

**CARF
Survey Report
for
Surrey
Association for
Community Living**

Organization

Surrey Association for Community Living
17687 56A Avenue
Surrey BC V3S 1G4
CANADA

Organizational Leadership

Coreen Windbiel, Executive Director
Louise Tait, Board Chair

Survey Dates

April 11-13, 2016

Surveyor

Lorrie Heffernan, Administrative Surveyor
Liz Kellough, Program Surveyor
Andrea J. Perry-McKay, Program Surveyor

Programs/Services Surveyed

Child and Youth Services
Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Personal Supports Services
Respite Services
Respite Services (Children and Adolescents)
Governance Standards Applied

Previous Survey

May 29-31, 2013
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 31, 2019



Three-Year Accreditation

SURVEY SUMMARY

Surrey Association for Community Living (SACL) has strengths in many areas.

- SACL has a dedicated board of directors that is very involved with the association and is proud of the development and progress it has made over the past few years.
- SACL is led by a dynamic, energetic, and compassionate executive director. Through her leadership and vision, the organization has grown and developed into the strong organization it is today.
- The organization has a strong, well-rounded employee team providing services and supporting its work. The team has a good balance of seasoned veterans and enthusiastic, newer staff.
- The board, management, and entire employee team are very proud of their new space and excited about the opportunities this facility will provide for them in the future.
- The association has a strong relationship and good channels of communication with its funders and community partners. SACL's funders value its contributions to the community.
- SACL has developed strong financial practices that will help both the board and management understand its financial position and ensure that funds are available to maintain the services and meet the ongoing operational needs.
- The association has developed strong and consistent administrative practices. Tools, such as the departmental work calendar, can be used in a very practical way.
- The SACL group homes are bright, welcoming, and well-maintained houses in neighbourhoods throughout the community of Cloverdale. Many of the staff members have long histories with the organization and appear highly dedicated and committed to the individuals in their care. Opportunities are provided for each person living in each home to contribute to the household chores and to make their personal space their own. Examples of the ways that the staff has supported the individuals to become more independent, enjoy preferred activities, and take charge of their lives were evident in each of the homes visited. Additionally, all homes reported positive, reciprocal relationships with their neighbours.
- SACL has been proactive in adding accessibility features to one of its homes to ensure the comfort and well-being of an individual whose mobility is declining. It also routinely involves healthcare specialists, such as occupational and physiotherapists, to help advise and provide the necessary expertise when any new issues emerge for an individual who might require additional adaptations.
- The Respite Services program enjoys strong relationships with both the Ministry of Children and Family Development (MCFD) and Community Living British Columbia (CLBC), allowing for easy communication among all parties for any planning or problem solving required. Program coordinators also make a point of connecting with providers and families regularly to check in about services and handle any issues that may arise. Families, respite providers, and funders report high levels of satisfaction with the services they receive.
- The Respite Services program is developing materials to make the program more accessible to families from other cultures where language may pose a barrier. Tapping into staff members and others within its network, it is in the process of developing short video clips to introduce the program manuals in other languages, such as the recent one developed in Punjabi.

- The home sharing program takes pride in finding effective matches for the individuals that foster long-term relationships. In each of the homes visited, the sense of connection between the individual and his/her home share provider was evidenced in their interactions together and in the ways in which each setting had been tailored to accommodate the unique preferences and needs of each individual. The providers talked about the high levels of support they received through SACL home share providers along with opportunities to provide input and give feedback to them.
- The use of group meetings with caregivers and focus groups with the individuals within the home sharing program has proven to be an efficient and effective way for this program to gather input and share important updates and program-specific information to all involved. This practice helps to streamline contract renewals and increase connections between those involved within the program so they have a larger network of support and can ask questions and learn from one another. It also reduces the time spent during home visits with each caregiver and the individual on program logistics so they can focus on any specific questions or considerations unique to each placement.
- Employees and contract providers within all programs visited demonstrate a strong commitment to improving their services. They were very open and responsive to any feedback provided and genuinely appeared to enjoy their work and the ways in which they are contributing to the lives of the people they serve.
- SACL is commended for its focus on improving its services at all levels. It is currently transitioning its client information and HR systems to ShareVision (an online information management system used widely in British Columbia) and has done considerable work to customize this program to meet its unique needs. It is excited to launch this program fully within its services so that it can enjoy a more streamlined and efficient system for tracking and evaluating its efforts. The employees in all programs visited seemed committed to this next stage in the organization's improvement plan.
- SACL's Goals and Objectives for an Active Life (GOAL), Supporting Teens in the Employment Process (STEP), Surrey Teens Achieving Results (STAR), and the day camp programs actively engage the persons served and their families as part of the planning and service processes. These programs utilize the input process to customize and improve supports to create the services that meet or exceed the expectations of the persons served and give the individuals a sense of engagement and shared future that promotes optimal outcomes.
- SACL's staff members demonstrate a commitment to progressive thinking in seeking opportunities for the individuals to integrate into the community, including seniors visiting local senior centres at Clover Valley, individuals learning skills in navigating the community through the Leisure Days program, and the individuals supported in going out and applying for jobs at the Job Club program. This is evidenced by its networks of community connections that it has leveraged to develop best practices and facilitate greater natural supports for the individuals in the community. Additionally, SACL has been able to create unique partnerships with local community resources, such as the city of Surrey, which have led to collaborative projects that ultimately result in better supports for the individuals.
- SACL is committed to individualizing services and supports for individuals with disabilities. This is evidenced in the way in which staff's interests and abilities are matched to the individuals being supported and the way that the interests of the individuals are used to shape service delivery, design, and programming options.

