

CARF Accreditation Report for Lambton County Developmental Services

Three-Year Accreditation



CARF Canada
501-10154 104 Street NW
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of
companies

CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

Contents

[Executive Summary](#)

[Survey Details](#)

[Survey Participants](#)

[Survey Activities](#)

[Program\(s\)/Service\(s\) Surveyed](#)

[Representations and Constraints](#)

[Survey Findings](#)

[Program\(s\)/Service\(s\) by Location](#)

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
339 Centre Street
Petrolia ON N0N 1R0
CANADA

Organizational Leadership

Jill Johnston, Residential Supports Director
Krista McCann, Community Supports Director
Lori Richardson, LCDS, Quality Enhancement Manager
Nick Salaris, Executive Director

Survey Number

195922

Survey Date(s)

July 28, 2025–July 30, 2025

Surveyor(s)

Camille Lagueux, Administrative
Louise Blackwell, Program
Liz Kellough, 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

August 10, 2022–August 12, 2022
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: June 30, 2028

Executive Summary

This report contains the findings of CARF's site survey of Lambton County Developmental Services conducted July 28, 2025–July 30, 2025. 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 been providing programs and services for 70 years to people with developmental disabilities. Supported people, their families, and other stakeholders reported high levels of satisfaction with the services provided. LCDS is well respected in the community and actively seeks input from the supported people and other stakeholders. The tenure of employees at LCDS is a testament to the effort that the organization makes to ensure a rewarding, collaborative, and healthy workplace. The recommendations noted in the body of this report are primarily in the administrative practices. Areas for improvement include development and implementation of comprehensive plans (including cultural competency, diversity, and inclusion; risk management; technology; and performance measurement and management plans); health and safety; workforce development and management; performance measurement and management, including documentation of objectives and performance indicators in the areas of feedback and other input from other stakeholders, resources used to achieve results (efficiency), and service access; performance improvement; and program/service structure.

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):

- Camille Lagueux, Administrative
- Louise Blackwell, Program
- Liz Kellough, 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's main administration site in Petrolia underwent extensive renovation following the COVID-19 pandemic. Accessibility for all was a priority of the renovation, and the facility now boasts a large kitchen; large, multipurpose training room; attractive, personalized offices for personnel; and break rooms. Large, colourful, mounted photos of supported people involved in activities, working, and relaxing are found in all

the rooms, which is a tangible recognition and beautiful reminder of the raison d'être of LCDS. LCDS has also embraced use of technology, with some of the training modules now being delivered in house using virtual reality.

- LCDS serves eight communities, both urban and rural, of varying sizes. In 2025, LCDS is celebrating 70 years of providing serves to persons with developmental disabilities, living the foundation of "care, connection, and excellence" that the organization was built on.
- The tenure of the leadership team of LCDS is testament to its passion and dedication to the values, mission, and vision of the organization. The majority of the team members have been with LCDS for more than 25 years, and many have more than 30 years of service. LCDS is complimented for this incredible accomplishment and its ability to attract and retain quality personnel who are passionate about the mission of "empowering people with developmental disabilities."
- LCDS is truly a part of the communities it serves and has developed an impressive list of donors and partners who contribute, both financially and with people power, to the success of the organization. LCDS has several annual signature fundraisers, combined with other events and donations, raising significant funds. LCDS is also recognized for giving back to the community by volunteering at and supporting other community initiatives.
- The board of directors of LCDS is committed to the mission and vision of the organization and supports the executive director and other leadership in providing quality services. Several board members have served on the board for many years, and new board member recruitment is intentional and skill focused. Comprehensive and well-written governance policies clearly delineate the duties and responsibilities of the board, and board processes are aligned with the governance policies.
- With the help and expertise of a consulting firm, LCDS underwent a comprehensive strategic planning process in 2024 that included input from focus groups, personnel, supported people, family members, and community partners. The resulting three-year plan provides a roadmap for the future that is being tracked on a quarterly basis. Information on the plan is shared on the organization's website, in its annual report, and in an attractive "placemat" format.
- An up-to-date website, Facebook page, and attractive and informational annual report ensure timely communication with supported people and other stakeholders, especially those in smaller, rural communities. The website is designed to assist those interested in LCDS and its services to obtain an overall view of the organization. Supported people's stories and testimonials as well as a video offer touching and tangible evidence of the difference LCDS is making in people's lives.
- LCDS recognizes that its greatest asset is its staff. At all levels of the organization, emphasis is on teamwork, and a genuine sense of camaraderie and synergy is evident in the workplace. LCDS is complimented for its commitment to regular and ongoing staff appreciation and recognition.
- LCDS is applauded for investing in upgrades and improvements to many of the homes on an ongoing basis to not only ensure healthy and safe conditions for both people supported and staff members but also improve the homes' overall appearance. Individual spaces and common areas are well decorated and clearly represent the interests and likes of the people who live there, including sports memorabilia, posters of celebrities, and photos of family members and friends. This investment is also reflected in the maintenance of program vehicles and timely repairs when needed. It is apparent that the organization takes pride in the appearance of both the homes of the people supported and the vehicles used.
- LCDS is recognized for the creative and efficient use of Passport funding available to the people supported. The array of uses of this funding is impressive and reflects the creativity of the people supported as well as some staff input. The people supported are able to enjoy sporting events, music festivals, horseback riding, trips to Las Vegas, etc. Some of the funds have been used to purchase assistive technology, such as the StanbyME TV, which allows a person supported to order groceries, watch movies outside with housemates and neighbours, check out things on the internet, etc.

