

**CARF  
Survey Report  
for  
Victoria  
Association for  
Community Living,  
DBA Community  
Living Victoria**

**Organization**

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

**Organizational Leadership**

Ellen Tarshis, Executive Director  
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**Survey Dates**

April 24-26, 2017

**Survey Team**

John A. Ahman, M.A., LADC, Administrative Surveyor  
Leslie D. Quarles, Program Surveyor  
Debra A. Dickinson, Program Surveyor  
Robert Eickmeier, Program Surveyor

**Programs/Services 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**

April 23-25, 2014  
Three-Year Accreditation

**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: June 30, 2020**



**Three-Year Accreditation**

# SURVEY SUMMARY

**Victoria Association for Community Living, DBA Community Living Victoria (CLV) has strengths in many areas.**

- CLV has an excellent, hardworking, and knowledgeable executive director who is supported by a group of creative staff members. All staff members work as a team and are appropriately involved in accountability for current operations and organizational planning.
- The organization's board of directors is dedicated and committed to its vision and mission. Board members are recruited from the community and have a variety of backgrounds that are conducive to maintaining the organization's viability and governance.
- The board of directors is commended for its implementation of the Carver model for organizational governance. The board exists to own the organization on behalf of the public and not to help manage the organization.
- CLV benefits from staff members' involvement in developing a system of information management that supports operations and provides useful information to impact the organization's business and service delivery.
- CLV is recognized for its innovative use of technology throughout the organization. One example is Shiftshark, an application for personal computers and smartphones that instantly generates a list of eligible team members for the shift based on availability and sorts it according to the organization's rules. Once it has been decided whom to contact, Shiftshark sends out an automated call or text offering the shift as available.
- The organization is recognized for its enhancements of ShareVision for service delivery and business functions. The single point of access allows users to input and access data that include information used for risk management, health and safety reports, electronic health record entries, and quality improvement efforts.
- CLV has a separate foundation that was designed to be its community resource development and public awareness arm. The foundation board is composed of community leaders from the Victoria area who have been able to coordinate many successful fundraising and community awareness events.
- The organization's website is attractive, functional, and easy to navigate for the persons served, families, and other stakeholders.
- CLV has done an excellent job of meeting the residential needs of persons served through the development of community group homes many years ago. These homes, many of which are fully accessible, are beautifully decorated and demonstrate the choices of persons served in all bedrooms and throughout the homes. The persons served are fully involved as much as possible in the homes' activities, and staff members demonstrate a commitment to assisting the persons served to maximize their independence. Many long-term staff members help the persons served access the community on a regular basis. Of particular note in one home is the construction of a separate area for food storage and preparation for a person served with a severe gluten allergy. This ensures that all food products for this person served never come in contact with the food that the other persons served consume.

- CLV is congratulated for the development of the Inclusion Works program for persons served transitioning from the local school programs. Families involved in this service have decided to pool the funding for their adult children to best meet the needs of all their children. Persons served choose their support workers and develop a weekly schedule to meet their goals. CLV ensures that the authority and responsibilities of all parties are clarified through the use of agreements. Of particular note are the collaboration and coordination of services evidenced through a successful grant application with the parent group and CLV, which has led to a guidebook for families to develop an employment-focused, family-governed group.
- During the past year, CLV has developed a practices review committee, which was tasked to complete a thorough comprehensive review of all practices in the organization to determine their relevance and adherence to its mission. This committee, which included a representative from outside the organization, recently completed the initial review of 114 formal practices and protocols and has issued the first report. New goals have been developed for the committee for 2017–2018. This is a major undertaking seldom seen in other organizations, and CLV is commended for its efforts now and in the future.
- CLV has done great work through its medication safety committee in completing annual reports for the past several years that detail the results of its medication monitoring and management services. The reports are comprehensive and review and analyze trends in medication errors over the past ten years. Annual goals are determined, methods for improvement are detailed, and an ongoing review of progress is outlined. In addition, the pharmacies providing medications for the persons served visit each group home annually to complete an audit of the program.
- CLV has embraced the Employment First model by incorporating the interests and desires of persons served to develop customized employment opportunities. Additionally, employment specialists have visited local high schools to communicate this model and eligibility and referral processes to students and families.
- CLV has established a successful partnership with the police department by offering an employment experience that works well for persons served who find that seasonal work is the best fit. Job tasks are customized to match the stamina and strengths of persons served.
- Employment specialists and casual staff members utilize a team approach to serve the needs of persons served by responding to communication efficiently and effectively. Persons served are not assigned to a specific case manager; rather they know that they can contact anyone in the program for assistance. It was expressed by one person that communication has increased in frequency and quality over the past two years.
- Employers express that they have had positive experiences with program staff members and recognize the benefits of an inclusive organizational culture. Employers repeatedly mentioned the frequency and quality of communication.
- CLV is recognized as a leader throughout the social services field and community and has developed an excellent reputation. The organization takes part in regular partnering opportunities with other service providers and further enhances its ability to assist those actively participating in and exiting services.
- CLV operates from a strong base of mission and values. The organization’s core principles are consistently upheld in all stakeholder relationships and program operations, which directly contributes to the strong organizational culture that is celebrated at CLV.

