# CARF Accreditation Report

# for

# Community Connections Society of Southeast BC

## Three-Year Accreditation

**CARF Canada**
501-10154 104 Street NW
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of companies

**CARF International Headquarters**
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

# Contents

Executive Summary
Survey Details
    Survey Participants
    Survey Activities
    Program(s)/Service(s) Surveyed
    Representations and Constraints
Survey Findings
Program(s)/Service(s) by Location

## 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 a 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

Community Connections Society of Southeast BC
209A - 16th Avenue North
Cranbrook BC V1C 5S8
CANADA

### Organizational Leadership

Nancy Reid, Executive Director

### Survey Number

208017

### Survey Date(s)

September 17, 2026–September 18, 2026

### Surveyor(s)

Matthew Smith, Administrative
Liz Kellough, Program

### Program(s)/Service(s) Surveyed

Services for Children and Youth: Early Intervention Services

### Previous Survey

April 17, 2023–April 18, 2023
Three-Year Accreditation

## Accreditation Decision

**Three-Year Accreditation**

**Expiration: May 31, 2029**

# Executive Summary

This report contains the findings of CARF's site survey of Community Connections Society of Southeast BC conducted September 17, 2026–September 18, 2026. 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, Community Connections Society of Southeast BC demonstrated substantial conformance to the standards. Community Connections Society of Southeast BC (CCS) demonstrates a strong commitment to providing high-quality, person- and family-centred services. The organization has established a highly respected presence in the communities it serves and is recognized by families, community partners, and other stakeholders for its professional expertise, responsive leadership, collaborative approach, and commitment to supporting children and families. The organization benefits from an experienced and dedicated leadership and workforce that support a positive organizational culture focused on quality, accountability, learning, and continuous improvement. Particularly noteworthy are the organization's health and safety and performance measurement and management practices. CCS has developed strong policies, procedures, and systems in these areas and demonstrates that these processes are effectively implemented and contribute to meaningful outcomes. The Early Years and Early Intervention programs demonstrate a family-centred and strengths-based approach. Families and community partners expressed appreciation for the accessibility and responsiveness of services, the compassion and creativity of personnel, and the organization's ability to engage families as meaningful partners in planning and service delivery. The organization's commitment to inclusion, reflective practice, and building the capacity of families and community partners is evident throughout its programs. Opportunities for improvement are noted in some areas, including ethical codes of conduct related to social media, strategic planning related to the organization's current and projected financial position, consistency in testing and analyzing emergency procedures, additional workforce training, information-sharing practices, and policies addressing responses to unsafe behaviours. Overall, CCS demonstrates well-established organizational systems and a strong commitment to quality, accountability, reflective practice, and continuous improvement that support effective service delivery and positive outcomes for persons and families served.

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

**Community Connections Society of Southeast BC 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 Community Connections Society of Southeast BC was conducted by the following CARF surveyor(s):

- Matthew Smith, 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 Community Connections Society of Southeast BC 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):

- Services for Children and Youth: Early Intervention Services

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 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 Community Connections Society of Southeast BC demonstrated the following strengths:

- The organization's administrative offices are clean, organized, warm, and welcoming, creating a comfortable and positive environment for staff members, persons served, and visitors. The facility is spacious and well suited to both office functions and programming needs. Informative pamphlets and displays clearly communicate the organization's services and highlight the support it receives from the community. The facility also demonstrates a strong commitment to safety, with clearly identified exits and accessible safety resources throughout.

