



# CARF Survey Report for

# Nanaimo Association for Community Living

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**Organization**

Nanaimo Association for Community Living (NACL)  
83 Victoria Crescent  
Nanaimo, BC V9R 5B9  
Canada

**Organizational Leadership**

Graham C. Morry, Executive Director

**Survey Dates**

June 27-29, 2011

**Survey Team**

Laura B. Altaratz, Administrative Surveyor

Bernard J. Leins, B.A., Program Surveyor

**Programs/Services Surveyed**

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Host Family Services

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training

**Previous Survey**

June 12-13, 2008  
Three-Year Accreditation



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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: June 2014**

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# SURVEY SUMMARY

**Nanaimo Association for Community Living (NACL) has strengths in many areas.**

- The organization is congratulated on celebrating its 25th anniversary in 2011. Plans are underway to mark the occasion with a number of community awareness events.
- NACL is centrally located in downtown Nanaimo, and its building has been renovated in recent years to add accessibility features and meet space needs for both administration and program components.
- Staff longevity of service at NACL is impressive. Sixty percent of the organization's current personnel have been employed five or more years. Staff members appear to carry out their work with a great deal of personal and professional commitment to the mission of NACL. Overall, personnel appears to be highly invested in the organization's person-centred approach.
- Board and leadership are commended for the quality of fiscal stewardship they have exercised, for the pragmatic and open-minded approach they have taken to organizational change, and for their incremental approach to adding services. Taken together, these have resulted in continued financial stability for NACL despite recent years of funding volatility and cutbacks.
- NACL is complimented for its progressiveness and vision in reconfiguring its services and personnel assignments as it continues to embrace change in order to maximize opportunities for persons served. NACL avails itself of opportunities to capture new funding streams, such as the "home share" program.
- In 2010, NACL completed conversion of its human resource database to the comVida Employee Management Software to further streamline the organization's human resources, scheduling, and payroll functions. All program supervisors and various administrative personnel are now using the system.
- NACL maintains active involvement in the CEO Network as well as interagency groups and provincial and regional councils.
- From document reviews and interviews with staff, parents, and caregivers, it is very evident that the organization's focus is clearly on providing supports for individuals to maximize their potential. NACL provides individualized services, including a whole range of activities that allow for personal choices.
- The funders, caregivers, and parents interviewed had nothing but positive comments to make regarding the quality of services being provided by NACL's staff.
- The community residences visited were all homes that fit into the community. They have been maintained and had the features/equipment necessary to support the persons served.
- NACL makes a great deal of effort to provide the best possible match between the caregivers and persons served so that the persons served can reach their potential. The organization has also been successful in having a number of potential caregivers ready to provide support, when required.

- NACL has developed a very solid base for providing employment services for the population it supports. Staff members have received the necessary training that enables them to make the community connections necessary to assist in making job placements.
- The NACL Actions Day Program has developed a variety of in-house and community activities that allow individuals to make personal choices regarding recreational and volunteer activities.

**NACL 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, NACL demonstrates substantial conformance to the standards. It is designed and operated to benefit the persons served. The organization continues to be fiscally stable. It is respected and held in high regard by its stakeholders across the board. NACL has demonstrated flexibility in accommodating services to meet the needs of persons served and in adapting to shifts in funding streams so that opportunities for persons served are enhanced and optimized. The organization as a whole has embraced the culture shift to a person-centred thinking and service approach. Areas for improvement are scattered throughout the standards and generally involve the further developing of its administrative policies, procedures, reports, and plans in addition to completing the development of the outcomes management system. The organization should also review its procedures for developing and implementing individualized coordinated plans in all services seeking accreditation and make revisions necessary to ensure that the plan documents conform to the CARF standards and are consistently developed in a timely manner. Systems of checks and balances in both administrative and program service areas should be tightened to ensure that routine and periodic processes are consistently carried out in a timely manner. The board undertook a development process several years ago, and it should complete it as expeditiously as possible. Of particular importance, is the differentiation of the board's role from that of executive leadership in order to ensure that the entire organization is as nimble, coordinated, and efficiently functioning as possible in carrying out its mission and plans as well as adapting to ever-changing funding and economic environments. Board and leadership express a strong commitment and capability to address these areas to bring the organization into full conformance to the standards.

