CARF Accreditation Report
for
Bethesda Christian Association

Three-Year Accreditation

Contents

About CARF

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

The accreditation process applies CARF's internationally recognized standards during an on-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

Bethesda Christian Association
2975 Gladwin Road, Unit 105
Abbotsford BC V2T 5T4
CANADA

Organizational Leadership

Jody Siebert, Executive Director

Survey Date(s)

June 27, 2018–June 29, 2018

Surveyor(s)

Colleen M. Kennedy, M.S., Administrative
Pamela McDowell, Program
Jeff Harrison, 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
Supported Living

Previous Survey

Three-Year Accreditation
June 15, 2015–June 17, 2015

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2021

Executive Summary

This report contains the findings of CARF's on-site survey of Bethesda Christian Association conducted June 27, 2018–June 29, 2018. 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, Bethesda Christian Association demonstrated substantial conformance to the standards. Bethesda Christian Association (BCA) provides essential services and supports to individuals with developmental disabilities in the Lower Mainland area. Staff members are competent and enthusiastic about the services they provide. Leadership is committed to the organization's mission and values. BCA strongly advocates and assists persons served to be self-advocates. It emphasizes their abilities, which the organization refers to as "diversabilities." Persons served and families appear to be well satisfied with the services provided. Community partners are highly complimentary of BCA, and funding sources express overall satisfaction with services provided. The board, leadership, and staff are recognized for their contributions to the support of individuals and families. A few administrative and program areas identified in this report present BCA with opportunities for improvement, primarily around updating policies, procedures, and plans. The organization is open to making the recommended changes in a timely manner and has the resources to do so. The board, leadership, and staff members are capable and demonstrate a commitment to ongoing quality improvement.

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

Bethesda Christian Association 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 Bethesda Christian Association was conducted by the following CARF surveyor(s):

- Colleen M. Kennedy, M.S., Administrative
- Pamela McDowell, Program
- Jeff Harrison, 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 Bethesda Christian Association 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
- Supported Living

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 on-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 Bethesda Christian Association demonstrated the following strengths:

- The board of directors is clearly committed to the organization and its mission. Members are representative of areas served and include a self-advocate and family members of individuals served or individuals with disabilities. The roles and responsibilities of the board and executive are clearly defined, in part using an extensive executive limitation approach.

- Leadership of the organization is visionary, and there is a strong management team in place. Together, the team promotes the overarching goal of BCA to assist persons served to become self-advocates and to direct their services and lives.

- Staff members have remarkable tenure with low turnover. They appear to be committed, caring, and respectful in their efforts to support persons served to expand their horizons and take greater control of their lives. BCA supports employees with training and opportunities for growth and development.

- BCA demonstrates a real commitment to seeking input from persons served, families, and other stakeholders. Examples of this include the Self-Advocacy Advisory group, program and residence meetings, and the CONNECT group, which facilitates direct interaction with the CEO and direct service staff.

- There is a commitment to safety in the organization, with the expectation that everyone plays a role in supporting a safe environment. Safety policies and procedures are readily available to staff members. The organization paid privately to have staff receive training on back care and proper lifting techniques. The risk management plan is comprehensive, reviewed regularly, and updated frequently.

- The technology plan is excellent; it is comprehensive and speaks to the roles of all involved. The organization is well into implementing the ShareVision conversion, which increases efficiency and consistency in documentation.

- BCA has developed relationships with community partners, which are very complimentary of the organization and its services and staff. BCA is described as collaborative, inclusive, professional, respectful of roles, responsive, reliable, and having houses that feel like home. BCA is also recognized as a strong advocate in the region for persons served and all individuals with disabilities.

- Funding and referral sources are overall very satisfied with the services provided. BCA is perceived as being supportive of persons served and families, and it is creative in its housing options. The organization accepts individuals with more complex needs and challenges and is successful in supporting them.

- BCA has a strong financial position, which enables it to meet the needs and challenges of the future. The establishment of a foundation helps to serve as a support for the organization, if needed, and will help sustain it in the future.

