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Three-Year Accreditation

CARF
Survey Report
for

Trail Association for
Community Living

carf INTERNATIONAL

Organization

Trail Association for Community Living (TACL)
1565-B Bay Avenue
Trail, BC   V1R 4B2
Canada

Organizational Leadership

Nancy J. Gurr, Executive Director

Tracy L. Fisher, Financial Manager

Survey Dates

June 19-21, 2013

Survey Team

Lois D. Wynne, Administrative Surveyor

Jeff Harrison, Program Surveyor

Judy K. A. Dubeau, Program Surveyor

Programs/Services Surveyed

Child and Youth Services
Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Employee Development Services
Supported Living

Governance Standards Applied

Previous Survey

June 27-29, 2012
One-Year Accreditation

Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 2016

SURVEY SUMMARY

Trail Association for Community Living (TACL) has strengths in many areas.

■ TACL has longstanding leadership and staff members who are dedicated and supportive to persons served and their families.

■ The board of directors has evolved over the past twelve months and is made up of a diverse group of individuals who contribute to the organizational profile, long-term planning, and sustainability.

■ The mission and values of the organization reflect a person-first environment. Persons served are treated with dignity and respect, and their quality of life is a focus for the organization.

■ TACL has gone through significant changes and challenges in the last year within the organization and community and with stakeholder relationships. This has been a time-consuming, stressful process for staff members and leadership; the end result has produced a sounder, vibrant organization that is positioning itself for the future.

■ TACL committed itself over the past year to redefining not only what it is as an organization but also its relationships with other stakeholders. Stakeholders report a much-improved attitude and approach to service delivery, which speaks of quality and commitment.

■ The organization's locations are extremely spacious, attractive, and well maintained. The homes are decorated in a manner that appears to suit the tastes of the persons served, and bedrooms and common areas are extremely personalized. The homes feature ample equipment to ensure that accessibility needs are met. Homes also have sizeable yards, with one house featuring an accessible flower garden.

■ It is evident that the persons served by the organization are extremely satisfied with the services they receive. Persons served indicate that they like and trust the staff members of TACL and feel that their needs and desires are respected and catered to. Persons served also express that they enjoy the opportunities for community inclusion provided to them by TACL.

■ Family members similarly express that they are pleased with the support offered to their loved ones. They indicate that their family members are well cared for, are happy, and have active lives in the Trail area community. Family members noted that TACL is extremely responsive and quick to address any concerns brought to its attention.

- The Trail Association Activity Centre (TAAC) day program is acknowledged for its efforts to review its supports in recent years, partly in response to the feedback of stakeholders. TAAC is extremely focused on community inclusion and strives towards encouraging purposeful community participation, with opportunities for recreation and volunteer work. The program has also encouraged skill development by having community members, such as yoga instructors and police officers, come to the program to provide instruction and education. TAAC's program leaders are acknowledged for their current efforts to look for more flexible ways to support senior-age participants in a manner that is consistent with their wishes.

- The Community Support Program appears to do a solid job of assisting persons served to find and maintain independent housing in their communities. One beneficial task undertaken by TACL has been to develop partnerships with local landlords, sometimes assisting them with property maintenance projects. This relationship has assisted with procuring affordable housing for persons served. The program also organizes a number of evening group activities to encourage social engagement.

- It is apparent that the organization's staff members and management are committed and truly compassionate to the community as a whole. The staff members are recognized for their individualized service delivery. The current practice ensures that persons served are being provided with defined individualized opportunity to meet their maximum potential.

- The organization has an impressive record in terms of its staff members' longevity of service.

- TACL programs provide the person served with an array of opportunities to increase and/or learn life skills, educational skills, employment skills, and social skills in multiple levels according to the person's abilities and desires.

- The child and youth program provides the persons served with opportunities to socialize, meet new friends, have fun, and learn invaluable life skills.

- TACL has developed a great partnership with Selkirk College. This joint effort provides persons in the Community Support Program an opportunity for work placement experience as well as ideal potential staff members to the organization.