Nanaimo Association for Community Living has earned a Three-Year Accreditation. The board, leadership, and personnel are recognized and congratulated for the efforts made in the pursuit and maintenance of international accreditation and for this accomplishment. Leadership is encouraged to continue to use the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

# SECTION 1. ASPIRE TO EXCELLENCE<sup>®</sup>

## 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
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### Recommendations

#### A.1.b.

Although the NACL board of directors has been involved in a board development process for the past several years, major determinations are yet to be made, including definition of the board's role versus that of the executive leadership and the board committee structure as well as related committee processes. This situation has made it challenging for the organization as a whole to move forward decisively and efficiently, which is particularly critical in these times of rapidly changing funding, programs, and economic dynamics. The board is urged to fully differentiate its roles and responsibilities from those of the executive director and is encouraged to complete and conclude the development initiative as expeditiously as possible in order to optimize board effectiveness and efficiency in support of NACL's operations. Consideration might be given to engaging the services of a board development specialist for facilitation purposes.

#### A.5.d.(2)

Although NACL's policies and written procedures on waste, fraud, abuse, and other wrongdoing specify the number of days by which an investigation must be completed, the organization is urged to also specify a time frame to initiate an investigation.

## Consultation

- Executive leadership is encouraged to present major organizational plans, including those addressing risk management, technology, and accessibility, to the board for review and approval each year when these are updated and to provide progress updates to the board throughout the year. The board is encouraged to persevere in its efforts to further diversify the backgrounds of its membership with regard to expertise and experience.
  - Minimal documentation of the implementation, review, and updating of NACL's major organizational plans following their annual development was available during this site survey. In order to promote the value and achievement of outcomes in the programs and services offered as well as for the benefit of the organization overall, leadership is encouraged to ensure that plan goals are measurable and actionable, accountability is assigned, and target dates established for each goal with regular progress reviews are conducted during the year to ensure that plan implementation remains on track and plans are revised as needed to remain relevant and adequate. Leadership is encouraged to involve the senior leadership team in progress review meetings to ensure that members are knowledgeable regarding plan status and can therefore assist in supporting and facilitating the achievement of plan goals.
  - The organization might wish to establish a CARF accreditation committee comprising key managers/administrative staff in order to increase working familiarity with the CARF standards, to assign accountability for maintaining conformance to the respective standards sections, and to increase the penetration of the standards awareness and standards related vigilance to supervisory personnel as well as community support workers.
  - The board and leadership are encouraged to complete the development of a succession plan that encompasses key administrative personnel.
  - NACL's written ethical codes of conduct are set forth in a number of organizational documents, including separate codes for employees and the board as well as a number of policy/procedure statements. It is suggested that content regarding the areas of business and marketing be enhanced for clarification purposes. For ease of reference, training, and updating, leadership is encouraged to consider developing a consolidated, all-inclusive ethical code of conduct document in place of disparate documents.
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## C. Strategic Integrated 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

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## **Recommendations**

### **C.3.c.(2)**

### **C.3.d.**

### **C.3.f.**

NACL currently develops three-year strategic plans; the latest for the period 2011 through 2014. It is recommended that plan goals be prioritized. Review of the final 2007 through 2010 strategic plan document on file with other governance reports revealed that the fields for staff accountability and target dates for attaining goal objectives were missing content. Although the organization states in its annual business improvement plan 2010 through 2011 that most of the 2007 through 2010 strategic plan goals were achieved, any documentation of the implementation and accomplishment of goal objectives was not on hand for review. For tracking, updating, management, and internal communication purposes, it is recommended that documentation of the full implementation of the strategic plan be maintained, including its review and updates for relevance. Leadership might consider using a spreadsheet “one- stop” approach to capture all aspects of the strategic plan, including its implementation, review, and update. NACL is encouraged to hold periodic management team meetings throughout the year in order to review and update the plan as needed and to present updates and status reports to the board periodically throughout the year.

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## **D. Input from Persons Served and Other Stakeholders**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## Consultation

- Currently NAACL's satisfaction surveys predominantly employ a three-choice response option (yes/sometimes/no). The organization might consider implementing a Likert scale on surveys in order to provide a more sensitive gradient of response choices to respondents that could be helpful in pinpointing areas for performance improvement.
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## E. Legal Requirements

### Principle Statement

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.

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## 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



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## Recommendations

There are no recommendations in this area.

