



**SURVEY OUTCOME**  
**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**

**Kootenay Society for**  
**Community Living**

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**Organization**

Kootenay Society for Community Living (KSCL)  
2224 Sixth Avenue  
Castlegar, BC V1N 2V9  
Canada

**Organizational Leadership**

Betsy Goolieff, Program/Accreditation Coordinator

**Survey Dates**

October 15-17, 2008

**Survey Team**

Pamela J. Hayes, M.A., Ph.D., Administrative Surveyor  
Debra A. Dickinson, Program Surveyor

**Programs/Services Surveyed**

Community Services: Child and Youth Services  
Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Family Services

**Previous Survey**

November 7-9, 2005  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: November 2011**

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# SURVEY SUMMARY

**Kootenay Society for Community Living (KSCL) has strengths in many areas.**

- KSCL is complimented for its performance in responding to the demographic diversity of the participants and other stakeholders in the areas of culture, age, gender, sexuality, and spiritual beliefs. This understanding of the core values and beliefs of the participants has led to the development and implementation of services and events that support such variance. Planning considers personal choice, cultural and ethnic values, holidays and celebrations. Participants are given the opportunity to worship at their religious places of choice. Social relationships are encouraged and supported by inviting friends and family over for dinner or a visit. Advocacy is promoted through access to other available resources and community outlets. Diversity is clearly acknowledged and respected in many creative and unique ways.
- Services are directed by the leadership, which is clearly engaged in and aware of the complexity of the supports provided, balanced with a high level of compassion and commitment. The administrative staff is commended for maintaining a strong team of professionals who clearly care for the program and its participants, have developed an understanding of the value of the CARF accreditation process, and demonstrate the ability to function as a committed unit.
- The board of directors represents a diverse population of parents and professionals clearly dedicated to the mission of the society. The activities of the board reflect a deep commitment and engagement in the process of maintaining a highly effective and fiscally responsible organization.
- KSCL provides services that are well respected by families and community members to a diverse and often challenging group of individuals.
- Referral and funding sources cite KSCL's residential services as outstanding models of community housing programs that employ creative and integrated implementation of participant-focused supports. Services are provided well within the budget constraints of Community Living British Columbia (CLBC), and additional services may be requested with compelling documentation of need and when all other possible resources have been exhausted.
- Parents report high levels of satisfaction with the services provided to their family members. Participants in the housing programs are said to be clean and well cared for by well-trained direct care staff members who clearly have their best interests in mind. Communication and involvement with participants' families is encouraged and facilitated. All services are provided in a clean and healthy environment that reflects the organization's continuous review and acknowledgment of high standards of care.
- KSCL provides services in beautiful and well-maintained homes that have been adapted to meet the specific needs of the persons living there. Each home is designed to meet the needs of each person living there, including electric chairlifts and ramps. The décor in each home clearly reflects the personalities of each person living in the home. The persons served have access to the assistive technology they need to meet their needs, increase their ability to function independently, and improve the quality of their lives.

- The participants' medical issues are attended to by a partner who has a clear understanding of the diverse needs of KSCL's population served and strongly advocates for the highest degree of training and professional judgment in implementing health plans and protocol. Recently added, the supported employment program has been successfully implemented in response to the participants' requests for work options. Placements are reflective of the individuals' interests and aptitudes.
- Handbooks that are interesting and informative are provided for staff and participants. These comprehensive manuals outline KSCL's services in a way that demonstrates the visionary mission and strong community connections.

**In the following area Kootenay Society for Community Living demonstrates exemplary conformance to the standards.**

- KSCL is commended for developing a unique, creative, and interactive presentation of rights information for the persons served. The video, developed and performed by program participants and staff members, is not only informative, but also entertaining.

**Kootenay Society for Community Living 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, KSCL is a highly respected and professionally administered organization that has established itself as a pillar of the community. Services are provided in a safe, healthy, and compassionate manner that clearly holds participants in high regard. KSCL is responsive to the needs and interests of the persons served and other stakeholders, and it engages in a strong strategic planning process to ensure that any issues are resolved in a creative and fiscally sound manner.

