CARF Accreditation Report

for

Port Alberni Association for Community Living

Three-Year Accreditation

Contents

About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Port Alberni Association for Community Living
3008 Second Avenue
Port Alberni BC V9Y 1Y9
CANADA

Organizational Leadership

Craig Summers, Executive Director

Survey Number

129406

Survey Date(s)

January 20, 2021–January 22, 2021

Surveyor(s)

Margaret K. Warcup, DESS Administrative
Nathaniel Rogers, Jr., DESS Program
Wendy M. Goyer, DESS Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Services for Children and Youth: Child and Adolescent Services
Services for Children and Youth: Early Intervention Services
Supported Living
Governance Standards Applied

Previous Survey

May 15, 2017–May 17, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: May 31, 2023

Executive Summary

This report contains the findings of CARF's site survey of Port Alberni Association for Community Living conducted January 20, 2021–January 22, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Port Alberni Association for Community Living demonstrated substantial conformance to the standards. Port Alberni Association for Community Living (PAACL) provides an array of services to children, youth, and adults that are highly valued by stakeholders and are well regarded in the community. The services include community employment services, services for children and youth, home share services, community integration, community housing, and supported living. Persons served are benefiting from the services and supports they receive from the organization. Among PAACL's many strengths are its dedicated board and its hardworking, compassionate, creative, and respectful staff members who carry out their responsibilities with professionalism and exercise flexibility in accommodating the needs and preferences of the persons served and their families. Many personnel have long tenure. The organization proactively engages in relationships and partnerships with individuals and entities in the community that increase the resources available to persons served and their families and accrue to their quality of life and the betterment of the community overall. The organization's environments are pleasant, comfortable, well maintained, and conducive to the services provided. Persons served, their families, members of the community, and other stakeholders had consistently high praise and appreciation for PAACL and its services and staff members. Opportunities for improvement are scattered throughout the standards sections. They include the implementation of written ethical codes of conduct and procedures regarding organizational fundraising; the development of certain policies and written procedures in the area of governance; the consistency with which the organization complies with obligations related to the rights and privacy of the persons served; the development of policies and written procedures regarding records; the comprehensiveness of written procedures regarding social media; the development of written procedures regarding the storage of hazardous materials; the implementation of written procedures that comprehensively address actions to be taken in response to information concerning workforce background checks and credentials verification; the implementation of certain policies and procedures, testing, and personnel training in the area of technology; the consistent implementation of policies promoting the right to privacy; the communication of rights to the persons served in a program longer than one year; the consistent availability of rights at all times for review of the persons served; the comprehensiveness of the written analysis of all formal complaints; and the development of a performance measurement and management plan. Opportunities for improvement also include the implementation or comprehensiveness of a number of processes, policies, written procedures, and plans in the areas of program/service structure, screening and access to services, and community

housing. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instils confidence that PAACL possesses the willingness and capacity to bring it into full conformance to the standards.

Port Alberni Association for Community Living appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Port Alberni Association for Community Living is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Port Alberni Association for Community Living has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Port Alberni Association for Community Living was conducted by the following CARF surveyor(s):

- Margaret K. Warcup, DESS Administrative

- Nathaniel Rogers, Jr., DESS Program

- Wendy M. Goyer, DESS Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.

- Business unit resources, such as finance and human resources.

- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.

- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.

- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Port Alberni Association for Community Living and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.

- Direct observation of the organization's operations and service delivery practices.

- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.

- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports

- Community Employment Services: Job Development

- Community Housing

- Community Integration

- Host Family/Shared Living Services

- Services for Children and Youth: Child and Adolescent Services

- Services for Children and Youth: Early Intervention Services

- Supported Living

- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the

contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Port Alberni Association for Community Living demonstrated the following strengths:

- The culture of PAACL promotes the according of uppermost consideration to acting in the best interests of the persons served at all times. Persons served commented that they feel safe and respected.

- Board members expressed commitment and a caring attitude toward the organization and its governance role. The board is commended for taking actions to address findings identified in its self-assessment process.

- Dedicated, professional staff members work in a collaborative, effective, and mutually supportive manner. They extend themselves beyond their assigned responsibilities and ensure that they are consistently available to the persons served. They demonstrate a belief in PAACL's mission and person-centred service philosophy. The organization benefits from many long-term employees who make valued contributions in the areas of cross-mentoring and succession planning. It is recognized for being supportive of the active engagement of staff members in the communities served.

- PACCL employs warm, competent, and respectful personnel to provide direct services to the persons served. Staff members spoke of the importance of compassion, patience, and enthusiasm in carrying out their work effectively. They take obvious pride in the supports they provide and are continually focused on building and enhancing positive relationships with the persons served.

- The members of PAACL's health and safety committee are recognized for the dedication, enthusiasm, and vigilance that they devote to safeguarding and supporting the health and safety of the persons served and staff members. They are commended for encouraging the participation of additional staff members in carrying out the committee's responsibilities and for the detailed manner in which they conduct monthly reviews of completed inspections, emergency drills, and critical incidents.

