



Three-Year Accreditation

**CARF**  
**Survey Report**  
**for**  
**Carmichael**  
**Enterprises**  
**Residential Programs**  
**LTD.**

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**Organization**

Carmichael Enterprises Residential Programs LTD.  
106-1840 Stewart Avenue  
Nanaimo, BC V9S 4E6  
Canada

**Organizational Leadership**

Michael W. Taylor, Executive Director  
Carmela C. Taylor, Office Administrator

**Survey Dates**

July 31-August 2, 2013

**Survey Team**

William Sandonato, M.R.A., Administrative Surveyor  
Diane D. Nunn, M.S., B.A., Program Surveyor

**Programs/Services Surveyed**

Community Housing  
Community Housing (Children and Adolescents)  
Respite Services

**Previous Survey**

August 16-18, 2010  
Three-Year Accreditation



**Three-Year Accreditation**

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: August 2016**

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# SURVEY SUMMARY

**Carmichael Enterprises Residential Programs LTD. has strengths in many areas.**

- Representatives of funding and referral sources for the adults and children served express a high degree of confidence in the organization, its leadership, and staff members and frequently praise its stability and reliability.
- Stakeholders appear to value the organization and its “whatever it takes” attitude. Carmichael Enterprises is considered the “go-to” organization when an individual is in crisis or the service need is complex. One funder comments that its response time is exceptional and that, regardless of the difficulty of the situation, Carmichael Enterprises makes “it work.”
- Carmichael Enterprises has served the community for sixteen years and maintains an excellent reputation with families, the clients, local officials, and the general public. Several years ago, it accepted an offer to acquire another organization in the nearby community of Courtenay, where its reputation for quality services continues.
- The executive director, who is the organization’s founder and owner, is a hands-on leader highly respected in the field for his knowledge, creativity, and energy. His expertise is widely acknowledged as is his passion for assisting the most service-resistant clients, and his leadership inspires staff members to do their best.
- Although small in number, administrative staff members provide excellent supports that enable the organization to run smoothly, meet its business requirements, and effectively deliver services.
- Carmichael Enterprises’ website and printed materials are high quality, topically relevant, and attractive and effectively project its image as an exceptional professional organization and service provider of choice. Its newsletter is a source of general information and relevant anecdotal accounts and functions as a tool for quality improvement and education for staff members and other stakeholders. Its annual management summary, which is prepared in a reader-friendly format, is notably thorough.
- Although overall leadership is provided by the executive director and home managers, the managers are empowered with authority and accorded responsibility for their assigned homes; related personnel; and overall organizational responsibilities, including human resources and safety coordination.
- Carmichael Enterprises developed and implemented a unique system of topic-specific manuals that address vehicle operations, the written ethical codes of conduct, operational procedures, and emergency information. The manuals provide the basis for reviewing the respective topics with staff members, as appropriate, and are then authenticated by the staff member and placed in the binder that houses the personnel file. The use of manuals helps ensure that complete information is presented to staff members in an easy-to-reference format and provides an excellent system of personnel file management. Although additional cost is incurred in producing the attractive manuals, they are diligently maintained up to date.

