



CARF Accreditation Report

for

Nanaimo Child Development Centre Society

Three-Year Accreditation



CARF Canada
501-10154 104 Street NW
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of
companies

CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

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About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Nanaimo Child Development Centre Society
1135 Nelson Street
Nanaimo BC V9S 2K4
CANADA

Organizational Leadership

Cheryl Booth, Program Director and Acting Executive Director

Survey Number

166821

Survey Date(s)

January 9, 2023–January 10, 2023

Surveyor(s)

Jeff Harrison, Administrative
Crystal Kalas, Program

Program(s)/Service(s) Surveyed

Services for Children and Youth: Child and Adolescent Services
Services for Children and Youth: Early Intervention Services
Governance Standards Applied

Previous Survey

March 2, 2020–March 3, 2020
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: March 31, 2026

Executive Summary

This report contains the findings of CARF’s site survey of Nanaimo Child Development Centre Society conducted January 9, 2023–January 10, 2023. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Nanaimo Child Development Centre Society demonstrated substantial conformance to the standards. Nanaimo Child Development Centre Society (NCDC) is a longstanding provider of services for children and youth in the Nanaimo area. NCDC is very highly regarded by its stakeholders and provides an important service to the community. The board, senior leadership, and a team of long-tenured and motivated staff members have worked very hard to develop person-centred services consistent with the organization’s mission, which are supported by sound business practices. NCDC has shown resilience in responding to both the challenges posed by the COVID-19 pandemic and a transition in executive leadership. The families and other stakeholders have expressed both satisfaction and appreciation for the services offered. NCDC effectively incorporates the CARF standards into its business and service delivery practices. A few areas for improvement are noted in this report, including enhancing its cultural competency, diversity, and inclusion plan; implementing written procedures to address executive compensation; expanding its procedures to include additional critical incidents; ensuring that staff training in technology is provided on an ongoing basis; documenting tests and analyses of its procedures for business continuity/disaster recovery; and expanding the performance measurement and management plan to include all elements specified in the standards. The organization's receptivity to the feedback during this survey is appreciated and indicative of its commitment to international accreditation and providing services that benefit the children and families served.

Nanaimo Child Development Centre Society appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Nanaimo Child Development Centre Society is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Nanaimo Child Development Centre Society has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Nanaimo Child Development Centre Society was conducted by the following CARF surveyor(s):

- Jeff Harrison, Administrative
- Crystal Kalas, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Nanaimo Child Development Centre Society and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Services for Children and Youth: Child and Adolescent Services
- Services for Children and Youth: Early Intervention Services
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Nanaimo Child Development Centre Society demonstrated the following strengths:

- NCDC is led by a board of directors that is recognized for its commitment to ensuring that it has members with a wide range of skills and backgrounds, including legal, business, community members, health, education, and lived experience. The board members are carefully recruited and screened by the Personnel and Nominating Committee, with new members provided a thorough orientation.

- Despite the recent sudden departure of executive leadership, NCDC has continued to move forward with effective program and business operations. This has been assisted by strong succession planning efforts that have helped ensure that multiple staff members were prepared to step up on an interim basis. In this vein, NCDC is also acknowledged for embracing the accreditation process at a time of some disruption.
- Feedback from external stakeholders interviewed during the survey was very complimentary. It was noted that NCDC provides a high quality of service and that it is extremely committed to families receiving services. The stakeholders noted that NCDC is one of the strongest and longest established services in the area, that it willingly serves as a mentor to other organizations, and that it strives for excellence. It was reported that NCDC is very collaborative and receptive to feedback.
- When reviewing policies and plans, reviewing files of children and of staff, and interviewing personnel and external stakeholders, it was evident in every aspect that NCDC is very person centred and committed to its mission. This commitment to the mission is promoted and protected by the leadership team. The stakeholders affirmed this commitment with one noting that "every decision that NCDC makes is child centred."
- There is a robust training system for NCDC's personnel that is flexible and personalized to the staff member's role in the organization. The organization is acknowledged for being focused on the quality of its training efforts and being as individualized as possible in an attempt to generate increased discussion and learning opportunities.
- NCDC's offices and program spaces appear to be spacious and welcoming while also being functional for the services that are offered.
- The organization effectively uses the information collected from its performance management and monitoring system. Data collected is well analyzed and is also effectively used to guide organizational decision making. These efforts are augmented by well-prepared reports that describe these activities along with an Impact Report that provides data to the stakeholders in a simpler format.
- The staff members support the families in advocating their children and/or family needs. The families report that this is helpful, particularly when trying to access services through external service providers that have proven to be tricky.
- NCDC has several staff members who have worked for the organization for more than five years. Longstanding staff members provide consistency to the families and programs and are also a great example of the positive culture of an organization.
- The NCDC staff members have developed great partnerships with external service providers through the work and support that they provide. This has enabled unique partnerships to form and allows for a cohesive planning team when it comes to children and youth dually accessing services. This is particularly apparent through the school-aged therapies contract with the school district.
- The NCDC staff members are creative in developing programming to help fill gaps within the community. An example of this is the infant development staff taking training through SickKids Toronto for Infant Mental Health.
- Many staff members have reported that they feel supported by the board of directors who are visionary and support new initiatives through fundraising and other collaborations.
- The NCDC staff members have been creative with service delivery throughout the COVID-19 pandemic and have created kits for community and family members. Inclusion support kits, created for community daycare and preschool programs, are a great way to provide items to community centres and support the inclusivity of their environment. Literacy Kits and Ages & Stages Questionnaire Kits for the home provide the families with items they may not have access to and are a great way to encourage parent-child relationships.

