



**SURVEY OUTCOME**  
**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**  
**Bethesda Christian**  
**Association**

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**CARF INTERNATIONAL**

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**Organization**

Bethesda Christian Association (BCA)  
#105 2975 Gladwin Road  
Abbotsford, BC V2T 5T4  
Canada

**Organizational Leadership**

Bert Altena, Executive Director  
Hank Hamstra, Board President

**Survey Dates**

May 8–10, 2006

**Survey Team**

Gail M. Leiby, Administrative Surveyor  
Diane M. Nunn, M.S., B.A., Program Surveyor  
Debra A. Dickinson, Program Surveyor

**Programs/Services Surveyed**

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Host Family Services  
Community Services: Supported Living

**Previous Survey**

June 23–25, 2003  
Three-Year Accreditation

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**Survey Outcome**

Three-Year Accreditation  
Expiration: June 2009

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# SURVEY SUMMARY

## **Bethesda Christian Association (BCA) has strengths in many areas.**

- The mission and values of BCA clearly reflect a person-first environment and a conscious effort to remove barriers to inclusion. Persons served are treated with dignity and respect, and their quality of life is truly the focus of the organization.
- Stakeholders including persons served, staff members, funding bodies, and family members express a high degree of satisfaction and confidence in the leadership and spiritual direction of Bethesda and the quality of services provided in the lower Frasier Region of British Columbia.
- Persons served are encouraged to express themselves to the organization and their respective communities. Examples of this are “Alison’s Newsletter,” which was written by a person served and her key staff member and mailed or distributed to staff members, family, and friends, and “Steven’s Prayer,” which was presented both vocally and through a PowerPoint presentation to his church.
- The organization is commended for producing attractive, meaningful, and informative newsletters, annual reports, outcomes measurement reports, and a web site that portray persons served with dignity and respect while accurately telling of the services and successes of the programs offered by BCA.
- BCA has created a format for the reporting, removal, and follow-up of accessibility barriers through the use of the accessibility identification and action plan form. With this documentation of individual barriers to inclusion, the organization can react immediately in the elimination of the individual barriers.
- The information management system is very comprehensive and elicits important and relevant information for strategic planning and program improvement. The outcomes annual report is a comprehensive document that includes demographics, outcomes, quality improvement initiatives, and strategic and accessibility plans. In addition, there are many anecdotal stories and photos about persons served that exemplify the efforts made in each of the program areas.
- The organization keeps health and safety a priority for persons served, staff members, and volunteers. BCA provides services in accessible, attractive, safe, and community integrated sites.
- The organization has well-written disaster procedures for each of the sites, taking into consideration the unique qualities of all the persons served.
- BCA has dedicated, professional, and compassionate staff members who ascribe to gentle teaching methods and Christian values in their interactions with persons served. Many of these individuals have significant disabilities and are medically fragile. Staff members are applauded for their resourcefulness and supportive manner in which they help to produce positive outcomes for the persons served. There appears to be excellent rapport between persons served and staff members.
- The organization is applauded for using an independent company to solicit feedback from employees, measuring their level of satisfaction. As a result of the anonymous web site survey, the organization has conducted focus groups to problem solve and to further solicit input from

the employees. This type of commitment on the part of BCA shows the value the organization places on its employees. In addition, the organization was recognized as one of the best Christian places to work in Canada in 2005.

- BCA demonstrates a true commitment to hiring from within, as most managers have risen through the ranks and have long-term connections to the organization. The commitment, longevity, and professionalism of many of the staff members provide continuity, resulting in an environment in which adults with disabilities can be successfully integrated into their communities.
- The organization provides services in beautiful and well-maintained homes that have been built or adapted to meet the specific needs of those living there. This has enhanced the organization's ability to provide quality person-centered services.
- BCA has developed an extensive record-keeping system that documents progress and regularly reviews the persons' satisfaction with their goals in their individual programs.
- BCA offers a community integration program that is designed to meet the individual preferences and desires with regard to activities and scheduling; e.g., evening and weekend activities, prayer groups, support groups, paper routes, and shopping.
- Volunteers play a vital role in the lives of persons served. They are involved in activities that range from advocacy (circle of support) to direct service.