- The organization is complimented for obtaining comprehensive and valued input from the clients and other stakeholders and thoroughly analyzing it for performance improvement purposes. Its practice of calling stakeholders, rather than relying on mailed surveys or surveys completed online, is noteworthy. There are many examples of actions Carmichael Enterprises has taken related to input received.
- Critical incidents are carefully and thoughtfully analyzed on a quarterly and annual basis. The organization describes many instances in which improved process and new training have resulted from the analyses of critical incidents.
- Safety is an integral facet of day-to-day operations at Carmichael Enterprises and an area on which continued and expanding emphasis is placed. Excellent systems and processes are in place to reinforce safe practices.
- The extensive annual management summary includes analyses of the management plan and related quality management and prevention programs and is widely shared with stakeholders. It is an efficient and useful communication tool that consolidates a great deal of usefully formatted information highlighted with many graphs.
- Carmichael Enterprises uses refined processes in performance measurement and management based on the use of collected data to support performance improvement and decision making.
- The organization's clients benefit from positive long-term relationships with committed, compassionate, respectful, and competent staff members, many of whom have provided services to them for numerous years.
- Carmichael Enterprises embraces the philosophy of the positive impact of relationship building on the clients' lives. Staff members appear to have a clear understanding of how to maintain appropriate interactions and form positive relationships with the clients.
- The organization has cultivated a competent and forward-thinking team of home managers who collaborate and support one another in developing new and innovative plans and programs to support the clients. The team has produced positive results and a continuously improving model of service delivery.
- Funders, families, and other stakeholders are extremely satisfied with the services provided and appear to feel confident in the ability of Carmichael Enterprises to keep the clients healthy and safe and to assist them to reach their full potential.
- Carmichael Enterprises serves clients who, because of behavioural challenges, cannot be served in other placements. Not only are their health and safety protected by the organization, but their quality of life and life skills have dramatically increased as a result of the services received.
- Respite services provide a well-deserved break for families and a therapeutic environment for the children served. The services, which are regularly used by families, are well coordinated by staff members. The children are integrated in the respite home and provided with supports appropriate to their individual needs.
- Children served are provided a program that is well integrated in the community. As a result of their participation they gain skills, enjoy a high quality of life, and develop meaningful relationships. When feasible, Carmichael Enterprises provides a continuity of care that supports them in their transition to adulthood.

- Self-advocacy training and support are evident across Carmichael Enterprises. They are integral to the individual planning process and reinforced throughout the term of program implementation. The supports received by the clients in this area result in greater quality of life and overall increased self-determination for them.
- Prior to development of the individualized service plan, input is gathered from the client by key members of his or her team. The planning process integrates information from the client, families, advocates, and other members of the treatment team. Service plans reflect impressive planning and preparation and truly maintain the client as the central focus. Service plan implementation enables the clients to develop and add skills that assist them to become valued community members.

**In the following area Carmichael Enterprises demonstrates exemplary conformance to the standards.**

- Carmichael Enterprises utilizes Supporting Individuals through Valued Attachments (SIVA), a proprietary process developed by the organization's executive director and other subject matter experts, which involves a holistic approach to safety. SIVA enables the caregiver and clients to mutually create a proactive safety strategy. This innovative approach to reducing identified physical risks for the clients places significant emphasis on caregiver self-care and provides strategies to overcome "compassion fatigue," the erosion of compassion for individuals and situations. Through this exemplary and participatory process, caregivers feel more confident and secure in their interactions with the clients, and the clients feel safe, empowered, and respected. The success of SIVA is evidenced by the employment longevity of so many of the organization's direct care workers.

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

On balance, Carmichael Enterprises demonstrates substantial conformance to the CARF standards. During the sixteen years the organization has served its communities, it has earned an excellent reputation for compassion, tolerance, and acceptance that has enabled it to maintain sustainable support in the field. The creative and passionate leadership and competent, enthusiastic, and respectful staff members are commended for their strong commitment to the organization's mission and to the children and adults served. The organization produces bottom-line outcomes that have earned it the respect and regard of families, advocates, funders, and other stakeholders who express confidence in its ability to protect the health and safety of the clients and support them in attaining their personal goals. It demonstrates exemplary conformance to the standards in utilizing SIVA, a proprietary process used to create proactive safety strategies for caregivers and the clients. Although there are areas for improvement that include personnel training and the refinement of certain procedures, processes, and plans, they are scattered throughout the standards sections and minimal in comparison to its strengths. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instils confidence that the organization possesses the enthusiasm and resources to bring it into full conformance to the CARF standards.

Carmichael Enterprises Residential Programs LTD. has earned a Three-Year Accreditation. The leadership and staff members are recognized for their efforts in pursuit of international accreditation. They are encouraged to use their resources to address the opportunities for improvement noted in this report and to continue to use the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

## SECTION 1. ASPIRE TO EXCELLENCE®

### A. Leadership

#### Principle Statement

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

#### Key Areas Addressed

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

#### Recommendations

There are no recommendations in this area.

