



Three-Year Accreditation

CARF
Survey Report
for
Elmira District
Community Living

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Three-Year Accreditation

Organization

Elmira District Community Living (EDCL)
118 Barnswallow Drive
Elmira, ON N3B 2Y9
CANADA

Organizational Leadership

Gregory Bechard, Executive Director

Survey Dates

November 13-15, 2013

Survey Team

Michael A. Mamot, Administrative Surveyor
Anita J. Wilson, M.P.A., Program Surveyor
Matthew V. Kunz, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Organizational Employment Services
Respite Services
Supported Living

Governance Standards Applied

Previous Survey

November 15-17, 2010
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: November 2016

SURVEY SUMMARY

Elmira District Community Living (EDCL) has strengths in many areas.

- EDCL benefits from a talented and innovative executive director who clearly thinks outside of the box and is a visionary leader for future services. He is supported by an extremely capable and competent management team. The organization's success can be directly linked to hard work and effort. The entire team is recognized for its dedication and professionalism, which was evident throughout the survey process.
- Perhaps the greatest strength of EDCL is the many and varied creative services that have been developed by the organization. There is a strong emphasis to move in a direction that is less reliant on governmental funding. It is clear that values drive the organization along with a strong desire to constantly improve the quality of care that is provided to the individuals.
- The organization's leadership is complete with a strong and involved board of directors. It is noteworthy that there are numerous board committees, yet the board is clear in its guidance role and avoids overstepping boundaries, allowing the staff members to perform their duties. Board meetings appear to be efficiently run with proper documentation.
- EDCL appears to be in a strong financial position. As further evidence of the innovative nature of the organization, some years back a separate non-profit organization was created for the purposes of holding the property of the various sites where services are provided.
- An active behavioural support committee acts as a human rights committee, meeting quarterly to review any potential rights violations and behavioural plans.
- A review of incident reports takes place in numerous layers. It is apparent that analysis takes place to carefully determine any trends in the various types of reports that are generated.
- EDCL is commended for hiring many talented and compassionate staff members. It is noted that the organization's turnover rate is very low, currently at 4 percent for the year, and that many staff members have long tenure with the organization. Furthermore, a sense of mutual respect exists between the individuals and the staff members.
- A new section on annual staff evaluations includes "Staff Stories," which is an excellent way to get feedback from the staff members.
- Primary case managers (PCM) demonstrate a strong understanding of the individuals and the organization's policies and procedures. Many of the PCMs have a strong understanding of the individuals. One PCM stated that she felt that she "had grown up with" the individuals.
- A situation was described in which an individual expressed dissatisfaction with a five-day-per-week day activity schedule. Management identified and implemented a positive solution by having a one-to-one staff member assigned to provide activities on a regularly scheduled weekday. This creative solution has remedied the individual's dissatisfaction and has made a potentially frustrating service schedule into a positive one.
- Management has identified obstacles to the monthly staff meeting and has implemented creative solutions that address the obstacles, entice employees, and increase attendance.

- A community housing facility created a long-standing holiday meal/party tradition that is very popular with the individuals, their families, and the staff members. Parents/guardians talked about how much fun this event is, and that they very much look forward to the pride and enjoyment their family members receive from this event.
- The stakeholders express high levels of satisfaction with the services their family members receive, and particular appreciation for a trip that was made to Pennsylvania, and individual skill developments they have noticed in their family members.
- The Trying it on for Size program is a creative program that fits a need that has been described as previously unfulfilled and that has since been modeled by several organizations in the area. Personnel express a strong knowledge and written protocols for the individuals' development in this program and demonstrate a deep caring and excitement for the program. Stakeholders have high praise for this service.
- The Employment Supports program has dynamic and creative staff members. The individual's strengths, barriers, and preferences are considered for each placement so that the jobs found can be a good fit for the job seeker. After placement and closure, the individual is followed by the organization from 15 to 33 months.
- EDCL job development is based on relationships that have been developed within the business and general community. Possible jobs are identified by the Employment Supports staff, other staff members, family members, and friends of the individuals. EDCL job developers attend trade shows and job fairs to increase possibilities for jobs and to ensure that the individuals are known in the community.
- The businesses that have hired the individuals express that they are very satisfied with the support given by the job development staff. If any problems develop between the employer and the individual, the employer knows that help can be obtained easily and promptly. It is obvious that good relationships are being developed between the employer and the new employee with assistance from the job coaches.
- The employment support manager has developed training classes for the individuals who want to seek competitive employment that teach skills that are needed for good employees, including topics such as work ethics, good conduct, punctuality, and listening to the boss.
- The staff members obviously know the individuals very well and are dedicated to improving their experiences. There is a wide variety of activities available from work, games, social interaction, and community activities. EDCL is fortunate to have the Memorial Arena available for community access. The individuals can use the walking track, sign up for exercise classes, go swimming, and use the hockey area for birthday parties.
- EDCL is well regarded in the community of Elmira and is an asset to the town. The organization has been able to create fundraising activities (e.g., the Maple Syrup Festival and the Quilt Auction) that are supported by donations and assistance from community members. These activities assist EDCL in its ability to provide services. Members of the community hold the organization in high esteem and know the individuals.

