



CARF Accreditation Report for Lambton County Developmental Services

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

Lambton County Developmental Services
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CANADA

Organizational Leadership

Cassandra Amyotte, Interim Quality Enhancement Manager
Jill Johnston, Residential Supports Director
Krista McCann, Community Supports Director
Nick Salaris, Executive Director

Survey Number

153483

Survey Date(s)

August 10, 2022–August 12, 2022

Surveyor(s)

Sylvia A. R. Tremblay, Administrative
Lynn Walker, Program
Shannon E. Durbin, MBA, 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

January 28, 2019–January 30, 2019
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2025

Executive Summary

This report contains the findings of CARF’s site survey of Lambton County Developmental Services conducted August 10, 2022–August 12, 2022. 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, Lambton County Developmental Services demonstrated substantial conformance to the standards. Lambton County Developmental Services (LCDS) has many strengths. Among them is a very effective and dedicated leadership team. It is also a highly respected provider for people with varying disabilities. A funder, community partners, people supported and their families, and the community at large are very appreciative of the work the organization does to help the people supported reach their fullest potential. LCDS is true to its mission, vision, and values and appears committed to interweaving the CARF standards into its business practices and service delivery. The areas for improvement noted include a documented succession plan for executive leadership, documented information regarding the relationship between the organization and its related entity, evidence of reviews and updates of organizational plans, enhanced information regarding evacuation routes and unannounced tests of emergency procedures, verification of credentials with primary sources, and enhancement of information related to the scope of services and policies related to medication.

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

Lambton County Developmental Services 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 Lambton County Developmental Services was conducted by the following CARF surveyor(s):

- Sylvia A. R. Tremblay, Administrative
- Lynn Walker, Program
- Shannon E. Durbin, MBA, 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 Lambton County Developmental Services 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 Lambton County Developmental Services demonstrated the following strengths:

- LCDS has been a well-respected service provider of outcomes-based services and supports to people with varying disabilities for 67 years. It is known for doing all it can to meet the unique and specific needs of individuals, who often have many challenges, to help them reach their fullest potential.

- LCDS’s board of directors is a dedicated group of individuals with diverse backgrounds, who work very closely with the organization’s leadership, whom they admire and trust. Board members share leadership’s drive to be person centred and person focused in all they do.
- A funder holds the organization in very high regard. It expresses appreciation for the trust it has for the organization’s CEO and could not think of any issues, over which LCDS had control, that needed attention. The funder praised the organization’s response to the COVID-19 pandemic, its “no cookie-cutter approach” to meeting the specific needs of the people supported, and its very positive and productive efforts to collaborate with other agencies to make sure that happens. Words and phrases used to describe LCDS included “timely,” “transparent,” “open and honest,” “flexible,” and “very approachable.”
- The organization has successfully developed and maintained active and productive relationships with local and area community partners and many other common cause organizations. Just a few examples are shout outs from local radio and cable stations; a partnership with an industrial company for a local Habitat for Humanity® initiative; a partnership with Sitara Indian Cuisine; participation in the San'yas Indigenous Cultural Safety Training Program events; a community partnership with The WorkPlace Group; and active collaboration with many other common cause community organizations, including the regional Children’s Aid Society.
- The organization’s leadership team works closely together and demonstrates a sincere commitment to doing what it can to recognize staff members through a variety of employee recognition and appreciation initiatives that are held throughout the year.
- The COVID-19 pandemic has proved to be a significant challenge for the sector at large, but LCDS has received accolades from a funder, staff members, people supported and their families, and the community at large for the successful and proactive effort it has put into dealing with it. Examples of this include its successful partnership with Lambton Public Health and an increase in working with the Sarnia-Lambton Ontario Health Team as well as community agencies such as Lambton Public Health, Family Health Team, and Community Health Centre. The organization has experienced fewer outbreaks within its population than other common cause organizations, and it is commended for including mental health issues in its efforts and putting mental health in the forefront from the beginning of the pandemic.
- The organization operates in a manner that is in full alignment with its mission, vision, and values. Its leadership team members, many of whom have been with the organization for many years, have made every attempt to weave the CARF standards into both business functions and service delivery.
- LCDS has developed a comprehensive assessment of risk factors and utilizes this information to assist the team in recognizing and minimizing risks while encouraging choice and independence for the people supported.
- The quality enhancement department of the organization reviews each request for restriction of rights prior to the request being sent to the rights review committee. The quality enhancement department serves as a resource for teams when determining how to minimize restriction of rights and serves as an additional layer of protection of rights of the people supported.
- Individual service plans are clearly based on the strengths, abilities, and preferences of the people supported. Teams are very specific and creative in determining steps to take to support people to meet their expressed goals.
- LCDS utilizes a software program for documentation for the people supported that is comprehensive and allows for easy access to information when needed.
- The community housing program has made significant efforts to individualize environments to best meet the needs and preferences of the people supported. For example, a home has been modified so that each person has their own apartment within a former single-family home. Schedules are also individualized so that people supported can participate in activities of their choosing.

