

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

**Organization**

Nanaimo Association for Community Living  
96 Cavan Street, Suite 201  
Nanaimo BC V9R 2V1  
CANADA

**Organizational Leadership**

Graham C. Morry, Executive Director

**Survey Dates**

June 12-14, 2017

**Survey Team**

John A. Ahman, M.A., LADC, Administrative Surveyor  
Christine E. Atkinson, Program Surveyor  
Staci L. Nevels, Program Surveyor

**Programs/Services Surveyed**

Child and Youth Services  
Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Foster Family Services (Children and Adolescents)  
Host Family/Shared Living Services  
*Governance Standards Applied*

**Previous Survey**

June 25-27, 2014  
Three-Year Accreditation

**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: June 30, 2020**



**Three-Year Accreditation**

# SURVEY SUMMARY

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

- NACL's board and executive director are complimented for exemplifying the organization's integrity through their actions and for skillfully maintaining its apparent financial stability, despite the constant potential for funding changes.
- The board's dedication to supporting NACL's operations is evidenced by the members' ongoing participation in active committees, which contributes to the organization in a variety of meaningful ways. The committees meet monthly and include a financial committee, which oversees audits and financial investments, and a membership committee, which recruits candidates from the community willing to commit to active participation on the board and in the organization.
- NACL is recognized for being the title sponsor of the 2016 British Columbia Master of Business Administration (BC MBA) program games, which increased the organization's community presence and expanded employment opportunities for the persons served.
- NACL is commended for providing a scholarship fund to Vancouver Island University for "Aboriginal Women who Face Challenges."
- It is noted that NACL's social enterprise, the Clothing Drop Bin Program, moved 67,000 pounds of clothing and housewares, which provided jobs, work experiences, and funds for new opportunities for the persons served.
- NACL recently celebrated its 30th anniversary and held a very successful event to mark the occasion.
- NACL has increased its effort to improve its outcomes measurement system to help determine how to improve the quality of life for the persons served.
- NACL is collaborating with the Victoria Crescent Neighbourhood Association to increase safety for the public and persons served in the downtown core.
- NACL developed a partnership with the Nanaimo Child Development Centre and is working on an inclusive signature park on the Nanaimo waterfront that is accessible to people of all ages and abilities.
- NACL provides important services and care to the most vulnerable members of society. NACL desires to provide services that improve the lives for the individuals in care and hopes to receive an increase in future funding to expand the good work it does.
- The staff and administration at NACL are commended for their commitment to providing positive behaviour supports for the individuals who demonstrate challenging behaviours.
- The referral sources indicate satisfaction with the staff and administration at NACL in meeting the interests and needs of the persons served.
- NACL is commended for its flexibility in responding to complex support needs. The persons served convey a high level of trust and respect for the NACL staff. The organization invests clear focus on creating good matches between the persons served and staff.
- The staff members are committed to providing quality of services for the persons served and their families whom they support. They display a genuine dedication to the persons served.

- The home share program providers and NACL management staff are commended for their commitment to providing positive behaviour supports in responding to the complex support needs with a strong person-centred approach.
- The organization's staff members have a great sense of pride in their work, possess a high degree of dedication and motivation to provide excellent services to the persons served, and are committed to fulfilling the organization's mission. The staff members are professional, competent, and compassionate while providing quality services.
- The tenure of the personnel demonstrates NACL's commitment to assisting the persons served. The persons served, parents, and employers interviewed were extremely pleased with the services provided, expressed satisfaction with the services, and appreciated the support received.
- The organization's many years of experience and the positive relationships between the employers and the organization's staff are clearly recognized.
- The organization has made several improvements and remodelled several community living homes. The homes are well kept and are decorated by the persons served, reflecting their interests and personalities.
- The Actions day program has a detailed records recording progress on objectives. The activities are age appropriate and lightly individualized.
- The staff at NACL is the organization's greatest asset. The staff members are qualified, enthusiastic, motivated, and dedicated to the persons served. The persons served compliment the staff for being caring, concerned, and responsive to their needs. They indicate that the staff members are professional and appreciate the open and trusting relationships.

