



CARF Survey Report for Creston and District Society for Community Living

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**Organization**

Creston and District Society for Community Living (CDSCL)
223 10th Avenue North
Creston, BC V0B 1G0
Canada

Organizational Leadership

Peter S. Feltham, Director of Operations

Survey Dates

September 12–14, 2005

Survey Team

Sheri McCann, M.S., Administrative Surveyor

Anita H. Marcoot, Program Surveyor

Programs/Services Surveyed

Community Services: Community Housing
Community Services: Community Integration
Community Services: Supported Living

Survey Outcome

Three-Year Accreditation
Expiration: September 2008

SURVEY SUMMARY

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

- The commitment of the board of directors and the dedication, compassion, enthusiasm, and skills of the staff members are evident. This level of professionalism is found throughout the organization, from upper management to the direct care staff members.
- CDSCL has a positive presence in the community and a history of service to this area.
- Funding sources report that the organization is extremely cooperative and that personnel are open to feedback and use it constructively. There is a commitment by the funding source to support the organization in its strategic plans for growth and development of the programs and services provided.

- The organization has experienced a tremendous upheaval in its top leadership during the past year and a half. The board of directors worked with the staff members and the funding sources to determine the extent of the problems and then promoted from within to fill the position of executive director. This person, who has a long history with the organization, appears to be well qualified and has made the necessary changes. Through his commitment to the accreditation process, he has improved all aspects of the organization's programs and services.
- Input from the stakeholders of the organization, including the persons served, their families, and staff members, is valued and used in the improvement of the organization.
- In a tight funding environment, the board of directors and the leadership of the organization have worked with the community and the funding sources to develop strategic plans. These plans are anticipated to meet the changing needs of the persons served in the programs and the aging population of the area and to ensure the continuation of the organization as a financially solvent provider of necessary services.
- Homes are attractive, clean, and decorated according to individual preferences.
- Self-advocate packets include *This Book is About Your Rights* (British Columbia Advocacy Foundation), which balances rights and responsibilities in easy-to-understand language.
- Persons served are encouraged to access their communities in a variety of ways. Some women have joined Curves® and walk to their exercise sessions. Some men who work at the wood shop walk to work. Persons interact in the community while picking up recycling material. Some persons served assist in delivering Meals on Wheels®.
- The organization recently added a therapeutic riding program. Additions to this program are being explored, such as hippotherapy and equine therapy.
- The organization provides an easy-to-use emergency phone system for persons who live in homes without overnight staff members. The persons served simply push a button on the phone and a call rings through to staff members at the homes with 24-hour supervision. Conversation can take place without lifting the handset.

Creston and District Society for Community Living should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.

On balance, CDSCL has demonstrated a strong commitment to the CARF process and to meeting the standards. From the board of directors to the direct support professionals, there are clear knowledge of the standards and recognition of the value in meeting the standards to provide effective and efficient services. It is impressive that enormous progress has been made in just over a year, since the onset of the new administration, in the development and usage of policies and procedures that are in conformance to the standards. Although there are areas of the standards that the organization has not yet addressed, there is ample evidence from the board of directors and the leadership of the organization that plans are underway to meet these standards within the next year. The creation of a CARF standards committee with members from all levels of the organization indicates that the commitment of the organization to the standards is likely to continue and that the organization will likely grow and develop. CDSCL is encouraged to continue in its plans to address

the recommendations noted in this report and to continue to use the CARF standards to ensure that the services provided are optimal. The organization is clearly aware of what should be done and has the commitment and ability to accomplish it.

Creston and District Society for Community Living has earned a Three-Year Accreditation. The board, administration, and staff members are complimented for the positive efforts they have made in the pursuit of accreditation, and they are encouraged to use their resources to address the opportunities for improvement detailed in this report.

SECTION 1. BUSINESS PRACTICES

Criterion A. Input from the Persons Served

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Criterion B. Accessibility

Principle Statement

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served. Standards in Criterion B focus on identifying the key components of accessibility to address.

Key Areas Addressed

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

Recommendations

B.2.e.

B.2.f.

Although CDSCL has an accessibility plan that addresses barriers in a number of areas, the plan does not address employment or communication. The organization is urged to expand its written action plan for accessibility to address employment and communication.

Consultation

- The accessibility plan addresses limited accessibility issues in the broader community. It is suggested that the organization assess accessibility in the town of Creston and the surrounding areas to determine the presence of accessibility issues. As a result of the excellent reputation of the organization and the strong ties of the board and the leadership to the community, much work could be done to improve the access of persons with disabilities.

