

**CARF
Survey Report
for
Trail Association
for Community
Living**

Organization

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

Organizational Leadership

Nancy J. Gurr, Executive Director
Sandy Gagnon, Community Living Manager

Survey Dates

May 15-17, 2017

Survey Team

Ronald L. Van Rooyen, B.S., M.S., Administrative Surveyor
Paul Sankey, Program Surveyor
Ann Marie Boyd, 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

April 11-13, 2016
One-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 30, 2020



Three-Year Accreditation

SURVEY SUMMARY

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

- TACL, a private, not-for-profit organization, is enthusiastically committed to its mission, vision, and service principles and to quality improvement and the provision of quality services. The board, which is also dedicated to the mission, supports the organization's operations and has been a driving force in maintaining its impressive growth. It appears that the board fulfills its monitoring, due diligence, and policy-related responsibilities to maintain excellent service delivery and operations. The board's participation in the strategic planning process was key to the development of an excellent, one-page strategic plan.
- The committed and professional members of the leadership team have impressive experience and employment longevity. They appear to work very well together and to complement each other. Further, they demonstrate a commitment to meeting the needs of the persons served and to providing individual-driven services and excellent service delivery.
- There appears to be excellent rapport and mutual respect among the board, management personnel, staff members, and persons served. A high level of professionalism among staff members and a collaborative and respectful work environment are evident at TACL.
- TACL provides services in excellent, well-located, secure, and stakeholder-friendly facilities. The environments in the buildings are conducive to training and interactions among the persons served and staff members.
- The organization has developed and implemented an excellent program to maintain safe environments for the persons served, personnel, and visitors. It is apparent that TACL values the provision of services in safe places.
- TACL developed and systematically uses a personnel orientation and training process that provides the information and training necessary for new staff members to learn the organization's policies, procedures, and systems, and to become familiar with its notable and impressive history and culture.
- The day services program provides a variety of community-based opportunities for the persons served. Staff members are skilled at creating and identifying teachable moments throughout the day in activities that are both enjoyable and skill enhancing.
- Stakeholders describe TACL as flexible and willing. The organization is known for its willingness to collaborate and for its ability to support persons with significant service challenges.
- The organization has successfully developed attractive residences that are highly personalized in accordance with the preferences of the persons served. The well-designed homes incorporate modifications that enhance the quality of life of the persons served as well as equipment that facilitates the support of persons served with complex care needs and those who wish to age in place.
- TACL has a strong and visible community presence. The persons served are involved in the community, and they fully participate in local events. The organization excels at creating opportunities for the persons served that provide a basis for their growth and community inclusion.

- The staff members' varied strengths contribute to the overall benefit of the organization and persons served. The employment services team members appear to be dedicated and committed to effectively supporting the persons served with longstanding challenges and barriers to employment. Although they are new to the organization, the employment services team members are complimented for presenting as seasoned personnel who promote self-advocacy among the persons served and assist them to ameliorate attitudinal and physical challenges to achieve their highest level of potential.
- The offices and employment services areas of TACL are well maintained and attractive, and the leadership and staff members ensure that security precautions are implemented that support the safety of the personnel and persons served.
- Employment services staff members display enthusiasm, commitment, pride of work, and heartfelt caring for the persons served. They are knowledgeable about the persons served, whose strengths and needs they clearly understand.
- The relationships among the persons served and staff members appear to be mutually respectful and beneficial. Feedback from the persons served, employers, and other stakeholders reflected that they feel they are consistently provided supportive and individualized services. Their comments included, "Career Development Services [CDS] adds value to the Trail community," "I love CDS in Trail. I often encourage others to hire more people from CDS," "They are a great group who help people get jobs and provide outstanding customer service," "I trust them. If I had a child with challenges, I would definitely trust CDS to help them," and "CDS really goes the extra mile to help you find your way. They are my angels."

