



CARF Accreditation Report for Community Living Society Three-Year Accreditation



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About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Community Living Society
713 Columbia Street, 7th Floor
New Westminster BC V3M 1B2
CANADA

Organizational Leadership

Jade Braunwell, Quality Assurance Manager
Janice Barr, Chief Executive Officer

Survey Number

175437

Survey Date(s)

November 6, 2023–November 8, 2023

Surveyor(s)

Kathleen A. Walter, MS, Administrative
Sara Case, MS, Team Coordinator/Program
Carmela G. Daniels, DSW, LISW-S, Program
Maija Augenbergs, Program
Jeff Grobe, LMSW, BHP, Program
Ninetta Tavano, MSW, RSW, Program
Nathaniel Rogers, Jr., Program
Kristen L. Kay, BA, BSW, RSW, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

November 3, 2021–November 5, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: November 30, 2026

Executive Summary

This report contains the findings of CARF’s site survey of Community Living Society conducted November 6, 2023–November 8, 2023. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Community Living Society demonstrated substantial conformance to the standards. Community Living Society (CLS) embraces the CARF standards as a way to improve all aspects of the organization and has minimal recommendations for improvement. CLS is resolute in its commitment to full community integration by breaking down barriers to acceptance, participation, and independence for supported individuals. The organization has invested significantly in streamlining its business practices and technology, which will increase efficiency and accountability in all aspects of the organization. Additionally, CLS is a leader in advocacy, research, and quality practices and is known for many collaborative efforts to improve services and systems, not only for the supported individuals, but the entire service network and all supported individuals in the area.

Community Living Society appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Community Living Society is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Community Living Society has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF’s standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Community Living Society was conducted by the following CARF surveyor(s):

- Kathleen A. Walter, MS, Administrative
- Sara Case, MS, Team Coordinator/Program
- Carmela G. Daniels, DSW, LISW-S, Program
- Maija Augenbergs, Program
- Jeff Grobe, LMSW, BHP, Program
- Ninetta Tavano, MSW, RSW, Program
- Nathaniel Rogers, Jr., Program
- Kristen L. Kay, BA, BSW, RSW, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Community Living Society and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Host Family/Shared Living Services
- Supported Living
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Community Living Society demonstrated the following strengths:

- CLS benefits from having a highly involved and well-rounded board of directors that is invested in the organization’s mission and proud of the outstanding reputation of CLS. Members of the board expressed having a high level of confidence and trust in the CEO and the leadership team of the organization.
- CLS is committed to making written communication available in a manner that is understandable to supported individuals and other stakeholders. Many documents relevant to supported individuals have been modified to a “plain language” format that is concise and meaningful to stakeholders.
- The organization’s involvement in innovative and evidence-based practices demonstrates its commitment to equity and inclusion for the supported individuals. Of note are three initiatives: We Deserve to Work, a play that promotes community employment and social justice; Oscar, a remote support initiative from Europe; and Impact 2.0, an employment program providing real-life employment experiences for youth. External stakeholders view CLS as a leader in the area, not only for its innovative and individualized services, but for its collaboration, research, and sharing of resources and training materials.
- CLS provides leadership in the community by developing late-life planning materials, providing training on dementia, and co-hosting the 2nd World Conference on Supported Employment. All resources that benefit not only CLS, but avails valuable resources and awareness for other providers and the community at large.
- CLS is commended for its development and implementation of an integrated planning framework that has linked the various plan documents required by CARF in a way that is highly relevant and effective in the operation and improvement of all aspects of the organization.
- CLS has a long history of providing excellent services in British Columbia’s Lower Mainland by providing crucial stability to supported individuals and their families over many ages and stages of life.
- Feedback from supported individuals and their families from various programs is consistently positive and they all expressed tremendous gratitude for the quality of services provided to their loved ones.
- The files of supported individuals were complete and easy to navigate.
- CLS’s staff is welcoming, hospitable, and very open to the CARF standards and incorporating it as a foundational feature of the organization.
- CLS employs warm, competent, and respectful staff members who provide services to the supported individuals. Caregivers were observed displaying compassion, enthusiasm, and pride in the supports they provide.
- The organization provides a variety of training opportunities for staff members. The training is personalized and provides actual hands-on experience that is needed to help staff members perform their duties. The staff members are pleased with the training that is offered and stated that it is a big assist in their confidence when doing their jobs.
- Staff members appear to be qualified and are dedicated to improving the quality of life for the supported individuals. The positive attitude of the staff appears to promote teamwork and dedication to service delivery. The staff is acknowledged for the individual-first attitude that is on display throughout the organization. The supported individuals expressed that they feel safe and respected.
- Stakeholders praised the staff members for being sensitive to the needs of the supported individuals, stating that they are responsive and committed. When asked about CLS, one of the supported individuals stated, “I love my staff.” When stakeholders were asked to provide a one-word description of CLS, they used the words “family,” “dedicated,” “caring,” “reliable,” and “awesome.”