- PAACL was in the process of revising its strategic plan when it became necessary, due to the onset of the COVID-19 pandemic, to modify the manner in which the organization's services and business functions were being conducted. For example, the organization is complimented for implementing a shorter-term, priority-defined strategic plan that will be used until a full consultation and strategic planning process can be resumed. It is also recognized for developing a graphic representation of its strategic direction that consists of five

strategic-direction pillars in the prioritized areas of facilities, finance, human resources, leadership, and programs and services. The clarity of the representation is an effective method for sharing key elements of the strategic plan with stakeholder groups.

- The Children/Youth with Special Needs (CYSN) program is active, diverse, creative, and downright fun for persons served. Staff members are energetic and actively involved in carrying out their responsibilities. CYSN's most recent project is a result of the need to socially distance due to the COVID-19 pandemic. Currently, persons served are hooked on creating a Zoom game featuring Star Wars™ that is facilitated by staff members and allows for the participation and interaction of all interested persons served. It is evident that the staff members actively listen to the persons served, respect their rights and opinions, and honour their desires and preferences whenever feasible. Asked what makes the program special, a parent replied, "They are 100 percent person centred." Another stakeholder stated, "They don't do for, they do with."

- PAACL's host family services experienced rapid growth over the last three years, doubling the number of persons served. A host family member described feeling that he "won the lottery," adding that the host family never struggles for anything and that the organization always answers its questions. The host family member also commented that the person served is part of his family. The host family member expressed the hope that, as time goes by, the person served will continue to want to live with the family, even after retirement. A person served stated that his host family is always available to help him with whatever he needs and that he considers the members to be his family.

- The organization's community housing services are provided in welcoming neighbourhoods in and around Port Alberni and Parksville. The well-maintained homes have been renovated and updated to meet the needs of the persons served. Adaptations include walk-in showers, ceiling lifts, and flooring appropriate for the persons served who use wheelchairs. Through the strong partnership PAACL has developed with a local pharmacist, the pharmacy delivers and picks up all medications using locked blue bins. The pharmacist conducts annual inspections of each home's medication administration room. The extra support provided by the pharmacy during emergencies is testament to its respect for and excellent working relationship with the organization.

- Families of persons receiving community housing services at Gilley Residence stated that PAACL is doing an excellent job. Their comments included: "Staff have been great," and "They are kind people who know the right things to do." They indicated that they trust that the manager and employees are making great decisions with their family members and that they appreciate that staff members involve them in larger decisions and decisions regarding health concerns. A sibling remarked that the home of the person served must be great and that the person served spends a lot of weekends with family members, but that at the end of the weekend, the sibling wants to go "home." The sibling expressed delight that the family member has a wonderful place to live and call home, and added that the sibling "wouldn't change a thing."

- Supported living services are provided to 59 persons who live in safe, accessible apartments. The services are focused on ensuring that the persons served reside in safe locations that are close to friends and family to promote a personal sense of community. Through the strong relationships PAACL maintains in the community, the persons served have access to a large range of services, such as community nursing and citizen advocacy.

- The We Cook program is facilitated by an exceptionally enthusiastic employee, who stated: "It makes my day when I see someone accomplish a goal and say, 'I did it.' When they do something independently for the first time, that's even better." The We Cook program helps persons served who live in the community by teaching them skills involved in making nutritious meals, positively impacting their quality of life. Through food and friendship, persons served truly are benefiting from participation in the We Cook program.

- PAACL's community integration program is highly successful. The program features outings involving social activities and volunteerism that are personalized based on the goals and choices of the persons served. Staff members demonstrate heartfelt dedication to the success of the persons served.

- The organization's employment program has a track record of positively impacting the lives of many persons served. Creative staff members are deeply invested in the success of the persons served. The unique experiences and connections they facilitate make the employment program very special. Staff members ensure that the services they provide are flexible and person centred, and they are very familiar with the likes and preferences of the persons served. The extent to which they go to meet the needs of the persons served is recognized and appreciated by stakeholders across the board.

- PAACL is complimented for creating a garden that provides fruit and vegetables for the persons served and community. Gardening provides the secondary benefit of serving as a work opportunity for persons served. The garden, which involves a huge undertaking on the part of the organization and staff members, demonstrates PAACL's commitment to the persons served and the community.

- Across the board, stakeholders were highly complimentary of PACCL. Comments such as "I love PACCL, and the staff is awesome" and "PAACL is a godsend" were typical of the sentiments they expressed about the organization.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

■ Leadership structure and responsibilities
■ Person-centred philosophy
■ Organizational guidance
■ Leadership accessibility
■ Cultural competency and diversity
■ Corporate responsibility
■ Organizational fundraising, if applicable

Recommendations

1.A.6.a.(9)
Although ethical fundraising is mentioned in the policies of the board that governs PAACL and its foundation, it is recommended that the written ethical codes of conduct comprehensively address organizational fundraising. It is suggested that the codes address this topic as it pertains to both the board and personnel.