- SACL's long, well-established partnership with the city of Surrey to jointly provide adapted swimming lessons, adapted skating lessons, after-school programming, its teen program, summer recreation program, day program, and holiday programs is providing a unique opportunity to support children and youth with developmental disabilities and their families in a community setting, which furthers integration. Choice for the children with special needs is increased through a unique partnership with Surrey's Parks, Recreation, and Culture Department. Additionally, this helps increase the quality of life of the individuals with disabilities in the community by encouraging wellness, fostering typical community experiences, and encouraging the community to embrace these individuals as members of the community.
- The SACL staff is committed to person-centred planning and person-directed services for the individuals, as evidenced by the customized individual plans, strengths-based assessments, and creative planning on behalf of the individuals.
- The STEP program's Next Step packet provided to the individuals provides an excellent resource for the individuals to use as they continue their efforts toward employment at the conclusion of the program. This packet provides the individuals with certificates, a résumé, resource lists, and information specific to their interests that will help them to continue their pursuit of employment.

SACL should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, SACL demonstrates substantial conformance to a majority of the CARF standards. The organization has developed many community-based services that respond to the varying needs and interests of the individuals it supports and their families. The individuals, their families, and others associated with SACL appreciate and are happy with the services that SACL provides. Throughout the organization, there is evidence of its strong commitment to the people who access its services, community partners, and networks. The organization receives strong leadership from its management team and board of directors and has demonstrated a commitment to quality improvement and the CARF quality improvement process. The staff members, management team members, and members of the board of directors were receptive to ideas that may improve the organization.

Surrey Association for Community Living has earned a Three-Year Accreditation. The association is commended for its efforts to provide quality services and is encouraged to continue to use the CARF standards as a guideline for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

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

A.6.a.(4)(f)

It is recommended that the organization expand its written ethical codes of conduct to address witnessing of documents in service delivery. This could take the form of a written policy outlining the organization's expectations. The organization has policies and procedures that appear to meet the CARF standards on codes of ethics. The policies are located in different areas of the policy manual and are not all consistent in format or approach. The organization might consider reviewing all of its policies related to ethics and organize these in a manner that could ensure that the policy user is referring to the correct policy or has all of the information that is outlined in policy when making a decision or deciding on an ethical matter.

B. Governance

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 composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

B.2.c.

B.2.d.

B.2.g.(3)

B.2.g.(4)

Although the board incorporates development and education activities into its regular routines in an informal manner, it should implement governance policies addressing board development and board education. The board has developed tools for the purpose of self-assessment of the entire board and of its individual members; however, these tools have not been used on a regular basis. It is recommended that the board ensure that it consistently conducts an annual self-assessment of the entire board and periodic self-assessment of individual members. The board might consider utilizing the annual calendar that has been developed by the administrative staff.

B.7.

It is recommended that the board consistently review its governance policies on an annual basis. The board could develop a process to conduct this annual review. The calendars that have been developed and outline the year's activities might be a good way to schedule this activity.

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.

Consultation

- The strategic plan document not only outlines the specific goals and priorities, but also outlines the responsibilities and timeframes in great detail. The organization might want to consider introducing each section with a broader goal statement. This statement could be used in communications to help all stakeholders better understand the long-term vision and direction of the organization.
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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.

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

E.2.b.

It is recommended that the organization implement written procedures to guide personnel in responding to search warrants. This procedure could incorporate SACL's expectations if the personnel receive a search warrant.

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 annual 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

There are no recommendations in this area.

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.

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

H.5.c.(3)

The organization has procedures regarding many of the emergency situations listed in the CARF standards and has a sheltering-in-place emergency procedure for its residential services; however, SACL does not currently have a procedure for sheltering-in-place for its other programs. It is recommended that the organization develop a sheltering-in-place emergency procedure for all of its locations to promote the health and safety of the individuals and the staff in the event that such an incident occurs.

H.6.a.

Although the association has evacuation routes posted in many of its program locations, it does not currently have evacuation routes posted at the Community Options and Leisure Days/Employment Services program sites. It is recommended that SACL ensure that evacuation routes are posted in all locations, making them accessible to anyone at the location.