- LCDS is recognized for offering varied and flexible supports to maintain people's independence as much as possible as they age and experience health and other life challenges, often without seeming like there is an increased presence of staff. Staff members are available at key times such as meals, medication administration, and medical and health-related appointments, with additional check-ins occurring off and on during the day. This flexibility exemplifies the organization's commitment to "care, connection, and excellence."
- The organization supports people to make true natural connections in the community.
- LCDS is praised for committing to and making an investment in creating an internal position dedicated to fetal alcohol spectrum disorder (FASD), which is a valuable resource to all staff teams, providing training as needed. A group of people living with FASD are able to come together on a regular basis to learn and grow thanks to grant funding obtained through this unique position.
- Various stakeholders, including family members, spoke positively of the organization: "Nothing but praise and respect for what they do," and "It's been hard to turn control over to someone else, but it is working." When asked about what they were most proud of, one manager shared praise for a staff team that has encountered challenges over the past couple of years and spoke to the resilience and professionalism of the team while clearly exemplifying the core values of the organization. Staff members shared that they feel supported, coordinators and managers are available and respond quickly to them, and orientation and training are abundant.
- LCDS has been proactive in addressing a gap in available job-finding services for the people supported in its Community Connections program. Rather than excluding job finding in its scope of services, the employment staff now engages in job development with identified job seekers, and when space is not available within the employment service program, the Community Connections staff explores alternative approaches to job finding to help people supported realize their employment goals.
- Staff's creativity in finding small but powerful ways for people supported to enjoy increased choice and independence in their lives can be seen throughout LCDS. An example is the use of AI voice activation software to allow people supported to select music to listen to, which increases freedom and independence.
- As part of its support to build and sustain nurturing, familylike home environments for the people supported and caregivers involved in the Host Family program, LCDS has introduced futures planning as an integral part of its ongoing monitoring visits with all parties. Establishing these conversations as a routine part of regular reviews helps all involved to proactively prepare for and build contingency plans for any planned or unexpected changes that could impact sustainability of the shared living arrangement.
- People supported in all programs across LCDS indicated high levels of satisfaction with the services they receive. They greet staff enthusiastically and talk candidly, not only about aspects of service that they appreciate but also about areas where they would like to see improvement. This sense of confidence in talking openly about their services is indicative of the trust they feel with the staff members of LCDS, whom they can count on to promote their voice and choice.
- LCDS's staff members are complimented for the many ways they encourage input from the people supported to guide services at an individual, program, and organizational level. A few examples appreciated by the people supported include a recent series of focus groups to share what matters to them about their services, what they hope to gain from them, and the challenges getting in the way of achieving their goals and dreams; the message centre, which provides them an accessible way to provide feedback and raise concerns directly with the LCDS leadership through a phone message system where they can talk or vent without interruption and can count on a call back to talk further about their concern or suggestion; and the practice of routine check-ins with staff, which allow them to rethink and redirect their services, as needed, so they stay focused on their goals and the steps they want to take to meet them.

