

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

Organization

Mission Association for Community Living
33345 Second Avenue
Mission BC V2V 1K4
CANADA

Organizational Leadership

Dawn Hein, Executive Director

Survey Dates

April 25-27, 2016

Survey Team

Margot A. Van Kleeck, B.R.E., Administrative Surveyor

Staci L. Nevels, Program Surveyor

Liz Kellough, Program Surveyor

Programs/Services Surveyed

Child and Youth Services
Community Employment Services: Employment Supports
Community Housing
Community Integration
Host Family/Shared Living Services
Respite Services
Supported Living
Governance Standards Applied

Previous Survey

April 8-10, 2013
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 31, 2019



Three-Year Accreditation

SURVEY SUMMARY

Mission Association for Community Living (MACL) has strengths in many areas.

- The directors and staff of MACL are commended for the quality of the organization's services.
- A culture of teamwork, cooperation, and open communication is evidenced across the organization.
- Staff members express a great deal of enthusiasm about their work and a desire to further improve services to better meet the needs of the persons served. Their focus on providing quality, person-centred services is evident and much appreciated by families and funders.
- The leadership encourages creative re-visioning of service provision that enables the organization to serve more persons without increased program funding.
- Evidence of competency-based training materials and staff training demonstrate MACL's commitment to the provision of well-trained personnel and a safe work environment for persons served and staff members.
- The organization's committed board represents a variety of interests, including those of self-advocates, parents of persons served, and community members.
- MACL developed a very comprehensive and easy-to-read handbook for persons served. The handbook provides a useful orientation to services and a reference tool for those already receiving services.
- The organization recently partnered with a pharmacy service that provides exceptional services, exemplifying best practice standards in medication administration and management. The pharmacist takes care to meet and get to know each person served whose medications he supplies, and he has also developed a very simplified and consistent system for compounding medications in liquid form for persons served who cannot swallow tablets. He provides streamlined packaging and labelling for easy cross reference, free training for staff members and home share providers, and free medication delivery.
- Group homes operated by MACL are bright and friendly and welcoming. Each home features a beautiful outdoor area and ample indoor and outdoor space where persons served enjoy privacy and time together. The room of each person served reflects his or her unique interests and preferences, and staff members take special care to ensure that residential environments are arranged to bring out the best in each person served. Regular house meetings provide housemates the opportunity to provide input regarding household activities and to choose how they want to contribute to household chores. Families express high levels of satisfaction with the care and support provided to their loved ones in the organization's group homes.

- MACL’s home share program demonstrates a proactive and creative approach to the development of residential placements for persons served. Several home share sites visited during this survey exemplified how the program works to match providers to the unique needs of persons served, resulting in a win-win situation for all. The home share program has provided much-needed continuity for several persons served during their transition to living arrangements with higher levels of support by making it possible for married couples and/or siblings to continue to live together, despite their changing needs and circumstances. Home share providers share similar interests with persons served, and persons served and home share providers take joy in one another’s presence. All involved expressed their appreciation for the matches made and the supports they receive from through the home share program.
- The organization’s supported living services are highly flexible and responsive, and they are designed to provide the foundation of support each person served needs to enjoy maximum independence at home. Small successes toward larger goals are celebrated, and plans developed with the person served are coordinated with other involved service providers to support consistent and successful service delivery. Individual services are supplemented with group opportunities to build social skills. For example, cooking clubs are held with two separate groups of persons served on alternate Tuesdays.
- The respite services for adults and children program is clearly appreciated by families who feel that their needs and those of their loved ones are thoughtfully considered and result in highly effective matches to respite providers. When asked what they most appreciate about the program, a family member said “everything” and went on to list the availability of support provided by respite coordinators, the program’s flexibility, and the expertise of respite providers as examples.
- MACL’s residential services team is commended for its responsiveness in supporting persons served to explore new living opportunities as their needs and preferences change. Whether supporting a person served to move to a more independent living option, such as supported living, or to a more supported living arrangement when health or safety needs change, such as home share, staff members comprehensively plan with the persons served and their circle of support to support successful transition.
- The leadership developed a very comprehensive, values-based, core competency training program for all personnel that provides a wonderful orientation for new staff members and a valuable refresher for ongoing staff members. Leadership has also taken the initiative to train staff members to conduct functional behavioural assessments. As a result, MACL now provides in-house behavioural plan development and is more immediately proactive in meeting the needs of persons served.
- Staff members are dedicated to enhancing the quality of life of the persons served. They have developed strong relationships with persons served and assist them to meet their needs. Staff members’ belief in MACL’s mission is reflected in their enthusiasm and availability to persons served. Persons served, families, employers, and community stakeholders express high satisfaction with the organization’s services.
- The organization’s services are delivered in well-maintained environments that are attractive and welcoming.