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

On balance, TACL has made many improvements since the last survey process, and it has shown a desire and will to seek improvement, particularly in the service infrastructure of policy, procedure, and administrative and governance practice. The management and staff members were very receptive and open to the consultation during the survey. Services continue to be of high quality and are delivered by dedicated, compassionate staff members. The organization's recent efforts to improve business practices and program operations have met the minimum requirements of funders, and those funders report noticeable improvements overall. Given the economic climate, the leadership is complimented on sustaining its services and continuing to grow and address gaps in service delivery. The organization is acknowledged for its efforts in moving forward with dedication and determination as it continues to develop its internal plans and processes, including the accessibility plan, risk management plan, technology plan, and outcomes management plan, but there are areas for further improvement in both business operations and service delivery. As noted in the recommendations in the body of this report, these areas include leadership, governance, finance, health and safety, performance improvement, and the administrative component of service

delivery. TACL is encouraged to continue with the efforts made over the past year and to promptly address the recommendations in this report to ensure that high quality services to persons served and families continue.

Trail Association for Community Living has earned a Three-Year Accreditation. The administration and staff members are recognized for the work and effort they have made in pursuit of accreditation. TACL has established the basic foundation for a three-year level of accreditation with this survey. It is encouraged to further strengthen this foundation over the tenure of this accreditation, and as a basis for future accreditations, by making and fully implementing improvements noted in this report across all levels of the organization and programs and to engage all levels of staff and leadership in a cooperative manner in the process. The organization is encouraged to continue to use its resources; resources available to it through CARF, including its resource specialist and networking with other CARF-accredited organizations; and the CARF standards and annual updates to the standards as guidelines to address the recommendations in this report and to establish strong continuous quality improvement efforts.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

■ Leadership structure

■ Leadership guidance

■ Commitment to diversity

■ Corporate responsibility

■ Corporate compliance

Recommendations
A.5.a.(1) through A.5.d.
Although the organization has several statements regarding diversity within the programs and services offered, it does not have a cultural competency and diversity plan in place. It is recommended that TACL implement a cultural competency and diversity plan that addresses

persons served, personnel, and other stakeholders. The plan should consider culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language, and it should be reviewed at least annually for relevance and updated as needed.

Consultation

■ To assist with the overall planning of quality assurance tasks, the organization is encouraged to develop an annual management calendar that sets out monthly tasks and objectives, such as reports, training, and policy reviews. Lead staff members could be assigned to each task to ensure completion.

■ TACL is encouraged to review the "Changes" section in the CARF standards manual each year to note any standard changes and incorporate these into practice.

B. Governance

Principle Statement

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

Key Areas Addressed

■ Ethical, active, and accountable governance

■ Board composition, selection, orientation, development, assessment, and succession

■ Board leadership, organizational structure, meeting planning, and management

■ Linkage between governance and executive leadership

■ Corporate and executive leadership performance review and development

■ Executive compensation

Recommendations
B.2.g.(3)
B.2.g.(4)

TACL has developed the tool to provide an annual self-assessment of the entire board as well as a tool to provide periodic self-assessment of individual members. The tools have been provided to board members, but completed assessments have not been received back by the board. As noted in the previous survey report, it is again recommended that the organization ensure that governance policies on board performance provide for, and result in, annual self-assessment of the entire board and periodic self-assessment of individual members.

B.5.b.

The organization has developed and implemented a formal annual written review of executive leadership compensation in relation to overall corporate performance versus target, individual performance versus target, professional development, professional accomplishments, and professional opportunities. As noted in the previous survey report, it is recommended that the organization also develop and review annually an executive leadership succession plan.

B.6.c.(1) through B.6.e.(7)

Although TACL has a comprehensive document that defines total compensation mix, this document has not been used or updated since 2002 and does not reflect current trends. As noted in the previous survey report, TACL is urged to review its governance policies regarding executive compensation to ensure that they include defined total compensation mix, up to and including, as warranted, base pay, incentive plans, benefit plans, and perquisites; total compensation references to market comparator data and functionally comparable positions; and a documented process that outlines terms of compensation arrangements, approval date, names of board members on the committee who approved the compensation decision, data used in the compensation decision, disclosures of conflict of interest (if any), annual review of executive compensation records, and authority of board members to exercise executive compensation actions.