- The homes in the community housing program are nicely decorated according to the tastes and interests of the people supported, including an Elvis-themed bedroom. The homes are attractive, well maintained, and fit in well with the neighbourhoods that they are a part of.
- LCDS has a good system for ensuring the safety of spending money of the people supported while individualizing the way this is done depending on the abilities and interests of the people supported.
- LCDS's Empowering Employment program is commended for its unique partnership with The WorkPlace Group, which has led to many successful employment placements in the community. People supported speak with great pride about their jobs and the ongoing support provided by the LCDS team.
- Input is valued and utilized in the process of continuous quality improvement and to continue to enhance the experiences of the people supported. The organization shared many instances of input received and action taken.
- The staff members are compassionate and exhibit a genuine dedication to the delivery of quality services for the people supported. It is evident that they are mission driven and person centred in their actions. They exude dignity and respect and foster an empowering environment that enhances the quality of life for the people supported.
- Stakeholders from outside the organization, such as family members, praise LCDS for its responsiveness to the needs of the people supported and its practice of keeping lines of communication open between management and other stakeholders. Stakeholders express that they are kept well informed and can rely on LCDS to reach them when needed.
- People who receive supported living services express that they feel "at home" in their residences. Each home reflects the personalities of the persons who live there. People supported reported that they have been able to develop long-lasting friendships with neighbours and that they enjoy being engaged in their community.
- LCDS is commended for its use of the Karie™ machine, an automatic medication dispenser, in many of the homes of the people supported. This has allowed for greater independence for the people supported while providing a safeguard as alerts are sent when doses are missed, so follow-up can occur.
- Family members praised LCDS's efforts during the COVID-19 pandemic. People supported, staff members, and families expressed that they continued to feel a sense of support and connection and were kept aware of all safety precautions. Leadership at LCDS spoke with great pride about the dedication and resiliency of staff members to continue supports no matter the situation or type of delivery of service.
- The organization's strong linkages in the communities served promote positive opportunities for the people supported to volunteer and expand their connections in their local communities.
- Family members praised the organization for doing whatever is needed to support their loved ones. One person said that the organization is "amazing" and life-saving. Family members stated that the staff and administration of LCDS were heroic during the COVID-19 pandemic, doing whatever was needed to ensure the health and safety of their loved ones during an especially difficult time period.

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.

Consultation

- The leadership of the organization is working hard to ensure that all of the organization's policies and procedures and all required written plans are reviewed and revised as needed. Evidence that this is taking place, when and by whom, is often only found in meeting minutes, meetings agendas, or just verbally noted. It is suggested that the dates and other details of when all reviews and subsequent updates or revisions have taken place be clearly documented directly in the applicable policies, procedures, or plans going forward.

