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 an on-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, Unit 240
Burnaby BC V5C 5T5
CANADA

Organizational Leadership

Gina Rowan, Director of Administration

Survey Date(s)

March 13, 2018–March 17, 2018

Surveyor(s)

Sylvia A. R. Tremblay, Administrative
Andrea J. Perry-McKay, Program
Jean A. Goldsberry, M.S., M.B.A., Program
Carla Alway, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

Three-Year Accreditation
March 23, 2015–March 25, 2015

Accreditation Decision

Three-Year Accreditation
Expiration: April 30, 2021

Executive Summary

This report contains the findings of CARF's on-site survey of posAbilities Association of British Columbia conducted March 13, 2018–March 17, 2018. 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 is known as a leader, and its staff members are highly committed and dedicated to providing services that help the persons served reach their highest potential. Leadership provides guidance and direction by example, and this continues to have a strong impact and is making an obvious difference in maintaining the organization's culture of transparency, inclusion, and innovation. The leadership team and the staff members are complimented and commended for the very positive efforts being made on a daily basis to provide optimal programs and services. The organization is encouraged to continue its efforts and utilize available resources to continue to address opportunities for continuous quality assurance.

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):

- Sylvia A. R. Tremblay, Administrative
- Andrea J. Perry-McKay, Program
- Jean A. Goldsberry, M.S., M.B.A., Program
- Carla Alway, 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):

- Behavioral Consultation Services
- Behavioral Consultation Services (Children and Adolescents)
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Host Family/Shared Living Services
- Respite Services
- 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 on-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' leadership, including the board of directors, is committed to providing quality services that achieve best outcomes for the persons served and working diligently and consistently to find innovative ways to continuously improve and update services.

- The staff members demonstrate a genuine commitment to the organization's mission and are commended for their positive attitudes and enthusiasm for their work.

- The organization's head office clearly demonstrates that the persons served and the staff members are valued and respected and that it actively honours its mission, vision, and values. An open-door culture is evident for everyone who enters the premises. Artwork and other displays add to the organization's attractiveness and also further demonstrate a culture of sharing and sincere appreciation for the staff members and the persons served.

- Many of the key staff members have been with posAbilities for many years. The staff members' long tenure has contributed greatly to the stability and quality of the services rendered and is another indicator of the satisfaction the staff members have regarding their work and the organization for which they work.

- Personnel from the funding source spoke very highly about posAbilities, stating that it was the go-to organization, and referred to the staff members as being available, transparent, respectful, responsible, timely, and fabulous. They added that the staff members are not afraid to step out of the box and try new things.

- posAbilities is a leader in the sector in many ways. One of the most significant is its work in the area of innovation, such as the now formal innovation partnerships with other common cause organizations in the areas of social research and design. The organization succeeded in raising a significant amount of money to build the infrastructure needed to further this cause.

- posAbilities remains very active in the sector as an agent for progress and change. Examples are the new partnership with the provincial health association regarding inclusive gardening initiatives and Kudoz, an award-winning online learning exchange for persons with cognitive disabilities and community experience hosts.

- posAbilities has successfully hosted a shared lives conference and a conference that helped develop The Meaning Project. The organization also developed a partnership with the Association of Neighbourhood Houses and is actively engaged in work about embedding arts and humanities into daily practice to provide additional opportunities for the learning, growth, and quality of life of persons served.

- Other innovative initiatives include co-hosting a summit at the Museum of Vancouver on mobilizing art for social change, continuing to support inclusive theatre performances, visual arts, and team development training in this area; a pilot called Fifth Space to introduce the tools for innovative thinking; Ask a Dude, which has now been funded and branded as Real Talk, about healthy relationships and sexuality; and collaboration in an initiative with In With Forward (IWF), from the Netherlands, called Grounded Space, about further embedding social research and development in the sector.

- posAbilities continues to develop ShareVision, a robust intranet tool for data collection, reporting, and information sharing. The organization is hoping to soon have a completely paperless system to take advantage of available alerts and improve real-time communication. The human resources section of ShareVision allows the staff members to view their own records and update their personal information. The next phase will include performance management.

- The organization has had strong employee engagement in the annual employee climate survey and has steadily reduced the number of indicators falling below 80 percent satisfaction. Each year, the organization publishes the survey results and the leadership response plan.

- posAbilities received a certificate of recognition from WorkSafeBC because its health and safety program and practices meet the highest standards, scoring 96 percent in last year's audit. Also, in the area of health and safety, posAbilities has created and launched "safety first," an occupational health and safety campaign consisting of a series of monthly challenges for each pod team to participate in. These games embed important knowledge about health and safety and utilize team challenges to develop leadership, collaboration, and communication skills.