- The organization is commended for the caring of difficult-to-serve supported individuals. It is known that the organization’s leadership believes that everyone deserves an opportunity to live life abundantly and as independently as possible. There is no fear of the supported individuals or their history and CLS enthusiastically embraces each new supported individual.
- The community housing homes are clean, practical, safe, and appreciated by the supported individuals. The atmosphere in the homes reflects warmth and coziness. The caregivers take pride in the appearance of the homes and the supported individuals are given total choice within their environment, as evidenced by the personalization of the supported individuals’ environments.
- Staff members demonstrate dedication, respect, and professionalism. They are also collaborative, supportive, and effective. Staff members extend themselves beyond assigned responsibilities and are always available to the supported individuals. The staff members believe in the organization’s mission and CLS is truly driven by the supported individuals.
- CLS has experienced, dedicated, and flexible staff members at all levels who provide quality services in all program areas. Their commitment to person-centred supports and creative service options make a positive impact on the supported individuals. Supported individuals spoke of the goals they choose and the support they receive to achieve those goals and how staff members “meet them where they want to be met.” Personal goals over the last year include, a trip to Disneyland®, reconnecting with family members, getting a job, getting a driver’s licence, working toward a healthier lifestyle, and facilitating a community pool tournament.
- CLS’s host family/shared living options are in beautiful community settings and close to transportation, which promotes individual independence and community engagement. Homes are comfortable and clean, bedrooms are personalized, and bathrooms are built to accommodate the supported individuals’ needs. The compassion and care between the supported individuals and the host family/shared living providers is evident. Supported individuals are treated like family, participating in family vacations, family events, and everyday family activities. This connection between provider and supported individuals promotes personal growth, individual confidence, and a sense of belonging.
- The community inclusion program promotes meaningful individualized community engagement. Supported individuals know their neighbours, bus drivers, community partners, etc. They are so involved in the community that community members seek them out when they have not visited in a few days. Recently, when a supported individual was unable to attend her community inclusion program due to an injury, community members sent cards and flowers to show their concern and support.
- CLS provides comprehensive training in dementia, aging, late-life planning, and end-of-life planning. This training provides staff members with the knowledge and tools needed to provide supported individuals with the appropriate support they need, or will need, to transition through the aging process with dignity and respect.
- CLS has made a dedicated effort to collaborate with all available community partners to promote employment opportunities for individuals living with disabilities. This includes the theatre project, We Deserve to Work, which collaborated with multiple external stakeholders, artists, community members, and supported individuals to highlight the challenges, opportunities, and amazing success stories that employment can offer to individuals living with disabilities. Additionally, the CLS employment team is proactively engaged with the British Columbia Employment Network to improve access to work for any individual interested in employment. It is clear that CLS employment services is fully dedicated to the idea that everyone deserves to work; that employment is possible for anyone who desires it; and that employment can have significant positive impacts on health, well-being, and life satisfaction of the supported individuals.

