



CARF Accreditation Report

for

Victoria Association for Community Living, DBA Community Living Victoria

Three-Year Accreditation



CARF Canada
501-10154 104 Street NW
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of
companies

CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

Contents

[Executive Summary](#)

[Survey Details](#)

[Survey Participants](#)

[Survey Activities](#)

[Program\(s\)/Service\(s\) Surveyed](#)

[Representations and Constraints](#)

[Survey Findings](#)

[Program\(s\)/Service\(s\) by Location](#)

About CARF

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

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

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

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

Organization

Victoria Association for Community Living, DBA Community Living Victoria
3861 Cedar Hill Cross Road
Victoria BC V8P 2M7
CANADA

Organizational Leadership

Mike Jensen, Executive Director
Shauna Perkins, Director of Quality Assurance

Survey Number

182958

Survey Date(s)

June 5, 2024–June 7, 2024

Surveyor(s)

Donna Daley, MBA, MS, HCA, Administrative
Amy Sills-Jones, MA, LPC, NCC, Program
Linda Siino, MSW, Program
Brenda Janssen, BCR, Program
Nathaniel Rogers, Jr., 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
Self-Directed Community Supports and Services: Flexible Supports Planning
Services Coordination
Supported Living

Previous Survey

November 4, 2020–November 6, 2020
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2027

Executive Summary

This report contains the findings of CARF’s site survey of Victoria Association for Community Living, DBA Community Living Victoria conducted June 5, 2024–June 7, 2024. 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, Victoria Association for Community Living, DBA Community Living Victoria demonstrated substantial conformance to the standards. Victoria Association for Community Living, DBA Community Living Victoria (CLV) has been providing services and supports for individuals with intellectual and developmental disabilities for more than 68 years, expanding and redesigning the services to meet the ever-changing needs of the individuals served and their families. CLV has been diligent in utilizing the CARF standards in its policies, practices, procedures, and processes. The leadership is dedicated to ensuring the quality of its operations through a focused hands-on approach and is using strong, innovative methods in planning for the future. Enhancing accessibility to its services is a strong priority, and leadership and staff demonstrate a commitment to improving the lives of the individuals served through quality person-centred services. Performance improvement, data analysis, and technology support the individuals served on their journeys to self-determined lives.

Victoria Association for Community Living, DBA Community Living Victoria appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement.

Victoria Association for Community Living, DBA Community Living Victoria 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 Victoria Association for Community Living, DBA Community Living Victoria was conducted by the following CARF surveyor(s):

- Donna Daley, MBA, MS, HCA, Administrative
- Amy Sills-Jones, MA, LPC, NCC, Program
- Linda Siino, MSW, Program
- Brenda Janssen, BCR, Program
- Nathaniel Rogers, Jr., 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 Victoria Association for Community Living, DBA Community Living Victoria 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
- Self-Directed Community Supports and Services: Flexible Supports Planning
- Services Coordination
- 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 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 Victoria Association for Community Living, DBA Community Living Victoria demonstrated the following strengths:

- CLV's leadership team is professional, highly experienced, passionate, and dedicated to the provision of quality care and outcomes for the individuals served. There has been extensive recent turnover, but the new CEO (who has been with the organization for more than 25 years) has been able to foster an executive team

entrenched in a positive culture and innovation. The CEO said he is excited to lead this team. The team recognizes the importance of ongoing communication and coordination to best meet the needs of the individuals served and their families. An atmosphere of trust, security, and safety enhances the individuals' abilities to grow, thrive, and lead the lives they want "in ways that work the best for them." The organization continues to move in positive directions under the CEO's leadership, with team members saying that "he's here for us." The CEO's style of progressive leadership permeates the organization at all levels and remains a key strength as CLV moves forward to accomplish its service mission.

