



Three-Year Accreditation

**CARF**  
**Survey Report**  
**for**  
**North Shore**  
**ConneXions Society**

**Organization**

North Shore ConneXions Society  
1070 Roosevelt Crescent  
North Vancouver BC V7P 1M3  
CANADA

**Organizational Leadership**

Mary Mullen, Executive Director  
Wendy Padwick, Director, Children and Family Services

**Survey Dates**

January 28-30, 2015

**Survey Team**

Debra Lang, Administrative Surveyor  
Michelle R. Howard-Herbein, M.S.W., Program Surveyor  
Debra A. Dickinson, Program Surveyor

**Programs/Services Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Family Services  
Host Family/Shared Living Services  
Respite Services  
Respite Services (Children and Adolescents)

**Previous Survey**

January 25-27, 2012  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: February 2018**

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**Three-Year Accreditation**

# SURVEY SUMMARY

## North Shore ConneXions Society has strengths in many areas.

- It is evident that the senior management has a commitment to the organization and to providing quality services for the individuals. The inclusion of staff in operations and strategic planning has contributed to the success of the organization and created strong team leadership.
- North Shore ConneXions Society is recognized for its forward planning and continuous expansion to meet the needs of the individuals served as they age. Programs developed to allow aging in place have provided consistency and stability to individuals who would otherwise be forced to seek other programs to accommodate their needs.
- The organization provides a safe, clean, friendly office from which to provide administrative services.
- North Shore ConneXions Society has excellent, well-organized policies, procedures, and systems to support the business operations and services that are provided by the organization.
- The organization has detailed and comprehensive performance improvement plans in place, including established committees that analyze monthly reports and provide data for the board of directors and senior management, which are critical for strategic planning.
- The longevity of many of the staff members at North Shore ConneXions Society exemplifies a work culture that is supportive of the staff members, who are committed to the mission of the organization.
- The home sharing program provides an individualized approach to addressing the needs of adults, which enables them to successfully participate in their community. The recruitment, screening, training, and matching process for host families and individuals served is thorough; comprehensive; and based on their strengths, needs, abilities, and preferences, resulting in many long-term placements.
- Families interviewed during the survey indicated great satisfaction with the support given by the program manager and all staff members who they know are available to them day or night.
- Respite services provide temporary relief to families and are well matched to the individual needs of each family.
- For the past two years, the organization has been working towards the goal of building a home designed to meet the specialized needs of the individuals living there. With the goal of aging in place, the organization designed a home that is spacious, which will be accessible on all floors via an elevator, has an abundant leisure area, and has a beautiful outdoor space. The transition from previous housing to current temporary housing has been accomplished through extensive planning, with involvement of all housemates and supports by staff members.
- The organization's well-maintained homes are located throughout the North Vancouver area. Each is decorated to reflect the personal tastes and interests of the housemates. Various types of adaptive equipment were available to support clients.

- Services are person centred and individualized based on a person's strengths, interests, and preferences. Many of the direct service staff members have worked for many years with the same individual(s) and know them very well.
- The Venture program has developed small, self-sustaining businesses that offer clients skills, income, and motivation. Businesses include snack selling, computer cleaning, fixing computers and appliances, and manufacturing and selling a natural cleaner. Incredible energy, excitement, and pride permeate from the staff members and clients working in these businesses.
- The Muffin Café, a Venture program social enterprise inside a community recreation centre, offers excellent opportunities for employment, skill building, and integration. Clients are clearly a part of the community recreation centre and known by staff members and customers of the centre.
- The Summit programs offer valuable and appreciated drop-in recreational and leisure activities for many individuals. The energy and enthusiasm for the programs, and the organization's dedication to maintaining them with no funding, demonstrate the commitment to meet the needs of clients and the community. The Summit programs include senior programming, recreation on site and in the community, cooking and music classes, trips, and a Snoezelen® room. Some programs are offered during weekends and evenings to further address the socialization needs of the individuals served.
- The organization's supported employment program uses the discovery process and job carving to facilitate well-matched paid employment for the individuals served. Employment specialists are involved in business groups, expos, and a community job developing group. Business partnerships with companies such as Starbucks® have resulted in carved positions such as café assistants at several locations. The organization uses task analyses, check-off lists, and pictorial samples to assist with training. The organization's success at supported employment has led to obtaining a contract from WorkBC to provide customized employment services to additional clients.
- Stakeholders report that the organization's staff members have the right attitude, are strong advocates for the individuals served, and promote independence of the clients.
- The organization is acknowledged for its strong commitment to working with the individuals served as they age. There is a demonstrated effort to ensure that staff members are well trained in aging issues, activities and services are appropriate for aging participants, and accessibility needs are addressed.