- CLS has developed a wonderful partnership with multiple community employers to improve access to job opportunities for the supported individuals. Employers, such as Vancouver Prop and Costume, have allowed for multiple job placements that provide both job coaching opportunities and development of natural support for the supported individuals. CLS is commended for its proactive and by-committee approach to job development that has greatly increased the amount of real and valuable job opportunities for the supported individuals.
- During the past six years, CLS has made a strategic and intentional choice to move its community inclusion programs to smaller and more strategically located sites. These sites are adjacent to multiple transportation options and community activities that allow greater choice for the supported individuals. The community inclusion sites serve fewer supported individuals per site and are far more individualized to those that participate in the program; additionally far greater emphasis is placed on supported individuals accessing community programs, resources, and natural supports that truly enrich their lives.
- Supported individuals in community housing settings spoke highly of all CLS staff members, from support staff through leadership, and clearly had developed strong connections with all CLS staff. Community housing staff members are clearly dedicated to allowing the supported individuals to live full and rich lives, including both daily enrichment activities and larger trips to places like France and Memphis, Tennessee. CLS is clearly committed to the value that all supported individuals deserve to live full, meaningful, and joyful lives.
- CLS is commended for its innovative programming efforts and successful partnerships that have made a lasting difference in the supported individuals' lives. One outstanding example of this effort is the PotteryWorks Program and the Colour Collective, which is comprised of a collective of painters, potters, and photographers that create original artwork for exhibition in galleries, at art shows, for sale online, and in retail spaces in the community. These programs are unique because they are directly demonstrating what individuals can accomplish when the philosophy of Person-Centred Active Support (PCAS) is put into practice. At its core, persons with disabilities are taken very seriously. By collaborating with professional working artists from diverse backgrounds, CLS brings these instructors to the table to cultivate each supported individual's unique vision by offering teaching techniques and mentoring and helping artists in the collective sell their artwork for fair market value. Recently, a professional potter was recruited to bring traditional African potting techniques to the area. As a result, several artists involved with the collective have become increasingly well known in the area, with some being selected for community-based seasonal and permanent installations in New Westminster area of British Columbia.
- Supported individuals in the community integration programs report that their supports are individualized and consistently address each supported individual's unique needs across the life span. One young man shared a story about his personal journey living in a family where he experienced violence and mental illness. However, he shared that his community support worker "was always there" and "never gave up."
- Community housing programs go the extra mile to ensure that homes are individualized; accessible; comfortable; and suit each supported individuals likes, interests, and preferences. CLS truly goes the extra mile to make each house a "home" by providing blackout shades and ultraviolet window tinting to minimize harsh sunlight for supported individuals with insomnia, adding stick-on hooks on a mirror for a woman to easily display her jewelry, celebrating the locations visited in the community with a map posted for housemates, and the list goes on and on.
- It was evident that this work has become a calling for so many individuals in the organization. One manager shared some history about CLS and noted that the organization came about as the result of parents who wanted something better for their children beyond institutional settings. These parents led the charge by advocating for their children and now the work continues with this dedicated group of caring professionals other stakeholders.
- CLS is commended for the intentional steps it takes to ensure that the staff members who are employed match the supported individuals' needs. This allows a more cohesive and inclusive work and home environment.

