Executive Summary
Accreditation Report

Across Boundaries

Accredited with Exemplary Standing

Across Boundaries has gone beyond the requirements of the Qmentum accreditation program and demonstrates excellence in quality improvement.

Across Boundaries 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 Across Boundaries for its ongoing work to integrate accreditation into its operations to improve the quality and safety of its programs and services.

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.

Across Boundaries (2023)

Across Boundaries has been providing equitable, inclusive, and holistic mental health and addiction services for racialized people across the GTA within an Anti-Racism/Anti-Black racism and Anti-Oppression frameworks since 1995. Across Boundaries serves approximately 900 service users annually and has 40 FTE racialized staff. The organization’s services include Moderate – Intensive Case Management, Psychotherapy, Cognitive Behavioral Therapy, short term counselling and social rehabilitation, for service users who are aged 15 and up, those from the 2SLGBQT++ communities, intersecting with the following areas: the justice system, houselessness, immigration, legal etc.
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
November 26, 2023 to November 29, 2023

Locations surveyed

- 1 location was 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.

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Across Boundaries, operating as a community-based organization for around 30 years in the Greater Toronto Area provides specialized services to racialized communities. Its commitment to an anti-racist and anti-oppression framework has garnered high respect from partners and referral sources. The organization's longevity and positive reputation can be attributed to its consistent and progressively minded leadership.

The organization is fortunate to have a dedicated volunteer Board of Directors, carefully selected through a thoughtful recruitment process guided by a skills matrix. This ensures a diverse and skilled group that brings valuable perspectives. Recently, the Board actively participated in a strategic planning process, laying the foundation for refreshed strategic priorities in beginning in Fiscal Year 2024/25.

The Board has expressed a keen interest in enhancing the organization's capacity for data-driven decision-making. This suggests a forward-looking mindset and an interest in focusing limited resources on initiatives that will have the most impact. It reflects the Board's commitment to steer the organization with informed and thoughtful decisions.

Community partners and service users actively participated in the onsite survey. Both groups conveyed a high level of satisfaction with the services and the service delivery model. The feedback, particularly focused on the specialized body of knowledge and the approach to serving racialized communities, was specific and positive.

The organization's work is distinctly valued for its focus on service provision to individuals who have encountered barriers due to systemic racism. Across Boundaries is recognized as an advocate, a highly skilled provider, and an educator. The organization's commitment to being service user-centred in all aspects of its work is highlighted, reflecting a dedication to meeting the unique needs of its diverse community.
The organization experiences the common recruitment and retention challenges faced by NGOs competing for staff with larger publicly funded organizations. It has proactively implemented Human Resource strategies to position itself as an employer of choice. These strategies encompass a wellness focus, targeted recruitment approaches, inclusive planning and service design, and explicit mission, vision, and values statements committing to anti-racism and anti-oppression approaches for both staff and service users.

Staff members consistently expressed their motivation to be part of the organization, citing a shared commitment to these beliefs and objectives. This emphasizes the success of the organization's approach in fostering a workplace culture that resonates with its staff and aligns with their values.

The organization's approach embraces a holistic model to assist individuals aged 16 and older with serious mental illness in living and working within the community. Case managers play a crucial role in supporting these individuals, responding to their changing needs, and fostering independence and an improved quality of life.

Guided by the Psychosocial Rehabilitation Model, the team provides ongoing support tailored to each client's requirements, aiming to stabilize their situation and help them achieve personal goals. Case managers also collaborate to coordinate services from various systems, such as mental health, criminal justice, developmental, and addiction services. At the heart of this approach is the cultivation of caring, supportive relationships between the client and the case manager, and when suitable, involving the client's family and support network in the journey.

Service users appreciate the staff's warm and flexible approach, evident in their willingness to customize services based on individual preferences. This commitment to user-centred care involves actively listening to individual needs and creating a personalized and supportive atmosphere. Staff members highly prioritize understanding and responding to each service user's unique requirements, ensuring a positive and tailored experience. This reflects a culture that places service users at the forefront, valuing their input and striving to meet their diverse needs with utmost care and sensitivity.
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**

![Chart showing percentage of criteria met for each quality dimension.](image)
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 chart](chart-url)
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.
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.

As Across Boundaries 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. Across Boundaries
Appendix B

Required Organizational Practices

Safety Culture

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

Communication

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

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
- Infection Rates
- Reprocessing

Risk Assessment

- Suicide Prevention