

**CARF
Survey Report
for
Clements Centre
Society**

Organization

Clements Centre Society
5856 Clements Street
Duncan BC V9L 3W3
CANADA

Organizational Leadership

Dominic Rockall, M.A., Executive Director

Survey Dates

October 26-28, 2016

Survey Team

Lois D. Wynne, Administrative Surveyor
Tabatha Owen, Program Surveyor
Mary Curtin, Program Surveyor

Programs/Services Surveyed

Child and Youth Services
Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Personal Supports Services
Supported Living
Governance Standards Applied

Previous Survey

July 22-24, 2013
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: November 30, 2019



Three-Year Accreditation

SURVEY SUMMARY

Clements Centre Society has strengths in many areas.

- The leadership and board of Clements Centre Society have achieved a great deal of success on behalf of the organization. They continue to work toward the achievement of the organization's vision of long-term sustainability and fiscal stability by considering alternative space options and new opportunities for a business venture. Members of leadership have earned the trust and respect of funders, donors, community partners, persons served, and the community.
- The board plays a key role in Clements Centre Society's achievements. Directors involve themselves in community events by providing mission moments, during which they share their experiences with the organization and tell stories about persons served. Through organizationally developed events, dinners, and one-on-one conversations, board members encourage others to participate at a board level or as knowledge philanthropists who assist at events and bring unique skills to the organization. The board clearly understands that its role in supporting the organization's work requires a high level of commitment from its members.
- Clements Centre Society is complimented for creating an employee-friendly environment in which personnel feel supported, respected, and appreciated for their work. Staff members expressed a great deal of pride and sense of achievement in their work and in the organization when describing events and programming that have been developed.
- The organization is complimented on the quality and thoroughness of its policies, procedures, reports, written plans, and other documentation.
- Clements Centre Society has created an exceptional environment that promotes advocacy and the support and enrichment of children, adults, and families. In conjunction with community partners, the organization celebrates families through a myriad of events designed to give back to the community.
- Funders described the organization as positive and responsive to emergent issues and needs of persons served. They stated that their relationships with personnel of Clements Centre Society are "great" and that they work well together for the betterment of persons served. Funders also indicated that the organization's reports are always timely and that its other contractual obligations are completely met. They characterized Clements Centre Society as being able to consider the big picture in terms of the services it provides and to work well with other community agencies and partners.
- The creativity, innovation, and person-centred philosophy in action of Clements Centre Society's adult services are evidenced in its implementation and redesign of numerous programs based on identified needs of persons served, families, and the community. Examples include the utilization of community housing funding to create a unique host family solution in accordance with the expressed wish of a person served, offering community integration programming in a different part of Cowichan Valley to decrease the time persons served and families spend in transit, and separating community homes into duplexes to allow persons served to age in place. Personnel are respectful of persons served with challenging behaviours. They go above and beyond to understand those behaviours, and they strongly believe in the value of positive interventions.

- The organization’s strong outreach to local universities and the First Nation community centre is helpful in the recruitment and community integration of persons served.
- Staff members’ utilization of proactive and collaborative communication practices at Campbell Home with each other and the persons served demonstrates the degree to which they value their relationships and the use of positive supports.
- Clements Centre Society’s employment services evidence a strengths-based, individualized approach to job development that leads to many job placements for persons served, to program growth, and to a successful reputation. The holistic needs of persons served are considered, and persons served are actively referred to other organizations and community-based programs according to their unique needs and preferences.
- Staff members in supported living services provide thorough and individualized health and safety training to persons served. They are also creative and flexible in responding to the dynamic service needs of persons served. For example, personnel worked with the local food bank to reactivate access for persons served who had been previously been banned from that resource. Clements Centre Society also recently partnered with a tenants’ rights attorney to expand its services in this area. The organization is further recognized for developing strong community partnerships to secure needed resources and information for persons served. Promotional videos have been produced that help community members and other stakeholders better understand Clement Centre Society’s supported living services.
- Clements Centre Society’s community integration programs offer diverse activities based on the strengths and needs of persons served. The South Cowichan location recently restructured its staffing pattern and program calendar to better support individual choice and community integration. Community integration programs also offer many activities outside traditional day program hours, including sleepovers, dances, campouts, and community events held on evenings and weekends. Persons served expressed a high level of satisfaction with activation leisure services, and staff members spoke with pride of their ability to develop new community opportunities for persons served. Lunch on Clements recently expanded its vocational programming to include paid work at the Mindful Mouthful.
- The organization’s community housing programs ensure that persons served participate in numerous community activities based on individual choice. This is particularly notable at Ryall Home, which serves persons with more complex medical needs. All Clements Centre Society’s homes evidence modifications or moves made at the request of persons served. The organization’s practice of welcoming guests facilitates the development of strong personal relationships among persons served. At Marchmont Home, staff members helped a person served rekindle a family connection that had been severed for many years. It is also notable that Marchmont and Campbell Homes have been remodelled to enable persons served to age in place.
- Clements Centre Society is commended for fostering an atmosphere of strong interpersonal communication. Staff members commented on the effectiveness of the organization’s communication practices. Considering the closeness of working quarters, their cohesiveness as a team is particularly noteworthy.
- Staff members and persons served described Clements Centre Society as “caring,” “genuine,” “values staff,” “a great team,” “flexible,” “community oriented,” “family,” and a “team.” Their comments also included, “They have a common-sense approach.” Personnel expressed appreciation for administrators’ open-door policy and described the mentoring they receive from administrative personnel as “invaluable.” Several persons served indicated that they chose