Criterion C. Information Management and Performance Improvement

Principle Statement

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. CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. Information is collected and used to manage and improve service delivery.

Key Areas Addressed

- Information collected, analyzed, and used to address critical customer needs
- Accurate and consistent information collection
- Proactive performance improvement
- Performance information shared with all stakeholders
- Written technology and system plan

Recommendations

C.3.a.

C.3.b.

Although data are collected on the persons served, there are no reliability or validity measures applied. The organization is urged to ensure that all data collected demonstrate reliability and validity.

C.4.a.(1) through C.4.b.(11)

CDSCL has been through a very difficult year and has made admirable progress in conforming to the CARF standards. It has begun the process of developing data collection systems to assist in business improvement practices. However, at this time there are no data collected in an organized manner and there is no analysis of the data. For business improvement, it is recommended that the organization collect and analyze data from strategic planning, financial information, accessibility reports, resource allocation, surveys, risk analysis reports, human resource reports, technology analysis reports, health and safety reports, and field trends, including research findings.

C.5.a.(1) through C.5.b.(3)

The persons served at CDSCL have been, for the most part, a static group. The only persons who have left services have left in the past year. Because of recent funding changes, several persons served have left the organization's residential services. As the organization changes to meet the needs of the funding sources and the community, it has become apparent that the collection and analysis of data are paramount to its success. CDSCL is in the initial stages of developing systems to collect data on the persons served to improve the delivery of services. For service delivery improvement, the organization should continue its efforts to establish a data collection system that reflects the characteristics of the persons served and allows for comparative analysis. The organization should collect information on the persons served at the beginning of services, the end of services or appropriate intervals, and points in time following services.

C.5.c.(1) through C.5.c.(3)(d)(ii)

For service delivery improvement, the use of indicators of outcomes should be identified, collected, and reflected in the effectiveness (results) of services; the efficiency of services (the relationship between the results achieved and the resources used); service access; and input on service process and outcomes, including satisfaction from the perspectives of persons served and other stakeholders. Developing a comprehensive outcomes system could assist the organization to ensure that the persons served are receiving the highest levels of services.

C.5.d.(1) through C.5.d.(4)

For each indicator chosen, CDSCL should address to whom the indicator is applied; how and when the data will be collected; a performance goal based on an industry benchmark, the organization's history, or a target established by the organization; and extenuating factors that should be considered when conducting a performance analysis.

C.5.e.(1) through C.5.f.

Once the comprehensive outcomes system has been developed and implemented, a performance analysis should be completed at least annually that identifies areas for performance improvement and outlines actions taken or changes made to improve performance. The performance analysis should result in an action plan to address the improvements needed to reach or revise established performance goals.

C.6.a. through C.6.c.

It is recommended that performance information be shared in format(s) that are useful to the persons served, other stakeholders, and personnel at various levels of the organization.

Consultation

- The development of an information management and performance improvement system can be a difficult and time-consuming process. Because the organization is small, it is possible to develop the systems necessary without computer capabilities. It is not necessary to make the process complex but rather to gather and analyze the data necessary to improve the programs and services delivered. CARF has developed trainings that make the process more understandable. It is suggested that the organization take advantage of these trainings and resources to assist in the development of this system. In addition, a number of organizations are accredited within British Columbia. It is possible that one or more of these organizations could be willing to assist CDSCL in developing its performance improvement system.
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Criterion D. Rights of Persons Served

Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served. Organizations identify and address the unique and specific cultural and diversity issues of the persons served to ensure and support engagement in their individualized service plans.

Key Areas Addressed

- Meaningful communication of rights
 - Commitment to diversity
 - Policies promote rights of persons served
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

D.1.b.(2)

Rights of persons served should be communicated annually for persons served in a program longer than one year. This could be done at the annual personal services plan meeting.

D.6. through D.6.b.

An annual review of formal complaints, grievances, and appeals should be conducted to determine trends and areas for performance improvement.

Consultation

- The organization has a policy for filing grievances, which includes a time frame of ten days for consideration and a decision. However, the form available to persons served, staff members, and other stakeholders does not include the time frame. It is suggested that information given to persons served, staff members, and other stakeholders include the response time frame.
-

Criterion E. Health and Safety

Principle Statement

CARF-accredited organizations maintain accessible, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

Key Areas Addressed

- One annual external inspection
- Self-inspections twice a year
- Emergency procedures, including evacuation, tested/analyzed annually
- Annual demonstration of personnel competency
- Access to emergency first-aid resources
- Competency of personnel in safety procedures
- Defined system for reporting/reviewing critical incidents
- Transportation requirements, if applicable

Recommendations

E.1.a.