**NACL 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, NACL provides a continuum of services that are needed and valued by the stakeholders. The services positively impact the lives of the persons served and their families. The services are delivered by enthusiastic staff members who are committed to working as a team to address the unique needs of each person served. The funding sources and persons served express high levels of satisfaction with the organization's services. NACL demonstrates substantial conformance to the CARF International standards. The areas for improvement relate to enhancing the rights of the persons served, implementing written policies and specific procedures by which the persons served may formally complain to the organization, and enhancing its person-centred planning process and documentation.

Nanaimo Association for Community Living has earned a Three-Year Accreditation. The board, leadership, and staff members are recognized for their efforts in pursuit of international accreditation. The organization is encouraged to continue to use its resources and those available through CARF and other sources to maintain the excellence noted in this report and to continue to utilize the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

# SECTION 1. ASPIRE TO EXCELLENCE®

## A. Leadership

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- Although the organization has implemented a cultural competency and diversity plan that demonstrates the considered areas outlined in the CARF standards, it is suggested that an assessment be done periodically to assess any future training needs that could assist in preparing for population changes that are predicted for Canada, British Columbia, and Vancouver Island.
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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
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### **Recommendations**

There are no recommendations in this area.

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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**

There are no recommendations in this area.

### **Consultation**

- Although the organization's strategic planning process appears to consider all elements in the CARF standards, it is suggested that NACL develop specific strategies concerning its use of technology to support efficient operations, effective service delivery, performance improvement, and information from the analysis of performance.
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## D. Input from Persons Served and Other Stakeholders

### Description

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

### Key Areas Addressed

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

There are no recommendations in this area.

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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.

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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
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## **Recommendations**

There are no recommendations in this area.

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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
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### **Recommendations**

There are no recommendations in this area.

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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
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## **Recommendations**

There are no recommendations in this area.

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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
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### **Recommendations**

There are no recommendations in this area.

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## **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.

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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

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## **Recommendations**

### **K.2.c.(1) through K.2.c.(5)**

Although the organization has an excellent system of presenting the rights of the persons served using flash cards with pictures, the organization should enhance its policies promoting the rights of persons served to include freedom from abuse, financial or other exploitation, retaliation, humiliation, and neglect.

### **K.3.a.(1) through K.3.b.(2)**

Although the organization has a policy and grievance procedure for staff to follow, it is recommended that it a policy and written procedures by which persons served may formally complain to the organization specify that the action will not result in retaliation or barriers to services; how efforts will be made to resolve the complaint; levels of review, which include availability of external review; timeframes that are adequate for prompt consideration and result in timely decisions for the person served; procedures for written notification regarding the actions to be taken to address the complaint; the rights and responsibilities of each party; and the availability of advocates or other assistance. The complaint procedures and if, applicable, forms should be readily available and understandable to the persons served. The organization should document formal complaints received.

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

There are no recommendations in this area.

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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
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### **Recommendations**

There are no recommendations in this area.

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## **N. Performance Improvement**

### **Description**

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

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## **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
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## Recommendations

### A.1.c.

It is recommended that the organization consistently review the scope of services at least annually and update it as necessary.

### A.3.a. through A.3.c.

As recommended in the previous survey report, based on the scope of each program/service provided, the organization should consistently document its entry criteria; transition criteria, if applicable; and its exit criteria.

### A.10.a. through A.10.c.

Although the organization has a policy on admissions and orientations, it is recommended that the organization's policies and procedures for acceptance into services identify the acceptance process, the position or entity responsible for making acceptance decisions, and the process that will be followed in the event there is ever a wait list.

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## 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
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## Recommendations

### B.5.b.(2)

### B.5.b.(3)

Individual plans are essential for all team members to understand their roles and ensure the continuity of the services/supports. Specific, measurable objectives are critical to planning steps that would lead to the persons served being able to achieve their goals. To ensure that specific and measurable goals are relevant, clear, and reachable to the persons served, the coordinated individualized service plans should consistently identify the person's specific measurable objectives and the methods/techniques to be used to achieve the objectives. Consistently focusing on outcomes and results that include the methods and techniques to be used could ensure that the goals are achievable and remain meaningful to the person served. It is suggested that the organization create goals that are simple, specific, and significant; measurable, meaningful, and motivating; achievable, agreed, and attainable; relevant, reasonable, realistic, and results based; and time based, time limited, and timely (SMART).

### B.10.c.

It is recommended that the discharge summary/exit summary report summarize the results of the services received.