Clements Centre Society because of staff members' compassion and competency. They noted that personnel support and are quick to respond to them, and that they always "find the time" to spend time with them in meaningful ways.

- Clements Centre Society is commended for supporting a person served with a history of moving every three days over the course of seven years who is currently stable and has thrived with the same provider for one year. Her success is attributed to the impressive attention to detail that was used to pair her with support personnel.
- The organization is complimented for providing education and support to community members by offering workshops that are open to parents and other provider organizations.

Clements Centre Society 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, Clements Centre Society demonstrates substantial conformance to the CARF International standards. The organization is committed to the effective delivery of quality services that are well organized and outcome based. Staff members are competent, motivated, responsive, and enthusiastic about their jobs and the organization's services. The highly competent executive director and board have a clear vision of the organization's current and future directions. Persons served, families, and funders express a high level of satisfaction with the organization's services. Clements Centre Society is an active community partner. Although there are areas for improvement, they are scattered throughout the standards sections and are minimal in comparison to the organization's strengths. Key areas for improvement include the consistency of certain health and safety practices, the completion of annual contract performance reviews, the review and updating of the technology plan, and the consistent communication of rights to persons served in a program longer than one year. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that Clements Centre Society possesses the willingness and capacity to bring it into full conformance to the CARF standards.

Clements Centre Society has earned a Three-Year Accreditation. The board, leadership, staff members, and persons served are recognized for their efforts in pursuit of international accreditation. They are encouraged to use their resources to address the opportunities for improvement noted in this report and to continue to utilize the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Description

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

Key Areas Addressed

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

A.3.m.

Clements Centre Society has a policy on leadership succession. However, it is recommended that the identified leadership more fully guide succession planning. The succession plan might identify staff members who could potentially move into key leadership positions; how to develop employees for key leadership positions; and how to identify potential leaders external to the organization, if needed.

Consultation

- It is suggested that the ethical codes of conduct be posted on the organization's website to ensure that they are readily available to stakeholders for educational, reference, and promotional purposes.
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B. Governance

Description

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

Key Areas Addressed

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

Recommendations

B.5.b.

Governance policies addressing executive leadership development and evaluation should include an annually reviewed executive leadership succession plan.

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
-

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

Consultation

- Clements Centre Society might consider developing a compliance report that includes all regulatory and legislative requirements and provincial acts with which the organization must comply. The report could be reviewed annually and updated as needed.
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F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that an annual financial report be developed that specifically considers internal and external fiscal trends, challenges, and opportunities. The report might also include Clements Centre Society's response to the audit management letter, if applicable. An annual financial report could provide valuable direction with respect to certain aspects of the strategic planning process.
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G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

H.5.a.(4)

Clements Centre Society should develop more comprehensive written emergency procedures for utility failures. In addition to power failures, which are currently addressed, the procedures could provide guidance regarding electrical, water, gas, sewer, telephone, and internet service interruptions. Consideration might be given to health risks for persons served; cooking and eating requirements for persons served, if applicable; preparation of an emergency kit; extra battery packs for electric wheelchairs, breathing devices, and other electric life devices; plans for a primary location for persons served; prearranged community resources for support; checking properties for potential hazards; and effecting preventive measures when possible, such as tree trimming.