- The board of directors is composed of the individuals served, families, and powerful community professionals who go out of their ways to support the organization's mission. The staff members demonstrate exceptional understanding and support of the services provided by being active in the communities and advocating for the individuals served.
- The organization is optimizing the use of technology to make services and supports easier to provide, expand the opportunities for the individuals served, and improve outcomes for the individuals served and the organization. The team is constantly developing more efficient processes to make work simpler and enrich the time spent with the individuals served in their homes and communities. Technology also helps with health and safety processes and performance measurement and management by supplying rich data to use in decision making and planning.
- Recently, there has been about a 50 percent turnover of long-term, experienced staff members as many age out of their employment. The HR department, with relatively new leadership, has created effective strategies to recruit, hire, train, and retain professionally effective personnel. This new process includes mentoring and training with HR and a 30-day check-in to create a future training plan. Currently, there are less than five openings on a team of over 300 members.
- Supporting Individuals through Valued Attachments (SIVA) is one of the many trainings used by the organization to enrich the lives of the individuals served. It utilizes collaboration, goal direction, self-management, and empowerment to strengthen relationships and create safety for individuals with complex needs and challenging behaviours. CLV received a grant to use for training, and the HR team used it to train one staff member from each household on adult learning techniques and required content. The organization was also able to purchase tablets for each location so that this training could be easily and quickly accessed by personnel.
- The family support program helps families support their loved ones at home and in the community via professional provision of resources and connections. The parent support program is designed to support families when the parents have intellectual disabilities, and it is a rare and valuable service that focuses on the needs of the individuals served considering their important roles as parents. Staff members in these programs provide resources and parenting training to support strong relationships and successful living for entire families.
- CLV is acknowledged for the individual-first attitude it displays throughout the organization. The individuals served and guardians expressed that they feel safe and respected.
- Community stakeholders view CLV as a premier program, resulting in the organization's high visibility and positive reputation for the impact it has on the communities it serves. Stakeholders described services as "comforting," "person-centred," and "sensational."
- The community housing program has homes that are practical, beautiful, and safe. The interiors of the homes are neat and clean. The atmospheres are warm and cozy. The individuals served are given total choice within their environments, and this is evidenced by the personalization of each room within the homes.

- The walls of the community inclusion sites were filled with photos of the individuals served taking part in activities and adventures in the program and community. These photos made the organization feel welcoming and captured all the wonderful memories at each site. In addition, the individuals served were able to provide tours and discuss daily schedules. This inclusion highlighted the longstanding relationships the individuals have built both in and outside of the program.
- The staff members demonstrate determination, empathy, advocacy, respect, teamwork, and professionalism. They extend themselves beyond scheduled hours and are always available to the individuals served. The staff members believe in the mission of the organization, and the organization is truly driven by the individuals served.
- Community employers reported that working with CLV has been seamless. CLV's staff members have been able to provide valued information and direction in order to ensure successful placements, such as developing and holding community employment engagement events. These communication channels are effective at addressing barriers and implementing change to overcome them.
- Individuals who receive employment services stated that CLV staff members have always been there for all their employment needs. They feel like they are part of the organization, respected, and valued with clear communication at all times. In addition, the organization makes a concerted effort to look at all needs of the individuals served. Staff members do not just place individuals into a quick job, rather they look for positions that will be meaningful and fulfilling for that individual. For example, one individual has a unique connection to his employment due to his cultural history. Staff members were diligent to recognize and honour this connection.
- Individuals served are valued and supported by their employers. Many of the individuals have long tenures of employment and have become fixtures of the businesses they work for.
- One of the greatest strengths of CLV is the tenure of the staff. The enthusiasm, understanding, and compassion for the individuals served is evident throughout the residential programs. Individuals served consistently shared how satisfied they were with the supports received, the relationships they have with staff members, and how responsive they are to changing needs. This has resulted in consistency and stability of supports.
- The organization recognizes that it is important, as the workforce changes, to ensure that staff members are rotating throughout programs to establish relationships and work with a variety of individuals served. The organization has provided needed training and education so that every staff member can work with every individual served if needed. This commitment to consistency is commended, as it honours and respects the wishes and rights of the individuals in the program.
- Family members and the individuals served through the community inclusion services reported that working with CLV provides valuable support for the individuals served to live a person-centred lifestyle in a natural community setting. They reported that staff members show compassion and respect and go above and beyond to ensure that the individuals served are safe and satisfied with the various activities.
- CLV's supported independent living and supported apartment living programs focus on assisting the individuals served to remain as independent as possible. Supports provided are self-directed by the individuals served, but staff members have the flexibility to respond to emerging needs. One parent commented that the staff members are very good at supporting and respecting the level of independence that the individuals want.
- The community homes are well integrated into the neighbourhoods and are extremely welcoming. CLV strives to ensure that layouts meet the needs of the individuals served, and it has done required renovations to ensure that the individuals served have the ability to "age in place." It is truly their home, and they take great pleasure in decorating their bedrooms based on personal preferences.
- CLV is commended on the format of the individual medication charts, as they are an effective tool not only for educating the individuals served on their personal medications but also for outlining for the staff the details of managing the medications.

- A major strength of CLV is recognizing the individuals' needs and preferences and then ensuring that supports are provided accordingly. For instance, some of the individuals served in the community housing program are able to have the community inclusion supports provided directly to them from the home, as they may not do well in groups. Generally, individuals enjoy services that are based on their choice and support their independence. This is truly a person-centred practice that seems to come naturally to the team. One-page profiles are developed in partnership with the individual served and provide a significant portrait of an individual's talents, needs, and preferences that allow staff to get to know individuals so that services can be structured accordingly.