- The organization regularly publishes a variety of inspirational stories advising stakeholders of community assets and resources and updates on sector news. The organization produces weekly blog stories, weekly e-news summaries, quarterly external newsletters, and a bi-monthly employee newsletter. In addition,

posAbilities supports all campaigns for program profiling; recruitment; health and safety and wellness; and an updated intranet, websites, and social media channels. The organization also coordinates family resources and hosts meetings and workshops on a variety of topics related to personal and financial security.

- posAbilities is commended for the innovative way it shares information with the community. This includes translating the highlights of the strategic plan into a video, creating a visual strategic plan with drawings to represent the main points that is displayed as a large poster in its office, as well as smaller laminated sheets and access areas on ShareVision.

- posAbilities is commended for the strength of its relationships with various entities in the community and its focus on innovation to address widespread concerns or gaps in the field. It has forged unique collaborations within the community, increased the resources available to families, and helped to improve the quality of services through sharing of resources. posAbilities' academic relationships have allowed it to shape curriculum; recruit highly qualified and diverse staff members with its practicum program, which is increasing from 70 to 80 students; and consider collaborative research projects. Its Laurel Behaviour Support Services (LBSS) department has developed a catalogue of interactive training modules on topics such as person-centred planning, positive behaviour support, ethics, and autism, and has been willing to customize these workshops for organizations, schools, and specific audiences to improve the capacity of these entities to support persons served with behavioural needs. The organization's partnerships with other service providers have allowed it to address the issue of education on sexuality for persons served. The organization also conducted Triple P training that has helped to educate and improve the ability of parents to support their children's behavioural needs. LBSS's enthusiasm and commitment to improving the quality of life of persons served have strengthened its reputation in the community.

- posAbilities is commended for its commitment to maintaining open communication and transparency. The staff members and the family members express that they feel supported, state that they can reach out to leadership if any issues arise, and express that they will have their concern or issue addressed quickly. Staff members state that the organization is proactive in addressing expressed concerns, that it is engaged in development of the strategic planning objectives, and that they feel connected to its mission and values. Staff members consistently express gratitude for the manner in which they are able to seek the knowledge of others and feel comfortable communicating with all levels of the organization.

- posAbilities is committed to using service delivery models and the latest technological resources based on internationally accepted best practices in the field. The trainings draw not only on Canadian resources but also on best practices. This is further evidenced in how the organization actively seeks out and incorporates current research and evidence-based practices into its regular team meetings; how it curated information on best practices in multiple areas on ShareVision; its use of the evidence-based social skills curriculum for teens and young adults; and its use of programs like Autism Curriculum Encyclopedia (ACE®), which provides templates that are efficient and effective by providing early intensive behavioural intervention (EIBI) plans.

- posAbilities is commended for aligning its values with its work practices. Its Not Myself Today initiative to promote and protect the staff members' mental health has created a culture of openness and support around staff members expressing their own mental health concerns and has elements, such as Pass Around Some Positivity cards and posters, that encourage connecting and sharing compliments among the staff members. This culture of support is evidenced by comments from staff members, providers, and family members, who note that respect between all levels of leadership and the staff members flows both ways.

- posAbilities and LBSS have a family-like environment, with staff members who are enthusiastic, experienced, knowledgeable, and innovative in supporting the persons served. Consultants express that they feel supported and trusted and that they have the opportunity to grow and develop. Leadership and staff members are also commended for creating a supportive, caring, and open environment among staff members that encourages growth and builds upon the staff members' individual strengths to create innovative initiatives. Ideas and personal strengths appear to be fostered, and leadership appears truly invested in the staff members' well-being and growth. Staff members are given the opportunity to teach others, pursue interests, or identify gaps in programming and forge new partnerships. Not only are the staff members provided with funds and paid time to

seek educational opportunities that fill in individual gaps in knowledge or professional interests, but, through the new wellness initiative iGrow, staff members are given funds and encouraged to pursue personal development.

- The organization provides persons served with a variety of opportunities to give back to their communities. Persons served are proud of this work and look forward to it. Each community integration service has done a fantastic job of listening to each person served and designing opportunities around his/her strengths and talents and embracing true person-centred thinking.

