



# **CARF Accreditation Report**

## **for**

### **Victoria Association for Community Living, DBA Community Living Victoria**

## **Three-Year Accreditation**



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# 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](http://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**

Ellen Tarshis, Executive Director  
Linette Baker, Program Director

**Survey Number**

131715

**Survey Date(s)**

November 4, 2020–November 6, 2020

**Surveyor(s)**

George J. Molano, DESS Administrative  
Maureen A. Carasiti, DESS Program  
Jacqueline J.H. Hall-Williams, LCSW, LCAS, DESS Program  
Kenneth Brailsford, MA, CRC, DESS Program

**Program(s)/Service(s) Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Host Family/Shared Living Services  
Self-Directed Community Supports and Services: Flexible Supports Planning  
Services Coordination  
Supported Living

**Previous Survey**

April 24, 2017–April 26, 2017  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: June 30, 2023**

# Executive Summary

This report contains the findings of CARF's site survey of Victoria Association for Community Living, DBA Community Living Victoria conducted November 4, 2020–November 6, 2020. 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) is led by a strong leadership team that has developed a culture designed to advance person-centred principles. There is a cohesiveness in the personnel structure built upon a sense of trust and openness. CLV has developed a strategic plan that has been adjusted to address the challenges imposed by the COVID-19 pandemic. Input from CLV's constituents is ongoing and innovative and shapes the organization's approach to services. There are systems in place to maintain compliance with CLV's regulatory agencies. There are safeguards to ensure confidentiality of records. CLV has managed to navigate funding shortfalls and maintained an apparent stable financial position. There is a risk management plan in place designed to identify risk exposure and developed strategies to ameliorate those risks. CLV has an active health and safety committee that meets regularly to address health and safety issues. Emergency drills are conducted and reviewed for improvement tactics. Policies and procedures are in place for critical incidents, infection control, inspections, and hazardous material handling. There is ongoing workforce planning, and a comprehensive onboarding system. CLV has developed multiple channels directed toward personnel engagement. There are ongoing efforts to refine the effectiveness of CLV's performance appraisals. CLV has a robust database that has been designed to capture data on CLV's administrative and service delivery systems. The system facilitates the analysis of key performance indicators. CLV has developed an excellent technology plan that guides the future development of its technological capabilities. There are processes that ensure the full exercise of the rights of the individuals served. There are advanced performance measurement and management systems that allow the organization to extract reliable and real-time data that forms the basis of its extensive management information capabilities. CLV should seek improvement in the areas identified as recommendations in this report.

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 is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

**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):

- George J. Molano, DESS Administrative
- Maureen A. Carasiti, DESS Program
- Jacqueline J.H. Hall-Williams, LCSW, LCAS, DESS Program
- Kenneth Brailsford, MA, CRC, DESS Program

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

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

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of 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 has developed a number of innovative service models. The Youth Employment Program provides students from local school districts with skills training compatible with securing employment. Additionally, CLV has launched a major housing development project that offers affordable housing options for the individuals served and for the Victoria community. This opportunity was made possible through the strong relationships the organization has developed in the Victoria community.
- CLV has developed an excellent database that serves as a basis for its management information system. The software tracks both services delivery data and business functions. Data are extracted to understand how processes are performing. The system is well designed, easy to use, and accessible on mobile phones. The system has been expanded over its eight-year history and it is staged to move into its next version. CLV is complimented for developing an excellent management information system.
- CLV actively collaborates with a dozen other service providers to ensure that all individuals served are getting the best possible services. The service providers meet regularly and seek each other out if there is a service that is requested that one may not be able to provide but the other can. This collaboration leads to the best possible outcomes for both the service providers and the individuals served.
- CLV has a robust person-centred planning process that engages the individuals served in goal setting over a period of time, culminating with a person-centred plan meeting planned with the individual served. The organization's philosophy places high value on individuals' quality of life and full participation as citizens. This philosophy combined with the person-centred planning process results in person-centred plans that truly reflect individuals' desires and support their efforts at independence. Likewise, CLV behaviour support plans are focused on positive practices to promote the well-being of the individuals served and reflect empathetic understanding of their needs and preferences.
- CLV has a private foundation that raises funds not only to meet needs of the organization but also to meet the needs of individuals served. Foundation fundraising has supported vital needs that have not been covered by government funding such as a new wheelchair van that can accommodate all individuals from a home, a bathroom lift needed to allow a resident to remain in the current home, vacation trips for the individuals served who cannot afford them, and countless other accommodations that have greatly improved quality of life for the individuals served.
- The organization is commended for the many ways technology is used throughout the organization to create efficiencies and keep associates connected to each other, to work requirements, and to the mission.
- Community integration services provide diverse experiences and are geared toward enhancing the emotional and physical health of the individuals served. There is a creative planning process that allows individuals served to express their unique selves and self-direct their schedules. There is an emphasis on the arts, revealing personal interests. Artwork crafted by the individuals served, including paintings and sculptures, are displayed throughout the sites.
- The organization, along with its affiliated foundation and United Way® organization, has done a great job ensuring that its staff members are recognized and have different opportunities to come together in informal and recreational settings. These activities include summer picnics, a Halloween bonfire, and a benefit concert that is also a large fundraiser. Senior staff members may also periodically take employees out to lunch or award them with coffee cards. There is also a Waffle Day set up for night-shift employees to come in and get a breakfast after a long shift.