In the following area EDCL demonstrates exemplary conformance to the standards.

- The organization's leadership is very creative and innovative, and nowhere is that creativity more apparent than with an arrangement for two university students to provide unpaid social supports to four individuals receiving community integration services from EDCL. The students receive a

full scholarship, including room and board, to provide the support. The scholarship is entirely paid by EDCL, which it funds through donations. EDCL has developed this approach in conjunction with the local university, and this arrangement has greatly reduced the need for paid help. The two students have majors in fields relative to human services and can earn credit toward a master's degree program through the university. They provide at least ten hours of support a week as friends and neighbours and also write a paper on services by paid supports versus unpaid supports. The students live in the same complex as the individuals receiving services, and the site has a common space that encourages ongoing regular socialization. The students may also work at some of EDCL's other sites during the summer and other holidays. The organization tracks information on the cost savings and quality of supports and the result is an extremely innovative and cost-effective service design. The organization has commented in a written report on the differences between providing paid supports versus unpaid social supports and how much more effective and natural the latter is. The design was apparently the first of its kind in Canada and a new project, called Field of Dreams, is underway that will expand on this model to include other unpaid supports to individuals. EDCL is commended for pioneering this type of arrangement, which has numerous benefits and is extremely cost-effective while at the same time giving students a jump start to their human service careers.

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

On balance, EDCL demonstrates substantial conformance to the CARF standards and provides passionate and peer-orientated services. There are a few areas for improvement noted in this report. Most of these areas are associated with fine tuning some of the organization's goal setting practices. EDCL has creative and innovated service designs. Much of the thought process for planning takes place outside the normal box of expectations and existing designs. The Snow Goose site is on the cutting edge of services and represents many new concepts that have been proven to be beneficial over time. This is but one example of the prevailing attitude of the organization to seek new ways of doing services. Elmira is a rural area, yet services have many aspects indicative of a more cosmopolitan area. This has been accomplished by the talent and courage of the leadership to constantly challenge current practices in an effort to improve them. The staff members are genuinely involved with the interests and well-being of each individual. Such an attitude is clearly fostered on a daily basis. Administrative operations are well organized in guiding the organization. The overall organization is value driven, which is apparent in virtually every aspect of operations. The individuals clearly benefit from the quality of services provided.

Elmira District Community Living has earned a Three-Year Accreditation. The board of directors, leadership, and entire staff are recognized for their efforts in this achievement. During its accreditation tenure, the organization is encouraged to continue to use the CARF standards as a basis to seek improvement by staying current in its practices.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

B. Governance

Principle Statement

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 composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

B.7.

The governing body should annually review its governance policies.

Consultation

- Although the board of directors has adopted a succession plan that is reviewed annually, it is suggested that the plan be dated to ensure that the most current version is used.
 - The executive director has not received a pay increase for the past few years due to funding restrictions and the lack of increases on the part of funding sources. In the future, when a pay increase can be afforded, the board of directors is encouraged to review the compensation package for other executive directors of similar non-profit organizations in Ontario to ensure that EDCL's executive director is comparably and competitively compensated.
-

C. Strategic Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- EDCL has created an effective strategic plan that lays out a strategy for the many and varied creative endeavours of the organization. EDCL is encouraged to include measurable goals as part of the overall strategic plan.
-

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Periodic and random audits are performed of the individuals' personal funds, which are located at each site. EDCL is encouraged to ensure that all such accounts are reviewed on a regular basis. One way this could be accomplished is by having a schedule of all sites so that each is reviewed annually.
-

G. Risk Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The current scope of the risk management plan includes some ongoing actions to maintain current operations of services. However, some large issues that might negatively impact the organization are not included in the plan. Such risks include lack of funding increases while at the same time implementing an affirmative wage initiative, a number of services that are dependent on fundraising funds (which historically could be soft money), concerns about workers' compensation increases, and other labour-related issues. These concerns could be large unrealized risks that have the potential to have a major impact on EDCL if ever realized. As such, it is suggested that they and other identified risks be included in the risk management plan along with the potential revenue loss if fully realized and potential strategies to mitigate such risks.
-

H. Health and Safety

Principle Statement

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

Key Areas Addressed

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

Recommendations

H.6.a.(1) through H.6.d.