- The atmosphere created by the leadership and staff members of CLV is one in which commitment to the mission and personal investment in the success of each person served is paramount.
- CLV collaborates with other agencies at local, regional, and provincial levels in an active and ongoing manner. These partnerships enhance the organization's ability to be an advocate for the persons served and to increase efficiency in service delivery. CLV's team is highly respected by referral sources, other stakeholders, and the community at large.
- Families interviewed during the survey indicate their great satisfaction with the Parent Support program and stated that the program's involvement with their families has been life changing. A dynamic program coordinator demonstrates creativity and initiative in developing services and supports and accessing resources to address the needs, abilities, and preferences of each family.
- The Home Share program supports the goals and values of community living and promotes a true sense of family. The longevity of many placements exemplifies this concept of the person served becoming a valued member of the family. Many providers identify the support they receive from CLV's staff members as well as training as keys to their success, stating that they are readily available to them whenever they need them.
- CLV supports many persons served living independently, many who have not been successful in previous placements. In the semi-independent living skills program, staff members support persons served where they are and promote maximum independence. Respect for personal choice was evident in service delivery, ensuring that each person served drives his or her own plan. The persons served enjoy the sense of community that living near friends brings. Staff members are located in the complex, which makes them readily available to provide individual supports and facilitate group activities. Families indicate this program has allowed their family members to have the best quality of life they could have imagined.

**CVL received no recommendations from this accreditation survey. Any consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.**

On balance, CVL provides a continuum of services that are needed and valued by the stakeholders. The services positively impact the lives of the persons served and their families. Services are delivered by enthusiastic staff members who are committed to working as a team to address the unique needs of each person served. Funding sources and persons served express high levels of satisfaction with the organization's services. CLV demonstrates full conformance to the CARF International standards.

Victoria Association for Community Living, DBA Community Living Victoria has earned a Three-Year Accreditation. The leadership and staff members are recognized for their efforts in pursuit of international accreditation. The organization is encouraged to continue to use its resources and those available through CARF and other sources to maintain the excellence noted in this report and to continue to utilize the CARF standards on an ongoing basis as guidelines 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
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### Recommendations

There are no recommendations in this area.

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## 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
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### Recommendations

There are no recommendations in this area.

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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.

### Consultation

- Currently, the organization gains input through satisfaction surveys, some of which are completed through phone calls by staff members. It may be beneficial to have these surveys completed by someone not affiliated with CLV.
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## 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

There are no recommendations in this area.

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## 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
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### Recommendations

There are no recommendations in this area.

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## 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
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### Recommendations

There are no recommendations in this area.

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## 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
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### Recommendations

There are no recommendations in this area.

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## 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

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## Recommendations

There are no recommendations in this area.

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## 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
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## Recommendations

There are no recommendations in this area.

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## 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

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**Recommendations**

There are no recommendations in this area.

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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
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**Recommendations**

There are no recommendations in this area.

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**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
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**Recommendations**

There are no recommendations in this area.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **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

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## **Recommendations**

There are no recommendations in this area.

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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
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## **Recommendations**

There are no recommendations in this area.

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## **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

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## Recommendations

There are no recommendations in this area.