#### Consultation

- All organizational plans are reviewed on a quarterly basis by the management team, and progress is noted in meeting minutes. It is suggested that reviews be maintained with the actual plans to clearly link planning objectives to results.
  - Carmichael Enterprises includes its cultural competency and diversity plan in the annual update of its operations manual and appears to have a clear understanding of cultural and diversity differences and needs as they apply to the organization. It is suggested that the plan be enhanced with measurable goals and objectives regarding the provision of cultural competency and diversity training for staff members.
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## C. Strategic Planning

### Principle Statement

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

### Key Areas Addressed

- Strategic planning considers stakeholder expectations and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

### Recommendations

#### C.2.c.(1)

#### C.2.c.(2)

The written strategic plan should consistently set goals and priorities. It is suggested that prioritized goals related to business functions be developed that could include human resources, accessibility, health and safety, and risk management.

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## D. Input from Persons Served and Other Stakeholders

### Principle Statement

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## Consultation

- Carmichael Enterprises might consider revising its client satisfaction survey to utilize cognitively appropriate formats and word choices. Small changes might significantly impact the ease of the clients in expressing individual thoughts regarding their satisfaction.
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## E. Legal Requirements

### Principle Statement

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements
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### Recommendations

There are no recommendations in this area.

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## F. Financial Planning and Management

### Principle Statement

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

### Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
- Financial results reported/compared to budgeted performance
- Organization review
- Fiscal policies and procedures
- Review of service billing records and fee structure
- Financial review/audit
- Safeguarding funds of persons served

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## Recommendations

There are no recommendations in this area.

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## G. Risk Management

### Principle Statement

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

### Key Areas Addressed

- Identification of loss exposures
  - Development of risk management plan
  - Adequate insurance coverage
- 

## Recommendations

### G.1.a.(2)

Although the organization has a thorough process for identifying areas of potential risk and professional liability loss exposures, it should expand its risk management plan to include a comprehensive analysis of loss exposures. Loss exposures could be analyzed for severity and likelihood, and use of a rating scale for each domain might be considered.

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## H. Health and Safety

### Principle Statement

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

### Key Areas Addressed

- Inspections
- Emergency procedures
- Access to emergency first aid

- Competency of personnel in safety procedures
  - Reporting/reviewing critical incidents
  - Infection control
- 

## **Recommendations**

### **H.4.a.(1) through H.4.b.(8)**

Although the corporate culture of Carmichael Enterprises places a high value on health and safety and ensures that the clients and staff members receive orientation to procedures, practices, and plans, personnel should consistently receive documented competency-based training both upon hire and annually in health and safety practices; identification of unsafe environmental factors; emergency procedures; evacuation procedures, if appropriate; identification and reporting of critical incidents; medication management, if appropriate; and reducing physical risks. Successful completion of competency-based training could be documented in personnel files or a master training log.

### **H.5.c.(5)**

### **H.5.c.(7)**

The written emergency procedures that address evacuation should be expanded to include temporary shelter, when applicable, and continuation of essential services. The organization might consider creating a continuity of operations plan (COOP). Guidance regarding development of a COOP could easily be accessed through a web search.

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

Although tests of emergency procedures are conducted at all locations where services are provided, they are not conducted at the administrative office. Unannounced tests of all emergency procedures should consistently be conducted at least annually on each shift at each location. The tests should consistently include complete actual or simulated physical evacuation drills and be analyzed for performance that consistently addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. They should be evidenced in writing.

## **Exemplary Conformance**

### **H.3.**

Carmichael Enterprises utilizes SIVA, a proprietary process developed by the organization's executive director and other subject matter experts, which involves a holistic approach to safety. SIVA enables the caregiver and clients to mutually create a proactive safety strategy. This innovative approach to reducing identified physical risks for the clients places significant emphasis on caregiver self-care and provides strategies to overcome "compassion fatigue," the erosion of compassion for individuals and situations. Through this exemplary and participatory process, caregivers feel more confident and secure in their interactions with the clients, and the clients feel safe, empowered, and respected. The success of SIVA is evidenced by the employment longevity of so many of the organization's direct care workers.