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

On balance, TACL provides excellent services. The organization demonstrates a sincere commitment to quality and to the ongoing performance improvement of its services and operations. Persons served, employers, and other stakeholders express a high level of satisfaction with the organization, the staff members, and the services provided. The organization benefits from a dedicated board, leadership team, and well-trained staff members who enthusiastically deliver personalized services. TACL demonstrates substantial conformance to the CARF International standards. The organization has used the standards and previous CARF survey reports to improve the efficiency and effectiveness of its services and operations. Key areas for improvement include the completion of a comprehensive performance measurement and management system and written performance analysis; the development and assessment of status relative to performance objectives during personnel evaluations; the consistent communication of rights to the persons served; the consistent development of specific measurable goals and objectives in the individual service plan; and the consistency, conduct, or documentation of certain practices in the areas of program/service structure, individual-centred service planning, and medication management. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instils confidence that TACL possesses the willingness and capacity to bring it into full conformance to the CARF standards.

Trail Association for Community Living has earned a Three-Year Accreditation. The board, leadership team, and staff members are recognized for their efforts in pursuit of international accreditation and congratulated for this achievement. They are encouraged to use their resources to address the opportunities for improvement noted in this report and to continue to utilize the CARF

standards on an ongoing basis as guidelines for continuous quality improvement. They are further encouraged to monitor annual changes to the CARF standards and to ensure that they are used when developing policies, procedures, and new services.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Description

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

Key Areas Addressed

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

There are no recommendations in this area.

Consultation

- It is suggested that an organizationwide CARF tickler calendar and all-inclusive CARF annual report be developed and used to ensure that all accreditation-related responsibilities are systematically accomplished and reported, and that the workload is distributed throughout the year.
 - TACL might consider expanding its cultural competency and diversity plan to include an action plan addressing the specific training to be provided.
 - The organization is encouraged to reformat and streamline its policy and procedure manual.
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B. Governance

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that TACL expand its board with additional professional/business members, as planned.
 - The board is encouraged to review and update the executive director's 2002 employment agreement.
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C. Strategic Planning

Description

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

Key Areas Addressed

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

C.2.c.(2)

TACL recently developed an excellent, one-page strategic plan for 2017–2020. It is recommended that the strategic plan consistently set priorities. The organization is encouraged to set measurable goals so that performance could easily and systematically be measured and reported.

D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization consistently measure, report, and compare satisfaction survey response rates, year over year, on an annual basis.
 - TACL is encouraged to continue to simplify/streamline its satisfaction surveys and process to improve the low response rates it has experienced and to further validate the satisfaction data.
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E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the policy and written procedures TACL has developed to guide personnel in responding to legal actions be expanded to more adequately protect the organization and staff members from potential legal loss exposures.
 - The organization might consider adding its policies and procedures to the orientation checklist to ensure that the personnel are aware of their informational content.
 - TACL is encouraged to develop a policy and written procedures that include a comprehensive listing of additional timeframes for documentation in the case records of the persons served.
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F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that TACL continue to closely monitor fiscal issues that might impact its services and develop a plan to deal with potential reductions in referrals and/or funding in order to be prepared if the organization experiences funding cuts, reductions in referrals, or changes in governmental regulations. The organization is also encouraged to continue to increase its reserves to reduce fiscal risk.
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G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that additional risks be incorporated in the risk management plan as they are identified through the normal conduct of business and operations.
 - The organization might consider expanding its social media policy to provide additional guidance to the personnel.
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H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

H.12.h.

When transportation is provided for persons served, written emergency procedures should be available in the vehicle(s). This includes vehicles owned by the employees. TACL might consider developing a checklist for documenting the inspections of staff members' vehicles.