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## 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

- NACL has developed a risk management plan document in spreadsheet format that identifies loss exposures, evaluates and analyzes the exposures, and identifies how to rectify them. Information regarding the implementation and monitoring of actions to reduce risks, and reporting results of actions taken to reduce risks, is captured in other documents maintained separately from the spreadsheet. In order to facilitate tracking, it is suggested that the risk management spreadsheet be cross referenced with these other documents or that spreadsheet content be expanded to include additional information parameters and content.
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## 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.4.a.(1)

### H.4.a.(2)

### H.4.b.(2) through H.4.b.(7)

It is recommended that NACL ensure that personnel consistently receive competency-based training both upon hire and annually thereafter throughout the term of employment in the following areas: identification of unsafe environmental factors, emergency and evacuation procedures, identification and reporting of critical incidents, and medication management. Consideration might be given to establishing an employee portal at the NACL website through which personnel could complete these and other training modules as well as a tool to demonstrate competency, such as through post-training quizzes.

### H.8.b.(2) through H.8.b.(7)

Although the NACL annual reports include a breakdown of critical incidents by location, it is recommended that the written analysis of all critical incidents provided to or conducted by the leadership be expanded to address the following elements: trends, actions for improvement, results of performance improvement plans, necessary education and training of personnel, prevention of recurrence, and internal and external reporting requirements. The organization is encouraged to consider using spreadsheet or database software to track the various parameters of data collected on critical incident report forms that could produce useful information in trending and troubleshooting to mitigate the recurrence of critical incidents. These parameters might include type of incident, day of the week, shift, facility or other venue where the incident occurred, personnel involved, and whether the reporting of the incident met internal/external reporting requirements.

### H.12.a.

### H.12.b.(3)

NACL is urged to ensure that comprehensive health and safety self-inspections are consistently conducted on each shift in all locations used by the organization and that written reports of the self-inspections consistently reflect by annotation, attachment, or other means, the actions taken to respond to recommendations. The organization might consider reformatting its self-inspection forms, such as the vehicle pre-trip checklist and safety inspection checklist, to add fields for each line inspection line item where corrective action, target date, responsible staff, and date of resolution could be documented whenever an issue is identified for correction or follow-up. It is also suggested that self-inspection forms include a field for the shift during which each inspection is conducted. It

is further suggested that the vehicle pre-trip inspection checklist be expanded to incorporate items related to the presence of emergency triangles and documents relating to proof of insurance, annual inspection, and registration and that each vehicle be equipped with a spill kit. Although the organization has developed written procedures related to vehicle accidents and emergencies on which personnel are trained, the organization is encouraged to ensure that copies are maintained for quick reference onboard each vehicle used to transport persons served.

**H.13.a.**

**H.13.c.**

**H.13.d.**

It is recommended that NACL consistently conduct unannounced tests of all emergency procedures at least annually on each shift in all locations. The tests should be consistently analyzed for performance improvement and consistently result in improvement of or affirm satisfactory current practice. In reviewing drill records, it was noted that the time to evacuate often varied widely at the same facility. Leadership is encouraged to request that the local fire authority establish a maximum acceptable evacuation time for each group home as well as the administrative/day program facility so that exceeding this time would serve as a trigger for developing a performance improvement plan. It is also suggested that the NACL emergency drill forms be revised to include dedicated fields for the shift during which each drill is conducted as well as the documentation of performance improvement plans and follow-up.

**Consultation**

- Although NACL policy establishes that its occupational health and safety committee is to meet on a monthly basis, a review of minutes since the last CARF survey indicates that meetings have been irregularly held with gaps of several months elapsing at times between meetings. It is suggested that the organization ensure that the committee consistently maintains conformance to the meeting schedule set forth in policy. NACL is also encouraged to consider having one or more persons served from the various programs seeking accreditation sit on the health and safety committee, perhaps on a rotating basis. NACL is encouraged to ensure that, when cleaning products are decanted into smaller containers, the smaller container contain a label including all necessary material safety data sheet (MSDS) information. It is also suggested that gowns, goggles, and gloves be available at all locations where decanting takes place. Finally, the organization is encouraged to have a copy of the MSDS posted at all locations.
- It is suggested that the health and safety plans customized for each of the organization's group homes, as well as the administrative/day program facility, be revised to specify the designated outside meeting area in the event of evacuation as well as the designed shelter-in-place room.