C. Strategic Planning

Principle Statement

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

Key Areas Addressed

■ Strategic planning considers stakeholder expectations and environmental impacts

■ Written strategic plan sets goals

■ Plan is implemented, shared, and kept relevant

Recommendations

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

TACL's written strategic plan should be expanded to reflect the organization's financial position at the time the plan is written and at projected points in the future and with respect to allocating resources necessary to support the accomplishment of the plan.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

■ Ongoing collection of information from a variety of sources

■ Analysis and integration into business practices

■ Leadership response to information collected

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

■ Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning

- Financial results reported/compared to budgeted performance

- Organization review

- Fiscal policies and procedures

- Review of service billing records and fee structure

- Financial review/audit

- Safeguarding funds of persons served

Recommendations

F.4.a.
F.4.b.

TACL operates several social enterprises that generate revenue, and it appears unclear how revenues and expenditures are accounted for. This includes tracking of revenues and expenditures, inventory practices, and ensuring security of cash receipts. This issue has been brought to the attention of leadership over the past three audit management letters, but the issue appears to have gone unaddressed. It is recommended that the organization expand its financial practices to appropriately identify and review all revenues and expenses, including those related to the social enterprises.

F.6.a. through F.6.b.(2)

As noted above, it is not clear how revenues and expenditures are handled and accounted for in some of the programs being accredited. The organization should implement expanded fiscal policies and procedures that include clear internal control practices, and it should provide initial and ongoing training for appropriate personnel with these responsibilities.

F.11.b.

As noted above, the organization receives management letters from its annual audit that are reviewed by the leadership, but issues related to accounting for revenue and expenditures in the social enterprises have not been formally addressed. It is recommended that the organization provide management's response, including corrective actions taken or reasons why corrective actions will not be taken.

G. Risk Management

Principle Statement

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

Key Areas Addressed

■ Identification of loss exposures

■ Development of risk management plan

■ Adequate insurance coverage

Recommendations

There are no recommendations in this area.

Consultation

■ TACL has a risk management plan. It is suggested that, for ease of use and to provide greater clarity, the organization expand the report format to include more specific information for each area of risk regarding the priority of concern (high, medium, low), the strategic action plan to manage risk, time lines, and persons responsible.

H. Health and Safety

Principle Statement

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

Key Areas Addressed

■ Inspections

■ Emergency procedures

■ Access to emergency first aid

■ Competency of personnel in safety procedures

■ Reporting/reviewing critical incidents

■ Infection control

Recommendations

H.5.c.(10)(a) through H.5.c.(10)(b)(iii)

Although evident in several sites, it is recommended that TACL ensure that evacuation route signage is present at all sites and that this signage is accessible and understandable to persons served, personnel, and other stakeholders, including visitors. TACL could review signage at all sites to ensure that it is up to date and complete for that site, as well as place signage at eye level and perhaps use colour coding when more than one program occurs at one site.

H.6.a.(1) through H.6.e.

The organization performs some unannounced tests at some sites. TACL should conduct unannounced tests of all emergency procedures at least once a year on each shift at each location. Tests should include actual or simulated physical evacuation drills. Tests should be in writing, be analyzed for performance improvement, and result in improvement of or affirm satisfactory current practice.

H.7.c.(2)

Although the organization has immediate access to relevant emergency information on the persons served, relevant emergency information does not appear to be available on all personnel at each site. TACL should ensure immediate access to relevant emergency information on personnel.

H.11.d.
H.11.e.
H.11.h.

Although most necessary items are available in organizational vehicles, written emergency procedures are not present. When transportation is provided for persons served, including in cars of personnel, the organization should ensure evidence of safety features in vehicle(s), safety equipment, and written emergency procedures available in vehicle(s). Evidence of attention to safety features might be achieved by requiring employees to complete the same vehicle checklist as when using an organizational vehicle. Safety equipment and written emergency procedures might be made available by expanding the grab-and-go bags available at each program location for when staff members are using personal vehicles to transport persons served.

