



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for
Carmichael
Enterprises
Youth Residential
Programs L.T.D.

CARF INTERNATIONAL

6951 East Southpoint Road
Tucson, AZ 85756 USA
Toll-free/TTY 888 281 6531 ■ Fax 520 318 1129

CARF-CCAC

1730 Rhode Island Avenue, NW, Suite 209
Washington, DC 20036 USA
Toll-free 866 888 1122 ■ Fax 202 587 5009

CARF CANADA

10665 Jasper Avenue, Suite 1400A
Edmonton, Alberta T5J 3S9 Canada
Toll-free 877 434 5444 ■ Fax 780 426 7274

Organization

Carmichael Enterprises Youth Residential Programs L.T.D.
3341 Opal Road
Nanaimo, BC V9T 2V6
Canada

Organizational Leadership

Michael W. Taylor, Executive Director
Carmela C. Taylor, Office Administrator

Survey Dates

August 16-18, 2010

Survey Team

Annette R. Grove, M.B.A., Administrative Surveyor
Tobey C. Andre, M.S., CRC, CVE, Program Surveyor

Programs/Services Surveyed

Community Services: Community Housing
Community Services: Respite Services
Community Services: Supports for Children with Autism Spectrum Disorder

Previous Survey

January 10-12, 2007
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: August 2013



SURVEY SUMMARY

Carmichael Enterprises Youth Residential Programs L.T.D. has strengths in many areas.

- Carmichael Enterprises fills a unique niche within the service delivery and supports system on Vancouver Island. Both funding/referral sources and community leaders look to the organization for its innovative techniques and unwavering support of persons who have been difficult to serve in other environments.
- The organization benefits from a strong and integrated management team that meets on a regular basis, shares responsibilities across business lines, and works continuously to improve the outcomes achieved.
- Carmichael Enterprises has created a service delivery model that clearly places the person served at the locus of control. Careful attention is given to selecting living environments within which each person served can not only reduce or eliminate disruptive behaviours, but can also begin to grow and thrive. Although the organization measures and tracks multiple metrics to determine success and produces a comprehensive outcomes management report, the best demonstration of its success can be seen in the lives it has changed over time.
- The organization believes in its product. Several of the persons served who have participated in program and supports since their early youth years have now become part of the staff as outreach workers in the community. What better way to demonstrate the value gained from these services?
- Carmichael Enterprises maintains a close working relationship with other community and public services. A strong relationship with the Royal Canadian Mounted Police (RCMP) and local fire authorities provides a natural safety net for staff working in the community and participants who may otherwise be misunderstood and mishandled.
- The chief executive of the organization is commended for his continued energy level and investment in the staff, programs, and persons served. His leadership by example helps to establish a strong teamwork ethic and to sustain a culture of caring.
- Carmichael Enterprises uses a “My Plan” protocol to develop and maintain all individual service plans to incorporate the preferences of all individuals involved in the creation and maintenance of the individual plans. This ongoing modality of creating and maintaining a personal plan gathers input that is designed to be accessible and meaningful to all stakeholders involved.
- The management of Carmichael Enterprises is acutely aware of compassion fatigue and the potential effect on the quality of service provided to the person served. The management team is also aware of how to address this in providing services to staff.
- The management of Carmichael Services has invested personal funds in the development, maintenance, and continued use of a Snoezelen® Multi-Sensory Environment.
- Carmichael Enterprises is dedicated to maintaining an organization that is a flexible and innovative environment that successfully serves individuals who otherwise could not or would not be served.

- Staff members and the management team are commended for their commitment and enthusiasm to provide services to the populations served and to support each other across the organization.
- The organization provides a 24-hour job-shadowing program prior to hire, thus ensuring an appropriate addition to an inspiring team.
- Each person served indicated that he or she had been taught and information was reviewed on how to maintain a healthy and safe personal space.

Carmichael Enterprises Youth Residential Programs 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, Carmichael Enterprises is in substantial conformance to the CARF standards in the areas of community housing and respite services. The organization continues to be a leader among its peers in providing services to persons in British Columbia who otherwise would not have the opportunity for community-based placements. Although several areas for improvement are noted in the balance of this report, none appears to compromise the safety of persons, the quality of services, or the integrity of the organization. Carmichael Enterprises is encouraged to develop and implement strategies to address the recommendations offered and to monitor changes in the CARF standards to ensure that its practices remain current during the tenure of this accreditation. The organization is further encouraged to refer to the CARF standards as it expands its range of services and designs programs to meet emerging needs in the community. The organization should expand the code of ethics to include a procedure for dealing with allegations; expand emergency procedures to guide persons in the event of violent or threatening situations; ensure that all procedures are tested on an annual basis; refine human resource policies and procedures to address posting, promotion, and credential verification; expand the rights of persons served to include informed consent when research is conducted; expand outcomes measurement and management to include respite services; and expand outcomes measurement and management to include indicators of service access for each of the accredited programs.

Carmichael Enterprises Youth Residential Programs L.T.D. has earned a Three-Year Accreditation. The organization is commended for its continuation of practices of high quality and is encouraged to continue using the current CARF standards to maintain that status.

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.b.

It is recommended that the organization develop written procedures to address allegations of violations of the ethical codes. Although the organization refers to specific instances that may result in immediate termination and maintains a grievance procedure, violations of the ethical codes are not included.

A.5.d.(2)

It is recommended that the policies and procedures on waste, fraud, abuse, and other wrongdoing be expanded to include a specific time frame within which investigations into allegations of such misconduct will be initiated.

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.