Kootenay Society for Community Living has earned a Three-Year Accreditation. The organization's board of directors, leadership, stakeholders, and staff members are complimented for the positive efforts they have made in the pursuit and maintenance of international accreditation. The organization is commended for seeking accreditation as a means to assist it in improving the overall quality of services to the persons served, and it is encouraged to continue providing quality behavioural services in conformance to the CARF standards.

## **SECTION 1. ASPIRE TO EXCELLENCE®**

### **A. Leadership**

#### **Principle Statement**

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **Exemplary Conformance**

### **A.3.a. through A.3.g.**

KSCL is commended for developing a unique, creative, and interactive presentation of rights information for the persons served. The video, developed and performed by program participants and staff members, is not only informative, but also entertaining.

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## **C. Strategic Integrated Planning**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Although KSCL completes an annual strategic planning session, it is suggested that all goals identified as part of this process be clearly stated in terms of action items that can be monitored regularly for progress with defined dates and expected outcomes. Goals identified through this process could also be addressed during the next strategic planning sessions and acknowledged accordingly. For example, a goal indicating that the board addresses and supports administrative

overload in 2006 was not worded in a manner that could be appropriately addressed, and it was not subsequently referred to in the 2007 yearly report. KSCL is strongly encouraged to pay attention to such a critical issue.

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## **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.

### **Consultation**

- Although participants clearly provide input into the services and supports available and accessible to them, it is suggested that more attention be provided to the inclusion of this information. There is evidence of many items that could benefit the program and physical facilities, but these objectives could include a more comprehensive list.
- 

## **E. Legal Requirements**

### **Principle Statement**

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

## Key Areas Addressed

- Compliance with all legal/regulatory requirements
- 

## Recommendations

There are no recommendations in this area.

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## 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

### F.8.a. through F.8.b.(4)

It is recommended that the organization develop a fee structure that includes comparison of fee schedules to be modified when necessary. This information should be disclosed to the persons served to ensure that they are aware of the fees for which they will be responsible.

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## G. Risk Management

### Principle Statement

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

### Key Areas Addressed

- Written risk management plan
  - Adequate insurance coverage
- 

### Recommendations

There are no recommendations in this area.

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## H. Health and Safety

### Principle Statement

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

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# 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 description/performance
  - Policies regarding students/volunteers, if applicable
- 

## Recommendations

There are no recommendations in this area.

## Consultation

- Although job promotion guidelines are offered to individuals interested in moving into new positions, the organization might consider including this information in written form to make the process more easily understandable to staff. This could be achieved by including a statement in the employee handbook or other personnel policies.
  - KSCL maintains a comprehensive personnel policy binder that includes all corporate policies and procedures. Although it is not required, the organization might consider reviewing some of these policies more frequently to ensure that they are best meeting the needs and represent the current vision of the programs. For example, the complaint policy is indicated as last being reviewed in 2005, and the policies on conflicts of interest and conflict resolution were last updated in 2004. Such policies could easily be reviewed as part of the organization's annual membership meeting and documented in the annual report.
  - KSCL has an employment statement that says that the organization practices fair hiring procedures without discrimination or prejudice; however, it is suggested that this policy be expanded to more clearly outline that hiring practices include non-discrimination in the areas of employment, compensation, assignment of work, and promotion.
-

## 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.

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## K. Rights of Persons Served

### Principle Statement

CARF-accredited organizations protect and promote the rights of the 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
- 

### Recommendations

#### K.3.b.(2)(a)

KSCL currently has a grievance policy for employees and persons served. It is recommended that the policy include that making a complaint will not result in retaliation or barriers to service.

### Consultation

- KSCL might consider documenting the annual review of rights into the annual individual plan.
- 

## L. Accessibility

### Principle Statement

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

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## **M. Information Measurement and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- KSCL collects data from a variety of stakeholders that are included in strategic planning and other administrative efforts. It is suggested that this information be expanded to better drive business function improvement by establishing performance indicators that include measurable objectives, are clearly delegated to appropriate individuals, are reviewed on a regular basis, and followed up on during subsequent strategic planning sessions. This could make the ongoing planning process more valuable and accessible to the organization.
-

## **N. Performance Improvement**

### **Principle Statement**

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

### **Key Areas Addressed**

- Proactive performance improvement
  - Performance information shared with all stakeholders
- 

### **Recommendations**

There are no recommendations in this area.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

### **A. Individual-Centered Service Planning, Design, and Delivery**

#### **Principle Statement**

Improvement of the quality of an individual's services 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 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-centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

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## **Recommendations**

### **A.10.b.(2)**

Although the organization has made progress in this area since its last survey, it is recommended that individual plans consistently include specific measurable objectives.

