

**CARF
Survey Report
for
Greater Victoria
Lifetime Network
Society**

Organization

Greater Victoria Lifetime Network Society
102 - 4090 Shelbourne Street
Victoria BC V8N 4P6
CANADA

Organizational Leadership

Heather Bergink, Manager
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Survey Dates

June 5-6, 2017

Survey Team

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Programs/Services Surveyed

Community Integration

Survey Outcome

Three-Year Accreditation
Expiration: June 30, 2020



Three-Year Accreditation

SURVEY SUMMARY

Greater Victoria Lifetime Network Society has strengths in many areas.

- The executive director is a long-term staff member who has provided innovative leadership from Lifetime Network’s inception and has guided the organization toward growth and innovation in its services.
- Careful and prudent financial management has enabled Lifetime Network to maintain stability, expand its infrastructure, and become a financially strong organization with the financial resources to carry it over in case of a revenue downturn. A commitment to service was evident throughout the organization. The staff members take their jobs very seriously and display a true desire to help the persons served to achieve their goals.
- The risk management plan is excellent, with a thorough look at risks at all levels and in many arenas.
- The accessibility plan is well constructed and looks at multifaceted challenges the participants might encounter within the organization or the wider community.
- The organization has made a significant commitment to using technology to support its staff and aid in organizational management. The hardware is updated, as needed, and the recent investment in software will make it robust and easy to use.
- The personnel stated that they feel supported, appreciated, and respected in their work. Both the staff and services are flexible and focused on the persons served. The staff members are dedicated professionals who display genuine care and support for the persons served.
- Lifetime Network fosters a culture of learning, training, and ongoing professional development. The organization has established a well-developed online learning platform, Open Future Learning, and the staff members are required to complete several courses each year.
- The Continuous Quality Improvement Plan brings together the many facets of the ASPIRE to Excellence® standards into one document that interlinks the many documents needed.
- The organization invited the Intercultural Network to do training with staff members. This provided well-received information about sexual orientation and gender identity.
- Lifetime Network does training called “Catch the Passion” to connect with the newer staff members to ensure that they understand and live the organization’s mission. There is also frequent scenario training to assist the staff members to discuss and brainstorm various scenarios they might experience in their work.
- Lifetime Network develops and maintains a strong community presence and buy-in of its staff and community members. A recurring theme of family environment is described by the participants, family members, and staff.
- Lifetime Network is thought of as flexible, creative, and supportive by the participants, family members, and funding sources. Additionally, the organization has been able to successfully serve participants who have not been successful in other organizations due to a lack of flexibility.
- The self-advocacy initiative developed and embraced by Lifetime Network is commended. The organization’s use of other participants to help the new participants develop and grow within the service structure allows all participants to develop and maintain a sense of self-worth.

- Lifetime Network brings the term *natural supports* to a level of great commitment. By using former staff, friends of staff, family members, and others, a larger pool of individuals is available to help support the wants, needs, and desires of the participants.

In the following area Lifetime Network demonstrates exemplary conformance to the standards.

- Lifetime Network truly infuses its person-centered philosophy into its service delivery. The person-centered aspect of service delivery is at a standard not seen elsewhere. All programming is the result of the wishes and desires of the persons served. The development of “networks” of small groups of two-to-four community persons to become lifelong members and friends of the person served leads to enduring friendships based on common interests. Persons served guide the planning of services and lead the process of service delivery throughout. The support staff is hired to be tailored specifically to the desires of the individual person served, including a search for such factors as a bubbly personality, being athletic, enjoying a particular craft or type of music, or desire to develop a skill in a certain area such as a type of cooking cuisine. As one staff member put it, “It all begins with the individual,” and this continues as long as the participant is served. The various groups and course offerings are the result of the requests and desires of the persons served, and these are ever changing in terms of both the subject material and content of the sessions. Persons served help research and sometimes lead groups.

Lifetime Network should seek improvement in the area(s) identified by the recommendation(s) in the report. Any consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Lifetime Network has made a commitment to use the CARF International standards and has accomplished a great deal in its pursuit and maintenance of international accreditation. There are very few areas for improvement noted in this report. The organization has the leadership, human resources, and support needed to address the recommendations detailed in this report. It also has the ability to grow and change to meet the various challenges that lie ahead for it and those that affect the participants it serves.

Greater Victoria Lifetime Network Society has earned a Three-Year Accreditation. The organization is congratulated on this significant accomplishment and providing quality rehabilitation services. It is encouraged to continue to remain current with the CARF standards as it addresses the areas for improvement noted.