E.1.c.(1) through E.1.c.(3)

CDSCL has comprehensive inspections at all facilities that the organization owns. However, the organization did not provide for an external inspection at those facilities that are rented. A comprehensive inspection should be conducted annually at all facilities where the organization delivers services or provides administration on a regular and consistent basis. Inspections of all facilities should result in a report that identifies the areas inspected, the recommendations for areas for improvement, and the actions taken to respond to the recommendations.

E.2.a.

E.2.b.

The organization has a policy that provides for biannual self-inspections. However, the June inspections were delayed, and not all were accomplished. In addition, inspections are not being completed on all shifts. The organization should demonstrate that self-inspections are completed twice a year at all facilities where the organization delivers services or provides administration on a regular and consistent basis and that they are completed on all shifts.

E.4.e.

E.4.f.

An extensive evacuation system is tested on a regular basis. Policies and procedures are written, and staff members and persons served appear thoroughly familiar with the requirements of the plans. However, the plans do not include the identification of essential services or the methods necessary for the continuation of these essential services. For all facilities where the organization delivers services or provides administration on a regular and consistent basis, the procedures for evacuation should be expanded to address the identification and continuation of essential services.

E.9.c.(2)

CDSCL maintains extensive emergency information on the persons served. However, the organization does not keep emergency information on the personnel of the organization. The organization should ensure immediate access to emergency information on personnel. CDSCL is urged to develop a system to keep and maintain current emergency information on all personnel of the organization.

E.11. through E.11.g.

The organization has an extensive critical incident policy and procedure system, much of which is mandated by the Ministry of British Columbia. It appears that the staff members follow the procedures and that actions are taken to rectify any issues through training of the staff members or, in severe instances, through disciplinary action. However, there has been no formal review of the incidents that results in a written analysis. At least annually, a review of all critical incidents identified should result in a written analysis to the leadership that addresses causes, trends, actions for improvement, results of performance improvement plans, necessary education and training of personnel, prevention of recurrences, and internal and external reporting requirements.

E.12.c.

CDSCL does not review the driving records of all drivers on an ongoing basis. In a small town, there is a general awareness of the driving habits of all of the residents and therefore of the staff members of the organization. However, as CDSCL grows and expands, it could be important to adopt more formal measures for hiring and ongoing review of staff members. When transportation services are provided for the persons served, review of driving records of all drivers on an ongoing basis should be evident.

E.12.f.

E.12.k.

Safety equipment and road warning/hazard equipment are evident in a majority of the vehicles used to transport the persons served but not all. When transportation services are provided for the persons served, safety equipment and road warning/hazard equipment should be evident in all vehicles.

Consultation

- CDSCL has an extensive safety system that includes an emergency preparedness committee and a safety and health committee. It is suggested that the organization use these committees in a more expansive way to ensure that the policies and procedures of the organization are followed in a consistent manner. It is recognized that most of these systems are less than a year old and that it takes time to ensure that all staff members are following the procedures at all times. The members of the safety committees could develop a regular monitoring system of surprise visits to assist staff members in understanding the importance of all safety systems and to ensure that there is complete consistency in application.

Criterion F. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

F.5.d.(1)

Annual performance evaluations for all personnel directly employed by the organization should be based on job functions and competencies identified. Knowing what their job functions are and being evaluated on that basis could assist employees to work to their best abilities.

F.5.d.(2)

During the recent change in administration, performance appraisals were not always conducted on a consistent basis. It is clear that the current administration values the performance evaluation process, and there is evidence that performance appraisals are now being conducted on a consistent basis. The organization is urged to continue this practice and ensure that annual performance appraisals are evident in all personnel files.

F.6.e.

A comprehensive volunteer manual covers a wide range of issues with respect to volunteering in CDSCL. However, there are no policies and procedures for dismissal. It is recommended that the organization have written policies and procedures for the dismissal of volunteers.

Criterion G. 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
 - Corporate responsibility
 - Corporate compliance
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Recommendations

G.2.h.

The organization is providing work-training experience to 12 of the 50 persons who participate in the day program. The organization has chosen to use an incentive system of payment for those persons served who are in the recycling, wood shop, and/or yard work training programs. Recently, the organization's independent auditing firm suggested that the organization determine if a more formal system of payment should be used. It is recommended that the organization review and revise its practices as necessary to ensure compliance with all applicable legal and regulatory requirements with respect to payment of persons served.

G.3.b.

The organization has developed a comprehensive code of ethics that is promulgated to all of its various constituencies. However, it does not have procedures to deal with allegations of violations of the code of ethics. CDSCL should have written procedures to deal with allegations of violations of ethical codes.