**North Shore ConneXions Society should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.**

On balance, North Shore ConneXions Society demonstrates substantial conformance to the CARF standards. The CARF accreditation preparation team is congratulated on providing a well-organized, complete representation of the organization, its policies and procedures, and the work that is being done to support the mission of North Shore ConneXions Society. It is apparent that the organization is committed to person-centred care and to making the lives of individuals served more meaningful. The organization is encouraged to use its resources to address the opportunities for improvement noted in this report, including strengthening strategic planning, health and safety training, performance evaluations, and individual service plans.

North Shore ConneXions Society has earned a Three-Year Accreditation. The organization is congratulated on this achievement, and is encouraged to continue to use the CARF standards for quality improvement.

## SECTION 1. ASPIRE TO EXCELLENCE<sup>®</sup>

### A. Leadership

#### Principle Statement

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

#### Key Areas Addressed

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

There are no recommendations in this area.

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### C. Strategic Planning

#### Principle Statement

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

#### Key Areas Addressed

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

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## Recommendations

### C.2.b.(1) through C.2.b.(3)

It is recommended that the organization reflect its financial position at the time the strategic plan is written, at projected points in the future, and with respect to allocating resources necessary to support accomplishment of the plan.

### Consultation

- Although the organization has developed a strategic plan that sets goals and establishes targets, there is no reference in the plan to the current status of the organization or immediate and anticipated challenges that present the need for strategic planning. Therefore, it is suggested that the organization expand its strategic plan to include information related to the current status and challenges. The Continuous Quality Improvement annual summary could be incorporated into the expanded plan.
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## D. Input from Persons Served and Other Stakeholders

### Principle Statement

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

### Key Areas Addressed

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

There are no recommendations in this area.

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## E. Legal Requirements

### Principle Statement

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

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## **Recommendations**

There are no recommendations in this area.

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## **F. Financial Planning and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

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## **G. Risk Management**

### **Principle Statement**

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

## Key Areas Addressed

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

There are no recommendations in this area.

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## H. Health and Safety

### Principle Statement

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

### Key Areas Addressed

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

### H.4.a.(1)

### H.4.a.(2)

### H.4.b.(3) through H.4.b.(6)

North Shore ConneXions Society provides competency-based training in health and safety that is computer based. However, completion of the required training is not tracked in a manner that summarizes education for each employee throughout the year to ensure that all training has been completed annually. The organization should provide documented competency-based training upon hire and annually in the areas of emergency procedures, evacuation procedures, and identification and reporting of critical incidents. It is suggested that certificates of completion be created and filed in the employee file or in a training file that includes all employees once the employee has passed the required training.

### **H.7.a.(2)**

Although the organization practices unannounced emergency drills annually on each shift in each remote location, the administrative office located at 1070 Roosevelt Crescent conducts only the fire drill. Therefore, it is recommended that the administrative office conduct unannounced emergency tests for bomb threats, natural disasters, utility failures, medical emergencies, and violent and other threatening situations.

### **H.13.a.(2)**

Although several locations have appropriate health and safety annual inspections, the administrative office and other locations have only a report from the fire marshal. Therefore, it is recommended that all locations have a comprehensive health and safety inspection at least annually by a qualified external authority. It is suggested that the organization contact its insurance carrier to see if it would conduct the inspection.

### **H.13.b.(3)**

Although the written report identifies areas inspected and recommendations for areas for improvement, there is no documentation of response to the report. Therefore, it is recommended that the comprehensive health and safety inspection result in a written report that identifies actions taken to respond to the recommendations.

## **Consultation**

- North Shore ConneXions Society might consider adding an emergency procedure for interruption of natural gas and water service.
  - It is suggested that the organization include the use and possession of legal or illegal substances by the clients in addition to the employees in its written critical incident procedures.
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# **I. Human Resources**

## **Principle Statement**

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

## **Key Areas Addressed**

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

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## Recommendations

### I.6.a.(1)

### I.6.b.(4)(a) through I.6.b.(5)

There is evidence that job descriptions are being reviewed annually for most employees; however, there are wide gaps between reviews for senior management. Therefore, it is recommended that all job descriptions be reviewed annually. The organization might add a statement to the annual evaluation specifying that the employee reviewed his or her job description as a part of the performance evaluation process. In addition, performance objectives are not evident in all evaluations. It is recommended that the organization assess performance related to objectives established in the last evaluation period and ensure that measurable performance objectives for the next year are established as part of the evaluation. Furthermore, annual performance evaluations for personnel are evident in personnel files with the exception of the executive director. It is recommended that all personnel have evaluations that are performed annually.