- CCS produces professional, informative, and engaging communication materials. The annual report has a polished presentation while maintaining a warm and compassionate tone, effectively communicating the organization's impact and priorities. The year-at-a-glance report is visually engaging and makes effective use of statistics and visuals to highlight key accomplishments. This same level of quality is evident across the marketing materials. The monthly newsletter is particularly effective in keeping the staff informed of expectations, organizational priorities, upcoming events, and training opportunities, while also reinforcing learning and professional development. Together, these materials demonstrate a thoughtful and consistent approach to internal and external communications.
- CCS has established a strong and highly respected presence in the community, supported by professional expertise, responsive leadership, and a consistent commitment to collaboration. The organization is viewed as a knowledgeable and trusted partner that shows up both physically and relationally, bringing expertise to community initiatives and developing partnerships that are aligned, transparent, and responsive. The organization demonstrates strong self-awareness in recognizing both what it can contribute and where its capacity or expertise has limits, and this honesty is valued by community partners. CCS has also contributed to breaking down traditional silos within the community, creating stronger connections and more open collaboration among organizations and services. The consistency of professional expertise across staff, along with positive staff longevity, speaks to the strength of the organization's culture and the quality of services it provides. Strong leadership from the executive director and the board further supports this reputation. Perhaps most powerful is how community members and partners have responded with genuine excitement when CCS receives a grant or contract, reflecting the high level of confidence and goodwill the organization has built within the community.
- Health and safety, along with performance measurement and management, are significant strengths within the organization. These areas require substantial planning, attention to detail, and ongoing effort, and CCS has developed strong policies, procedures, and systems in these areas and demonstrates the ability to execute them effectively, with few errors, while achieving positive outcomes. The organization's performance measurement results demonstrate that these systems are not simply documented processes but are being implemented in ways that support meaningful results. This work reflects a strong organizational commitment to accountability, quality, and continuous improvement, with a direct, positive impact on both staff members and persons served.
- Community partners praised the ways that the Early Intervention services staff at CCS engages with them to support the best interests of both the child and family. Of particular note, they talked about the program's strength-based approach and focus on collaboration, not just with the professionals at the table but also with the families. They see the teams at CCS as highly creative in using tools and strategies that support families to be actively engaged in planning for their children and as equal partners whose insights and expertise are invaluable.
- The Early Years, Family Resource Program, and navigation services offered through CCS are known across all communities where these services are offered as important lifelines for families. Each drop-in group is carefully planned to offer activities that span the wide age and developmental range of children attending (typically birth to six years old) so families can bring all their preschoolers knowing there is something for everyone. Families noted the important ways these groups and the navigation services support them, including the easy access with no intrusive paperwork; the chance to meet other families or for grandparents to meet other grandparents in caregiving roles; the range of group times that include evening and summer times when all other programs seem to be closed; the safe and welcoming structure that makes it easy for children to connect with other children in a supportive environment; and the staff members who are so welcoming, understanding, and observant, stepping in to support families as needed.
- The Infant Development Program (IDP) is seen as a highly responsive and family-centred program that goes above and beyond to support families to navigate the developmental needs of their infants and toddlers who may be experiencing or have a risk of a developmental delay. The IDP consultants spoke enthusiastically about their work, sharing many stories and examples of their focus on building on the strengths of both the child and family to help them manage and thrive when facing unknown or complex health challenges. Families

reported feeling empowered and supported by the consultants, whom they indicated not only listen deeply but also show amazing compassion and step in with resources and support. The overall sentiment expressed by families is one of gratitude for the many ways the IDP consultants have stepped into their lives in ways that are meaningful for them.

- The Supported Child Development (SCD) program offers a shining example of empowerment that goes beyond simply supporting the children served to enjoy successful experiences in their childcare settings. The program's commitment to promoting a truly inclusive environment where children of all abilities are welcomed and can grow, learn, and succeed can be seen through its strategic use of the SCD workers in the centres where they are placed to support children who have identified developmental needs. The SCD workers provide support to all children as part of the team at each centre, while also coaching and supporting activities that help build the skills and capacity among centre operators and their staff to effectively meet the unique needs of the children SCD is supporting. It is a fine dance that is, according to all involved, seeing amazing results. Centre operators and families expressed deep appreciation for the ways in which the SCD teams have worked their "magic" by bringing all parties, including families, centre staff, other professionals involved with the child, and the SCD team, together to coordinate their efforts on behalf of each child.
- CCS is complimented for the ways it displays and illustrates core concepts from the parent education programs it offers, such as The Circle of Security Parenting program. Posters displaying these concepts help to promote important conversations during playgroups and other activities and create a common language in visits and team meetings. Examples of using and modelling these tools were seen throughout the survey.
- Early Intervention programs at CCS use wonderful visual tools to support the children and families served. Some of these are standardized, such as the bright and colourful one-page guides to help families understand the intake and assessment processes, transition planning, and discharge planning. Others are specific to the child or family, such as picture symbols or social stories that families and childcare centre staff members reported are awesome for supporting them to enjoy special interactions with the child so they feel "heard" and better equipped to manage different situations.
- CCS is committed to a reflective practice approach in its work. This focus and the ways in which employees have embraced this practice are evidenced in the thoughtful way they think and talk about their work. It is clear that everyone across the Early Years and Early Intervention programs care deeply about their work and the ways they can build on their strengths and take action to work on areas where they see the need for improvement, which is a true sign of a learning organization.

