



CARF Accreditation Report for Trail Association for Community Living

Three-Year Accreditation



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About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

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

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

Organization

Trail Association for Community Living
1565 Bay Avenue
Trail BC V1R 4B2
CANADA

Organizational Leadership

Nancy J. Gurr, Executive Director
Shane Granger, Quality Assurance Manager

Survey Number

131714

Survey Date(s)

August 25, 2021–August 27, 2021

Surveyor(s)

Camille Lagueux, Administrative
Jeff Grobe, LMSW, BHP, Program
Sharon Meixner, MEd, CRC, LSW, Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Employee Development Services
Employment and Career Centres
Employment Planning Services
Services for Children and Youth: Child and Adolescent Services
Supported Living
Governance Standards Applied

Previous Survey

May 15, 2017–May 17, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2023

Executive Summary

This report contains the findings of CARF’s site survey of Trail Association for Community Living conducted August 25, 2021–August 27, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Trail Association for Community Living demonstrated substantial conformance to the standards. Trail Association for Community Living (TACL) has been providing services that are highly valued by persons served, their family members, and other stakeholders for 70 years and is a well-established and integral part of the community. The recommendations noted in the body of this report are primarily in the business practices standards, with some recommendations in the program services standards as well. The organization appears to have the resources, expertise, and desire to address these recommendations in a timely manner. Some areas for improvement include the development of a comprehensive cultural competency and diversity plan, enhancements to the performance measurement and management plan and the organization’s annual performance analysis, and documenting required job competencies. In the program area, some opportunities for improvement include ensuring that goals and objectives on service plans for persons served are measurable and that exit summaries for persons served leaving the program are completed in a timely manner. TACL demonstrates a commitment and eagerness to address the opportunities for improvement. The leadership and staff members are congratulated for achieving international accreditation, urged to address the recommendations in a timely manner, and encouraged to continue implementing CARF standards for ongoing improvement in administrative and program functions.

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

Trail Association for Community Living has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF’s standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Trail Association for Community Living was conducted by the following CARF surveyor(s):

- Camille Lagueux, Administrative
- Jeff Grobe, LMSW, BHP, Program
- Sharon Meixner, MEd, CRC, LSW, Program

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

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

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

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Trail Association for Community Living and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Employee Development Services
- Employment and Career Centres
- Employment Planning Services
- Services for Children and Youth: Child and Adolescent Services
- Supported Living
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Trail Association for Community Living demonstrated the following strengths:

- TACL has been an important resource in the Trail region since 1951. The organization has changed and grown over its long history but has always remained true to its mission, "Taking Down Walls." Preparations are currently underway for a 70th anniversary celebration scheduled to take place in the fall.
- TACL's leadership team embraces its mission, vision, and values. This small team of dedicated workers has a "can-do" attitude, and its innovative approach to serving the persons served leads to change and positive outcomes. The leadership's tenure is truly impressive, with several members having been with TACL for more than 30 years. Equally impressive is the fact that these team members have risen up through the ranks with many of them beginning their employment at TACL as residential care workers.
- With the support of a competent board of directors, the executive director provides leadership, structure, and direction to the organization. Clearly defined governance policies and procedures delineate the role of the board within the structure of TACL. The board is complimented for ensuring representation and a voice for persons served by having a parent advocate and person served advocate on the board. One board member described TACL as "the most joyful organization" she knows.
- Funding and referral sources were equally complimentary of the services provided by TACL. The organization is described as very dynamic, quick to respond to any questions or concerns, and having good communication with referral sources. They were especially appreciative of the organization's longevity in the community and that the staff members are very knowledgeable of community resources and the families they serve. One referral source stated, "They don't just serve the individuals under the roof, but the whole family."
- The appreciation of all staff members is apparent with the implementation of staff awards and special events. A "health and wellness promotion" that was introduced in 2021 supports any employee in pursuing health and wellness activities of their choice with a \$200 incentive going toward the activity. Gym passes, new athletic shoes, yoga lessons, etc., are just a few examples of how employees have looked after their wellness.
- Apparent sound financial planning and management have placed TACL in a stable financial position. Several large grants were received in 2020 from community supporters. Senior Citizens Association Branch 47 contributed money toward the purchase of a new van equipped with a wheelchair lift, and an anonymous grant from a local club was donated to the activity centre for programming. Grants received also supported the building of a puppet theatre and the purchase of puppets as well as a sensory room for the activity centre.
- Well-maintained facilities provide a safe and healthy environment for personnel and persons served. Spectacular murals that promote inclusion adorn exterior walls at the activity centre and main site. There is evidence of regular facilities maintenance and upgrading, and accessibility issues are addressed. Regularly conducted drills, inspections, and attention to enhanced safety protocols during the COVID-19 pandemic are further evidence of the organization's commitment to safety.
- An attractive and informational website as well as a social media page and regular newsletters ensure timely communication with persons served and other stakeholders both in Trail and in the outlying areas served by the organization.
- TACL has a wide array of business partners in the community who work collaboratively with the same goal of expanding opportunities for the participants and enabling them to work toward their individual goals. Some of these business partners include The Josie Hotel, Town Square Liquidation Center, Movin' Mountains Therapy Services, RDM Janitorial, Rossland Museum & Discovery Centre, Little Oasis Equine Assisted Learning, Trail Daily Times, Trail Beer Refinery, City of Trail Parks and Recreation, Kootenay Leathercraft, and BC Transit.