- The organization is commended for doing everything that it is allowed to do during the COVID-19 pandemic. The staff members who conducted the virtual tours were extremely careful to wear masks and to sanitize the phones and tablets to ensure a safe experience for everyone. Staff members and persons served looked safe and did not have any issues related to proper wearing of masks and social distancing.
- CLV's Supported Apartment Living (SAL) program is a creative service model that combines the benefits of independent living apartments with support staff present nearby as needed. The unique structure of SAL has allowed residents to create a strong sense of community and connectedness that are invaluable. One of the individuals served reported that getting into SAL "was like winning the lottery" and stated "I never had friends before." A SAL mother reported, "I never thought [individual served] would become as independent and confident as she has at SAL."
- CLV's residential homes are attractive and welcoming. Individuals served have private rooms personalized by the individual served or with the person's input depending on the individual's ability levels. CLV has created common areas that allow for group or individual activities and have modified homes to cater to the special needs of the residents such as creating a separate dining area for a resident who is uncomfortable eating in the presence of others. As the individuals served have aged, CLV has worked diligently to renovate and build fully accessible homes that accommodate the individuals' changing needs. Much of this has been done through private fundraising when governmental funds were not available.
- CLV's advocacy for persons with disabilities goes far beyond funded services. For example, the small team of supported independent living staff regularly provides advocacy and case management services for individuals that goes far beyond the support services funded. This small program additionally manages housing subsidies for persons with disabilities who do not receive any funded services in addition to individuals in the supported independent living program.
- The organization's job development team is committed to securing employment for job seekers in a wide variety of jobs in diverse areas of business and industry. Through a discovery process, strengths and talents are revealed. The quality of job placements includes thoughtful economic development and job carving employment strategies that inspire strong support of business partners in a broad range of settings often leading to career and other advancement opportunities.
- Since the previous CARF survey, CLV residential homes staff members have been working to engage the individuals served and their families in end-of-life planning to better support the aging population. This is not an easy task given the characteristics of the individuals served and the challenge that some have no family connections outside of CLV.
- CLV is led by an experienced senior management team whose members have a long tenure with the organization and have developed strong relationships within the Victoria community. The leadership has succeeded in developing an organizational culture of advancing the individual served based on person-centred tenets.
- CLV has introduced some innovative strategies for engaging its personnel. One example is coffee and chat. Staff members are given Starbucks® brand gift cards and invited to have a chat with a CLV manager. The method has opened the door for a wide-open exchange of concerns, issues, and ideas that have served to benefit the communication flow of the organization.
- CLV has a dedicated staff team that demonstrates enthusiasm for its work and embodies the person-centred focus of the organization. Many staff members worked at CLV for 15 to 30 years. Staff members speak highly of their organization and management and report that "client care" and "staff support" are at the forefront of operations. CLV as an organization is also open to growth and change. Staff members report feeling that their input is valued and that there are many different avenues to provide input to organizational management. For instance, one staff member stated that when challenging situations are brought to the supervisor, "There is always a solution." Staff members respect and value the organization's flexibility along with communication



between levels of management. An example given was the COVID-19 pandemic. Staff members reported that they felt they had clear guidance and supplies as needed almost immediately when the pandemic started so that they could make quick changes in programming.

