



Three-Year Accreditation

**CARF**  
**Survey Report**  
**for**  
**Burnaby Association**  
**for Community**  
**Inclusion**

---

**CARF INTERNATIONAL**  
6951 East Southpoint Road  
Tucson, AZ 85756 USA  
Toll-free 888 281 6531  
Tel/TTY 520 325 1044  
Fax 520 318 1129

**CARF-CCAC**  
1730 Rhode Island Avenue, NW, Suite 410  
Washington, DC 20036 USA  
Toll-free 866 888 1122  
Tel 202 587 5001  
Fax 202 587 5009

**CARF CANADA**  
10665 Jasper Avenue, Suite 760  
Edmonton, AB T5J 3S9 CANADA  
Toll-free 877 434 5444  
Tel 780 429 2538  
Fax 780 426 7274

**Organization**

Burnaby Association for Community Inclusion (BACI)  
2702 Norland Avenue  
Burnaby BC V5B 3A6  
CANADA

**Organizational Leadership**

Tanya N. Sather, Executive Director  
Richard Faucher, Executive Director

**Survey Dates**

August 25-27, 2014

**Survey Team**

Carol S. Sherer, M.Ed., Administrative Surveyor  
Luanne Guiliani, Program Surveyor  
Diane L. McCall, M.S., RN, Program Surveyor  
Henrietta G. Fishman, LCSW, DCSW, CASAC, Program Surveyor

**Programs/Services Surveyed**

Child and Youth Services  
Community Housing  
Community Integration  
Employment Planning Services  
Host Family/Shared Living Services  
Organizational Employment Services  
Personal Supports Services  
Respite Services  
Supported Living

*Governance Standards Applied*

**Previous Survey**

May 16-18, 2011  
Three-Year Accreditation



**Three-Year Accreditation**

---

## Survey Outcome

Three-Year Accreditation

Expiration: May 2017

---

## SURVEY SUMMARY

**Burnaby Association for Community Inclusion (BACI) has strengths in many areas.**

- It is evident that BACI has a true commitment to providing quality services and a desire to improve its services. It appears the organization has used the CARF standards and consultation to further improve the quality of the services provided and the efficiency of its business operation.
- The organization's leadership demonstrates a strong commitment to ensuring quality services that meet the needs of each of the individuals served, demonstrating its belief in both its mission and actions.
- The leadership, management, staff members, and volunteers demonstrate a commitment to meeting the needs of the individuals served by BACI. The leadership encourages and promotes innovation and ownership at all levels of the organization.
- Although the dual executive director model is rather unique, there is evidence that it works very well in this organization. The two individuals have very different skill sets, and these skill sets complement each other to the benefit of the organization.
- It is noteworthy that the organization clearly defines how it provides services in a person-centred manner, as expressed by a number of people in the following manner: "The organization's greatest strength is that they provide services with a passion and a strong desire to help and assist each person in the manner that best suits their needs."
- The organization is staffed by well-qualified, trained staff members who are dedicated to their jobs and to the organization. The management of the organization demonstrates an enthusiasm and desire to bring about change when needed, to enhance the operations of the organization, and to provide an even higher quality of services to the individuals served. Many staff members are long-term employees who have an extensive knowledge of the individuals and families with whom they work.
- The organization has developed a variety of satisfaction surveys that measure the level of satisfaction of the individuals, families, community, and other stakeholders. BACI also demonstrates that it utilizes the information acquired from the surveys in the development of a variety of plans and to make improvements in service delivery. Likewise, the organization has an extensive system of plans that includes measures for tracking, trending, and determining ways to improve the delivery of services.

