



Three-Year Accreditation

CARF
Survey Report
for
Greater Vancouver
Community Services
Society

CARF INTERNATIONAL
6951 East Southpoint Road
Tucson, AZ 85756 USA
Toll-free 888 281 6531
Tel/TTY 520 326 1044
Fax 520 318 1129

CARF-CCAC
1730 Rhode Island Avenue, NW, Suite 209
Washington, DC 20036 USA
Toll-free 866 888 1122
Tel 202 587 5001
Fax 202 587 5009

CARF CANADA
1400 - 10020 101A Avenue NW
Edmonton, AB T6J 3G2 CANADA
Toll-free 877 434 5444
Tel 780 429 2538
Fax 780 426 7274



Three-Year Accreditation

Organization

Greater Vancouver Community Services Society (GVCSS)
500-1212 West Broadway
Vancouver, BC V6H 3V1
Canada

Organizational Leadership

Ron M. McLeod, Chief Executive Officer
Melanie C. Mendonca, Director of Community Living
Diana Hill, Director, Home Support
Sam Davison, Chief Financial Officer

Survey Dates

June 11-12, 2012

Survey Team

Annette R. Grove, M.B.A., Administrative Surveyor
Debra A. Dickinson, Program Surveyor
Patsy H. Long, B.S., ADM, RN, Program Surveyor

Programs/Services Surveyed

Community Housing
Community Integration
Home and Community Services

Previous Survey

May 4-5, 2009
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 2015

SURVEY SUMMARY

Greater Vancouver Community Services Society (GVCSS) has strengths in many areas.

- An engaged board of directors fulfills its governance role with a high level of interest. Members are fully informed in order to monitor the current state of GVCSS and are actively involved in strategic planning to position the organization for future success. Over the past few years, the board has transitioned from a body primarily interested in listening and supporting to one that fully accepts the responsibility of governance.
- Competent and experienced executive leadership quietly, yet confidently, provides a model for the core values of the organization. The executive officer and his executive team are well respected within the human service community and maintain rich and open communications with all stakeholders. Careful planning for succession has provided a strong sense of loyalty and assurance for the sustainability of the culture that employees have come to value.
- A solid infrastructure to support the health and safety, human resources, and financial functions of the business focuses not only on reducing the risk of exposure, but also on capitalizing on business opportunities in these areas. Policies and procedures are clear, up to date, and regularly communicated to the workforce. Employees are well qualified for the positions they hold and demonstrate a strong sense of teamwork.
- Data-driven decisions focus on continuous quality management and performance improvement. The organization is committed to not only meeting, but exceeding expectations. A comprehensive set of outcomes measures provides essential information for both tactical and strategic decisions.
- Health and safety practices are important issues for the programs throughout the organization. There are well-written policies and procedures covering emergency situations. The organization has done an excellent job of individualizing each procedure to ensure that it meets the specific needs of the persons served.
- GVCSS has a strong reputation with the health authority and with Community Living British Columbia (CLBC) for being the organization that will quickly respond to individual referrals that present a challenge to serve.
- A strong, passionate, and committed leadership team demonstrates its management philosophy through its various practices of being accessible, supportive, and committed to client care.
- There is a high level of satisfaction with the quality of services expressed by clients and their family members. They commented on the approachability and the caring nature of the staff as well as the open communication with the organization.
- The community housing program has provided extensive accommodations to provide safe, comfortable, and functional living situations for the ever-changing needs of the individuals. Each home has personalized décor that speaks to the interests of each person living there.
- GVCSS has made a strong commitment to provide quality services that are consistent with the CARF standards. It is apparent that the standards are used to improve services. The initiative taken to understand the CARF process and dedication to meeting the standards are impressive and consistent throughout the organization.

GVCSS 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, GVCSS is in substantial conformance to the CARF standards applied during this survey, and only a few recommendations were made for areas for improvement. The organization appears to be committed to responding to recommendations and to continuing to monitor its operation to stay current with the CARF standards. During the tenure of this accreditation, GVCSS is encouraged to maintain its focus on quality for existing services. As the organization moves forward with plans to consider the emerging needs of an aging population, GVCSS is encouraged to refer to the CARF standards for guidance.

Greater Vancouver Community Services Society has earned a Three-Year Accreditation. The members of the board of directors, employees of the organization, and all those who support the operation are commended for this accomplishment.

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.

Consultation

- Although GVCSS has provided some diversity training to its employees, it is suggested that the training be expanded to include topics related to generational issues. As the workforce reflects a larger number of younger workers, it may be helpful to understand generational differences. Likewise, as the organization moves forward to provide more specific services to an aging population, understanding the diversity between generations will be critical.
-

C. Strategic Integrated 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.

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

- GVCSS has increased its interest in fund development to better support the services it offers and expand in areas that public funds are not able to support. As the organization continues to seek non-public funds, it may be helpful to hire someone with expertise in this area who can work with the fundraising committee to achieve targeted results.
-

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.

