



CARF Accreditation Report for Applegate Residential Programs Ltd.

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

Applegate Residential Programs Ltd.
1105 Ironwood Street
Campbell River BC V9W 516
CANADA

Organizational Leadership

Rebecca De Aro, Owner

Survey Number

114492

Survey Date(s)

June 5, 2019–June 7, 2019

Surveyor(s)

Peter Sproul, Administrative
Liz Kellough, Program

Program(s)/Service(s) Surveyed

Community Housing
Community Housing (Children and Adolescents)
Respite Services (Children and Adolescents)

Accreditation Decision

Three-Year Accreditation

Expiration: June 30, 2022

Executive Summary

This report contains the findings of CARF's on-site survey of Applegate Residential Programs Ltd. conducted June 5, 2019–June 7, 2019. 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, Applegate Residential Programs Ltd. demonstrated substantial conformance to the standards. Applegate delivers services that are highly valued by clients and families. The organization has a strong track record of providing services to individuals who present with unique challenges that enable them to live a meaningful life with important relationships and positive, inclusive outcomes. The leadership at Applegate is respected for continually honouring the core values of the organization and engaging all stakeholders in respectful ways that contribute to a healthy and vibrant culture. Applegate has worked hard to bolster its administrative capacity, recognizing the importance of meeting its responsibilities in the areas of financial management, human resources, and technology. The plans that Applegate has developed are excellent and help to chart a course for quality improvement, particularly in business practices, that will serve the organization well as it improves performance in all areas of administration. Families of the individuals served at Applegate express overwhelming appreciation for the dedication and service quality that their loved ones receive. The organization has served many individuals for extended periods, helping them build healthy lives and lifestyles in clean, pleasant home environments. Services are individualized, and considerable care is taken to ensure that the specific, unique needs of the persons are addressed in effective ways. Applegate is commended for using the CARF standards as the overarching framework for quality improvement and is encouraged to continue on its journey of building competence and capacity in every aspect of its operations. It is committed to addressing areas of weakness in order to facilitate the delivery of high-quality services to individuals and families. Some of the areas noted for improvement are found in financial planning and management; workforce development and management; program/service structure; and individual-centred service planning, design, and delivery.

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

Applegate Residential Programs Ltd. 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 Applegate Residential Programs Ltd. was conducted by the following CARF surveyor(s):

- Peter Sproul, Administrative
- Liz Kellough, 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 Applegate Residential Programs Ltd. 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 Housing (Children and Adolescents)
- Respite Services (Children and Adolescents)

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 Applegate Residential Programs Ltd. demonstrated the following strengths:

- The leaders at Applegate are highly respected for their commitment to the mission and core values of the organization. Management is committed to developing and maintaining the highest standards of quality in all programs and services.

- Applegate has been successful in building a strong and healthy culture, one in which all stakeholders are treated with respect and dignity. Stakeholders speak with pride and gratitude of the positive culture at the organization. The values and principles that are stated by the organization serve as a clear guide for all relationships, discussions, decisions, and conduct on a daily basis.
- The organization is particularly strong in the area of health and safety. It has developed strong programs and processes that ensure that the responsibilities in this critical area are fulfilled and lead to effective risk mitigation and the operation of healthy and safe environments for the benefit of primary stakeholders.
- Applegate has done a good job of setting performance targets that are important components of its quality improvement program. In both business functions and service delivery, the organization has been careful to identify areas for improvement and has initiated efforts to achieve goals that will improve performance over time.
- Applegate has developed policies and procedures that are current and comprehensive. The policies of the organization, particularly the procedures within the policy framework, serve as the foundation that guide activities in both service delivery and business practice.
- The organization does not hesitate to reach out to external sources, contacts, and colleagues for advice and assistance in supporting its efforts of quality improvement. In doing so, Applegate has welcomed new ideas and approaches that effectively improve performance in various activities of the organization.
- Families accessing both respite and staffed residential services for their loved ones report high levels of satisfaction with the services Applegate provides. Of the many praises they offer, common themes include feeling welcomed into the home and included in any special activities, having their input and any feedback they provide not only acknowledged but acted upon, and feeling confident that their loved ones are not only safe and secure but also enjoying a high quality of life in the community as well as at home. Families are highly effusive in their acknowledgement of these services and the impact they have had on their lives and the lives of their family members receiving services.
- Referral sources express appreciation for the responsiveness of both the respite and staffed residential programs, both of which they say go above and beyond to accommodate the unique needs of each individual served. They say that Applegate is a go-to organization for them when seeking services for individuals with complex needs. They know they will get wonderful service with it.
- Respite services cater to a population of young people who have a range of unique needs and personalities. Program leadership is commended for the time it takes to learn about and set the stage for success for each family it serves. It spends considerable time getting to know the children, youth, and their families in their home settings prior to setting up a placement so it can align supports to be as familiar and comfortable as possible and can build trust among family members, who may be anxious about leaving their loved ones in someone else's care, possibly for the very first time. It also makes sure that staff is supported to learn specialized skills such as sign language, working with specific communication devices or other equipment, or learning other strategies that are important to the child or youth.
- The staffed residential services provided through Applegate not only offer safe, secure, and comfortable housing for clients but also a place each client calls home. It is clear that staff and clients have forged strong bonds and that they delight in each other's presence. Additionally, feedback from staff, families, and funders attests to the many ways everyone at Applegate has helped individuals to transform their lives and to enjoy new opportunities for themselves in their home settings—ones that many could not have imagined based on reports from previous service settings. Services clearly embrace the organizational vision of people leading lives of "self-fulfillment and meaning."
- Staff members throughout the organization demonstrate great pride in their work and the ways they help to support the quality of life for the clients they serve. Their interest in learning and improving practices was evident throughout the survey and is a testimony to their commitment to quality improvement in their work.

