



CARF Accreditation Report for Brantwood Community Services

Three-Year Accreditation



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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 an on-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

Brantwood Community Services
25 Bell Lane
Brantford ON N3T 1E1
CANADA

Organizational Leadership

Brigette O'Neill, Director of Operations
Cathy Humble, Manager
Jacki S. Blenkinsop, Quality Assurance Manager
Jo-Anne Flood, Executive Director
Patricia Buckley, Manager of Finance
Rachel Atkins, Manager
Sherry Novak, Clinical Services Manager
Stephen Wood, Director of Finance
Tracy Humphrey, Manager
Tracy Mackie, Manager

Survey Number

123931

Survey Date(s)

March 2, 2020–March 4, 2020

Surveyor(s)

Charles Ogbeifun, MSc, CEng, PMP, Administrative
Lynn Walker, Program
Stacy A. Brown, Program
Bonnie Bingaman, Program

Program(s)/Service(s) Surveyed

Community Housing
Community Integration
Respite Services
Supported Living
Governance Standards Applied

Accreditation Decision

Three-Year Accreditation

Expiration: March 31, 2023

Executive Summary

This report contains the findings of CARF's on-site survey of Brantwood Community Services conducted March 2, 2020–March 4, 2020. 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, Brantwood Community Services demonstrated substantial conformance to the standards. The organization's leadership and staff members are very committed to providing quality and individualized services that meet the needs of the people supported in comfortable, safe, and healthy environments. It is evident that the people supported are treated with dignity and respect, appear happy, and speak positively about the organization. Family members, funders, and other stakeholders express high levels of satisfaction with the services provided by Brantwood in all programs surveyed. The organization has many strengths, and there is every indication that it will continue to implement CARF standards in the provision of effective operations and quality services. Despite being its first CARF accreditation survey, the organization takes seriously conformance to the standards as evidenced by the work that was done in preparation for this survey. Although there are a few areas for improvement, the recommendations are scattered throughout the standards sections and minimal in comparison to the organization's strengths. The recommendations include signing of the ethical code of conduct by board members; provision of emergency evacuation route diagrams in all of its facilities; testing of all emergency procedures; the provision of written emergency procedures in all vehicles; the inclusion of the organization's performance measurement and management system, risk management plan, and strategic plan in its new hire orientation program; development of components of service delivery performance indicators for each program in its performance measurement and management system; inclusion of days and frequency of services for all its programs in its program description; and implementing methods to reinstate the rights of people supported and to monitor the effectiveness of the methods it uses to reduce rights restrictions for the people supported. Brantwood appears very likely to maintain and improve on its current method of operation in its business and service delivery functions and demonstrates a commitment to ongoing quality improvement. The governing board, leadership team, and staff members are complimented and congratulated for achieving international accreditation. The organization is urged to use its resources to address the opportunities for improvement noted in this report and encouraged to continue to implement CARF standards on an ongoing basis as guidelines for continuous quality improvement.

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

Brantwood Community Services 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 Brantwood Community Services was conducted by the following CARF surveyor(s):

- Charles Ogbeifun, MSc, CEng, PMP, Administrative
- Lynn Walker, Program
- Stacy A. Brown, Program
- Bonnie Bingaman, 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 Brantwood Community Services 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):

- Community Housing
- Community Integration
- Respite Services
- Supported Living
- *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 on-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 Brantwood Community Services demonstrated the following strengths:

