



# CARF Accreditation Report for Community Living Kingston and District

## Three-Year Accreditation



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# Contents

[Executive Summary](#)

[Survey Details](#)

[Survey Participants](#)

[Survey Activities](#)

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

[Representations and Constraints](#)

[Survey Findings](#)

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

## About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during an on-site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

**Organization**

Community Living Kingston and District  
541 Days Road, Unit #6  
Kingston ON K7M 3RB  
CANADA

**Organizational Leadership**

Peter Sproul, Executive Director

**Survey Number**

123612

**Survey Date(s)**

October 2, 2019–October 4, 2019

**Surveyor(s)**

Michael A. Mamot, Administrative  
Wendy M. Goyer, Program  
Sara Case, Program

**Program(s)/Service(s) Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Family Services  
Host Family/Shared Living Services  
Organizational Employment Services  
Respite Services  
Services for Children and Youth: Child and Adolescent Services  
Supported Living  
*Governance Standards Applied*

**Previous Survey**

September 14, 2016–September 16, 2016  
Three-Year Accreditation

**Accreditation Decision****Three-Year Accreditation**

**Expiration: November 30, 2022**

# Executive Summary

This report contains the findings of CARF's on-site survey of Community Living Kingston and District conducted October 2, 2019–October 4, 2019. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

## Accreditation Decision

On balance, Community Living Kingston and District demonstrated substantial conformance to the standards. There are numerous strengths of Community Living Kingston and District (CLKD). It is an organization that truly reinvests in its services to provide top quality care. The majority of the strengths centre around the positive, nurturing atmosphere the organization has created and the investment in staff members. Clearly, values are stressed at every opportunity. The leadership models these values to set a good example for the rest of the organization. Staff members are supported with a fertile training program to provide professional growth. In fact, training goes far beyond basic requirements thus allowing opportunities for staff members to further their careers. The result of this investment is capable, motivated, compassionate, and effective staff members. The use of technology in support of staff members and in operations contributes to the overall quality of care that is provided. CLKD is a stable organization. This is the result of many years of carefully managing resources. All sites visited were extremely well maintained in safe, clean, and attractive environments. In fact, many had been built from the ground up to serve persons with intellectual and developmental disabilities in a functional yet normalized site. Grants have been awarded to assist in the development of these sites. Many of the services that are provided are innovative. Two examples are the trip respite services whereby persons served are taken on a trip to provide respite for the family and the food rescue program whereby expiring food is picked up and made available to persons served in supported living. CLKD has made many contributions to the local community. As a result, the organization benefits from local resources from businesses, colleges, universities, and neighbours. There are but a few minor areas to address within the accreditation report and a few ideas that may be considered as CLKD plans for the future. However, overall, CLKD is a fine-tuned, exceptional organization. The board of directors and the leadership should take great pride in their success in modelling and setting such a high standard of care.

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

**Community Living Kingston and District has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

## Survey Details

### Survey Participants

The survey of Community Living Kingston and District was conducted by the following CARF surveyor(s):

- Michael A. Mamot, Administrative
- Wendy M. Goyer, Program
- Sara Case, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Community Living Kingston and District and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## **Program(s)/Service(s) Surveyed**

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Family Services
- Host Family/Shared Living Services
- Organizational Employment Services
- Respite Services
- Services for Children and Youth: Child and Adolescent Services
- Supported Living
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## **Representations and Constraints**

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## **Survey Findings**

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that Community Living Kingston and District demonstrated the following strengths:

