

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

Organization

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

Organizational Leadership

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

Survey Dates

May 15-17, 2017

Survey Team

Bruce Christensen, Administrative Surveyor
Jay Hayston, Program Surveyor
Kay S. Moore, M.A., CRC, Program Surveyor
Katrina Coffman, Program Surveyor

Programs/Services Surveyed

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

Previous Survey

August 25-27, 2014
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 31, 2020



Three-Year Accreditation

SURVEY SUMMARY

Burnaby Association for Community Inclusion (BACI) demonstrates many strengths that enable it to successfully fulfill its mission and commitment to its community.

- BACI benefits from an active board of directors composed of very competent persons representing a variety of professions and areas of expertise.
- Staff members at all levels demonstrate respect and a strong commitment to the persons served. Particularly noteworthy is the fact that the organization's leadership is especially accessible to persons served, is knowledgeable about their interests and desires, and has developed true friendships with many of them. This is further evidenced by the apparent comfort that persons served have in interacting with members of BACI's management team.
- The leadership team demonstrates a sincere commitment to developing, maintaining, and expanding quality services that address the needs of the individuals served and the communities where services are provided. As a result, the organization has developed into a highly regarded member of its community.
- BACI has successfully maintained a strong financial position that allows it to respond to unanticipated fiscal demands as well as to promptly take advantage of emerging opportunities. Fiscal oversight is under the direction of very skilled persons who provide management and the board with information necessary to guide decision making.
- Human resources functions are well organized and overseen by committed and highly qualified persons. The organization further benefits from a mix of tenured, experienced staff members and the energy and ideas provided by newer members.
- BACI effectively and efficiently utilizes technology to promote its program operations and administrative functions. The development of web- and intranet-based platforms for the distribution policies, procedures, and other documents is noteworthy and facilitates access to information by staff members, families, and other stakeholders. The organization has developed extensive plans for expanding its use of technology under the guidance of its exceptionally committed and qualified business technology analyst.
- The organization maintains an exceptionally comprehensive outcomes measurement system and actively utilizes the findings to guide decision making and strategic planning.
- BACI demonstrates a very strong commitment to diversity with regard both to an awareness of the needs and preferences of persons served and their families as well as to its workforce.
- The organization is strongly committed to safety at all levels. The safety program is overseen by a very skilled staff member with an excellent understanding of the importance of safety. As a result, she has implemented appropriate and effective safety procedures that are customized to address safety for a broad array of service delivery locations.
- The ratio of staff members to persons served effectively promotes the persons' success. The organization displays a sincere caring attitude in the outcomes for each individual served. The value of giving families and individuals served what they desire has long been a practice, resulting in a high level of satisfaction among customers and a strong reputation in the community as the provider to go to.

- BACI has developed and maintains a plethora of community housing models, including traditional 24 hours a day, 7 days a week homes; supported living options; and host family/shared living homes. This allows the individuals served a variety of choice and provides opportunities to select the type of living arrangement that best suits their needs.
- BACI is one of a few providers in the greater Vancouver area that provides after-school services that are fully integrated with typical daycare enrollees. This valuable service allows many parents to work full time while being secure in knowing that their children are supervised and safe until they come to pick them up. Integrating persons served with disabilities with persons without disabilities has widened the education of young school children to be more sensitive and compassionate to the needs of others.
- The host family/shared living program is coordinated by staff members who function as quasi-case managers having a dual role in recruiting home providers, including screening and conducting background checks for these potential providers while also coordinating the case and services for individuals who live in the family home model. The model itself is designed to recruit and train a family provider prior to the identification of an individual who may be served within the family's home. The organization undertakes these activities, resulting in an available cadre of providers, even though no funding is provided until a placement actually occurs.
- Community housing services have been able to provide supervised homes for very challenging individuals who may not have been suitable for a neighbourhood when they began services. The long-tenured staff members have not only been able to guide and teach these individuals, but also assist them with full community inclusion opportunities, despite their extreme aggressiveness or extreme behaviour. The individuals enjoy the community recreation centre, community events, walks around the neighbourhood, and playing on equipment in the spacious backyards.
- Although housing in general in the Burnaby area is well above average in cost of similar Canadian communities, BACI's leadership team has been creative in utilizing high-density incentives from developers who are allowed to build extra floors above city ordinances in exchange for dedicating a floor or several units of a floor for affordable housing. BACI has secured several of these units near the sky train, enabling individuals to have easy access to transportation, employment, and community inclusion activities.
- BACI places a photo and missing persons type flyer in the beginning of each individuals' case record that includes a detailed description of the individual, as well as allergies, medications, and a recent photograph of the individual. The results of this proactive approach can aid the authorities in the prompt recovery of a missing individual.
- The community integration program is nearing the end of a transition to a program fully included within the community. Many individuals are now taken out on a one-to-one or one-to-two basis in the community directly from their home and return to their home once the outing is complete.
- BACI has a pool of trained staff members who are able to assist families with providing a much-needed break from intense 24 hours a day, 7 days a week care. Families participate in the training of these staff members layered on top of the core training that all staff members receive. Respite is utilized frequently and often scheduled by many families. The families express a deep satisfaction knowing their loved one is being taken care of by a trained staff member and they credit this service with keeping their family intact.
- BACI has developed especially comprehensive and easy-to-read materials for persons served and their families.