H.7.a.(1) through H.7.d.

It is recommended that unannounced tests of all emergency procedures consistently be conducted at least annually on each shift at each location. The tests should consistently include complete actual or simulated physical evacuation drills; be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel; and be evidenced in writing, including the analysis. It is suggested that Campbell House be added to the list of sites at which emergency tests are conducted. The organization is also encouraged to ensure that information fields on the drill report form related to areas needing improvement and actions to be taken are consistently completed. Furthermore, a field for documenting results of performance improvement plans could be added to the form.

H.14.a. through H.14.b.(3)

Comprehensive health and safety self-inspections should consistently be conducted at least semi-annually on each shift and result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to the recommendations. Clements Centre Society might find it helpful to track the completion of self-inspections on a grid that lists all locations and shifts.

Consultation

- Evacuation routes for the organization's facilities are accessible and understandable. It is suggested that a *you are here* designation or star or other symbol be added to the routes to better orient persons served, personnel, and visitors.
 - Clements Centre Society documents vehicle safety in various ways, including daily and monthly checklists. It is suggested that the use of checklists be standardized across the organization. A daily checklist could be used to inspect the safety features and equipment of each vehicle prior to operation. Checklist elements might include the brakes; horn; lights; mirrors; windshield wipers; tires; seat belts; and child restraint seats, if applicable.
 - A variety of safety equipment is carried in the organization's vehicles. The organization is encouraged to secure these items to prevent injury in the event of an accident or sudden stop.
-

I. Human Resources

Description

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

Key Areas Addressed

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

Recommendations

I.6.c.(1) through I.6.c.(4)

Clements Centre Society utilizes services from outside contractors. The organization is urged to consistently conduct annual reviews of all contract personnel to assess performance of their contracts, ensure that they follow all applicable policies and procedures of the organization, and ensure that they conform to CARF standards applicable to the services they provide.

Consultation

- Clements Centre Society identifies the addition of a human resources manager position as a priority in its strategic plan. It is encouraged to follow through on that strategic priority to assist in overall management of the organization as it continues to grow.

- Job descriptions are reviewed as part of the organization’s annual performance evaluation process. It might be helpful to add *yes* and *no* checkboxes to the format of the performance evaluation document to validate the review and revision, if applicable, of the job description.
-

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
-

Recommendations

J.1.c.

J.1.d.

Clements Centre Society’s technology plan has a five-year term. It is recommended that the technology and system plan be reviewed at least annually for relevance and updated as needed.

K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

K.1.a.(3)

The rights of the persons served should consistently be communicated annually to the persons served in a program longer than one year.

K.2.a.

Although Clements Centre Society implements its policies related to the confidentiality of information in the records of persons served in its facilities, confidentiality of client record information was not observed in the organization's vehicles. The organization is urged to consistently implement policies promoting the right of the persons served to confidentiality of information. It is suggested that the organization expand its policies to address the maintenance of confidentiality for information regarding persons served that is carried in its vehicles. For example, forms with confidential information to be carried in vehicles might include the initials, rather than names, of the persons served.

L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Requests for reasonable accommodations are documented in the individual service plan. It is suggested that Clements Centre Society include non-identifying information related to the provision of reasonable accommodations in its accessibility report.
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M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

A.12.

A complete record should consistently be maintained for each person served. In some locations, it was noted that semi-annual and annual updates of information related to persons served had not been completed. Clements Centre Society is encouraged to implement systems to ensure that records of the persons served are kept up to date in accordance with the organization's timeframes. It might be helpful to add completion dates to the individual file checklist form or to create an annual file review process for this purpose.

A.20.a.

Clements Centre Society is urged to expand its policy that identifies whether or not it has any role related to medications that are used by the persons served in the programs seeking accreditation, including whether or not it directly provides medication monitoring.