## Consultation

- It is suggested that evacuation route signage include a clear designation of the current location, such as a symbol indicating current location of the viewer. The organization is encouraged to post evacuation route signage at the administrative office, paying particular attention to an alternate route to be used if the only doorway exit might be blocked.
  - Although the times that tests of emergency procedures are conducted are noted on drill-report forms, it is difficult to ascertain if each test is conducted on each shift. It is suggested that a tool be developed to show evidence that tests of all emergency procedures are conducted annually on each shift in the homes.
  - In situations where performance improvement is needed with regard to the results of a test of an emergency procedure, the organization is encouraged to consistently document actions taken to remediate issues on the comprehensive form completed at the time of the test.
  - Although information is available in safety committee meeting minutes and known by the safety representative in each home, it is suggested that a system be developed to document the remediation of areas identified during an inspection that require follow-up. This might be as simple as annotating the dated initial/signature of the responsible staff member next to the targeted repair or improvement action and could facilitate information retrieval and verification of completed follow-up.
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## I. Human Resources

### Principle Statement

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

### Key Areas Addressed

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

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## **Recommendations**

### **I.4.c.**

During this survey, staff members expressed the need for additional training that could better support them in carrying out their work. Carmichael Enterprises should consistently provide resources to personnel for professional development. It is suggested that training address topics related to general knowledge and information regarding specific disabilities.

### **I.5.a.(1)**

### **I.5.a.(2)**

### **I.5.b.(7)**

### **I.5.b.(12)**

Considering the level of need and challenges presented by the clients, Carmichael Enterprises should provide additional documented personnel training at orientation and regular intervals that addresses client-centred practice and unique needs of the clients. It is encouraged to seek additional avenues for training that could be of value, including autism, brain injury, fetal alcohol syndrome, sensory integration techniques, and evidence-based client-centred practices.

## **Consultation**

- For performance improvement purposes, Carmichael Enterprises is encouraged to continue to provide assistance to supervisors in developing specific, measurable, attainable, realistic, and timely (SMART) objectives as part of the performance evaluation process and in assessing progress regarding accomplishment of the objectives established in the last evaluation period.

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## **J. Technology**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written technology and system plan

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## **Recommendations**

There are no recommendations in this area.

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## **K. Rights of Persons Served**

### **Principle Statement**

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

### **Key Areas Addressed**

- Communication of rights
  - Policies that promote rights
  - Complaint, grievance, and appeals policy
  - Annual review of complaints
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- To facilitate a more complete analysis of its responsiveness that could be useful for continuous quality improvement, Carmichael Enterprises is encouraged to track all formal and informal complaints, including actions taken and the results of actions taken.
- 

## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

#### **L.1.b.(1)**

Carmichael Enterprises recently relocated its offices to rental space in the community to accommodate its growth needs. Given that the new space is on the second floor of an older building, the organization's leadership should expand its ongoing process for identification of barriers to comprehensively address architecture. For example, it could consider how

accommodations might be made if a client needs to access staff members located in the new office space and how a client with a disability that precludes the use of stairs or an inaccessible restroom could be accommodated if a meeting is held in the new office space. The leadership might also consider the option of relocating to a fully architecturally accessible space.

### **Consultation**

- Although the organization has a very comprehensive procedure regarding the identification and provision of reasonable accommodation, it is suggested that, in years during which there are no requests for reasonable accommodations, documentation to that effect be included in the annual accessibility status update or annual report.
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## **M. Performance Measurement and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

- Information collection, use, and management
  - Setting and measuring performance indicators
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Carmichael Enterprises is encouraged to expand the written description of its performance measurement and management system to incorporate information regarding how the reliability, validity, completeness, and accuracy of data are addressed. It is suggested that the situation whereby the establishment of service access performance indicators for its services seeking accreditation appears to be beyond the organization's control due to the nature of its referral pattern be addressed in the written description of its performance measurement and management system.
  - Although business function performance indicators are set for the areas of human resources/personnel training and health and safety, including emergency intervention, Carmichael Enterprises might benefit by establishing additional business function performance indicators and related performance targets for other areas addressed in the strategic plan.
  - The organization is encouraged to determine if there are other performance indicators related to community housing services that could be tracked, given that the current performance indicators are specific to community integration services.
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## **N. Performance Improvement**

### **Principle Statement**

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

### **Key Areas Addressed**

- Proactive performance improvement
  - Performance information shared with all stakeholders
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### **Recommendations**

There are no recommendations in this area.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

### **A. Program/Service Structure**

#### **Principle Statement**

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

#### **Key Areas Addressed**

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

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## **Recommendations**

There are no recommendations in this area.