- The NCDC staff members created an equipment lending library that brought together the equipment of public sector organizations throughout the island. Pooled together, they have created a lending system to get equipment to families in all areas of the island who may not otherwise have access. This is a great use of resources and is beneficial to many more families and children than if each organization held onto its own equipment.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate non-conformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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 and responsibilities
- Person-centred philosophy
- Organizational guidance
- Leadership accessibility

- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.5.b.(2)

1.A.5.b.(3)

1.A.5.b.(4)

1.A.5.b.(5)

1.A.5.b.(6)

NCDC has implemented a cultural competency, diversity, and inclusion plan that does a good job of describing the organization's approaches to culture, race, and language; however, it is recommended that the organization expand the plan to further base it on consideration of its stakeholders in the areas of age, gender, sexual orientation, spiritual beliefs, and socioeconomic status.

1.B. Governance (Optional)

Description

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 selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

1.B.6.c.(2)

1.B.6.c.(4)

1.B.6.d.(1)

1.B.6.d.(2)

1.B.6.e.(1)

1.B.6.e.(2)

1.B.6.e.(3)

1.B.6.e.(4)

1.B.6.e.(5)

1.B.6.e.(6)

1.B.6.e.(7)

It is recommended that governance policies addressing executive compensation be expanded to include defined compensation mix, up to and including, as warranted, incentive plans and perquisites, and total compensation references to market comparator data and functionally comparable positions. In addition, these policies should include a documented process that outlines terms of compensation arrangements, approval date, names of board members on the committee who approved the compensation decision, data used in the compensation decision, disclosures of conflict of interest (if any), review of executive compensation records at least annually, and authority of board members to exercise executive compensation actions.

Consultation

- NCDC has stated a commitment to using salary guidelines from the Health Employers Association of British Columbia in determining compensation for executive leadership. Given this, it is suggested that these guidelines be emphasized in updating its governance policy on executive compensation.

1.C. Strategic Planning

Description

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

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

Consultation

- Although the strategic plan has set goals, it is suggested that it also contain specific measurable objectives or key performance indicators. This might be helpful in determining the extent to which objectives are being met and could also serve as a tool to measure the performance of executive leadership.

1.D. Input from Persons Served and Other Stakeholders

Description

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

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

1.H.10.a.(2)

1.H.10.a.(16)

1.H.10.a.(17)

1.H.10.a.(18)

1.H.10.b.(1)

1.H.10.b.(4)

1.H.10.b.(5)

It is recommended that NCDC expand its written procedures regarding critical incidents to also specify seclusion, suicide and attempted suicide, sexual assault, and overdose as critical incidents and that all critical incident procedures consistently include prevention, remedial action, and timely debriefings conducted following critical incidents. It is suggested that NCDC expand the procedures related to several other critical incidents to provide more expansive information about how to identify and manage these situations in order to provide more effective guidance to personnel.

Consultation

- NCDC might find it helpful to develop a spreadsheet or database to track all health and safety concerns identified during internal and external inspections, including the actions taken to address the concerns. Such a strategy might help better centralize this information, making it easier to find and to track progress rather than referencing multiple files.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

Consultation

- NCDC requires its staff to complete regular training in a variety of formats. It is suggested that documentation for all training consistently contain a signature affirming completion and understanding of the material from both the trainer and the staff member being trained.
- As the organization grows, it may wish to consider whether or not a web-based learning management system could be beneficial to assist with the organization and completion of staff training.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

Recommendations

1.J.4.c.

It is recommended that NCDC's tests of its procedures for business continuity/disaster recovery be evidenced in writing, including the analysis.