- Staff members are visionary, flexible, creative, passionate, and truly committed to working on improving the participants' quality of life, always approaching the participants in a holistic manner, addressing needs, and eliminating barriers to success. The staff members have a reputation for going above and beyond. Other outstanding characteristics are their demonstration of strong teamwork and camaraderie. These qualities helped them navigate and remain focused throughout the unimaginable recent challenges in the world during the COVID-19 pandemic. Although the organization remained open, some participants were uncomfortable leaving their homes. Throughout this time, staff maintained contact with the participants on a regular basis to ensure that their needs were being met through phone calls and going to their residences for in-person check-ins.
- One participant who is presently working in the thrift store stated that when he began working in the store, he had social anxiety and was uncomfortable talking to people. He said, "My job coach supported me and now I can talk to people," that he "likes his job" and that his self-esteem has increased.
- Another participant was placed in a job working for the city. He is grateful for the opportunity; without the help of his employment specialist, he would not have this job. He also said that the staff members have been helpful.
- A new employer gave the organization rave reviews, stating that staff members take very good care of the persons served and that this makes his job easier. The employer also said, "If there are problems, they attend to these very quickly," that TACL "is a great organization," and that "my only wish is that they would have more money so they could serve more people who need help."
- The organization has an exceptional reputation with its main referral source, WorkBC. WorkBC approached the organization requesting that it start a new program, called the Peer Employment program, approximately two months ago. Although the organization did not request that this program be surveyed, it is significant to mention because being chosen by a referral agency is evidence of the respect the organization has earned for the great work it does. This program provides counselling and employment to a specialized population: persons served who are experiencing homelessness or precarious housing. There are eight persons served and six presently have employment through connections formed by TACL.
- The employment program is applauded for its success in placing the participants. Within the last three years, the organization has had 77 placements. Persons served were placed in a wide variety of jobs, including some of the following: horse therapy, restaurants, hospitality, news, entertainment, retail, janitorial, social services, city museum, and landscaping.
- The organization developed an online community map that highlights all of the resources in the community and is available to the participants. Programs include some of the following: educational institutions, libraries, recreation resources, aboriginal services that provide support, youth mental health, etc. This is one more example of the organization's commitment to identify and provide supports for each participant.
- The city of Trail contacted TACL to request assistance with snow removal in the winter. When the city struggled to have consistent staffing internally, it asked TACL to assist with fulfilling this need. The city has a lengthy relationship with TACL and has provided the participants with employment during the summer and has been very pleased with the quality and consistency of the work done. The city pays minimum wage and also absorbs the cost of the job coach. This is another example of the great reputation this organization has in the community.
- Participant success stories are numerous. One story revolves around a participant who was bedridden for many years with physical and mental health challenges. TACL steered him toward medical aid and helped him get a job.