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## **B. Individual-Centred Service Planning, Design, and Delivery**

### **Principle Statement**

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

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

### **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Given that the only copy of client records is maintained in the residence, it is suggested that an electronic or hard-copy back-up file be maintained in an alternate location.
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## **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**

#### **C.6.b.**

#### **C.6.e.**

The written procedures regarding medications should be expanded to provide for documentation or confirmation of informed consent for each medication administered, when possible, and review of medication errors as part of the quality monitoring and improvement system.

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## **F. Community Services Principle Standards**

### **Key Areas Addressed**

- Access to community resources and services
  - Enhanced quality of life
  - Community inclusion
  - Community participation
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### **Recommendations**

There are no recommendations in this area.

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## G. Children and Adolescents Specific Population Designation

### Community Housing

#### Principle Statement

*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

**G.10.a.**

**G.10.c. through G.10.h.**

**G.10.j. through G.10.l.**

Personnel should receive training that comprehensively covers, as appropriate to the services, child growth and development, learning styles, social and emotional needs, the effects of separation and placement on children, health and nutrition, applicable legal issues, methods of communication, family support practices, family systems theory, and other specific needs.

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## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

#### Principle Statement

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centred process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.
- Increased independence.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

## **K. Community Housing**

### **Principle Statement**

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 neighbourhoods 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 Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a Community Housing program.

### **Key Areas Addressed**

- Safe, secure, private location
  - In-home safety needs
  - Options to make changes in living arrangements
  - Support to persons as they explore alternatives
  - Access as desired to community activities
  - System for on-call availability of personnel
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the staff members continue to find ways to create a warm and homelike atmosphere in the residences for the clients who exhibit challenging behaviours without adverse implications for their health and safety. This might be accomplished through permanently affixed picture frames, Velcro<sup>®</sup>-attached curtains, murals, and soft furnishings.
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## **M. Respite Services**

### **Principle Statement**

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

### **Key Areas Addressed**

- Time-limited, temporary relief from service delivery
  - Accommodation for family's living routine and needs of person served
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### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Carmichael Enterprises Residential Programs LTD.**

106-1840 Stewart Avenue  
Nanaimo, BC V9S 4E6  
Canada

Administrative Location Only

## **Hammond Place**

4930 Hammond Bay Road  
Nanaimo, BC V9T 5B4  
Canada

Community Housing  
Respite Services

## **Wellington Place**

4045 Departure Bay Road  
Nanaimo, BC V9T 2V6  
Canada

Community Housing (Children and Adolescents)

## **Oceanside Place**

6039 Brickyard Road  
Nanaimo, BC V9T 5B4  
Canada

Community Housing (Children and Adolescents)  
Respite Services

## **Creekside Place**

205 Aebig Road, Building A  
Nanaimo, BC V9T 2J1  
Canada

Community Housing

## **Upland Place**

3961 Upland Road  
Nanaimo, BC Z9C 2V6  
Canada

Community Housing (Children and Adolescents)

**Randi's Place**

2191 Aiken Head Road  
Nanaimo, BC V9X 1T9  
Canada

Community Housing

**Harbourview Place**

159 Ellis Place  
Comox, BC V9M 1S2  
Canada

Community Housing

**Braidwood Home**

1-1180 Braidwood Road  
Courtenay, BC V9N 3R9  
Canada

Community Housing

**Buckley Bay Home**

6613 Walker Road  
Union Bay, BC V0R 1W0  
Canada

Community Housing (Children and Adolescents)

**Brontes Place**

4360 Martin Place  
Nanaimo, BC V9T 2V6  
Canada

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