



Three-Year Accreditation

CARF
Survey Report
for
Healthy Opportunities
for a Meaningful
Experience (H.O.M.E.)
Society

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Organization

Healthy Opportunities for a Meaningful Experience (H.O.M.E.) Society
31581 South Fraser Way
Abbotsford, BC V2T 1T8
Canada

Organizational Leadership

Shelley Rath, Manager of Quality Improvement

Survey Dates

April 3-5, 2013

Survey Team

Lois D. Wynne, Administrative Surveyor

David Livingstone, Program Surveyor

Programs/Services Surveyed

Community Housing
Community Integration
Host Family Services
Respite Services

Governance Standards Applied

Previous Survey

May 17-19, 2010
Three-Year Accreditation



Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 2016

SURVEY SUMMARY

Healthy Opportunities for a Meaningful Experience (H.O.M.E.) Society has strengths in many areas.

- The organization’s mission and values reflect a person-first environment. The persons served are treated with dignity and respect, and their quality of life is a focus for the organization.
- The organization’s board of directors is made up of a diverse group of individuals who contribute to its profile and long-term planning and sustainability.
- The organization has engaged in a creative, innovative, and engaging process of strategic planning using a graphic recording method that has produced a five-year plan based on input from board members, staff members, persons served, providers, and community members.
- Stakeholders and community partners express a high degree of satisfaction with the quality of services provided by the organization. Comments such as “quality organization,” “collaborative,” “high integrity,” and “a shining example of how to reach out to other organizations” were just some of the feedback.
- The organization appears to have a sound fiscal environment. Reports are generated in a timely manner and are important to the stability of fiscal matters. The board is well informed concerning financial matters.
- The organization has knowledgeable and capable leadership. The leadership is dedicated and supportive of program staff and the persons served and their families. Many of the leadership personnel have long tenure with the organization.
- The leadership personnel are commended for their creativity regarding the administrative space. The organization’s leadership personnel have created unique partnerships that will create financial sustainability for well into the future.
- The organization uses Gentle Teaching training, which has helped to create a culture of compassion that is evident in the ways that all persons communicate and behave with one another.
- The organization’s program coordinator one and two positions are filled with exceptional, enthusiastic, and committed individuals, who serve as ambassadors of its mission, vision, and values.
- The organization’s caregivers and contractors are excellent role models for the persons served and have fully embraced the organizational culture.
- The organization’s community housing programs are located in neighbourhoods in rural and semi-rural areas and fit in well with the surrounding development. Where it has been necessary, the interiors have been purposefully designed to accommodate the diverse needs of the persons served without compromising the aesthetic quality one would expect to see in that area or neighbourhood.
- The organization’s host family services program has done an excellent job in matching contracted caregivers to the specific abilities, needs, and desires of the persons served placed in their homes.

- The families of the persons served are very satisfied with the services provided by the organization and the quality of the relationships they have with staff members.

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

On balance, H.O.M.E. Society is a well-established provider of services to the persons served in the Abbotsford area. The organization demonstrates substantial conformance to CARF standards, and it is evident that the persons served are benefitting from the programs and services through excellent methodology and training through the Gentle Teaching approach to service provision.

The persons served, referral sources, funding sources, families, and community members express high levels of satisfaction with the services provided by the organization. Although recommendations are identified within the survey report, including completion of health and safety evacuations and ensuring that documentation and reports are completed and reviewed on an annual basis, the organization appears to have the commitment of staff members and leadership to address the opportunities for improvement.

Healthy Opportunities for a Meaningful Experience (H.O.M.E.) Society has earned a Three-Year Accreditation. The leadership team, staff members, and persons served are recognized for their ongoing efforts made in pursuit and maintenance of international accreditation, and encouragement is given to continue using the CARF standards as guidelines to continuously improve the quality of the services offered.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.6.a.(4)(f)

Although the organization has written ethical codes of conduct, it is recommended that witnessing of documents be added.

Consultation

- Although the organization has several different policies that refer to the areas of the ethical code of conduct, it is suggested that it consider consolidating these policies or cross-referencing them with other documents.
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B. Governance

Principle Statement

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

Key Areas Addressed

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

Recommendations

B.2.g.(3)

B.2.g.(4)

Although the board conducts self-assessments about every two years, it is recommended that governance policies address board performance, including annual self-assessment of the entire board and periodic self-assessment of individual members. To assist in the tracking of annual board assessment, it could be helpful for the board to fill in the name/title/date at the top of the page when being completed.

B.7.

Although there is evidence of the governing board reviewing policies, this is not done on an annual basis. It is recommended that the governing board annually review governance policies. This could be accomplished by a preset board meeting specific to this task. Leadership could provide direction as to those policies that may require particular attention.

Consultation

- The organization uses a compensation survey report available through Community Social Services Employers' Association (CSSEA), which provides detailed information on total compensation mix, market comparator data, and functionally comparable positions throughout the province. It is suggested that the organization include this information in the executive director compensation policy for clarity.