- The staff members are spirited, motivated, and person centred; embrace the teamwork process; have developed a good communication network; are open to innovation; are willing to try new methods to enhance services; are tremendous advocates for the persons served; display enthusiasm; and are committed in their efforts to impact mission-driven services in the community.

- posAbilities is commended for taking advantage of neighbourhood grant opportunities to enhance innovation and community inclusion.

- The organization's hallmark is innovation. posAbilities has created a culture, along with a safe environment for all stakeholders, to think differently. The organization goes above and beyond the typical philosophy of person-centredness and lives and breathes innovation and inclusion.

- The employment program has developed a relationship with Toastmasters to encourage persons served to have experience and to feel more comfortable speaking to others, both individually and in groups. Persons served take part in meetings and gain valuable skills in public speaking. The Tuesday Triple provides persons served with an interactive job club, social supper hour, and Toastmasters. These bi-weekly evenings provide four hours of training, support, and socialization to persons served.

- Job matches in the employment program are specifically tailored to the abilities and interests of persons served. Widely varying jobs are developed, such as work in coffee shops, being a specifically trained mascot for public venues, assisting in a high-end hair salon, working in the trades, maintaining computer systems, and many others.

- The homes of persons served are well maintained, inviting, and comfortable. In recent years, the organization has supported a number of planned moves to enable persons served with similar support needs and interests to live together. This has enabled persons served to receive better supports or live in a home more supportive of their specific needs.

- The organization has embraced Mental Health First Aid training to provide support to persons served and the staff members. Many staff members have been trained and certified, which has enabled them to better support persons served who may be experiencing mental health issues or crises. It has also enabled staff members to support one another and identify when someone might need additional assistance to endure a life crisis.

- Two staff members have been specifically trained in dementia and Alzheimer's. These staff members have trained many others and are identified as support persons to other agencies dealing with these issues.

- Significant attention is paid to making good matches so shared living services are individualized and persons served have providers who clearly care about them and treat them as part of the family. Persons served are involved with the daily life and fabric of the family, including meal preparation, completing household chores, and participating in community activities. In addition, the persons served frequently go to events and on vacation with their providers, which helps to ensure a high quality of life.

- posAbilities works to provide supportive services to persons served who may be at high risk due to lifestyle choices. Individual safety plans are flexible and agreed upon with the person served, provider, the organization, and the funder to give the person served the most freedom yet provide a reasonable safety net.

posAbilities Association of British Columbia also demonstrated exemplary conformance to the standards as set forth below. Recognition of exemplary conformance indicates a practice that produces outstanding business or clinical results and/or is innovative or creative and beneficial to be shared with the field.

- posAbilities, along with its peer organizations (Kinsight and Burnaby Association for Community Inclusion), has invested considerable resources into social research and development. Beyond the expectations to improve and perform best practices, it is invested in developing next practices—practices for the next generation of services. This has not been a light or perfunctory activity; for several years, it has been using the rigours of ethnography, design thinking, and the social sciences to develop new categories of services (e.g., "platforms" that promote personal development, catalyze informal capacities, and bridge people to community). Through Fifth Space and Grounded Space (**https://inwithforward.com/2017/05/18181**), one of the first social research and design studios in Canada that it helped to co-found, it has been investing in ways to bring social research and design competencies in house so that its employees are able to develop new interactions in their everyday work. These efforts have garnered it international attention and awards and demonstrate an extraordinary vision and commitment. One example of a learning platform that has been developed is Real Talk (**http://real-talk.org/about/**). Real Talk is a sexual health initiative for people living with cognitive disabilities, their supporters, caregivers, and staff. Real Talk focuses on three main areas: affirming one's sexuality as real and valid, creating an open dialogue about sexuality and sex, and celebrating the sexuality of adults living with cognitive disabilities as a natural and healthy part of everyday life. Another learning platform that has been developed is Kudoz, (an experiential learning platform), that bridges people with intellectual disabilities to people in the community who are willing to share what they love to do with them. This is noteworthy for several reasons. For instance, it recognizes that a poverty of experiences restricts the possibility of a self to grow, discover inspiration and motivation, and find fulfillment. Without an array of experiences, person-centred planning can actually become a restrictive tool, as people can only ask for the things to which they have been exposed. In addition, it is a new way of volunteering in which community members are not asked to fit into a particular volunteer role/structure within an organization but to share their enthusiasms and interests at a time and place that are suitable for them. Kudoz has adopted a theory of change based in the social sciences literature that identifies and focuses on the factors that will lead to outcomes such as meaningful employment, mental well-being, reduced stigma, etc. It has a robust evaluation framework that goes beyond anything that typically exists in programs and services, and the team is continuously iterating on the service. It has won two Vancouver User Experience Awards and was shortlisted for an international design award with Service Design Network. At present, it is in the midst of exploring provincial, national, and international scaling opportunities.
(1.A.3.b.)

