CARF Accreditation Report

for

posAbilities Association of British Columbia

Three-Year Accreditation

Contents

About CARF

CARF is an independent, non-profit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

posAbilities Association of British Columbia
4664 Lougheed Highway, Suite 240
Burnaby BC V5C 5T5
CANADA

Organizational Leadership

Fernando Coelho, Chief Executive Officer

Survey Number

140788

Survey Date(s)

September 15, 2021–September 17, 2021

Surveyor(s)

Donna Daley, MBA, MS, HCA, Administrative
Tom Carr, MS, CRC, Program
Ebony Harris, Program
Mariesa A. Blakeney, LSW, MSW, Program

Program(s)/Service(s) Surveyed

Behavioural Consultation Services
Behavioural Consultation Services (Children and Adolescents)
Community Employment Services: Job Development
Community Housing
Community Integration
Host Family/Shared Living Services
Respite Services
Services Coordination
Supported Living

Previous Survey

March 13, 2018–March 17, 2018
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: April 30, 2024

Executive Summary

This report contains the findings of CARF's site survey of posAbilities Association of British Columbia conducted September 15, 2021–September 17, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, posAbilities Association of British Columbia demonstrated substantial conformance to the standards. posAbilities has been diligent in utilizing the CARF philosophy in its policies, practices, procedures, and processes as it supports individuals in the southern regions of British Columbia (BC). The leadership is dedicated to ensuring the quality of its supports through a strongly shared vision and mission. The organization also demonstrates a priority of enhancing accessibility to the community for all persons served. The leadership and team members demonstrate a commitment to improving the lives of the individuals served through quality, person-centred services. The positive attitude with which the leadership, team members, and persons served prepared for and participated in this survey and their receptivity to the consultation and other feedback that were offered instil confidence that the organization will use the results of this survey to further evolve to meet Vision 2028 for the people in BC and the individuals supported.

posAbilities Association of British Columbia appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement.

posAbilities Association of British Columbia has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of posAbilities Association of British Columbia was conducted by the following CARF surveyor(s):

- Donna Daley, MBA, MS, HCA, Administrative

- Tom Carr, MS, CRC, Program

- Ebony Harris, Program

- Mariesa A. Blakeney, LSW, MSW, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.

- Business unit resources, such as finance and human resources.

- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.

- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.

- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of posAbilities Association of British Columbia and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.

- Direct observation of the organization's operations and service delivery practices.

- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.

- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Behavioural Consultation Services
- Behavioural Consultation Services (Children and Adolescents)
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Host Family/Shared Living Services
- Respite Services
- Services Coordination
- Supported Living

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that posAbilities Association of British Columbia demonstrated the following strengths:

- posAbilities and the board of directors are laser focused on supporting the individuals served to achieve their personal goals of living a happy and prosperous life of inclusion and acceptance. The research and development done by the organization collaborating with many other community and provincial partners are directed toward absolute inclusion of all people in the fabric of the BC communities.

- Most of the board, leadership, and direct services team members are long tenured and are active members of the communities they live and serve in.

- posAbilities receives consistently high scores on the annual Certificate of Recognition audit, and in 2020 there was no lost time due to aggression/violence in the workplace. This strong awareness of safety and risk has led WorkSpaceBC, the workers' compensation provider, to reduce the premium surcharge for residential from 95 percent in 2014 to only 14 percent currently.

- Since the last survey, HR has added a new performance review format that is convenient for team members and aggregates all of the ongoing comments, coaching, goal achievement, and other dialogue that can be quickly documented in the team member's appraisal. It has created a new consistency and qualitative focus with the process and has greatly aided in tracking the timeframes of the evaluation.

- During the pandemic, many team members gained new certifications. In Laurel Behaviour Support Services (LBSS), three staff members completed Sexual Health Educator Certification, and several completed Triple P, a certification for parenting. The manager of shared living facilitated the home study certification course in collaboration with Community Living BC and the Justice Institute of BC.

