CARF Accreditation Report

for

Mission Association for Community Living

Three-Year Accreditation

Contents

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 an on-site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

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

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

Organization

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

Organizational Leadership

Dawn Hein, MA, CPHR, Chief Executive Officer

Survey Number

116962

Survey Date(s)

May 8, 2019–May 10, 2019

Surveyor(s)

Curtis A. Bass, Jr., MS, Administrative
Monica Elsbrock, Program
Debra A. Dickinson, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

April 25, 2016–April 27, 2016
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: May 31, 2022

Executive Summary

This report contains the findings of CARF's on-site survey of Mission Association for Community Living conducted May 8, 2019–May 10, 2019. 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, Mission Association for Community Living demonstrated substantial conformance to the standards. Mission Association for Community Living (MACL) is highly regarded by the professional and public communities of the area of British Columbia served by the organization. Across the board, persons served, their families, employers, funders, and other stakeholders praised the dedication of the staff members and management to the provision of high-quality services to the children, youth, and adults served. The organization benefits from strong leadership, dedicated board members, and knowledgeable and committed personnel who carry out their responsibilities with professionalism and a focus on the provision of respectful and highly individualized services. MACL proficiently secures the resources necessary to carry out its longstanding mission, and it is a wise and vigilant steward of the organization's resources. Hallmarks of the organization include its emphasis on the meaningful inclusion of persons served in the community, its provision of services that are based on the choices of the persons served, and its innovative approaches to service provision that facilitate the ability of persons served to attain their highest levels of independence and success. The organization is designed and operated to benefit the persons served. Its business functions and service delivery practices exemplify the CARF standards, and its practices also exemplify continuous quality improvement. The few opportunities for improvement are scattered throughout the standards sections. They include the consistent documentation of the results of performance improvement plans implemented based on the analysis of tests of all emergency procedures; the consistent implementation of written procedures regarding the development of measurable goals as part of the personnel performance appraisal process; the consistent inclusion of several components of individualized service plans; the documentation or confirmation of informed consent for each medication administered to the persons served, when possible; and the provision of consistently understandable information to the children/youth served. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that MACL possesses the willingness and capacity to bring it into full conformance to the standards.

Mission Association for Community Living appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Mission Association for Community Living is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Mission Association for Community Living 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 Mission Association for Community Living was conducted by the following CARF surveyor(s):

- Curtis A. Bass, Jr., MS, Administrative

- Monica Elsbrock, Program

- Debra A. Dickinson, 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 Mission Association for Community Living 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 Housing (Children and Adolescents)
- Community Integration
- Host Family/Shared Living Services
- Respite Services
- Services for Children and Youth: Child and Adolescent Services
- Supported Living
- *Governance Standards Applied*

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 on-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 Mission Association for Community Living demonstrated the following strengths:

- MACL has earned its well-deserved reputation in Mission over the 60 years it has provided services. The organization is viewed as an integral part of the community, a valuable service provider, and an organization with tremendous integrity.

- MACL benefits from an actively engaged board and a dynamic CEO with many years of experience. The board and CEO maintain an admirable working relationship under the organization's bylaws, wherein their responsibilities are delegated. MACL's incredible growth of 20 percent in recent years resulted in the redevelopment of its financial strength and the expansion of its workforce to over 180 personnel.

- The atmosphere created by the leadership of MACL is one in which commitment to the organization's mission and vision and personal investment in the success of stakeholders are considered paramount. The organization appears to maintain a high level of integrity and service continuity while balancing the expectations of the persons served. It prioritizes the provision of supports to the persons served in a dignified and respectful manner. The CEO, who has developed many innovative processes to streamline administrative functions, involves all managers in conducting the organization's annual analyses of data.

- The thorough integration and investment of the entire management team in external programs, associations, and organizations have earned MACL a "seat at the table" via which the organization has become a highly visible member of the community.

- The commitment of the creative and enthusiastic staff members to the persons served is readily apparent.

- MACL's attractive, newly designed website is functional and easy to navigate for persons served, families, and other stakeholders. The website provides links to the organization's supports and services, and it celebrates accomplishments of the organization and persons served.

- The organization is complimented for its personnel performance appraisal system, which provides detailed information concerning the staff member's performance throughout the appraisal period and allows him/her to develop goals of personal interest.

- Persons served learn to develop and apply self-advocacy skills through participation in internal and external activities facilitated by MACL's Self Advocacy Group, a member-driven collaborative. The group's activities include social interaction opportunities among persons served and community members.

- The staff members and persons served in many of MACL's programs benefit from NucleusLabs Information Technologies' organized and easy-to-use electronic client record system. This dynamic system enables efficient records maintenance and staff members' review of records from multiple locations.

