



**CARF**  
**Survey Report**  
**for**

**Surrey Association for**  
**Community Living**

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## Organization

Surrey Association for Community Living  
17687 56A Avenue  
Surrey, BC V3S 1G4  
Canada

## Organizational Leadership

Coreen Windbiel, Executive Director

## Survey Dates

May 17-19, 2010

## Survey Team

Paula L. McElwee, M.R.A., Administrative Surveyor

Andrzej Nowak, M.Ed., Program Surveyor

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## Programs/Services Surveyed

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

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

*Governance Standards Applied*

## Previous Survey

July 14-16, 2008  
Provisional Accreditation



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## Survey Outcome

**Three-Year Accreditation**  
**Expiration: May 2013**

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# SURVEY SUMMARY

## **Surrey Association for Community Living has strengths in many areas.**

- The leadership has generated excitement in achieving outcomes by involving stakeholders in a cultural shift in embracing accountability. By improving the understandability of the outcomes development and securing buy-in or ownership from managers of the various programs, there has been a change of focus and promotion by leadership of the value and achievement of outcomes.
- The 50-year history of the organization and its community involvement is evidenced in excellent relationships with businesses and organizations.
- Surrey Association for Community Living has improved its efficiency in a number of its operations, streamlining to manage its costs in this environment of funding freezes. The organization has moved in the past two years from a critical financial situation with no cash flow or reserves and an unsustainable staffing pattern to living within its budget and developing a positive financial position. The reporting of budget results to the board is done in clear and consistent reports. The organization appears to be financially solvent.
- The compliance with legal and regulatory requirements has been strengthened by reworking key documents from the ground up, including the constitution, by-laws, mission, vision, and mandate, along with planning and policies and procedures to support the work.
- There is respectful, careful leadership. The board members, executive director, and employees appear to listen to one another, have an opportunity to speak their opinions, and have transparency among all the partners.
- There is excellent clarity, in writing, of the respective roles of board members, officers, and the executive director.
- Surrey Association for Community Living has secured the services of several qualified consultants to look at the content of the services, person-centred planning, the accreditation process, and the training for the board and staff members in understanding these areas. The resulting reports provide a basis for things that have changed in recent months as well as for additional improvements as Surrey Association for Community Living continues to move forward.
- Surrey Association for Community Living considers the persons served as the face of the organization and utilizes volunteers who are persons with disabilities to serve as receptionists at the main office, answering phones and greeting visitors. This provides valuable experience to the individuals.
- The outcomes measurement has been developed by considering first the contractual obligations from funders, ensuring that the organization consistently meets those requirements in all the programs. This appears especially appropriate in that the organization had an urgent need to address the basics during this last year or two.

- A number of employees have been with the organization for quite some time. This experience contributes to consistency for the individuals served and also provides a pool of known individuals for shared housing arrangements, the Home Share program, when that opportunity arises.
- During the last year and a half, there has been significant attention given to the information measurement and management systems of Surrey Association for Community Living. The results are being used by the organization in measuring its effectiveness, efficiency, satisfaction, and service access.
- Several of the management staff members are involved in networks with others who do the same work in other area associations. There is an openness to seeking out solutions from peers that is serving the organization well in this time of transition.
- The human resource area is well organized and efficient and wisely maintains a positive relationship with the union representative.
- The new literacy program, which has developed a curriculum for adult literacy and is located in secondary schools and in a college, advances the concept of life-long learning for the persons served. Although this new program was not reviewed as a part of the survey process, the development of this concept is commendable.
- The organization offers a wide range of respite options, so important to and needed by many families and single parents. A comprehensive handbook provides information about these services using a question and answer format. Persons using respite services express a high level of satisfaction with these services, emphasizing the organization's effort to understand the needs and interests of a child or an adult for whom the service is planned in order to select the best possible caregiver.
- The organization is complimented for many years of successful partnership with City of Surrey Parks, Recreation and Culture Department. This partnership creates opportunities for individuals to be involved in recreational and cultural activities within communities, increases community awareness of abilities and challenges of persons with special needs, promotes social diversity, and facilitates community integration.
- Family members, persons served, and employers praise the organization for providing needed services. They express satisfaction with quality of services and outcomes and give many examples of positive changes in behaviour, skill acquisition, and greater independence achieved by persons served. The families compliment the organization for maintaining a very good communication with them and for the responsiveness to their feedback. They indicate the values of the organization and its staff members as the main assets of Surrey Association for Community Living.