Consultation

- It is suggested that TACL consistently document monthly fire extinguisher inspections on the fire extinguisher tags.
 - The organization is encouraged to add cord safety to its health and safety self-inspection process.
 - It is suggested that an emergency drill process for flooding be developed and tested.
 - TACL is encouraged to review the emergency evacuation maps for all of its facilities to determine if a stranger to the respective facility, who might be in panic mode, could easily decipher the maps to obtain safety equipment and utilize the appropriate evacuation route in relation to his or her location. It is also suggested that the organization ensure that the emergency evacuation maps are placed in common areas to identify exits and the location of fire extinguishers and first aid kits.
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I. Human Resources

Description

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

Key Areas Addressed

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

Recommendations

I.6.b.(4)(a)

I.6.b.(4)(b)

TACL has an annual performance evaluation process. However, performance evaluations for all personnel directly employed by the organization should be used to assess performance related to objectives established in the last evaluation period and establish measurable performance objectives for the next year.

Consultation

- It is suggested that the organization develop and implement a personnel recruitment/retention plan.
 - TACL is encouraged to reformat its personnel policies to solely include information pertinent to personnel matters.
-

J. Technology

Description

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

Key Areas Addressed

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

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

There are no recommendations in this area.

Consultation

- The organization might consider expanding its technology plan to include specific recommendations for future needs, costs, and estimated timeframes. For example, a solution for reducing paper and duplication and increasing usability and access, such as a cloud-based service, could be researched and implemented.
 - TACL might benefit from engaging an IT consultant to develop a detailed technology plan.
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K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

K.1.a.(2)

K.1.a.(3)

TACL has adopted a rights and responsibilities policy. It is recommended that the rights of the persons served consistently be communicated to the persons served prior to the beginning of service delivery or at initiation of service delivery, and annually for persons served longer in the program longer than one year. It is suggested that the organization initiate the communication of rights to the

persons receiving employment services at these times. A tickler calendar or tracking system might be helpful in ensuring that the persons served who receive services for longer than one year are provided a timely annual review of their rights and responsibilities.

L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- To promote accessibility, it is suggested that the persons served be asked at intake if they have experienced any barriers accessing services, and that newly hired personnel be asked if they need any reasonable accommodations.
 - TACL is encouraged to make a concerted effort to promote accessibility in the community for the persons served.
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M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

M.3.c.

M.3.d.(2)(a) through M.3.d.(2)(c)

TACL is in the process of developing a performance measurement and management system, for which it recently developed business function measures. The data collected by the organization should consistently allow for comparative analysis and be used to set written service delivery objectives, performance indicators, and performance targets.

M.6.b.(1) through M.6.b.(4)(b)

The organization is urged to consistently measure service delivery performance indicators for each program/service seeking accreditation in the effectiveness of services, the efficiency of services, service access, and satisfaction and other feedback from the persons served and other stakeholders.

M.7.a. through M.7.d.

It is recommended that, for each service delivery indicator, TACL consistently determine to whom the indicator will be applied; the person(s) responsible for collecting the data; the source from which data will be collected; and a performance goal based on an industry benchmark, based on the organization's performance history, or established by the organization or other stakeholder.

N. Performance Improvement

Description

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

Key Areas Addressed

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

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

TACL completes an annual report. However, following the implementation of a comprehensive performance measurement and management system, the organization is urged to expand the written analysis of performance indicators in relation to performance targets to include service delivery of 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 or influencing factors. The written analysis should identify areas needing performance improvement, result in an action plan to address the improvements needed to reach established or revised performance targets, and outline actions taken or changes made to improve performance.

N.2.a.(1) through N.2.d.

It is recommended that the analysis of performance indicators consistently be used to review the implementation of the mission and core values of TACL, improve the quality of programs and services, facilitate organizational decision making, and review or update the organization's strategic plan.

N.3.a.(1) through N.3.c.

Once the written performance analysis is complete, TACL should communicate comprehensive and accurate performance information to the persons served, personnel, and other stakeholders according to the needs of the specific group, including the format, content, and timeliness of the information communicated. Charts and graphs could be useful in this regard.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

A.1.a.(2)

A.1.a.(3)

A.1.a.(5)

A.1.a.(7)

TACL has a comprehensive handbook that documents parameters of its programs' scopes of services. However, it is recommended that each program/service consistently document, regarding its scope of services, the parameters of settings, hours of services, frequency of services, and fees. The organization is encouraged to address these parameters in the scope of services for its employment services. For example, the scope of services could state that the services are free of cost and that they are provided based on the individual needs determined during plan development with the person served, staff members, and other individuals present at the plan development meeting.