- Persons served and their families reflect an exceptionally high level of satisfaction and appreciation of the services received. Many of them view BACI's staff members as family.
- BACI and its services are held in very high regard by its employer partners within the community. Employers express that BACI is a resource whose referrals are both well matched and well prepared. BACI is also seen by these employer partners as both highly available and adaptable to meeting their needs.
- BACI's team fully realizes the ideal of an open-door policy, with stakeholders praising staff members at every level of the organization regarding its ability to both proactively identify and quickly respond to the individuals' needs. BACI is impressively flexible regarding the nature of programming, even within traditionally inflexible models. Persons served are empowered to share in every aspect of service design, including how direct service hours are spent.
- The organization is strongly committed to the value that no individual is beyond services, and this ethic extends throughout the organization. Staff members and stakeholders are highly aware of this value, which guides activities at all levels of the organization.

BACI should seek improvement in the area(s) identified by the recommendation(s) in the report. Any consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, BACI demonstrates substantial conformance to the CARF International standards. Additionally, BACI has established a history of utilizing the accreditation process to assist it in fulfilling its mission as well as ensuring consistency and value of its services for persons served and their family members. This results in a high level of confidence that the practices that were reviewed during the survey will continue throughout the term of this accreditation. There are minimal areas for improvement, and it appears that BACI has the resources and willingness to address the recommendations in this report in a timely manner.

Burnaby Association for Community Inclusion has earned a Three-Year Accreditation. The organization's leadership and staff members are congratulated for once again achieving this recognition and are encouraged to continue their efforts that result in the success of families and the individuals as well as benefits to its community.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Description

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

Key Areas Addressed

- Leadership structure
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
-

Recommendations

There are no recommendations in this area.

B. Governance

Description

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

Key Areas Addressed

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

Recommendations

B.2.g.(3)

B.2.g.(4)

The board of directors is very active and well aware of the organization's achievements and its efforts to fulfill its mission. Although discussions with board members verify the fact that board members are aware of the board's effectiveness as well as the contributions of individual members and that the board has developed a form to document its review of its ability to effectively guide the organization, governance policies should address board performance, including annual self-assessment of the entire board and periodic self-assessment of individual members.

Consultation

- Although the board of directors has established and adheres to a code of conduct, it is suggested that the organization consider referencing adherence to the code of ethics within this document.
- Although the board conducts evaluations of the performance of the executive directors on a regular basis and it is very clear that the board is quite aware of both day-to-day performance as well as progress toward achievement of the organization's strategic objectives, some board members and the executive directors indicate that the process is sometimes challenging and that the board has reviewed a variety of instruments for use in the evaluations. BACI is encouraged to develop a simple and easy-to-use mechanism for these evaluations. One method that could be worth consideration could be to provide a very brief narrative regarding performance findings within the directors' contract documents.
- The organization's board has indicated that it will commence a review of its governance documents and that necessary revisions will be made as a result of the review. The board is encouraged to complete this process as soon as possible in order to ensure that its governance documents accurately reflect the board's current functions and practices.

C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Strategic planning considers stakeholder expectations and environmental impacts
- Written strategic plan sets goals
- Plan is implemented, shared, and kept relevant

Recommendations

There are no recommendations in this area.

Consultation

- BACI is experiencing significant growth in the number of older persons served. Although aging of the persons served, family members, and the organization's staff members are also identified as emerging needs within the strategic plan, the organization is encouraged to continue its identification of the unique needs of the aging population and to continue its efforts to develop or modify services in a manner that may adequately serve the persons served.
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D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization engages in a variety of thoughtful and flexible means of gathering input that is grounded in a person-centred approach, it is encouraged to consider regular advisory committee meetings by program that are composed of persons served and members of leadership. A regular group meeting for each major service line may provide valuable operational feedback from persons served and increase their feelings of shared ownership of services.
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E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

Consultation

- Although BACI addresses staff members' expectations regarding subpoenas and investigations within its policy, titled Testifying in Court, it is suggested that the organization address these specific issues in a separate and specific policy or to consider expanding the search warrant policy to include subpoenas and investigations.
-

F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- BACI uses a variety of entities, including the BARTEC company, provincial licensing, and a private contractor to inspect its facilities on a regular basis. Although the thoroughness of these inspections vary, the external inspection practices were enhanced recently through the conduct of comprehensive inspections of all facilities by the Enviromold® company. The organization indicates that it intends to begin to include these practices through the use of a single contractor for future external inspections. It is suggested that the organization document the completion of work that is conducted in conjunction with the findings of the inspections through the use of a consistent format that may make it easier to monitor the completion of the contracted work.
- The organization is encouraged to provide the outcomes of emergency drill activity, particularly site evacuations, to all staff members and persons served at each program site.