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

1.B.5.b.(1)

1.B.5.b.(2)

It is recommended that the organization develop and implement governance policies that address executive leadership development and evaluation, including a documented executive leadership succession plan that is reviewed at least annually for relevance and updated as needed.

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.

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

1.F.5.a.

1.F.5.b.

1.F.5.c.(1)

1.F.5.c.(2)

1.F.5.c.(3)

1.F.5.d.

The organization has identified Nainstay Non-Profit Building Inc. as a related entity. It is recommended that the organization clearly document the type of relationship it has with the related entity; any financial reliance it may have on the related entity; any responsibilities that exist between the related entity and the organization, including legal, contractual, or other; and any material transactions.

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

1.G.1.b.(1)

1.G.1.b.(2)

It is recommended that the organization implement a risk management plan that is reviewed at least annually for relevance and updated as needed.

1.G.4.c.

It is recommended that for any of the services delivered under contract with another organization or individual, documented reviews of the contract services ensure that they conform to CARF standards applicable to the services they provide.

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

1.H.6.a.

1.H.6.b.(1)

1.H.6.b.(2)

1.H.6.b.(3)

The organization has evacuation routes in some locations. However, some of the homes in community housing have only floor plans for the building posted with no clearly marked exits. LCDS is urged to ensure that evacuation routes are accessible and understandable to the people supported, personnel, and other stakeholders (including visitors).

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

The organization schedules unannounced tests of all emergency procedures. However, these are not always conducted on the overnight shifts at each location. Unannounced tests should consistently be conducted at least annually on each shift at each location. The tests should consistently include, as relevant to the procedures, a complete actual or simulated physical evacuation drill.

Consultation

- The organization has good written emergency procedures in place. Because having to shelter in place for an extended period of time is an increasing possibility due to the increase in severe weather events (such as hurricanes, tornadoes, etc.), it is suggested that the organization expand its written emergency procedures to include extra food and water in the list of emergency supplies available at all applicable sites.
- Each home has ready access to first aid supplies. However, they are kept in various areas of the home and are not always clearly visible as first aid supplies. LCDS may consider storing the kits in a similar location in each home and making sure the kits are clearly marked as first aid supplies so someone not familiar with the home could easily find the supplies when needed.
- Written emergency procedures are available in each vehicle used to transport the people supported. These procedures are included in a multi-page policy on transportation that is kept in a notebook in each vehicle. The organization might consider making this information easier to find in the event of an emergency by placing a bulleted one-page list of clear instructions at the front of each notebook.

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.4.a.(2)(a)

It is recommended that the organization implement written procedures that address verification of the credentials of all applicable workforce (including licensure, certification, registration, and education) with primary sources. As noted in the standards manual, “Verbal, written, or electronic confirmation of credentials (including degrees) from state/provincial or other jurisdictional boards, schools or institutions, and/or trade associations or verification through a credentials verification organization is required. Copies of credentials provided directly by personnel do not meet the primary source verification requirement.”

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

There are no recommendations in this area.

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

1.L.2.b.(1)

1.L.2.b.(2)

1.L.2.c.

It is recommended that the organization implement an accessibility plan that is reviewed at least annually for relevance, including progress made in the removal of identified barriers and areas needing improvement, and updated as needed.

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.

Consultation

- It is suggested that the organization develop a specific documented analysis and subsequent action plan of service delivery performance and another documented analysis and subsequent action plan for business function performance. Keeping these areas separate could facilitate follow-up with the appropriate people supported, personnel, and other stakeholders regarding the communication of accurate and relevant performance information, training, and any other required follow-up actions.

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

2.A.1.a.(1)

2.A.1.a.(2)

2.A.1.a.(3)

2.A.1.a.(4)

2.A.1.a.(5)

2.A.1.a.(6)

2.A.1.a.(7)

2.A.1.a.(8)

2.A.1.a.(9)

LCDS documents its overall scope of services in the organization's brochures, website, and information package. However, it is recommended that each program/service document the following parameters in its scope of services: population(s) served; settings; hours, days, and frequency of services; payers and funding sources; fees; referral sources; and the specific services offered, including whether the service is provided directly, by contract, or by referral.