- The number of clients that have been served by Applegate for many years is a testament to their satisfaction with services and the lives they enjoy in the residences where they live or participate in respite. Each home is tailored to their preferences and needs and truly reflects the care and attention Applegate pays to living its philosophy that "homes are built by heart."

Opportunities for Quality Improvement

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

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

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

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

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

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

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

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

Recommendations

1.A.6.b.(1)

Included in Applegate's code of ethics are procedures on how the organization will address allegations of ethical code violations; however, those procedures do not include a statement ensuring a no-reprisal approach for personnel reporting. It is recommended that Applegate include in its written procedures to deal with allegations of violations of ethical codes a no-reprisal approach for personnel raising allegations of ethical code violations.

Consultation

- It is suggested that Applegate expand its efforts of succession planning to include talent management initiatives aimed at supporting the professional development of employees interested in, and working toward, competing for positions of greater responsibility.
- Applegate currently addresses the issue of conflict of interest within its code of ethics. It is suggested that the organization expand on the code to provide greater detail with respect to procedures for declaring a conflict of interest and the steps that the organization will take to address any conflicts.
- Applegate has developed a very basic guideline for personal fundraising activities in the organization. It is suggested that it revise its current procedures to provide greater clarity and detail that will guide staff members relative to what is acceptable and what is unacceptable in relation to personal fundraising.

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.

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

1.F.2.a.

1.F.2.b.(1)(a)(i)

1.F.2.b.(1)(a)(ii)

1.F.2.b.(1)(a)(iii)

1.F.2.b.(1)(b)

1.F.2.b.(1)(c)

1.F.2.b.(1)(d)

1.F.2.b.(1)(e)

1.F.2.b.(2)(a)

1.F.2.b.(2)(b)

1.F.2.b.(3)(a)

1.F.2.b.(3)(b)

Applegate currently utilizes financial information from funders to create an overall budget. It is recommended that the organization prepare budgets prior to the start of the fiscal year that include reasonable projections of revenue and expenses and capital expenditures, input from various stakeholders, comparison to historical performance, consideration of necessary cash flow, and consideration of external environment information. Budgets should be disseminated, as appropriate, to personnel and other stakeholders and be written and approved by the identified authority.

1.F.3.a.

1.F.3.b.(1)

1.F.3.b.(2)

1.F.3.b.(3)

1.F.3.c.

Because Applegate has not prepared budgets for its programs, it is not able to accurately track variances on revenues and expenditures relative to budget projections. It is recommended that once budgets are developed, the organization review actual financial results compared to budget on a monthly basis and report those results to personnel, clients, and other stakeholders as appropriate.

1.F.10.

