

**CARF  
Survey Report  
for  
Reach Child and  
Youth  
Development  
Society**

**Organization**

Reach Child and Youth Development Society  
3800 72nd Street, Suite 3  
Delta BC V4K 3N2  
CANADA

**Organizational Leadership**

Renie G. D'Aquila, Executive Director  
Elysa Philip, Quality Improvement Coordinator

**Survey Dates**

December 5-7, 2016

**Survey Team**

Jeanne M. Marshall, M.Ed., M.A., BCBA, LBA, Administrative Surveyor  
Marge E. Watson, M.S., Program Surveyor

**Programs/Services Surveyed**

Child and Youth Services  
Respite Services (Children and Adolescents)

**Previous Survey**

January 13-15, 2014  
Three-Year Accreditation

**Survey Outcome**

**Three-Year Accreditation**  
Expiration: February 29, 2020



**Three-Year Accreditation**

# SURVEY SUMMARY

## **Reach Child and Youth Development Society has strengths in many areas.**

- Reach Child and Youth Development Society is a highly performing and dynamic organization that is strongly complimented by stakeholders for its progressive attitude, its willingness to always be at the table in a collaborative mode, and for being seen as a leader in the field.
- The organization has involvement in an extensive network of community providers and partners through activities such as the British Columbia Association for Child Development and Intervention (BCACDI), the Delta District Parent Advisory Council, and Delta Kids Committee.
- Reach Child and Youth Development Society is complimented for its drive to educate the community and add infrastructure to the field through partnering for planning and hosting conferences, such as the Children the Heart of the Matter Conference.
- Based on interviews with stakeholders, there is clear consensus that Reach Child and Youth Development Society is the go-to organization for referrals when there is a challenge to be solved and when it is time to think outside the box for a solution. There is great faith from partners that the organization will get the job done.
- Reach Child and Youth Development Society has an amazing leadership team and fully engaged board of directors that have been responsible for the organization's public reputation in the community and within the field. These relationships have led to a very successful capital campaign, which will result in a state-of-the-art child care centre and program space in the heart of the community.
- Reach Child and Youth Development Society is complimented for its approach to strategic planning and its efforts to engage stakeholders at all levels to participate. In addition, it is evident that the strategic plan is a working document with the quality improvement team and the board taking responsibility for oversight and implementation.
- The organization has made significant enhancements in the area of health and safety since its previous CARF survey and is currently investing resources into training and committee time to evaluate health and safety and respond to issues expediently. Expanding training offerings and professional development opportunities are provided to staff members, such as the Justice Institute's safety training and the Young or New Workers training.
- The visual supports that are evident throughout the various locations are supportive of many learning styles and give an instant guide to visitors and staff members regarding emergency procedures and who the first aid responders in the building are.
- The Applied Behavioural Analysis (ABA) program has a thorough initial training model, and it is clear that considerable feedback is provided to the employees on refining their job skills and performing to competency.
- The Positive Behavioural Support program has developed unique models of training and support to meet the needs of all families who have unique family situations and are faced with very challenging behaviours of children.

- Reach Child and Youth Development Society is recognized for offering a wide array of outstanding programs for clients with disabilities. Although services extend from birth to age 19, the organization appears to be willing to expand into new program areas to meet the needs of the clients' families.
- Reach Child and Youth Development Society has recruited and retained many long-tenured, talented staff members who are enthused and excited about their work. It was clear that the staff members are well trained and make a difference in the clients' lives.
- The families interviewed during the survey were full of emotion as they praised the services from Reach Child and Youth Development Society. One mom said, "My husband and I learned so much from the parent education classes. We are working more positively with our son as a result."
- Reach Child and Youth Development Society has developed attractive and useful handbooks and brochures for the families, community partners, and other stakeholders. The organization can also produce excellent maps for all facilities that clearly show evacuation routes and where to find safety equipment.
- Families needing therapy for their children do not have to look elsewhere because Reach Child and Youth Development Society has speech, language, occupational, and physical and behavioural therapists as staff members. Especially noteworthy is its comprehensive service plan that covers all treatments that the client receives, which is convenient for staff members and the families served.
- The Aboriginal Supported Child Development Program is an outstanding combination of support for first nation families and cultural information that is shared with preschools where children who are indigenous attend. A large bucket of information is available for teachers to use to introduce the other children to indigenous stories, customs, and culture.
- Integrated childcare programs are offered in Cloverdale and at the main building. Clients needing therapies are served during the morning sessions, and the clients who have special needs are included as much as they want to participate in the array of activities. The preschool is play based and includes a wide variety of discover play opportunities, nutritious snacks, and plenty of time outside in attractive play areas.
- Reach Child and Youth Development Society offers a variety of respite opportunities, such as group and individual. Parents can choose which options they want and have a choice of contracted respite providers. Especially noteworthy is the ability to share hours with a family who needs additional hours when another family is not using their allotment.
- The All About Me brochure is individually prepared by staff members for clients transitioning to kindergarten. It contains pertinent information about the client, such as strengths and interests, how to help the child, and helpful tools and equipment. Parents and kindergarten teachers are very appreciative of this introduction tool.