1.J.5.c.(2)

Although NCDC provides documented initial training to personnel on cybersecurity and technology used in performance of job duties, it is recommended that both trainings be similarly provided to personnel on an ongoing basis.

1.K. Rights of Persons Served

Description

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

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

1.M.3.a.(1)

1.M.3.a.(3)(a)

1.M.3.a.(3)(b)

1.M.3.a.(3)(c)

1.M.3.a.(3)(d)

1.M.3.a.(5)

1.M.3.a.(6)(a)

1.M.3.a.(6)(b)

1.M.3.a.(6)(c)

1.M.3.a.(7)

1.M.3.a.(8)(a)

1.M.3.a.(8)(b)

1.M.3.a.(9)(a)

1.M.3.a.(9)(b)

1.M.3.a.(9)(c)

1.M.3.a.(9)(d)

1.M.3.a.(9)(e)

1.M.3.b.

1.M.3.c.

NCDC has implemented part of a performance measurement and management plan that includes identification of measures for service delivery objectives for each program/service seeking accreditation and identification of priority measures that it has determined for business function objectives. It is recommended that NCDC expand its performance measurement and management plan to also address the collection of relevant data on the characteristics of persons served and the collection of data about the persons served at the beginning of services, appropriate intervals during services, the end of services, and points in time following services. The plan should also address the extent to which the data collected measure what they are intended to measure (validity) and the process for obtaining data in a consistent manner (reliability) that will be complete and that will be accurate. In addition, the plan should address extenuating and influencing factors that may impact results and timeframes for the analysis of data and communication of results. Finally, the plan should address how data are collected, how

data are analyzed, how performance improvement plans are developed, how performance improvement plans are implemented, and how performance improvement is communicated. The performance measurement and management plan should be reviewed at least annually for relevance and updated as needed.

Consultation

- Responsibilities related to performance measurement and management are restricted to members of an internal committee, all of whom have completed training in outcomes management through the accreditation body. It is suggested that such training be augmented with documented training around specific internal practices.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

Description

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 desired outcomes from services, 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 the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

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.

2.E. Community Services Principle Standards

Description

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

Key Areas Addressed

- Access to community resources and services
- Enhanced quality of life
- Community inclusion
- Community participation

Recommendations

There are no recommendations in this area.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in remote settings.

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, follow-up, supervision, education, consultation, and counselling.
- Involve a variety of professionals such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, rehabilitation engineers, assistive technologists, and teachers.
- Encompass settings such as:
 - Hospitals, clinics, professional offices, and other organization-based settings.
 - Schools, work sites, libraries, community centres, and other community settings.
 - Congregate living, individual homes, and other residential settings.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

- Written procedures for the use of information and communication technologies (ICT) in service delivery
- Personnel training on how to deliver services via ICT and the equipment used
- Instruction and training for persons served, family/support system members, and others

- Provision of information related to ICT
- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

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

4.A. Services for Children and Youth (SCY)

Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in 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 setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on

helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

- Cognitive development.
- Physical development.
- Communication development.
- Social or emotional development.
- Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance the child's development.

Child and adolescent services focus on the development of skills needed by children/adolescents to succeed in school, their family, and their community. An organization may provide an array of distinct services that fall under the heading of child and adolescent services, with different service delivery models that incorporate different practices. Services are individualized to meet the changing needs of the children/adolescents served. Child and adolescent services empower the child/adolescent to develop skills in decision making, including maximizing their participation in the service planning process. Involvement of other team members depends on what the child/adolescent needs and the scope of the services provided. Team members could come from several agencies and may include therapists, child development specialists, social workers, educators, medical professionals, and others.

Some examples of the quality outcomes desired by the different stakeholders of services for children and youth include:

- Services individualized to needs and desired outcomes.
- Collection and use of information regarding development and function as relevant to the scope of the services.
- Children/youth acquiring new skills.
- Collaborative approach involving family members in services.
- Transition planning that supports continuity of services and developmental transitions.
- Increased responsibility of children/youth to make decisions.
- Personal safety of youth in the community.

Key Areas Addressed

- Early intervention
- Individualized services based on identified needs and desired outcomes
- Communication with families and other supports/services
- Collaborative service planning
- Healthcare, safety, emotional, and developmental needs of child/youth
- Skill development for decision making
- Planning for successful transitions

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Nanaimo Child Development Centre Society

1135 Nelson Street
Nanaimo BC V9S 2K4
CANADA

Services for Children and Youth: Child and Adolescent Services

Services for Children and Youth: Early Intervention Services

Governance Standards Applied