



# CARF Accreditation Report for Pathways to Independence Three-Year Accreditation



**CARF Canada**  
501-10154 104 Street NW  
Edmonton, AB T5J 1A7, Canada

A member of the CARF International group of  
companies

**CARF International Headquarters**  
6951 E. Southpoint Road  
Tucson, AZ 85756-9407, USA

[www.carf.org](http://www.carf.org)

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## 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](http://www.carf.org/contact-us).

## **Organization**

Pathways to Independence  
289 Pinnacle Street  
Belleville ON K8N 3B3  
CANADA

## **Organizational Leadership**

Lorrie Heffernan, Chief Executive Director

## **Survey Date(s)**

November 5, 2018–November 7, 2018

## **Surveyor(s)**

John R. Cocciolone, Administrative  
Staci L. Nevels, Program  
Liz Kellough, Program  
Ken Weber, CRC, Program

## **Program(s)/Service(s) Surveyed**

Community Housing  
Community Integration  
Host Family/Shared Living Services  
Respite Services  
Supported Living  
*Governance Standards Applied*

## **Previous Survey**

Three-Year Accreditation  
December 16, 2015–December 18, 2015

## **Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: December 31, 2021**

# Executive Summary

This report contains the findings of CARF's on-site survey of Pathways to Independence conducted November 5, 2018–November 7, 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, Pathways to Independence demonstrated substantial conformance to the standards. Pathways to Independence is a high-quality provider of services for the individuals served. The organization enjoys a high degree of satisfaction by the individuals served, funders, staff members, and other stakeholders. The staff members genuinely care about the individuals served and excel in working with them within a carefully constructed plan of service based on the needs and wants of the individuals served. Although there are areas noted for improvement, Pathways to Independence appears to have the resources and willingness to address the recommendations. It is evidently clear that the individuals served benefit from the programs and services that are provided by the organization. Pathways to Independence is urged to address the recommendations in this report in a timely manner and encouraged to continue implementing CARF standards as a means of ensuring that continuous quality improvement continues to occur.

Pathways to Independence appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Pathways to Independence is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

**Pathways to Independence 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 Pathways to Independence was conducted by the following CARF surveyor(s):

- John R. Cocciolone, Administrative
- Staci L. Nevels, Program
- Liz Kellough, Program
- Ken Weber, CRC, 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 Pathways to Independence 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):

- Community Housing
- Community Integration
- Host Family/Shared Living Services
- Respite Services
- Supported Living
- *Governance Standards Applied*

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 Pathways to Independence demonstrated the following strengths:

- Pathways to Independence has a model succession plan for the CEO and key staff members that is being upgraded on a regular basis. The plan is comprehensive, complete, and very introspective in identifying key skills that the organization may need going forward after leadership turnover.
- The organization has embraced CARF standards and demonstrated a true commitment to continuous quality improvement and best practices as espoused by CARF.

- Pathways to Independence has a comprehensive and complete training program for new and existing staff members. The organization pays very close attention to the skills and personal achievements of its staff members, volunteers, and contractors.
- The headquarters is bright, clean, and inviting to visitors and presents a very favorable image to people who visit. The staff members are pleasant and welcoming to everyone.
- Pathways to Independence has a core cadre of dedicated staff members who are not only well trained and enthusiastic about their work, but also are constantly seeking to learn how to provide the best quality care for the individuals served.
- Family members, guardians, and other stakeholders are extremely positive about the services provided by Pathways to Independence. There were many comments about the organization's stability and responsiveness of the leaders and staff members at all levels.
- The organization's main funding entity expresses very high satisfaction levels and stated that Pathways to Independence is the provider of choice and one of the best providers in the territory. She had no suggestions for improvement and stated that she would gladly refer more persons to Pathways to Independence if funding were made available.
- The annual report and summary reports are very well done and professional in appearance. The information is complete, is easy to understand, and represents the organization very well. A periodic newsletter is also produced that shares survey results and timely updates about the organization and its programs in a quick, professionally produced product.
- The staff members are committed to providing services for the individuals served and their families. In addition, the staff members display genuine dedication and go above and beyond supporting the individuals served and their families.
- The organization is recognized for its ability to serve individuals with complex support needs effectively by focusing on creating good matches between the individuals served and staff members.
- The organization is complimented for maintaining dedicated and knowledgeable staff members who are person centred and place significant emphasis on quality of services and supports.
- The individuals served live in homes that are located in rural and suburban communities. The homes are well maintained, and the modern interior reflects a family-like environment. The individuals served are able to decorate their personal space based on their interests and preferences.
- Management and staff members are very dedicated to providing the least restrictive living environment for individuals served. There is a continuum of efforts with teams to work with the individuals served by helping them reach the next level.
- The record and information management system stores, secures, tracks, and retrieves the records of individuals served. The data provide accurate, up-to-date, and complete records regarding the individuals' healthcare, expected outcomes, and program transitions.
- It is evident that Pathways to Independence nurtures a strong learning culture among staff members throughout the organization who appear highly engaged in seeking ideas and guidance not only from one another but also through reflection on their work with each individual served. The staff members make a point of using impromptu connections with fellow staff members and leadership as well as formal meeting times to brainstorm ideas, share resources, and support one another in doing the best for each individual served.

