

**CARF
Survey Report
for
Pathways Abilities
Society**

Organization

Pathways Abilities Society
123 Franklyn Road
Kelowna BC V1X 6A9
CANADA

Organizational Leadership

Charisse Daley, Executive Director
Leslie Munro, Home Share & Activity QA Manager

Survey Dates

April 26-28, 2017

Survey Team

Debra Lang, Administrative Surveyor
Paul Sankey, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Organizational Employment Services
Governance Standards Applied

Previous Survey

September 8-10, 2014
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 31, 2020



Three-Year Accreditation

SURVEY SUMMARY

Pathways Abilities Society demonstrates strength in several areas.

- Pathways is fortunate to have a diverse board of directors that is dedicated to Pathways' mission and philosophy. The board strives to offer a broad perspective that includes advocacy for service, community representation, and fiscal oversight.
- The executive and management staff demonstrates a strong commitment to using the CARF International standards to improve the services. The staff was receptive to the suggestions and ready to address recommendations.
- It is evident that the senior management is committed to the organization and to the provision of quality services to the individuals served. The inclusion of staff members in operational and strategic planning contributes to Pathways' success and has created strong team leadership.
- The support team is commended for its dedication to the organization's mission and its diligence in providing opportunities for the individuals served. The team members' employment longevity and expressions of commitment are testament to the quality of the services provided and the differences that these services make in the lives of the individuals served. The length of occupancy of each of the individuals in residential living also confirms the program's success.
- The organization has a strong commitment to self-advocacy and encourages the individuals served to participate in advocacy in the service area. At least ten meetings are held each year, which are coordinated by the service manager and include staff members from each service area. Their participation helps ensure the safety of individuals served and assists in providing education to the individuals served on advocating on their own behalf. All of the individuals served by the organization are invited to attend.
- It is evident that the staff members are enthusiastic about the work they do and person-centred service provision. There is a strong awareness of cultural diversity and acceptance of the individuals served as they are. Cultural diversity planning is incorporated into Pathways' culture.
- The organization is committed to community integration for the individuals served. Great effort is made to provide housing in mixed communities and encourage social interaction. The individuals served easily become part of the community they live in and experience acceptance and support from the other residents.
- The process of strategic planning, accessibility planning, and performance improvement is well constructed, and there is ample evidence that the data are utilized effectively in refining the programs, services, and operating methodologies. Input is received from multiple resources within the organization and includes the individuals served and other stakeholders. This information is reviewed, analyzed thoroughly, and used for strategic planning and implementation of performance improvement plans.
- Pathways provides the individuals served with well-designed, accessible, and personalized accommodations in its community housing program. The residences are well situated and maintained, the rooms are personalized, and Pathways has worked hard to engage the neighbours by hosting neighbourhood events.

- Pathways operates an excellent home sharing service that includes a thorough screening process, appropriate monitoring, and thoughtful matching in pairing the individuals served with home sharing providers. Both the home sharing providers and the individuals served identify Pathways as an organization of choice.
- Pathways employs the individuals served in a bicycling recycling business. The individuals served like what they do, have ample opportunities to acquire and increase their skills, and earn fair wages. Pathways also does an excellent job of developing employment opportunities in the community in a wide variety of industries and services. The job placement and retention rates reflect the organization's ability to develop placements and to prepare, place, and match the individuals served accordingly.
- Pathways has an online data storage system that allows its employees to view and manage pertinent information; effectively supports the employees' work; and provides needed information in real time, when it is needed most.

Pathways should seek improvement in the area(s) identified by the recommendation(s) in the report. Any consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Pathways has well-qualified leadership that is enthusiastic about the work it does and is dedicated to Pathways' mission and vision. The organization embraces the CARF standards to ensure that quality programs and services are available to the individuals served. Diversity and person-centred care is a core value of the organization, creating an environment of acceptance and support throughout the community. The programs and services are operated efficiently and effectively. The organization demonstrates substantial conformance to the CARF standards. Although the survey report identifies a few areas for improvement to be addressed to improve service delivery and operations, it is apparent that the organization has the knowledge and desire to use the survey for further improvement. It is also apparent that Pathways will continue to use the CARF standards and this survey report to further improve the efficiency and effectiveness of its services and operations.