1.A.9.a.(1)
1.A.9.a.(2)(a)
1.A.9.a.(2)(b)
1.A.9.a.(2)(c)
1.A.9.a.(2)(d)
1.A.9.a.(3)
1.A.9.a.(4)
1.A.9.a.(5)
1.A.9.a.(6)
1.A.9.b.(1)
1.A.9.b.(2)
PAACL stated that the fundraising it and its associate foundation conduct is guided by the principles of the Canadian Centre for Philanthropy's Ethical Fundraising and Financial Accountability Code. Ethical fundraising is also addressed in the board's ethical conduct document and in its procedures related to the codes of conduct. As an organization that engages in fundraising, PAACL is urged to demonstrate accountability through implementation of written procedures that address, at a minimum, oversight; donor solicitation, communication, recognition, and confidentiality; valuing of donations; use of donations in accordance with donor intent; documentation and recordkeeping; and use of volunteers in fundraising efforts, if applicable. The organization should also provide initial and ongoing training related to fundraising written procedures to appropriate personnel. It might be helpful to assign responsibility for the written procedures, once developed, to PAACL's service planning and resource development committee.

Consultation

- To underscore and enhance the understanding and commitment of the leadership and personnel to person-centred care, PAACL might consider expanding its value statement in this area into a separate statement of philosophy that expresses what person-centred care means to the organization. Such a statement could be included in brochures and other organizational information.

- PAACL might consider including the review and revision of its mission statement, as appropriate, as part of the development of a new strategic plan. A clear, concise mission statement that is easy to recall and repeat could serve as a powerful communication tool and guide for personnel in conducting their work.

- Given feedback received in satisfaction surveys, including areas where a need for improvement is indicated, PAACL is encouraged to place greater focus on the provision of training to personnel regarding person-centred care, the development of measurable objectives in individual service plans, and the active engagement of the person served and the person's legal representative in the development of the individual service plan.

- It is suggested that PACCL develop and implement a template that guides the uniform structure and development of policies and written procedures. The language and writing style of the policies and written procedures reviewed during this survey reflected that they were multiply authored. It is suggested that the organization adopt standard methods for annotating policy and procedure documents with the dates of adoption and review/revision, incorporating definitions and references to legal requirements, and cross-referencing related policies and/or procedures. The organization is also encouraged to express all content in active voice language. These refinements could increase document consistency and flow and promote readers' understanding.

- PACCL implements a cultural diversity plan and completes an annual diversity and multicultural report. The plan minimally addresses the key considerations addressed in the associated CARF standard. Labelling the plan as the "cultural competency and diversity plan" and incorporating definitions of cultural competency, cultural safety, and cultural humility in the plan might make it easier to review and revise the plan and to develop priority goals and actions in the areas of cultural competency and diversity.

- The organization's written ethical codes of conduct are scattered throughout a number of policy documents. It is suggested that all of the codes of conduct be consolidated in a master document for ease of orientation, ongoing staff education, and reference. Having a single document to reference when a staff member or the organization faces an ethical dilemma or must make a decision based on the codes could be invaluable.

- PAACL has included the updating of its website as a strategy in the strategic plan for increasing community awareness of the organization's services. Developing a marketing plan might be helpful in guiding this effort. The plan could be used to set standards for using the organization's logo and to ensure the completeness of service descriptions in the organization's brochures, including consistent key messaging on how to contact the organization and the process for expressing a concern or making a formal complaint. A marketing plan might also be instrumental in guiding the organization's efforts to underscore respect for diversity, inclusion, and person-centred care.

- In consideration of the increasing types of loss exposure associated with the use of social media, PACCL is encouraged to complete the planned revisions of its social media policy. It might be advisable to include guidance regarding when and how social media may be used in the organization's workforce hiring processes and in policies and procedures to foster staff members' safe use of social media.

1.B. Governance (Optional)

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

■ Ethical, active, and accountable governance
■ Board selection, orientation, development, leadership, structure, and performance
■ Linkage between governance and executive leadership
■ Board meetings and committee work
■ Executive leadership development, evaluation, and compensation

Recommendations

1.B.2.g.(2)(b)

Although PAACL has a written operational procedure regarding executive compensation, the governance policies should be expanded to address board performance, including use of external resources, including, as applicable, external compensation advisors. Current practice is for the executive committee to be responsible for conducting the executive director's performance evaluation and for determining the executive director's compensation. In reviewing board policies and procedures, it is suggested that the board ensure that clear terms of reference are employed and that roles and responsibilities are clearly defined.

1.B.6.a.

It is recommended that governance policies address executive compensation, including a written statement of total executive compensation philosophy. PAACL uses the executive committee to complete the review of the written statement. It is suggested that guidance related to this function be clearly set forth in the governance policies.

Consultation

■ Board members' feedback gathered over several years reflects that members would like to be provided more board-related education. PAACL is encouraged to provide a range of board education options to the members. Priority might be given to providing education regarding different models of non-profit governance. Adopting a complementary model of board governance might be helpful in defining the board and executive director roles and responsibilities and in optimizing the expertise of board members in guiding and supporting the organization.

■ It is suggested that the business function priority performance indicators and performance targets developed annually as part of the performance measurement and management plan be used as a basis for measuring corporate performance. Corporate performance goals might be developed using the specific, measurable, achievable, realistic, and time-specific (SMART) method.

1.C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

■ Environmental considerations
■ Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

■ Collection of input
■ Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

■ Compliance with obligations
■ Response to legal action
■ Confidentiality and security of records

Recommendations

1.E.1.i.
1.E.1.j.
Although PAACL has a process for complying with its obligations regarding the rights and privacy of the persons served, the rights are not consistently reviewed with persons served and a breach of privacy occurred in one of the organization's homes. The organization is urged to consistently demonstrate a process to comply with obligations related to rights of the persons served and privacy of the persons served. It is encouraged to review its obligations and to identify strategies to ensure that they consistently are met. Strategies might include targeted education of

personnel and reinforcement of the education via a cross-mentoring training process and/or the conduct of a specific review at the time of performance appraisal. Ethical scenarios could be developed that involve querying employees regarding how they would respond to specific situations.