- CLKD benefits from a strong and dedicated board of directors. These volunteers guide the organization and oversee the organization's leadership and expenditures. The board has policies that provide a healthy understanding of its role within the organization. The board is recognized for its efforts and success in supporting CLKD.
- The leadership has developed a positive and compassionate atmosphere within CLKD. It was evident at virtually all sites that services are value based, contributing to the overall comforts of each environment where services are offered. The leadership of CLKD has worked hard to create such a positive nurturing culture at each location and is applauded for its efforts.
- Noteworthy is the stability of the full-time staff members. The annual turnover rate is merely 4 percent. No doubt, a major factor in this stability is the positive atmosphere of CLKD mentioned above. However, another factor is the positive relationship between CLKD and the labor union, which can be described as being mutually beneficial with both sides, as both clearly understand their roles and relationship to one another.
- Another factor contributing to the stability of full-time staff members is the training that is available through CLKD. Two computer-based programs are used for staff members: Surge and Basic Nucleus. Most training is on Surge, which is competency based and includes a far range of topics. Certain training is required for the various positions. However, there are many other topics that staff members can access to further their understanding for professional growth. Noteworthy is that not all training is computer based and certain topics, such as Crisis Prevention Institute and CPR, are taught face to face. Lastly, a great deal of mentoring and support is offered to staff members to further their development and professional growth. CLKD is a fertile ground for knowledge of community-based services for persons with intellectual/developmental disabilities.
- A unique program set up by CLKD is a training fund that is funded by a modest contribution on the part of each employee and is matched by the organization. A committee reviews requests for conferences and outside trainings. Everyone within the organization can access opportunities for further professional growth.
- CLKD has excellent relations with the local college and university. A student volunteer program provides education opportunities and potential for employment. This partnership is a win-win situation. Furthermore, the student volunteers benefit from the excellent training opportunities mentioned above. It is also an excellent source of staff recruitment.
- Noteworthy is that all staff members are eligible for a retirement program that is matched by CLKD, yet another benefit for the employees of the organization.
- CLKD has prospered as a result of its strong financial position. This is the result of years of careful planning and understanding how to invest in the future. Numerous grants have been awarded to make capital improvements. But perhaps CLKD's greatest investment has been with its staff members.
- Policies that guide board, leadership, and operations are well designed with a cross reference to other policies to avoid duplication and confusion. The policies are not overly wordy in order to provide the guidance they were meant to provide.
- Typical of CLKD, a positive relationship exists between funders and other stakeholders. Noteworthy is the positive satisfaction survey results. This is reflective of the organization's approach to being open minded, listening to other stakeholders, and considering their input in decisions.

- CLKD is a fine-tuned organization that clearly has set its priorities in a positive direction in order to provided quality care to persons served. The executive director is recognized for his approach of being considerate of others while also being clear of his vision for the organization.
- CLKD has experienced, dedicated, and engaged staff members at all levels of the organization. They provide creative solutions to meet the unique needs of persons served. CLKD staff members remain flexible to ensure appropriate and timely service delivery to include informal/natural supports while waiting for funding. CLKD is a valuable resource to the community and to its funding sources.
- CLKD's Family Support team is a cohesive team of experienced professionals that support over 170 lives in 70 separate locations. The early intervention team under Family Support is the "first face of the system" of service delivery. Family members of persons served state that Family Support team members are dedicated, flexible, available, and a true asset.
- All CLKD team members demonstrate adaptability as they constantly re-prioritize service delivery options and opportunities based on the needs of persons served and community/community partner needs.
- CLKD's employment program has successfully undertaken several major transitions in the last year: new supervisory staff, change in location (to better support employment opportunities), and renegotiated wages to ensure a minimum wage for persons served working at Kwik Shred. The team is responsive to individuals interested in career counselling, job exploration, job carving, and employment.
- CLKD maintains a positive and collaborative relationship with community partners. A recent open house was held to introduce its shredding service in a new location. It asked business neighbours to bring items to shred. Money raised by shredding paper was donated to another community partner, the Kingston Humane Society.
- CLKD's community housing team members are dedicated to the 24/7 needs of persons served. Persons served speak of lifestyles and activities that engage them in a community that embraces them. Staff members and staff members' schedules are flexible to accommodate the choices and needs of persons served.
- CLKD's homes are blended into communities and distinctly decorated by each person served. Homes are comfortable, are well maintained, and match the support needs of persons served. Persons served were excited to show off their homes and their many talents (art, music, etc.). Their interaction with staff was natural and engaged.
- CLKD uses a third-party clinician to review and approve behaviour support plans using restrictive techniques. This community partnership ensures an external view of supports provided to persons served who could be a risk to themselves or others.
- Persons served, families, and community partners state that CLKD is supportive, is professional, and provides timely response. They all state that CLKD team members go above and beyond to meet the needs of persons served.
- CLKD was instrumental in the recently completed The Reclamation Project: The Value of Living Life at the Helm, which documents a historical view of institutions from the perspective of people who had lived in institutions. Family members, advocates, and staff also contributed. The video documenting portions of the project's efforts was gut wrenching and disturbing and, hopefully, will create awareness that people with a disability should have every opportunity to participate fully in their community with dignity and respect.
- The organization's website is very user friendly and informative. It provides information about all its programs and the organization's history. It includes information about initiatives in the field of developmental disabilities in community living in Ontario and around the world. The future redesign of the website to include a portal for the board of directors will be of great benefit to the board members to access organizational documents pertaining to their roles and responsibilities.
- The organization does an excellent job building capacity to provide services to persons with disabilities with extensive recruitment and retention of up to 125 volunteers this past year. This opportunity provides connections in the community that build on mutual interests and natural relationships.