Consultation

■ The organization has much health and safety documentation on file, including health and safety meeting minutes, training information, drills, and critical incident reports. It may be of value to analyze this information on an annual basis and report it in a health and safety report for the organization.

I. Human Resources

Principle Statement

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

Key Areas Addressed

- Adequate staffing

- Verification of background/credentials

- Recruitment/retention efforts

- Personnel skills/characteristics

- Annual review of job descriptions/performance

- Policies regarding students/volunteers, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- TACL presently completes and submits the Community Social Services Employers' Association (CSSEA) recruitment/retention annual survey. The survey provides information to the sector on recruitment/retention issues throughout the province. It is suggested that TACL maintain specific information on recruitment/retention as it applies to the organization to further help identify and rectify any specific organizational issues.

- The personnel files do not have a face sheet, and it is not clear what documents are to be on file, such as application, résumé, training certificates, performance evaluations, and requests. It is suggested that TACL reorganize the personnel files for ease of use and to enhance clarity. It could create sections for different forms/documents that allow for easy access, and a face-sheet checklist could help ensure that all required documents are in the file.

- The organization has a number of persons served who also work under TACL. It is suggested that personnel files for the individuals match those of other staff members working for the organization.

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

■ Communication of rights

■ Policies that promote rights

■ Complaint, grievance, and appeals policy

■ Annual review of complaints

Recommendations
K.1.a.(1) through K.1.b.(2)

As noted in the previous survey report, it is recommended that the rights of the persons served be consistently communicated to the persons served in a way that is understandable prior to the beginning of service delivery or at the initiation of service delivery and annually for persons served in a program longer than one year and that they be available at all times for review and clarification. It is suggested that rights statements also be posted at program locations for easy access.

K.2.d.(2)
K.2.e.(4)

TACL should implement policies promoting the rights of the persons served regarding access to their own records and informed consent or refusal or expression of choice regarding composition of the service delivery team.

K.4.a.(8) through K.4.b.(2)

The organization's policy and a written procedure by which persons served may formally complain to the organization should specify the availability of advocates or other assistance. Further, although some programs appear to distribute information about complaint procedures in the form of a handbook, the information is provided in a written format and could be difficult for many persons served to understand. In addition, the complaint procedure does not appear to be widely available at all program locations. The organization should make complaint procedures readily available and understandable to the persons served.

Consultation

■ Many of the rights of persons served are promoted within a wide range of organizational policies and require considerable attention to find. A very generic set of rights is also made available to persons served in program handbooks. It is suggested that TACL develop a comprehensive rights statement that clearly outlines the rights of persons served. It is also suggested that an easy-to-understand version of the rights of persons served be developed that incorporates plain language, pictures, large print, and/or other media.

■ A number of organizational documents, including the complaint procedures, instruct persons served that complaining "will not have any negative effects." TACL is encouraged to specifically indicate that this includes no retaliation or barriers to service.

L. Accessibility

Principle Statement

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

Key Areas Addressed

■ Written accessibility plan(s)

■ Status report regarding removal of identified barriers

■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

■ TACL has an accessibility plan that it has been working with for several years. Once a barrier has been dealt with, it is removed from the report. It is suggested that the organization consider each barrier on an annual basis and report if there are issues or not to ensure that items/issues do not get missed over time.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

■ Information collection, use, and management

■ Setting and measuring performance indicators

Recommendations

M.1.

TACL should have a written description of its performance measurement and management system. This description could define the system to collect data, set the organization's business and service delivery performance goals, and measure indicators for the purpose of review and analysis of results.

M.2.a. through M.2.d.

The organization is in the beginning stages of a data collection system. Surveys and some demographics and reports are used. As noted in the previous survey report, the organization should demonstrate how it addresses data reliability, validity, completeness, and accuracy. Accurate and consistent data can be the deciding factor in the success of the organization moving to and maintaining a fact-based, decision-making model.

M.7.b.(1) through M.7.b.(4)(b)

The organization has developed measures of success for each service that may include some of the areas of effectiveness, efficiency, service access, and satisfaction, but not consistently over each service. As noted in the previous survey report, it is recommended that TACL measure service delivery performance indicators for each program/service seeking accreditation for effectiveness of services, the efficiency of services, service access, and satisfaction and other feedback from the persons served and other stakeholders.