- CLS has a dedication to employment services for the supported individuals. External stakeholders can gain the support needed but also have become more aware of the supported individual needs. This collaboration allows the supported individuals to work and to expand the knowledge base of the work force.
- The organization is commended for its community housing program, with beautiful homes that meet the needs of the supported individuals residing within. The homes are tastefully decorated and blend into the neighbourhoods nicely. Some homes were purpose-built to suit the needs of the supported individuals' current needs and for years to come, with wide halls and doorways and fully accessible baths and showers. The common spaces of the homes are clean and bright and the supported individuals' personal spaces are decorated to their tastes and preferences. Records, medications, and other business materials are kept in such a manner that they are not intrusive to the home atmosphere.
- It is evident that the supported individuals choose how they will decorate their rooms and personal spaces and have input into the decorating of shared and recreational spaces, with the assistance of staff members as needed. Décor includes themes of pandas; Star Wars; Canucks and other hockey memorabilia; babies and china dolls; and collections of items individuals are passionate about or that are meaningful to the supported individuals like spoons, deceased family member decorations, airplane art, Indigenous art, cultural artifacts, photos from trips that the supported individuals have taken, stuffed animals, Disney characters, awards for participating in sport and recreation, completed puzzles made by the supported individuals, family photographs, items/gifts from family and friends, and seasonally appropriate décor. There is also a notable amount of accessibility and assistive technology devices.
- Studio 73 is an outstanding program, art studio, and retail store that gives a voice to supported individuals in expressing themselves through glass art. Studio 73 is also a vibrant retail shop that provides supported individuals with opportunities to learn about customer service, retail skills, and running a business. The artwork is beautiful and has been highly sought out by customers and community members, sometimes in huge quantities. Studio 73 is an integral part of its community and one of many examples of CLS's excellent embedded community integration programs.
- CLS is acknowledged for its efforts to help the supported individuals participate in acts of service and volunteerism and make meaningful contributions in their communities. Its efforts include participating in the Adopt-A-Street program; teaching art programs; featuring many exhibitions at Newton Cultural Centre, Inclusion BC, and hosting by Global Peace Alliance called End Racism and Build Peace; creating packages of needed items for local persons experiencing homelessness; participating in the We Deserve to Work theatre project; and delivering meals on wheels. The organization celebrated orange shirt day, anti-bullying day, and community inclusion month.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.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 and responsibilities
- Person-centred philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

1.B. Governance (Optional)

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 selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

There are no recommendations in this area.

1.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

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.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

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

- The organization often uses surveys to collect input from other stakeholders, yet the return rate continues to decline. CLS might consider using a texting application that contains a link to a survey in order to reach external stakeholders and increase the return rate.

1.E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.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 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

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.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

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

There are no recommendations in this area.

Consultation

- There is evidence that CLS reviews driving records every five years, which is consistent with the local jurisdiction's regular driver's licence renewal. If possible, it is suggested that the organization consider a way to review driving records more frequently, perhaps annually.
- The organization might consider incorporating sensitivity training when training staff members on the supported individuals' unique needs, such as having new hires ride in the vehicle in a tied-down wheelchair, to emphasize the importance of secure wheelchair tie downs and safe driving.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.8.f.

Although the organization has written procedures for performance appraisals that address goals, it does not address measurable goals. It is recommended that the organization implement written procedures for performance appraisal that address measurable goals.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

Recommendations

1.J.4.a.

1.J.4.b.(1)

1.J.4.b.(2)

1.J.4.b.(3)

1.J.4.b.(4)

1.J.4.b.(5)

1.J.4.b.(6)

1.J.4.c.

Although the organization has written procedures that address business continuity/disaster recovery, there is no evidence that a test of the organization's procedures for business recovery and disaster recovery has been conducted according to the standards. It is recommended that a test of the organization's procedures for business continuity/disaster recovery be conducted at least annually; be analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel; and be evidenced in writing, including the analysis. CLS might consider conducting and documenting tests of its business continuity/disaster recovery procedures in a manner similar to how it conducts tests of emergency procedures related to health and safety, such as fire, tornado, power outage, etc.

1.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

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan

- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.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

There are no recommendations in this area.

Consultation

- Environmental adaptations were observed in some community housing homes that are not currently associated with a supported individual's care plan, but may have been associated with care/behaviour support plan of a supported individual in past, such as half and Dutch doors, doors with key-locking mechanisms, and doors with secondary door knobs. It is suggested that these environmental adaptations be removed.
- The organization has a policy that identifies whether or not it has any role related to medications that are used by the supported individuals in the programs seeking accreditation, including whether or not it directly provides medication monitoring or management. It is suggested that the organization make this policy clearer to personnel so that personnel understand and comply. This information could be clarified in the organization's medication policies with the addition of a simple table.

