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Three-Year Accreditation

CARF
Survey Report
for

Reach Child and Youth Development Society

carf INTERNATIONAL

Three-Year Accreditation

Organization

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

Organizational Leadership

Lisa A. Woudzia, B.A., M.A., Ph.D., Associate
  Executive Director

Renie G. D'Aquila, Executive Director

Survey Dates

January 13-15, 2014

Survey Team

Lois D. Wynne, Administrative Surveyor

Henrietta G. Fishman, LCSW, DCSW, CASAC, Program Surveyor

Programs/Services Surveyed

Child and Youth Services
Respite Services

Previous Survey

January 24-26, 2011
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: February 2017

SURVEY SUMMARY

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

■ Reach's mission and values reflect a person-first environment. Persons served and their families are treated with dignity and respect, and their quality of life is a focus for the organization.

■ The board of directors is made up of a diverse group of individuals who contribute to the organization's profile and long-term planning and sustainability. These individuals have a strong understanding of the organization's core beliefs and values and also work hard at communicating this to the stakeholders and the community at large.

■ Reach has knowledgeable and capable leadership. The leadership is dedicated; longstanding; and supportive of program staff, persons served, and their families.

■ Reach uses various mechanisms to obtain input through community events, surveys, group discussions, one-on-one meetings with families, and staff input. The input received helps it with all aspects of planning and service delivery.

■ Stakeholders, including persons served and staff members, express a high degree of satisfaction with the quality and range of services provided by the organization. Feedback from community partners and other stakeholders indicated that the organization is responsive to family and community needs, goes above and beyond the usual organizational services by being accommodating, and is collaborative and forward thinking. Reach appears to be the go-to organization in the region for high quality, innovative services.

■ Reach appears to have a sound fiscal position despite having a difficult few years of funding through its government contracts. Reports are generated in a timely manner and are important to the stability of fiscal matters. The board is well informed concerning all financial affairs.

■ The organization is presently involved in a capital campaign to build a new, more centralized, and accessible building for its services. It has a well-thought-out campaign, a foundation raising capital to provide funding, and an enthusiastic board and staff advocating to realize their dream.

■ Reach has developed a social enterprise on site to help assist its preschool and other program shortages. It is a small but bright and inviting thrift store that caters to the young families and children it serves.

■ Over the past number of years, the organization has implemented a database called ShareVision. This database has assisted Reach in developing excellent program tools such as the tracking and billing capacity for its Applied Behavioural Analysis (ABA) program.

■ Reach has a comprehensive library that is readily available for families and other stakeholders to learn more about developmental disabilities. Families have commented on how helpful this has been in learning about their child's needs as well as providing information about options for enhancing growth.

- Reach is commended for the quality and creativity of the educational materials developed to assist educators, youth, and families prepare for transitions from preschool to kindergarten and from youth to adult services. A colourful form provides information for the teacher about each child transitioning from preschool to kindergarten to assist with the child's integration into the new setting.

- Families are assisted in determining the type and intensity of respite services that will meet their specific needs. A checklist clearly describes the respite options of group, individual, and direct-funded respite services to assist with the decision-making process.

- Community integration is central to Reach's service delivery system. The organization is actively involved at many levels within the community, providing advocacy and education, promoting partnerships, and identifying unmet needs. It works intensively to develop, expand, and enhance services through collaboration with other community resources.

- Staff members are well trained in family-centred, strength-based services. They are committed to and passionate about providing an array of comprehensive services to strengthen the family and educate them about the needs of their children and interventions to improve their quality of life. Families are enthusiastic about the open communication and supports they have received from Reach.

- Reach's staff provides an extensive range of best-practice services and interventions for families and youth from birth through age nineteen. Management is extremely supportive of staff, encourages ongoing education and training, and also provides open-door accessibility and communication for staff.

- Teamwork is a key element of Reach's service delivery system. Staff members report that the team support, communication, and shared values contribute to their successful outcomes with children, youth, and families.

Reach should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Reach is a well-established provider of services to children, youth, and their families in Delta and its surrounding areas. Its services are clearly benefiting the persons served, and the organization is highly thought of and respected by families and other stakeholders. Staff members are committed to all aspects of the work and were highly receptive to any consultation and suggestions offered during the CARF survey.

The organization continues to experience the challenge of limited funding and/or funding reductions; however, its leadership maintains a strong, successful strategic planning process that assists in developing ways to overcome and manage these challenges. Reach continues to implement new programming and services through these creative methods to the benefit of the persons served and families. There are a few recommendations within the survey report that the organization will have no difficulty in resolving.

Reach Child and Youth Development Society has earned a Three-Year Accreditation. The board, staff members, and persons served are congratulated on this achievement. The organization is encouraged to continue to use the CARF standards for ongoing quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

■ Leadership structure

■ Leadership guidance

■ Commitment to diversity

■ Corporate responsibility

■ Corporate compliance

Recommendations

There are no recommendations in this area.