H.12.i.

Although SACL requires staff members to carry cell phones when transporting individuals in their personal vehicles, there is no similar requirement for its program vehicles and it is assumed that staff members will use their personal cell phones for this purpose. It is recommended that communication devices be available in any vehicle used for transporting the persons served. This could be accomplished by having a program cell phone that staff members are required to take with them on all outings with the individuals served. SACL ensures that there is a binder located in each vehicle that includes written emergency procedures; however, these are tucked away to ensure their security in the vehicle and may not be easily accessible. It is suggested that SACL consider creating laminated emergency procedure cards that could be attached with Velcro® to the vehicles' visors with basic emergency information to provide immediate access when first responding to an emergency. Additionally, if there is a program cell phone, emergency phone numbers could be added as favourite numbers.

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

I.7.f.

It is recommended that the organization implement policies and written procedures for the dismissal of students or volunteers.

Consultation

- Each employee signs an employment agreement upon hire, and it includes a statement of confidentiality. In order to stress the importance of this information, the organization might consider either adopting a separate form outlining the expectations of confidentiality or highlighting and initialing the current paragraph in the employment agreement.
-

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.

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.

Consultation

- A number of the individuals living in SACL's group homes are non-verbal and are assessed to be less able to communicate about and/or comprehend a discussion on rights. It is suggested that the staff members who know each individual well and are able to understand how they communicate their feelings, preferences, and dislikes create a chart that reflects how they meet each of the individual's rights. These charts could be shared with the individuals to help them understand their rights. These could also include input from the family members and other support staff and be used to help each new staff member orient to the individuals' rights and how they can support them within each residence or program.
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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

There are no recommendations in this area.

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

M.5.d.

It is recommended that the association collect data about the individuals served at point(s) in time following services. It could develop a process to gather this information at point(s) in times following services.

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

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

A.8.a.

It is recommended that each program/service demonstrate knowledge of the legal decision-making authority of each person served. It could develop and implement a system to demonstrate this knowledge.

A.13.c.

SACL has forms used as consent to release information that include an expiration date; however, not all programs are consistently using this form for consent. Some programs have recently implemented a form that does not specify any time limitation. It is recommended that any forms used to authorize the release of confidential information for all individuals served include a time limitation. It is suggested that these forms include a clause that confirms that the individuals can withdraw this permission at any time and outline any legal exclusions to their consent, such as the obligation to report abuse; adding these provisions could help the individuals make informed choice about consent.

Consultation

- SACL has developed a range of program-specific welcome handbooks that are provided to the individuals served and/or their families. These handbooks can serve as important references. It is suggested that SACL consider ways it could make these handbooks more accessible to the

individuals and/or family members who may have English as a second language and/or are unable to easily read or understand text-based information. The use of pictures and short phrases in plain language might be one method for making this information more accessible.

- SACL’s partnership programs do not currently capture all of the demographic information of the individuals. It is suggested that the organization capture demographic information on the individuals entering these programs so that it can determine its ability to provide the programs/services that the individuals require and assess trends or gaps in service access.
 - SACL is currently moving from paper to electronic records with ShareVision. It is suggested that SACL utilize ShareVision to ensure that a complete record is maintained for each person served that is clear, organized, and current to support service delivery in all programs.
 - Although SACL has a policy that states that it will reinstate rights as soon as possible and CBI currently creates the health and safety plans, the programs do not appear to consistently implement methods to reinstate rights as soon as possible in all cases. It is suggested that SACL implement methods to reinstate rights in place as soon as possible in all cases.
 - Although SACL has clear policy that states that it does not have any role prescribing or dispensing medications, its policy uses the term “dispensing medications” when referencing procedures for administering medications to the individuals. It is suggested that SACL review its policy on medications to ensure the consistent use of the term “dispensing” so the staff has clear guidelines to follow and is not confused by this mixed use of terminology.
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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 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-centred and individualized
- Persons are given information about the organization’s purposes and ability to address desired outcomes

Recommendations

B.5.c.(1)

Although it has a method for capturing specific, measureable objectives and overall goals in the individual file, it is recommended that SACL be able to consistently and clearly communicate progress toward the specific, measureable objectives and overall goals to the persons served in all program areas.

B.10.c.

SACL currently completes an exit summary for each child, youth, or adult who leaves its services using a standard template; however, it does not include a section to provide an overview of any results achieved through its services. It is recommended that exit summary reports summarize the results of the services received.

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

C.5.d.(3)

Although SACL has a form set up to track the use of PRN medications with space to document the effect of each administered, the residences are not consistently adding these details that explain any results observed. It is recommended that SACL ensure that the forms used for documenting the use of PRN medications are consistently completed to document the benefits or lack thereof of these as-needed doses.