- Homes operated by BCA are well maintained and are extremely personalized to meet the tastes and preferences of persons served. The organization is acknowledged for its recent efforts to start replacing homes that are aging or that may no longer be meeting the accessibility needs of persons served. BCA is also complimented for offering a spectrum of residential options that allow persons served to transition from one service to another based on their changing needs, desires, and skills.

- BCA has a very robust home sharing program that is qualified to provide services in nine communities. The home sharing program has very strong screening and matching processes and goes to great lengths to support providers and ensure continuity in home sharing arrangements. Providers expressed great satisfaction with the level of support that they receive. The program is supported by a very informative and thorough provider handbook. BCA is further acknowledged for its move toward becoming qualified to provide expanded respite, which will further strengthen supports to providers.

- The organization is complimented for its ongoing efforts to further develop day services in Langley. In recent years, the organization has moved these services from a rural location to a more central one with increased access to community resources. The services are set to acquire further physical space from which to offer services, with an eye to providing more supports that might augment the skills of persons served and promote further independence. The services appear committed to maintaining the flexibility needed to meet the changing needs and desires of persons served.

- Persons served expressed a great deal of satisfaction with the services received. Many noted that they enjoy being supported by staff members with similar values and that they feel respected by BCA. Many persons spoke with great pride about the goals they have achieved with the support of the organization.

- Families who were interviewed during the course of the survey were extremely complimentary about the services provided by BCA. Multiple families reported that BCA compared very favourably to other organizations from which they had received services, and they noted that BCA has a very family-like atmosphere that is ideal for the support of their loved ones. Families reported a great deal of comfort knowing that their loved ones are involved with BCA over the long term and noted their complete confidence in the organization.

- The organization and staff in the employment program demonstrate an understanding of the unique relationship between the person served and the community employer. BCA staff members recognize that employment is a journey for everyone involved. BCA committed to training staff in employment and job development skills at the initial phase of service provision. Being proactive in this approach resulted in successful relationships with community employers and successful long-term job placements for the persons served.

- BCA recognizes that transitioning from family homes or between living situations is very stressful for everyone involved. BCA is committed to providing the most positive transition process as possible. Visits, dinners, and overnight visits are scheduled at a pace that meets the needs of all persons involved.

- BCA created an advisory group of self-advocates who are enlisted and integrated into planning, discussions, and decisions related to the organization's plans for future services, needs from the organization's leaders, and creating an environment and culture of inclusion for all persons served.

- The organization is commended for the very thoughtful and detailed planning of Vedder Terrace. BCA created a community living environment that meets all of the needs of the individuals living in this setting and was able to provide this option at an affordable rate to the persons served.

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 nonconformance 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 an 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
- Leadership guidance
- Commitment to diversity
- Corporate responsibility
- Corporate compliance

Recommendations

1.A.6.b.(2)(a)
1.A.6.b.(2)(b)
The organization has written procedures to deal with allegations of violations of ethical codes, but it does not specify timeframes. BCA is urged to include timeframes in its written procedures that are adequate for prompt consideration and result in timely decisions. Procedures could be further clarified to include individuals beyond the direct supervisor for reporting or guidance.

Consultation

- It is suggested that the policy on sale of goods to consumers include families and other employees and that it provide guidance specific to charitable fundraising.

- The policy on conflict of interest for board members is more extensive and specific than the policy pertaining to staff members. It is suggested that the policy on conflict of interest for staff be expanded to include the definitions and specifics contained in the board policy.

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

- Strategic planning considers stakeholder expectations and environmental impacts
- Written strategic plan sets goals
- Plan is implemented, shared, and kept relevant

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

■ Ongoing collection of information from a variety of sources
■ Analysis and integration into business practices
■ Leadership response to information collected

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 all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

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

■ Budget(s) prepared, shared, and reflective of strategic planning
■ Financial results reported/compared to budgeted performance
■ Organization review
■ Fiscal policies and procedures

- Review of service billing records and fee structure
- Financial review/audit
- Safeguarding funds of persons served

Recommendations

1.F.6.a.