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## **I. Human Resources**

### **Principle Statement**

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

## **Key Areas Addressed**

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

## **Recommendations**

### **I.6.d.(2)**

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

NACL is urged to ensure that performance evaluations for all personnel directly employed by the organization are consistently evident in personnel files. A number of performance appraisals had still not been filed after nearly one year. Performance evaluations should consistently be used to establish measurable performance objectives for the next year, assess performance related to objectives established in the last evaluation period, and be performed annually. The board is urged to ensure that the executive director's performance is consistently appraised annually. The board is again encouraged to fully implement a leadership performance evaluation process that uses measurable outcomes tied to the accomplishment of the NACL strategic plan and other major organizational plans. It is suggested that, when feasible, contract language for contract personnel utilized by the organization include content stipulating that contract work will be carried out in conformance to all applicable policies and procedures of the organization as well as to CARF standards applicable to the services to be provided.

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## **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

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## **Recommendations**

### **J.1.a.(6)**

#### **J.1.b.**

It is recommended that NACL address assistive technology in its technology plan. NACL has adopted a technology policy/procedure that mandates the development, implementation, monitoring, and renewal of an annual technology plan. However, review of annual technology plans since the last CARF survey reflected that a significant number of goals were carried forward from year to year without implementation. The organization's contracted information technology service provider has reportedly provided inadequate support services necessary to facilitate the implementation and achievement of plan goals. Due to the lack of in-house expertise in the area of information technology, NACL is urged to take whatever steps are necessary to secure outsourced services that will expedite the implementation of its technology plan in order to effectively support information management and performance improvement activities. NACL is encouraged to proceed with plans to increase the functionality of its website where feasible. Examples might include portals through which personnel could access training modules; satisfaction surveys; up-to-date copies of policies, procedures, and forms; and portals through which board members could access board and committee minutes, evaluation tools, and satisfaction surveys.

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## **K. Rights of Persons Served**

### **Principle Statement**

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

### **Key Areas Addressed**

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

## **Recommendations**

### **K.2.c.(1) through K.2.d.**

### **K.2.e.(3) through K.2.f.**

#### **K.2.h.**

#### **K.2.i.**

Although no related issues or concerns arose during this site survey related to persons served, NACL is urged to implement policies promoting the following rights of the persons served: the right to freedom from abuse, financial or other exploitation, retaliation, humiliation, and neglect; the

right to have access to information pertinent to the person served in sufficient time to facilitate his or her decision making; the right to informed consent or refusal or expression of choice regarding concurrent services, composition of the service delivery team, and involvement in research projects, if applicable; the right to access or obtain referral to legal entities for appropriate representation; the right to adherence to research guidelines and ethics when persons served are involved, if applicable; and the right to investigation and resolution of alleged infringement of rights. Although several of these rights are mentioned in the organization's employee handbook and policy statements, neither of these resources is typically available to or referenced by persons served and their family members or legal representatives.

#### **K.4.b.(2)(c) through K.4.b.(2)(e)**

NACL is urged to ensure that its procedure by which persons served may formally complain to the organization specifies the availability of external review, time frames that are adequate for prompt consideration and that result in timely decisions at each level of review, and procedures for written notification regarding the actions to be taken to address the complaints.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **M. Information 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.4.b.(4) through M.4.c.(3)

#### M.4.d.(4)

For service delivery improvement, NACL should collect data on the persons served at point(s) in time following services. These contacts could address service needs that might have arisen since discharge as well as the solicitation of input regarding strengths and areas for improvement related to services received at NACL. Although the organization has heretofore used the results of completed stakeholder satisfaction surveys to indirectly ascertain performance related to effectiveness, efficiency, and service access, the organization is urged to develop performance indicators for each service seeking accreditation for effectiveness, efficiency, and service access as well as extenuating/influencing factors that should be considered when analyzing performance.

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## 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
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## Recommendations

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

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

After performance indicators for effectiveness, efficiency, and service access have been developed and implemented for each service seeking accreditation, it is recommended that NACL's annual outcomes management report be expanded to analyze these performance indicators in relation to performance goals. The annual report should also identify areas for performance improvement and result in an action plan to address the improvements needed to reach established or revised performance goals as well as outline actions taken or changes made to improve performance. It is

suggested that trending information developed over time related to the characteristics of persons served be presented in the annual report along with resultant recommendations for staff development, resource allocation, and other areas related to continuous quality improvement.

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## **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
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#### **Recommendations**

There are no recommendations in this area.