- The community inclusion services provide a great variety of opportunities for persons with disabilities to work and engage in their community. These services are provided by creative, energetic, and dedicated employees who truly care about the persons served. The relocation of these programs and the renovations to these facilities will and have had a direct and positive effect on how services are provided. The focus on planning for current and future needs is evident in the accessibility and creative use of space.
- CLKD's development of a variety of respite options is truly innovative. The purchase of the "respite house" provides an opportunity to meet the needs of both adults and children/youth through extensive planning, flexibility, and support of the individual needs of persons and their families. The community connection to an external partner that donates unsold items to the organization to benefit the needs of persons with disabilities is wonderful. The dedication of the employees to go above and beyond to ensure a successful transition into services is a strength to this organization.
- Trip respite is a great service option for persons served and their families. Individuals have the opportunity to enjoy short vacations with new experiences that are affordable and fun. Families appreciate this opportunity for their family members and speak highly of the employees and their hard work and creativity during planning and follow-through.
- All of the employees at CLKD are friendly and display enthusiasm for this field and the organization. Their dedication to the improvement of services is commendable. The care and compassion shown to persons served demonstrate true respect for each person.
- Families all speak very highly of the organization. The constant contact through a variety of means to ensure that families are kept in the loop is truly appreciated. Respect and dignity are shown to their family members in all interactions. Families stated that they are very appreciative of all the supports, planning, and advocacy employees engage in to ensure the best lives for their adult children.
- Supported living services are provided in creative and respectful means. People are happy with their supports from the organization and the variety of opportunities and level of independence they have. Homes are individualized and proudly shown to visitors. The culture of person-centered thinking is emulated in all its services.
- CLKD has taken advantage of an amazing food rescue initiative so that persons receiving supported living services can have access to food, personal items, and clothing as needed from the association's service location. Many of the persons served in supported living utilize this needed resource.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

## **Section 1. ASPIRE to Excellence®**

### **1.A. Leadership**

#### **Description**

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

#### **Key Areas Addressed**

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

#### **Recommendations**

There are no recommendations in this area.

#### **Consultation**

- CLKD has developed a cultural diversity plan. Annual training is done for all employees to promote sensitivity and agility of other cultures. Yet, this training is not mentioned within the plan. It is suggested that such training be included in the cultural diversity plan.
- There is a strong emphasis on value-driven services at CLKD. Indeed, the high standards and values held high by the organization are ever present in the manner with which services are provided. Ethics are presented in many different forms. Consideration may be given to adopt four to six ethics pillars to better facilitate comprehension of ethics. Examples of ethics pillars include trustworthiness, transparency, honesty, caring, responsibility, respect, and helpful.