2.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 affect the person's 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

There are no recommendations in this area.

Consultation

- The individualized service plan goals could be further developed with more specificity, which could then strengthen the overall service planning process.
- The organization may benefit from reviewing its risk assessment processes for supported individuals to make risk assessments more individualized both to the supported individual and to the programs offered. This may also allow for a more individualized service planning and development process.

2.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

There are no recommendations in this area.

2.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
- Community resources available
- Personnel needs of local employers
- Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

2.E. 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.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counselling.
- Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dieticians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
- Encompass settings such as:
 - Hospitals, clinics, professional offices, and other organization-based settings.
 - Schools, work sites, libraries, community centres, and other community settings.
 - Congregate living, individual homes, and other residential settings.
- Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

- Written procedures for the use of information and communication technologies (ICT) in service delivery
- Personnel training on how to deliver services via ICT and the equipment used
- Instruction and training for persons served, family/support system members, and others
- Provision of information related to ICT
- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT
- Scope of ICT services

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment 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 self-direction, self-determination, and self-reliance.
- Self-esteem.
- 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.

3.G. Community Employment Services (CES)

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach, the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centred model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services:

- Job Development (CES:JD)
- Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

Depending on the scope of the services provided, 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.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Employment Supports (CES:ES): Employment support services 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.

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.

Section 4. Community Services

Description

An organization seeking CARF accreditation in the area of 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.

4.E. Host Family/Shared Living Services (HF/SLS)

Description

Host family/shared living services assist a person served to find a shared living situation in which the person 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, which are provided under a contract or written agreement with the host family/shared living provider, 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 the individual and identifies applicant host family/shared living providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting a host family/shared living provider.

Safety, responsibility, and respect between or among 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 in the community. The host family/shared living 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 host family/shared living 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 host family/shared living provider encourages and supports the person served to make 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. Although the "home" is generally the host family/shared living 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.

4.G. Community Integration (COI)

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.

4.H. Community Housing (CH)

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

Recommendations

There are no recommendations in this area.

4.I. Supported Living (SL)

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. A sample 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.

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
- Supports available based on needs and desires
- In-home safety needs
- Living as desired in the community
- Support personnel available based on needs
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Community Living Society

713 Columbia Street, 7th Floor
New Westminster BC V3M 1B2
CANADA

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

12th Avenue

7755 12th Avenue
Burnaby BC V3N 2K6
CANADA

Community Housing

133 LS /LD

6632 133rd Street
Surrey BC V3W 8C3
CANADA

Community Housing

133rd - Lower

6545 133rd Street, Lower Floor
Surrey BC V3W 8E6
CANADA

Community Housing

133rd - Upper

6545 133rd Street, Upper
Surrey BC V3W 8E6
CANADA

Community Housing

149th

9988 149th Street, Unit 6
Surrey BC V3R 7W7
CANADA

Community Housing

158A

10607 158A Street
Surrey BC V4N 3J2
CANADA

Community Housing

216A

8983 - 216A Street
Langley BC V1M 4C7
CANADA

Community Housing

28th

#1003 - 555 West 28th Street
North Vancouver BC V7N 2J7
CANADA

Community Housing

48B

4515 48B Street
Ladner BC V4K 2R9
CANADA

Community Housing

94A

17070 94A Street
Surrey BC V4N 3G3
CANADA

Community Housing

95th

15293 95th Avenue
Surrey BC V3R 9C5
CANADA

Community Housing

96th

15659 96th Avenue
Surrey BC V4N 2T6
CANADA

Community Housing

97th - basement

13048 97th Avenue
Surrey BC V3T 5N4
CANADA

Community Housing

Ayling

4024 Ayling Street
Port Coquitlam BC V3B 5W4
CANADA

Community Housing

Capilano

4537 Capilano Road
North Vancouver BC V7R 4K2
CANADA

Community Housing

City Club 802

7077 Beresford Street, Apartment 802
Burnaby BC V5E 4J6
CANADA

Community Housing

Coopershawk

8041 Coopershawk Court
Surrey BC V3W 0V1
CANADA

Community Housing

Duthie

1055 Duthie Avenue
Burnaby BC V5A 2R3
CANADA

Community Housing

Eastlawn

1190 Eastlawn Drive
Burnaby BC V5B 3H1
CANADA

Community Housing

Employment Holdom

2101 Holdom Avenue, Suite 106
Burnaby BC V5B 0A4
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development

Employment Maple Ridge

22420 Dewdney Trunk Road, Suite 300
Maple Ridge BC V2X 3J5
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development