- Staff members who work at the thrift store have regular meetings with the participants, take feedback, and implement suggestions made by the participants. Through this practice, the participants feel both valued and respected. One participant suggested that the store not take donations when open. Donations are made before the store opens and this change has improved the flow of traffic through the store. Another participant suggested that the thrift store have a Christmas section all year round. A Christmas section was added to the store and has been very popular with shoppers. Another participant suggested the organization implement a weekly \$5 bag day during which shoppers can get a bag filled with donations for just \$5. This helps reduce inventory and is another great practice identified by a participant.
- TACL has a strong presence in the community of Trail and partners with a variety of organizations, and through these partnerships has been able to fulfill many needs. Partnerships include the Trail FAIR (Family and Individual Resource) Society, an organization that helps victims of abuse by providing clothing, household items, back-to-school needs, clothing for interviews, and more. TACL also partners with schools. The schools collect warm clothing, including socks, and food for shelter guests. Another partner is Kate's Kitchen, which is operated by the Salvation Army, sends pies and cakes to TACL for participants who drop in. Positive Apparel Thrift Store is another partner. It picks up items that the TACL thrift store has not sold for recycling once a week. One morning it picked up 222 bags of recycling. Materials collected are used for making mattresses and other items.
- The community inclusion and outreach programs provide a desperately needed service to persons served with complex needs who are often overlooked or simply unable to be appropriately cared for by any other organization or in any other setting. The outreach staff members clearly go above and beyond to make sure that the participants stay connected and supported regardless of their current need or situation. Additionally, the staff members' efforts to network and collaborate with criminal justice and other similar community partners ensures that these participants are receiving care and support in a manner that best fits their needs and is far more likely to result in positive outcomes for the participants. Participants in this outreach program who have since moved to TACL's residential settings spoke of being "given a new life" and could not say enough positive things about the program.
- TACL housing programs have done a remarkable job of creating a welcoming and supportive environment in each of the residential settings. While each home comes with extensive support and rigorous effort to maintain a professional setting, what shines through the most is the community that staff members and persons served have built in each home. Each house truly is a home where the persons served feel welcomed, supported, and cared for in a way that is genuine. Additionally, while many of the persons served in these homes have lived in the same setting for several years, it is clear that TACL staff members still place a strong emphasis on skill development and goal attainment that allows the persons served opportunities for growth that might otherwise be set aside or forgotten.
- Each house in the TACL residential program has developed a unique culture and pace that is clearly driven by the participants' interests and preferences. TACL has done a remarkable job of ensuring that the participants have multiple opportunities and avenues for giving input about anything from activities to meal planning to house décor. It is evident that TACL places a primary emphasis on the concept of person-centred care and that this value permeates the residential programs.
- Family members reported that the staff members were excellent, noting that they were always available to support either their needs or those of their family members in their care, and that activities were available to the persons served. Family members also noted that the staff members are clearly invested and committed to the participants' health, well-being, and happiness.
- The children and youth programming has created a space that is fun and interactive and gives the participants an opportunity to explore new skills in settings that are most certainly challenging but, as one participant stated, "not just some boring classroom." The program should be commended for its ability to meet the participants where they are in their development and create programming that meets the unique needs and preferences of this population.

- The day program is unique, fun, and finds new and creative ways to explore growth and personal and community connections for the participants. One participant reported that “everything about this place is fantastic.” Additionally, the beautiful mural on the outside wall of the day program building is an amazing and fitting tribute to what TACL means, both for the community and for the participants. The mural creates a sense of uniqueness and belonging that seems to be a core value of the day program in particular and is so clearly carried out on a daily basis.

Opportunities for Quality Improvement

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

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

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

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

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

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centred philosophy
- Organizational guidance
- Leadership accessibility

- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.5.a.(1)

1.A.5.a.(2)

1.A.5.a.(3)

1.A.5.b.(1)

1.A.5.b.(2)

1.A.5.b.(3)

1.A.5.b.(4)

1.A.5.b.(5)

1.A.5.b.(6)

1.A.5.b.(7)

1.A.5.b.(8)

1.A.5.c.