In practice, the organization follows appropriate internal control practices, but they are not fully contained in written procedures. It is recommended that the organization implement fiscal policies and procedures, including internal control practices. The finance department summarized procedures for an addendum for its audit, and this could be used as a base to formalize internal control policies and written procedures.

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

- Identification of loss exposures
- Development of risk management plan
- Adequate insurance coverage

Recommendations

There are no recommendations in this area.

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

- Inspections
- Emergency procedures
- Access to emergency first aid
- Competency of personnel in safety procedures
- Reporting/reviewing critical incidents
- Infection control

Recommendations

1.H.9.f.(8)

The organization is urged to develop written procedures regarding critical incidents that include use and unauthorized possession of weapons. The organization is encouraged to develop written procedures regarding possession, use, and storage of weapons by persons served, employees, and visitors.

Consultation

- It is suggested that the organization evaluate the location of evacuation routes at all sites. Signage could be larger and placed there for a visitor to determine where he or she is located in the building and the closest exit. The organization could ensure that all maps have primary and secondary evacuation routes. Understanding evacuation signage could be a skill-building activity for community integration activities.

1.I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts
- Personnel skills/characteristics
- Annual review of job descriptions/performance
- Policies regarding students/volunteers, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- Role (job) descriptions were reviewed and updated during the past year, but descriptions are not dated. It is suggested that role descriptions be individually dated with dates of revisions.

- BCA is encouraged to include physical demands in its role descriptions to protect both potential employees and the organization.

1.J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

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

- Communication of rights
- Policies that promote rights
- Complaint, grievance, and appeals policy
- Annual review of complaints

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

- Written accessibility plan(s)
- Requests for reasonable accommodations

Recommendations

1.L.2.a.(1)
1.L.2.a.(2)
1.L.2.b.(1)
1.L.2.b.(2)
1.L.2.c.
Although potential types of barriers are identified and addressed in various manners such as self-inspections, barriers in the areas of environment, employment, communication, transportation, and community integration are not included in the organization's accessibility plan. It is recommended that all identified barriers be consistently included in the accessibility plan with actions to be taken and timelines. The plan should be reviewed at least annually for relevancy, and it should include progress made in the removal of identified barriers and areas needing improvement and be updated as needed.

Consultation

- When identifying potential environmental barriers, the organization is encouraged to also consider air quality, allergens, extremes of temperature, noise, and lighting.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Information collection, use, and management
- Setting and measuring performance indicators

Recommendations

1.M.3.d.(2)(a)
1.M.3.d.(2)(b)
1.M.3.d.(2)(c)
The organization collects a great deal of relevant data that apply to service delivery, but they are not organized in a manner to analyze them by program. Objectives, performance indicators, and targets are not set for each program. BCA is urged to set written objectives, performance indicators, and performance targets for each program seeking accreditation.

1.M.6.b.(1)
1.M.6.b.(2)
1.M.6.b.(3)
The organization is urged to measure service delivery performance indicators for each program/service seeking accreditation in the effectiveness of services, the efficiency of services, and service access.

1.M.7.a.
1.M.7.b.
1.M.7.c.
1.M.7.d.
For each service delivery performance indicator, the organization should determine to whom the indicator will be applied; the person(s) responsible for collecting the data; the source from which data will be collected; and a performance target based on an industry benchmark, based on the organization's performance history, or established by the organization or other stakeholder.

1.N. Performance Improvement

Description

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

1.N.1.b.(2)(a)
1.N.1.b.(2)(b)
1.N.1.b.(2)(c)
It is recommended that the organization's written analysis also include service delivery of each program seeking accreditation, including the effectiveness of services, the efficiency of services, and service access.

Consultation

- BCA shares its performance outcome information with stakeholders in writing and on its website. It is encouraged to develop additional methods of compiling relevant information and sharing it with additional target audiences, such as potential consumers and families, donors, and community members. This might be a one-page document with bullets to identify outcomes that those audiences might relate to rather than anecdotes, narratives, and pie charts.