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, diversity, and inclusion
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.3.f.

1.A.3.o.

The identified leadership is urged to guide risk management and technology planning.

1.A.5.a.(1)

1.A.5.a.(2)

1.A.5.a.(3)

1.A.5.b.(1)

1.A.5.b.(2)

1.A.5.b.(3)

1.A.5.b.(4)

1.A.5.b.(5)

1.A.5.b.(6)

1.A.5.b.(7)

1.A.5.b.(8)

1.A.5.b.(9)

1.A.5.c.

1.A.5.d.

1.A.5.e.

LCDS has implemented a document that addresses cultural competency, diversity, and inclusion, but it is a narrative document within which goals and actions are implied rather than being specific or defined. The organization is urged to implement a cultural competency, diversity, and inclusion plan that addresses the people supported, personnel, and other stakeholders; is based on consideration of the diversity of its stakeholders in the areas of culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, language, race, and other factors (as relevant); includes actions to be taken; and is reviewed at least annually for relevance and updated as needed.

1.B. Governance (Optional)

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

- 1.G.1.a.(1)
- 1.G.1.a.(2)
- 1.G.1.a.(3)
- 1.G.1.a.(4)
- 1.G.1.a.(5)
- 1.G.1.a.(6)
- 1.G.1.a.(7)
- 1.G.1.b.(1)
- 1.G.1.b.(2)

Although the organization has implemented a risk management policy and a document that outlines the organization's approach to risk management, the document is not a comprehensive risk management plan. LCDS is urged to implement a risk management plan that includes identification of loss exposures, analysis of loss exposures, identification of how to rectify identified exposures, implementation of actions to reduce risk, monitoring of actions to reduce risk, reporting results of actions taken to reduce risks, and inclusion of risk reduction in performance improvement activities. The plan should be reviewed at least annually for relevance and updated as needed.

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.7.a.(1)
- 1.H.7.a.(2)
- 1.H.7.a.(3)
- 1.H.7.b.
- 1.H.7.c.(1)
- 1.H.7.c.(2)
- 1.H.7.c.(3)
- 1.H.7.c.(4)
- 1.H.7.c.(5)
- 1.H.7.d.

Although unannounced tests of each emergency procedure are being conducted at least annually on each shift at each service delivery location, tests were not being conducted at the organization's two administration sites. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical

evacuation drill; be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results; and be evidenced in writing, including the analysis.

1.H.8.a.(1)

1.H.8.a.(2)

1.H.8.b.(1)

1.H.8.b.(2)

1.H.8.b.(3)

1.H.8.b.(4)

1.H.8.b.(5)

LCDS provides community outings for the people supported. As an organization that provides services in locations that are not owned/leased or controlled/operated by the organization, LCDS is urged to implement written procedures that address safety at the service delivery site for the people supported and personnel, including consideration of any emergency procedures that may already be in place at the service delivery site; the physical environment, including accessibility, of the service delivery site; basic needs in the event of an emergency; actions to be taken in the event of an emergency; and provisions for communication by personnel while providing services regarding decisions to continue or discontinue services.

Consultation

- As an ongoing part of its safety monitoring, LCDS is encouraged to identify and take action to secure heavy items on overhead shelves and cabinet tops that could fall and cause injury during an earthquake, explosion, or other emergency.
- At this time, LCDS is completing two separate analyses of critical incidents: one related to personnel incidents, as required by the Ontario government, and one related to the incidents of people supported, as required by the funding body. It is suggested that, for internal tracking of incidents and trending purposes, LCDS consider doing an annual wrap-up of both reports.

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.5.a.(2)(a)

1.I.5.a.(2)(b)

1.I.5.b.(2)

It is recommended that LCDS implement written procedures that address verification of the credentials of all applicable workforce (including licensure, certification, registration and education) with primary sources and in all states/provinces or other jurisdictions where the workforce will deliver services and actions to be taken in response to the information received concerning credentials verification.