- BACI receives input from a variety of sources, including surveys, focus groups, an annual meeting, and two general meetings. The organization provides information to individuals served, families, and other stakeholders through its newsletter, website, and one-on-one discussions with staff members.
- The strategic plan has been converted into an action plan that is called the Theory of Change, allowing the organization to easily see what progress is being made and to look at the barriers that might keep it from accomplishing its goals. The organization has also made a mural that shows the path the organization is trying to follow in order to produce the Theory of Change. A picture of the mural has been placed on the website so that other stakeholders can see the strategic direction of the organization.
- The organization provides an extensive safety manual and safety training to newly hired individuals at the orientation session, called Cornerstone. Training is completed on at least an annual basis and is competency based with the expectation being that a person must make 100 percent in order to be considered knowledgeable in the particular area they are training in. All staff members are trained in a variety of safety-related subjects, including the organization's pandemic plan.
- During the past year, the organization participated in the Quality of Life survey that provides information on eight domains, such as physical well-being, self-determination, and interpersonal relations. This participation provides the organization with a visualization of where it stood in relationship to the other providers by showing the regional scores, the best in class, and the overall scores. BACI's scores are very comparable with the averages over the rest of the region. However, this was not enough for the organization and it is working very hard to improve those scores during the next year.
- The technology plan is well written and comprehensive. The organization has become more reliant on the use of technology to support systems and service delivery. Its move to the use of an outside vendor has provided BACI a greater capability and allows it to develop new programs and systems that have been needed.
- Gardens are prevalent throughout the organization. These encourage individuals to nurture and enjoy the satisfaction of growing vegetables and produce they can use in their daily lives. The vegetable garden is part of an alliance with community organizations and the Community Garden Network.
- The BEST employment service is recognized for its progressive approach to employment. The intake and assessment process is self-determined and comprehensive, resulting in successful community jobs for the individuals served. The staff members and director of this program are determined to have individuals served in meaningful positions in the community based upon sound skill analysis and the individual's interests.
- It is comforting to enter this organization and feel the cohesiveness of staff members and management. It is clear that the managers know staff members and the individuals served and their families. This teamwork and positive interactions indicate an organization that cares and staff members who are interested in the individuals served.
- The community integration program provides a creative service in this community. Individuals are supported in activities that are of value and interest to them.

- BACI community housing programs are offered in very appropriate neighbourhoods and the homes blend in with the surroundings. Homes are attractive, clean, and well maintained. Individual rooms are attractive, are personalized, and allow for privacy and safety of the individual served.
- The organization is recognized for its willingness to support individuals with complex and significant disabilities in both behaviour and intellectual functioning.
- The dedication, compassion, enthusiasm, and skills of program staff members are noted throughout all programs and services. The longevity of many staff members is a reflection of their commitment to the organization's mission, the needs of the individuals served, and the community.
- Records are organized and well maintained.
- The Life Sharing Program is acknowledged for providing flexible, innovative settings that meet the needs and expectations of the individual served. As a result, the persons served have opportunities to access services that enhance the quality of their lives. It also allows the individuals to connect with friends and family and to become visible and valuable members of society.
- The child and youth programs are community based and responsive to the diverse needs of children and families. Cultural competency and diversity are recognized and celebrated at the Variety, Fairhaven, Brentwood, and Southslope children's programs. Colourful posters and programs featuring different cultures are central themes.
- The Infant Development Program empowers parents to be the experts in caring for their children. Consultants teach, support, and model parenting skills. Parents praise the program for helping them access available services and advocating on their behalf. The program also teaches them positive and effective parenting skills and connects them to other parents for mutual support. An example is the Infant Development Program Playgroup, an informal venue where parents engage their children in activities, relate to other parents and children, and have the opportunity to bond with other children.
- The respite program provides caregiver services for children and adults in their homes, the community, or sites they prefer. Families and individuals served are involved in selecting the caregiver, and the type and duration of services ranging from hours to days. Families acknowledge that the program provides a welcome opportunity for them to pursue their own interests and "recharge their batteries."
- The Infant Development Program has developed an excellent new framework for stakeholder feedback and evaluation. Families, community partners, and interested BACI employees are involved in the design process. Further, all programs and services are in the process of involving families and friends in all programs and services in this unique project.
- Families express their satisfaction with the quality of services provided to their young children and to adults, noting the professionalism, support, and accessibility of staff members who are available at any time when a crisis occurs. They recognize the individual growth and accomplishments of their children, which they attribute to program participation.
- Members of the staff are warm, enthusiastic, and committed to providing excellent services in every venue, be it with children or adults with special needs. Their skills and creativity are evident throughout the programs.