**Surrey Association for Community Living 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, Surrey Association for Community Living has made significant progress since its last survey. The areas of concern in the business practices during the last two surveys centred on the fragile financial situation, which appears to have been reversed, and the lack of commitment to the accreditation process, which has turned around completely. Although there are recommendations in this report, they do not evidence any area of significant concern. Many of the items identified for

improvement in this report have been self-identified and are in process as evidenced in the strategic plan and in the in-process implementation of planned items. The area that will require the most attention during the tenure of this accreditation, that of individual planning that is meaningful to the person and that leads to more integrated services and greater individual opportunities and independence, has already been identified by the organization and targeted for improvement. Surrey Association for Community Living has created and is sustaining internal mechanisms for ensuring that it moves forward in the future. There is a clear buy-in from the staff members of the organization into the accreditation process.

Surrey Association for Community Living has earned a Three-Year Accreditation. The board of directors, executive director, managers, staff members, and persons served are congratulated for this accomplishment. The organization is encouraged to continue to use the standards, and its internal mechanisms developed in response to the standards, in its continuous quality improvement efforts.

## **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**

There are no recommendations in this area.

#### **Consultation**

- It is suggested that Surrey Association for Community Living clarify its written procedures related to dealing with allegations of violations of its ethical codes. These procedures indicate

that violations can be reported to the most appropriate of three possibilities, including the

chairman of the board, the executive director, or the human resource/labour relations coordinator. It may be useful to indicate what kinds of violations are to be reported to which of these individuals.

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## **B. Governance**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

#### **B.6.e.(1) through B.6.e.(7)**

Although board policies indicate the responsibility of hiring the executive director, they do not address the negotiation of the compensation for this position. However, they do include benefits for employees excluded by the collective bargaining agreement. Governance policies should address executive compensation, including a documented process that outlines terms of compensation arrangements, approval date, names of board members on the committee who approved the compensation decision, data used in the compensation decision, disclosures of conflict of interest if

any, annual review of executive compensation records, and authority of board members to exercise executive compensation actions. If the compensation, including benefits, are different from that of the other excluded staff members, the organization is encouraged to review the standards in this section to lay out clear policies and requirements for documentation related to this change.

### **Consultation**

- The board as a whole is assessing its effectiveness at each meeting. It may be useful to take a longer annual view of board effectiveness as well, perhaps as part of the strategic planning process. Although the board could aggregate monthly assessments, it may be more effective to step back and look at the big picture with a separate evaluation.
- 

## **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 expectation and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

### **Recommendations**

There are no recommendations in this area.

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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.

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## **E. Legal Requirements**

### **Principle Statement**

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### **Key Areas Addressed**

- Compliance with all legal/regulatory requirements
- 

### **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
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Although there is now very thorough and complete fiscal information provided to the board of directors, this information could be further enhanced by the use of graphs or charts to improve the communication of the financial results. This might also provide information more easily understood by other stakeholders, including staff members, membership, and persons served.
- 

## **G. Risk Management**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written risk management plan
  - Adequate insurance coverage
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The risk management process is fairly new. Surrey Association for Community Living is encouraged to sustain the process, especially in monitoring of actions to reduce risk and reporting results of actions taken to reduce risks. As this is analyzed over time, there could be measurable results in the form of reduced accidents or incidents, reduction or maintenance of insurance rates, or other evidence that risk management is targeting and successfully addressing areas of risk year to year.
-

## 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)

#### H.4.b.(5) through H.4.c.

Although there has been very recent activity in training staff members in areas of safety, including some plans for reinstating Non-Violent Crisis Intervention training, the current tracking and training process does not ensure that all personnel consistently receive competency-based training. It is recommended that personnel consistently receive documented competency-based training, upon hire and annually, in identification of unsafe environmental factors; identification of critical incidents; reporting of critical incidents; medication management; and reducing physical risks. If training is conducted at a staff meeting, this could be documented with an agenda or handout connected to a roster signed by those attending the meeting. It may be useful to extend the current spreadsheet regarding training to track who has or has not completed training in the specific areas of concern.

#### H.11.a.(1) through H.11.b.(3)

Although the homes have some external inspections through licensing and fire equipment reviews, there are no external reviews of the offices and day programs. A comprehensive inspection should be conducted annually by a qualified external authority. External inspections should result in a written report that identifies the areas inspected, the recommendations for areas for improvement, and the actions taken to respond to the recommendation(s).

### **H.12.a. through H.12.b.(3)**

Internal inspections were conducted in September at all sites. Comprehensive health and safety self-inspections should be completed at least twice a year on each shift. Self-inspections should result in a written report that identifies the areas inspected, the recommendations for areas for improvement, and the actions taken to respond to the recommendation(s). This includes a total of six internal inspections each year for homes that have three staff shifts.