1.I.6.a.(5)

As part of the onboarding and engagement activities, the orientation should be expanded to address the organization's risk management plan.

1.I.9.a.

1.I.9.b.

1.I.9.c.

1.I.9.d.

1.I.9.e.

1.I.9.f.

1.I.9.g.

1.I.9.h.

Although the organization has implemented written procedures for performance appraisal that addresses employees, the identified workforce also includes contractors and students. The organization should implement written procedures for performance appraisal that address all of the identified workforce, the criteria against which people are being appraised, involvement of the person being appraised, documentation requirements, timeframes/frequencies related to the performance appraisal process, measurable goals, sources of input, and opportunities for development.

1.J. Technology

Description

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

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

Key Areas Addressed

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

Recommendations

1.J.2.a.(1)

1.J.2.a.(2)

1.J.2.b.(1)

1.J.2.b.(2)

1.J.2.b.(3)

1.J.2.b.(4)

1.J.2.b.(5)

1.J.2.b.(6)

1.J.2.b.(7)

1.J.2.c.(1)

1.J.2.c.(2)

1.J.2.c.(3)

1.J.2.c.(4)

1.J.2.c.(5)

1.J.2.c.(6)

1.J.2.d.

1.J.2.e.

1.J.2.f.

Although LCDS has completed an assessment of its current use of technology and data, it should implement a technology and system plan that is based on its current use of technology and data and identification of gaps and opportunities in the use of technology. The plan should include goals, priorities, technology acquisition, technology maintenance, technology replacement, resources needed to accomplish the goals, and timeframes; support the business processes of the organization, protection of sensitive data, efficient operations, effective service delivery, access to services, and performance improvement; and align with the organization's strategic plan. The plan should be reviewed at least annually for relevance and updated as needed.

1.J.3.d.(4)

The organization's policies and procedures in the area of security should be expanded to include decommissioning of physical hardware and data destruction.

1.J.4.a.

1.J.4.b.(1)

1.J.4.b.(2)

1.J.4.b.(3)

1.J.4.b.(4)

1.J.4.b.(5)

1.J.4.b.(6)

1.J.4.c.

It is recommended that a test of the organization's procedures for business continuity/disaster recovery be conducted at least annually; analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel; and evidenced in writing, including the analysis.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Requests for reasonable accommodations are tracked in personnel files and records of the people supported. For trending purposes, LCDS might consider doing an annual analysis of requests received for accommodations.

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

1.M.2.d.

In preparation for the development or review of a performance measurement and management plan, the organization should identify gaps and opportunities, including consideration of extenuating and influencing factors that may impact results.

1.M.3.a.(2)(c)

1.M.3.a.(2)(d)

1.M.3.a.(2)(e)

1.M.3.a.(5)

1.M.3.a.(6)(a)

1.M.3.a.(6)(b)

1.M.3.a.(6)(c)

1.M.3.a.(7)

1.M.3.b.

1.M.3.c.

The organization should implement a performance measurement and management plan that addresses identification of measures for service delivery objectives for each program/service seeking accreditation, including experience of services and other feedback from other stakeholders, resources used to achieve results for the people supported (efficiency), and service access; the extent to which that data collected measure what they are intended to measure (validity); the process for obtaining data in a consistent manner (reliability) that will be complete and accurate; and extenuating and/or influencing factors that may impact results. The plan should be reviewed at least annually for relevance and updated as needed.

1.M.6.a.

1.M.6.b.(1)

1.M.6.b.(2)

1.M.6.b.(3)

1.M.6.b.(4)

1.M.6.b.(5)

To measure experience of services and other feedback from other stakeholders, each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.M.7.a.

1.M.7.b.(1)

1.M.7.b.(2)

1.M.7.b.(3)

1.M.7.b.(4)

1.M.7.b.(5)

To measure the resources used to achieve results for the people supported (efficiency), each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom or what the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.M.8.a.

