



Three-Year Accreditation

CARF
Survey Report
for
Spectrum Society for
Community Living

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Organization

Spectrum Society for Community Living
3231 Kingsway
Vancouver, BC V5R 5K3
Canada

Organizational Leadership

Susan Stanfield, Director, Communications and Quality Assurance
Ernie Baatz, Executive Director

Three-Year Accreditation

Survey Dates

May 2-4, 2012

Survey Team

Bruce F. Roadruck, M.S.Ed., Administrative Surveyor
Debra A. Dickinson, Program Surveyor

Programs/Services Surveyed

Community Housing
Community Integration
Host Family Services
Supported Living

Previous Survey

May 27-29, 2009
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 2015

SURVEY SUMMARY

Spectrum Society for Community Living has strengths in many areas.

- Spectrum is shifting the focus of its services away from an organization-driven approach to one that honours and supports the natural authority of individuals, families, and personal networks.
- The organization ensures that persons served live in a wide array of living arrangements with various combinations of paid and unpaid supports that are tailor-made to each person's unique needs and allow those served to have maximum independence and live in their own home.
- Spectrum's Better Networks demonstration project has been an example to the whole organization and other stakeholders, including Community Living British Columbia (CLBC), of how to help individuals develop and tap into their personal networks.
- The organization took the input from its last CARF survey and researched examples of strategic plans in other sectors to come up with its current strategic plan, which incorporated input from a dozen different stakeholder groups.
- Spectrum started a social enterprise last year, Spectrum Press, which publishes books by and for individuals with disabilities and their supporters, provides training and consulting services, and is involved in research projects with community partners and CLBC.
- The organization's online blog and monthly e-newsletter have become well-known and well-used international resources, a hub of information relating to person-centered practices.
- Two of Spectrum's directors have been contracted by CLBC to develop curricula on person-centered practices and deliver training to community groups across British Columbia. This has expanded to include presentations across North America.
- Spectrum takes great care to match staff with persons served based on aspects such as personalities and common interests, and persons served are very involved in selecting their own staff.
- The organization has a strong leadership team of frontline supervisors and managers who are committed to Spectrum's vision of inclusive lives for persons served and provide excellent leadership to its staff teams.
- Spectrum's human resource department has a strong sense of the needs of each person served and screens potential applicants according to the desires of each person. Those served have regular communication with this department and provide input for hiring decisions; many are involved in interviewing their own staff and giving feedback on their performance.
- The organization's finance department is doing an excellent job of supporting Spectrum's mission, creating individualized budgets, and working with personnel to understand budget and financial processes.
- Spectrum's board members are very passionate about Spectrum's mission and dedicated to the organization.
- The health and safety committee website is a great resource for personnel, persons served, and other stakeholders with links to items such as health and wellness information and other articles.

- Spectrum is complimented for translating its founders' passion of empowering individuals with disabilities into a diverse organization providing host family, community inclusion, and residential services. It has demonstrated its passion and commitment to the mission through its efforts to build a program that provides quality services to meet the specialized needs of the Vancouver community.
- CLBC recognizes Spectrum as a quality service provider that supports individuals with progressive and innovative services. CLBC enjoys a harmonious working relationship with excellent communication and requests for service provision.
- The administrative office is fully accessible, modern, clean, and attractive; it is located in an area of Vancouver that is easily accessible by public transportation. The location makes dropping by easy for any stakeholder.
- The organization demonstrates a commendable sense of commitment based on a strong set of community service values.
- One of the strengths observed during the survey process was the recognition of the strength of relationship-based work, honouring the need to match the worker and the individual in services. Program success reflected these relationships.
- The Home Sharing program continues to be an effective and efficient way to provide a natural, supportive environment for personal growth of the person served. The program has a low turnover rate of caregivers, families and individuals indicate they are highly satisfied with the program, and individuals are forming long-term relationships in their communities.
- The organization provides safe, comfortable community housing that is integrated into the community. Each individual has his/her own space, personally decorated to reflect his/her taste and interests. The organization supports individuals as they pursue changes to their living arrangements.
- The supportive living program team designs the supports needed in unique and creative ways. One example of this is that about half of those served in supported living have unpaid roommates or live-in supporters, while the rest have paid overnight staff. Roommates and paid staff are hired only with the input of persons served. This supportive environment enables individuals to maintain their homes and relationships for long periods of time.
- In the past two years and following a great deal of planning, the community inclusion program shifted from a center-based model to one that is completely community-based and reflects activities based on goals set by each individual's network. This change in April 2010 has resulted in greater satisfaction of every stakeholder in the program as reflected in the outcomes data and as shared by program participants during this survey. The program staff continues to pursue additional opportunities to support individuals through volunteer experiences and in building new relationships in their communities.

Spectrum received no recommendations from this accreditation survey. Consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Spectrum is an exemplary organization providing person-centered services in the Vancouver, British Columbia, metropolitan area. Throughout the survey process, it was demonstrated that persons served are at the center of service provision. Beginning at intake and then continuously, persons served are greatly involved in developing their own service plans; choosing a care provider; selecting a community living environment; and, among other things, deciding in which activities to be involved. The organization's approach that honours the natural authority of persons served to develop their own support networks is commendable. Spectrum's accomplishment of having no recommendations noted on this survey reflects how well it prepared for the survey and demonstrated that CARF standards are being applied as a function of how its services and administration are routinely conducted.

Spectrum Society for Community Living has earned a Three-Year Accreditation. All the organization's stakeholders are highly complimented for this accomplishment. The organization is encouraged to continue using CARF standards as a guideline for the continuation of its world-class services and business practices.

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.

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
-

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

There are no recommendations in this area.

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.

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

There are no recommendations in this area.

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.

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 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

- When environmental adaptations are in place to ensure the safety of individuals in their home, it is suggested that the continued need be reviewed annually.
 - The organization currently has a program handbook that describes all the services offered. It might be beneficial to provide information about Spectrum to individuals inquiring about services in a program-specific format so it is easily understood by anyone seeking information regarding services.
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B. Individual-Centered 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-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.

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

There are no recommendations in this area.

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.

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 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
- 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.

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
-

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

Spectrum Society for Community Living

3231 Kingsway
Vancouver, BC V5R 5K3
Canada

Community Integration
Host Family Services
Supported Living

East 2nd Avenue Home

1928/1930 East Second Avenue
Vancouver, BC V5N 1E4
Canada

Community Housing

East 15th Avenue Home

857/859 East 15th Avenue
Vancouver, BC V5T 2S1
Canada

Community Housing

Taunton Street Home

5389 Taunton Street
Vancouver, BC V5R 4B2
Canada

Community Housing