1.A.5.d.

Although the organization has developed a policy and philosophy statement with respect to cultural competency and diversity, TACL should implement a cultural competency and diversity plan that addresses persons served, personnel, and other stakeholders, and is based on the consideration of the following areas: culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, language, and other relevant factors. The plan should be reviewed at least annually for relevance and be updated as needed. It is suggested that the plan include goals, priorities, steps needed to achieve the goals, timelines, resources needed for achieving the plan, and persons responsible for implementing the steps.

1.A.9.a.(2)(a)

1.A.9.a.(2)(c)

1.A.9.a.(2)(d)

1.A.9.a.(6)

1.A.9.b.(1)

1.A.9.b.(2)

It is recommended that the organization's written fundraising procedures also include donor solicitation, recognition, and confidentiality; the use of volunteers in fundraising efforts, if applicable; and the provision of training related to fundraising written procedures to appropriate personnel, including initial training and ongoing training.

1.B. Governance (Optional)

Description

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

the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
- Board selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

1.H.8.a.(1)

1.H.8.a.(2)

1.H.8.b.(1)

1.H.8.b.(2)

1.H.8.b.(3)

1.H.8.b.(4)

1.H.8.b.(5)

TACL provides services in locations that are not owned/leased or controlled/operated by the organization. It is therefore recommended that the organization implement written procedures that address safety at the service delivery site for persons served and personnel. The written procedures should include consideration of any emergency procedures that may already be in place at the service delivery site; the physical environment, including accessibility, of the service delivery site; basic needs in the event of an emergency; actions to be taken in the event of an emergency; and provisions for communication by personnel while providing services regarding decisions to continue or discontinue services.

Consultation

- Given that the activity centre is located in an area of the city that can be intimidating for the persons served attending the programs, the organization might consider providing some training to the persons served so they feel safer when arriving and leaving the facility.
- The organization might consider using visual cues such as arrows on the walls in congregate areas, such as the activity centre, to facilitate egress in the event of an evacuation.

1.I. Workforce Development and Management

Description

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

Key Areas Addressed

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

Recommendations

1.I.1.

The organization should document the composition of its workforce, including all human resources involved in the delivery, oversight, and support of the programs/services seeking accreditation.

1.I.5.a.(4)

1.I.5.a.(5)

1.I.5.a.(6)

As part of its onboarding and engagement activities TACL's orientation should address the organization's performance measurement and management system, risk management plan, and strategic plan.

1.I.7.a.(1)

1.I.7.a.(2)

1.I.7.b.

1.I.7.c.

1.I.7.d.

1.I.7.e.

1.I.7.f.

It is recommended that workforce development activities include documentation of competencies to support the organization in the accomplishment of its mission and goals and meet the needs of the persons served; documented assessment of competencies; documentation of timeframes/frequencies related to the competency assessment process; and competency development, including the provision of resources, performance appraisal, and education and training.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Provision of information related to ICT, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

1.J.2.b.(6)

As part of its technology and system plan, the organization should include resources needed to accomplish the goals.

1.J.3.d.(4)

The organization is urged to implement a policy and procedures in the area of security that include the decommissioning of physical hardware and data destruction.

1.J.4.a.

1.J.4.b.(1)

1.J.4.b.(2)

1.J.4.b.(3)

1.J.4.b.(4)

1.J.4.b.(5)

1.J.4.b.(6)

1.J.4.c.

It is recommended that a test of the organization's procedures for business continuity/disaster recovery be conducted at least annually and analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel. The test should be evidenced in writing, including the analysis.

1.J.5.a.

1.J.5.c.(1)

1.J.5.c.(2)

It is recommended that the organization provide documented initial and ongoing training to personnel on cybersecurity.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

- TACL has multiple sites, including group homes, an activity centre, and an administration building. The organization might consider doing site-specific identification of barriers in the areas of architecture, environment, transportation, and technology, as barriers in these areas may differ by site. The organization might also consider identifying the persons an identified barrier affects (persons served, personnel, or other stakeholders) as a way to prioritize barrier removal. Although requests for reasonable accommodations are documented in personnel or files of persons served, it is suggested that an analysis of requests be completed annually for trending purposes.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

1.M.2.d.

