



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for
Kitimat Child
Development Centre
Association

CARF INTERNATIONAL

4891 East Grant Road
Tucson, AZ 85712 USA
Toll-free/TTY 888 281 6531 ■ Fax 520 318 1129
www.carf.org

CARF-CCAC

1730 Rhode Island Avenue, NW, Suite 209
Washington, DC 20036 USA
Toll-free 866 888 1122 ■ Fax 202 587 5009
www.carf.org/aging

CARF CANADA

10665 Jasper Avenue, Suite 1400A
Edmonton, Alberta T5J 3S9 Canada
Tel 780 429 2538 ■ Fax 780 426 7274
www.carfcanada.ca

Organization

Kitimat Child Development Centre Association
1515 Kingfisher Avenue
Kitimat, BC V8C 3S5
Canada

Organizational Leadership

Margaret K. Warcup, Executive Director/Physiotherapist

Survey Dates

October 15-17, 2007

Survey Team

Ronald L. Van Rooyen, B.S., M.S., Administrative Surveyor
Tuesday A. Dawson, LCSW, Program Surveyor

Programs/Services Surveyed

Community Services: Child and Youth Services

Governance Standards Applied

Previous Survey

November 15-16, 2004
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: November 2010



CARF INTERNATIONAL

4891 East Grant Road
Tucson, AZ 85712 USA
Toll-free/TTY 888 281 6531 ■ Fax 520 318 1129
www.carf.org

CARF-CCAC

1730 Rhode Island Avenue, NW, Suite 209
Washington, DC 20036 USA
Toll-free 866 888 1122 ■ Fax 202 587 5009
www.carf.org/aging

CARF CANADA

10665 Jasper Avenue, Suite 1400A
Edmonton, Alberta T5J 3S9 Canada
Tel 780 429 2538 ■ Fax 780 426 7274
www.carfcanada.ca

SURVEY SUMMARY

Kitimat Child Development Centre Association has strengths in many areas.

- The teamwork and dedication to service delivery, to meeting family needs, and to the organization are evident. There is excellent rapport and mutual respect among management, staff members, the board of directors, and families. The families and funding and referral agency representatives who were interviewed were extremely satisfied with services and extremely complimentary of staff performance, staff dedication, and the organization's professionalism.
- This not-for-profit entity has a true commitment to its mission and to providing quality services and a desire and willingness to improve services. It is evident that the organization will use the CARF standards and this survey report to further improve the efficiency and effectiveness of services and operations. The organization is commended for the corrective actions taken to address the recommendations from the previous survey.
- The organization's main building provides a clean, pleasant, safe, well-maintained, and child-friendly environment from which to provide services. Noteworthy is the appropriate safety program that has been developed and used in order to maintain a safe working environment for personnel and visitors.
- The organization has dedicated and trained staff members who are committed to serving persons with challenges and barriers. It is evident that all personnel constantly work to improve services and to provide family-driven services. Personnel have excellent longevity and dedication and have developed excellent team efforts to provide efficient and effective services. The excellent management team and personnel exemplify the organization's family-centered service model.
- The board of directors appears to be dedicated to the mission of the organization and supports its operations. There are excellent policies, procedures, and systems to support the business operations and services that are provided by the organization. It is apparent that the board of directors fulfills its monitoring and policy responsibilities in order to maintain service delivery and operations. Noteworthy is that the organization has excellent financial stability and reserves, values and responds to personnel input, and uses an excellent strategic plan and technology plan.
- The organization is commended for the numerous and excellent partnerships and collaborative efforts that have been developed with companies, agencies, and organizations throughout the community and service area. Noteworthy is that the organization has a positive image and reputation in its service delivery area and is a respected and valued member of the community as evidenced by stakeholders.
- The organization is commended on its commitment to cultural competency. The organization reaches out to community resources and actively collaborates to ensure, if at all possible, that all persons needing services are able to access them. Noteworthy are the creative collaborations to maximize the use of limited funds and resources.

- The organization is commended for its efforts to provide the community with access to services that would not otherwise be available, such as psychological and paediatric services; its efforts to collect and share information about parenting resources and educational opportunities in the community; and its informative and useful newsletter.