2.A.19.a.

2.A.19.b.

It is recommended that the organization have a policy that identifies whether or not it has any role related to medications that are used by the people supported in the programs seeking accreditation, including whether or not it directly provides medication monitoring or management.

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 affects 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.

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 remote settings.

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, follow-up, supervision, education, consultation, and counseling.
- Involve a variety of professionals such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, rehabilitation engineers, assistive technologists, and teachers.
- 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.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available, 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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization develop concise written procedures for the use of information and communication technologies in service delivery to better assist staff and the people supported.

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 (please refer to the program descriptions and applicable standards):

- 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. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

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 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 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 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 survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a community housing program.

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.

Consultation

- People supported have the opportunity to participate in many typical home activities. However, some individuals do not participate in cooking or meal preparation. LCDS may consider ways to encourage all people supported to participate in these activities.

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.

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

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

Lambton County Developmental Services

339 Centre Street
Petrolia ON N0N 1R0
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Governance Standards Applied

Aniline Street Residence

4752 Aniline Street
Oil Springs ON N0N 1P0
CANADA

Community Housing

Aniline Street Residence

4754 Aniline Street
Oil Springs ON N0N 1P0
CANADA

Community Housing

Brigden Residence

2982 Brigden Road
Brigden ON N0N 1B0
CANADA

Community Housing

Eureka Street

219 Eureka Street
Petrolia ON N0N 1R0
CANADA

Community Housing

First Avenue Residence I

448 First Avenue
Petrolia ON N0N 1R0
CANADA

Community Housing

First Avenue Residence II

463 First Avenue
Petrolia ON N0N 1R0
CANADA

Community Housing

First Avenue Residence II

465 First Avenue
Petrolia ON N0N 1R0
CANADA

Community Housing

Forest Community Connections

19 Ann Street
Forest ON N0N 1J0
CANADA

Community Integration
Supported Living

Hill Street Residence

264 Hill Street
Corunna ON N0N 1G0
CANADA

Community Housing

John Street Residence

162 John Street
Watford ON N0M 2S0
CANADA

Community Housing

John Street Residence

170 John Street
Watford ON N0M 2S0
CANADA

Community Housing

John Street Residence

73 John Street
Watford ON N0M 2S0
CANADA

Community Housing

Juniper Home

323 Juniper Crescent
Petrolia ON N0N 1R0
CANADA

Community Housing

Lovell Street Residence

3238 Lovell Street
Alvinston ON N0N 1A0
CANADA

Community Housing

Lovell Street Residence

3242 Lovell Street
Alvinston ON N0N 1A0
CANADA

Community Housing

Maple Street Residence

4080 Maple Street
Petrolia ON N0N 1R0
CANADA

Community Housing

Murray Street

411 Murray Street
Corunna ON N0N 1G0
CANADA

Community Housing

Northridge

386 Northridge Place
Petrolia ON N0N 1R0
CANADA

Community Housing

Oil City

3097 Main Street
Oil City ON N0N 1R0
CANADA

Community Housing

Ontario Street Residence

49 Ontario Street
Forest ON N0N 1J0
CANADA

Community Housing

Ontario Street Residence

51 Ontario Street
Forest ON N0N 1J0
CANADA

Community Housing

Supported Independent Living and Host Family/Shared Living Services/Employment

431 King Street
Petrolia ON N0N 1R0
CANADA

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Host Family/Shared Living Services
Supported Living

Zone Street Residence

566 Zone Street
Wyoming ON N0N 1T0
CANADA

Community Housing

Zone Street Residence

568 Zone Street
Wyoming ON N0N 1T0
CANADA

Community Housing