1.M.2.e.

1.M.2.f.

1.M.2.g.

The organization should identify gaps and opportunities in preparation for the development or review of a performance measurement and management plan, including consideration of extenuating and influencing factors that may impact results, the comparative data available, communication of performance information, and technology to support implementation of the performance measurement and management plan.

1.M.3.a.(3)(a)

1.M.3.a.(3)(b)

1.M.3.a.(3)(c)

1.M.3.a.(3)(d)

1.M.3.a.(5)

1.M.3.a.(6)(a)

1.M.3.a.(6)(b)

1.M.3.a.(6)(c)

1.M.3.a.(7)

1.M.3.a.(8)(a)

1.M.3.a.(8)(b)

1.M.3.a.(9)(a)

1.M.3.a.(9)(b)

1.M.3.a.(9)(c)

1.M.3.a.(9)(d)

1.M.3.a.(9)(e)

1.M.3.b.

1.M.3.c.

The organization should implement a performance measurement and management plan that addresses the collection of data about the persons served at the beginning of services, appropriate intervals during services, the end of services, and point(s) in time following services; the extent to which the data collected measure what they are intended to measure (validity) and a process for obtaining data in a consistent manner (reliability) that will be accurate and complete; extenuating and influencing factors that may impact results; timeframes for the analysis of data and communication of results; how data are collected and analyzed; how performance improvement plans are developed and implemented; and how performance information is communicated. The plan should be reviewed at least annually for relevance and be updated as needed.

1.M.10.

Staff members should be provided with documented education and training in accordance with their roles and responsibilities for performance measurement and management.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to

improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

1.N.1.a.

1.N.1.b.

1.N.1.d.(1)

1.N.1.d.(2)

1.N.1.e.(1)

1.N.1.e.(2)

1.N.1.e.(3)

1.N.1.f.(1)

1.N.1.f.(2)

1.N.1.f.(3)

1.N.1.f.(4)

The analysis of service delivery performance should be documented, completed at least annually and in accordance with the timeframes outlined in the performance measurement and management plan, and incorporate the characteristics of the persons served and the impact of extenuating or influencing factors. It also should include comparative analysis, identification of trends, and identification of causes. The analysis should also be used to identify areas needing performance improvement, develop an action plan(s) to address the improvements needed, implement the action plan(s), and determine whether the actions taken accomplished the intended results.

1.N.2.a.

1.N.2.b.

1.N.2.d.(1)

1.N.2.d.(2)

1.N.2.e.(1)

1.N.2.e.(2)

1.N.2.e.(3)

1.N.2.f.(1)

1.N.2.f.(2)

1.N.2.f.(3)

1.N.2.f.(4)

The analysis of business function performance should be documented and completed at least annually and in accordance with the timeframes outlined in the performance measurement and management plan. The analysis should incorporate the characteristics of the persons served, if applicable; the impact of extenuating or influencing factors; include comparative analysis, identification of trends, identification of causes; and be used to identify areas needing performance improvement, develop an action plan(s) to address the improvements needed, implement the action plan(s), and determine whether the actions taken accomplished the intended results.

1.N.3.c.

The results of performance analysis should be used to guide changes to the performance measurement and management plan.

- 1.N.4.a.(1)
- 1.N.4.a.(2)
- 1.N.4.a.(3)
- 1.N.4.b.(1)
- 1.N.4.b.(2)
- 1.N.4.b.(3)

In accordance with the performance measurement and management plan, the organization should communicate accurate performance information to persons served, personnel, and other stakeholders according to the needs of the specific group, including content, format, and timing.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

2.A.12.b.

2.A.12.c.

Although the organization completes annual releases of information, the releases are not consistently limited to specific information and do not consistently have time limitations. Any release of confidential information should be limited to specific information identified and have time limitations.