Kitimat Child Development Centre Association should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate non-conformance to standards but are offered as consultation for further quality improvement.

On balance, Kitimat Child Development Centre Association provides excellent services and demonstrates a true commitment to quality and a willingness to improve services and operations. The survey report identifies the few issues that should be addressed in order to improve service delivery and operations. It is evident that the organization will continue to use the standards and this survey report to further improve the efficiency and effectiveness of its services and operations.

Kitimat Child Development Centre Association has earned a Three-Year Accreditation. The board, administration, and staff members are commended for this accomplishment and are encouraged to continue their efforts, in cooperation with other community service organizations, to provide quality services to families. The organization is further encouraged to continue to use the standards as a tool to improve its service delivery and operations; to ensure that the CARF standards and revisions to the standards are used when developing policies, procedures, and new services; and to monitor the annual changes to the standards to ensure continued conformance.

SECTION 1. BUSINESS PRACTICES

Criterion A. Input from Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although it is apparent that input from families and other stakeholders is used in decision making, it is suggested that the organization enhance its documentation of decisions based on input. The staff meeting minutes, board minutes, and other materials could demonstrate this enhanced documentation. It is also suggested that the organization streamline its satisfaction survey questionnaire and system in order to improve its low response rate.
-

Criterion B. Accessibility

Principle Statement

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

Key Areas Addressed

- Written accessibility plan(s)
 - Status report regarding removal of identified barriers
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the annual accessibility plan be expanded and enhanced to include additional community barriers that are identified by persons served, personnel, and other stakeholders. The development of an input system for identifying additional community barriers is encouraged. The present satisfaction survey process could be a method to achieve the desired input.
-

Criterion C. Information Management and Performance Improvement

Principle Statement

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

- Information collected, analyzed, and used to address critical customer needs
 - Accurate and consistent information collection
 - Proactive performance improvement
 - Performance information shared with all stakeholders
 - Written technology and system plan
-

Recommendations

C.4.d.(1)

Although the organization has developed an outcomes measurement system grid, it does not include to whom the indicator will be applied. It is recommended that the outcomes measurement grid be expanded to detail to whom the indicator will be applied.

C.5.c.(1) through C.5.c.(3)

The organization does not consistently identify when an outcomes goal is not met. It is recommended that the outcomes management report consistently identify when a goal is not achieved, result in an action plan to address the improvements needed to reach established or revised performance goals, and outline actions taken or changes made to improve performance. It is suggested that the organization's outcomes measurement system be simplified and streamlined in order to be more efficient and user-friendly, to ensure that the system is measuring outcomes for each program, and to use the system and results as a management tool to improve service delivery.

C.7.a. through C.7.c.

It is recommended that the organization streamline and simplify its outcomes measurement reporting format so that outcomes data and results can be shared in a more understandable format in the annual report for all individuals and other stakeholders. The use of charts and graphs could be an excellent method of reporting outcomes measurement results in an understandable format to stakeholders.

Criterion D. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

- Meaningful communication of rights
 - Commitment to diversity
 - Policies promote rights of persons served
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

D.1.a.(2)

D.1.a.(3)

Although the organization communicates the rights of persons served prior to and at the initiation of service delivery, this is not documented consistently in all case records. It is recommended that the organization consistently document the communication of rights and that the rights be communicated to the persons served annually for persons served in a program for longer than one year. It is suggested that youths served be systematically provided with a rights statement that is in an understandable format and signed as proof of receipt. It is also suggested that the rights statement be presented as a freestanding document that could be included with the other documents that are annually reviewed with signatures.

D.3.a.

D.3.b.(2)(d)

D.3.b.(2)(f)

Although the organization has a written complaint policy, it has not been documented or shared in writing with all persons served. It is recommended that the complaint policy and procedures be given to families, particularly those who may have been served for many years or in specific programs. It is recommended that the organization include time frames for response in the complaint procedure. Although the complaint procedure briefly discusses the responsibilities of the person filing the complaint, it is recommended that the complaint procedure clearly define the rights and responsibilities of each party. The intake checklist located in the orientation packet is the only place that documents that the complaint policy and rights statements have been shared with the persons served. It is suggested that the persons served sign that they have received the orientation packet.