- Creating relationships is the essence of the supports posAbilities cultivates. The longevity of the relationships and commitment between persons served and the shared living providers speak strongly to inclusion, with several individuals having been supported, cared for, and loved by the same family for more than 20 years.

- posAbilities partnered with Degrees of Change to sponsor a film at the Vancouver Independent Film Festival, titled *The Reason I Jump*. The film was about an individual on the autism spectrum.

- During the pandemic, the Spoken Word Poetry Project brought together individuals with and without disabilities for poetry creation and Zoom-enabled panel discussion in partnership with the Massy Arts Society, and individuals created videos of their poetry that can be viewed on YouTube™. Two volumes of haiku were published from this project

- The Pandemic Learning Project, in collaboration with Kinsight, Uniti, and Burnaby Association for Community Inclusion (BACI), used the participatory narrative inquiry method to create learning. Two internal photojournalists and essayists were recruited to capture this COVID-19 story.

- Designers and persons with cognitive disabilities co-designed "pavement to plaza" spaces throughout the city of Vancouver. Designing for Difference was the name of this project.

- LGBTQ+ individuals from posAbilities and students from Emily Carr University created the ART + Identity project. Individuals served created visual art and photography and helped an individual record the music he composed. This group worked on whatever a person wanted to express the person's identity through.

- Art, whether acting with Stage Door, writing and presenting, painting and sculpting, writing and performing music and song, focuses on communicating who an individual is and what the individual brings to society. posAbilities supports all of these through constant collaboration that supports learning and inclusion.

- In 2019, posAbilities established, in partnership with Kinsight, BACI, and InWithForward, both Degrees of Change Design, Inc. and Kudoz Experience Society in order to hold intellectual property emerging from the organization's social research and development and to scale Kudoz to multiple regions. In 2020, the organization published *The Trampoline Effect: Redesigning Our Social Safety Nets* based on its ongoing research.

- Communication is vital to the supports posAbilities provides. The message is that all individuals are deemed capable of acting on their right to choose and the dignity of risk. This message is conveyed internally and externally to individuals supported and their families, team members, and other stakeholder groups. The communication team, although small, creates videos, other digital media, newsletters, blog posts, podcasts, and websites, just to name a few. It provides marketing services and supports, creates and maintains multiple websites for the organization and partners, and holds more than 100 events each year.

- posAbilities' strategic plan is constantly reviewed and revised to reach what is called Vision 2028. This is a ten-year plan that creates a roadmap of dreams/wants in terms of relationships and families for the community of individuals supported. This plan is illustrated and can be seen and understood easily. Each service stream has also developed its own drawings of its responsibilities in the overall plan. All of these are easily accessible in ShareVision.

- ShareVision is an amazing and robust intranet that allows posAbilities to be almost paperless. It is used for communication, information sharing, documentation, data collection, human resources, and performance management.

- It is clearly evident through the multiple interviews with parents, staff, persons served, and other stakeholders that posAbilities is a person-driven organization, dedicated to meeting the needs of person served, and focused on moving forward with new and creative ideas to continue to meet the needs of persons served.

- The employment services should be proud of being able to not only maintain employment for persons served during the past 18 months but also able to secure an additional 50 competitive employment opportunities.

- posAbilities has shown that it is committed to seeking out job matches in the community that are specifically tailored to the abilities and interests of persons served.

- Multiple parents, employers, and persons served had nothing but positive things to say about services provided. Words such as "flexible," "forward thinking," "innovative," "committed," "collaborative," "respectful," and "extremely supportive" were regularly used.

- One parent whose family member is receiving services through the LBSS program commented that having someone to speak the language made all the difference in the world as it improved communication, and the parent expressed appreciation for the organization being able to customize services to meet the family member's needs.

- posAbilities employees and providers embrace the importance of community inclusion in the lives of persons supported. Individuals feel supported to participate in activities that are important to them such as planning vacations to places such as London, Taiwan, and Tennessee; attending various events in their neighbourhoods such as festivals, block parties, and various volunteer opportunities; and visiting their families and friends.