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

There are no recommendations in this area.

Consultation

- It is suggested that emergency situations be discussed when accessing the community. It is important to both persons receiving services and staff members to know how to react while in community settings as well as within their homes.
-

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

- As a result of the significant growth of the home supports program, the employee base for the program has nearly doubled. Although turnover is much less than is experienced by many other organizations in this area, there still remains a reasonable need for continuous recruitment. At the time of the survey, all human resource functions, including recruitment, were done by a small staff of three persons. In order to achieve some efficiency for screening, it might be helpful to move to an online application system. This would allow staff more time for the interactive interview process.
-

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

J.1.a.(6)

It is recommended that the technology plan be expanded to include the current status and future plans for assistive technology within the organization. GVCSS contracted with an IT firm to conduct a complete IT audit and to develop a plan for improvement, but assistive technology was not included. It is understood that individual assessments are being conducted for clients to identify what technology might be helpful; however, there is no evidence that assistive technology is being considered at the organizational level. GVCSS could increase its knowledge of assistive technology to better position the organization for supporting persons with disabilities who may join the organization's workforce.

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.

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. Information 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

There are no recommendations in this area.

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

There are no recommendations in this area.

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

A.3.c.

Although GVCSS has a policy on exit criteria, it is recommended that the policy be expanded to include the process the organization will utilize regarding discharge.

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 each individual program plan has short-term goals, it is recommended that these goals consistently be specific and measurable and include methods and techniques to be used to achieve the objectives.

C. Medication Monitoring and Management

Principle Statement

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

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.a.

The organization's home support medication policy should be modified to address how medication is stored, including the handling of medication requiring refrigeration or protection from light. This would ensure that medication is stored safely in the home.

C.6.a.

The organization should have written procedures that provide for compliance with all applicable laws and regulations pertaining to medication and controlled substances.

F. Community Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

Key Areas Addressed

- Access to community resources and services
-

Recommendations

There are no recommendations in this area.

SECTION 4. COMMUNITY SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources, services, and supports 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 generic opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services/supports they want or require that will meet their identified needs, and offers an array of services/supports 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/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.

E. 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

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.

U. Home and Community Services

Principle Statement

Home and Community Services (HCS) are person centred and foster a culture that supports autonomy, diversity, and individual choice. Individualized services are referred, funded, and/or directed by a variety of sources. In accordance with the choice of the person served, the services provided promote and optimize the activities, function, performance, productivity, participation, and/or quality of life of the person served.

The Home and Community Services may serve persons of any ages, from birth through end of life. Services may be accessed in a variety of settings including, but not limited to, private homes, residential settings, schools, workplaces, community settings, and health settings. Services are provided by a variety of personnel, which may include health professionals, direct support staff, educators, drivers, coaches, and volunteers and are delivered using a variety of approaches, supports, and technology.

Services are dynamic and focus, after a planning process, on the expectations and outcomes identified by both the person served and the service providers. The service providers are knowledgeable of care options and linkages to assist the person served; use resources, including technology, effectively and efficiently; and are aware of regulatory, legislative, and financial implications that may impact service delivery for the person served. The service providers are knowledgeable of their roles in and contribution to the broader health, community, and social services systems.

Home and Community Services must include at least one of the following service delivery areas:

- Services for persons who are in need of specialized services and assistance due to illness, injury, impairment, disability, or a specific age or developmental need.
- Services for persons who need assistance to access and connect with family, friends, or co-workers within their homes and communities.
- Services for persons who need or want help with activities in their homes or other community settings.
- Services for caregivers that may include support, counseling, education, respite, or hospice.

Key Areas Addressed

- Knowledge and identification of appropriate community service options
- Person-centred individualized services
- Collaboration with the family/support system
- Personnel competencies
- Safety and disaster preparedness
- Education to persons served, family/support system and other stakeholders

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that GVCSS utilize the “File of Life” to assist families in developing a portable profile of health information.
-

PROGRAMS/SERVICES BY LOCATION

Greater Vancouver Community Services Society

500-1212 West Broadway
Vancouver, BC V6H 3V1
Canada

Administrative Location Only

Coleman Road Group Home

Community Housing

Doman Street Group Home

Community Housing
Community Integration

Fourth and Alma Group Home

Community Housing
Community Integration

Mount Seymour Parkway Group Home

Community Housing
Community Integration

Steveston Group Home

Community Housing
Community Integration

Williams Group Home

Community Housing
Community Integration

Marion Longstaff Centre

347 East Cordova Street
Vancouver, BC V6A 1L4
Canada

Home and Community Services