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. Victoria Association for Community Living, DBA Community Living Victoria received no recommendations from this survey. This accomplishment is achieved on approximately 3 percent of CARF surveys.

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

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

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

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- CLV may want to consider using some Appreciative Inquiry techniques in its strategic planning. Specifically, a strengths, opportunities, aspirations, and results (SOAR) model of environmental analysis could align the organization with strengths-based planning like the planning conducted with the individuals served.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

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

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The risk and accessibility plans often address the same goal and objectives year after year. It is suggested that, in lieu of defining the goals' timelines as ongoing, the organization add a specific review date to pin the goal in time.

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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

There are no recommendations in this area.

Consultation

- The organization has emergency procedures in all of the vehicles used to transport the individuals served. It is suggested that medical emergency procedures be added to that list.
- It is suggested that the evacuation route maps orient the viewer and use arrows to show the safest way to leave the building during an emergency. The organization may also want to consider putting the maps on the backs of the doors in rooms where services are provided.

1.I. Workforce Development and Management

Description

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

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

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

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

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

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

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

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

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

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

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

The foundation for successful performance measurement and management includes:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

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

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization provide the opportunity for individuals served to identify any information they do not want shared on the release of information.

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- In an effort to assist in the training, cross training, and continual refreshing of personnel knowledge, it is suggested that specific instructions relating to behaviour on each individual served be documented in the form of bullet points on a small card that staff members can have quick and easy access to.
- CLV is encouraged to ensure that the inputting of information into the individual goals document is completed accurately so that the specific, measurable, achievable, relevant, and time-bound (SMART) objectives are recorded in the appropriate spaces.

2.C. Medication Monitoring and Management

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.D. Employment Services Principle Standards

Description

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

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.

- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- CLV has several community partners that it has been involved with for years. Recognizing these local partners and recruiting new ones is very important to the continual growth of the program. It is suggested that a monthly newsletter be used to recognize and highlight the local partnerships. CLV could disseminate the newsletter to the community, particularly sending a copy to the partner being highlighted.

Section 3. Employment Services

Description

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.

- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.G. Community Employment Services (CES)

Description

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

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

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

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

The following service categories are available under Community Employment Services:

- 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.

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.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

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

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

Description

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

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

to develop natural supports and strengthen existing networks. Relationships with the family of origin or extended family are maintained as desired by the person served. The host family/shared living provider supports the emotional, physical, and personal well-being of the person.

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- While the organization provides staff training during onboarding, updates might be provided in areas such as documentation practice to encourage providers to document special incidents, progress, successes, or any remarkable events. Training could be informal during coordinator visits, if preferred.

4.G. Community Integration (COI)

Description

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

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

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

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

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

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

4.H. Community Housing (CH)

Description

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

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

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

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twenty-four 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.

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

- Safe housing.
- Persons choosing where they live.
- Persons choosing with whom they will live.
- Persons having privacy in their homes.
- Persons increasing independent living skills.
- Persons having access to the benefits of community living.
- Persons having the opportunity to receive services in the most integrated setting.
- Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
- Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
- Persons having freedom and support to control their schedules and activities.
- Settings that are physically accessible to the individuals.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- As an enhancement to the organization's efforts to maintain a high level of safety in the homes, it is suggested that employees be trained on the location of shutoffs for water, electric, and gas, as applicable for each setting. This could be done upon hire and at intervals throughout the year.

4.I. Supported Living (SL)

Description

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

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

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

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

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

Key Areas Addressed

- Safe, affordable, accessible housing chosen by the individual
- Supports available based on needs and desires
- In-home safety needs

- Living as desired in the community
- Support personnel available based on needs
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

4.J. Services Coordination (SC)

Description

Services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counselling and crisis intervention services, when allowed by regulatory or funding authorities.

Services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing community services coordination. Such programs are typically provided by qualified services coordinators or by case management teams.

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

- Access to a variety of services/supports.
- Access to choices of services.
- Individualized services to meet needs.
- Persons achieving goals.
- Persons achieving independence.
- Access to vocational training.
- Persons achieving employment.
- Access to career development.

Key Areas Addressed

- Goal-oriented and systematic process of advocacy
- Formation of linkages with community resources and services
- Coordination of services

Recommendations

There are no recommendations in this area.

Consultation

- CLV might consider establishing voluntary informal support groups for parents with disabilities to provide opportunities to make friends, end possible isolation, share resources, and more.