C. Strategic Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Health and Safety

Principle Statement

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

Key Areas Addressed

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

Recommendations

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

Although the organization conducts tests of all emergency procedures at least annually, this is not done at the administrative office. Unannounced tests of all emergency procedures should be conducted at least annually on each shift at each location. Tests of emergency procedures should include complete actual or simulated physical evacuation drills, be analyzed for performance improvement, result in improvement of or affirm satisfactory current practice, and be evidenced in writing. It is suggested that the organization utilize the same document that is used at program sites, which lists the drills to occur on at least an annual basis.

H.7.c.(1)

H.7.c.(2)

There is immediate access to relevant emergency information on the persons served and personnel at all sites except the administrative office. There should be immediate access to relevant emergency information on the persons served and personnel. It is suggested that the organization develop a process whereby relevant emergency information on persons served and personnel is available at the time of evacuation. This could be accomplished by having a “grab and go” bag with relevant emergency information, staff issued identification cards that contain emergency information, a weekly listing of all activities for the persons served, and a listing of who is attending.

I. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

I.6.a.(1)

I.6.d.(5)

There is evidence that job descriptions are being reviewed, but they are not being consistently reviewed on an annual basis. It is recommended that job descriptions be reviewed annually. This could be accomplished by including the job description review at the time of the annual performance evaluation. Although performance evaluations are completed, they are not consistently being completed annually. Performance evaluations for all personnel directly employed by the organization should be performed annually.

Consultation

- It is suggested that the organization maintain a centralized training roster that identifies the name of the staff person, the required training, and the training received.
-

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan
-

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

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

Recommendations

K.4.a.(1)

K.4.a.(4)(a) through K.4.a.(5)

It is recommended that the organization implement a policy and written procedure by which the persons served may formally complain to it that specifies that the action will not result in retaliation or barriers to services, time frames that are adequate for prompt consideration and result in timely decisions, and procedures for written notification regarding actions to be taken to address the complaint.

Consultation

- Even for years when no formal complaints are received, the organization is encouraged to document that it has conducted an annual review to identify that this is the case and there are no complaints to analyze for trends or improvements.
-

L. Accessibility

Principle Statement

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

Key Areas Addressed

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

Recommendations

L.1.b.(8)

Although the organization has a written accessibility plan, it should implement an ongoing process for identification of barriers in community integration, when appropriate.

L.3.a.

Although accessibility status reports have been completed, an accessibility status report should be prepared annually.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

M.7.b.(3)

The organization should measure service delivery performance indicators for each program seeking accreditation for service access.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

N.1.b.(2)(c)

The organization's written analysis that analyzes performance indicators in relation to performance goals should include service delivery of each program seeking accreditation for service access.

Consultation

- The organization is encouraged to summarize the performance improvement report into a one-page document that highlights successes. This could be very visual and be meaningful and informative for everyone.
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SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

Principle Statement

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

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

Key Areas Addressed

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

Recommendations

B.5.b.(2) through B.5.b.(4)

A coordinated individualized service plan should identify specific measurable objectives, methods/techniques to be used to achieve the objectives, and those responsible for implementation.

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.

F. Community Services Principle Standards

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

Principle Statement

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

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

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

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

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

- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

J. Family-Based/Shared Living Supports

Principle Statement

Host Family Services

Host family services are provided under a contract or agreement to provide a home for a person served, regardless of age. These placements tend to be long-term in nature.

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

Principle Statement

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

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol

and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

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

Community housing may include either or both of the following:

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Respite Services

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

P. Community Integration

Principle Statement

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.

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

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

P.2.e.(1) through P.2.e.(7)

It is recommended that the organization more consistently assist the persons served to achieve their goals of choice in the following areas: community living skills development, interpersonal relations, recreation/use of leisure time opportunities, vocational development or employment, educational development, self-advocacy, and access to non-disability-related social services.

PROGRAMS/SERVICES BY LOCATION

Healthy Opportunities for a Meaningful Experience (H.O.M.E.) Society

31581 South Fraser Way
Abbotsford, BC V2T 1T8
Canada

Community Integration
Host Family Services
Respite Services

Governance Standards Applied

Bradner Home

3098 Bradner Road
Abbotsford, BC V4K 1K2
Canada

Community Housing

58th Home

29172 58th Avenue
Abbotsford, BC V4X 2G1
Canada

Community Housing

Eleanor Home

2052 Eleanor Avenue
Abbotsford, BC V2S 4L6
Canada

Community Housing

Swensson Home

27830 Swensson Avenue
Abbotsford, BC V4X 2P6
Canada

Community Housing

Dennis and Sheila's Home

1373 McCallum Road
Abbotsford, BC V2S 8A4
Canada

Community Housing

Sean's Home

4460 Bradner Road
Abbotsford, BC V4X 1S8
Canada

Community Housing

Fraser's Home

2345 Miraun Crescent
Abbotsford, BC V2S 5L8
Canada

Community Housing

AJ's Home

13368 Coulthard Road
Surrey, BC V3X 3E6
Canada

Community Housing