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.

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.

F. 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.

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.

G. Children and Adolescents Specific Population Designation

Description

Children and adolescents is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

Key Areas Addressed

- Children, adolescents, and their families are provided with options
 - Social, vocational, psychological, and physical needs are met
-

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and 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.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

C. 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 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 individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, 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.

Job Development

Description

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.

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

- Persons obtain community 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.
- Job retention/length of employment.
- Potential for upward mobility.

- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

Employment support services are activities that are employment-related to 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.

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.

- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

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.

I. Child and Youth Services

Description

Child and youth services provide one or more services, such as prenatal counselling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services/supports may be provided in any of 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 settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services and play a critical role, along with team members, in the process.

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

- Services individualized to needs and desired outcomes.
- Collection and use of information regarding development and function as relevant to services.
- Children/youths developing new skills.
- Collaborative approach involves family members in services.

Key Areas Addressed

- Individualized services based on identified needs and desired outcomes
 - Healthcare, safety, emotional, and developmental needs of child/youth
-

Recommendations

There are no recommendations in this area.

J. Family-Based/Shared Living Supports

Host Family/Shared Living Services

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

- During this last year, SACL's home sharing program has established a system for documenting the results of both required monitoring visits for all of its ongoing providers. These were previously completed, but did not necessarily document the second formal visit each year as it was seen as a follow-up visit focused on reporting requirements where issues would be directly addressed and remedied during the visit. It has plans to integrate this new reporting system into its ShareVision electronic records system so that it can more easily track its documentation of both monitoring visits. As part of this process, the organization is encouraged to ensure that this documentation not only includes its discussions with the home sharing providers, but also its discussions with the persons served and others, as appropriate, and addresses any performance improvement concerns. Having one specific location where all these parts of the monitoring process are readily available for viewing might help to ensure that this practice is consistently handled for all placements.
-

K. Community Housing

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.

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

K.2.a.

It is recommended that each of the group homes facilitate regular meetings between the persons served and staff. Recognizing that a number of individuals have different methods of communicating, the staff might want to brainstorm and test a variety of approaches. As one example, inviting others involved in the lives of each household member to these meetings might help to augment the types of input received.

M. Respite Services

Description

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites, as appropriate. An organization providing respite services actively works to ensure the availability of an adequate number of direct service personnel.

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

- Services/supports are responsive to the family's needs.
- Services/supports are safe for persons.
- Services/supports accommodate medical needs.

Key Areas Addressed

- Time-limited, temporary relief from service delivery
 - Accommodation for family's living routine and needs of person served
-

Recommendations

There are no recommendations in this area.

P. Community Integration

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.
- Development of work attitudes.
- Employment activities.
- 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.).

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

U. Personal Supports Services

Personal Supports Services

Description

Personal supports services are designed to provide instrumental assistance to persons and/or families served. They may also support or facilitate the provision of services or the participation of the person in other services/programs, such as employment or community integration services. The services are primarily delivered in the home or community and typically do not require individualized or in-depth service planning.

Services can include direct personal care supports such as personal care attendants and housekeeping and meal preparation services; services that do not involve direct personal care supports such as transporting persons served, information and referral services, translation services, programs offering advocacy and assistance by professional volunteers (such as legal or financial services), training or educational activities (such as English language services), mobile meal services; or other support services, such as supervising visitation between family members and parent aides.

A variety of persons may provide these services/supports other than a program's staff, such as volunteers and subcontractors.

Key Areas Addressed

- Training for personnel
 - Supervision of personnel
 - Identification of supports provided by program
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that SACL continue to explore how technology could be utilized to support individuals with disabilities in its programs, including communication devices.
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PROGRAMS/SERVICES BY LOCATION

Surrey Association for Community Living

17687 56A Avenue
Surrey BC V3S 1G4
CANADA

Child and Youth Services
Community Integration
Host Family/Shared Living Services
Personal Supports Services
Respite Services
Respite Services (Children and Adolescents)
Governance Standards Applied

Bakerview Court

18919 62A Avenue
Surrey BC V3S 8S4
CANADA

Community Housing
Community Integration

Clova House

16605 59A Avenue
Surrey BC V3S 4N9
CANADA

Community Housing
Community Integration

Clover Valley

17687 56A Avenue, Second Floor
Surrey BC V3S 2G1
CANADA

Community Integration

Community Options

17651 57 Avenue
Surrey BC V3S 1H2
CANADA

Community Integration

Jersey Way

5924 169 Street
Surrey BC V3S 6Y5
CANADA

Community Housing
Community Integration

Leisure Days

9801 King George Boulevard, Suite 119
Surrey BC V3S 3G1
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration

S.T.A.R. Program - Guildford Recreation Centre

15105 105 Avenue
Surrey BC V3R 7G8
CANADA

Child and Youth Services