



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for
The John Howard
Society of The Lower
Mainland of BC

Organization

The John Howard Society of The Lower
Mainland of BC (JHSLMBC)
763 Kingsway
Vancouver, BC V5V 3C2
Canada

Organizational Leadership

Dale M. Lutes, Director of Programs
Jo-Anne Pilkey, Director of Finance

Survey Dates

January 31-February 1, 2011

Survey Team

Margot A. Van Kleeck, Administrative Surveyor
Bernard J. Leins, B.A., Program Surveyor

Programs/Services Surveyed

Community Services: Community Housing
Community Services: Host Family Services
Community Services: Supported Living

Governance Standards Applied

Previous Survey

June 7-8, 2007
Three-Year Accreditation



Survey Outcome

Three-Year Accreditation
Expiration: March 2014

SURVEY SUMMARY

The John Howard Society of The Lower Mainland of BC (JHSLMBC) has strengths in many areas.

- Positive, strong, and vibrant leadership is evidenced at JHSLMBC. Staff members are knowledgeable, capable, highly motivated, dedicated to the organization's mission, and obviously proud of JHSLMBC and the role they play within it. In addition, staff members work extremely well as a team, are mutually supportive of one another, and care deeply for the persons served as well as the organization.
- The organization demonstrates responsible stewardship of the finances of the organization. The organization's financial stability, which includes funds held in reserves, provides stability for persons served, families, and staff.
- The facilities operated by the organization are well maintained and provide a pleasant, safe, and appropriate environment in which to deliver services.
- The organization has comprehensive policies and procedures concerning what staff is expected to do in cases of the death of a person served.
- The organization has dedicated and enthusiastic professional staff members who are responsive to the needs of persons served. There is noticeable commitment to improving the quality of the lives of persons served.
- Staff members take pride in their strong, well-organized programs and in the progress of the persons served.
- A culture of teamwork, mutual respect, cooperation, and open communication is evidenced throughout the organization.
- The funders and individuals being supported were very satisfied with the services that are being provided.
- The organization's staff members are able to provide supports to individuals who are streetwise and not able to be served by other organizations.

The John Howard Society of The Lower Mainland of BC 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, JHSLMBC demonstrates substantial conformance to the CARF standards. The persons served receive essential and beneficial services that meet their needs. Family members and referral sources refer to JHSLMBC as being vital to the families and community. The organization employs dedicated, caring, and well-trained staff members. The organization is encouraged to use its resources to address the business opportunities for improvement noted in this report.

The John Howard Society of The Lower Mainland of BC has earned a Three-Year Accreditation. The administration and staff members are congratulated for this accomplishment. They are encouraged to use their resources to address the areas for improvement noted in this report and to use the CARF standards to further improve the quality of the services offered by the organization.

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.5.a.(3)(f)

The organization, as part of its corporate responsibility efforts, should include written ethical codes of conduct for staff members to follow when they are witnessing documents. Examples of documents that personnel may be asked to witness include powers of attorney, guardianship, and advance directives.

A.5.d.(1)

A.5.d.(2)

The organization is urged to develop a written policy and procedure on waste, fraud, abuse, and other wrongdoing that include a no-reprisal approach for personnel reporting and a time frame to initiate an investigation.

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.a.(5)

Governance policies and practices should include the board member exit process.

B.5.b.

It is recommended that the board and executive leadership conduct an annual review of the written executive leadership succession plan. If one does not exist, the organization is encouraged to develop one.

Consultation

- The board may wish to recruit board members with knowledge and passion to represent people served within the community living programs.
-

C. Strategic Integrated Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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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

G.1.a. through G.1.g.

Although identification of “loss exposure” can be found in documents, and some risk elements are included in the annual strategic plan, it is recommended that the organization produce a consolidated risk management plan. This plan should include, at a minimum, identification of loss exposures, evaluation and analysis of loss exposures, identification of how to rectify identified exposures, implementation of actions to reduce risk, monitoring and reporting the results of actions taken to reduce risk, and the inclusion of risk reduction in performance improvement activities.

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.13.a. through H.13.e.

Although unannounced tests of all emergency procedures are conducted at the sites where the individuals are served, they should also be conducted at the main office, include complete actual or simulated physical evacuations, be analyzed for performance improvement, result in improvement, and be evidenced in writing.

I. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the review of job descriptions be added to the annual performance review of employee performance.
 - The organization may wish to develop a standard document for reviewing performance of contract personnel.
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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
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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.2.c.(3)

The organization's policies and procedures concerning rights do not list retaliation. It is recommended that the policies and procedures include freedom from retaliation.

K.2.e.(5)

The organization has no policy or procedure concerning research projects and following research guidelines. It is recommended that informed consent or refusal include the decision regarding involvement in research projects.

K.2.h.

It is recommended that policies and procedures include adherence to research guidelines and ethics when persons served are involved.

K.4.b.(2)(a)

The organization's complaint policy does not include that making a complaint will not result in retaliation or barriers to services. It is recommended that policies include that a formal complaint will not result in retaliation or barriers to services.

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.3.a. through L.3.c.

The organization is urged to develop an annual written accessibility status report about the removal of barriers that is current and includes progress made toward the removal of identified barriers and areas for improvement.

L.4.a. through L.4.d.

It is recommended that all requests for reasonable accommodations be identified, reviewed, decided upon, and documented. This could be added at the bottom of the annual accessibility status report about the removal of barriers.

M. Information Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.12.b.

Some of the consents to release confidential information did not limit the type of information that would be released. It is recommended that all releases of information be limited to the specific information that would be released.

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

- Complete, confidential records are maintained
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Recommendations

B.6.b.(1)

B.6.b.(2)

Not all the plans identified overall goals, and others did not always have measureable objectives. It is recommended that all service plans have overall goals and measureable objectives.

C. Medication Monitoring and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

C.1.e.

C.1.f.

The medication records do not include potential side effects or drug interactions. It is recommended that medication records include potential side effects and drug interactions.

C.6.c.

The prescribed medications are not integrated into the person's care plan. It is recommended that the medications be integrated into the care plans.

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
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Recommendations

There are no recommendations in this area.

SECTION 4. COMMUNITY SERVICES

Principle Statement

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

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

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

Expected results from these services/supports may include:

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

H. Host Family Services

Principle Statement

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

Recommendations

There are no recommendations in this area.

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/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
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Recommendations

There are no recommendations in this area.

K. Supported Living

Principle Statement

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 sampling 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 intent to survey or identified as a site on the accreditation outcome.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

The John Howard Society of The Lower Mainland of BC

763 Kingsway
Vancouver, BC V5V 3C2
Canada

Administrative Location Only

Governance Standards Applied

Vancouver Apartments/Outreach Program/Individual Care Network

3008 Clark Drive
Vancouver, BC V5N 3J1
Canada

Community Services: Community Housing
Community Services: Host Family Services

Miller Block

767 Kingsway
Vancouver, BC V5V 3C2
Canada

Community Services: Supported Living