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## D. Employment Services Principle Standards

### Description

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

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

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

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

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

## **Key Areas Addressed**

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

There are no recommendations in this area.

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## **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.

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
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## Recommendations

There are no recommendations in this area.

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# 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 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<sup>®</sup> 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.
- 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.
- 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 coworkers.
- 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
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### **Recommendations**

There are no recommendations in this area.

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## **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 or 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 or 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

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## Recommendations

There are no recommendations in this area.

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## 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.

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
  - 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
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#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- Given that many persons served have received services for many years and are aging, it is suggested that staff members continue to work with persons served to plan for end-of-life situations. The organization is encouraged to further develop its policies, procedures, and forms to meet this need as well as research other available materials to assist in this process.
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## **L. Supported Living**

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



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## Recommendations

There are no recommendations in this area.

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## N. Services Coordination

### 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
- Coordination of services
- Formation of linkages with community resources and services

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## Recommendations

There are no recommendations in this area.

## Consultation

- To further ensure the safety and security of all program staff members working in the field, it is suggested that a system be developed for accountability of their whereabouts outside the office.
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## 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.
- 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
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#### **Recommendations**

There are no recommendations in this area.

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## **V. Self-Directed Community Supports and Services**

### **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.

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.
- Establishing policies and procedures for filing claims and receiving reimbursement.
- Establishing policies and procedures for dealing with government tax reports and filings for employers and employees.
- 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 select, hire, fire, and manage the workers who provide their supports and services.
- Persons make decisions to redirect funds among supports and services as desired.

## **Flexible Supports Planning**

### **Description**

Flexible supports planning services provide information and assistance for persons served to plan and direct their individual budgets for supports and services. When an organization is accredited in both flexible supports planning and employer of record for support services, consideration is made for dealing with potential conflicts of interest.

### **Key Areas Addressed**

- Supports of persons to direct their own services and staff
  - Information provided to persons served
  - Individual budget management provided
  - Published fee structures, if applicable
  - Compliance with legal and regulatory guidelines
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### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES 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

### **Satellite Day Program**

520 Constance Street  
Victoria BC V9A 6N5  
CANADA

Community Integration

### **Cedar Hill Home**

3434 Cedar Hill Road  
Victoria BC V8P 2M7  
CANADA

Community Housing

### **Wilcox Home**

2476 Wilcox Terrace  
Victoria BC V8Z 5R6  
CANADA

Community Housing

### **Supported Apartment Living Program**

114 - 3187 Shelbourne Street  
Victoria BC V8T 3A6  
CANADA

Supported Living

### **Mariposa Home**

4133 Mariposa Heights  
Victoria BC V8Z 6P5  
CANADA

Community Housing

**Reflections Day Program**

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

Community Integration

**Redfern Home**

937 Redfern Street  
Victoria BC V8S 4E7  
CANADA

Community Housing

**Jeffree Home**

1867 Jeffree Street  
Saanichton BC V8M 1K5  
CANADA

Community Housing

**Lindsay Home**

754 Lindsay Street  
Victoria BC V8Z 3E1  
CANADA

Community Housing

**McKenzie Home**

1112 McKenzie Street  
Victoria BC V8V 2W2  
CANADA

Community Housing

**McRae Home**

1512 McRae Street  
Victoria BC V8P 1G5  
CANADA

Community Housing

**Tyndall Home**

4482 Tyndall Avenue  
Victoria BC V8N 3S6  
CANADA

Community Housing

**Marin Park Home**

1166 Marin Park Drive  
Brentwood Bay BC V8M 1E8  
CANADA

Community Housing  
Community Integration

**Brock Home**

1015 Brock Avenue  
Victoria BC V9B 3E2  
CANADA

Community Housing

**Burnside Home**

595 West Burnside  
Victoria BC V8Z 1M7  
CANADA

Community Housing

**Birchwood Home**

3979 Birchwood Avenue  
Victoria BC V8N 3L9  
CANADA

Community Housing

**Orillia Home**

2965 Orillia Street  
Victoria BC V9A 1Y6  
CANADA

Community Housing

**WestShore Office**

630 Goldstream Avenue, Suite 101  
Victoria BC V9B 2W8  
CANADA

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