**Reach Child and Youth Development Society 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, Reach Child and Youth Development Society is an organization that works extremely hard to be high performing. The organization exudes a perspective of continuous quality improvement, has shown significant enhancements to its health and safety program, and has a very

robust outcomes measurement and management system. Staff members have long tenure, and turnover is almost non-existent as staff members indicate satisfaction and fulfillment for the work they do. Programs are solid, and stakeholders across the board indicate that Reach Child and Youth Development Society holds the highest standard of quality and is the go-to resource for support, partnering, innovation, and programming in the community. Although there are a few minor areas for improvement to fully conform to the CARF standards, there is no question that the staff members have the commitment and skillset to follow-through on these items. The regard with which Reach Child and Youth Development Society is viewed by staff members, families, and the community is a testament to how hard the organization works to develop and sustain long-term impactful relationships. The organization provides services and programs that make a real difference in the community, and there is no doubt that clients gain much-needed skills from the interventions.

Reach Child and Youth Development Society has earned a Three-Year Accreditation. The organization is recognized for its efforts to provide quality rehabilitation services and encouraged to remain current with the CARF standards as it addresses the areas for improvement noted in this report.

## **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

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#### **Recommendations**

There are no recommendations in this area.

## Consultation

- Although ethical codes of conduct can be found in various materials and policies, it is suggested that this information be consolidated to more easily represent the policies to staff members and other stakeholders.
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## 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
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### Recommendations

There are no recommendations in this area.

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## 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.

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## **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.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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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**

There are no recommendations in this area.

## Consultation

- Although there is clear evidence of initial and ongoing training, there is not a consistent way of documenting the various training requirements. It is suggested that the organization consider a single solution for training documentation. In addition, the organization may want to develop a template or guideline to use to indicate which staff members require which types of training upon hire and then annually thereafter for tracking purposes.
  - Although the staff members have a seven-step card for handling an emergency within the safety materials, it is suggested that the full outline of how to respond be included in the materials and that staff members carry this information in their vehicles.
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## 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
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### Recommendations

#### I.2.a.(2)(a)

The organization should implement written procedures that address verification of the credentials of all applicable personnel (including licensure, certification, and registration) with primary sources.

### Consultation

- It is suggested that the organization further clarify actions to be taken in regard to results of background issues to more explicitly state how it will handle certain findings and what does or does not pass its threshold.

- It is suggested that the organization review its training processes to include more explicit training versus basic policy review to cover annual retraining and to document verification of these trainings in a single source. As there are shared responsibilities for training between programs and human resources, it is suggested that there be additional clarity around training expectations and the staff members responsible.
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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
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### **Recommendations**

There are no recommendations in this area.

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## **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.3.a.(8)**

It is recommended that the organization implement a policy and written procedure by which the clients may formally complain to it that specifies the availability of advocates or other assistance.

## **Consultation**

- Although there are clear policies and processes related to grievance, it is suggested that information provided to families be more explicit regarding how the process works. This could be covered under the rights and responsibilities document more thoroughly or in the handbook. In addition, there are different handbooks for the many individual programs offered by the organization. Some include a brief description of the grievance and appeal procedure, while others provide a more detailed version. It is suggested that a single comprehensive grievance and appeal policy and procedure be developed and included throughout all the handbooks.
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## **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
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### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the organization give consideration to all of the types of reasonable accommodations it provides and document those proactive items on its reasonable accommodation report.
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## **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.

### **Consultation**

- The organization might consider challenging its targets for certain program outcomes that consistently exceed the stated target.
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## **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
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### **Recommendations**

There are no recommendations in this area.

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## 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
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#### Recommendations

There are no recommendations in this area.

#### Consultation

- The Positive Connections program and the ABA program have moved to having its records electronic or paperless. Reach Child and Youth Development Society is encouraged to move forward to have additional services join in this endeavour, as allowed by funders. Given that some of the progress notes and reports that are handwritten are difficult to read, the use of iPad® devices for charting progress notes in the field could help to save staff members time and make records easier to understand.
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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **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
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#### **Recommendations**

There are no recommendations in this area.

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## **G. Children and Adolescents Specific Population Designation**

#### **Description**

*Children and adolescents* is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

#### **Key Areas Addressed**

- Children, adolescents, and their families are provided with options
  - Social, vocational, psychological, and physical needs are met
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#### **Recommendations**

There are no recommendations in this area.

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## 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.

## **I. Child and Youth Services**

### **Description**

Child and youth services provide one or more services, such as prenatal counselling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services/supports may be provided in any of 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 settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services and play a critical role, along with team members, in the process.

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

- Services individualized to needs and desired outcomes.
- Collection and use of information regarding development and function as relevant to services.
- Children/youths developing new skills.
- Collaborative approach involves family members in services.

### **Key Areas Addressed**

- Individualized services based on identified needs and desired outcomes
  - Healthcare, safety, emotional, and developmental needs of child/youth
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### **Recommendations**

There are no recommendations in this area.

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## **M. Respite Services**

### **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
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**Recommendations**

There are no recommendations in this area.

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# **PROGRAMS/SERVICES BY LOCATION**

## **Reach Child and Youth Development Society**

3800 72nd Street, Suite 3  
Delta BC V4K 3N2  
CANADA

Child and Youth Services  
Respite Services (Children and Adolescents)

## **Delta School Readiness Program**

1091 82nd Avenue  
Delta BC V4C 2B2  
CANADA

Child and Youth Services

## **Reach Play and Learn Centre**

11425 84th Avenue  
Delta BC V4C 2L9  
CANADA

Child and Youth Services

## **Pacific Community Church**

5337 180th Street  
Surrey BC V3S 4K5  
CANADA

Child and Youth Services