### **1.B. Governance (Optional)**

#### **Description**

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the

organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Board meetings are well organized and efficiently run. However, consideration may be given to ending all board meetings in closed session. This would allow for the board to consider how the board meeting went and their involvement in the organization. Also, this sets a standard so that if there ever is an issue that needs to be dealt with on camera, then it will be a normal part of the board meeting and induce less or no anxiety.

## **1.C. Strategic Planning**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **1.D. Input from Persons Served and Other Stakeholders**

### **Description**

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

### **Key Areas Addressed**

- Collection of input
- Integration of input into business practices and planning

### **Recommendations**

There are no recommendations in this area.

## **1.E. Legal Requirements**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **1.F. Financial Planning and Management**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **1.G. Risk Management**

### **Description**

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

## Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## Consultation

- A well-designed risk management plan has been developed. During the course of the survey, concerns over political swings, especially relative to funding, and liability issues related to social media were discussed as potential risks. It is suggested that these two risks be added to the risk management plan.

## 1.H. Health and Safety

### Description

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

### Key Areas Addressed

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

### Recommendations

#### 1.H.12.e.

Based on review of CLKD's vehicles and grab bags used by authorized personnel using their personal vehicles to transport persons served, required safety equipment was not consistently available. In an effort to maintain safety during transportation, the organization should ensure that all essential safety equipment is available in all vehicles.

### Consultation

- The central office is well designed and very attractively decorated. The entrance is through a small arboretum with white tiles with the office being on the second floor. There is also an elevator to provide accessibility. The stairs are tiled as well. Whereas the stairs are quite attractive, there is a concern of persons slipping and there have been some falls on them in the past year. Consideration may be given to having non-slip white pads to address this safety concern.
- Drills of emergency plans (fire, natural disaster, violence in the workplace, utility failure, bomb threat, or medical emergency) are drilled upon at each site on all three shifts. Each staff member is required to individually complete drill forms. Fire drills are completed at least annually to ensure that persons served know evacuation routes and to assess if any additional training is necessary. However, there is no documentation of persons' participation in any of the other drills. It is suggested that all persons served be involved with all drills of emergency plans and that it be documented.

- Emergency plans are included in policy that are accessible through Surge, the computer program. However, if a computer is not accessible, such as if there is a power failure, then the emergency plans are not accessible. As such, it is suggested that a hard copy be maintained at all sites of emergency plans in a location that provides easy access.

## 1.I. Workforce Development and Management

### Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

### Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

### Recommendations

There are no recommendations in this area.

## 1.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

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

### Recommendations

There are no recommendations in this area.

## Consultation

- A technology plan has been developed. Clearly, CLKD has embraced technology on many levels, such as the use of Surge and Basic Nucleus programs. Whereas the plan does have some sense of priorities, the organization is encouraged to put a greater emphasis on the priorities for the next investment in technology much like what was done with the strategic plan.
- The technology policy is located in various other policies. It is suggested that it be centralized as one policy.

## 1.K. Rights of Persons Served

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.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

- Data collection
- Establishment and measurement of performance indicators

## Recommendations

There are no recommendations in this area.

## 1.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

- Analysis of performance indicators in relation to performance targets
- Use of performance analysis for quality improvement and organizational decision making
- Communication of performance information

### Recommendations

There are no recommendations in this area.

## Section 2. Quality Individualized Services and Supports

### Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

## 2.A. Program/Service Structure

### Description

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

### Key Areas Addressed

- Services are person-centered 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 CLKD expand its collection of information to include risk assessments for people and employee work environments/activities and implement mitigation strategies to reduce harm. It is also suggested that it continue to develop its Social Story form to include relevant information that is not documented elsewhere.
- CLKD uses the Nucleus information system to document information on the persons served. It is suggested that the organization work with the Nucleus developers to continue to redesign the system and features for performance improvement in areas of reporting tools, consistency, data correlation, and user-friendliness. The organization may also consider making guidelines for employees on the consistent use of the document library and labeling of uploaded documents. This may assist with better oversight of uploads and filtering options to find required and the most up-to-date documents.