1.E.3.a.
1.E.3.c.
1.E.3.d.
It is recommended that policies and procedures be implemented that comprehensively address confidential administrative records, security of all records, and confidentiality of records. It might be helpful to develop a written procedure setting forth PAACL's requirements with respect to document retention and document destruction, as applicable.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

■ Budgets
■ Review of financial results and relevant factors
■ Fiscal policies and procedures
■ Reviews of bills for services and fee structures, if applicable
■ Safeguarding funds of persons served, if applicable
■ Review/audit of financial statements

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

■ Risk management plan implementation and periodic review
■ Adequate insurance coverage
■ Media relations and social media procedures
■ Reviews of contract services

Recommendations

1.G.3.a.

PAACL is urged to implement written procedures regarding communications that comprehensively address media relations. It is suggested that the procedures provide guidance regarding the person(s)/position(s) permitted to communicate with the media and how confidentiality is to be protected. The organization is also encouraged to share the expanded written procedures with the personnel and board members. Furthermore, it is suggested that the organization continue to move forward with its plan to update the social media policies, written procedures, and education for personnel and persons served. Useful resources in this regard could include the Canadian Centre for Cyber Security (**https://cyber.gc.ca/en/**) and Safer Schools Together (**https://saferschoolstogether.com/**).

Consultation

- PAACL is encouraged to expand the scope of its risk management plan to address risks related to loss of reputation; contract liabilities; competition; breaches of confidentiality and/or privacy; discrimination; complaints of bullying or harassment; and incidents related to missing persons served, injuries, abuse, and neglect.

1.H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

■ Competency-based training on safety procedures and practices
■ Emergency procedures
■ Access to first aid and emergency information
■ Critical incidents
■ Infection control
■ Health and safety inspections

Recommendations

1.H.16.b.

PAACL has implemented Workplace Hazardous Materials Information System (WHMIS) 2015 per WorkSafeBC regulations. It is recommended that the organization implement written procedures regarding hazardous materials that provide for storage. The organization is encouraged to consistently label the chemicals used in all of its homes with proper employer labels if supplier labels are not available. It is also suggested that the organization implement WHMIS 2015 requirements that a chemical inventory be maintained at each location.

Consultation

- In conjunction with its ongoing focus on personal safety, PAACL is encouraged to review the risks of injury related to falling on fireplace hearths in the homes of persons served with behavioural challenges and physical challenges, including those related to mobility. Fireproof or soft padding might be installed along the edges and on the corners of fireplace hearths to mitigate risk.

- PAACL is encouraged to explore ways to secure the additional resources necessary to expand the methods used to provide competency-based training to personnel at orientation and at least annually thereafter. The development of video modules, use of internet-based training modules, and implementation of mentoring and cross-training procedures could be helpful in optimizing this important organizational function.

- PAACL provides generators at its residential locations during utility failures. Although some of the generators are already direct wired, one is not a connected-type generator. It is suggested that guidance regarding the use of generators be included in the organization's written emergency procedures for sheltering in place.

- It is suggested that the policy on testing emergency procedures clearly set forth that the tests conducted must be unannounced.

- PAACL might consider expanding its definition of reportable critical incidents to include those required by licensing and in contracts and those for which reporting, review, and remedial actions are conducted. The list of critical incidents included in the associated CARF standard might be helpful in this regard.

- Given critical incidents PAACL has experienced, it might be helpful to analyze whether the intended results of actions to be taken were ultimately effective by setting dates for follow-up at extended points in the future. Another approach could involve analyzing incident reports to evaluate the effectiveness and adequacy of annual training provided to personnel and developing plans for improvement, as appropriate.

- PAACL requires that daily pre-trip inspections be conducted on all vehicles used by employees to transport persons served. It is suggested that the Insurance Corporation of British Columbia (ICBC) pre-trip inspection checklist required for Class 4 vehicles be reviewed and updated to include items that employees could be reasonably expected to check on a daily basis, such as a visual inspection of the engine compartment, belts, and battery.

- Given that PAACL transports persons served who use a wheelchair in vehicles with wheelchair lifts, the organization is encouraged to develop documented competency-based training on the use of wheelchair lifts, including use during emergencies, and use of restraining system(s) in vehicles, as applicable. A wide variety of videos are available on the internet regarding the use of vehicle lifts. It is also suggested that vehicle lift manuals be reviewed and that inspection and maintenance schedules specified for each type of lift be closely followed.

- One of PAACL's community housing locations provides services to a person who recently required the use of oxygen at home. The organization is encouraged to document the oxygen storage location on the evacuation floor plan and to place signs advising "oxygen in use" on external doors of the home. Such signage could facilitate quick communication to emergency personnel that oxygen is used in the home. It is also suggested that the organization develop and implement written procedures for staff members regarding the safe use and storage of oxygen.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

■ Composition of workforce
■ Ongoing workforce planning
■ Verification of background/credentials/fitness for duty

- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.4.b.(1)
1.I.4.b.(2)
The organization should implement written procedures that comprehensively address actions to be taken in response to the information concerning background checks and credentials verification. For example, the procedures could include the actions to be taken if a criminal record check identifies a previous record, but the incident is not related to the type of work for which the potential employee has applied, or it took place in the distant past.