- MACL is recognized by the community as a primary force in providing person-centred services. The organization promotes the full community integration of persons served, including participation in scheduled activities that are typical to the culture of mission. It also closely collaborates with regional providers to ensure that smooth transitions are effected to minimize service gaps for persons served.
- Employment services staff members use the discovery process to identify and utilize job seekers' strengths, interests, and preferences related to employment to guide job development services. They also educate local employers regarding the benefits of hiring persons with disabilities by making presentations to the local Rotary Club and chambers of commerce.
- To ensure that job seekers are viewed as qualified candidates in the job market, MACL provides training for persons served in first aid, food safety, and the workplace hazardous material information system (WHMIS). Job seekers receive certificates upon the successful completion of each course.
- The strong commitment of the supported child development team to the persons served and families is evident in team members' conscientious attention to detail and collaborative efforts to ensure that children's needs are met.
- MACL's community integration services are designed to enhance the lives of persons served by assisting them to fulfill their greatest personal and social potential. Persons served participate in community life experiences that are typical for their generation. They are supported to choose activities based on their desired outcomes and identified needs that facilitate the development of attitudes and behaviours parallel to those of fellow citizens.
- The rights of the persons served are promoted throughout MACL's service delivery systems, and persons served are treated with the utmost dignity and respect.
- The Mentor-Ability program provides job seekers the opportunity to interview and shadow employers in their areas of vocational interest. This program serves as a reference tool that enhances the job seeker's ability to make informed decisions.

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

On balance, MACL is a well-respected service organization that demonstrates substantial conformance to the CARF standards. Persons served receive essential and beneficial services that meet their needs. Persons served, families, employers, and funders refer to MACL as being vital to them and the community. The organization employs dedicated and caring staff members. MACL embraces the CARF standards and ongoing performance improvement. Although there are a few areas for improvement, they are scattered throughout the standards sections and minimal in comparison to the organization's strengths. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instils confidence that MACL possesses the willingness and capacity to bring it into full conformance to the CARF standards.

Mission Association for Community Living has earned a Three-Year Accreditation. The board, leadership, and staff members are congratulated for this accomplishment and recognized for their efforts in pursuit of international accreditation. They are encouraged to use their resources to address the opportunities for improvement 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.

B. Governance

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

C.2.b.(1) through C.2.b.(3)

The written strategic plan should be expanded to reflect MACL's financial position at the time the plan is written and at projected point(s) in the future, with respect to allocating resources necessary to support accomplishment of the plan.

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
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Recommendations

There are no recommendations in this area.

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

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.

G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

H.7.1.(a) through H.7.d.

MACL has a written emergency procedure for bomb threats; however, the procedure has not been included in the emergency testing process. It is recommended that unannounced tests of all emergency procedures be conducted at least annually on each shift at each location. The tests should include complete actual or simulated physical evacuation drills; be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education training of personnel; and be evidenced in writing.