Consultation

■ The organization has a compliance report that is reviewed annually. It is suggested that it consider reviewing its legal and regulatory obligations on a more regular basis to identify any new and/or modified obligations; for example, the Document Disposal Act.

■ It is suggested that the organization consider developing a system regarding annual policy review that includes updating the review date on the front policy page.

C. Strategic Planning

Principle Statement

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Strategic planning considers stakeholder expectations and environmental impacts

- Written strategic plan sets goals

- Plan is implemented, shared, and kept relevant

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Principle Statement

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

- Ongoing collection of information from a variety of sources

- Analysis and integration into business practices

- Leadership response to information collected

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning

- Financial results reported/compared to budgeted performance

- Organization review

- Fiscal policies and procedures

- Review of service billing records and fee structure

- Financial review/audit

- Safeguarding funds of persons served

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

■ Identification of loss exposures

■ Development of risk management plan

■ Adequate insurance coverage

Recommendations

There are no recommendations in this area.

Consultation

■ The organization has a risk management report that considers several areas of risk. It is suggested that it consider additional areas of risk such as risks associated with persons served and families; its employees, board of directors, and volunteers/community members; its buildings and equipment/furnishings; its own public profile; and unexpected loss of its personnel.

H. Health and Safety

Principle Statement

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

■ Inspections

■ Emergency procedures

■ Access to emergency first aid

■ Competency of personnel in safety procedures

■ Reporting/reviewing critical incidents

■ Infection control

Recommendations
H.5.a.(5)

The organization has written emergency procedures for fires, bomb threats, natural disasters, utility failures, violent and other threatening situations, and pandemic infection exposure. It is recommended that the organization expand its written medical emergency procedures to include other possible medical emergencies as these relate to the persons served; their families; the organization's staff, board, and volunteers; and the community.

H.6.a.(1) through H.6.d.

The organization presently conducts tests of its emergency procedures for fires, earthquakes, and bomb threats at each location. These include actual or simulated physical evacuation drills that are analyzed for performance. It is recommended that the organization also include unannounced tests of its emergency procedures for utility failures, medical emergencies, and violent and other threatening situations. These tests should be conducted at least annually at each location; include complete actual or simulated physical evacuation drills; and be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and any necessary education and training of personnel. These drills should be evidenced in writing.

Consultation

■ The organization has written procedures regarding critical incidents that refer to the Critical Incident Reporting Form (CIRF), which lists the critical incidents that staff is required to refer to. It is suggested that this document accompany the policy and procedure for ease in understanding which critical incidents are reportable.

I. Human Resources

Principle Statement

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

Key Areas Addressed

■ Adequate staffing

■ Verification of background/credentials

■ Recruitment/retention efforts

■ Personnel skills/characteristics

■ Annual review of job descriptions/performance

■ Policies regarding students/volunteers, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- The organization has comprehensive personnel files for most employees. It is suggested that it consider consistency across all programs on this file's format, particularly as it pertains to respite services.

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

- Communication of rights

- Policies that promote rights

- Complaint, grievance, and appeals policy

- Annual review of complaints

Recommendations

There are no recommendations in this area.

L. Accessibility

Principle Statement

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

Key Areas Addressed

■ Written accessibility plan(s)

■ Status report regarding removal of identified barriers

■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

■ The organization considers community integration in every aspect of its work with children and families; and this is also reflected in its mission statement, advocacy work, daily work in the community, and planning for services on an ongoing basis. It is the overarching consideration of Reach. To better reflect this in its accessibility report, it is suggested that the organization include "community integration" as a potential barrier for future consideration.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

■ Information collection, use, and management

■ Setting and measuring performance indicators

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Principle Statement

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

■ Proactive performance improvement

■ Performance information shared with all stakeholders

Recommendations

There are no recommendations in this area.

Consultation

■ The organization might consider other formats of communicating its performance outcomes management results, such as a one-page handout that could be provided both on paper and electronically that highlights its annual successes in an easy-to-read visual format.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

■ Services are person centred and individualized

■ Persons are given information about the organization's purposes and ability to address desired outcomes

■ 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-Centred Service Planning, Design, and Delivery

Principle Statement

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/ supports are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

- 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

B.5.b.(2)

The program is urged to consistently identify specific measurable objectives in the individualized service plans.

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.

F. Community Services Principle Standards

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

Principle Statement

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, self-reliance, and self-esteem.

■ Increased independence.

■ Increased employment options.

■ Employment obtained and maintained.

■ Competitive employment.

■ Economic self-sufficiency.

I. Child and Youth Services

Principle Statement

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.

Key Areas Addressed

■ Individualized services based on identified needs and desired outcomes

■ Healthcare, safety, emotional, and developmental needs of child/youth

Recommendations

There are no recommendations in this area.

M. Respite Services

Principle Statement

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites, as appropriate. An organization providing respite services actively works to ensure the availability of an adequate number of direct service personnel.

Key Areas Addressed

■ Time-limited, temporary relief from service delivery

■ Accommodation for family's living routine and needs of person served

Recommendations

There are no recommendations in this area.

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

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