Consultation

- PAACL is encouraged to continue to focus on establishing measurable goals for personnel. Goals involving cross-training, mentoring, and succession planning might be considered for employees with significant employment longevity who find it challenging to identify a measurable improvement goal for themselves.

- The organization is encouraged to consider working with another provider to secure grant funding for pre-employment training, given the challenges it is facing at these times in the recruitment and retention of qualified personnel.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

1.J.3.d.(2)
1.J.3.d.(3)
1.J.3.d.(4)
1.J.3.d.(5)
1.J.3.d.(6)
1.J.3.d.(7)
The organization is urged to implement policies and procedures in the following areas: acceptable use; backup/recovery; business continuity/disaster recovery; and security, including access management, audit capabilities, data export and transfer capabilities, decommissioning of physical hardware and data destruction, protection from malicious activity, remote access and support, and updates and configuration management and change control. It could be helpful to clearly set forth in the policies and procedures the organization's right to audit and the employee disciplinary procedures to be followed if it is determined that misuse of computer technology is occurring. The organization is also encouraged to consider including in the policies and procedures options for management to impose a restriction on the employee's computer use or to require that the employee receive education regarding the appropriate use of technology in the workplace.

1.J.4.a.
1.J.4.b.(1)
1.J.4.b.(2)
1.J.4.b.(3)
1.J.4.b.(4)
1.J.4.b.(5)
1.J.4.b.(6)
1.J.4.c.
It is recommended a test of PAACL's procedures for business continuity/disaster recovery be conducted at least annually; be analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel; and be evidenced in writing, including the analysis.

1.J.5.a.
1.J.5.b.
1.J.5.c.(1)
1.J.5.c.(2)
The organization is urged to provide documented initial and ongoing training to personnel on cybersecurity and on the technology used in performance of their job duties.

1.K. Rights of Persons Served

Description
CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed
- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

1.K.1.b.

PAACL is urged to consistently implement policies promoting the right of the persons served to privacy. It is suggested that the organization review its funder's policies regarding behavioural support and safety plans as they relate to the organization's current implementation of video surveillance. The organization is encouraged to utilize plain language and consistent wording to communicate the rights of the persons served to confidentiality of information and privacy and all the other rights promoted for the persons served. It is also suggested that the organization continue to explore and implement a variety of additional ways to communicate the rights promoted for the persons served via formats such as pictorial representations and videos.

1.K.2.a.(3)
1.K.2.b.(1)

It is recommended that the rights of persons served be communicated to the persons served at least annually for persons served in a program longer than one year and that they consistently be available at all times for review. The organization might consider documenting the review of rights in the individual service plan of the person served or documenting that the person served is unable to give informed consent, if such is the case.

1.K.4.b.(3)
1.K.4.b.(4)
1.K.4.b.(5)
1.K.4.b.(6)

An analysis of all formal complaints should be conducted at least annually that is documented and includes whether formal complaints were received, trends, areas needing performance improvement, actions to address the improvements needed, implementation of the actions, and whether the actions taken accomplished the intended results. At this time, the analysis of all formal complaints is incorporated in a summary document for the board that includes critical incident summaries. The completion of a more detailed analysis could be helpful in identifying trends and ascertaining whether the actions taken to address the improvements needed accomplished the intended results. PAACL might consider establishing dates for follow-up reviews, even after the formal process is closed. This approach could be useful as a method for proactively identifying and addressing any remaining concerns or issues before they culminate in another formal complaint.

Consultation

- Legal representative agreements are in place for some persons served. PAACL is encouraged to help secure these agreements for other persons served who might require them. It is also suggested that the organization ensure that legal representatives are provided sufficient time and information to make decisions during the conduct of planning processes for the persons served.

- It might be helpful for PAACL to develop a graphic representing its process for handling a formal complaint and to review the language in the formal complaint policy and written procedures to ensure that plain language is used to the greatest possible extent.

1.L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

■ Leadership accountability and support.
■ Mission-driven measurement.
■ A focus on results achieved for the persons served.
■ Meaningful engagement of stakeholders.
■ An understanding of extenuating and influencing factors that may impact performance.
■ A workforce that is knowledgeable about and engaged in performance measurement and management.
■ An investment in resources to implement performance measurement and management.
■ Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

■ Leadership accountability for performance measurement and management
■ Identification of gaps and opportunities related to performance measurement and management
■ Input from stakeholders
■ Performance measurement and management plan
■ Identification of objectives and performance indicators for service delivery
■ Identification of objectives and performance indicators for priority business functions
■ Personnel training on performance measurement and management

Recommendations

1.M.3.a.(1)
1.M.3.a.(2)(a)
1.M.3.a.(2)(b)
1.M.3.a.(2)(c)
1.M.3.a.(2)(d)
1.M.3.a.(2)(e)
1.M.3.a.(3)(a)
1.M.3.a.(3)(b)
1.M.3.a.(3)(c)
1.M.3.a.(3)(d)
1.M.3.a.(4)
1.M.3.a.(5)
1.M.3.a.(6)(a)
1.M.3.a.(6)(b)
1.M.3.a.(6)(c)
1.M.3.a.(7)
1.M.3.a.(8)(a)
1.M.3.a.(8)(b)
1.M.3.a.(9)(a)
1.M.3.a.(9)(b)
1.M.3.a.(9)(c)
1.M.3.a.(9)(d)
1.M.3.a.(9)(e)
1.M.3.b.
1.M.3.c.