4.N. Self-Directed Community Supports and Services Flexible Supports Planning (SDCSSFSP)

Description

Many community organizations, in partnership with individuals, families, and funding sources, are redesigning their resources to embrace a self-directed community supports and services approach. For many individuals, this is one more significant and evolutionary step away from institutional settings. This customer-designed and delivered approach utilizes an individually controlled budget. The budget is developed according to guidelines from the funding source. Through the development and management of individualized community support options, individuals take an active role in the decisions that affect their lives. Flexible Supports Planning services provide information and assistance for persons served to plan and direct their individual budgets for supports and services.

Due to budgetary constraints, at times the individual budget development process may need to separate wants from needs for treatment and support. Some important objectives include:

- Identifying an individual's needs.
- Selecting supports and services within an approved context that best address those needs.
- Determining the amount of supports or services necessary to adequately address each identified need.
- Determining a cost or amount to reimburse providers.
- Integrating supports and services within the set individual budget plan.
- Providing policies and procedures for risk management, notably in the areas of corporate compliance to prevent fraud, waste, and abuse of government funds.
- Continuously improving the local service provider accredited in Self-Directed Community Supports and Services based on decision making and true participation of persons served in service and organizational design.

Self-directed supports and services are based on the assumption that individuals receiving support have the authority to determine the role the provider will play in their lives and that personal preferences for supports should drive, or at least heavily influence, the planning process.

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

- Persons lead the planning process and have support of their choosing to do so.
- Persons decide which supports and services to direct.
- Persons get help as desired to direct their supports and services.
- Persons direct how their supports and services are provided, including their nature.
- Persons have a budget over which they have control.
- Persons have free choice among providers, within funding guidelines.
- Persons get help as desired in finding community resources.
- Persons make decisions to redirect funds among supports and services as desired.

Key Areas Addressed

- Supports of persons to direct their own services and staff
- Information provided to persons served
- Individual budget management provided
- Compliance with legal and regulatory guidelines

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Victoria Association for Community Living, DBA Community Living Victoria

3861 Cedar Hill Cross Road
Victoria BC V8P 2M7
CANADA

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

Brock Home

1015 Springboard Place
Victoria BC V9B 3E2
CANADA

Community Housing

Burnside Home

595 Burnside Road West
Victoria BC V8Z 1M7
CANADA

Community Housing

Cedar Hill Home

3434 Cedar Hill Road
Victoria BC V8P 2M7
CANADA

Community Housing

EliVan

3127 Irma Street
Victoria BC V9A 1S9
CANADA

Community Housing

Gorge View Home

2972 Wascana Street
Victoria BC V9A 1V7
CANADA

Community Housing

Jeffree Home

1867 Jeffree Road
Saanichton BC V8M 1K5
CANADA

Community Housing

Lindsay Home

754 Lindsay Street
Victoria BC V8Z 3E1
CANADA

Community Housing

Marin Park Home

1166 Marin Park Drive
Brentwood Bay BC V8M 1E8
CANADA

Community Housing
Community Integration

Mariposa Home

4133 Mariposa Heights
Victoria BC V8Z 6P5
CANADA

Community Housing

Marlene Home

2301 Marlene Drive
Victoria BC V9B 2E3
CANADA

Community Housing

McKenzie Home

1112 McKenzie Street
Victoria BC V8V 2W2
CANADA

Community Housing

Orillia Home

2965 Orillia Street
Victoria BC V9A 1Y6
CANADA

Community Housing

Redfern Home

937 Redfern Street
Victoria BC V8S 4E7
CANADA

Community Housing

Reflections Day Program

157-2745 Veterans Memorial Parkway
Victoria BC V9B 3B2
CANADA

Community Integration

Satellite Community Inclusion and Host Agency/Home Share Office

520 Comerford Street
Victoria BC V9A 6K8
CANADA

Community Integration
Host Family/Shared Living Services
Self-Directed Community Supports and Services: Flexible Supports Planning

Supported Apartment Living Program

114 - 3187 Shelbourne Street
Victoria BC V8T 3A6
CANADA

Supported Living

Twin Oaks

1216 Royal Oak Drive
Victoria BC V8X 3T8
CANADA

Community Housing
Community Integration

Twin Oaks

1212 Royal Oak Drive
Victoria BC V8X 3T8
CANADA

Community Housing
Community Integration

Tyndall Home

4482 Tyndall Avenue
Victoria BC V8N 3S6
CANADA

Community Housing

Wilcox Home

2476 Wilcox Terrace
Victoria BC V8Z 5R6
CANADA

Community Housing