Although Applegate is in the process of developing an annual financial review for 2017 and 2018, this has not yet been completed. It is recommended that there be written evidence of an annual review or audit of the financial statements of the organization conducted by an independent accountant authorized by the appropriate authority. The organization is strongly encouraged to obtain an annual audit conducted in accordance with Canadian generally accepted auditing standards, as necessary to comply with contractual obligations.

Consultation

- Applegate currently writes pay cheques for employees. It is recommended that the organization explore payroll options for direct deposit.
- Applegate currently has two signing officers for the corporation. It is suggested that it identify a third signer so that all cheques, including payroll cheques, can be appropriately signed in the event that one of the current signers is absent.

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.

Consultation

- Applegate has developed procedures that address issues related to media relations and social media. It is suggested that the organization expand on both sets of written procedures with a view to providing greater detail on staff conduct, expectations, and response to issues related to media relations and social media.

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.4.a.(2)

Although Applegate has developed a comprehensive competency-based training program for staff members, not all employees have proceeded through the annual training. It is recommended that all personnel receive documented competency-based training at least annually.

1.H.14.a.

Comprehensive health and safety self-inspections are currently conducted at all locations at least semi-annually; however, the organization has not completed the inspections on all shifts. It is recommended that comprehensive health and safety self-inspections be conducted at least semi-annually on each shift at each location.

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.4.b.(1)

1.I.4.b.(2)

1.I.4.b.(3)

1.I.4.c.(1)

1.I.4.c.(2)

Applegate implements written procedures for the verification of backgrounds of the workforce and employee credentials but does not currently have procedures in place for actions to be taken in response to information received or timelines for verification. It is recommended that the organization develop written procedures for actions to be taken in response to the information received concerning background checks, credentials verification, and fitness for duty and timeframes for verification of backgrounds, credentials, and fitness for duty prior to the delivery of services to the persons served or to the organization and throughout employment.

1.I.5.a.(5)

1.I.5.a.(6)

Although Applegate has a comprehensive orientation process for new employees, that process does not address the organization's risk management and strategic plans. It is recommended that the onboarding and engagement activities for new employees be expanded to include an orientation to Applegate's risk management and strategic plans.

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

- Technology and system plan implementation and periodic review
- 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.

Consultation

- It is suggested that Applegate consider investing in the creation of a website that would provide helpful information about the organization and solicit feedback from stakeholders with respect to satisfaction and new ideas. It is also suggested that Applegate explore investing in an electronic client record system as well as a learning management system for employee training and professional development.

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

- It is suggested that Applegate, in addition to annually reviewing rights with clients verbally, explore different ways of presenting rights using pictorial or other formats in order to meet the various cognitive and language abilities of both clients and their families.

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.6.b.(3)

Although the organization has set service delivery performance targets for effectiveness, efficiency, and satisfaction, it has not done so for service access. It is recommended that Applegate measure performance indicators for all programs in the area of service access.

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

1.N.1.b.(2)(c)

Because Applegate has not set performance targets and indicators for service access, it is not in a position to analyze data in this area. It is recommended that the written analysis also analyze performance indicators in relation to performance targets, including service access for each program.

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.3.c.

Applegate documents its entry criteria. In addition, it is recommended that it document its exit criteria for each of the programs offered.

2.A.10.b.

Although Applegate has clear practices in place that ensure that all acceptance decisions are referred to and finalized by the CEO, the organization is urged to document this practice in its policies and procedures so it is clear who is responsible for making these decisions. Additionally, Applegate might want to add detail to its acceptance policy that clarifies that wait lists are held by the funder who screens for service eligibility and that Applegate's role in the acceptance process is to determine the organization's capacity to meet the needs of the referred individual within its services.

2.A.17.d.(1)

2.A.17.d.(2)

When restrictions are placed on the rights of a person served, the organization is urged to implement methods to reinstate rights as soon as possible and monitor the effectiveness of these methods to reduce rights restrictions. Applegate is encouraged to include specific details for circumstances where any form of rights restriction has been put in place for an individual to protect his/her health and safety and/or the health and safety of others in its policies and written procedures. These details could include expectations for the planning team to put strategies in place to reinstate rights as soon as possible and to make a practice of reviewing these strategies regularly and monitoring for effectiveness.