Consultation

- Although MACL ensures that emergency drills are conducted on the overnight shifts at each of its group homes, drills only involve the actions the single staff member on duty could take until additional support arrives. This practice does not provide an opportunity to fully test staff members' compliance with written emergency procedures. It is suggested that MACL test its emergency plans more comprehensively. For example, personnel might be alerted to respond to the sites of unannounced emergency drills conducted on the overnight shift to carry out the required procedural steps for each emergency. The organization might also explore the feasibility of engaging neighbours who agree to be called on to provide an even more immediate response when a single staff member is on overnight duty.
- MACL is encouraged to access materials available at The Great British Columbia ShakeOut™ website (www.shakeoutbc.ca) and review/practice them with personnel at each residence as a means of clarifying any confusion regarding when evacuation might be indicated. Useful visuals available at the website could be posted and referenced during drills by persons served who manage best with pictorial symbols or visual prompts.
- MACL ensures that written emergency procedures are available in all vehicles used to transport persons served. However, this information is often maintained in vehicle storage compartments that might not readily be accessible in an emergency situation, particularly in the event the staff member is flustered or in shock. A laminated card with basic instructions and contact information could be secured to the driver's visor for easy access in emergency situations.

- Safety data sheets (SDS) for cleaning products are located at each residential site. It is suggested that, as part of position-related orientation training, staff members review SDS to ensure that they are aware of the requirements for safe handling, storage, and disposal of each product; potential health hazards; applicable first aid treatments; and the location of SDS in the residence.
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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
-

Recommendations

There are no recommendations in this area.

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.

K. Rights of Persons Served

Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- MACL developed a visually appealing, plain-language rights guide that is reviewed on an annual basis with persons served. The single-page rights chart in printed format that is posted in group homes could be challenging for many persons served to understand and reference. The organization is encouraged to follow through with its plans to create more accessible formats for sharing the rights of the persons served that could be posted in each residence and available for reference at all times.
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L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

M.5.d.

MACL collects data about the persons served at the beginning of services, appropriate intervals during services, and the end of services. It is urged to collect data about the persons served at point(s) in time following services. This practice could provide valuable information and feedback to the organization.

N. Performance Improvement

Description

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

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

N.1.b.(1)

N.1.b.(3) through N.1.c.(3)

Following the implementation of business function performance measures, it is recommended that the written analysis of performance indicators in relation to performance targets be expanded to include business functions and extenuating or influencing factors. The written analysis should identify areas needing performance improvement, result in an action plan to address the improvements needed to reach established or revised performance targets, and outline actions taken or changes made to improve performance.

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.

Consultation

- MACL's consent-to-release confidential information form specifies the types of information to be released, the party to whom information will be released, and the time limitation for the release. In order to support informed choice for persons served and/or their legal

representatives, it is suggested that the form be modified to include a clause confirming that the consent may be withdrawn at any time and another clause outlining any legal exclusions to the consent, e.g., MACL's obligation to report abuse.

B. Individual-Centered Service Planning, Design, and Delivery

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- As part of its individualized planning process, MACL is encouraged to strengthen staff training on goal setting to promote its transition from setting general activity goals, such as doing the recycling each week, to establishing more specific, measurable, and meaningful objectives directly tied to achieving the life vision of each person served. Redirecting the focus of goals could also lead to greater cause for celebration when goals are achieved and, in turn, serve as a prime incentive for persons served to pursue their goals.

- An array of documents is factored into the development of the plan of care for persons served in the organization’s group homes. These documents are typically referenced as part of following through on goals and planned outcomes. The numerous documents could be unwieldy to reference and, particularly in situations where risks to the safety of the person served are known, there might be no clear connection between identified risks, actions to be taken, and goals or outcomes sets. In instances where the staff team has been dealing with specific issues regarding the person served for some time, there might be a tendency to “edit out” potential options for addressing risks identified in the generic risk assessment without benefit of a full team discussion about how a perceived risk could be ameliorated. It is suggested that MACL develop a more streamlined tool for guiding staff members’ consideration of specific risks involved in implementing goals to ensure that issues are fully discussed and that corresponding actions are identified for all support staff members to implement.
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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.