## 2.B. Individual-Centered 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-centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

### Recommendations

There are no recommendations in this area.

## 2.C. Medication Monitoring and Management

### Key Areas Addressed

- Current, complete records of medications used by persons served
- Written procedures for storage and safe handling of medications
- Educational resources and advocacy for persons served in decision making
- Physician review of medication use
- Training and education for persons served regarding medications

### Recommendations

#### 2.C.5.d.(3)

The organization's policy and tracking forms outline tracking of PRN medication for challenging behaviours and seizure medication only. It is recommended that the medication monitoring and management written procedures be expanded to include the use and benefits or lack thereof of all PRN medication.

## Consultation

- CLKD provides medication monitoring and management. It is suggested that the community inclusion program closely monitor the medication administration record and related protocols so it is always receiving and maintaining up-to-date records for persons served and reducing opportunities for errors and promoting consistency throughout the organization and services.
- It is also suggested that a table of contents be implemented throughout the organization for all medication binders for persons served to have consistent information available for all employees.

## 2.D. Employment Services Principle Standards

### Description

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

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

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

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

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## Consultation

- CLKD recently raised the hourly rate from a sub-minimum wage (\$2 per hour) to minimum wage (\$14 per hour). In doing so, CLKD reviewed hours worked by persons served. CLKD stated the transition to minimum wage was the right thing to do, but the change in hours impacted the hours of support of some of the persons served. CLKD may want to consider offering training in soft skills and additional job skills during non-paid hours.

## 2.E. Community Services Principle Standards

### Description

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## Section 3. Employment Services

### Description

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

### **3.F. Organizational Employment Services (OES)**

#### **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
- Legal guidelines adherence
- Employment goals of persons served
- Increased wages and skills

## Recommendations

There are no recommendations in this area.

## 3.G. 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-centered 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.

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

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.

- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

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

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

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

### **Key Areas Addressed**

- Integrated employment choice
- Integrated employment obtainment
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

### **Recommendations**

There are no recommendations in this area.

## Section 4. Community Services

### Description

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

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

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

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

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

### 4.A. Services for Children and Youth (SCY)

#### Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in a variety of settings, such as a family's private home; the organization's facility; and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization. In all cases, the physical setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

- Cognitive development.
- Physical development.
- Communication development.
- Social or emotional development.
- Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance his or her development.

Child and adolescent services focus on the development of skills needed by the child/adolescent to succeed in school, in his or her family, and in the community. An organization may provide an array of distinct services that fall under the heading of child and adolescent services, with different service delivery models that incorporate different practices. Services are individualized to meet the changing needs of the children/adolescents served. Child and adolescent services empower the child/adolescent to develop skills in decision making, including maximizing their participation in the service planning process. Involvement of other team members depends on what the child/adolescent needs and the scope of the services provided. Team members could come from several agencies and may include therapists, child development specialists, social workers, educators, medical professionals, and others.

Some examples of the quality outcomes desired by the different stakeholders of services for children and youth include:

- Services individualized to needs and desired outcomes.
- Collection and use of information regarding development and function as relevant to the scope of the services.
- Children/youth acquiring new skills.
- Collaborative approach involving family members in services.
- Transition planning that supports continuity of services and developmental transitions.
- Increased responsibility of children/youth to make decisions.
- Personal safety of youth in the community.

### **Key Areas Addressed**

- Early intervention
- Individualized services based on identified needs and desired outcomes
- Communication with families and other supports/services
- Collaborative service planning
- Healthcare, safety, emotional, and developmental needs of child/youth
- Skill development for decision making
- Planning for successful transitions

### **Recommendations**

There are no recommendations in this area.