- BACI is encouraged to provide hard copies of emergency fact sheet information related to persons served whenever staff members may transport persons served in their personal vehicles.
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I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
 - Verification of background/credentials
 - Recruitment/retention efforts
 - Personnel skills/characteristics
 - Annual review of job descriptions/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

I.6.b.(5)

Although there is evidence that the organization is devoting significant effort to ensuring that performance evaluations are conducted on an annual basis, performance evaluations for all personnel directly employed by the organization should be performed annually.

J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable

- Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
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Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- BACI maintains and utilizes an exceptionally comprehensive system for the measurement of outcomes within the programs and management activities. This system results in the development of an excellent and exceptionally thorough report of findings. Staff members indicate that they intend to publish excerpts of this report related to findings within discrete areas that may be of interest to stakeholders who are involved within or interested in specific programs. This practice may make it easier for readers who may be only interested in one or two areas to focus on the findings related to those areas of service. It is encouraged to follow through on this endeavour.
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N. Performance Improvement

Description

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

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centred and individualized
 - Persons are given information about the organization's purposes and ability to address desired outcomes
 - Documented scope of services shared with stakeholders
 - Service delivery based on accepted field practices
 - Communication for effective service delivery
 - Entrance/exit/transition criteria
-

Recommendations

There are no recommendations in this area.

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

There are no recommendations in this area.

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

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

F. Community Services Principle Standards

Description

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

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

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

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 AND COMMUNITY SERVICES

Description

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

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

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

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

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

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

C. Community Employment Services

Description

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

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

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

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

Job Development

Description

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

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

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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

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

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

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

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

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

I. Child and Youth Services

Description

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

J. Family-Based/Shared Living Supports

Host Family/Shared Living Services

Description

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

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

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

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

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

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

- Quality of life as identified by the person served is enhanced.
- Increased independence.
- Increased community access.
- Persons served choose whom they will live with and where.
- Participation of the persons in the community.

- Community membership.
- Support for personal relationships.
- Increased natural supports.
- Strengthened personal networks.
- Supports accommodate individual needs.
- Persons feel safe.
- Persons feel that the supports they need/want are available.
- Persons decide where they live.
- Persons feel valued.
- Persons have meaningful relationships.
- Persons develop natural supports.
- Persons participate in their community.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although BACI actively recruits families to provide host family/shared living arrangements, it is suggested that the organization increase its recruitment efforts by placing short, one to two minute testimony videos on its Facebook page and website. In addition, the recruitment team could hold a “bring a friend to lunch” day where current hosts bring a potential provider to lunch to learn more about the benefits of being a host family provider. Recruiting could include door hangers, flyers on windshields at community events, magnets advertising becoming a host provider on each staff members’ personal car, and wrapping an organization’s van with the solicitation of becoming a host home provider.
-

K. Community Housing

Description

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

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

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

Community housing may include either or both of the following:

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

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

- Safe housing.
- Persons choosing where they live.
- Persons choosing with whom they will live.
- Persons having privacy in their homes.
- Persons increasing independent living skills.

- Persons having access to the benefits of community living.
- Persons having the opportunity to receive services in the most integrated setting.
- Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
- Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
- Persons having freedom and support to control their schedules and activities.
- Settings that are physically accessible to the individuals.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization regularly and thoroughly gathers input from persons served on a one-to-one basis, it may wish to hold and document regular group meetings for persons served from different residences. The group format may empower persons served to share information and may increase the contributions of residences to meal planning and other common household activities.
-

L. Supported Living

Description

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

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when

the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Respite Services

Description

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- During the preliminary introduction period between a direct care provider and the family, the family members train the new caregiver in how to do care and the likes and dislikes of their loved one. Since the organization coordinates this meeting, it is suggested that it also document the occurrence of this training by the family in the case record.
-

P. Community Integration

Description

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

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this

option are at risk of receiving services full time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

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

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.

- Movement to employment.
- Centre-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

U. Personal Supports Services

Personal Supports Services

Description

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), training or educational activities (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.