## 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
- Use of artificial or augmented intelligence
- Corporate responsibility
- Organizational fundraising, if applicable

### Recommendations

**1.A.6.a.(5)**
The organization has a communications policy that addresses the use of social media; however, it does not address it directly in the context of its ethical codes of conduct. Corporate responsibility efforts should include written ethical codes of conduct in the area of use of social media. The organization's leadership could incorporate the language around social media into its Employee Ethical Code of Conduct policy.

### Consultation

- Fraud, waste, abuse, and other wrongdoing around finances is found in the organization's Employee Ethical Code of Conduct policy in the context of transparency of funds and addressed in the annual audit. The organization is encouraged to include fraud, waste, abuse, and any other wrongdoing in the context of fundraising as well.

## 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

**1.C.2.b.(1)**
**1.C.2.b.(2)**
**1.C.2.b.(3)(a)**
**1.C.2.b.(3)(b)**
The organization has a three-year strategic plan that addresses most of the elements of the standard but does not reflect the organization's financial position at various points in time, including allocation of financial and workforce resources to support accomplishment of the plan. The organization is urged to further implement a strategic plan that reflects the organization's financial position at the time the plan is written and at a projected point(s) in the future with respect to allocating financial and workforce resources necessary to support accomplishment of the plan.

## 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 from persons served, personnel, and other stakeholders
■ 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
- Review/audit of financial statements

### Recommendations

There are no recommendations in this area.

## 1.G. Risk Management

### Description

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

### Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

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

### Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

### Recommendations

**1.H.7.a.(1)**
**1.H.7.a.(2)**
**1.H.7.a.(3)**
**1.H.7.b.**
**1.H.7.c.(1)**
**1.H.7.c.(2)**
**1.H.7.c.(3)**
**1.H.7.c.(4)**
**1.H.7.c.(5)**
**1.H.7.d.**
Although the organization is diligent in conducting unannounced tests of most of its emergency procedures, it has not consistently conducted unannounced tests of its emergency procedures for bomb threats. An unannounced test of each emergency procedure should consistently be conducted at least annually on each shift at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical evaluation drill; be analyzed for performance that address areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results; and be evidenced in writing, including the analysis.

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

### Recommendations

There are no recommendations in this area.

### Consultation

- Although performance appraisals are consistent with standards of goals, input, feedback, and timelines, it is suggested that all performance appraisals be consistently signed by the supervisor and staff member being appraised and that all documentation requirements be consistently met.

## 1.J. Rights of Persons Served

### Description

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

### Key Areas Addressed

■ Policies that promote rights of persons served
■ Communication of rights to persons served
■ Formal complaints by persons served

### Recommendations

There are no recommendations in this area.

### Consultation

- The rights of persons served outline their rights regardless of race, sex, national or social origin, spiritual beliefs, family composition, and sexual orientation but never mention the word "discrimination." Although implied through examples, it is suggested that the organization add "discrimination." It could say something like, "Everyone participating in CCS's programs has the right to not be discriminated against, regardless of race, sex, national or social origin, spiritual beliefs, family composition, and sexual orientation."
- It is suggested that the IDP and SCD program explore ways that they might make annual rights review more meaningful for families, such as by taking time before or after scheduled team meetings to review the rights in person. This approach might be more effective for providing an immediate opportunity for families to ask questions and consider examples so they can understand their rights at CCS and how they are supported in its programs.

## 1.K. 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.L. Performance Measurement and Management

### Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

### Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

### Recommendations

There are no recommendations in this area.

## 1.M. Performance Improvement

### Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

### Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

### Recommendations

There are no recommendations in this area.