### **Consultation**

- It is suggested that an off-site document with emergency contact information, including phone numbers, be stored in a document that can be accessed from off site in a timely manner. Storing this in an e-mail or on an online storage like Google Docs are ways this might be accomplished.
  - The expectation is that drivers of Surrey Association for Community Living's vans have their personal phones for necessary communication. It is suggested that some kind of backup communication be considered, either a check-out phone or phones without services, which in most areas, can still be used for emergency communication.
  - The organization recognizes that the Ridge home is not ideal in its upkeep or size for the individuals living there. Surrey Association for Community Living has stated its intent to sell this location and the surrounding land and to relocate the individuals to another setting. It is suggested that, as part of this discussion, alternative living options such as host families or Home Share be considered in addition to the possibility of buying or renting an additional home location. The organization is encouraged to make a change in that particular living setting as soon as possible, as the site does not attain the same standard of living as the other homes where the organization provides services.
- 

## **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 description/performance
- Policies regarding students/volunteers, if applicable

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## **Recommendations**

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

Although performance objectives have been established in some performance assessments, this has not been consistent. In addition, some are not stated in measurable terms and too general to verify if they have been attained. Performance evaluations for all personnel directly employed by the organization should be performed annually and be used to assess performance related to objectives established in the last evaluation period and to establish measurable performance objectives for the next year.

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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
- 

## **Recommendations**

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

### **J.1.a.(2)**

### **J.1.a.(5) through J.1.a.(8)**

Although there is a technology plan in place, many of the elements identified are general in scope, and there is not a coherent indication of what hardware and software are currently in place and what the plans are for consistency in operating systems or versions of software, for example. There are references to backup policies, assistive technology, and disaster recovery preparedness, but they are not spelled out in the plan. The organization should have a comprehensive written technology and system plan that includes hardware, software, backup policies, assistive technology, disaster recovery preparedness, and virus protection. The technology and system plan could be expanded to include the current status of these elements, as well as the plan for future improvements.

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

### **Principle Statement**

CARF-accredited organizations protect and promote the rights of the 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
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- Although there are signed acceptances of rights at every staffing and in every record, it is not clear that these are fully understood by the persons served. It is suggested that rights be discussed with persons served on an ongoing basis, using teachable moments and situations to assist the persons in understanding their rights and how they affect their lives day after day.
- 

# **L. Accessibility**

## **Principle Statement**

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

## **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- Although the organization has a written accessibility plan that addresses many barriers, some of the areas do not appear to be considered in depth. For example, the communication area mentions communication devices will be considered, but there is no discussion of how individuals are encouraged to communicate and the possible barriers to day-to-day communication. Although there is a statement about attitudes, some of the very real attitudinal barriers to moving from day services to employment in the community, for example, are not discussed in the plan. The attitudes could be internal or external, or from the family or individuals themselves, and it appears it could be beneficial to review these barriers. The consultant report very clearly identified a need for a cultural change, from care-taking to teaching, independence, and empowerment. It is suggested that the organization dig a little deeper into individual plans and specific barriers to organizational plans and capture the barriers

to accessibility to the community, or to specific choices, in its accessibility planning. In addition, the goals that emerge as Surrey Association for Community Living implements the recommendations of this other report, which appears to be the intention, are certainly removing barriers to community access, but are not currently included in the accessibility plan.

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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**

There are no recommendations in this area.

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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
- 

### **Recommendations**

There are no recommendations in this area.

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## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

### A. Individual-Centred Service Planning, Design, and Delivery

#### Principle Statement

Improvement of the quality of an individual's services 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 are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

#### Key Areas Addressed

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

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#### Recommendations

##### A.9.e.

##### A.9.f.

It is evident that Surrey Association for Community Living has made great strides in developing person-centred planning. Strengths, abilities, needs, and preferences are included. However, the information does not lend itself well to come up with desired outcomes, as the desired outcomes are limited to choices that the organization provides. In addition, although it is clear that the organization values diversity, evidence of how culture is incorporated into service plans is not readily apparent. It is recommended that the organization ensure that plans are based on a person's desired outcomes and cultural background. The organization is encouraged to think outside the box to develop personal outcomes that move people closer to independent, inclusive environments.