- MACL's excellent medication administration training competency assessment, "Know It and Show It," along with the organization's strong relationship with a pharmacist underpin the organization's efficient and effective medication management system for the persons served.

- Individualized service plans feature self-descriptions and goal statements in the words of the person served.

- The individualization of the services MACL provides to the children and youth served optimizes the supports provided. Staff members regularly meet with the team of the child/youth served, which includes family members, to determine the appropriateness of the placement and to strive to "meet each child [and youth] where [he/she] is."

- The patient and consistent staff members of the Supported Child Development program deliver services and supports to children served in a childcare setting of the family's choice. The training in motivational interviewing techniques that program team members receive assists families to create specific, measurable, attainable, relevant, and timely goals for their children.

- Bridge Training Services and Employment Services enjoys a dynamic and strong presence in Mission. The comprehensive outreach provided by staff members results in individual job placements in many employment sectors. Employers stated that they appreciate the support they receive from the program's support staff. They take great pride in the inclusive character of their workplaces as well as in the valuable contributions made by persons served.

- Individual Support Services is designed to enable the persons served to make choices about their day activities from a wide variety of options to ensure that their participation in activities is self-determined. The services, which emphasize social and cultural awareness, are provided at happy, bright, and very welcoming sites across the Mission area. Persons served often request that classes be provided on matters of importance to them, such as finance and interpersonal skills. If a person served is not interested in a pre-planned activity, he/she may select from the many activities featured on the choice board. Staff members are requested to submit two new ideas for consideration each month regarding meaningful community involvement of the persons served. The use of public transportation is incorporated whenever possible as a component of the organization's community-based activities.

- MACL's Café Cultural activity encourages persons served to research the food, culture, and customs of different countries and then cook a meal that reflects their research. Preparation of the meal provides pre-vocational opportunities for the persons served.

- The Out Reach program provides individualized supports to persons served who live independently. Via the intermittent supports provided, many persons served enjoy life on their own, while being active in many support programs of MACL and working and recreating in the Mission community. The organization has done a great job of matching staff members to the needs and personalities of each person served. It is particularly noteworthy that, with the supports provided, many persons served have enjoyed long-term successes in their living situations.

- The managers and experienced direct support staff members of the Residential Living program ensure that the unique and challenging needs of each person served are met. Their great sense of teamwork and the open nature of their communications with one another promote high levels of satisfaction among stakeholders. Staff members customize living arrangements, daily routines, and supports to meet the individual needs and preferences of the persons served, many of whom have behavioural or medical challenges.

- The warm, upbeat spaces of Murray House are clearly designed to accommodate the needs of the persons served who reside therein. Persons served are encouraged to decorate their rooms based on their personal preferences. They clearly benefit from the strong relationships they have developed with staff members. A young woman served commented, "I am in charge of my life, and [I] can talk to staff if I want to."

- Homeshare providers indicated that they are highly satisfied with the supports and services they receive through MACL's Home Sharing program. From the initial and ongoing training they are provided to the organization's open communication practices and its availability 24 hours a day, 7 days a week, homeshare providers indicated that the organization goes above and beyond typical expectations to ensure that they receive the supports they need. These supports have led to many long-term successful placements.

- Families supported through the Children's Respite program expressed high levels of satisfaction with the services they are provided. They indicated that MACL has done a great job of matching the needs of their family members with the "right" respite provider.

- Parents expressed high levels of satisfaction with the services provided by MACL. A parent remarked that she "couldn't ask for a better or more creative fit" for her son.

- MACL maintains a strong, positive, working relationship with area funding/referral sources. Representatives of its two funding sources were highly complimentary regarding the organization. They expressed confidence in its services and appreciation for its responsiveness to their reporting requirements and inquiries. They also remarked on the ease of their working relationship with MACL.

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.B. Governance (Optional)

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 selection, orientation, development, leadership, structure, and performance
■ Linkage between governance and executive leadership
■ Board meetings and committee work
■ Executive leadership development, evaluation, and compensation

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

▪ MACL's extensive technology plan discusses the use of technology to support efficient operations. The organization might consider appending the technology plan to or referencing it in the strategic plan.

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.

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.d.
Unannounced tests of all emergency procedures are conducted in accordance with the organization's schedule and analyzed for performance. However, it is recommended that the analysis of the unannounced tests of all emergency procedures for performance consistently address results of performance improvement plans that are evidenced in writing.

Consultation

▪ The investigation conducted by MACL after a critical incident includes a discussion/counseling debriefing for the staff members and/or persons served who were involved in the incident. The organization might consider adding a checkbox to its critical incident form to validate that the investigation/debriefing took place.

▪ MACL's "review of everything" provides a nice analysis of critical incidents. When no incident trends are noted, the organization sometimes does not conduct an analysis of causes. It is suggested that the written analysis of all critical incidents include verbiage reflecting that any/all potential causes have been fully considered.