PAACL has implemented all components of a performance measurement and management system with the exception of a performance measurement and management plan. The organization is urged to implement a performance measurement and management plan that addresses collection of relevant data on the characteristics of the persons served; for each program/service seeking accreditation, identification of measures for service delivery objectives, including, at a minimum, results achieved for the persons served (effectiveness), experience of services received and other feedback from the persons served, experience of services and other feedback from other stakeholders, resources used to achieve results for the persons served (efficiency), and service access; the collection of data about the persons served at the beginning of services, appropriate intervals during services, the end of services, and point(s) in time following services; identification of priority measures determined by the organization for business function objectives; the extent to which the data collected measure what they are intended to measure (validity); the process for obtaining data in a consistent manner (reliability) that will be complete and accurate; timeframes for the analysis of data and communication of results; and how data are collected, data are analyzed, performance improvement plans are developed, performance improvement plans are implemented, and performance information is communicated. The performance measurement and management plan should be reviewed at least annually for relevance and updated as needed.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to

improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Consultation

- Using graphics or a table could reduce the length and wordiness of the business function performance analysis. It is also suggested that the reason each business function performance indicator was selected for inclusion in the performance measurement and management plan be included in the written business function performance analysis, such as how the performance indicator links to other organizational plans and/or to annual accreditation requirements.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centred and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

2.A.3.a.
PAACL has an intake and acceptance policy for adult services. It is recommended that the organization comprehensively document its entry criteria based on the scope of each program/service provided.

2.A.9.b.
The organization's policies and procedures for acceptance into services should identify the position or entity responsible for making acceptance decisions.

2.A.16.a.
If restrictions are placed on the rights of a person served, PAACL should ensure that its policies consistently are in compliance with funding guidelines and governmental regulations.

Consultation

- PAACL might find it beneficial to make the pamphlets for each of its programs/services available on the organization's website as a method for increasing community awareness and support. Expanding the service descriptions to include selected information related to standards in the "Program/Service Structure" section of the CARF standards manual could provide greater awareness for stakeholders and other interested individuals.

- PAACL combines its consent for treatment and release of information on the same form. It is suggested that the forms be separated and presented as distinct, single-purpose documents.

2.B. Individual-Centred Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

■ Services are person centred and individualized
■ Persons are given information about the organization's purposes and ability to address desired outcomes

Recommendations

2.B.5.b.(2)
2.B.5.b.(3)
The coordinated individualized service plan should consistently identify specific measurable objectives and methods/techniques to be used to achieve the objectives. To increase consistency in developing measurable objectives, PAACL might consider training supervisors on writing SMART goals, adding the SMART acronym to the individual service plan page on which objectives are listed as a reminder, and/or modifying the format of the page to include a heading for each term represented by the SMART acronym.

2.B.7.a.(1)
2.B.7.a.(2)
2.B.7.a.(3)
2.B.7.a.(4)
2.B.7.a.(5)
2.B.7.b.

When applicable to the person and the person's goals and outcomes, the person and/or family served and/or their legal representatives should consistently be involved in assessing potential risks to each person's health and safety in the community, deciding whether to accept situations with inherent risks, identifying actions to be taken to minimize risks that have been identified, and identifying individuals responsibility for those actions. Risk assessment results should consistently be documented in the individual service plan. In particular, PAACL is encouraged to ensure that this process consistently is followed in its residential services. It is also suggested that the organization ensure that potential risks to each person's health and safety in the home are assessed as part of the person-centred planning process with follow-up to address any needs for improvement, as appropriate.

2.B.9.

If a person served needs services/supports that are not available through PAACL, it is recommended that referrals to other providers or resources consistently be suggested to the person served and/or referral source, as appropriate. The organization is encouraged to ensure that this process occurs for persons receiving its residential services. Given that the persons served have the right to purchase and use supports and services of their choice, it is suggested that staff members optimize the cooperative relationships they develop with community-based professionals to ensure that the needs of the persons served are readily met.

Consultation

- PAACL periodically audits records of persons served. A few incomplete or unsigned forms were noted during this survey. It is suggested that the organization's auditing process be intensified to involve additional staff members and a larger number of records.

2.C. Medication Monitoring and Management

Key Areas Addressed

■ Current, complete records of medications used by persons served
■ Written procedures for storage and safe handling of medications
■ Educational resources and advocacy for persons served in decision making
■ Physician review of medication use
■ Training and education for persons served regarding medications

Recommendations

There are no recommendations in this area.

Consultation

- Although PAACL does not administer narcotics or hazardous medication at this time, it might consider developing written administration and control procedures in the event they are needed in the future.