Consultation

- In practice, the organization informs the family/support system of the reason an applicant for services has been found ineligible. It is suggested that this step be added to the procedure manual to better ensure that it is consistently completed.
- Clements Centre Society implements procedures addressing unanticipated service modifications, reductions, and exits/transitions precipitated by funding or other resource issues. The procedures include notification of persons served and families, if applicable; review of staffing in

conjunction with the union; and advocacy on behalf of persons served. It might be beneficial to formalize the procedures in writing and add them to the organization's policy and procedure manual for clarification purposes.

- Information related to the person-centred plan is tracked, documented, and stored differently at the organization's community housing and community integration sites. The organization is encouraged to standardize these practices for reference and personnel training purposes.
 - The position or entity identified in Clements Centre Society's handbook for persons served is different than that listed in the policy and written procedure. It is suggested that the handbook be revised to align with the policy and written procedure.
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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
-

Recommendations

B.2.c.

It is recommended that the persons served be given information about requirements for their continued participation in services.

Consultation

- Clements Centre Society appears to comply with Community Living British Columbia's (CLBC) requirements for multiple, stand-alone plans addressing different treatment parameters, including risk. It is suggested that the risk plan or information from the plan be included in the individual service plan for ease of reference.
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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.g.(2)

The up-to-date individual record of all medications, including prescription and non-prescription medications, used by the person served should be expanded to include, for prescribed medications, the dispensing pharmacy and contact information.

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
-

Recommendations

There are no recommendations in this area.

Consultation

- Mindful Mouthful began to pay persons receiving community integration services for performing work less than six months before this survey. Clements Centre Society might consider including this enterprise under community employment services: employment supports when seeking accreditation in the future.
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F. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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 labour market. Persons are supported as needed through an individualized person-centred model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as 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 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 support for a self-directed job search.

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

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

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

Employment Supports

Description

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

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

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Clements Centre Society individualizes its support services to help persons served maintain employment. It might be helpful to develop a checklist or guided conversation staff members could use to ensure that all areas of support needs are identified and discussed with the person served and/or legal representative.

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
-

Recommendations

There are no recommendations in this area.

J. Family-Based/Shared Living 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.

Consultation

- Clements Centre Society completes a quarterly quality-of-life report for each person served in the home sharing program that includes progress related to health, goals, and other areas. It is suggested that the report be expanded to address progress and needs related to the provider.
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K. Community Housing

Description

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

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

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

Community housing may include either or both of the following:

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

L. Supported Living

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although Clements Centre Society does not serve persons who are contracted for support 24 hours a day, 7 days a week, it might consider documenting the needs and supports of persons served pertaining to crisis management and associated personnel training and options in its assessments.

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.

U. Personal Supports Services

Personal Supports Services

Description

Personal supports services are designed to provide instrumental assistance to persons and/or families served. They may also support or facilitate the provision of services or the participation of the person in other services/programs, such as employment or community integration services. The services are primarily delivered in the home or community and typically do not require individualized or in-depth service planning.

Services can include direct personal care supports such as personal care attendants and housekeeping and meal preparation services; services that do not involve direct personal care supports such as transporting persons served, information and referral services, translation services, programs offering advocacy and assistance by professional volunteers (such as legal or financial services), training or educational activities (such as English language services), mobile meal services; or other support services, such as supervising visitation between family members and parent aides.

A variety of persons may provide these services/supports other than a program's staff, such as volunteers and subcontractors.

Key Areas Addressed

- Training for personnel
 - Supervision of personnel
 - Identification of supports provided by program
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Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Clements Centre Society

5856 Clements Street
Duncan BC V9L 3W3
CANADA

Child and Youth Services
Community Integration
Host Family/Shared Living Services
Personal Supports Services
Supported Living
Governance Standards Applied

South Cowichan

3625 Cobble Hill Road
Cobble Hill BC V0R 1L5
CANADA

Community Integration

Campbell Home

346 Campbell Street
Duncan BC V9L 3H8
CANADA

Community Housing

Canada Avenue

149 Canada Avenue
Duncan BC V9L 1T4
CANADA

Community Employment Services: Job Development
Community Employment Services: Employment Supports
Supported Living

Marchmont Home

6124 Ryall Road, Lot # 2
Duncan BC V9L 2L9
CANADA

Community Housing

Ryall Home

6124 Ryall Road, Lot # 1

Duncan BC V9L 2H7

CANADA

Community Housing