**BACI 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, BACI demonstrates its commitment to conform to the CARF standards. The organization is complimented for its fiscal, administrative, and programmatic soundness and for the high value placed on BACI by the community and individuals served. The organization has numerous strengths that are detailed in this report. What is apparent is the unique service that it provides to the city of Burnaby and nearby areas. The organization benefits from having a good reputation among its funding sources. The organization has demonstrated a willingness to take on new challenges and is open to stakeholder feedback from a variety of sources and at all levels. Many people in need with varying barriers to employment and other services are served by BACI; some of these barriers are ones that other organizations shy away from. BACI has embraced this challenge and has sought out individuals who are extremely difficult to serve even when they are not fully funded. This can only be accomplished through the hard work and dedication of the staff members. There is longevity, camaraderie, and professionalism among the staff at all levels. Likewise, the staff members appear to have excellent knowledge of the individuals they work with and their likes and dislikes. There are a few areas that BACI should build upon, including enhancing personnel performance evaluations, rights policies, individual service plans, and exit summaries. The positive attitude with which the management and staff members prepared for and participated in the survey and their receptivity to the consultation and recommendations offered instil confidence that the board, leadership, and other stakeholders are dedicated to the continuous improvement of organizational and service quality.

Burnaby Association for Community Inclusion has earned a Three-Year Accreditation. The administration and members of the staff are recognized for the effort they have made in the pursuit of international accreditation. They are encouraged to use their resources to address the opportunities for improvement noted in this report. They are also encouraged to continue to use the CARF standards as a guideline for continuous quality improvement.

## **SECTION 1. ASPIRE TO EXCELLENCE®**

### **A. Leadership**

#### **Principle Statement**

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
- 

## Recommendations

There are no recommendations in this area.

## Consultation

- It is suggested that BACI find ways to help to reinforce the importance of living the mission, vision, and values with those staff members who do not have the opportunity to absorb as much of the rationale behind the mission, vision, and values of the organization.
  - It is evident to those who are familiar with the organization which duties are the primary function of which of the co-executive directors. Likewise, the organizational chart provides some guidance in this area. However, it is difficult to find the breakdown of the duties that each director is responsible for. It could be of benefit to stakeholders who are not as familiar with the organization to be able to easily find the breakdown of which duties consistently fall under which of the co-executive directors. This might be accomplished via a link on the organizational chart, adding the list to the chart itself, or through some other means.
- 

## B. Governance

### Principle Statement

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

### B.6.a.

The board of directors reviews market comparisons and executive leadership comparison, and the board looks at the mix of base pay, incentives, and benefit plans. However, governance policies regarding executive compensation should include a written statement of total executive compensation philosophy.

## Consultation

- Although it is evident that the co-executive directorship works well with the two persons presently holding those positions, the board of directors might consider determining if one person were to leave if the co-directorship would continue or the organization would go back to a single leader.
- 

## C. Strategic Planning

### Principle Statement

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
- 

## Recommendations

There are no recommendations in this area.

## Consultation

- It is suggested that BACI reformat its Theory of Change - Action Plan (strategic plan goals) so that all of the numbers line up across. It is also suggested that it have a measurement for the objective listed as number one. It also might benefit the organization to use titles rather than names where it lists the People (who are going to do it).
  - It is suggested that the Theory of Change define the end or beginning of the changes that are presently marked “in progress.” Instead it might read “August 2014 and ongoing from then forward.”
- 

## D. Input from Persons Served and Other Stakeholders

### Principle Statement

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

### Key Areas Addressed

- Ongoing collection of information from a variety of sources
  - Analysis and integration into business practices
  - Leadership response to information collected
- 

### Recommendations

There are no recommendations in this area.

### Consultation

- Based on feedback from family members, there is a need for services for the aging population that is presently served by the organization. BACI has been exploring services that might be appropriate for seniors. It is suggested that the organization work with parents to advocate and educate the appropriate individuals to advocate for funding for these much needed services.
- 

## E. Legal Requirements

### Principle Statement

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

---

## Recommendations

There are no recommendations in this area.

---

## F. Financial Planning and Management

### Principle Statement

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
- 

## Recommendations

There are no recommendations in this area.