- The organization follows local standards for the disposal of hazardous materials. It is encouraged to tailor its written procedures to reflect these standards.

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

1.I.8.f.
MACL is urged to consistently implement written procedures for performance appraisal that address measurable goals.

Consultation

- MACL has a complete succession plan for the CEO. It is suggested that the succession plans for other positions in the organization, which are set in processes, be formalized and located in a single document for ease of reference.

1.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

- Technology and system plan implementation and periodic review
- 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.

Consultation

- MACL explains the rights and responsibilities promoted for the persons served to the persons served and their families in a timely manner. It is suggested that the language used by the organization for this purpose be reviewed and revised, as appropriate, for clarity. Some of the sentences are run-on and use wording that might be unfamiliar to the intended audience.

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.

Consultation

- MACL is encouraged to reference the technology plan, which addresses the use of assistive technology, in its accessibility plan as a method for ameliorating barriers to persons served.

1.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

■ Data collection
■ Establishment and measurement of performance indicators

Recommendations

There are no recommendations in this area.

1.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

■ Analysis of performance indicators in relation to performance targets
■ Use of performance analysis for quality improvement and organizational decision making
■ 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 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

2.B.5.b.(2)
2.B.5.b.(3)
2.B.5.b.(4)
Individualized service plans should consistently identify specific measurable objectives, methods/techniques to be used to achieve the objectives, and those responsible for implementation. An outside entity develops individualized behaviour support plans for the persons served, which MACL typically receives after lengthy periods of time. The organization is encouraged to continue its efforts to obtain these plans in a timely manner to ensure that staff members receive the guidance needed to provide services.

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

2.C.6.b.
It is recommended that MACL implement written procedures regarding medications that provide for documentation or confirmation of informed consent for each medication administered, when possible.

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

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.

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 nonwork environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

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

4.A. Services for Children and Youth (SCY)

Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in 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 setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Child and adolescent services focus on the development of skills needed by the child/adolescent to succeed in school, in his or her family, and in the community. An organization may provide an array of distinct services that fall under the heading of child and adolescent services, with different service delivery models that incorporate different practices. Services are individualized to meet the changing needs of the children/adolescents served. Child and adolescent services empower the child/adolescent to develop skills in decision making, including maximizing their participation in the service planning process. Involvement of other team members depends on what the child/adolescent needs and the scope of the services provided. Team members could come from several agencies and may include therapists, child development specialists, social workers, educators, medical professionals, and others.

Some examples of the quality outcomes desired by the different stakeholders of services for children and youth include:

■ Services individualized to needs and desired outcomes.
■ Collection and use of information regarding development and function as relevant to the scope of the services.
■ Children/youth acquiring new skills.
■ Collaborative approach involving family members in services.
■ Transition planning that supports continuity of services and developmental transitions.
■ Increased responsibility of children/youth to make decisions.
■ Personal safety of youth in the community.

Key Areas Addressed

■ Early intervention
■ Individualized services based on identified needs and desired outcomes
■ Communication with families and other supports/services
■ Collaborative service planning
■ Healthcare, safety, emotional, and developmental needs of child/youth
■ Skill development for decision making
■ Planning for successful transitions

Recommendations

4.A.1.b.(3)(a)
MACL demonstrates a commitment to ensure that printed materials about the organization are available to all stakeholders. However, it is recommended that services for children and youth facilitate collaboration in decision making by the provision of information that consistently is understandable to the child/youth. The organization is encouraged to review its printed materials and revise them, as needed, to ensure that the content is understandable, particularly that regarding the rights of the children/youth served.

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

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

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

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

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

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

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

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

Recommendations
There are no recommendations in this area.

Consultation
- To enhance its recruiting efforts, MACL could develop a testimonial video featuring current homeshare providers describing their experiences with the organization. A personalized presentation of this information might be more meaningful and persuasive to individuals considering taking on this important role.

4.F. Respite Services (RS)

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.

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.).

Key Areas Addressed
■ Opportunities for community participation

Recommendations
There are no recommendations in this area.

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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.

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.

Section 5. Specific Population Designations/Enhancements

5.A. Children and Adolescents Specific Population Designation

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Mission Association for Community Living

33345 Second Avenue
Mission BC V2V 1K4
CANADA

Host Family/Shared Living Services
Respite Services
Supported Living
Governance Standards Applied

Bannister Drive Residence

8590 Bannister Drive
Mission BC V2V 5X4
CANADA

Community Housing

Bridge Training Services and Employment Services

4 - 32540 Logan Avenue
Mission BC V2V 1C6
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
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
Services for Children and Youth: Child and Adolescent Services

Murray House

7373 Murray Street
Mission BC V2V 4A5
CANADA

Community Housing
Community Housing (Children and Adolescents)

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