2.D. Employment Services Principle Standards

Description

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

■ Identification of employment opportunities and resources in the local job market.
■ Development of viable work skills that match workforce needs within the geographic area.
■ Development of realistic employment goals.
■ Establishment of service plans to achieve employment outcomes.
■ Identification of resources and supports to achieve and maintain employment.
■ Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

■ Individualized, appropriate accommodations.
■ A flexible, interactive process that involves the person.
■ Increased independence.
■ Increased employment options.
■ Timely services and reports.
■ Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
■ Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
■ Person served maintains the job.

Key Areas Addressed

■ Goals of the persons served
■ Community resources available
■ Personnel needs of local employers
■ Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

- Increased or maintained inclusion in meaningful community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Increased self-esteem.

Key Areas Addressed

- Access to community resources and services
- Enhanced quality of life
- Community inclusion
- Community participation

Recommendations

There are no recommendations in this area.

Consultation

- The organization has provided training for employees on dementia in the past. It is suggested that training on possible dementia and aging-related decline be provided on an ongoing basis for all personnel.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centred process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.

■ Increased independence.
■ Meaningful activities.
■ Increased employment options.
■ Employment obtained and maintained.
■ Competitive employment.
■ Employment at or above minimum wage.
■ Economic self-sufficiency.
■ Employment with benefits.
■ Career advancement.

3.G. Community Employment Services (CES)

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach, the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labour market. Persons are supported as needed through an individualized person-centred model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services (please refer to the program descriptions and applicable standards):

■ Job Development (CES:JD)
■ Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

■ Persons obtain community employment.
■ Persons obtain individualized competitive employment.
■ Employment matches interests and desires of persons.
■ Wages, benefits, and hours of employment achieved as desired.
■ Average number of hours worked per week increases.
■ Average number of hours worked per week meets the desires of the person served.
■ Full-time employment with benefits.

- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labour market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviours expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in non-work environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

Key Areas Addressed

■ Integrated employment choice
■ Integrated employment obtainment
■ Employment provided in regular business settings
■ Integrated employment retention
■ Provides career advancement resources

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

An organization seeking CARF accreditation in the area of community services assists the persons served through an individualized person-centred process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

■ Increased inclusion in community activities.
■ Increased or maintained ability to perform activities of daily living.
■ Increased self-direction, self-determination, and self-reliance.
■ Self-esteem.
■ Housing opportunities.
■ Community citizenship.
■ Increased independence.
■ Meaningful activities.
■ Increased employment options.

4.A. Services for Children and Youth (SCY)

Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in a variety of settings, such as a family's private home; the organization's facility; and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization. In all cases, the physical setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

■ Cognitive development.
■ Physical development.
■ Communication development.
■ Social or emotional development.
■ Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance the child's development.

Child and adolescent services focus on the development of skills needed by the child/adolescent to succeed in school, their family, and their community. An organization may provide an array of distinct services that fall under the heading of child and adolescent services, with different service delivery models that incorporate different practices. Services are individualized to meet the changing needs of the children/adolescents served. Child and adolescent services empower the child/adolescent to develop skills in decision making, including maximizing their participation in the service planning process. Involvement of other team members depends on what the child/adolescent needs and the scope of the services provided. Team members could come from several agencies and may include therapists, child development specialists, social workers, educators, medical professionals, and others.

Some examples of the quality outcomes desired by the different stakeholders of services for children and youth include:

■ Services individualized to needs and desired outcomes.
■ Collection and use of information regarding development and function as relevant to the scope of the services.
■ Children/youth acquiring new skills.
■ Collaborative approach involving family members in services.
■ Transition planning that supports continuity of services and developmental transitions.
■ Increased responsibility of children/youth to make decisions.
■ Personal safety of youth in the community.

Key Areas Addressed
■ Early intervention
■ Individualized services based on identified needs and desired outcomes
■ Communication with families and other supports/services
■ Collaborative service planning
■ Healthcare, safety, emotional, and developmental needs of child/youth
■ Skill development for decision making
■ Planning for successful transitions

Recommendations
There are no recommendations in this area.

4.E. Host Family/Shared Living Services (HF/SLS)

Description

Host family/shared living services assist a person served to find a shared living situation in which the person is a valued person in the home and has supports as desired to be a participating member of the community. An organization may call these services, which are provided under a contract or written agreement with the host family/shared living provider, a variety of names, such as host family services, shared living services or supports, alternative family living, structured family care giving, family care, or home share.

Getting the person in the right match is a critical component to successful host family/shared living services. The organization begins by exploring with the person served what constitutes quality of life for the individual and identifies applicant host family/shared living providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting a family/shared living provider.

Safety, responsibility, and respect between or amongst all people in the home are guiding principles in these services. Persons are supported to have meaningful reciprocal relationships both within the home, where they contribute to decision making, and in the community. The host family/shared living provider helps the person served to develop natural supports and strengthen existing networks. Relationships with the family of origin or extended family are maintained as desired by the person served. The provider supports the emotional, physical, and personal well-being of the person.

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The host family/shared living provider encourages and supports the person served to make decisions and choices.

The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. Although the "home" is generally the host family/shared living provider's home or residence, it may also be the home of the person served.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Quality of life as identified by the person served is enhanced.
- Increased independence.
- Increased community access.
- Persons served choose whom they will live with and where.
- Participation of the persons in the community.
- Community membership.
- Support for personal relationships.
- Increased natural supports.
- Strengthened personal networks.
- Supports accommodate individual needs.
- Persons feel safe.
- Persons feel that the supports they need/want are available.
- Persons decide where they live.
- Persons feel valued.
- Persons have meaningful relationships.
- Persons develop natural supports.
- Persons participate in their community.