2.A.17.b.(1)

2.A.17.b.(2)

Current TACL policy provides guidelines for the use of both seclusion and restraint that do not directly mirror what is occurring currently in residential settings. Specifically, group home staff members report that no seclusion or restraint is used, except in emergency situations to prevent the possibility of immediate harm. However, the seclusion and restraint policy does appear to allow for use of these practices in other situations. TACL is urged to implement a policy for each program that identifies whether, and under what circumstances, seclusion is used and restraint is used.

Consultation

- Although staff members conduct mock interviews for participants seeking employment, the organization might consider having staff members from other departments (such as human resources) interview the participants. This could provide staff members with the opportunity to interact more with the participants. In addition to providing the opportunity for participants to be interviewed by a staff member they do not know, this could better prepare them for a real interview. The organization might also consider offering videotaped mock interviews. This could allow the staff member and participant the opportunity to review strengths and identify areas in need of improvement.
- Staff members might benefit from facilitating trainings with their peers. Staff members could be assigned to research and present a topic for each meeting, such as evidence-based coaching practices, the latest research on anxiety or specific disabilities, and self-care for practitioners.
- While TACL has very thorough policies regarding both medication monitoring and medication management that allow, under certain conditions, for medication administration to occur in any of its programs, including its vocational and day programs, multiple staff members indicated that medication administration only occurs in the TACL residential settings. TACL is encouraged to provide additional training as needed to ensure that non-residential staff members are aware that these programs can provide medication administration, when needed and appropriate. This may ensure that no participant who is interested in one of these programs is denied access purely on the basis of needing assistance with medication administration.

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

Description

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

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

Key Areas Addressed

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

Recommendations

2.B.5.b.(2)

Although TACL developed an individualized service plan with goals and objectives that are reviewed at least quarterly, the objectives developed in these plans are not consistently specific or measurable. A coordinated individualized service plan should identify specific measurable goals.

2.B.10.a.

Although TACL completes an exit summary report for persons served who are leaving services, the report does not clearly capture when the discharge took place and does not appear to occur in a timely manner. An exit summary report should be completed in a timely manner. TACL may want to revise the exit summary form to more clearly capture the date of discharge, the person(s) responsible for completing the discharge summary, and the date the summary was completed so that this process can be more easily managed and timeliness of completion made a stronger priority.

2.C. Medication Monitoring and Management

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.D. Employment Services Principle Standards

Description

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

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

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

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

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.

- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

- Increased or maintained inclusion in meaningful community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Increased self-esteem.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.A. Employment Planning Services (EPS)

Description

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 the person's 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.

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

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.

3.C. Employment and Career Centres (ECC)

Description

The design of employment and career centres is results oriented and focused on the employment and career development goals of job seekers. To be successful, employment and career centres must also consider the personnel needs of employers in the local job market, the community resources available, and the trends and economic considerations in the labour market. The services are designed to meet current and future labour market demands; to break the cycle of unemployment and public assistance; and to provide opportunities for skill, educational, and career development for persons served to become productive members of the workforce.

An employment and career centre provides a comprehensive array of services and resources that may include a coordinated, cooperative system of service delivery with partner organizations. Partner organizations may be co-located, based in the community, or virtual.

The provision of quality services requires consideration of the individual needs of job seekers. Through the individual planning process the centre obtains relevant information from job seekers about their employment and career development objectives and goals and provides services and resources tailored to meet their needs. The centre provides persons served with information and guidance they can use to make informed choices and career decisions.

A system exists for accountability, reporting of outcomes, and performance improvement. Information regarding outcomes is shared with relevant stakeholders in accordance with their needs and interests. Services are revised based on input from job seekers, input from employers in the local job market, and the results of the centre's performance management system. The goal is to deliver ever-improving value to persons served and other stakeholders.

Services are provided in a business-like environment and job seekers, partner organizations, and employers in the local job market are all treated with respect and as valued customers of the employment and career centre.

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

- Easy access to services for job seekers.
- Responsiveness to employers.
- Efficiency, effectiveness, and flexibility of service delivery.
- Employment in the local labour market with or without ongoing support.
- Employment that meets the individual's desires and goals as identified in the service plan.
- Employment services that result in job retention and advancement in position, earnings, and/or benefits.
- Career development, including education and training, as desired.
- Referral to other services or supports that may assist the person served to meet identified needs or goals.