It is recommended that unannounced tests of all emergency procedures be conducted at least annually on each shift at each location. Tests should include complete actual or simulated physical evacuation drills and be analyzed for performance improvement that address areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. Tests of all emergency procedures should be evidenced in writing.

Consultation

- It is suggested that a schedule of all annual activities for the safety committee be created and tracked to ensure that none are inadvertently omitted each year.
 - Safety training takes place many times during staff meetings as part of in-service training. The documentation is in the form of sign-in sheets. It is suggested that participation be tracked through a database system so that it could be ascertained who has attended which training.
-

I. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Goals are set for each staff member every other year as part of the evaluation process. It is suggested that goals be set annually.
-

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan
-

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- A rights policy has been developed, and it is apparent that the individuals are informed of their rights and they are well-respected throughout the organization. A separate policy guides the process if an individual feels his or her rights have been violated. It is suggested that this process be mentioned in the rights policy itself, in addition to all publications where the individuals are notified of their rights.
-

L. Accessibility

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

M.3.c. through M.3.d.(2)(c)

The current outcomes measurement system is composed of a series of milestone goals for each department of EDCL. Each year, new essentially one-time milestone goals are set and then evaluated at the end of the year. This process is indicative of many of the goal-driven activities of the organization, such as the strategic plan and person directed plans (PDP). The data collected by the organization should allow for comparative analysis and be used to set written business function and service delivery objectives, performance indicators, and performance targets. Some examples of the types of data collected, but not currently part of the outcomes measurement system, include the timeliness of completion of individual plans; employee assessments and other internally required documentation, such as safety drills; turnover rate; slips and falls; medication errors; and other areas where data are currently being gathered across all departments. By using such data and comparing it at least semi-annually and then annually, EDCL could have a valuable management tool that could be useful in future planning. Individual probes specific to each department could also be maintained, such as job placement, wage amount, and number of hours worked for the vocational department.

Consultation

- Much of the data being collected for the PDPs is in a milestone format and the achievement of a particular task versus ongoing data of the improvement or acquisition of a skill. It is suggested that the PDPs also include some aggregate data to show the progression toward long-term goals. It is further suggested that long-term goals, where the milestone goals are leading to, be clearly stated as part of individual planning process.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

N.2.b.

The analysis of performance indicators should be used to improve the quality of programs and services.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although restrictions are listed in the protocol of the individual, it did not initially include a signature indicating that the individual or his or her guardian gave informed consent. It is suggested that a procedure be developed to ensure periodic review, and signed acknowledgement be consistently received. One way of doing this could be to create such a form and make it a part of the PDP process accompanying the rights review already in place.

- In the positive behaviour protocols reviewed that included restrictions (community restriction), there were no clear implemented written methods to reinstate rights as soon as possible or to monitor the effectiveness of these methods in order to attempt to reduce restrictions even though it was noted in written policies elsewhere. It is suggested that this part of the policy be included in the protocols available to frontline staff to encourage development and thought regarding plans of rights reinstatement and monitoring of effectiveness.
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B. Individual-Centred Service Planning, Design, and Delivery

Principle Statement

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

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

Key Areas Addressed

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

Recommendations

B.5.b.(2)

B.5.b.(3)

Although the individuals have objectives that are occasionally measurable, there are situations in which they are not measurable and do not always contain written methods or techniques used to achieve the objective. A coordinated individualized service plan should identify specific measurable objectives and methods/techniques to be used to achieve the objectives. The organization is encouraged to create steps that could allow the staff members to have directions to assist the individuals to "follow their dreams" in ways that are measurable.

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

C.2.c.

Although the organization has procedures that identify a double-locked system for specific medications, it was noted on two occasions that medications were only locked once in a portable container. In another circumstance, a locking mechanism was recently broken and the medication was unlocked. The organization should have written procedures that address packaging and labelling. The organization is strongly encouraged to follow its procedure regarding double-locked medications to provide for extra security. In addition, it is suggested that the organization develop a backup plan in the event that a locking mechanism becomes dysfunctional to allow for secure storage until the lock can be repaired. One way of doing this could be to secure the medications in another secure location until the repair is made. Possible ways of increasing security and reducing risks include developing procedures in which the staff member with access to the medications carry keys on his or her person or the development of a locked system that includes a code entry.

C.5.d.(3)

The organization accesses and documents as-needed (prn) medications when needed, but does not always note the results of the prn medication. The organization should have written procedures that address administration of medications by personnel that include documentation of the use and benefits, or lack thereof, of prn doses.

D. Employment Services Principle Standards

Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.

- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Key Areas Addressed

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

There are no recommendations in this area.