- Staff members clearly have a deep respect and admiration for the individuals served on a daily basis. It is evident that the personnel thoroughly know and understand the individuals served as evidenced through the strong bonds and relationships they have developed with them over the years. Staff tenure is long, and persons served appear to be thriving and happy as the staff has had a positive impact on their lives, throughout their lives.
- The staff members appreciate that the organization does not pressure them to take on larger caseloads than can be managed and still provide quality services. Staff members noted that senior management would rather they prioritize time with people versus increasing caseload sizes. Staff members are able to decline individuals if they would not be a good match, if caseloads would be too large, or if they are unable to find a good Home Share contractor or respite/habilitation contractor to work with them.
- The coordinators who are involved with the Host Agency and Home Share programs have excellent chemistry and an obvious desire to support each other. The coordinators defer to the others and recognize their co-workers' skills and caseloads relative to their own. Each person brings unique strengths and perspective to the job, and those strengths and perspectives all complement each other and, in a synergistic way, create a much stronger unit.
- All Home Share participants and parents expressed great satisfaction with the organization's services and supports. Adjectives such as, "fantastic," "very positive," and "flexible" came up continually. The organization's representatives universally present a very positive image of the organization in the community, further enhancing its already sterling reputation.
- The Home Share providers all have excellent relationships with the individuals served. The Home Share providers range from someone with more than 31 years supporting the same two individuals to a person who has unique skills and has therefore been called upon to help out when others cannot. Home Share providers report that their coordinators are very involved and can be counted upon to assist in any way that is necessary.
- Individuals served in CLV homes and independent living programs report high levels of satisfaction with services. Individuals interviewed reported feeling "secure," valued, and respected by the staff of CLV. Families of individuals served are also highly complimentary of CLV programs, describing CLV as "a very caring organization," and staff members as "a really committed group of people." Families have a high level of trust in the organization and appreciate the responsiveness of the organization to their family members' needs.
- Individuals served and families are pleased with the extraordinarily high-quality services from the organization. They feel listened to and respected. Leadership and all staff members go above and beyond in providing personalized, responsive services. They are especially grateful for the consistent communication and creative coordination of community services during the COVID-19 pandemic.

## Opportunities for Quality Improvement

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

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

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

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

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

## **Section 1. ASPIRE to Excellence®**

### **1.A. Leadership**

#### **Description**

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

#### **Key Areas Addressed**

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

#### **Recommendations**

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 has developed a three-year strategic plan. The organization responded to the COVID-19 pandemic by adjusting its plan and setting one-year priorities. Given the unpredictability of the legislative, regulatory, and funding environments, it might be beneficial to continue to establish a one-year top priority plan that distills the plan down to the goals that have to be accomplished within the year. Additionally, broadcasting to the personnel structure what CLV wants to accomplish, why it is important to accomplish it, and how staff members can contribute to the effort might help to galvanize an organizationwide effort.

## 1.D. Input from Persons Served and Other Stakeholders

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

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

### Recommendations

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
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- There is a policy in place that outlines the steps to be taken to ensure that the funds of the individuals served are reviewed by supervisory staff members. There are periodic reviews matching expenditures to receipts. It is suggested that the financial department further develop the process and play a more active role in the review process. This approach might add a second set of eyes on the review process, thereby heightening fiduciary safeguards.

## **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.

## **1.H. Health and Safety**

### **Description**

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

### **Key Areas Addressed**

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

## Recommendations

### 1.H.7.c.(3)

### 1.H.7.c.(4)

### 1.H.7.c.(5)

### 1.H.7.d.

Currently, the documentation of emergency drills includes recommended improvement to the performance of the drills. However, there did not appear to be documentation that the recommended improvements actually were fully implemented. Therefore, it is recommended that CLV expand the documentation of analysis of the emergency drills to include implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplish the intended results. CLV currently holds monthly health and safety meetings. As part of the meetings, important health and safety issues are discussed. It is suggested that reviews of emergency drill reports be included as a standard agenda item. Sharing of the emergency drills performance and possible corrective actions might facilitate the identification proven practices and thereby help to stabilize performance across different locations and service models.