Key Areas Addressed

- Services assist persons served to find jobs and potential career growth
- Current information on local job opportunities is maintained and made available to persons served
- Program design considers employment opportunities in the local job market and assists employers to find qualified employees
- Strategies to engage and maintain positive relationships with local employers
- Coordinated, individualized service plans developed for persons served
- Referrals to other programs, providers, or resources to meet specific needs of persons served
- Written criteria for the selection of partner organizations, if applicable
- Written contract with partner organizations, if applicable

Recommendations

There are no recommendations in this area.

3.D. Employee Development Services (EDS)

Description

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviours, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at community job sites, within formal and organized training and educational settings, through coaching, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

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

- Person served obtains employment.
- Person served moves to a training program or better employment.
- Person served retains employment.
- Person served obtains improved benefits.
- Increased wages.
- Increased skills.
- Increased work hours.
- Movement to individualized competitive employment.

- Employment in an integrated environment.
- Job advancement potential increases.
- Job-seeking skills are developed.
- Career growth and development.
- Level of support needed is reduced.
- Exposure to and availability of a variety of jobs.
- Program is kept at capacity.
- Services are cost-effective for the results achieved.
- Responsiveness (days from referral to starting services).

Key Areas Addressed

- Skills development/reestablishment
- Attitude development/reestablishment
- Work behaviours development/reestablishment
- Employment outcomes

Recommendations

There are no recommendations in this area.

3.G. Community Employment Services (CES)

Description

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

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

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

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

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

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

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

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

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

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- TACL has many connections in the community with business leaders. Forming a business advisory committee could be an effective way to further engage these individuals and further increase the organization's visibility in the business community. Participants could recruit new members, conduct mock interviews, review résumés, and assist with social media training for participants who are preparing for employment. In addition, this experience enables the members to have a personal connection with the participants. Involvement also provides the opportunity for participants to have a better understanding of the organization's mission.
- Although staff members discuss general information related to the participants' disabilities, triggers, and ways to better support the participants, the organization might consider formalizing a general disability awareness/sensitivity module to present to employees in the companies with which it works. This could include tips on working with participants with autism or working with participants who are hearing impaired or who have low vision or other challenges. This has the potential to increase acceptance and appreciation for all participants with disabilities.

Section 4. Community Services

Description

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

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

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

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

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

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

Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in a variety of settings, such as a family's private home; the organization's facility; and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization. In all cases, the physical setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

- Cognitive development.
- Physical development.
- Communication development.
- Social or emotional development.
- Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance the child's development.

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.G. Community Integration (COI)

Description

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.

- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centres, arts councils, etc.).

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Centre-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

4.H. Community Housing (CH)

Description

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

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

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

Community housing may include either or both of the following:

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.I. Supported Living (SL)

Description

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Trail Association for Community Living

1565 Bay Avenue
Trail BC V1R 4B2
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services
Supported Living
Governance Standards Applied

Admin Office

1565 Bay Avenue
Trail BC V1R 4L3
CANADA

Administrative Location Only

Alpha House

1681 Bay Avenue
Trail BC V1R 4R7
CANADA

Community Housing

Community Inclusion Centre

1458 Bay Avenue
Trail BC V1R 4B1
CANADA

Community Employment Services: Employment Supports
Community Integration
Employee Development Services
Employment Planning Services

Forrest Place

491 Forrest Drive
Trail BC V1R 2H1
CANADA

Community Housing

Fruitvale House

1889 Columbia Garden's Road
Fruitvale BC V0G 1L0
CANADA

Community Housing

Rossland Avenue House

93 Rossland Avenue
Trail BC V1R 3M4
CANADA

Community Housing

Thrifty Treasure Thrift Store

1561 Bay Avenue
Trail BC V1R 4B2
CANADA

Employee Development Services

Trail Association Activity Centre

1791 Riverside Avenue
Trail BC V1R 3Z3
CANADA

Community Integration
Employment and Career Centres
Services for Children and Youth: Child and Adolescent Services
Supported Living

Willow Place

355 Willow Drive
Trail BC V1R 2M8
CANADA

Community Housing