### Consultation

- It is suggested that BACI set a financial goal to work toward as to what percentage of the budget comes from governmental sources and from other sources, such as grants and fundraising.
  - It is suggested that the organization enhance the fee schedule through inclusion of the cost of all programs so that anyone wishing to private pay for a service could know the cost of that service.
-

## G. Risk Management

### Principle Statement

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.

### Consultation

- BACI is encouraged to determine the time line for accomplishment of each goal in the risk management plan that it has set and to be clear on the individual responsible for the accomplishment of that goal.
- 

## H. Health and Safety

### Principle Statement

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

There are no recommendations in this area.

## Consultation

- Although there is emergency lighting available in hallways and other public areas, it is suggested that BACI consider placement of emergency lighting in areas that have no natural light so that, in the event of an emergency, a resident or member of the staff may safely exit that room. This might be accomplished through the small plug-in lights that go on when the power is off and remain on so that they can be used as flashlights.
  - It is suggested that all of the first aid kits be labelled in some fashion so that the person inspecting them can initial and date the inspection, allowing the organization to easily see that the kit has been inspected within the month and that it does not have any expired items in it.
  - There have been regular drills at each of the facilities owned, leased, or rented by the organization. These drills cover all needed areas and are done at various times of the day and night. The form used to log the drill information does not have a time on it for allowing the person responsible to determine how long it took to evacuate the facility or, at a minimum, to make the individuals and staff members safe. It is suggested that BACI add to the form a place that the time of the drill could be logged. It is also suggested that all drill forms be enhanced by having the person responsible print his/her name so that it is legible. In addition, it is suggested that the organization check all of the *yes/no* boxes on the form so that it can easily determine if corrective action is needed.
  - The route maps for exiting the organization could be enhanced through the inclusion of both primary and secondary routes and the location of first aid equipment and fire extinguishers. It is suggested that the maps be enlarged so that they can be easier to read.
  - BACI is encouraged to look at its grab bars to ensure that they are as safe as possible for individuals needing to use them. The present grab bars allow for a hand to slip, and the arm or wrist could be broken if it slips between the wall and the grab bar.
  - It is suggested that the organization consider expanding its practice of emergency evacuations to its vehicles so that individuals served and staff members could become well prepared.
  - A number of people come through the organization and check various areas safety areas. However, it appears that some areas may not have been inspected by these individuals. It is suggested that the organization develop a checklist of all areas to be checked and to have each individual who is doing an inspection check off and/or date the area(s) he or she has inspected. Such a checklist might include walking and working surfaces, lighting, and electrical polarity.
  - In order to decrease the number of people it takes to do the external inspection and to cover all areas, the organization might want to work with its workers' compensation carrier to see if it might be able to supply a person to do a comprehensive safety inspection.
- 

## I. Human Resources

### Principle Statement

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**

### **I.6.b.(4)(a) through I.6.b.(5)**

As recommended in the previous survey report, BACI developed a format for the review of the objectives set in performance evaluations. However, the process that the organization has designed has not been consistently used, and the majority of the objectives were not set from the prior year performance review. Further, although the organization conducts performance evaluations, they are not consistently completed on an annual basis for all employees. Performance evaluations for all personnel directly employed by the organization should be performed annually and used to assess performance related to objectives established in the last evaluation period and to establish measurable performance objectives for the next year.

## **Consultation**

- The organization could benefit from listing training participation to ensure that all critical training is completed by volunteers prior to them beginning work with the individuals served.
- 

## **J. Technology**

### **Principle Statement**

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
- 

## **Recommendations**

There are no recommendations in this area.

## Consultation

- The technology plan shows intent to develop a portal for families. It is suggested that the organization continue to work toward the development of a portal that parents can log into and get updates on their child's activities and to be able to ask questions of staff members.
  - It is suggested that BACI move forward in producing computer-based training as per one of the goals of the technology plan.
- 

## K. Rights of Persons Served

### Principle Statement

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

### K.2.c.(1) through K.2.c.(5)

Although BACI implements policies that promote confidentiality and privacy, it is recommended that the organization's policies also promote freedom from abuse, financial or other exploitation, humiliation, retaliation, and neglect.