- posAbilities prides itself on providing person-centred supports. Goals are written in a very meaningful way and truly focused on supporting individuals to have a good life. This was clearly evident through many conversations with persons served. Progress notes and goal achievement are thoroughly documented and emphasize the strengths and achievements of persons served.

- posAbilities' shared living program has a well-developed and thorough matching process for individuals served and potential providers. By completing a comprehensive skills inventory and conducting multiple interviews and visits, it is able to create lasting relationships among individuals and shared living providers.

- posAbilities has been very successful in immersing itself in its surrounding neighbourhoods by collaborating with other organizations and community groups. Programs place a strong emphasis on volunteering and giving back to their communities. Individuals were supported to make baskets for people who were more isolated during the pandemic, make cards for the elderly in long-term care facilities, deliver hand-painted potted plants to neighbouring businesses, and volunteer at a local food bank.

- Families and providers express admiration for staff and leadership and feel posAbilities consistently exceeds their expectations. They compliment posAbilities on its communication, the dedication of its staff, and its commitment to always step in and offer support. Many expressed how impressed they were with posAbilities' COVID-19 response plan and ability to continue to offer quality supports in so many creative ways during the pandemic.

- Employees display a genuine commitment for the organization's mission. They display great enthusiasm about their work, and it was evident that this positive culture and commitment to excellence exist at every level of the organization. Staff members were eager to share stories of things individuals accomplished and their participation in various projects.

- posAbilities recognizes the role of the arts in creating social change and honouring inclusion. The Stage Door program puts on several theatre productions each year for the community, partnered with several theatre groups such as New World Theatre Group, a theatre group from Australia, as well as students at Emily Carr University for workshops and productions. Alternative Creations Gallery and Studio has held virtual art workshops; has participated in various art installations around the city; and advertises its gallery and studio space for rentals, which not only provides an additional revenue stream but immerses posAbilities even more into the local arts schedule.

- posAbilities has demonstrated resilience throughout the COVID-19 pandemic, as evidenced by its ability to transition its services from in person to virtual. It has maintained contact with individuals served, whether through face-to-face or virtual contact, to ensure continuity of services.

- Staff at posAbilities demonstrates genuine care and concern for persons served. Staff was knowledgeable about services and needs of each individual served. The organization's staff demonstrates a unique understanding of persons served. The homes are equipped with lifts and modified tubs and showers and are accessible throughout. Overall, the organization's administration and staff demonstrated an understanding of resources available to the individuals served and adapted services to meet the specific needs of persons served.

- In addition to the continuity of services, persons served and other stakeholders report satisfaction with the services as staff has remained consistent in providing quality services. Persons served and other stakeholders report staff as being "caring," "always available," and "responsive" to their needs.

- The technological platforms used by posAbilities demonstrate its ability to change with the global advances in technology. The organization has implemented multiple platforms that streamline all of its services and supports. Additionally, the organization has made preparations to continue to challenge itself in advancing its services by developing a ten-year plan that focuses on improving services and access to services.

- The organization's electronic medication administration record system serves to minimize errors in administration and documentation. The system's unique monitoring and reminder systems decrease the risks associated with medication administration. As a result of this system, the organization has decreased medication errors and increased staff awareness of medication administration protocols.

- The Explore program at posAbilities is a unique program that provides wraparound services for persons served. As a recently developed program, staff has worked with individuals served to develop a complete network of supports to aid them in gaining a "good" and "full" life. Persons served through this program report that staff has helped them to obtain educational and work-related supports as well as maintain these support systems long term.

- The social research and development that posAbilities has been doing over the last several years have developed an array of projects and service programs to help combat social isolation. Kudoz is an online experience platform connecting community members across the neurodiversity continuum, providing quality, in-person learning experiences. Real Talk starts conversations about what a person wants and needs around friendship, dating, and intimacies; these are online conversations that can lead to safe in-person connections. Meraki encourages people to step out and do something as opposed to having "groundhog days." This is a subscription box program that helps people to make meaningful choices and create novelty in their lives. CoMakeDo turned into a weekly group during the COVID-19 pandemic, as well as virtual one-on-ones, that is focused on growth, learning, and reflection. Neighbourhood Organizer creates efforts to bridge borders and divides and builds more connections to the neighbourhood—the people and the resources. In about two weeks, these incredible programs will be available online under the name of Curiko to all individuals in BC, Canada, and the world.