D. Employment Services Principle Standards

Description

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

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

F. Community Services Principle Standards

Description

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

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

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

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

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

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

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

C. Community Employment Services

Description

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

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

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

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

Employment Supports

Description

Employment support services are activities that are employment-related to promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job.

The level of employment support services is individualized to each employee and the complexity of the job.

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

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

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

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.

- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

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

There are no recommendations in this area.

Consultation

- MACL provides formal and informal training that enables persons served who seek employment to acquire skills necessary for community employment. It is suggested that the organization extend the availability of employee development services to the youth it serves. These services might be provided in the form of apprenticeships and volunteer arrangements, which could prove advantageous in helping youth transition from school to work.
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I. Child and Youth Services

Description

Child and youth services provide one or more services, such as prenatal counselling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services/supports may be provided in any of a variety of settings, such as a family's private home, the organization's facility, and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization.

In all cases, the physical settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services and play a critical role, along with team members, in the process.

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

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

Key Areas Addressed

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

There are no recommendations in this area.

J. Family-Based/Shared Living Supports

Host Family/Shared Living Services

Description

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

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

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

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The provider encourages and supports the person served to make his or her own decisions and choices.

The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. In this program description and these standards, *provider* refers to the individual(s) supporting the person served. Although the “home” is generally the provider’s home or residence, it may also be the home of the person served.

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

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

Key Areas Addressed

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

Recommendations

J.24.a.(1)(a) through J.24.e.

MACL ensures that it informally connects with home share providers on a monthly basis as part of payroll processing. However, files reflect that required provider monitoring is inconsistently documented. The organization is urged to implement a procedure for monitoring the performance expectations of the provider that takes place initially at 30 days and 90 days, quarterly for the rest of the first year, and subsequently every six months unless the individual situation merits more frequently. The monitoring procedure should include individual discussions with the person served, the provider, and others, as appropriate. It should ensure implementation of program values, the individual rights of the person served in the home, protection of the person served from any form of exploitation, and provider facilitation of linkages of the person to the community. It is recommended that the procedure include documenting the results of monitoring visits and addressing performance improvement as needed.

K. Community Housing

Description

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

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

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

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

Consultation

- As part of the empowerment of persons served, MACL's supported living services has a practice of supporting individuals to directly connect to any resources they need, rather than connecting with resources on their behalf. At times, the person served requests that a staff person speak with a resource provider on his or her behalf. In these situations, the program's practice is to use the standard release-of-confidential-information form that is typically completed annually for each person served. The organization might consider utilizing a separate consent form specific to each requested information exchange in order to better align with its empowerment approach and to protect the privacy of persons served.
-

M. Respite Services

Description

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

P. Community Integration

Description

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

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

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

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Mission Association for Community Living

33345 Second Avenue
Mission BC V2V 1K4
CANADA

Child and Youth Services
Host Family/Shared Living Services
Respite Services
Governance Standards Applied

Bannister Drive Residence

8590 Bannister Drive
Mission BC V2V 5X4
CANADA

Community Housing

Bridge Training Services and Employment Services

33171 Second Avenue
Mission BC V2V 6T8
CANADA

Community Employment Services: Employment Supports
Community Integration

Community Development Program (CDP)

33479 Eighth Avenue
Mission BC V2V 2H4
CANADA

Community Integration

Goundrey Street Residence

8645 Goundrey Street
Mission BC V2V 6Y5
CANADA

Community Housing

Individual Support Services

7364 Horne Street, Suite 102
Mission BC V2V 3Y7
CANADA

Community Integration

Murray House

7373 Murray Street
Mission, BC V2V 4A5
CANADA

Child and Youth Services
Supported Living

Seventh Avenue Residence

32886 Seventh Avenue
Mission BC V2V 2C3
CANADA

Community Housing

Tavernier Terrace Residence

7815 Tavernier Terrace
Mission BC V2V 6Z5
CANADA

Community Housing

Third Avenue Residence

33593 Third Avenue
Mission BC V2V 1P8
CANADA

Community Housing