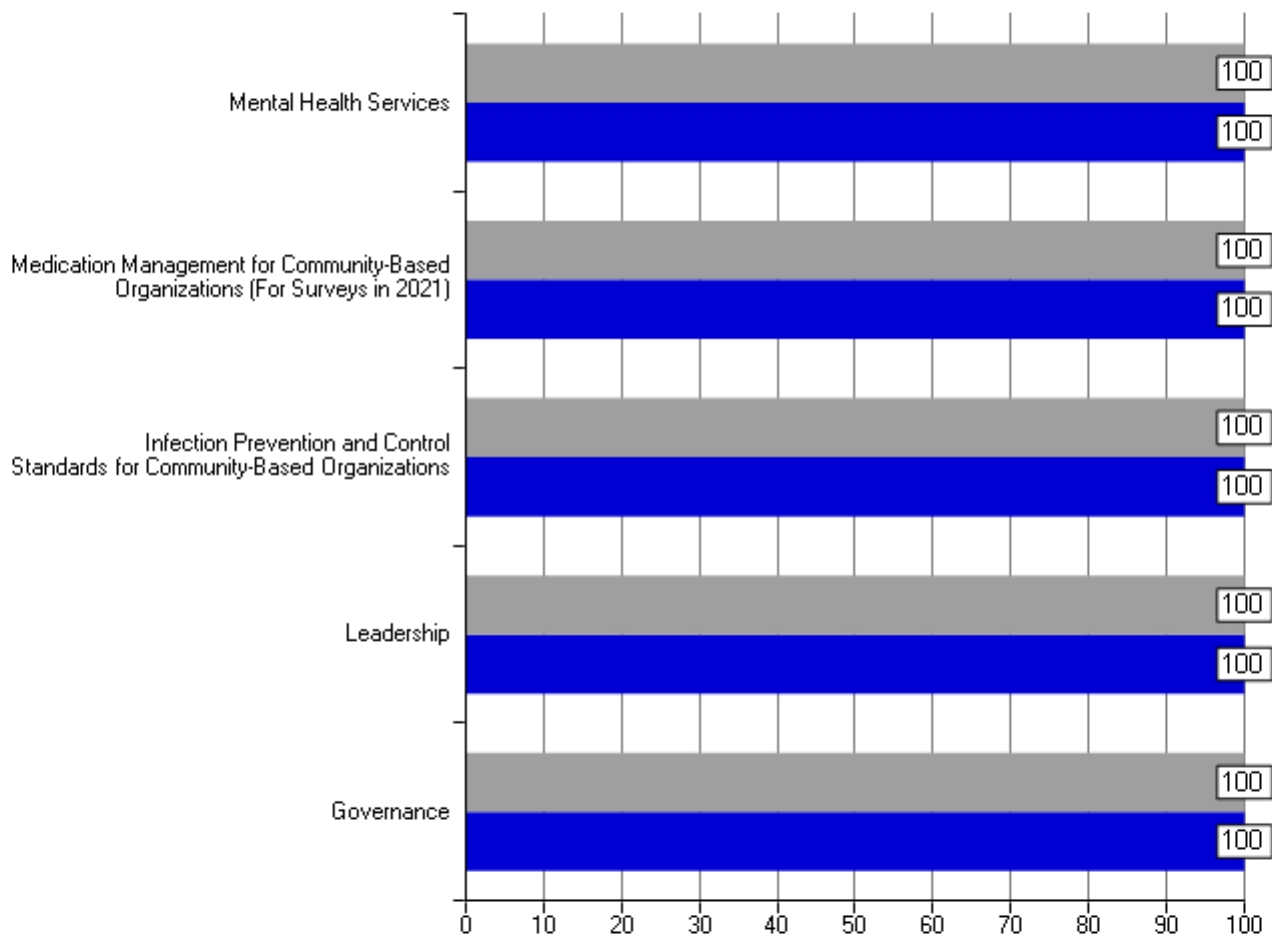
All of the standards make a difference to health care quality and safety. A set of standards includes criteria and guidelines that show what is necessary to provide high quality care and service.

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

■ High priority criteria met ■ Total 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.