- posAbilities enjoys excellent relationships with its funders and other stakeholders. They feel that the organization goes above and beyond to provide supports to persons served, families, and other caregivers. Because of the spectrum of services posAbilities offers, the organization is able to pivot and adapt to most of the needs of the persons served. posAbilities is considered ahead of the curve with its mindful approach to individuals and supports. The organization is lean administratively and does whatever it takes to meet an individual's needs.

- The Inclusion and Diversity committee started out with a regular format. The leaders quickly realized that they were not attracting frontline team members and self-advocates to participate on the committee. They shifted to a less formal arrangement called the Culture Club, featuring newsletters, social media, and other options for people to engage. They purchased a Canadian Centre for Diversity and Inclusion website membership that gave the group resources, articles, webinars, and visuals that facilitate the organic conversations and learning that they desired.

Opportunities for Quality Improvement

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

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. posAbilities Association of British Columbia received no recommendations from this survey. This accomplishment is achieved on approximately 3 percent of CARF surveys.

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

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

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

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centred philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

■ Collection of input from persons served, personnel, and other stakeholders
■ Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

■ Compliance with obligations
■ Response to legal action
■ Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

■ Budgets
■ Review of financial results and relevant factors
■ Fiscal policies and procedures
■ Reviews of bills for services and fee structures, if applicable
■ Review/audit of financial statements
■ Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

■ Business processes and practices.
■ Privacy and security of protected information.
■ Service delivery.
■ Performance management and improvement.
■ Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

■ Ongoing assessment of technology and data use, including input from stakeholders
■ Technology and system plan implementation and periodic review
■ Technology policies and procedures
■ Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
■ ICT instruction and training, if applicable
■ Provision of information related to ICT, if applicable
■ Maintenance of ICT equipment, if applicable
■ Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

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

The foundation for successful performance measurement and management includes:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

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

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.B. Individual-Centred Service Planning, Design, and Delivery

Description

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

The person served participates in decision making, directing, and planning that affects the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

▪ Although the organization documents when an individual is exiting services, it is encouraged to review its discharge procedures to ensure that service coordination is thoroughly documented.

2.C. Medication Monitoring and Management

Key Areas Addressed

■ Current, complete records of medications used by persons served
■ Written procedures for storage and safe handling of medications
■ Educational resources and advocacy for persons served in decision making
■ Physician review of medication use
■ Training and education for persons served regarding medications

Recommendations

There are no recommendations in this area.

2.D. Employment Services Principle Standards

Description

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

■ Identification of employment opportunities and resources in the local job market.
■ Development of viable work skills that match workforce needs within the geographic area.
■ Development of realistic employment goals.
■ Establishment of service plans to achieve employment outcomes.
■ Identification of resources and supports to achieve and maintain employment.
■ Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

■ Individualized, appropriate accommodations.
■ A flexible, interactive process that involves the person.
■ Increased independence.
■ Increased employment options.
■ Timely services and reports.
■ Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
■ Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
■ Person served maintains the job.

Key Areas Addressed

■ Goals of the persons served
■ Community resources available
■ Personnel needs of local employers
■ Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

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

Key Areas Addressed

■ Access to community resources and services
■ Enhanced quality of life
■ Community inclusion
■ Community participation

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment 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 self-direction, self-determination, and self-reliance.
■ Self-esteem.
■ Community citizenship.
■ Increased independence.
■ Meaningful activities.
■ Increased employment options.
■ Employment obtained and maintained.
■ Competitive employment.
■ Employment at or above minimum wage.
■ Economic self-sufficiency.
■ Employment with benefits.
■ Career advancement.