## Consultation

- Training of personnel is documented at staff meetings monthly; however, it is not tracked to ensure that all required training has been completed in a timely manner. It is suggested that the organization explore the possibility of creating a report within the learning software that would provide a list of each employee and the training completed by each employee.
- The organization has a policy that indicates a progressive disciplinary process; however, there are no specifics that define the steps and time frames that are used in the process. It is suggested that the policy be expanded to include clearer definition of the disciplinary process and that it be included in the employee handbook.

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## J. Technology

### Principle Statement

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

### Key Areas Addressed

- Written technology and system plan

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## Recommendations

There are no recommendations in this area.

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

### **Principle Statement**

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

### **Consultation**

- Although neglect is addressed in the abuse policy, it is not specifically mentioned in the Rights and Responsibilities booklet provided to the individuals served. The organization is encouraged to include freedom from neglect as a specific right in the information provided to the individuals served. The organization is also encouraged to pull all of its client rights policies and procedures into one document.
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## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written accessibility plan(s)
  - Requests for reasonable accommodations
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### **Recommendations**

There are no recommendations in this area.

## Consultation

- The administrative office is not accessible to the top floor. Therefore, it is suggested that consideration be given to this in the event the organization moves the office in the future.
  - The organization has a detailed accessibility plan that addresses business and client service barriers. North Shore ConneXions Society might consider including barriers that also affect its employees.
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## M. Performance Measurement and Management

### Principle Statement

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

### Key Areas Addressed

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

There are no recommendations in this area.

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## N. Performance Improvement

### Principle Statement

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

### Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

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**Recommendations**

There are no recommendations in this area.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

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

#### **Principle Statement**

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

#### **Key Areas Addressed**

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

There are no recommendations in this area.

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## **B. Individual-Centred Service Planning, Design, and Delivery**

### **Principle Statement**

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

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

### **Key Areas Addressed**

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

### **Recommendations**

#### **B.5.a. through B.5.e.(2)**

Although individuals in other services appear to have plans, not all individuals in supported employment have an individualized service plan. The organization used to have job development and employment support plans, but has discontinued their use. A coordinated individualized service plan should be developed with the active involvement of the individual served that identifies the person's overall goals, specific measurable objectives, methods/techniques to be used to achieve the objectives, those responsible for implementation, and how and when progress on objectives will be regularly reviewed. The plan should be communicated in a manner that is understandable to the individual served and the persons responsible for implementing the plan, reviewed on a regular basis with respect to expected outcomes, and revised as appropriate based on the changing needs and satisfaction of the individual served. Plans in employment are particularly important to ensure that services are action oriented and natural supports are used when possible. As the organization moves its employment files into ShareVision, this could be an ideal time to review forms and plans needed.

### **Consultation**

- In 2012, the organization used the 21 outcomes of continuous quality improvement to develop person-centred plans for all clients. The next year and in the following years, because the process was fairly cumbersome, it was not always repeated. The organization is encouraged to develop a person-centred process for effective action planning in subsequent years to ensure that changes to a person's strengths, preferences, support needs, and interests are fully incorporated in new planning and goals each year. This could be accomplished by teams fully reviewing the 21 outcomes and person-centred planning before new planning, or by using another more action-oriented process such as John O'Brien's Planning Alternative Tomorrows with Hope (PATH) process.

- The organization is encouraged to ensure that all goals and objectives contain strategies outlining staff supports and are written in positive terms (to increase behaviours or actions, not to decrease them).
  - The organization is complimented for its efforts to move to electronic files, and it is recognized that this can be a long and difficult process. Therefore, it is suggested that it update the Records Management-Persons Served policy to reflect current practices.
  - Because the organization is in the process of moving from hard files to electronic files, information for many individuals is in both places. It is suggested that, when files are in both locations, this be noted in the main file.
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## **C. Medication Monitoring and Management**

### **Key Areas Addressed**

- Current, complete records of medications used by persons served
  - Written procedures for storage and safe handling of medications
  - Educational resources and advocacy for persons served in decision making
  - Physician review of medication use
  - Training and education for persons served regarding medications
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### **Recommendations**

There are no recommendations in this area.