##### A.10.b.(1) through A.10.b.(3)

##### A.10.d.(2)

##### A.10.d.(3)

Many of the files have a common set of set of goals that centre on attention to task and increased leisure activities. Many are focused on doing for the person, such as signing up for drama classes, rather than on teaching and learning. Goals are often broad and not measurable, and action steps do not always match the intended goals or include information as to how frequently the program is to be run. In addition, current data collection is through anecdotal case notes, progress cannot be tracked easily, and many plans have had the same goals for a number of years. As noted in previous surveys, all plans should consistently identify overall goals, specific measurable objectives, and the

methods/techniques to be used to achieve the objectives. Plans should be revised to remain meaningful to the person served and based on the changing needs of the person served. This could provide the staff members more direction as to what their role is in supporting the individual to achieve their desired outcomes. Data collection systems could then be created that could enable an analysis of the effectiveness of the staff supports and the program's effectiveness.

**A.11.c.**

**A.11.d.**

The organization has developed a comprehensive risk assessment that identifies traffic awareness and behavioural risks that the person served may display. It is recommended that the organization ensure that service plans address other health and safety risks that may be present.

**A.12.a. through A.12.e.**

As in the previous survey, it is again recommended that persons served and/or their legal representatives be involved in assessments of potential health and safety risks in the community, the decision to accept or reject those risks, identifying actions to be taken to minimize the risks, and identifying individuals responsible for those actions.

**Consultation**

- Surrey Association for Community Living uses a person-centred format that starts with collecting relevant information as a base to identify a person's goals. The organization is encouraged to refine its tools; utilize a variety of techniques to support individuals to realize their strengths, abilities, needs, preferences, desired outcomes, and cultural backgrounds; and consequently identify how they could like to use their potential by defining goals for the future.
  - It is suggested that the organization focus on strategies for independence and inclusion to a greater degree.
- 

## **B. Records of the Persons Served**

### **Principle Statement**

The organization maintains complete records and treats all information related to persons served as confidential.

### **Key Areas Addressed**

- Complete, confidential records are maintained
- 

### **Recommendations**

There are no recommendations in this area.

## Consultation

- It is suggested that the organization develop a means of purging files of outdated information. It could create an archive file in which all outdated information or forms are filed and only current information is in the main file.
- 

## 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
- 

### Recommendations

#### C.2.a.

#### C.2.d.

It is recommended that Surrey Association for Community Living expand its written procedure regarding storage of medications to address storage of medications requiring refrigeration or protection from light. Further, it is recommended that the organization develop a written procedure that addresses safe disposal of expired or spoiled medication. The organization might contact its pharmacy to check if it has a drug recycling program that disposes unused or expired medication in an environmentally friendly manner.

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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
- 

## Recommendations

### D.1.a.(2)

### D.1.a.(4)

It is recommended that the organization expand the information provided to the community and employers to include the training of direct services staff to provide these services and the organization's ability to meet the needs of the persons served. This could also include the qualifications of employment staff members and outcomes performance. This information could also be shared with persons and/or families served to enable them to be better informed about organization services and the potential to provide services. This type of information could be included in the consumer handbook, brochures, or on the Surrey Association for Community Living website.

## Consultation

- The supported employment program uses a form to collect information about the person's work history, previous training and education, medical/health, work skills, interests, and transportation needs. This information is gleaned primarily through a self-report of the person served or in conjunction with the caregiver. In some cases, this information may not be sufficient due to the nature of self-report subjectivity. Employment staff members are encouraged to explore other methods by which important employment information, skills, and strengths can be corroborated. The organization could identify and utilize community activities as a means to identify individual strengths and preferences. These activities could include volunteer opportunities, self-employment, and/or participation in community organizations or associations. One method to use to identify individual strength and potential contributions is the discovery method utilized in customized employment.
  - Employment staff members are encouraged to continue exploring opportunities to monitor and respond to the fluctuating employment trends in the greater Surrey/Vancouver region. Employers may have difficulties finding workers in areas new to the organization. Likewise, economic downturns, seasonal work, and increased competition for available jobs emphasize the importance of accurately monitoring and adjusting to such changes. Exploring customized employment arrangements may be one method for remaining viable as economies evolve.
  - In many of the programs, there is a mixture of activities that do not appear to communicate to the stakeholders, both businesses and persons served, that employment is the intended target. It is suggested that the organization look closely at what these opportunities are communicating about the persons served and their abilities. Surrey Association for Community Living may want to "repurpose" each program with clear age-appropriate outcomes and appearances.
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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
- 

### Recommendations

#### F.1.a.(2)

#### F.1.a.(3)

It is recommended that the information the organization provides about itself to the community consistently include the training of direct service staff members and services availability, including possible wait time for services.

#### F.4.a.(1) through F.4.a.(5)

It is recommended that the organization expand and apply to all programs goals that focus on developing social contacts, personal relationships, community networks, and skills and behaviours that relate to the desired outcome. The outcome of these goals could be to develop and increase the circle of support of the person served.