Consultation

- Applegate is encouraged to adjust its current consent form to exchange information to make it clearer and easier for family members and other stakeholders to complete all sections of the form so staff has clear guidance about what information may be shared and with whom. One option might be to replace the current checkboxes used on the form with a space to initial beside each type of information that may be shared so that, when a form is left blank except for a signature and date at the bottom, it is clear that the guardian and/or person served has not authorized any information exchange.
- To support staff members in their follow-through on their Supporting Individuals through Valued Attachments (SIVA) training in Proactive Safety Management Evaluation, which promotes a positive intervention approach, Applegate is encouraged to frame its policies on positive interventions and unsafe behaviours using the same language and steps outlined in this training. That way staff members could be clear about Applegate's expectations of them when they are supporting clients who may be posing a risk to themselves or others.

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

2.B.3.a.

2.B.3.b.

2.B.3.c.

2.B.3.d.

Although Applegate develops personalized service plans for all individuals served through its staffed residential services that identify each person's needs and choices, it is recommended that these plans be consistently based on the strengths, abilities, preferences, and desired outcomes of each individual.

2.B.5.b.(2)

2.B.5.b.(3)

It is recommended that Applegate identify specific measurable objectives for each goal included in the personalized service plan for each client served in its staffed residential services. Additionally, methods/techniques to achieve the objectives should be consistently included in each plan.

2.B.7.b.

As part of service planning with clients and their families/guardians, Applegate staff assesses any potential risks to each client's health or safety in the community related to any goals or outcomes it has set. It is recommended that risk assessment results, including the decision about whether to accept situations with inherent risks, actions to be taken to minimize these risks, and who is responsible for taking these actions, be documented in the personalized service plan. This documentation may be especially helpful in assuring all members of the team, including family, that the plan has been well thought out and attention given to potential risks when goals feel questionable for some members of the team.

Consultation

- To support staff efforts to use a person-centred planning approach, Applegate might want to include questions in its planning that help it to better understand and differentiate between the things that are "important to" (the things that matter to the client and make his/her life meaningful) and the things that are "important for" (the needs the client might have that impact their health, safety, or quality of life) and make sure both are considered in the plan.

- As a way to ensure that all staff members are on board with both supporting and documenting progress on each individual's goals, Applegate's programs might consider developing a poster for each individual showing a picture of the individual, a list of current goals, and suggested strategies for supporting those goals. These posters could be displayed in the staff room so that all staff members have a visual reminder of these goals to integrate them more consistently into their day-to-day support. A copy of the goal tracking form could also be affixed to the poster so staff can easily find and routinely add progress notes.

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

- Applegate has a section on all medication administration record forms for documenting the reason for, and results of, any as-needed (PRN) medication administered. It is suggested that managers consider routinely monitoring this section of the form to be sure that staff is consistently and accurately documenting the results, including any benefits or lack thereof of any PRN medication administered, and that they use this section to help them in identifying any trends in the efficacy or side effects of PRN medications that might warrant the attention of a client's primary care physician.

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.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 neighborhoods 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.

Section 5. Specific Population Designations/Enhancements

5.A. 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

Recommendations

There are no recommendations in this area.

Consultation

- Currently, Applegate uses a comprehensive form to gather information from families about their child/youth. This form is filled in by the social worker and/or family and provided to Applegate as part of the intake package. However, very often, sections of the form are left blank, and it is not clear if the sections are not applicable or simply missed. Applegate might want to make a practice of reviewing these forms together with the family so that any missing areas are explored and completed even if the notation is an *N/A* ("not applicable") or *family declined sharing this information*. This practice might not only help ensure that all forms are fully completed but also provide a safer forum for families to share more sensitive information about their child face to face rather than on paper prior to meeting and building a relationship with Applegate staff.

Program(s)/Service(s) by Location

Applegate Residential Programs Ltd.

1105 Ironwood Street
Campbell River BC V9W 5I6
CANADA

Administrative Location Only

Applegate Crescent

710 Applegate Crescent
Campbell River BC V9W 7A2
CANADA

Community Housing

Hilchey 1

145 Hilchey Road
Campbell River BC V9W 1P3
CANADA

Community Housing (Children and Adolescents)

Hilchey 2

354 Hilchey Road
Campbell River BC V9W 1P7
CANADA

Respite Services (Children and Adolescents)

South Island Highway

3780 South Island Highway
Campbell River BC V9H 1M6
CANADA

Respite Services (Children and Adolescents)