### Consultation

- Although BACI provides the individuals served with daily reminders of their individual rights, it is suggested that the organization determine why the more the individuals learn about their rights the more comes up under negative satisfaction. Once it has determined why this phenomenon is occurring, it could determine ways to remediate the negativity as it is important to continue to provide the individuals with regular reminders about their rights.
- 

## L. Accessibility

### Principle Statement

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

## **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

## **Recommendations**

There are no recommendations in this area.

---

## **M. Performance Measurement and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The board of directors might benefit from designing measures by which it can evaluate itself on an annual basis in the outcomes system. These measures might include objectives in the areas of efficiency, effectiveness, satisfaction, and service access. An example of these measures might be an efficiency measure “of having a quorum at each meeting” or of effectiveness “by recruiting persons to serve on the board who have specific skill sets that meet the needs of the organization.”
- It is suggested that BACI strengthen the data acquired when an individual goes from program to program. For many of the individuals served by the organization this could be as close to discharge as they will get and measuring this information could be similar to measuring at the time of discharge.
- BACI is encouraged to change from a survey sent out after discharge and that has produced almost no results to a personal phone call by a person not associated with the program in which the individual was served. This is something that the organization has been thinking of doing and the change may well produce more data and useful information for the organization.

- The organization is encouraged to complete the redesign of its outcomes system and to utilize the system to gather data that will benefit the organization in continuing to improve its services and to document to the community the work that it is doing.
  - In order to enhance comparison with other organizations, BACI is beginning to compare a small amount of data with a similar organization. The organization is encouraged to continue to grow these efforts as they could produce some good information that could lead to enhancement of the programs and services.
- 

## **N. Performance Improvement**

### **Principle Statement**

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**

There are no recommendations in this area.

### **Consultation**

- The organization's performance improvement includes a special project called Inward Forward that is assisting BACI drill down with each individual served in order to ensure that it is getting down to what the individuals actually want to do rather than what people think they want to do. The organization is encouraged to continue the work of this project as it improves its person-centred planning.
-

## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

### **A. Program/Service Structure**

#### **Principle Statement**

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.

---

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

#### **Principle Statement**

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 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. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

## **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**

### **B.5.b.(2)**

BACI should consistently develop individualized plans of service with specific measurable objectives.

### **B.10.b.**

### **B.10.c.**

It is recommended that an exit report that summarizes the results of services received be consistently prepared for each person who leaves BACI programs. Most BACI programs have developed their own exit summaries. To better ensure consistency in aspects that are addressed, it is suggested that a standardized template be developed for use by all programs.

## **Consultation**

- It is suggested that BACI have one plan of service for all individuals served. Currently, each service develops its own plan, which could result in some miscommunication. One comprehensive plan could lead to a fuller picture of the individual's life and his/her coordinated services.
  - It is suggested that the organization implement a disclosure log. The log could document any information that is released to another organization. This could provide the organization with evidence of what has transpired over the course of time.
- 

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

### **Key Areas Addressed**

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

---

## Recommendations

There are no recommendations in this area.

---

## D. Employment Services Principle Standards

### Principle Statement

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
- 

## Recommendations

There are no recommendations in this area.

## Consultation

- The organization is encouraged to continue to grow the area of employment services to provide individuals with money and an improvement in their self-esteem.
-

## F. Community Services Principle Standards

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization could benefit from continuing to seek funding for services and assistive devices for its population, which is aging.
- 

## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

### Principle Statement

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, self-reliance, and self-esteem.
- Increased independence.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

## **A. Employment Planning Services**

### **Principle Statement**

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

## **Key Areas Addressed**

- Employment opportunities within the community
  - Informed decision-making by participants
  - Referrals to services to implement employment plan
- 

## **Recommendations**

There are no recommendations in this area.

---

## **G. Organizational Employment Services**

### **Principle Statement**

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

### **Key Areas Addressed**

- Paid work provided by organization
  - Employment goals of persons served
  - Legal guidelines adherence
  - Increased wages and skills
- 

### **Recommendations**

There are no recommendations in this area.

---

## I. Child and Youth Services

### Principle Statement

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.