A.13.b.

Releases of confidential information should consistently be limited to the specific information identified. It is suggested that this aspect of the completion of the confidential-release-of-information form be fully addressed for the persons receiving employment services. If modified, the form could be maintained in a working file or binder of required forms.

Consultation

- TACL is encouraged to ensure that the appropriate Client Success Story Questionnaire form is consistently utilized and that each person receiving employment services is provided the opportunity to consent or decline to sharing his or her story.
- It is suggested that employment services use the "line-out and initial" method of correcting errors on forms and legal documents in the records of the persons served, rather than correction fluid.

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

Description

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

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

Key Areas Addressed

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

Recommendations

B.5.b.(1)

B.5.b.(2)

Coordinated individualized service plans should consistently identify the overall goals and specific measurable objectives of the person served. TACL is encouraged to continue to train and support the staff members to develop specific, measurable, attainable, relevant, and time-limited (SMART) goals, which it has recently implemented.

B.7.b.

Employment services utilizes several assessments and makes every effort to identify potential health and safety risks to the persons served. However, the organization is urged to consistently document risk assessment results in the individual service plan.

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

As recommended in the past two survey reports, TACL should consistently prepare an exit summary report on a timely basis for each person who leaves the organization's services that summarizes results of services received. It is suggested that exit summary reports be prepared for persons who exit employment services. This might be accomplished by following the report format utilized in other TACL programs, such as Outreach.

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

C.5.d.(3)

It is recommended that TACL implement written procedures that comprehensively address the administration of medications by personnel, including documentation of the use and benefits, or lack thereof, of as needed (PRN) doses.

D. Employment Services Principle Standards

Description

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

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

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

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

Consultation

- The legal history of the person served is considered when developing the individual employment plan. TACL is encouraged to probe deeper during the assessment process regarding the topic of criminal history. For example, the person served could be asked if there are any legal or court issues that could affect his or her employment.
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F. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- TACL is encouraged to review its handbooks to ensure that the information is consistently accessible to the persons served. The use of a plain language format or multimedia approach, including video and audio, might provide greater clarity for the persons served. The organization might also consider involving persons served in creating the handbook and developing any associated media.
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SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

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

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

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

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

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

C. Community Employment Services

Description

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

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

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

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

Job Development

Description

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

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

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

- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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

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

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

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

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

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.

- Employment with benefits.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- To promote the continued growth of employment opportunities for the persons served, it is suggested that employment services staff members continue to consider not only traditional employment options at established businesses, but also potential options for self-employment and individual employment, such as cleaning personal homes, dog walking, dog sitting, and landscaping. Service programs of these types tend to quickly grow by word-of-mouth and often develop into full-time employment opportunities for the persons served.
-

E. Employee Development Services

Description

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 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 freestanding 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 his or her job.
- 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.
- Job-keeping 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.

Consultation

- Employment services does a commendable job of providing individualized, one-on-one workshop supports to the persons served who are seeking employment. It might consider stating workshop objectives in measurable terms to make it easier to develop measurable goals and objectives in conjunction with the individual employment plan.
-

I. Child and Youth Services

Description

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

K. Community Housing

Description

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

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

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

Community housing may include either or both of the following:

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

L. Supported Living

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

P. Community Integration

Description

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

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

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

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

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

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

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES 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

Fruitvale House

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

Community Housing

Admin Office

1565 B 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

Forrest Place

491 Forrest Drive
Trail BC V1R 2H1
CANADA

Community Housing

Gyro Park Concession

1080 Charles Lakes Drive
Trail BC V1R 2M8
CANADA

Employee Development Services

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

Child and Youth Services
Community Integration
Supported Living

Willow Place

355 Willow Drive
Trail BC V1R 2M8
CANADA

Community Housing