Pathways Abilities Society has earned a Three-Year Accreditation. The administration and professional staff members are recognized for their efforts in pursuit of international accreditation. They are encouraged to use their resources to address the opportunities for improvement noted in this report and to continue to utilize the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

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

Recommendations

There are no recommendations in this area.

Consultation

- Multiple policies and procedures exist addressing the standards for ethical codes of conduct. It is suggested that these policies and/or procedures be consolidated into one document that addresses all areas of ethical codes of conduct. It is further suggested that consideration be given to eliminating the various versions and replacing them with a newly created, comprehensive ethical codes of conduct. This document could be applicable to employees, volunteers, students, and the individuals served.
-

B. Governance

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 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.2.f.(1)

Governance policy states that the board of directors shall be composed of not less than seven and no more than 11 directors. The bylaws state that the composition will be no less than three and no more than 11 directors. Pathways is urged to address the size of the board in the policy to ensure that it is in agreement with the bylaws of the board of directors. The bylaws indicate that the board membership is three years. It is evident that the current board members have been on the board for several terms. Consideration might be given to adding the number of times a board member can be reelected to his or her position.

B.6.a. through B.6.e.(7)

Although the board members were able to explain the process for annual performance evaluations and determination of the executive director's compensation, there is no evidence of written policies addressing executive compensation. It is recommended that the organization develop and implement governance policies that address executive compensation, including a written statement of total executive compensation philosophy; review by an authorized board committee composed of independent, unrelated board members; and defined total compensation mix, up to and including, as warranted base pay, incentive plans, benefit plans, and perquisites. The governance policy should also address total compensation references to market comparator data and functionally comparable positions. It should also include a documented process that outlines terms of compensation arrangements; approval date; names of board members on the committee who approved the decision; data used in the compensation decision; disclosures of conflict of interest, if any; annual review of executive compensation records; and authority of board members to exercise executive compensation actions. Administrative staff has begun creating an appropriate policy to address these areas and is encouraged to ensure that the board of directors implements these policies for future executive reviews and compensation considerations.

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

- 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

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

- 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

Description

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

Description

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.

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

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

Recommendations

There are no recommendations in this area.

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

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

Recommendations

H.7.a.(1)

H.7.c.(1) through H.7.d.

One residential location has two shifts and tests of the emergency procedures have not been conducted consistently on both shifts. It is recommended that unannounced tests of all emergency procedures be consistently conducted at least annually on each shift. It has been noted that the drills conducted on the second shift are not performed during sleeping hours. It is recommended that unannounced tests of the emergency procedures on the second shift be periodically conducted during the hours that the residents are asleep. Although the tests of emergency procedures are documented, the content of the reports are inconsistent and do not always address all of the elements in this standard. It is recommended that unannounced tests of all emergency procedures be consistently analyzed for performance that addresses the areas needing improvement, actions to be

taken, results of performance improvement plans, and necessary education and training of personnel. Although each test is evidenced in writing, each test should consistently include its analysis.

H.11.b.(3)(a)

To this point, the persons served have not received education regarding infections and communicable diseases. A policy has now been developed to include the individuals served. It is recommended that the organization implement the guidelines for addressing these procedures on training regarding infections and communicable diseases with the persons served.

Consultation

- Comprehensive health and safety inspections are being conducted according to the elements in the standards. Currently, recommendations for areas needing improvement and actions taken to respond to the recommendations are recorded in the risk management plan and, as a result, the written inspection report does not reflect if there has been a response to the recommendations. In order to provide a comprehensive inspection report, the organization might consider also noting completion of the actions taken to respond to the recommendations in the inspection report.
-

I. Human Resources

Description

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

I.6.b.(4)(b)

Documentation demonstrates that performance objectives have been established for the upcoming year; however, not all objectives are measurable. Pathways should use the personnel performance evaluations to consistently establish measurable performance objectives for the next year.