# Section 2. Quality Individualized Services and Supports

### Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

## 2.A. Program/Service Structure

### Description

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

### Key Areas Addressed

- Services are person centred and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

### Recommendations

**2.A.14.a.(1)**
**2.A.14.a.(2)**
**2.A.14.b.(3)**
Although CCS's Early Years programs use an annual calendar to offer initial and regularly scheduled competency-based training for employees in key areas to support their work, documented competency-based training for personnel should be provided at orientation and on an ongoing basis that also includes suicide prevention. It is suggested that the organization consider developing an in-house training program that uses internal expertise tailored to explore examples that are relevant to the population served through its Early Intervention and Early Years programs, such as parents who may be dealing with post-partum depression, grief and loss related to a child's diagnosis, marital breakdown, etc.

**2.A.15.b.**
Early Intervention programs at CCS are careful to protect all confidential information of the children and families served and use a standard consent form to both inform them about their practices and seek their consent to share any information with the individuals they select. This practice promotes a collaborative approach with all parties involved in supporting them. It is recommended that any release of confidential information also be limited to the specific information identified. This could ensure that families are aware of what types of information will be shared.

**2.A.19.a.**
**2.A.19.b.(1)**
**2.A.19.b.(2)**
Although CCS has implemented a policy that prohibits the use of any physical restraint as a form of punishment or any isolation of anyone involved in its services, it is recommended that the organization further implement a policy for each program that identifies how it will respond to the unsafe behaviours of the persons served and whether or not, and under what circumstances, seclusion is used and restraint is used.

### Consultation

- The IDP is encouraged to use its regional meetings with other similar programs to explore best practice approaches to navigating any challenges experienced when working with parents who are co-parenting in separate households, each with legal decision-making authority for their child and differing perspectives about what is best for their child.

## 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 affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- As a possible strategy to engage families in goal setting that is meaningful to them, CCS's Early Intervention programs are encouraged to add a section to the goal form that asks these questions: "How will we know this goal is achieved?" and "What will be different for the individual or family?" These types of questions could be a way to engage families in thinking more concretely about what they hope to see or experience. They could also help consultants when considering progress for each goal.
- The IDP and SCD may want to explore ways that they can use their case management software to streamline goal progress tracking so program consultants can easily generate a summary of results achieved, showing the progress made on all goals set. This system might make it easier to help families celebrate their child's journey in the program without having to find references to goal progress in multiple documents.

## 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.

## 2.F. Service Delivery Using Information and Communication Technologies

### Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

■ Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counselling.
■ Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dieticians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
■ Encompass settings such as:
  - Hospitals, clinics, professional offices, and other organization-based settings.
  - Schools, work sites, libraries, community centres, and other community settings.
  - Congregate living, individual homes, and other residential settings.
■ Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

### Key Areas Addressed

■ Written procedures for the use of information and communication technologies (ICT) in service delivery
■ Personnel training on how to deliver services via ICT and the equipment used
■ Instruction and training for persons served, family/support system members, and others
■ Provision of information related to ICT
■ Maintenance of ICT equipment
■ Emergency procedures that address unique aspects of service delivery via ICT

### Recommendations

There are no recommendations in this area.

### Consultation

- Team members highlighted how staff members using videoconferencing in their services gain valuable experiences about how best to adapt and leverage technology to support families to be involved and have successful experiences. Teams at CCS are encouraged to find regular opportunities to talk about successful strategies they have found that others across the team may find helpful so everyone can benefit from these learning experiences.

# 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.A. Services for Children and Youth

### Description

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in 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 setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

- Cognitive development.
- Physical development.
- Communication development.
- Social or emotional development.
- Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance the child's development.

### Key Areas Addressed

- Early intervention
- Individualized services based on identified needs and desired outcomes
- Communication with families and other supports/services
- Collaborative service planning
- Healthcare, safety, emotional, and developmental needs of child/youth
- Skill development for decision making
- Planning for successful transitions

### Recommendations

There are no recommendations in this area.

# Program(s)/Service(s) by Location

### Community Connections Society of Southeast BC

209A - 16th Avenue North
Cranbrook BC V1C 5S8
CANADA

Administrative Location Only

### Kootenay Child Development Centre

16 20A and B - 12 Avenue North
Cranbrook BC V1C 3V7
CANADA

Services for Children and Youth: Early Intervention Services