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## **D. Employment Services Principle Standards**

### **Principle Statement**

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.

### **Key Areas Addressed**

- Goals of the persons served
  - Personnel needs of local employers
  - Community resources available
  - Economic trends in the local employment sector
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### **Recommendations**

There are no recommendations in this area.

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## **F. Community Services Principle Standards**

### **Key Areas Addressed**

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

There are no recommendations in this area.

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## G. Children and Adolescents Specific Population Designation

### Principle Statement

*Children and Adolescents* is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

### Key Areas Addressed

- Children, adolescents, and their families are provided with options
  - Social, vocational, psychological, and physical needs are met
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### Recommendations

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centred process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

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

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

## **C. Community Employment Services**

### **Principle Statement**

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

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

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

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

### **Job Development**

Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labour market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and

indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level such as self-directed job search.

## **Employment Supports**

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

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

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

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

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

## **Key Areas Addressed**

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

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## **Recommendations**

### **C.2.a.(1) through C.2.c.**

In some files, evidence of good planning for job development is documented on the vocational profile or the employment planning meeting summary. However, not all individuals have plans or this information documented. Individual service plans for job development should be individualized to the person seeking employment; involve his or her input and approval; be tracked in a systematic

manner to ensure ongoing monitoring until employment is achieved; and revised periodically, as necessary. As the organization moves its employment files into ShareVision, this could be an ideal time to review forms and plans needed.

### **Consultation**

- Much work is being done around the country using iPod touch® and iPad® devices with individuals with disabilities in employment settings. The organization might consider exploring a grant or other type of funding to obtain some more of these devices and begin using them on job sites to assist with time management, remembering tasks, relaxation techniques, and communication.
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## **J. Family-Based/Shared Living Supports**

### **Family Services**

#### **Principle Statement**

Family services are provided to persons served and/or their families, either to enable the person and the family to stay together or to enable the person served to remain involved with his or her family. Families, including the persons served, are the key decision makers in identifying the services/supports needed and in choosing how those services/supports will be delivered.

#### **Key Areas Addressed**

- Families enabled to stay together
- Persons served remain involved with their families
- Supports and services established as needed

### **Host Family/Shared Living Services**

#### **Principle Statement**

Host family/shared living services assist a person served to find a shared living situation in which he/she is a valued person in the home and has supports as desired to be a participating member of the community. An organization may call these services a variety of names, such as host family services, shared living services or supports, alternative family living, structured family care giving, family care, or home share.

Getting the person in the right match is a critical component to successful host family/shared living services. The organization begins by exploring with the person served what constitutes quality of life for him/her and identifies applicant providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting his or her host family/shared living provider.

Safety, responsibility, and respect between or amongst all people in the home are guiding principles in these services. Persons are supported to have meaningful reciprocal relationships both within the home, where they contribute to decision making, and the community. The service provider helps the person served to develop natural supports and strengthen existing networks.

Relationships with the family of origin or extended family are maintained as desired by the person served. The provider supports the emotional, physical, and personal well-being of the person.

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The provider encourages and supports the person served to make his or her own decisions and choices.

The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. In this program description and these standards, *provider* refers to the individual(s) supporting the person served. Although the “home” is generally the provider’s home or residence, it may also be the home of the person served.

### **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
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### **Recommendations**

There are no recommendations in this area.

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## **K. Community Housing**

### **Principle Statement**

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

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

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

Community housing may include either or both of the following:

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

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

### **Key Areas Addressed**

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

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### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- North Shore ConneXions Society has lovely homes in nice, safe neighbourhoods. However, the organization is encouraged to pay more attention to information hanging in the homes, such as notes to staff and other organizational material in order to further promote the home atmosphere. Notes to staff such as “Remember to be respectful to clients” might better be located in the office.

## **M. Respite Services**

### **Principle Statement**

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites, as appropriate. An organization providing respite services actively works to ensure the availability of an adequate number of direct service personnel.

### **Key Areas Addressed**

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

There are no recommendations in this area.

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## **P. Community Integration**

### **Principle Statement**

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.

- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centres, arts councils, etc.).

### **Key Areas Addressed**

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

There are no recommendations in this area.

### **Consultation**

- The organization has multiple day programs for groups and individuals that focus on community inclusion. Amity day program, located at the main office, does not appear to be quite at the high quality level that many of the other programs are at. This is likely due in part to its history and its location as a sheltered workshop. Although the organization has tried to renovate and redesign this program, it is encouraged to continue to evaluate the philosophy and appropriate space needs for these participants.
-