Consultation

- It appears several policies and appeal procedures for grievances exist using various terms, such as *complaints* and *conflict*. It is suggested that one policy and procedure be developed that defines grievance/complaint and appeal procedures for all personnel.
-

J. Technology

Description

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
 - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
 - Training for personnel, persons served, and others on ICT equipment, if applicable
 - Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
-

Recommendations

There are no recommendations in this area.

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

- 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

Description

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization has a well-developed accessibility plan that is reviewed, and progress toward meeting targets is noted; however, a separate action plan has been developed that is used to document progress in the removal of barriers, activity plans to reach goals, and ongoing updates. It is suggested that these two documents be merged to provide one comprehensive accessibility plan document.
-

M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

M.5.d.

It is recommended that Pathways collect data about the individuals served regarding the impact of services at specific point(s) in time following the delivery of services.

N. Performance Improvement

Description

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.1.b.(3)

The annual written performance analysis should include extenuating or influencing factors.

Consultation

- The performance improvement plan analysis does not consistently identify areas needing improvement, action plans needed, or revisions made to improve performance. A separate action plan document has been created that is used to follow up on goals established in the performance improvement, and this actually completes the performance improvement analysis and follow-up activities. It is suggested that the organization merge the two documents to create a comprehensive performance improvement plan.
-

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

There are no recommendations in this area.

Consultation

- It is suggested that Pathways review, consolidate, and simplify the information it provides to the individuals served and other stakeholders to make the information more accessible and easier to comprehend. For instance, a handbook could be created with the involvement of the individuals served, utilizing contemporary multimedia tools.
-

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that Pathways review its training practices regarding individual planning and the setting of goals to ensure that the goals and activities related to the plans are properly formulated and that the measurements are appropriate. The plans and goals could be monitored by a Pathways employee with expertise in this area.
-

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

- It is suggested that Pathways review its medication management practices to ensure that information on drug interactions and side effects is not only current, but also available in all locations where medications are provided to the individuals served. This could be accomplished by centralizing the medication monitoring process.
-

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
 - Personnel needs of local employers
 - Community resources available
 - Economic trends in the local employment sector
-

Recommendations

There are no recommendations in this area.

F. 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 AND COMMUNITY SERVICES

Description

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

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

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

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

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

C. Community Employment Services

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.

Job Development

Description

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.

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.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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

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

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

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

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

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from coworkers.
- Persons served treated with respect.

- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

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.

G. Organizational Employment Services

Description

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, including individualized competitive employment.

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.

Some examples of the quality outcomes desired by the different stakeholders of these services include:

- Movement to individualized competitive employment.
- Movement to an integrated environment.
- Increased wages.
- Pay at or above minimum wage.
- Increased skills.
- Increased work hours.
- Minimized downtime with meaningful activities available.
- Exposure to and availability of a variety of jobs.
- Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

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.

J. Family-Based/Shared Living Supports

Host Family/Shared Living Services

Description

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

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

Safety, responsibility, and respect between or amongst all people in the home are guiding principles in these services. Persons are supported to have meaningful reciprocal relationships both within the home, where they contribute to decision making, and the community. The service provider helps the person served to develop natural supports and strengthen existing networks. Relationships with the family of origin or extended family are maintained as desired by the person served. The provider supports the emotional, physical, and personal well-being of the person.

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

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

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.

K. Community Housing

Description

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

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

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit

settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighbourhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

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

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
- 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.

P. Community Integration

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.

PROGRAMS/SERVICES BY LOCATION

Pathways Abilities Society

123 Franklyn Road
Kelowna BC V1X 6A9
CANADA

Community Integration
Host Family/Shared Living Services
Governance Standards Applied

Branch 55

150 D Gray Road
Kelowna BC V1X 1W7
CANADA

Community Integration

Old Meadows Road

647 Old Meadows Road
Kelowna BC V1W 1S3
CANADA

Community Housing

Pathways Abilities Society - Bouvette

2835/2837 Bouvette
Kelowna BC V1Y 3K5
CANADA

Community Housing

Pathways Abilities Society - Fuller

555 Fuller Avenue
Kelowna BC V1Y 7W8
CANADA

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