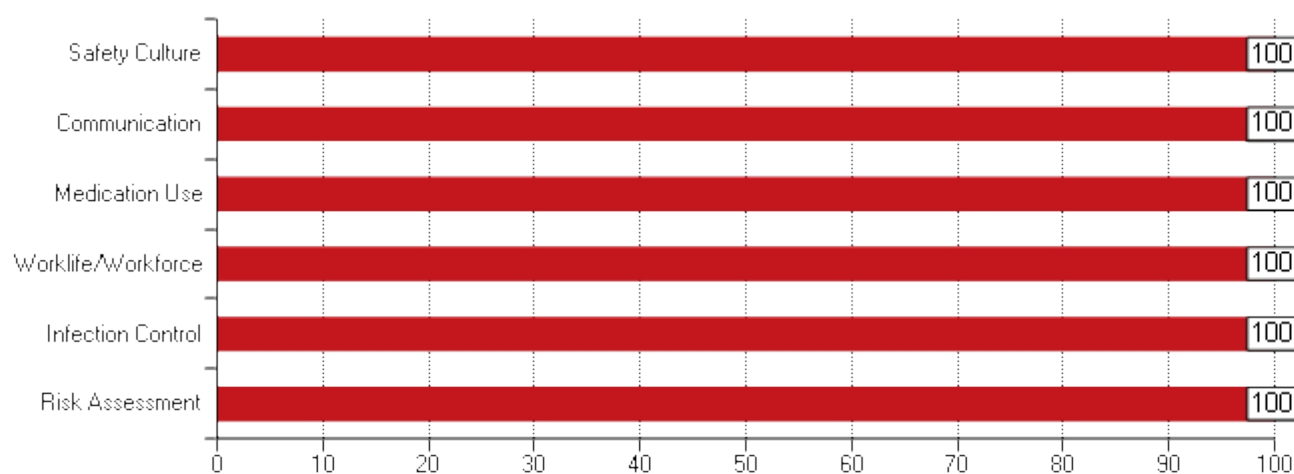
ROPs are always high priority and it is difficult to achieve accreditation without meeting most of the applicable ROPs. To highlight the importance of the ROPs and their role in promoting quality and safety, Accreditation Canada produces the Canadian Health Accreditation Report each year. It analyzes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



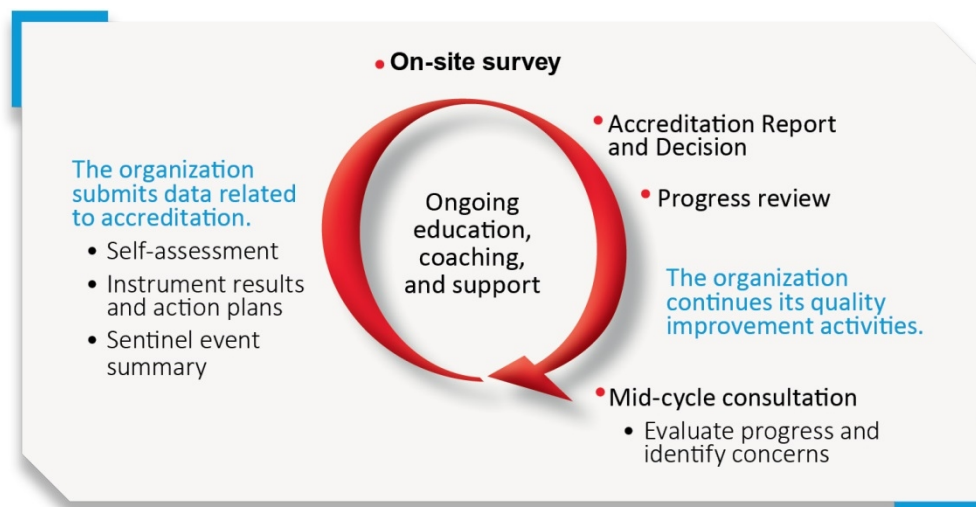
The quality improvement journey

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 **Youthdale Treatment Centres** 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

- 1 592 Huron
- 2 Head Office - 229 Yonge
- 3 Intensive Extended Day Program
- 4 Transitional Age Unit
- 5 Transitional Psychiatric Unit

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
 - Medication reconciliation as a strategic priority
 - Medication reconciliation at care transitions
 - The “Do Not Use” list of abbreviations
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Medication Use

- High-Alert Medications
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Worklife/Workforce

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

- Hand-Hygiene Compliance
 - Hand-Hygiene Education and Training
 - Infection Rates
 - Reprocessing
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Risk Assessment

- Falls Prevention Strategy
 - Suicide Prevention
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