- Brantwood is led by a resourceful, dynamic, and knowledgeable executive director who is very dedicated to providing high-quality individualized services to the people supported. She is directly involved in every aspect of the organization's operations to ensure that service delivery is of the highest quality that meets and exceeds the expectations of the people supported. She is supported by a proactive and committed board that meets nine times yearly.
- In 2017, the leadership team engaged a governance expert to review and update its governance policies and also train its leadership and board members on governance standards. This has made both policy formulation and board oversight functions through its various committees more relevant and effective in guiding the organization.
- In 2016, Brantwood organized a focus session that was composed of its governing board members, leadership team, staff members, people supported, and other relevant stakeholders. The session thoroughly reviewed and revised the organization's mission, vision, and core values and developed a comprehensive forward-looking five-year strategic plan that is presently guiding the organization toward achieving its mission. The plan will end in 2021.
- In spite of financial constraints and reduction in government revenue, Brantwood appears to continue to maintain a healthy balance sheet and remain financially solvent. The organization has increased its revenue profile by exploring the opportunities of sharing its resources with other agencies. Brantwood is now providing the following services to other agencies: a. financial and accounting services and information technology support services to Community Living Six Nations; b. housekeeping services to Alzheimer Society of Brant, Lansdowne Children's Services, and Family Counselling Centre of Brant; and c. maintenance services to Community Living Brant, Lansdowne Children's Centre, Alzheimer Society of Brant, Boys & Girls Club of Brantford, and Family Counselling Centre of Brant.
- Brantwood is strong in recognizing the efforts of its staff members. Every Friday, the executive director sends out a newsletter titled "It's a Wrap," in which she recognizes outstanding staff. She also uses social media to recognize staff performance every Wednesday. The staff members are enthusiastic about their jobs and openly exhibit commitment to improving the quality of life for the people supported, most of whom have not exited the programs since their entry. The organization has a number of long-term, committed, and knowledgeable staff working in the community housing/supported living/respite services and community integration programs.
- Brantwood actively trains and supports its direct support professionals and provides the opportunity to get promoted within the organization. This allows quality employees to continue their employment with Brantwood while meeting professional goals. The staff supervision model at Brantwood is commendable and includes monthly face-to-face supervision and appraisal. Emotional intelligence is reflected in the supervisor's relationship with staff members.
- In 2017 and 2018 The Hilborn Group Ltd. conducted an employee satisfaction assessment/survey about Brantwood's services. As a result, Brantwood was awarded the Canadian Nonprofit Employer of Choice Award in 2017 and 2018 based on employee satisfaction rates. This satisfaction is further evidenced by the longevity of many of its management and direct support professionals who have been with the organization for decades.
- Staff members use a person-centred planning process to assist the people supported, even those with complicated support needs, to plan and participate in vacations that involve their specific interests. There were stories and pictures of trips to New York City, a train trip to Toronto, a trip to Daytona Beach raceway, trips to Niagara Falls, trips to Toronto Blue Jays baseball and Toronto Maple Leafs hockey games, and a trip to a Zac Brown Band concert.

- The person-centred approach was visible throughout the organization. This emphasis appeared to be working to put the people supported in charge of their lives. One person stated that he is his "own boss." There was consistent evidence of people supported having a decrease in behavioural incidents, as well as moving to more independent living situations.
- Brantwood is a member of many advocacy groups, such as Ontario Agencies Supporting Individuals with Special Needs, Ontario Association of Developmental Disabilities, and The Great Lakes Society. These groups advocate and promote the objectives of its member organizations and the rights and welfare of the people supported.
- In response to the feedback received from family members and other stakeholders, Brantwood has added more weekends to its respite program at The Inn on Strawberry Hill and extended the hours for drop-off and pickup times at the Abilities Centre day program. In addition, the organization is now open over the weeks of Christmas holidays. The organization has also added two extra weeks of summer camp for the enjoyment of the people supported.
- Brantwood encourages involvement with friends and family by facilitating visits in the community, in family homes, or in the homes of the people supported. People supported who live in the community housing programs are involved in a variety of volunteer activities or jobs, such as delivering meals to the elderly and delivering newspapers.
- Brantwood matches people supported and their interests with staff members' interests in order to best support the people supported. This was evident in a person supported choosing to attend classes and the supervisor of the home ensuring that the staff member supporting him is consistent and enjoys the classes as well. This ensures that the people supported will receive maximum benefit from the classes.
- Staff members support people supported in local community activities, such as fishing, sailing, and horseback riding. Although some of the people supported have more complicated disabilities, the staff members actively problem solve ways for everyone to be involved in a preferred activity.
- The community living homes are located in nice, safe neighbourhoods, and rooms are individualized to reflect the interests and personalities of the people supported. Homes were built or modified to meet the accessibility needs of the people supported.
- Brantwood works hard to ensure the health, safety, and welfare of the people supported. The health protocols in the community housing, supported living, community integration, and respite services were detailed (i.e., meals, bathing) and gave staff members clear direction on how to safely assist the people supported.
- Brantwood ensures that there are overhead lift systems, when needed, in bedrooms, bathrooms, and living rooms to help ensure safe transfers in all locations of the home.
- The parent of a family member receiving services in the community housing program reported satisfaction with the responsiveness of the staff at working with her son's challenging behaviour. In prior placements, he was being restrained on a nearly daily basis. She reported that he has only had one restraint in the past couple of years. She commented that this was due to the quality of the staff, who encouraged her son to be in control of his life.
- To further promote community integration, Brantwood has partnered with high schools in the local community. The schools send their students weekly to the organization to learn employment, grooming, hospitality, and healthy relationship skills free of charge. This partnership helps to market the organization's programs and activities.
- Brantwood has a heated therapy pool that provides unique opportunities for the people supported to have opportunities for recreation, socialization, and therapy.
- Brantwood provides specialized service to people supported and others living in the region. The Seating Clinic specializes in designing and building custom wheelchairs and customized products for beds and other daily sitting and resting surfaces. These include bed rails, chest straps, customized padding for bedroom areas, and

