



Three-Year Accreditation

**CARF  
Survey Report  
for**

**Creston and District  
Society for Community  
Living**

**Organization**

Creston and District Society for Community Living (CDSCL)  
205 Seventh Avenue North  
Creston BC V0B 1G0  
CANADA

**Organizational Leadership**

Peter S. Feltham, Executive Director

**Survey Dates**

February 12-13, 2015

**Survey Team**

Ronald L. Van Rooyen, B.S., M.S., Administrative Surveyor  
Lyn Taylor-Scott, B.A., Program Surveyor

**Programs/Services Surveyed**

Community Housing  
Community Integration  
Personal Supports Services  
Supported Living

**Previous Survey**

October 24-26, 2011  
Three-Year Accreditation

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**Survey Outcome**

Three-Year Accreditation  
Expiration: November 2017

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**Three-Year Accreditation**

# SURVEY SUMMARY

**Creston and District Society for Community Living (CDSCL) has strengths in many areas.**

- CDSCL, a non-profit organization, has a commitment to its philosophy, mission, and guiding principles, providing quality services and quality improvement. It appears that the organization has used the CARF standards and previous survey reports to improve the efficiency and effectiveness of its services and operations.
- The board of directors is dedicated to the CDSCL mission, supports its operations, and has been a driving force in maintaining the organization's fiscal stability. It appears that the board of directors fulfills its monitoring, due diligence, and policy responsibilities in order to maintain excellent service delivery, operations, and fiscal stability.
- The dedicated and professional leadership team appears to have developed a strong team effort, commitment to excellent service delivery, meeting the needs of the clients, and providing client-driven services. The members of the leadership team have impressive longevity and experience, and all leadership team members appear to work well together.
- There appears to be excellent rapport and mutual respect between the leadership team, personnel, and the clients. A high level of honesty, integrity, and professionalism, as well as a collaborative, respectful working condition, is evident.
- The organization is well respected in the community and is recognized for its capacity to meet the needs of the clients. The organization has a positive image and reputation in its service delivery area, and also appears to be a respected and valued member of the service community as evidenced from all stakeholders interviewed.
- CDSCL has appropriate policies, procedures, and systems to support its business operations and services. The policies and procedures are well-written, clear, concise, and complete.
- The organization provides well-located, well-maintained, and friendly facilities from which to provide services. The presently owned buildings provide environments that are conducive to interaction among the clients and staff members.
- CDSCL has developed and uses an appropriate safety program in order to maintain safe environments for the clients, personnel, and visitors. It is apparent that the organization values providing safe places to provide services.
- The funding source, Community Living British Columbia (CLBC), is pleased with the services offered by CDSCL. Reporting is timely and efficient. Communication is open and the organization works collaboratively to resolve presenting concerns or issues.
- The CDSCL homes are well integrated into the neighbourhoods, welcoming, and well maintained. Shared living space is clean, spacious, and comfortably furnished. The clients' bedrooms are well decorated and reflect the personalities of the individuals living there.
- Many of the staff members have been with the organization for twenty years or more and have long-term relationships with the clients. It is apparent from conversations and personal interactions that there is mutual respect and care for each other.

- The organization is commended for its commitment to community inclusion. Although many of the clients have high medical and mobility needs, they have daily opportunities to participate in community outings and events.
- Clients receiving residential services state that they feel comfortable and safe in their homes and that staff members are supportive in helping them to achieve their goals.

**CDSCL 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, CDSCL provides excellent services and demonstrates a true commitment to quality and a willingness to improve its services and operations. The organization is dedicated to meeting the CARF standards and has worked very hard to prepare for this survey. As a result of these efforts, it has minimal areas for improvement. The organization provides impressive services and has a dedication to quality improvement.

The survey report identifies the few specific recommendations that should be addressed in order to continue to improve service delivery and business operations. It is apparent that the organization presently has the expertise and desire to correct the identified issues and will continue to use the CARF standards and this survey report to further improve the efficiency and effectiveness of its services and operations.

Creston and District Society for Community Living has earned a Three-Year Accreditation. The board, leadership team, and staff members are complimented for this accomplishment and are encouraged to continue their efforts, in cooperation with other community services organizations, to provide quality services to the clients served.

The organization is further encouraged to continue to use the standards as a tool to improve its service delivery and operations; to ensure that the CARF standards and revisions to the standards are used when developing policies, procedures, and new services; and to monitor the annual changes to the standards to ensure continued conformance.

## **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 a CARF “tickler calendar” and an all-inclusive CARF annual report be developed and used to ensure that all required responsibilities are systematically accomplished and reported, and that the workload is distributed throughout the year. This could be especially important due to the small number of administrative personnel in the organization.
  - It is suggested that the organization consider using the CARF governance standards for the operations of the board of directors, and that the board follow through with its plans to add additional board members to the present seven members in order to spread the workload of the board of directors and add to its expertise.
  - CDSCL has many policies for its code of ethical conduct. It is suggested that the policies be combined into an all-inclusive code of ethical conduct and be systematically distributed to personnel.
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## **C. Strategic Planning**

### **Principle Statement**

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

### **Key Areas Addressed**

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

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## Recommendations

### C.2.c.(1)

### C.2.c.(2)

CDSCL has developed and uses an appropriate strategic plan: 2014-2017. It is recommended that the strategic plan consistently include prioritized measurable goals with specific time frames so goal performance can be systematically measured and reported.

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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
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## Recommendations

There are no recommendations in this area.

### Consultation

- It is suggested that the organization consistently measure satisfaction survey response rates year over year on an annual basis and continue to take actions to simplify/streamline the satisfaction surveys and process in order to improve the response rates to further validate the satisfaction data.
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## E. Legal Requirements

### Principle Statement

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

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## Recommendations

There are no recommendations in this area.