Section 2. Quality Individualized Services and Supports

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-centered 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.
2.A.3.b.
2.A.3.c.
It is recommended that the organization update the scope of each program and service provided and document its entry, transition, and exit criteria.

2.A.10.c.
Although access to services is largely controlled by an outside entity, it is recommended that BCA specify in policy and procedures the process that will be followed in the event that there is ever a wait list.

Consultation

- To ensure that all persons served receive information in an understandable format, the organization might consider exploring other media such as audio and video formats.

- In some locations, personal and sensitive information about persons served is kept in the organization's vehicles at all times. Although the intent is to ensure that emergency information is always available, this practice also leaves information about persons served vulnerable to theft. It is suggested that BCA modify this practice so that the information is only carried in vehicles on an as-needed basis.

2.B. Individual-Centered 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 his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

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

Recommendations

2.B.5.b.(1)
2.B.5.b.(2)
2.B.5.b.(3)
It is recommended that the individualized service plan consistently identify the overall goals, specific measurable objectives, and the methods/techniques to be used to achieve the objectives.

2.C. Medication Monitoring and Management

Key Areas Addressed

■ Current, complete records of medication 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.

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
■ Personnel needs of local employers
■ Community resources available
■ 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.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centered 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

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 labor market. Persons are supported as needed through an individualized person-centered 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.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

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.

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- 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 labor 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 behaviors 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-centered 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.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 he/she 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 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 him/her and identifies applicant providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting his or her host 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 the community. The service 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 provider encourages and supports the person served to make his or her own 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. In this program description and these standards, provider refers to the individual(s) supporting the person served. Although the "home" is generally the 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
- BCA requires providers to be trained in first aid/CPR at all times and ensures other initial training for new providers. It is suggested that BCA consider ensuring that providers receive documented training in key areas on regular intervals after initial training.

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 center, a day program, a clubhouse, and a drop-in center 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 centers, arts councils, etc.).

Key Areas Addressed

■ Opportunities for community participation

Recommendations

There are no recommendations in this area.

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

Recommendations

There are no recommendations in this area.

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 sampling 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
- In-home safety needs
- Support personnel available based on needs
- Supports available based on needs and desires
- Living as desired in the community
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Bethesda Christian Association

2975 Gladwin Road, Unit 105
Abbotsford, BC V2T 5T4
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Supported Living

Abbotsford Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Bethesda Center

[Address removed from
publication for privacy]

Community Housing
Community Integration

Chilcotin Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Chilliwack Community Inclusion

[Address removed from
publication for privacy]

Community Integration

Clearbrook Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

East Kelowna Home

[Address removed from publication for privacy]

Community Housing
Community Integration

Graduate Day Services

[Address removed from publication for privacy]

Community Integration

Kelowna Home

[Address removed from publication for privacy]

Community Housing
Community Integration

Ladner Home

 [Address removed from publication for privacy]

Community Housing
Community Integration

Langley Day Services

[Address removed from publication for privacy]

Community Integration

Langley Home

[Address removed from publication for privacy]

Community Housing
Community Integration

Maple Ridge Home

[Address removed from publication for privacy]

Community Housing
Community Integration

Matsqui Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Mephi's Place

[Address removed from
publication for privacy]

Supported Living

North Chilliwack Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

North Kelowna Home

 [Address removed from
 publication for privacy]

Community Housing
Community Integration

Okanagan Regional Office

1889 Springfield Road, Suite 221
Kelowna BC V1Y 5V5
CANADA

Community Housing
Community Integration

Penticton Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Richmond Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Richmond Regional Office

11371 No. 3 Road
Richmond BC V7A 1X3
CANADA

Community Housing
Community Integration
Host Family/Shared Living Services

Sardis Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Skeena Home

[Address removed from
publication for privacy]

Community Housing

South Richmond Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Surrey Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

Vedder Terrace

[Address removed from
publication for privacy]

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Supported Living

West Abbotsford Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

West Clearbrook Home

[Address removed from
publication for privacy]

Community Housing
Community Integration

West Richmond Home

[Address removed from
publication for privacy]

Community Housing
Community Integration