M.8.a. through M.8.c.

For each service delivery indicator, the organization should determine to whom the indicator will be applied, the person(s) responsible for collecting the data, and the source from which data will be collected. Typical information systems address the types of data to be collected, the tools necessary to collect and process the data, the time frame for collecting the data, and the procedures for keeping data confidential.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

■ Proactive performance improvement

■ Performance information shared with all stakeholders

Recommendations
N.1.b.(2)(a) through N.1.c.(3)

Although some measures are addressed for some services, the organization's written performance analysis should consistently analyze performance indicators in relation to performance goals for service delivery for each program seeking accreditation, including the effectiveness of services, the efficiency of services, service access, satisfaction and other feedback from the persons served and other stakeholders, and extenuating/influencing factors. The annual performance analysis should identify areas needing performance improvement, result in an action plan to address the improvements needed to reach established or revised performance goals, and outline actions taken or changes made to improve performance.

N.3.b.(1)
N.3.b.(2)

Although TACL produces a detailed outcomes management report, the format of the report does not appear to be tailored to meet the needs of a variety of internal and external stakeholders. The organization should communicate performance information according to the needs of the specific group, including the format of the information communicated and the content of the information communicated. This could include use of charts, graphs, plain language, and videotapes.

Consultation

■ The organization has made great strides in reporting on the business practices of the organization. It is suggested that it develop an annual report that could report in one document on the business functions and service delivery of each program.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

■ Services are person centred and individualized

■ Persons are given information about the organization's purposes and ability to address desired outcomes

■ Documented scope of services shared with stakeholders

■ Service delivery based on accepted field practices

■ Communication for effective service delivery

■ Entrance/exit/transition criteria

Recommendations

A.10.

As noted in the previous survey report, it is again recommended that a complete record be maintained for each person served. A complete record includes completion of forms, documentation, and signed documents.

A.14.b. through A.14.e.

One person served has clothing and other personal items restricted in the form of a locked closet. However, this restriction is not documented in any form, there is no supervisor approval as required by policy and no informed consent on file, and there is no established method to evaluate the potential removal of the restriction. When restrictions are placed on the rights of a person served, it is recommended that the organization consistently follow its policies and written procedures, obtain informed consent prior to implementation, implement methods to reinstate rights as soon as possible, and ensure that staff members are trained in their use.

A.17.a.

A.17.b.

It is recommended that the organization have a policy that identifies whether or not it has any role related to prescribing or dispensing medication. It is suggested that the organization reword its policy on medication self-administration, utilizing the phrase, "The organization has physical control of medications self-administered."

Consultation

■ TACL's release form states, "Please put a line through and initial any statements that you DO NOT give your consent for"; however, lines are not crossed out but rather initialed. It is suggested that the organization reword the language on its release of confidential information to more clearly identify whether or not release of information is authorized.

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

Principle Statement

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

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/ supports are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

■ Services are person-centred and individualized

■ Persons are given information about the organization's purposes and ability to address desired outcomes

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Recommendations

B.4.a.

Although the residential and day program files appear to contain the relevant information, the employment, child and youth, and outreach files are very thin and contain minimal to no medical information on the person served and no forms to identify that the information was irrelevant. As appropriate to the persons served and the services provided, relevant medical history should be considered for service planning. This could include current medications, allergies, and/or adverse effects.

B.5.b.(2)

Although it is noted that TACL appears to have attempted to respond to recommendations in previous survey reports, some individual service plans still contain objectives that appear to be somewhat vague and difficult to quantify. It is again recommended that all individual service plans contain specific measurable objectives.

B.10.a. through B.10.c.

It is recommended that the organization ensure that an exit summary report is prepared on a timely basis for each person who leaves the organization's services that summarizes the results of services received.

Consultation

■ It is suggested that the organization take steps to further emphasize the strengths, abilities, preferences, and desired outcomes of persons served in the Personal Life files.

■ It is suggested that the organization utilize colourful pie charts and/or graphs to share the progress on objectives with persons served with limited cognitive ability and children/youth to better ensure that the information is communicated in an understandable format.