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

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

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

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

■ 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.

1.E. Legal Requirements

Description

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

Key Areas Addressed

■ Compliance with all legal/regulatory requirements

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

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

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

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

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

■ Inspections
■ Emergency procedures
■ Access to emergency first aid
■ Competency of personnel in safety procedures
■ Reporting/reviewing critical incidents
■ Infection control

Recommendations

There are no recommendations in this area.

1.I. Human Resources

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

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

Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, 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

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

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

- Written accessibility plan(s)
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

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

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

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-centered 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.

Consultation

- Although posAbilities is doing an impressive job with diverse staff members and utilizing staff members with secondary language capabilities to translate information in one-on-one conversations, it is suggested that it continue to pursue efforts to translate its program, rights, and complaint resolution process and other information into other languages to ensure that segments of the population that do not speak English as their primary language have that information available and understandable to them at all times.

2.B. Individual-Centered 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 his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

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.

2.C. Medication Monitoring and Management

Key Areas Addressed

- Current, complete records of medication 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.

Consultation

- It is suggested that medication bins for persons served be labelled with a photo in addition to the name of the person served. This could be one more safeguard to help to reduce medication errors.

- It is suggested that posAbilities create a transportation of medication form that secures signatures of the people responsible in the transportation, delivery, and acceptance of medications between support services.

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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
■ Personnel needs of local employers
■ Community resources available
■ 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-centered 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

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 labor market. Persons are supported as needed through an individualized person-centered 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 labor 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.

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in non-work environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

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-centered 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 he/she 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 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 him/her and identifies applicant providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting his or her 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 the community. The service 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 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 provider encourages and supports the person served to make his or her own 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. In this program description and these standards, provider refers to the individual(s) supporting the person served. Although the "home" is generally the 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 center, a day program, a clubhouse, and a drop-in center 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 centers, arts councils, etc.).

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 neighborhoods 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
■ 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.

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 sampling 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
■ In-home safety needs
■ Support personnel available based on needs

- Supports available based on needs and desires
- Living as desired in the community
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

4.L. Behavioral Consultation Services (BCS)

Description

The focus of the service is to increase the person's ability to express more effective and acceptable behaviors. Behavioral strategies are identified and used to teach the person better ways to deal with the environment and personal stressors to ensure that targeted behaviors are discouraged and positive behaviors are learned and maintained. Through redirection of a targeted behavior to a more socially and culturally acceptable behavior, persons are able to achieve increased participation in mainstream community activities. This includes services to persons to address targeted behaviors in the home or community, such as eating disorders, disruptive behaviors, or self-injurious behaviors.

Key Areas Addressed

- Skill/knowledge of personnel
- Team meetings
- Behavioral assessment input
- Individualized behavioral strategies to replace
- Strategies developed with key persons
- Training supports implementation
- Monitoring strategies

Recommendations

There are no recommendations in this area.

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.

carf CANADA

Program(s)/Service(s) by Location

posAbilities Association of British Columbia

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

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

16th Avenue

5425 Norfolk Street
Burnaby BC V5G 1G3
CANADA

Community Housing

Aegis West Day Program

101-321 Sixth Street
New Westminster BC V3N 3L6
CANADA

Community Integration

Alternatives Creation 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

Clarkview

6644 Charles Street
Burnaby BC V5B 2H1
CANADA

Community Housing

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

102-309 Sixth Street
New Westminster BC V3L 3A7
CANADA

Community Employment Services: Job Development

Employment Services - Vancouver

3680 East Hastings Street, #307
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

Laurel Behaviour Support Services/Supported Living Network

4664 Lougheed Highway, Unit 101
Burnaby BC V5C 5T5
CANADA

Administrative Location Only

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 and 5427 Norfolk Street
Burnaby BC V5G 1G3
CANADA

Community Housing

Oxford

1948 Westminster Avenue
Port Coquitlam BC V3Y 2H2
CANADA

Community Housing
Community Integration

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

140 - 5711 Number Three Road
Richmond BC V6X 2C9
CANADA

Community Integration

ROOTS

251 East 11th Avenue
Vancouver BC V5T 2C4
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

Vista

6108 Neville Street
Burnaby BC V5J 2J6
CANADA

Community Housing
Community Integration