SECTION 1. ASPIRE TO EXCELLENCE®

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
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

A.2.b.

Lifetime Network truly infuses its person-centered philosophy into its service delivery. The person-centered aspect of service delivery is at a standard not seen elsewhere. All programming is the result of the wishes and desires of the persons served. The development of "networks" of small groups of two-to-four community persons to become lifelong members and friends of the person served leads to enduring friendships based on common interests. Persons served guide the planning of services and lead the process of service delivery throughout. The support staff is hired to be tailored specifically to the desires of the individual person served, including a search for such factors as a bubbly personality, being athletic, enjoying a particular craft or type of music, or desire to develop a skill in a certain area such as a type of cooking cuisine. As one staff member put it, "It all begins with the individual," and this continues as long as the participant is served. The various groups and course offerings are the result of the requests and desires of the persons served, and these are ever changing in terms of both the subject material and content of the sessions. Persons served help research and sometimes lead groups.

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

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

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

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

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

There are no recommendations in this area.

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

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

- Identification of loss exposures
 - Development of risk management plan
 - Adequate insurance coverage
-

Recommendations

There are no recommendations in this area.

Consultation

- Lifetime Network does an excellent job of identifying risks and determining ways to mitigate or eliminate them. It is suggested that the organization review its current risk management plan and separate the analysis of possibility of the risk from the severity of the risk. For example, a catastrophic accident where someone is severely injured could have a very low probability but a very high severity.
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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

- Inspections
- Emergency procedures
- Access to emergency first aid
- Competency of personnel in safety procedures
- Reporting/reviewing critical incidents
- Infection control

Recommendations

H.7.a.(1)

H.7.a.(2)

Lifetime Network has done a fine job of arranging and conducting tests of most of its emergency procedures that are unannounced; however, it is recommended that these unannounced tests be consistently conducted at least annually at each location on each shift. This could be especially important as the organization grows and adds sites. A simple grid could help the organization track and ensure that all unannounced tests of its emergency procedures are conducted at least annually at each site.

Consultation

- Lifetime Network had a written inspection of its main office and no recommendations were made by the fire department; however, there was no written report for the Event Center. It is suggested that Lifetime Network request written copies of any comprehensive health and safety inspections conducted by external authorities of public spaces the organization uses that would include the areas inspected and recommendations for the areas for improvement. The organization could then take action to respond to any recommendations made. The Joint Occupational Safety and Health (JOSH) Committee meets monthly and reviews the follow-up to the very extensive self-inspection checklist. The committee is meticulous in its work in ensuring that items are repaired or remediated. To make the committee more inclusive, it is suggested that one or two persons served become members of this committee. As an additional safety measure, it is suggested that the water pipes beneath the sink in the accessible bathroom be insulated to avoid any concern about possible hot water burns.

I. Human Resources

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Lifetime Network has done a very good job of providing training for staff and working to ensure that people of all orientations and gender identities feel welcome. Currently, the staff does not inquire about a person's gender identity but makes an assumption based on appearance. If situations occur where clarification or confirmation is needed, rather than making an assumption, staff members could make a gentle inquiry such as, "I see that you're dressed as a woman (or man) today. Is that how you feel comfortable expressing yourself?"
 - An idea to reward staff members in small but immediate ways for doing their jobs well could be to use something like an "on the spot" award in which the managers could give a small gift card, such as \$5 to a coffee shop, a \$10 gas card, or \$20 grocery store card. These could be given when the manager sees a staff person doing something noteworthy or extra in terms of their usual job duties.
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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

- Written technology and system plan
 - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
 - Training for personnel, persons served, and others on ICT equipment, if applicable
 - Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
-

Recommendations

There are no recommendations in this area.

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

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

K.1.a.(2)

During a review of the electronic participant files, it was determined that the organization did not have the participant sign the paperwork prior to the beginning of service delivery or orientation, due to the request of the participant directly. The organization should ensure that the rights of the persons served are communicated to the persons served prior to the beginning of service delivery or at the initiation of service delivery. It could develop timelines for items to be uploaded into the network database and also perhaps develop an audit tool for the participant's files to be completed within a specific timeframe after the participant begins services. Additionally, the organization may want to develop a signature line for the participant to verify that he/she has received and understands the rights and the information included on the orientation page.

L. Accessibility

Description

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

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.

B. Individual-Centered 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
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Recommendations

There are no recommendations in this area.

F. 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 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and 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.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.

- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

P. Community Integration

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.).

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Center-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.