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.

Consultation

■ Although there are written procedures addressing the storage and safe handling of medications, they are largely contained on a site-specific orientation checklist and not available as an ongoing resource to staff members. It is suggested that these items be included as part of the organization's medication policies.

■ Within the policy manual, two policies describe what constitutes a medication error. However, these two policies contain slightly different information. It is suggested that TACL ensure that all policies that describe medication errors contain the same information.

■ It is suggested that medication policies describe what to do when a medication has become contaminated, including whether or not this constitutes a medication error and what steps to take to readminister a medication that has been contaminated.

D. Employment Services Principle Standards

Principle Statement

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

■ Identification of employment opportunities and resources in the local job market.

■ Development of viable work skills that match workforce needs within the geographic area.

■ Development of realistic employment goals.

■ Establishment of service plans to achieve employment outcomes.

■ Identification of resources and supports to achieve and maintain employment.

■ Coordination of and referral to employment-related services and supports.

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

Key Areas Addressed

■ Goals of the persons served

■ Personnel needs of local employers

■ Community resources available

■ Economic trends in the local employment sector

Recommendations
D.6.c.
The organization has not clearly identified what constitutes an employer/employee relationship or developed and implemented its own internal policies and procedures identifying what personal information and annual staff trainings are relevant to the employees hired by the organization to fill the positions contracted by the organization with the city of Trail. In an employer/employee relationship with a person served, the organization should comply with its own internal policies and procedures.

F. Community Services Principle Standards

Key Areas Addressed

■ Access to community resources and services

■ Enhanced quality of life

■ Community inclusion

■ Community participation

Recommendations

There are no recommendations in this area.

Consultation

■ Although individualized service plans identify community inclusion activities desired by persons served, they are sometimes somewhat vague in the description. It is suggested that individualized service plans further emphasize the community inclusion activities desired by persons served.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

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

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

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

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

■ Increased inclusion in community activities.

■ Increased or maintained ability to perform activities of daily living.

■ Increased self-direction, self-determination, self-reliance, and self-esteem.

- Increased independence.

- Increased employment options.

- Employment obtained and maintained.

- Competitive employment.

- Economic self-sufficiency.

C. Community Employment Services

Principle Statement

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

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

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based NISH 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

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 self-directed job search.

Employment Supports

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.

Key Areas Addressed

■ Integrated employment choice

■ Integrated employment obtainment

■ Pays wages at or above minimum wage

■ Provides a benefits package

■ Employment provided in regular business settings

■ Integrated employment retention

■ Provides career advancement resources

■ Business plan is used to design service

Recommendations

There are no recommendations in this area.

E. Employee Development Services

Principle Statement

Employee development services are individualized services/supports that assist persons seeking employment to develop or re-establish 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 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.

Key Areas Addressed

■ Skills development/reestablishment

■ Attitude development/reestablishment

■ Work behaviours development/reestablishment

■ Employment outcomes

Recommendations

There are no recommendations in this area.

I. Child and Youth Services

Principle Statement

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

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

Key Areas Addressed

■ Individualized services based on identified needs and desired outcomes

■ Healthcare, safety, emotional, and developmental needs of child/youth

Recommendations

I.1.a. through I.1.p.

The program is identified as an after-school program, and the children served have very specific needs as identified by the funder and families, but the related assessment information does not appear to be adequate enough to meet or address the expectations or needs of the children/youth receiving services. It is recommended that TACL expand its efforts to gather relevant information

from families regarding each child/youth served that includes developmental history, such as developmental age factors; motor development and functioning; health history and status, including medical, physical, mental, social/emotional, immunization record, and prenatal exposure to alcohol, tobacco, or other drugs; cultural/ethnicity, including specific needs and preferences; school history; communication functioning, including speech, hearing, and language; visual functioning; learning style; intellectual functioning; family relationships; interactions with peers; environmental surroundings; history of use of alcohol, tobacco, or other drugs; past exposure to trauma; assistive devices or technology, if used; and coordinated information if dealing with multiple systems or other current service providers for the child/youth.

I.10.a. through I.10.l.