3.G. Community Employment Services (CES)

Description

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labour market. Persons are supported as needed through an individualized person-centred model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services (please refer to the program descriptions and applicable standards):

■ Job Development (CES:JD)
■ Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both. If any clarification is needed, please contact your CARF resource specialist. There is no charge for consultation.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

■ Persons obtain community employment.
■ Persons obtain individualized competitive employment.
■ Employment matches interests and desires of persons.
■ Wages, benefits, and hours of employment achieved as desired.
■ Average number of hours worked per week increases.
■ Average number of hours worked per week meets the desires of the person served.
■ Full-time employment with benefits.
■ Transition-age youth move directly from their educational environment into community employment.
■ Potential for upward mobility.
■ Self-sufficiency.
■ Integration.
■ Responsive services.
■ Safe working conditions.
■ Cost-effective for placement achieved.
■ Performance level achieved meets requirements of job or position.
■ Increase in skills.
■ Increase in productivity.
■ Increase in hours worked.
■ Increase in pay.
■ Employment retention.
■ Increase in natural supports from coworkers.
■ Persons served treated with respect.

- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labour market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Key Areas Addressed

- Integrated employment choice
- Integrated employment obtainment
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Community citizenship.

- Increased independence.
- Meaningful activities.
- Increased employment options.

4.E. Host Family/Shared Living Services (HF/SLS)

Description

Host family/shared living services assist a person served to find a shared living situation in which the person is a valued person in the home and has supports as desired to be a participating member of the community. An organization may call these services, which are provided under a contract or written agreement with the host family/shared living provider, a variety of names, such as host family services, shared living services or supports, alternative family living, structured family care giving, family care, or home share.

Getting the person in the right match is a critical component to successful host family/shared living services. The organization begins by exploring with the person served what constitutes quality of life for the individual and identifies applicant host family/shared living providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting a host family/shared living provider.

Safety, responsibility, and respect between or amongst all people in the home are guiding principles in these services. Persons are supported to have meaningful reciprocal relationships both within the home, where they contribute to decision making, and in the community. The host family/shared living provider helps the person served to develop natural supports and strengthen existing networks. Relationships with the family of origin or extended family are maintained as desired by the person served. The host family/shared living provider supports the emotional, physical, and personal well-being of the person.

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The host family/shared living provider encourages and supports the person served to make decisions and choices.
The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. Although the "home" is generally the host family/shared living provider's home or residence, it may also be the home of the person served.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Quality of life as identified by the person served is enhanced.
- Increased independence.
- Increased community access.
- Persons served choose whom they will live with and where.
- Participation of the persons in the community.
- Community membership.
- Support for personal relationships.
- Increased natural supports.
- Strengthened personal networks.
- Supports accommodate individual needs.
- Persons feel safe.
- Persons feel that the supports they need/want are available.
- Persons decide where they live.
- Persons feel valued.
- Persons have meaningful relationships.
- Persons develop natural supports.
- Persons participate in their community.

Key Areas Addressed

- Appropriate matches of non-family participants with homes
- Contracts that identify roles, responsibilities, needs, and monitoring
- Needed supports
- Community living services in a long-term family-based setting
- Sense of permanency

Recommendations

There are no recommendations in this area.

4.F. Respite Services (RS)

Description

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

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Services/supports are responsive to the family's needs.
- Services/supports are safe for persons.
- Services/supports accommodate medical needs.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.G. Community Integration (COI)

Description

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity centre, a day program, a clubhouse, and a drop-in centre are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in

more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

■ Leisure or recreational activities.
■ Communication activities.
■ Spiritual activities.
■ Cultural activities.
■ Pre-vocational experiences.
■ Vocational pursuits.
■ Volunteerism in the community.
■ Educational and training activities.
■ Development of living skills.
■ Health and wellness promotion.
■ Orientation, mobility, and destination training.
■ Access and utilization of public transportation.
■ Interacting with volunteers from the community in program activities.
■ Community collaborations and social connections developed by the program (partnerships with community entities such as senior centres, arts councils, etc.).