upholstery. Brantwood’s Seating Clinic technicians, occupational therapist, and kinesiologist have many years of experience in the field and provide satisfying solutions in the areas of postural support for people supported travelling in accessible vehicles, specialized seating and repairs to wheelchairs, protection from self-injurious behaviour, custom padding around hard or sharp objects found in the home, custom soft mattress covers to protect against incontinence, and custom made weighted blankets. Having this service available as part of the organization streamlines the process of obtaining the equipment and keeping it in good repair.

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

There are no recommendations in this area.

Consultation

- Although Brantwood does not engage in fundraising activities, Brantwood Foundation, which is a separate entity with its own board of directors, organizes fundraising activities to support Brantwood. Because Brantwood does not engage in fundraising activities, it is encouraged to ensure that its policies and procedures be rewritten to state that Brantwood Foundation organizes fundraising on its behalf.

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.2.g.(6)

Although board members sign an ethical code of conduct declaration when they become board members, governance policies should address board performance that includes a written ethical code of conduct declaration that is signed at least annually.

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.

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
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

- Brantwood may consider the use of suggestion boxes placed at all of its facilities to further gather input anonymously from the people supported, staff members, and other stakeholders.

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
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

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

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

1.H.6.a.

1.H.6.b.(1)

1.H.6.b.(2)

1.H.6.b.(3)

Although building floor plans are available and posted near exit doors, evacuation routes are not indicated. It is recommended that the organization have evacuation routes that are accessible and understandable to the people supported; personnel; and other stakeholders, including visitors.

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.d.

Although Brantwood conducts tabletop drills monthly at all of its locations for fire emergencies, emergency procedures are not tested for other emergencies. An unannounced test of each emergency procedure should be conducted at least annually on each shift at each location that includes, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill that is analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. Tests of emergency procedures should be evidenced in writing, including the analysis.

1.H.12.h.

When transportation is provided to the people supported, there should be evidence of written emergency procedures in the vehicle(s).

Consultation

- Brantwood may consider having a health and safety binder that contains all of its health and safety documentation, including policies, procedures, reporting forms, inspection forms and reports, and health and safety quality improvement plans. The organization may further consider redesigning its present fire drill reporting form to have sections for recording pertinent information of drill outcomes such as evacuation time and names of drill participants.
- Although the organization carries road hazard safety equipment and toolboxes in its vehicles, they are not always secured and could result in injury in the event of a crash, sudden stop, or vehicle rollover. It is suggested that safety equipment be secured in all vehicles.

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 background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.5.a.(4)

1.I.5.a.(5)

1.I.5.a.(6)

As part of its onboarding and engagement activities, Brantwood should include orientation that addresses the organization's performance measurement and management system, risk management plan, and strategic plan.

Consultation

- It is suggested that Brantwood consistently conduct an annual performance appraisal for all employees in accordance with its human resource policies.

1.J. Technology

Description

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

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.

Consultation

- The organization may consider developing a system of tracking complaints and following up at a later point in time to ensure that changes made to address the concerns continue to be implemented.

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

Key Areas Addressed

- Data collection
- Establishment and measurement of performance indicators

Recommendations

1.M.7.a.

1.M.7.b.

1.M.7.c.

1.M.7.d.

Brantwood collects data that it uses to measure business function and service delivery performance indicators. For each service delivery performance indicator, the organization is urged to determine to whom the indicator will be applied; the person(s) responsible for collecting the data; the source from which data will be collected; and a performance target based on an industry benchmark, based on the organization's performance history, or established by the organization or other stakeholder.