1.M.8.b.(1)

1.M.8.b.(2)

1.M.8.b.(3)

1.M.8.b.(4)

1.M.8.b.(5)

To measure service access, each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom or what the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

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

1.N.1.c.(3)

1.N.1.c.(4)

1.N.1.c.(5)

1.N.1.d.(2)

1.N.1.e.(1)

1.N.1.e.(2)

1.N.1.e.(3)

The analysis of service delivery performance should be expanded to address service delivery indicators for each program/service seeking accreditation, including experience of services and other feedback from other stakeholders, resources used to achieve results for the people supported (efficiency), and service access; incorporate the impact of extenuating or influencing factors; and include comparative analysis, identification of trends, and identification of causes.

1.N.2.d.(2)

1.N.2.e.(1)

1.N.2.e.(2)

1.N.2.e.(3)

The analysis of business function performance should be expanded to incorporate the impact of extenuating or influencing factors and include comparative analysis, identification of trends, and identification of causes.

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.9.c.

The organization has a clear policy and procedure for admission, transfer, and discharge into, between, and from services, but it does not identify the process that will be followed in the event there is ever a wait list. It is recommended that the organization expand its current policies and procedures for acceptance into services to identify the process that will be followed in the event there is ever a waitlist.

2.B. Individual-Centred Service Planning, Design, and Delivery

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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.

Consultation

- LCDS has an extensive policy on the storage and handling of medication, part of which includes procedures for medications requiring refrigeration. It is encouraged to include procedures for medications that require protection from light (use of an amber bottle, etc.).

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.

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

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

The following service categories are available under Community Employment Services:

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

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

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

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.

- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local 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 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.

Consultation

- The Empowering Employment program currently uses a standardized career assessment tool to gather information about each supported person who is seeking employment. In order to better customize their job development support with the people supported, program staff members are encouraged to explore ways to integrate a multifaceted approach (such as a discovery process) commonly used as part of customized employment in their career assessment to gather a more holistic picture of each person to guide their job development efforts.

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.

Consultation

- The Host Family program is encouraged to continue to explore ways it can track all services, including monitoring visits and other interactions with caregivers and the people supported, on the LCDS case management system so all records can be found in one location.
- While LCDS has a practice of conducting monitoring visits every month with all Host Family providers, its policy specifies that the organization will meet with the Host Family provider and person supported at least once every four to six weeks. It is suggested that LCDS update its policy to clarify that the initial monitoring visit will be conducted within 30 days of the start of all new placements and subsequent visits can follow the standard chosen of at least once every four to six weeks.

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.

Consultation

- As another tool to support staff's efforts to create meaningful community connections with the people supported, the Community Connections program may want to explore the "From Being Present to Contribution" framework that is often used to promote community engagement. This framework could help staff to look at strategic ways it might support people to move from passive involvement in communities of interest to active engagement that involves deeper and more meaningful interactions.

4.H. Community Housing (CH)

Description

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

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

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

Community housing may include either or both of the following:

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

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Safe housing.
- Persons choosing where they live.
- Persons choosing with whom they will live.
- Persons having privacy in their homes.
- Persons increasing independent living skills.
- Persons having access to the benefits of community living.
- Persons having the opportunity to receive services in the most integrated setting.
- Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
- Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
- Persons having freedom and support to control their schedules and activities.
- Settings that are physically accessible to the individuals.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.I. Supported Living (SL)

Description

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons usually living in their own homes (apartments, townhouses, or other residential settings). Supported living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. A sample of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

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

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Persons served achieving choice of housing, either rent or ownership.
- Persons served choosing whom they will live with, if anyone.
- Minimizing individual risks.
- Persons served have access to the benefits of community living.
- Persons served have autonomy and independence in making life choices.

Key Areas Addressed

- Safe, affordable, accessible housing chosen by the individual
- Supports available based on needs and desires
- In-home safety needs
- Living as desired in the community
- Support personnel available based on needs
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

Consultation

- The Supported Independent Living (SIL) program is encouraged to explore ways it might formalize the use of information and communication technologies (ICT) into its day-to-day supports for the people indicating a preference to engage virtually with the staff members. As a first step, the SIL staff might consider developing some resources to assist the people supported to make informed choices about what platforms they want to use and how they will engage safely using ICT if they want to go beyond their current use, which is limited to making appointments or doing quick check-ins.

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

Northridge

388 Northridge Place
Petrolia 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
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