Some examples of the quality results desired by the different stakeholders of these services include:

■ Community participation.
■ Increased independence.
■ Increased interdependence.
■ Greater quality of life.
■ Skill development.
■ Slowing of decline associated with aging.
■ Volunteer placement.
■ Movement to employment.
■ Centre-based socialization activities during the day that enable persons to remain in their community residence.
■ Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed
■ Opportunities for community participation

Recommendations
There are no recommendations in this area.

4.H. Community Housing (CH)

Description
Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/supports are provided are typically owned, rented, leased, or operated directly by the organization, or may be owned, rented, or leased by a third party, such as a governmental entity. Providers exercise control over these sites in terms of having direct or indirect responsibility for the physical conditions of the facility.

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their 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 survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a community housing program.

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

Recommendations
There are no recommendations in this area.

4.I. Supported Living (SL)

Description
Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons usually living in their own homes (apartments, townhouses, or other residential settings). 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. A sample of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there,

the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

Supported living programs may be referred to as supported living services, independent living, supportive living, semi-independent living, and apartment living; and services/supports may include home health aide and personal care attendant services. Typically there would not be more than two or three persons served living in a residence, no house rules or structure would be applied to the living situation by the organization, and persons served can come and go as they please. Service planning often identifies the number of hours and types of support services provided.

The home or individual apartment of the person served, even when the organization holds the lease or rental agreement on behalf of the person served, is not included in the survey application or identified as a site on the accreditation outcome.

Some examples of the quality results desired by the different stakeholders of these services/supports include:

■ Persons served achieving choice of housing, either rent or ownership.
■ Persons served choosing whom they will live with, if anyone.
■ Minimizing individual risks.
■ Persons served have access to the benefits of community living.
■ Persons served have autonomy and independence in making life choices.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.J. Services Coordination (SC)

Description

Services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counselling and crisis intervention services, when allowed by regulatory or funding authorities.

Services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing community services coordination. Such programs are typically provided by qualified services coordinators or by case management teams.

Organizations performing services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

Some examples of the quality results desired by the different stakeholders of these services include:

■ Access to a variety of services/supports.
■ Access to choices of services.
■ Individualized services to meet needs.
■ Persons achieving goals.
■ Persons achieving independence.
■ Access to vocational training.
■ Persons achieving employment.
■ Access to career development.

Key Areas Addressed

■ Goal-oriented and systematic process of advocacy
■ Formation of linkages with community resources and services
■ Coordination of services

Recommendations

There are no recommendations in this area.

4.L. Behavioural Consultation Services (BCS)

Description

The focus of Behavioural Consultation Services is to increase the ability of persons served to express more effective and acceptable behaviours. Behavioural strategies are implemented to teach the persons served better ways to manage environmental and personal stressors so that targeted behaviours are reduced and positive behaviours are learned and maintained. Through redirection of a targeted behaviour to a more socially and culturally acceptable behaviour, persons served are able to achieve increased participation in mainstream community activities. Behavioural Consultation Services includes services to address targeted behaviours such as eating disorders, disruptive behaviours, or self-injurious behaviours in the home or community.

Key Areas Addressed

■ Competencies of personnel
■ Team meetings
■ Behavioural assessment input
■ Individualized behavioural strategies to address targeted behaviours
■ Strategies developed with key persons
■ Training supports implementation
■ Monitoring strategies

Recommendations

There are no recommendations in this area.

Consultation

▪ The LBSS program does an excellent job as consultants in sharing behavioural strategies with all parties. The program may want to consider having a more formal method of documenting trainings have occurred, who attended, and any other pertinent information.