## Consultation

- It is suggested that the organization use person-centred planning templates that provide structure to conversations prior to planning for services. Using the templates could be a practical way to capture information that feeds into care and support planning and improves understanding, communication, and relationships between the person served and provider. The process of completing the form could be accomplished by having informal discussions with the person served about his or her goals and desired outcomes.
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## 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.1.e.

The organization lists medications used by the persons served on the intake sheet and monthly reports; however, it is recommended that it maintain a complete, up-to-date medication administration record that includes the potential side effects of all prescription and non-prescription medications used by the person served.

#### C.5.a.

The organization manages medication for the persons served. It is recommended that it implement written procedures that address the process for handling medication shortages on weekends. Although NACL has a social visit procedure that speaks to transporting and administering off-site medication, it is suggested that these include sections and/or headers in the procedure manual that specifically outline the process for the transportation and off-site use of medications.

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## 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.

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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
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#### **Recommendations**

There are no recommendations in this area.

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## **G. Children and Adolescents Specific Population Designation**

### **Description**

*Children and adolescents* is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

### **Key Areas Addressed**

- Children, adolescents, and their families are provided with options
- Social, vocational, psychological, and physical needs are met

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## Recommendations

There are no recommendations in this area.

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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
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## **Recommendations**

There are no recommendations in this area.

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## **I. Child and Youth Services**

### **Description**

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

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

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

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

### **Key Areas Addressed**

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

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## Recommendations

There are no recommendations in this area.

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## J. Family-Based/Shared Living Supports

### Foster Family Services

#### Description

Foster family services are provided under a contract or agreement for the temporary placement of an individual, regardless of age, in a family setting outside the birth or adoptive family home. Foster family services are provided to a foster family provider to establish and maintain a home on a temporary basis for the person served. The courts may be involved in establishing this relationship.

Foster family services are comprehensive and establish a system of supports and services for the individual, the family of origin when appropriate, and the foster family provider. These services focus on establishing stability in the life of the person served.

In this program description and these standards, *provider* refers to the individual(s) supporting the person served. Although the “home” is generally the provider’s home or residence, it may also be the home of the person served.

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

- Temporary placements for persons.
- Stability in a person’s life.
- Appropriate matches of persons with foster families.
- Safe placements.

#### Key Areas Addressed

- Temporary living situation in a family setting outside the birth or adoptive family home
- Appropriate matches of non-family participants with homes
- Contracts that identify roles, responsibilities, needs, and monitoring
- Needed supports

## Host Family/Shared Living Services

### Description

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

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

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

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

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

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

- Quality of life as identified by the person served is enhanced.
- Increased independence.
- Increased community access.
- Persons served choose whom they will live with and where.
- Participation of the persons in the community.
- Community membership.
- Support for personal relationships.
- Increased natural supports.
- Strengthened personal networks.
- Supports accommodate individual needs.

- Persons feel safe.
- Persons feel that the supports they need/want are available.
- Persons decide where they live.
- Persons feel valued.
- Persons have meaningful relationships.
- Persons develop natural supports.
- Persons participate in their community.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **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
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## **Recommendations**

There are no recommendations in this area.

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## **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

## **Nanaimo Association for Community Living**

96 Cavan Street, Suite 201  
Nanaimo BC V9R 2V1  
CANADA

Child and Youth Services  
Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration  
Foster Family Services (Children and Adolescents)  
Host Family/Shared Living Services  
*Governance Standards Applied*

## **Actions Expansion, Life Long Learning**

3425 Uplands Drive  
Nanaimo BC V9T 2T4  
CANADA

Community Integration

## **Caspers Way Home**

1647 Caspers Way  
Nanaimo BC V9S 1K2  
CANADA

Community Housing

## **Hammond Bay Home**

5831 Hammond Bay Road  
Nanaimo BC V9T 5N3  
CANADA

Community Housing

## **Jingle Pot Home**

4224 Jingle Pot Road  
Nanaimo BC V9T 5P5  
CANADA

Community Housing

**Kennedy Home**

407 Kennedy Street  
Nanaimo BC V9R 2J4  
CANADA

Community Housing

**Portsmouth Road Home**

6510 Portsmouth Road  
Nanaimo BC V9V 1A3  
CANADA

Community Housing

**Turner Connection**

5745 Metral Drive  
Nanaimo BC V9T 2L5  
CANADA

Community Housing