### 1.H.10.e.

In reviewing the process for reporting and responding to critical incidents, the process does not appear to include a debriefing of the incident. Therefore, it is recommended that the organization implement written procedures regarding critical incidents that include timely debriefings conducted following each critical incident.

## Consultation

- It is suggested that the organization work with the individuals in the Host Agency program to encourage the use of safety devices, including fire extinguishers, smoke alarms, and carbon monoxide monitors, in their residences. While this may not be a requirement, it appears that some individuals, particularly those who do their own cooking or are on their own more frequently, may not recognize the importance of these protective devices. The organization could help all individuals served learn how to use them as well as periodically doing safety drills.

## 1.I. Workforce Development and Management

### Description

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

### Key Areas Addressed

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

### Recommendations

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

### Recommendations

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.

## **Consultation**

- CLV has a comprehensive information management system that captures data on its business functions, service delivery, and administrative processes. The software has evolved over time to be able to trap data on a wide array of key quality indicators. It is suggested that CLV continue to expand the system's capabilities by developing a dashboard of the key quality indicators that have been identified as needing improvement. The indicators could be prioritized and reported on short cycle times, while other indicators that are performing within an acceptable range could be reported with less frequency.

## 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.

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

### **Description**

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

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **2.C. Medication Monitoring and Management**

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Review of the medication storage area at the Comerford Street site revealed that medication that was no longer prescribed was still maintained in storage. The organization may wish to develop a quality assurance system that provides for routine review of medication storage areas and ensure that appropriate disposal of medications that are not currently ordered occurs.

## 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.

## **Section 3. Employment Services**

### **Description**

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

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

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

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

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

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

### **3.G. Community Employment Services (CES)**

#### **Description**

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

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

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

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

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

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

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

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

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.

- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

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

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

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

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

### **Key Areas Addressed**

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

## **Recommendations**

### **3.G.7.b.**

Although the employment staff members were able to articulate the process that would occur to ensure continuity of services at community employment sites when staff members are absent or tardy, there is no evidence of a written plan. When the organization provides supervision at a community employment site, written backup contingency plans should exist in the event of the support staff's absence or tardiness.

## **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 family/shared living provider.

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

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

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

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

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Host family/shared living providers may, on occasion, need to help the individuals by holding and helping them with spending money. It is suggested that the organization directly address this possibility in the organization agreement as well as possibly adding an involuntary termination clause in the event of misappropriation of funds. It is also suggested that the organization bolster its current form, Financial and Budgeting Consent Form, to include a clear definition of fiduciary responsibility as well as clarification of the organization's and the host family's responsibilities and liability limits.

## 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 twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## Consultation

- CLV community housing management staff articulates a well-thought-out and balanced plan for evaluating requests for pets in homes based on feasibility and appropriateness for all the residents in the home. CLV might consider describing this process in written materials provided to individuals served and their families so that the process for considering a pet request could be clear to all involved, if a request is made.

## 4.I. Supported Living (SL)

### Description

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

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

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

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

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

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 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.

Organizations performing services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

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.

## 4.N. Self-Directed Community Supports and Services: Flexible Supports Planning (SDCSS:FSP)

### 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.

There are two program categories in which an organization can seek accreditation in Self-Directed Community Supports and Services:

- Flexible Supports Planning (Section 4.N. SDCSS:FSP) allows an organization to manage the assessment, development, and planning of services to help persons served gain access to supports as needed.
- Employer of Record for Support Services (Section 4.O. SDCSS:EOR) work with persons served as the managing employer, ensures that governmental payroll requirements are met, and often acts as a human resource consultant.

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
- 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

### **Birchwood Home**

3979 Birchwood Avenue  
Victoria BC V8N 3L9  
CANADA

Community Housing

### **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

### **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

**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

### **Tyndall Home**

4482 Tyndall Avenue  
Victoria BC V8N 3S6  
CANADA

Community Housing

### **Wilcox Home**

2476 Wilcox Terrace  
Victoria BC V8Z 5R6  
CANADA

Community Housing