**In the following areas Bethesda Christian Association demonstrates exemplary conformance to the standards.**

- The organization is commended for addressing a barrier identified by persons served in Kelowna. The barrier was a public safety issue involving the safe crossing of a busy road. The persons served, along with Bethesda staff members, identified the problem, reported it to the proper authorities, waged a letter-writing campaign, and ultimately convinced the city to install a marked crosswalk with a caution light for traffic.
- BCA is commended for the exemplary leadership at both the staff member and board levels as demonstrated through the organization's mission and Christian values that promote dignity and respect for persons with significant disabilities. BCA has attained a high level of integrity and continuity of services while balancing the expectations of the persons served and other stakeholders.

**Bethesda Christian Association should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.**

On balance, BCA is a well-established provider of quality services in the lower mainland areas of British Columbia, headquartered in Abbotsford. The Christian mission and values of the organization clearly reflect a person-first environment that promotes individuals to experience life without barriers. Program excellence and integrity are two concepts that stakeholders reported were paramount in their satisfaction of services. BCA has a strong management and governance team that is respected for its visionary and caring demeanour. Staff members at all levels of the organization demonstrate enthusiasm for their duties, and the organization is commended for the tenure of many

of its staff members. All facilities are attractive, accessible, and very well integrated into their communities. Persons with significant disabilities enjoy the opportunity to express their desires and to experience real-life situations.

Bethesda Christian Association has earned a Three-Year Accreditation. The leadership, staff members, and persons served are recognized for the outstanding efforts they have made in pursuit of accreditation. Congratulations are extended to all involved with the organization for creating individualized services where persons with disabilities are treated with dignity and respect.

## **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.

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### **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.

## Exemplary Conformance

### B.2.a.(8)(b)

The organization is commended for addressing a barrier identified by persons served in Kelowna. The barrier was a public safety issue involving the safe crossing of a busy road. The persons served, along with Bethesda staff members, identified the problem, reported it to the proper authorities, waged a letter writing campaign, and ultimately convinced the city to install a marked crosswalk with a caution light for traffic.

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## 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

There are no recommendations in this area.

## Consultation

- The organization has done a good job of developing a technology system. There could be benefit to all staff members to have all technology policies and procedures in a format that allows for easy access and readability.
- 

## 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

There are no recommendations in this area.

### Consultation

- It is very important that persons served know and understand their rights. It is suggested that the rights statements be reviewed and written in a more clearly understandable fashion, perhaps by writing them in person-first language. In addition, there could be value in having persons served participate in the rewriting process.
  - At the time of the next revision of the consent forms, there could be value in reducing the three-year period currently listed on the consent forms to no longer than a year and to have a statement of revocation in case someone wants to change their mind about releasing information.
- 

## 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 has done a good job with writing the emergency procedures to provide safe environments for persons served. However, it is imperative that the emergency procedures be tested routinely so that persons served and staff members know how to handle emergencies and are prepared for all contingencies. It is suggested that this be made a priority, especially in the newly established homes. Although the organization has a year in which to conduct the drills, there could be a benefit in having them done sooner for a new facility.
  - It is suggested that the organization ensure that all drill information is complete and accurate.
- 

## **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**

There are no recommendations in this area.

### **Consultation**

- The organization has a wonderful support system through its association with 62 congregations and a network of volunteers enhancing service provision. The organization could request that some of the volunteers establish a system of sending mail to the residents of many of the homes, especially those who have limited family involvement.
- 

## **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
  - Corporate responsibility
  - Corporate compliance
  - Commitment to diversity
- 

### **Recommendations**

There are no recommendations in this area.

### **Exemplary Conformance**

#### **G.2.a. through G.2.d.**

BCA is commended for the exemplary leadership at both the staff member and board levels, as demonstrated through the organization's mission and Christian values that promote dignity and respect for persons with significant disabilities. BCA has attained a high level of integrity and continuity of services while balancing the expectations of the persons served and other stakeholders. Financially, the organization has taken positive actions to grow its assets for meeting the current

needs of persons served and to position the organization for future growth with the help of the foundation. The organization uses a well-developed outcomes management system to provide current information and statistics on which to base decisions and make improvements.

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## **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**

There are no recommendations in this area.

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## **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**

### **I.11.a. through I.11.g.**

The leadership members have been working to develop a risk management plan for BCA, but at the time of the survey, it was not yet fully written. The organization does have adequate insurance coverage to protect its assets. It is recommended that the leadership develop a risk management plan for the purpose of identifying and safeguarding the assets of the organization. The plan should identify potential loss exposures, an evaluation and analysis of loss exposures, identification of how to rectify identified exposures, implementation of actions taken to reduce risks, and inclusion of risk reduction in performance improvement activities. The organization could cover those items related to insurance coverage and consider items such as the corporate reputation, file and record keeping, and technology exposure and risk. CARF and other Internet resources could provide technical assistance with the development of a risk management plan.