Frederick

1075 Frederick Road
North Vancouver BC V7K 1H9
CANADA

Community Housing

Garfield (Upper)

514 Garfield Street
New Westminster BC V3L 4AW
CANADA

Community Housing

Garfield Lower

514 Garfield Street
New Westminster BC V3L 4A6
CANADA

Community Housing

Gilley

8275 Gilley Avenue
Burnaby BC V5J 4Y8
CANADA

Community Housing

Guildford (Surrey Inclusion)

10090 152nd Street, #200
Surrey BC V3R 8X8
CANADA

Community Integration

Holly

7473 Holly Street
Burnaby BC V5E 2C3
CANADA

Community Housing

Keith 1

317 East Keith Road
North Vancouver BC V7L 1V6
CANADA

Community Housing

Keith 2

319 East Keith Road
North Vancouver BC V7L 1V6
CANADA

Community Housing

King George (Surrey Inclusion)

13634 104 Avenue, #7
Surrey BC V3T 1W2
CANADA

Community Integration

Kingsway (Burnaby Inclusion)

4051 Kingsway
Burnaby BC V5H 1Z1
CANADA

Community Integration

Kwantlen Park (Surrey Inclusion)

13062 104 Avenue
Surrey BC V3T 1T7
CANADA

Community Integration

Madison 206

4310 Hastings Street, Apartment 206
Burnaby BC V5C 2K2
CANADA

Community Housing

Maginnis

3660 Maginnis Avenue
North Vancouver BC V7K 2L5
CANADA

Community Housing

Mentmore

523 Mentmore Street
Coquitlam BC V3J 4P5
CANADA

Community Housing

Nelson

7077 Nelson Avenue
Burnaby BC V5J 4B9
CANADA

Community Housing

Neville

5678 Neville Street
Burnaby BC V5J 2H9
CANADA

Community Housing

Newmarket

2985 Newmarket Street
North Vancouver BC V7R 2T7
CANADA

Community Housing

Norwood

3636 Norwood Avenue
North Vancouver BC V7N 3P7
CANADA

Community Housing

Paisley

3091 Paisley Road
North Vancouver BC V7R 1C7
CANADA

Community Housing

PotteryWorks

612 Victoria Street
New Westminster BC V3M 0B9
CANADA

Community Integration

Quadling A

820 A Quadling Avenue
Coquitlam BC V3K 2A4
CANADA

Community Housing

Quadling B

820 B Quadling Avenue
Coquitlam BC V3K 2A4
CANADA

Community Housing

Rosewood

7916 Rosewood Street
Burnaby BC V5E 2H3
CANADA

Community Housing

Sardis

4521 Sardis Street
Burnaby BC V5H 1K8
CANADA

Community Housing

Sidley

4942 Sidley Street
Burnaby BC V5J 1T5
CANADA

Community Housing

Southern

2957 Southern Place
Abbotsford BC V2T 5H7
CANADA

Community Housing

Studio Seventy Three

7320 King George Boulevard, #112
Surrey BC V3W 5A5
CANADA

Community Integration

Team Burnaby (Holdom - Inclusion)

2101 Holdom Street, Suite 108
Burnaby BC V5B 0A4
CANADA

Community Integration

Villa Rosa

5619 Villa Rosa Place
Chilliwack BC V2R 3K6
CANADA

Community Housing

Waterfront Opportunity Centre

122 East 3rd Street, #3
North Vancouver BC V7L 1E6
CANADA

Community Integration