It is recommended that the personnel receive training that covers, as appropriate to the services, child growth and development, behavioural support skills, learning styles, social and emotional needs, the effects of separation and placement on children, health and nutrition, applicable legal issues, methods of communication, crisis situations, family support practices, family system theory, and other specific needs of the child/youth receiving services. Trainings that are relevant to the children currently in the program could assist the staff members in developing individual child-specific measurable goals and objectives. It is further suggested that the staff members receive simple sign language training and natural picture communication board training for effective methods of communication for the children who are non-verbal.

Consultation

■ It is suggested that the organization develop and implement a child-friendly handbook containing bright, colourful pictures and simplistic words to assist the children/youth with having understanding of their rights, how to complain, and what they can expect from the program.

■ It is suggested that the organization consider developing and implementing mini competency-based workshops for the children/youth served such as a safe kitchen workshop to assist with developing skills for safety in the kitchen before taking on nutritious snack/meal training. For persons served who are non-verbal and/or have limited cognitive ability, the organization could develop a picture format of picking the appropriate picture to measure competency.

■ It is suggested that the organization consider approaching the Ministry of Children and Family Development in regard to obtaining fetal alcohol spectrum disorder and autism training for the child/youth program staff members. These trainings could assist with effectively meeting the specific needs of the children/youth.

K. Community Housing

Principle Statement

Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/supports are provided are typically owned, rented, leased, or operated directly by the organization, or may be

owned, rented, or leased by a third party, such as a governmental entity. Providers exercise control over these sites in terms of having direct or indirect responsibility for the physical conditions of the facility.

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

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

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.

- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

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

Key Areas Addressed

- Safe, secure, private location

- In-home safety needs

- Options to make changes in living arrangements

- Support to persons as they explore alternatives

- Access as desired to community activities

- System for on-call availability of personnel

Recommendations

There are no recommendations in this area.

L. Supported Living

Principle Statement

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

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

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

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

Key Areas Addressed

■ Safe, affordable, accessible housing chosen by the individual

■ In-home safety needs

■ Support personnel available based on needs

■ Supports available based on needs and desires

■ Living as desired in the community

■ Persons have opportunities to access community activities

P. Community Integration

Principle Statement

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

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

■ Leisure or recreational activities.

■ Communication activities.

■ Spiritual activities.

■ Cultural activities.

■ Pre-vocational experiences.

■ Vocational pursuits.

■ Development of work attitudes.

■ Employment activities.

■ Volunteerism in the community.

■ Educational and training activities.

■ Development of living skills.

■ Health and wellness promotion.

■ Orientation, mobility, and destination training.

- Access and utilization of public transportation.

- Interacting with volunteers from the community in program activities.

- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centres, arts councils, etc.).

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the TAAC program look into utilizing technology such as touch screen computers, SMART Board™ interactive whiteboards, and iPad® devices as an augment to services offered. Such technology can serve as a powerful and interactive teaching and skill-building tool.

PROGRAMS/SERVICES BY LOCATION

Trail Association for Community Living

1565-B Bay Avenue
Trail, BC   V1R 4B2
Canada

Administrative Location Only

Governance Standards Applied

Forrest Place

491 Forrest Drive
Trail, BC   V1R 2H1
Canada

Community Housing

Trail Association Activity Centre

1791 Riverside Avenue
Trail, BC   V1R 3Z3
Canada

Child and Youth Services
Community Integration
Supported Living

Career Development Services

1565 Bay Avenue
Trail, BC   V1R 4B2
Canada

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services

Thrifty Treasure Thrift Store

1561 Bay Avenue
Trail, BC   V1R 4B2
Canada

Employee Development Services

Gyro Park Concession

1080 Charles Lakes Drive
Trail, BC   V1R 2M8
Canada

Employee Development Services

Fruitvale House

1889 Columbia Garden's Road
Fruitvale, BC   V0G 1L0
Canada

Community Housing

Alpha House

1681 Bay Avenue
Trail, BC   V1R 4R7
Canada

Community Housing

CDS Castlegar, BC

1418 Columbia Avenue
Castlegar, BC   V1N 3K3
Canada

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employee Development Services