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## **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 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.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **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.

## **A. Community Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

## **Key Areas Addressed**

- Access to community resources and services
- 

## **Recommendations**

There are no recommendations in this area.

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## **E. Community Integration**

### **Principle Statement**

Community integration is designed to help persons to optimize their personal, social, and vocational competency in order to live successfully in the community. Activities are determined by the needs of the persons served. The persons served are active partners in all aspects of these programs. Community integration provides opportunities for the community participation of the persons served.

### **Key Areas Addressed**

- Opportunities for community participation
- 

### **Recommendations**

There are no recommendations in this area.

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## **H. Host Family Services**

### **Principle Statement**

Host family services are provided under a contract or agreement to provide a home for a person served, regardless of age. These placements tend to be long-term in nature.

### **Key Areas Addressed**

- Appropriate matches of non-family participants with homes
  - Contracts that identify roles, responsibilities, needs, and monitoring
  - Needed supports
- 

### **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that supportive visitation be provided to family care homes at least quarterly. This could allow for open communication and effective problem solving should the need arise.
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## **J. 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 are provided may be owned, rented, leased, or operated directly by the organization, or a third party, such as a governmental entity. Providers exercise control over these sites.

Community housing is provided in partnership with individuals. These services are designed to assist the persons served to achieve success in and satisfaction with community living. Services 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.

### **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.

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## **K. Supported Living**

### **Principle Statement**

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons living in their own homes. Supported Living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Supported living refers to the support services provided to the person served, not the residence in which these services are provided.

### **Key Areas Addressed**

- Safe, affordable, accessible housing chosen by the individual
  - In-home safety needs
  - Support personnel available based on needs
  - Supports available based on needs and desires
  - Persons have opportunities to access community activities
- 

### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Bethesda Christian Association**

#105 2975 Gladwin Road  
Abbotsford, BC V2T 5T4  
Canada

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Host Family Services  
Community Services: Supported Living

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## **Abbotsford Home**

1895 Jackson Street  
Abbotsford, BC V2S 2Z8  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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## **Matsqui Home**

32768 Bevan Avenue  
Abbotsford, BC V2S 1T1  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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## **West Clearbrook Home**

2339 Arbutus Street  
Abbotsford, BC V2T 2N8  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Clearbrook Home**

32553 Willingdon Crescent  
Abbotsford, BC V2T 1S1  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Bethesda Center**

3245 Trethewey Street  
Abbotsford, BC V2T 4C1  
Canada

Community Services: Community Integration

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**West Abbotsford Home**

31126 Kingfisher Drive  
Abbotsford, BC V2T 5K4  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Mt Lehman Home**

6705 Satchel Road  
Abbotsford, BC V4X 2E3  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Surrey Regional Office**

19131 - 88th Avenue  
Surrey, BC V4N 3G5  
Canada

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Supported Living

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### **Langley Home**

20477 - 93A Avenue  
Langley, BC V1M 1B8  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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### **Surrey Home**

16321 - 108 Avenue  
Surrey, BC V4N 1N7  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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### **Richmond Regional Office**

11371 - #3 Road  
Richmond, BC V7A 1X3  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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### **Richmond Home**

7540 Acheson Road  
Richmond, BC V6Y 1M9  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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### **West Richmond Home**

10120 #1 Road  
Richmond, BC V7E 1S0  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**South Richmond Home**

10984 Springmont Gate  
Richmond, BC V7E 1Y4  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**East Kelowna Home**

2209 Mayer Road  
Kelowna, BC V1W 2G2  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Kelowna Home**

1010 Coronation Avenue  
Kelowna, BC V1Y 7A7  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**North Kelowna Home**

1011 Clement Avenue  
Kelowna, BC V1Y 7A3  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Penticton Home**

66 West Okanagan Avenue  
Penticton, BC V2A 3K9  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Ladner Home**

5719 Grove Avenue  
Delta, BC V4K 2B1  
Canada

Community Services: Community Housing  
Community Services: Community Integration

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**Chilliwack Day Services**

#103 8920 Broadway Street  
Chilliwack, BC V2P 5W1  
Canada

Community Services: Community Integration

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