### **A.10.b.(3)**

### **A.10.b.(4)**

A coordinated individual treatment plan should identify methods/techniques to be used to achieve objectives and include the person(s) responsible for implementation.

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## **B. Records of the Persons Served**

### **Principle Statement**

The organization maintains complete records and treats all information related to persons served as confidential.

### **Key Areas Addressed**

- Complete, confidential records are maintained
- 

## **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The current consent to release information has been revised to include a time limitation. The organization is encouraged to update the releases that have already been filed to the new format.
- 

## **C. Medication Monitoring and Management**

### **Principle Statement**

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

## Key Areas Addressed

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

## Recommendations

### C.2.a.

The current medication administration policy includes guidelines for storage but does not include the handling of medications requiring refrigeration or protection from light. It is recommended that this information be included in the procedures.

### C.5.d.(1)

The current medication administration policy does not include the credentials and competencies of the staff administering medications. It is recommended that this information be included in the procedures.

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

The medication administration policy should include procedures for documentation of the benefits of as-needed (PRN) doses.

### C.6.a.

It is recommended that the medication administration policy include compliance with all provincial and federal laws and regulations pertaining to medications and controlled substances.

### C.6.e.

It is recommended that the medication administration procedures include a review of medication errors and drug reactions as part of the quality monitoring and improvement system.

## Consultation

- The current policy for off-site use indicates that the medications will be retained by staff. It is suggested that the procedures be outlined in greater detail to include specifically how staff members are to transport any medications used by participants.
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## F. Community Services Principle Standards

### Principle Statement

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

## Key Areas Addressed

- Access to community resources and services
- 

## Recommendations

There are no recommendations in this area.

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# SECTION 4. COMMUNITY SERVICES

## Principle Statement

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources 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 generic 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 inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.

## C. Child and Youth Services

### Principle Statement

Child and youth services provide one or more services, such as prenatal counselling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services may be provided in any of 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 settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services.

## **Key Areas Addressed**

- Individualized services based on identified needs and desired outcomes
  - Healthcare, safety, emotional, and developmental needs of child/youth
- 

## **Recommendations**

There are no recommendations in this area.

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## **E. Community Integration**

### **Principle Statement**

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity 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 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.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- 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**

- KSCL is encouraged to enhance the services and activities offered by ensuring that they are organized around the stated goals and preferences of program participants.
- 

## **F. Family Services**

### **Principle Statement**

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 decision makers in identifying the services needed and in choosing how those services will be delivered.

### **Key Areas Addressed**

- Families enabled to stay together
  - Persons served remain involved with their families
- 

### **Recommendations**

There are no recommendations in this area.

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## **J. 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 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.

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# PROGRAMS/SERVICES BY LOCATION

## **Kootenay Society for Community Living**

2224 Sixth Avenue  
Castlegar, BC V1N 2V9  
Canada

Community Services: Child and Youth Services  
Community Services: Community Integration

## **29th Street House**

404 29th Street  
Castlegar, BC V1N 3T9  
Canada

Community Services: Community Housing

## **KC House**

114 10th Avenue  
Castlegar, BC V1N 1Y4  
Canada

Community Services: Community Housing

## **Prince House**

101 Prince Avenue  
Castlegar, BC V1N 1C7  
Canada

Community Services: Community Housing

## **Silverbirch House**

839 Silverbirch Lane  
Castlegar, BC V1N 1E6  
Canada

Community Services: Community Housing

## **Roalshary**

558 and 586 73rd Avenue  
Grand Forks, BC V0H 1H0  
Canada

Community Services: Community Housing  
Community Services: Community Integration

**Bigby Place**

509 Front Street  
Nelson, BC V1L 4B4  
Canada

Community Services: Child and Youth Services  
Community Services: Community Integration  
Community Services: Family Services