F. Community Services Principle Standards

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

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

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

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

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

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.
- Increased independence.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

C. Community Employment Services

Principle Statement

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

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

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

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

Job Development

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

Employment Supports

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

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

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

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

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in nonwork 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
- Pays wages at or above minimum wage

- Provides a benefits package
 - Employment provided in regular business settings
 - Integrated employment retention
 - Provides career advancement resources
 - Business plan is used to design service
-

Recommendations

There are no recommendations in this area.

G. Organizational Employment Services

Principle Statement

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

Key Areas Addressed

- Paid work provided by organization
 - Employment goals of persons served
 - Legal guidelines adherence
 - Increased wages and skills
-

Recommendations

There are no recommendations in this area.

Consultation

- At ARC Industries, work is available for those who can and want to work. Because work is not always available and not everyone can do work, it is suggested that the manager and direct support staff look into acquiring curriculums and classes that could provide meaningful activities for the individuals when they cannot go out or work. The James Stanfield[®] Company has many DVDs and workbooks that could be beneficial. Other companies have developed games that teach people things such as planning healthy meals and community survival skills. In addition,

for individuals who function at a lower level, there are companies that manufacture sensory items that are designed to give sensory input in various ways, such as tactile objects, types of aroma therapy, and vestibular stimulators. These could be added to the existing sensory items that EDCL already utilizes.

- Wages paid to the individuals are not paid based on productivity or the prevailing wage, but are set by the Ministry. EDCL is encouraged to determine whether this procedure is still allowable or if it has been grandfathered in if there was a change in regulation.
-

K. Community Housing

Principle Statement

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

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

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

Community housing may include either or both of the following:

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

L. Supported Living

Principle Statement

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 sampling 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 intent to survey or identified as a site on the accreditation outcome.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Respite Services

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

P. Community Integration

Principle Statement

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

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

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

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

P.1.a.(1)

P.1.e.

The organization's leadership is very creative and innovative, and nowhere is that creativity more apparent than with an arrangement for two university students to provide unpaid social supports to four individuals receiving community integration services from EDCL. The students receive a full scholarship, including room and board, to provide the support. The scholarship is entirely paid by EDCL, which it funds through donations. EDCL has developed this approach in conjunction with the local university, and this arrangement has greatly reduced the need for paid help. The two students have majors in fields relative to human services and can earn credit toward a master's degree program through the university. They provide at least ten hours of support a week as friends and neighbours and also write a paper on services by paid supports versus unpaid supports. The students live in the same complex as the individuals receiving services, and the site has a common space that encourages ongoing regular socialization. The students may also work at some of EDCL's other sites during the summer and other holidays. The organization tracks information on the cost savings and quality of supports and the result is an extremely innovative and cost-effective service design. The organization has commented in a written report on the differences between providing paid supports versus unpaid social supports and how much more effective and natural the latter is. The design was apparently the first of its kind in Canada and a new project, called Field of Dreams, is underway that will expand on this model to include other unpaid support to individuals. EDCL is commended for pioneering this type of arrangement, which has numerous benefits and is extremely cost-effective while at the same time giving students a jump start to their human service careers.

Consultation

- It is suggested that EDCL investigate ways to improve self-advocacy training by contacting a national or provincial self-advocate organization, such as People First. This type of organization has programs and procedures in place to help to the individuals learn how to advocate for themselves. In addition, affiliating with a national organization could help make the individuals have a bigger impact on the government system.
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PROGRAMS/SERVICES BY LOCATION

Elmira District Community Living

118 Barnswallow Drive
Elmira, ON N3B 2Y9
CANADA

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

Governance Standards Applied

Reid Woods

7632 Reid Woods Drive
Elmira, ON N3B 2Z1
CANADA

Community Housing

Assisted Living Centre

141 First Street West
Elmira, ON N3B 2Y9
CANADA

Community Housing

ARC Industries

146 Church Street West
Elmira, ON N3B 1N3
CANADA

Organizational Employment Services

Centre Street

12 Centre Street
Elmira, ON N3B 2T9
CANADA

Community Housing

Crane Drive

74 Crane Drive
Elmira, ON N3B 3J6
CANADA

Community Housing

Eagle Drive

4 Eagle Drive
Elmira, ON N3B 3H9
CANADA

Community Housing

First Street

81 First Street West
Elmira, ON N3B 1G5
CANADA

Community Housing

First Street

215 First Street West
Elmira, ON N3B 3P7
CANADA

Community Housing

Raising Mill Gate

47 Raising Mill Gate
Elmira, ON N3B 3K8
CANADA

Community Housing

Supported Independent Living

1A Riverside Drive
Elmira, ON N3B 3K3
CANADA

Supported Living

Respite

25 Mill Street
Elmira, ON N3B 2T9
CANADA

Respite Services

Trying it on for Size

162 Church Street West
Elmira, ON N3B 1N3
CANADA

Community Integration