D.4.a. through D.4.b.(3)

It is recommended that the organization conduct a written review of formal complaints on an annual basis to determine trends, areas for performance improvement, and any actions to be taken.

Criterion E. Health and Safety

Principle Statement

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

Key Areas Addressed

- One annual external inspection
 - Self-inspections twice a year
 - Emergency procedures, including evacuation, tested/analyzed annually
 - Access to emergency first-aid resources
 - Competency of personnel in safety procedures
 - Defined system for reporting/reviewing critical incidents
 - Infection control plan
 - Transportation requirements, if applicable
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to expand its training on the prevention and control of infections and communicable diseases and collect and maintain additional emergency information for personnel in the event of a medical emergency. It is also suggested that the safety committee accomplish an annual review of critical incidents in addition to the present monthly review in order to better identify trends and areas for improvement.
-

Criterion F. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

F.5.d.(4)(b)

It is recommended that personnel performance evaluations consistently establish measurable performance objectives for the next reporting period. This topic could be an excellent training program for supervisors.

Consultation

- The organization is encouraged to continue seeking a speech pathologist to serve the needs of the persons and families served.
-

Criterion G. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Criterion H. Legal Requirements

Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

H.2.a. through H.2.d.

The organization has some statements in its confidentiality policy on subpoenas for information in the case records. It is recommended that the organization develop written procedures to guide personnel in responding to subpoenas, search warrants, investigations, and other legal actions in order to protect the organization and personnel.

Criterion I. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Annual review of service billing records, if applicable
 - Review of fee structure, if applicable
 - Annual outside review/audit, if applicable
 - Written risk management plan
 - Adequate insurance coverage
 - Policies regarding safeguarding funds of persons served, if applicable
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to continue to expand its revenue sources in order to diversify its income and maintain its excellent fiscal strength.
-

Criterion J. Governance

Principle Statement

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
 - Board composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation and other financial matters
-

Recommendations

J.5.a.(1) through J.5.a.(3)

The board of directors provides a written performance evaluation for the executive director every three years and verbal performance feedback as needed. It is recommended that a written annual performance evaluation be systematically accomplished by the board of directors for the executive director. The performance review should be conducted in relation to overall corporate performance versus target; individual performance versus target; and professional development, accomplishments, and opportunities.

Consultation

- The organization is encouraged to enhance the formatting and content of recorded board minutes in order to document the discussion and actions of the board for future reference.
-

SECTION 2. QUALITY INDIVIDUALIZED SERVICES

A. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

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

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

Key Areas Addressed

- Services are person-centered 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

- The organization is encouraged to continue to promote parent advocacy activities to assist families in educating government and funding officials about the service needs of the community.
-

B. Records of the Persons Served

Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

Key Areas Addressed

- Complete, confidential records are maintained
-

Recommendations

There are no recommendations in this area.

Consultation

- Parents have commented on the positive interactions and support gained from community activities such as swimming. A parent suggested that more activities like swimming, picnics, or other gatherings be considered and used as fundraisers. The organization is encouraged to consider this suggestion.
-

F. Community Services Principle Standards

Key Areas Addressed

- Access to community resources and services

Recommendations

F.1.a.(2)

Although the organization provides information about itself to the persons served, it is recommended that this information include details about the training of staff members to provide services.

I. 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

I.1.e.

I.1.f.

I.1.g.(2)

The medication information sheet should include information on potential side effects, drug interactions, and the dispensing pharmacy and contact information for prescribed medications. This could be accomplished by providing areas for this information on the medication information sheet.

I.2.d.

It is recommended that medication procedures include information about the safe disposal of medications.

SECTION 4. COMMUNITY SERVICES

Principle Statement

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 generic 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 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 inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.

C. Child and Youth Services

Principle Statement

Child and youth services provide one or more services, such as prenatal counselling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services may be provided in any of a variety of settings, such as a family's private home, the organization's facility, and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization.

In all cases, the physical settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.