Consultation

- The organization has developed a comprehensive technology and systems plan, which identifies several areas to be expanded. In the future, it is suggested that this review be done in conjunction with the annual review of the strategic plan to ensure that any plans that may impact the success of strategic goals are moved forward in the process.
-

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

H.5.a.(6)

It is recommended that the organization define violent and threatening situations that may compromise the safety of persons served and/or employees. Procedures for responding to or mitigating the negative impact of those situations should then be promulgated and tested as are other emergency procedures.

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

It is recommended that all emergency procedures be tested at least annually and on every shift at each location where program services or administrative services are provided. Although there was ample evidence of fire drills in all locations and some evidence of earthquake, power failure, and bomb threat drills, documentation was not always evident in all locations on all shifts. These tests should be unannounced in order to provide a more realistic experience for testing.

Consultation

- In order to enhance conformance in this area, it is suggested that the newly appointed safety coordinator develop a spreadsheet or checklist to track when tests of emergency procedures are conducted at each of the locations in the organization.
-

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.b.

It is recommended that the personnel policies be expanded to include the organization's position on promotions. Written guidelines could serve as a framework for hiring managers and may encourage employees to build a career ladder within Carmichael Enterprises.

I.6.c.

It is recommended that the personnel policies be expanded to include guidelines for posting open positions. Although the practices appear to be fairly consistent across all locations, demonstrating this in writing can ensure that all employees throughout the organization are aware of the organization's policy.

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.2.e.(5)

K.2.h.

It is recommended that the rights of persons served be expanded to include informed consent to accept or refuse to participate in research conducted by or on behalf of the organization. Should such research be conducted, assurances should be in place that it will be done within acceptable protocols and guidelines as defined by the research community.

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

M.4.c.(1) through M.4.c.(4)(b)

Although the organization has developed a rich set of indicators and measures for its community housing services and measures for the services to children with autism spectrum disorder, it has not done so for respite services. It is recommended that measures of efficiency, effectiveness, service access, and satisfaction be developed and tracked for each service seeking accreditation. This should be done as the organization moves forward into another year of service.

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

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

- Complete, confidential records are maintained
-

Recommendations

There are no recommendations in this area.

Consultation

- Although Carmichael Enterprises conducts a file review of each file maintained for persons served, it is suggested that a plan be incorporated in which there would be a cross-quality review from different sites of programs. This could provide a fresh perspective to files and perhaps offer suggestions to staff working with the person served.
-

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
-

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.

I. 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.

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.

M. Supports for Children with Autism Spectrum Disorder

Principle Statement

Early identification, intervention, and education of children with autism spectrum disorder (ASD) remain a challenge for families, their physicians, community supports, and educational systems. Early recognition of the condition allows families to receive advice and support to help them adjust to the child's learning and development challenges and to mobilize resources to provide the best early intervention services for the child. Evidence shows that early intervention improves long-term function for the child.

Services for children with ASD are designed to provide to the child and family a variety of resources that reflect sound research. By basing the early intervention services, treatment planning, transition to school, and educational strategies for the child with ASD on guidance from an organization whose services and supports are outcomes-focused, the family will be able to take advantage of the results-oriented therapies, education, advocacy, and supports for their child's optimal progress and to establish a lifetime of positive learning and behaviours.

Organizations with accredited services/supports for children with ASD are a resource for families, community services, and education. With the focus on continuous learning about ASD, the organization can assist parents with:

- Obtaining early intervention screening.
- Obtaining early intervention services.
- Obtaining an interdisciplinary evaluation by a team experienced in evaluating children with ASD to improve treatment and outcomes.
- Navigating the multiple and complex systems that families need to coordinate, including medical, educational, mental health, disability, and community services.
- Connecting to resources to identify and treat medical or other conditions associated with ASD, as they are needed, to improve independence, family well-being, and adaptive behaviour.
- Gaining understanding of the core features of ASD and associated conditions.
- Adjusting and adapting to the challenges of raising a child with ASD.
- Understanding the future opportunities, services, and challenges that lay before them as they raise their child to adult transition from school to life planning.
- Connecting with mentors and parent-to-parent support groups or contacts.
- Connecting with community organizations and support groups dedicated to people with ASD.
- Becoming an advocate for policy changes, as desired.

Key Areas Addressed

- Program promotes awareness and understanding of ASD in families and the community
 - Staff trained specific to ASD
 - Family supports
 - Early diagnostic services and interventions
 - Comprehensive evaluations
 - Individualized learning models
 - Support for transitions
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Carmichael Enterprises Youth Residential Programs L.T.D.

3341 Opal Road
Nanaimo, BC V9T 2V6
Canada

Administrative Location Only

Hammond Place

4930 Hammond Bay Road
Nanaimo, BC V9T 5B4
Canada

Community Services: Community Housing
Community Services: Respite Services

Wellington Place

4045 Departure Bay Road
Nanaimo, BC V9T 2V6
Canada

Community Services: Community Housing

Oceanside Place

6039 Brickyard Road
Nanaimo, BC V9T 5B4
Canada

Community Services: Community Housing

Creekside Place

205 Aebig Road, Building A
Nanaimo, BC V9T 2J1
Canada

Community Services: Community Housing

Creekside Snozelen Centre

205 Aebig Road, Building B
Nanaimo, BC V9T 2J1
Canada

Community Services: Supports for Children with Autism Spectrum Disorder

Randi's Place

2191 Aiken Head Road
Nanaimo, BC V9X 1T9
Canada

Community Services: Community Housing

Upland Place

3961 Upland Road
Nanaimo, BC Z9C 2V6
Canada

Community Services: Community Housing