Key Areas Addressed

■ Appropriate matches of non-family participants with homes
■ Contracts that identify roles, responsibilities, needs, and monitoring
■ Needed supports
■ Community living services in a long-term family-based setting
■ Sense of permanency

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that a list of acronyms that are commonly used in the field and the terms they represent be included in the organization's home share handbook for quick reference.

4.G. Community Integration (COI)

Description

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity centre, a day program, a clubhouse, and a drop-in centre are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

■ Leisure or recreational activities.
■ Communication activities.
■ Spiritual activities.
■ Cultural activities.
■ Pre-vocational experiences.
■ Vocational pursuits.
■ Volunteerism in the community.
■ Educational and training activities.
■ Development of living skills.
■ Health and wellness promotion.
■ Orientation, mobility, and destination training.
■ Access and utilization of public transportation.
■ Interacting with volunteers from the community in program activities.
■ Community collaborations and social connections developed by the program (partnerships with community entities such as senior centres, arts councils, etc.).

Some examples of the quality results desired by the different stakeholders of these services include:

■ Community participation.
■ Increased independence.
■ Increased interdependence.

- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Centre-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

Consultation

- Several community partners have been involved with the community integration program for years. Recognizing these local partners and recruiting new ones could be very important to continued program growth. PAACL might consider recognizing and highlighting the local partnerships in a monthly newsletter or form letter that could be disseminated to the partners, other stakeholders, and the community. Social media might also be useful in this regard.

4.H. Community Housing (CH)

Description

Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/supports are provided are typically owned, rented, leased, or operated directly by the organization, or may be owned, rented, or leased by a third party, such as a governmental entity. Providers exercise control over these sites in terms of having direct or indirect responsibility for the physical conditions of the facility.

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighbourhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

■ Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
■ Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

The residences in which community housing services are provided must be identified in the survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a community housing program.

Key Areas Addressed

■ Safe, secure, private location
■ Support to persons as they explore alternatives
■ In-home safety needs
■ Access as desired to community activities
■ Options to make changes in living arrangements
■ System for on-call availability of personnel

Recommendations

4.H.1.a.
Persons served in a residential setting should consistently have their own personal space that respects privacy.

4.I. Supported Living (SL)

Description

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons usually living in their own homes (apartments, townhouses, or other residential settings). Supported living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. A sample of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

Supported living programs may be referred to as supported living services, independent living, supportive living, semi-independent living, and apartment living, and services/supports may include home health aide and personal care attendant services. Typically there would not be more than two or three persons served living in a residence, no house rules or structure would be applied to the living situation by the organization, and persons served can come and go as they please. Service planning often identifies the number of hours and types of support services provided.

The home or individual apartment of the person served, even when the organization holds the lease or rental agreement on behalf of the person served, is not included in the survey application or identified as a site on the accreditation outcome.

Some examples of the quality results desired by the different stakeholders of these services/supports include:

■ Persons served achieving choice of housing, either rent or ownership.
■ Persons served choosing whom they will live with, if anyone.
■ Minimizing individual risks.
■ Persons served have access to the benefits of community living.
■ Persons served have autonomy and independence in making life choices.

Key Areas Addressed

■ Safe, affordable, accessible housing chosen by the individual
■ Supports available based on needs and desires
■ In-home safety needs
■ Living as desired in the community
■ Support personnel available based on needs
■ Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

Consultation

- Persons served are provided with a variety of resources from PAACL, including its support in accessing community resources. It is suggested that the organization obtain and use Canada's "New Food Guide" as a reference for meal planning and preparation.

Program(s)/Service(s) by Location

Port Alberni Association for Community Living

3008 Second Avenue
Port Alberni BC V9Y 1Y9
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Host Family/Shared Living Services
Services for Children and Youth: Child and Adolescent Services
Services for Children and Youth: Early Intervention Services
Supported Living
Governance Standards Applied

Connections

4471 Margaret Street, Suite 1
Port Alberni BC V9Y 6G7
CANADA

Community Integration

Gilley Residence

1357 Gilley Crescent
Parksville BC V9P 1X2
CANADA

Community Housing

Huff Drive

3585 Huff Drive
Port Alberni BC V9Y 8B3
CANADA

Community Integration

Port Alberni Association for Community Living - Residential Services

2787 Ninth Avenue
Port Alberni BC V9Y 2M6
CANADA

Community Housing

Port Alberni Association for Community Living - Residential Services

5537 Maple Street
Port Alberni BC V9Y 8H4
CANADA

Community Housing

Port Alberni Association for Community Living - Residential Services

5563 Woodland Crescent East
Port Alberni BC V9Y 5X6
CANADA

Community Housing

PSI Nanaimo

1601 Bowen Road, Suite 21
Nanaimo BC V9S 1G5
CANADA

Supported Living

Services For Community Living

4521 Dogwood Street, Unit 2
Port Alberni BC V9Y 7RB
CANADA

Community Integration
Services for Children and Youth: Child and Adolescent Services
Services for Children and Youth: Early Intervention Services
Supported Living