1.N. Performance Improvement

Description

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

- Analysis of performance indicators in relation to performance targets
- Use of performance analysis for quality improvement and organizational decision making
- 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

2.A.1.a.(4)

2.A.1.a.(5)

Although the days of services and frequency of services are documented in community housing, they are not documented for community integration or supported living. Each program/service should document the following parameters regarding its scope of services: days of services and frequency of services.

2.A.16.c.(1)

2.A.16.d.(1)

2.A.16.d.(2)

If restrictions are placed on the rights of the people supported, the organization should obtain informed consent of the people supported prior to implementation. In addition, Brantwood should implement methods to reinstate rights as soon as possible and monitor the effectiveness of these methods to reduce rights restrictions. Brantwood may consider including the reinstatement of rights and monitoring effectiveness of rights by utilizing the behaviour support committee. The behaviour support committee may consider meeting more than twice a year to discuss any rights restrictions. Brantwood may consider performing a critical review of its existing processes relating to rights restrictions. The organization may also consider reviewing the necessity of lock usage at its facilities to determine if they are used appropriately.

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 his or her 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.C. Medication Monitoring and Management

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.

Consultation

- Although Brantwood has side effect information for medications available in the ShareVision electronic record system, the staff members working in the community housing/community integration programs were not consistently familiar with how to access information on side effects. It is suggested that staff members working in these programs be retrained on the location of side effect information.

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.

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.F. Respite Services (RS)

Description

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.

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Services/supports are responsive to the family's needs.
- Services/supports are safe for persons.
- Services/supports accommodate medical needs.

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.

4.G. Community Integration (COI)

Description

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 centre, a day program, a clubhouse, and a drop-in centre 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.
- Pre-vocational experiences.
- Vocational pursuits.
- Volunteerism in the community.
- 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 centres, arts councils, etc.).

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

4.H. Community Housing (CH)

Description

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 survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a Community Housing program.

Key Areas Addressed

- Safe, secure, private location
- Support to persons as they explore alternatives
- In-home safety needs
- Access as desired to community activities
- Options to make changes in living arrangements
- System for on-call availability of personnel

Recommendations

There are no recommendations in this area.

4.I. Supported Living (SL)

Description

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 sample 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 survey application or identified as a site on the accreditation outcome.

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Persons served achieving choice of housing, either rent or ownership.
- Persons served choosing whom they will live with, if anyone.
- Minimizing individual risks.
- Persons served have access to the benefits of community living.
- Persons served have autonomy and independence in making life choices.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Brantwood Community Services

25 Bell Lane
Brantford ON N3T 1E1
CANADA

Community Integration
Respite Services
Governance Standards Applied

Beckett

47 Beckett Drive
Brantford ON N3T 6E9
CANADA

Community Housing

Bell Lane - lower apartment

25 Bell Lane, Lower apartments
Brantford ON N3T 1E1
CANADA

Community Housing
Supported Living

Bell Lane - upper apartment

25 Bell Lane, upper apartment
Brantford ON N3T 1E1
CANADA

Community Housing

Bell Lane - upper home

25 Bell Lane
Brantford ON N3T 1E1
CANADA

Community Housing

Cumberland

32 Cumberland Street
Brantford ON N3S 7M5
CANADA

Supported Living

Dundas

104 Dundas Street
Brantford ON N3R 1S3
CANADA

Community Housing
Respite Services

Kerr Shaver

21 Kerr Shaver Terrace
Brantford ON
CANADA

Community Housing

Lower Nelson

346 Nelson Street
Brantford ON N3S 4G3
CANADA

Community Housing

Lower Tollgate

95 Tollgate Road
Brantford ON N3R 4Z8
CANADA

Community Housing
Supported Living

MacBride

14 MacBride Court
Brantford ON N3T 6J1
CANADA

Community Housing

Mt Pleasant

603 Mount Pleasant Road
Brantford ON N3T 5L5
CANADA

Community Housing

Paris

100 Paris Road
Brantford ON N3R 1H9
CANADA

Community Housing
Respite Services

St Paul

485 Saint Paul Avenue
Brantford ON N3R 4P4
CANADA

Community Housing

Upper Nelson

430 Nelson Street
Brantford ON N3S 4G3
CANADA

Community Housing

Upper Tollgate

129 Tollgate
Brantford ON N3R 4Z9
CANADA

Community Housing