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## SECTION 3. EMPLOYMENT SERVICES

### Principle Statement

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

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

# 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 non-work 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

- It is suggested that the organization investigate additional methods to discover the skills and preferences of the persons served. Frequently, persons served suggest employment desires based on limited experiences and offerings. Some methods to achieve this could be expanding the work experiences to better represent the broad labour market rather than the typical jobs held by persons with disabilities.
  - As the organization moves to a more employment focus for all persons served, additional and non-traditional job development strategies are encouraged. Surrey Association for Community Living may want to explore customized employment, resource sharing, and self-employment as potential options.
- 

## 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 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 generic 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 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 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
- 

### **Recommendations**

#### **E.1.a.(1) through E.1.e.**

The organization provides numerous opportunities for persons served to access the community through planned activities. However, most of these activities are in large groups, one to one with the organization's staff members, recreational, or in segregated activities. Many of the activities

sponsored by Surrey Association for Community Living tend to have the flavour of visiting the community through outings and recreation rather than purposeful events to increase the person's circle of support and further their social integration into their community. It is recommended that the persons participating in services/activities move toward optimum use of natural supports and self-help, greater self-sufficiency, greater choice, greater control of their lives, and increased participation in the community. Surrey Association for Community Living is further encouraged to pursue activities to develop non-paid supports. An excellent example is the Philla project developed at Planned Lifetime Advocacy Network (PLAN) in Vancouver.

### **E.2.a. through E.2.e.(7)**

It is recommended that the organization ensure that services/activities are organized around the stated goals, needs, and preferences of the persons served; improve the ability of the persons served to understand their needs; and assist the persons served to achieve their goals of choice in community living skills development, interpersonal relations, recreation/use of leisure time opportunities, vocational development or employment, educational development, self-advocacy, and access to non-disability-related social resources. These activities could include volunteer opportunities, self-employment, and/or participation in community organizations or associations. One method to use to identify an individual's strengths and potential contributions is the discovery method, utilizing customized employment.

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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**

- Temporary placement of participants in family settings outside the birth or adoptive family home
  - Supports and services established as needed
- 

### **Recommendations**

#### **H.4.f.**

It is recommended that host family contracts identify evaluation criteria. The organization might include all involved parties in the process of developing such criteria.

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## I. Respite Services

### Principle Statement

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites, as appropriate.

### Key Areas Addressed

- Time-limited, temporary relief from service delivery
  - Accommodation for family's living routine and needs of person served
- 

### 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 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**

#### **J.2.h.(2)**

It is recommended that the organization have guidelines related to pets.

#### **Consultation**

- Surrey Association for Community Living provides community housing services in three group homes. The organization is encouraged to ensure that all three homes are maintained at the same level, providing all residents with pleasant and attractive living environments. Although health and safety aspects are regularly checked by the licensing inspections and all homes receive satisfactory reports, much could be done to improve the interior of the Ridge House. The organization is encouraged to initiate this change and involve residents and staff members in the process. The organization is also encouraged to conduct, on an ongoing basis, a review of best practices in residential services and continuously use it for quality improvement of its own services.
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# PROGRAMS/SERVICES BY LOCATION

## **Surrey Association for Community Living**

17687 56A Avenue  
Surrey, BC V3S 1G4  
Canada

Community Services: Community Integration  
Community Services: Host Family Services  
Community Services: Respite Services

*Governance Standards Applied*

## **Clover Valley Industries**

17949 Roan Place  
Surrey, BC V3S 5K1  
Canada

Community Services: Community Integration

## **S.T.A.R. Program - Guildford Recreation Centre**

15105 105 Avenue  
Surrey, BC V3R 7G8  
Canada

Community Services: Community Integration

## **Bakerview Court**

18919 62A Avenue  
Surrey, BC V3S 8S4  
Canada

Community Services: Community Housing  
Community Services: Community Integration

## **Barnston House**

17781 Barnston Drive  
Surrey, BC V4N 4M4  
Canada

Community Services: Community Housing  
Community Services: Community Integration

**Ridge House**

5719 136 Street  
Surrey, BC V3X 1J4  
Canada

Community Services: Community Housing  
Community Services: Community Integration

**Employment Services/Leisure Days**

9808 King George Boulevard, Suite 204  
Surrey, BC V3T 2V6  
Canada

Community Services: Community Integration

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

**Community Options**

17667 57 Avenue  
Surrey, BC V3S 1H2  
Canada

Community Services: Community Integration