## 4.C. Family Services (FS)

### Description

Family services are provided to persons served and/or their families, either to enable the person and the family to stay together or to enable the person served to remain involved with his or her family. Families, including the persons served, are the key decision makers in identifying the services/supports needed and in choosing how those services/supports will be delivered.

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

- Resources to support family stability.
- Availability of respite services.
- Emergency response system for family relief.
- Families remaining together.

### Key Areas Addressed

- Families enabled to stay together
- Persons served remain involved with their families
- Supports and services established as needed

### Recommendations

There are no recommendations in this area.

## 4.E. Host Family/Shared Living Services (HF/SLS)

### Description

Host family/shared living services assist a person served to find a shared living situation in which he/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/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.

## **4.F. Respite Services (RS)**

### **Description**

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.

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

- Services/supports are responsive to the family’s needs.
- Services/supports are safe for persons.
- Services/supports accommodate medical needs.

## **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.

## **4.G. Community Integration (COI)**

### **Description**

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center 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 centers, arts councils, etc.).

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The community inclusion programs continue to be creative in the delivery of services. It is suggested that the organization continue to investigate options for providing services in the evenings and weekends to expand options for persons served.

## 4.H. Community Housing (CH)

### Description

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

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

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

Community housing may include either or both of the following:

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

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 4.I. Supported Living (SL)

### Description

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

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

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

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

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

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

# Program(s)/Service(s) by Location

## **Community Living Kingston and District**

541 Days Road, Unit #6  
Kingston ON K7M 3R8  
CANADA

Community Integration  
Host Family/Shared Living Services  
Supported Living  
*Governance Standards Applied*

## **Aberfoyle**

82 Aberfoyle Road  
Kingston ON K7M 7N4  
CANADA

Community Housing

## **Arbour**

587 Arbour Crescent  
Kingston ON K7M 8Y1  
CANADA

Community Housing

## **Arbour Respite Program**

721 Arbour Crescent  
Kingston ON K7M 8Y2  
CANADA

Respite Services

## **CO2**

1440 Princess Street  
Kingston ON K7M 3E5  
CANADA

Community Integration

## **Davis Drive**

641 Davis Drive  
Kingston ON K7M 7Y6  
CANADA

Community Housing

**Dolshire**

389 Dolshire Street  
Kingston ON K7M 9B5  
CANADA

Community Housing

**Employment Services**

758 Fortune Crescent  
Kingston ON K7P 2T3  
CANADA

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

**Family Services Division**

645 Gardiners Road, Suite 201  
Kingston ON K7M 8K2  
CANADA

Family Services  
Services for Children and Youth: Child and Adolescent Services

**Gananoque Services Site**

26 Mill Street  
Gananoque ON K7G 3A6  
CANADA

Community Integration  
Respite Services  
Supported Living

**McMichael**

196 McMichael Street  
Kingston ON K7M 1N6  
CANADA

Community Housing

**Melanie**

272 Melanie Avenue  
Kingston ON K7M 8C5  
CANADA

Community Housing

**Milestones**

400 Elliott Avenue  
Kingston ON K7K 6M9  
CANADA

Community Integration

**Mowat**

390 Mowat Avenue  
Kingston ON K7M 1L4  
CANADA

Community Housing

**Options Program**

1292 Bath Road, Unit #2  
Kingston ON K7M 4X3  
CANADA

Community Integration

**Ringstead A and Ringstead B**

873 Ringstead Street  
Kingston ON K7M 9A3  
CANADA

Community Housing

**Roosevelt**

642 Roosevelt Drive  
Kingston ON K7M 8T7  
CANADA

Community Housing

**Smithfield**

93 Smithfield Crescent  
Kingston ON K7M 3C5  
CANADA

Community Housing

**Splinter**

202 Splinter Court  
Kingston ON K7M 7Z2  
CANADA

Community Housing