Section 5. Specific Population Designations/Enhancements

5.A. Children and Adolescents Specific Population Designation

Description

Children and Adolescents is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

Key Areas Addressed

■ Children, adolescents, and their families are provided with options
■ Social, vocational, psychological, and physical needs are met

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

posAbilities Association of British Columbia

4664 Lougheed Highway, Suite 240
Burnaby BC V5C 5T5
CANADA

Behavioural Consultation Services
Behavioural Consultation Services (Children and Adolescents)
Host Family/Shared Living Services
Respite Services
Services Coordination
Supported Living

Aegis West Day Program

321 Sixth Street, Suite 100
New Westminster BC V3N 3L6
CANADA

Community Integration

Alternative Creations Studio

1659 Venables Street
Vancouver BC V2L 2H1
CANADA

Community Integration

Altesse

3762 Thurston Street
Burnaby BC V5H 1H7
CANADA

Community Housing
Community Integration

Broadway

4753 - 4755 Victoria Drive
Vancouver BC V5N 4P2
CANADA

Community Housing

Buckingham

7516 Imperial Street
Burnaby BC V5E 1P6
CANADA

Community Housing
Community Integration

Can-Do

1175 Kingsway Avenue
Vancouver BC V5V 3C9
CANADA

Community Integration

Catherine

809 Catherine Avenue
Coquitlam BC V3J 4L6
CANADA

Community Housing
Community Integration

Claude

4922 Claude Avenue
Burnaby BC V5E 2M2
CANADA

Community Housing
Community Integration

Columbia

319 Keary Street
New Westminster BC V3L 3L2
CANADA

Community Housing
Community Integration

Como Lake

1433 Como Lake Road
Coquitlam BC V3J 3P5
CANADA

Community Housing
Community Integration

Creekside

23480 Larch Avenue
Maple Ridge BC V4R 2S6
CANADA

Community Housing
Community Integration

East 38th

461 East 38th Street
Vancouver BC V5W 1H8
CANADA

Community Housing
Community Integration

East 61st

648 East 61st Avenue
Vancouver BC V5X 2B9
CANADA

Community Housing

Employment Services - Maple Ridge & Selkirk Centre for Community Inclusion

22334 Selkirk Avenue
Maple Ridge BC V2X 2X5
CANADA

Community Employment Services: Job Development
Community Integration

Employment Services - New Westminster

309 Sixth Street, Suite 102
New Westminster BC V3L 3A7
CANADA

Community Employment Services: Job Development

Employment Services - Vancouver

3665 Kingsway, Suite 395
Vancouver BC V6K 2A9
CANADA

Community Employment Services: Job Development

Evergreen

638 Kemsley Avenue
Coquitlam BC V3J 2Z3
CANADA

Community Housing
Community Integration

Goodlad

7912 Goodlad Street
Burnaby BC V5E 2H9
CANADA

Community Housing
Community Integration

Lakeside

3597 Gladstone
Vancouver BC V5N 4Y8
CANADA

Community Housing

Limitless/ROOTS

251 East 11th Avenue
Vancouver BC V5T 2C4
CANADA

Community Integration

Maple Ridge

12210-232A Street
Maple Ridge BC V2X 0R2
CANADA

Community Housing
Community Integration

Montgomery

227 Montgomery Street
Coquitlam BC V3K 5E7
CANADA

Community Housing
Community Integration

New Britton

7478 Britton Street
Burnaby BC V3N 3A5
CANADA

Community Housing

Norfolk

5425-5427 Norfolk Street
Burnaby BC V5G 1G3
CANADA

Community Housing

Park House

1025 East 17th Avenue
Vancouver BC V5V 1C3
CANADA

Community Housing

Randall

6610 Gilley Avenue
Burnaby BC V5H 3W9
CANADA

Community Housing

Raven

841 Levis Street
Coquitlam BC V3J 6A2
CANADA

Community Housing
Community Integration

Richmond Social Network

5711 Number Three Road, Suite 140
Richmond BC V6X 2C9
CANADA

Community Integration

Rosemont

2702 Rosemont Drive
Vancouver BC V5S 2C5
CANADA

Community Housing
Community Integration

Stage Door

3102 Main Street
Vancouver BC V5T 3G7
CANADA

Community Integration

Trillium

2749 Wyat Place
North Vancouver BC V7H 1K4
CANADA

Community Housing
Community Integration

Vista

6108 Neville Street
Burnaby BC V5J 2J6
CANADA

Community Housing
Community Integration