G.3.d.(1)

G.3.d.(2)

CDSCL should have policies and written procedures on waste, fraud, abuse, and other wrongdoing that include a no reprisal approach for personnel reporting and time frames for investigation.

G.3.e.

Corporate responsibility efforts should be expanded to specifically address advocacy efforts for the persons served.

Criterion H. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Review of legal reports
- Synopsis reports of litigation, allegations, malpractice, or violations of ethical codes
- Compliance with all legal/regulatory requirements

Recommendations

H.4.

CDSCL should have written procedures to guide personnel in responding to subpoenas, search warrants, investigations, and other legal actions.

Criterion I. 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
 - Quarterly review of service billing records, if applicable
 - Review of fee structure, if applicable
 - Annual outside review/audit, if applicable
 - Written risk management plan
 - Adequate insurance coverage
 - Policies regarding safeguarding funds of persons served, if applicable
-

Recommendations

There are no recommendations in this area.

SECTION 2. STANDARDS FOR QUALITY INDIVIDUALIZED SERVICES

A. Individual-Centered Service Planning, Design, and Delivery

Intent

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

The person served participates in decision making and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Policies and procedures state that individual plans for new persons will be developed within the first six months of service. As the organization explores new service areas, it is encouraged to shorten this time frame.
- Although there is evidence that informed consent is obtained prior to initial service delivery, the organization is encouraged to see changes in service delivery for long-term individuals as occasions to obtain informed consent. This could be particularly important in new service areas such as an Alzheimer's unit, which is a proposed new service, where restrictions on rights might be necessary for health and safety.
- The organization is encouraged to continually improve individual plans by ensuring that all goals are specific and measurable. Individual plans for persons served only by the day program could be more comprehensive.

B. Records of the Persons Served

Intent

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

Key Areas Addressed

- Complete, confidential records are maintained
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Recommendations

There are no recommendations in this area.

SECTION 4. STANDARDS FOR COMMUNITY SERVICES

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 linkage to existing generic opportunities and natural supports in the community.

A. Community Services Principle Standards

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

Key Areas Addressed

- Access to community resources and services
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization reassigns staff members to other homes if a person served has expressed that desire. The organization is encouraged to explore additional ways for persons served and families to participate in the selection of their direct service staff members.
-

E. Community Integration

Community integration is designed to help persons to optimize their personal, social, and vocational competency in order to live successfully in the community. Activities are determined by the needs of the persons served. The persons served are active partners in all aspects of these programs.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services based on the identified needs and desires of the persons served.

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

E.3.

Because some program participants are receiving work-training experience in the wood shop, mowing, and recycling programs, and receive payment from the organization under an incentive system, the organization is urged to follow the advice of its auditor and review and revise its practices as needed to ensure compliance with all applicable legal wage guidelines.

Consultation

- Although most persons have received services from the organization for many years and few have left, CDSCL is encouraged to develop outreach and follow-up procedures for those who drop out of services and those who have been admitted for treatment to other settings. Such procedures could prove especially helpful as the organization explores services to new populations.
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J. Community Housing

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 are provided may be owned, rented, leased, or operated directly by the organization, or a third party, such as a governmental entity. Providers exercise control over these sites.

Community housing is provided in partnership with individuals. These services 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 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.

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

J.2.h.(1)

J.2.h.(2)

The organization should develop policies on visitors or guests and on pets in the home.

K. Supported Living

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons 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.

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
 - Persons have opportunities to access community activities
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Creston and District Society for Community Living

223 10th Avenue North
Creston, BC V0B 1G0
Canada

Community Services: Community Integration
Community Services: Supported Living

Eighth Avenue Day Program

105 Eighth Avenue South
Creston, BC V0B 1G3
Canada

Community Services: Community Integration

Orchard House

901 Erickson Road
Creston, BC V0B 1G3
Canada

Community Services: Community Housing

Orchard Apartment

901B Erickson Road
Creston, BC V0B 1G3
Canada

Community Services: Community Housing

Sixteenth Avenue Home

518 16th Avenue South
Creston, BC V0B 1G3
Canada

Community Services: Community Housing

Purcell Place

535 18th Avenue South
Creston, BC V0B 1G3
Canada

Community Services: Community Housing

Twenty-Fifth Avenue Home

635 25th Avenue South
Creston, BC V0B 1G3
Canada

Community Services: Community Housing

CDSCL Therapeutic Riding Program

223 10th Avenue North
Creston, BC V0B 1G0
Canada

Community Services: Community Integration