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### **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

- Complete, confidential records are maintained
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## Recommendations

### B.6.b.(1) through B.6.b.(4)

Most of the records of persons served that were reviewed across all programs seeking accreditation were lacking or did not have up-to-date person-centred plans. It is understood that the organization has developed a new process for planning that is very comprehensive; however, the process does not address some of the CARF standards for person-centred plans. NACL is urged to ensure that coordinated individualized service plans are consistently developed with the active involvement of the person served that identify overall goals, specific measurable objectives, methods/techniques to be used to achieve the objectives, and those responsible for implementation.

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## C. Medication Monitoring and Management

### Principle Statement

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

### 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
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## Recommendations

There are no recommendations in this area.

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## D. Employment Services Principle Standards

### Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

### **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.

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## **F. Community Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

### **Key Areas Addressed**

- Access to community resources and services
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### **Recommendations**

There are no recommendations in this area.

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## **SECTION 3. EMPLOYMENT SERVICES**

### **Principle Statement**

An organization is free to choose which of its services it will seek to have accredited, but when a service has been selected, all locations at which the service is provided must be included in the survey. CARF will not accredit only a portion of a program or service. CARF does not consider the funding or referral entities or the populations served as differentiating a service so as to exclude portions of it from being included in the survey.

If the geographical service area is extensive, however, CARF may choose to impose geographical limitations on the extent of a single survey in order to ensure that the most meaningful survey will be conducted.

Each organization is encouraged to submit all applicable services and supports for accreditation in order to be identified as a quality organization by potential recipients of services and to facilitate funding arrangements. All accredited programs and services and organizational contact information are identified on the CARF website ([www.carf.org](http://www.carf.org)) to assist persons in connecting to your quality services and supports.

## **I. Community Employment Services**

### **Principle Statement**

#### **Job Development**

Successful job development concurrently uses assessment information about 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.

#### **Job-Site Training**

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviours expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counselling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

#### **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

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

#### **Key Areas Addressed**

- Integrated employment choice
- Integrated employment obtainment
- Integrated employment retention

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## Recommendations

There are no recommendations in this area.

## Consultation

- Although individualized employment plans are tracked, it is suggested that NACL develop goals for the expected time line for persons served to complete each phase of their employment plan.
  - NACL employment services management personnel indicated that they are planning to develop a series of training sessions for individuals seeking employment. It is suggested that they explore individualized self-study programs on the market that could meet this need.
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# SECTION 4. COMMUNITY SERVICES

## Principle Statement

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources, services, and supports 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 generic opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services/supports they want or require that will meet their identified needs, and offers an array of services/supports 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/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.

## **E. 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
- Vocational pursuits
- Development of work attitudes
- Employment activities
- Volunteerism
- 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

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## **Recommendations**

### **E.6.a.**

NACL does not follow up on individuals who leave services. It is recommended that the organization develop and implement a procedure to conduct follow-up contacts with individuals who have left the community integration program.

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## **H. Host Family Services**

### **Principle Statement**

Host family services are provided under a contract or agreement to provide a home for a person served, regardless of age. These placements tend to be long-term in nature.

### **Key Areas Addressed**

- Appropriate matches of non-family participants with homes
  - Contracts that identify roles, responsibilities, needs, and monitoring
  - Needed supports
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### **Recommendations**

There are no recommendations in this area.

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## **J. 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

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### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Nanaimo Association for Community Living**

83 Victoria Crescent  
Nanaimo, BC V9R 5B9  
Canada

Community Services: Community Integration  
Community Services: Host Family Services

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training

## **Hammond Bay Home**

5831 Hammond Bay Road  
Nanaimo, BC V9T 5N3  
Canada

Community Services: Community Housing

## **Jingle Pot Home**

4224 Jingle Pot Road  
Nanaimo, BC V9T 5P5  
Canada

Community Services: Community Housing

## **Kennedy Home**

407 Kennedy Street  
Nanaimo, BC V9R 2J4  
Canada

Community Services: Community Housing

## **Portsmouth Road Home**

6510 Portsmouth Road  
Nanaimo, BC V9V 1A3  
Canada

Community Services: Community Housing

## **Turner Connection**

5745 Metral Drive  
Nanaimo, BC V9T 2L5  
Canada

Community Services: Community Housing



**Caspers Way Home**

1647 Caspers Way  
Nanaimo, BC V9S 1K2  
Canada

Community Services: Community Housing

**McCauley Home**

3096 McCauley Drive  
Nanaimo, BC V9T 1V8  
Canada

Community Services: Community Housing