## Consultation

- CDSCL has developed a written policy for personnel to respond to legal actions. It is suggested that the policy and procedures be expanded in order to adequately protect the organization and staff members from potential legal risks.
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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

- It is suggested that the organization continue to closely monitor the fiscal issues that may impact services, develop a plan to deal with unexpected reductions in government funding, continue to expand reserves, and reduce debt in order to reduce fiscal risk.
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## G. Risk Management

### Principle Statement

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

### Key Areas Addressed

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

There are no recommendations in this area.

### Consultation

- CDSCL has developed an appropriate risk management plan. It is suggested that the risk management plan be formatted into an action plan and that additional risks be added as they are identified through the normal course of business and operations. It is also suggested that the plan be systematically monitored for the actions to reduce risk, and that the results of actions taken to reduce risks be systematically reported to the board.
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## H. Health and Safety

### Principle Statement

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

### Key Areas Addressed

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



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## Recommendations

There are no recommendations in this area.

## Consultation

- Although CDSCL has an appropriate safety program, it is suggested that the organization adopt a policy that requires drivers of vehicles who transport the clients to self-report moving traffic violations and loss of driver licenses.
  - Although CARF does not require fire extinguishers in vehicles, it is suggested that any fire extinguisher in a vehicle be secured.
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## I. Human Resources

### Principle Statement

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

### Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## Consultation

- Although the organization has an annual performance evaluation process, the process does not consistently include the development of measurable performance objectives for personnel. It is suggested that performance evaluations consistently include measurable performance objectives.
  - It is suggested that CDSCL consider the development and use of a personnel recruitment/retention plan.
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## J. Technology

### Principle Statement

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

### Key Areas Addressed

- Written technology and system plan
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### Recommendations

There are no recommendations in this area.

### Consultation

- Although the organization has developed a technology and system plan, it is suggested that a more detailed technology plan be developed and used to identify future technology and information management needs. The organization's information technology consultant could be used to further develop the technology and system plan.
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## K. Rights of Persons Served

### Principle Statement

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

### Key Areas Addressed

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

#### K.3.b.(2)

It is recommended that CDSCL review and rewrite the complaint forms in plain language to make them more understandable for the diverse needs and abilities of the clients receiving service. It is suggested that time frames for the levels of review for formal complaints be included in the information provided to the clients.

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## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- In order to promote accessibility, it is suggested that the clients be asked at intake if they have experienced any barriers accessing services and that new personnel hires be asked if they need any reasonable accommodations. It is also suggested that the organization continue to promote accessibility for the clients in the community.
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## **M. Performance 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 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.

### **Consultation**

- The organization has developed an appropriate information measurement and management system. It is suggested that the system be simplified and streamlined in order to make it more efficient and user-friendly.
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## **N. Performance Improvement**

### **Principle Statement**

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

### **Consultation**

- It is suggested that the outcomes measurement and management annual report be simplified and streamlined. The use of additional charts and graphs to report performance information to stakeholders is encouraged.
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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

### **A. Program/Service Structure**

#### **Principle Statement**

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

#### **Key Areas Addressed**

- Services are person centred and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders

- Service delivery based on accepted field practices
  - Communication for effective service delivery
  - Entrance/exit/transition criteria
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## **Recommendations**

### **A.13.c.**

All releases of confidential information, including the release for photos, should consistently have a time limitation notation.

### **A.19.a.**

It is recommended that CDSCL include in its medication policy that it does not have a role in prescribing medications for the clients.

## **Consultation**

- It is suggested that CDSCL explore the current research and resources available in the province for social enterprise opportunities. One website is: *www.centreforsocialenterprise.com*.
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## **B. Individual-Centred Service Planning, Design, and Delivery**

### **Principle Statement**

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

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

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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
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### Recommendations

There are no recommendations in this area.

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## F. Community Services Principle Standards

### Key Areas Addressed

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

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

### Principle Statement

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.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

## **K. Community Housing**

### **Principle Statement**

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

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and

community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

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

Community housing may include either or both of the following:

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

The residences in which Community Housing services are provided must be identified in the Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a Community Housing program.

### **Key Areas Addressed**

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

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### **Recommendations**

There are no recommendations in this area.

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## L. Supported Living

### Principle Statement

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. A sampling of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

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

The home or individual apartment of the person served, even when the organization holds the lease or rental agreement on behalf of the person served, is not included in the intent to survey or identified as a site on the accreditation outcome.

### 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

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### Recommendations

There are no recommendations in this area.

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## **P. Community Integration**

### **Principle Statement**

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- 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.).

## **Key Areas Addressed**

- Opportunities for community participation
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## **Recommendations**

There are no recommendations in this area.

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## **U. Personal Supports Services**

### **Personal Supports Services**

#### **Principle Statement**

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.

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# PROGRAMS/SERVICES BY LOCATION

## **Creston and District Society for Community Living**

205 Seventh Avenue North  
Creston BC V0B 1G0  
CANADA

Community Integration  
Personal Supports Services  
Supported Living

## **Eighth Avenue Day Program/Woodshop**

105 Eighth Avenue South  
Creston BC V0B 1G3  
CANADA

Community Integration

## **Orchard House**

901 Erickson Road  
Creston BC V0B 1G0  
CANADA

Community Housing

## **Sixteenth Avenue**

518 16th Avenue South  
Creston BC V0B 1G3  
CANADA

Community Housing

## **Purcell Place**

535 18th Avenue South  
Creston BC V0B 1G0  
CANADA

Community Housing

## **25th Avenue**

635 25th Avenue South  
Creston BC V0B 1G0  
CANADA

Community Housing