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization could benefit from the continued implementation of the Infant Development Program redesign based on feedback from stakeholders.
- 

## J. Family-Based/Shared Living Supports

### Principle Statement

#### Host Family/Shared Living Services

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.

### **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.

---

## **K. Community Housing**

### **Principle Statement**

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 Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a Community Housing program.

### **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**

### **Principle Statement**

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 sampling 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 intent to survey or identified as a site on the accreditation outcome.

### **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.

---

## M. Respite Services

### Principle Statement

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.

### 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

### Principle Statement

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.

---

## **V. Personal Supports Services**

### **Principle Statement**

Personal supports services are designed to provide instrumental assistance to persons and/or families served. They may also support or facilitate the provision of services or the participation of the person in other services/programs, such as employment or community integration services. The services are primarily delivered in the home or community and typically do not require individualized or in-depth service planning.

Services can include direct personal care supports such as personal care attendants and housekeeping and meal preparation services; services that do not involve direct personal care supports such as transporting persons served, information and referral services, translation services, programs offering advocacy and assistance by professional volunteers (such as legal or financial services), specialized or targeted training/educational services (such as English language services), mobile meal services; or other support services, such as supervising visitation between family members and parent aides.

A variety of persons may provide these services/supports other than a program's staff, such as volunteers and subcontractors.

## **Key Areas Addressed**

- Training for personnel
  - Supervision of personnel
  - Identification of supports provided by program
- 

## **Recommendations**

There are no recommendations in this area.

---

# PROGRAMS/SERVICES BY LOCATION

## **Burnaby Association for Community Inclusion**

2702 Norland Avenue  
Burnaby BC V5B 3A6  
CANADA

Child and Youth Services  
Community Integration  
Host Family/Shared Living Services  
Organizational Employment Services  
Personal Supports Services  
Respite Services

*Governance Standards Applied*

## **Brentwood Park Plus - Out of School Care**

1455 Delta Avenue, Suite B  
Burnaby BC V5B 3G4  
CANADA

Child and Youth Services

## **Carson**

5155 Carson Street  
Burnaby BC V5J 2Z1  
CANADA

Community Housing  
Community Integration

## **Clinton**

5588 Clinton Street  
Burnaby BC V5J 2L8  
CANADA

Community Housing  
Community Integration

## **Cumberland**

7533 Cumberland Street  
Burnaby BC V3N 3X6  
CANADA

Community Housing  
Community Integration

**Variety - Infant, Toddler and Three-Five Child Care Centre/Filby Court**

3755 Banff Avenue  
Burnaby BC V5G 3Z9  
CANADA

Child and Youth Services  
Supported Living

**D's Place**

3755 Banff Avenue, Apartment 100  
Burnaby BC V5C 5E9  
CANADA

Community Housing  
Community Integration

**Eastburn**

8146 13th Avenue  
Burnaby BC V3N 2G4  
CANADA

Community Housing  
Community Integration

**Edmonds**

7731 Wedgewood Street  
Burnaby BC V5E 2E5  
CANADA

Community Housing

**Fair Haven - Infant, Toddler and Three-Five Child Care Centre**

4375 Rumble Street  
Burnaby BC V5J 2A2  
CANADA

Child and Youth Services

**Genesis**

4084 McDonald Avenue  
Burnaby BC V5G 2Z4  
CANADA

Community Housing  
Community Integration

**Neville**

5675 Neville Street  
Burnaby BC V5J 2J1  
CANADA

Community Housing

**Sardis**

4751 Sardis Street  
Burnaby BC V5H 1L4  
CANADA

Community Housing  
Community Integration

**South Slope - Out of School Care**

4446 Watling Street, Room 206  
Burnaby BC V5J 5H3  
CANADA

Child and Youth Services

**Outreach Services**

7716 Royal Oak Street  
Burnaby BC V5J 4K4  
CANADA

Supported Living

**Madison**

2088 Madison Avenue, Suite 215  
Burnaby BC V5C 6T5  
CANADA

Community Housing  
Community Integration

**BEST**

2800 Douglas Road, Unit C/D  
Burnaby BC V5C 5B7  
CANADA

Employment Planning Services

**Stride**

7575 Kingsway  
Burnaby BC V3N 3C3  
CANADA

Community Housing