- The family home program has built a solid infrastructure of support for family home providers and for the individuals served. Monthly monitoring visits allow the community outreach planners an opportunity to check in with providers and the individuals served regularly and to build strong relationships with them that ensure that all parties feel supported. Providers express appreciation for the role Pathways to Independence plays in the placements, helping them to access services and supports, working through any issues or concerns, and being there for them in times of need. Additionally, this program offers an annual family appreciation dinner and a highly informative and friendly newsletter to keep providers and individuals served informed about program updates.
- Supported independent living case managers and direct support staff members express enthusiasm for their work and the opportunities they have to get to know and support the individuals' unique needs so they can find and maintain suitable housing to enjoy their chosen lifestyles. Individuals served and families are highly appreciative of the flexibility, caring, and creativity of the staff members who they know they can count on to help them be successful at living independently.
- Pathways to Independence makes a point of engaging and working with community partners and the support network in place for each individual served. This practice is particularly noticeable within the services for individuals served living with a dual diagnosis where it has had considerable success bringing teams together that might otherwise not have been engaged and/or working at cross purposes with one another. The subsequent results have helped to stabilize and substantially improve the quality of life for these individuals served.
- It is clear from interactions with the individuals served that they feel comfortable advocating their needs and making sure that services work for them. The sense of camaraderie witnessed among individuals served and the staff members suggests strong working relationships. Individuals served say they feel safe, trust the staff members, and know they can count on them.
- Family members readily provide high praise for the support their loved ones receive from the programs they access. The family members also noted numerous examples of the ways in which staff members have gone above and beyond to provide quality care not only to the individual served but the family as well. As one family member reports, "The changes we witnessed in my sister's demeanour, her confidence, and her sense of hopefulness were astounding to all of us, and we only wish we had found these services sooner for her so she could have enjoyed this quality of life all along."
- Pathways to Independence has a strong partnership with Ottawa hospital's brain injury rehabilitation program. This cooperation and coordination results in an enhanced continuum of services for individuals with acquired brain injury in the community. This results in better quality of life for the individuals served by both organizations. Pathways to Independence has a strong working relationship with the Royal Ottawa Hospital to enhance services for individuals with dual diagnoses in the Ottawa region as well.
- Pathways to Independence is a key partner in expanding services to individuals served through cooperation with other brain injury service providers in and around Ottawa as well as working closely with an acquired brain injury family group in the Renfrew area to expand housing and services.
- Through the organization's many partnerships and cooperative relationships, Pathways to Independence is truly dedicated to its guiding principle of "achieving more together."

## 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. All recommendations must be addressed in a QIP submitted to CARF.

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.B. Governance (Optional)**

#### **Description**

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through

defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

### **Key Areas Addressed**

- Ethical, active, and accountable governance
- Board selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

### **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
- 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
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

### 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

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

### Recommendations

#### 1.H.4.b.(9)

Personnel should receive documented competency-based training related to workplace violence.

### Consultation

- It is suggested that Pathways to Independence explore having a law enforcement agency come to the organization to brief the leadership team and trainers on the proper procedures for responding to workplace violence scenarios and assist it with developing a threat assessment to identify potential vulnerabilities in the facilities and/or environment.
- Although the organization has good policies and procedures explaining how to handle a phone-in bomb threat, it is suggested that a bomb threat checklist be placed at each phone to help the person answering the phone understand what to do in the case of a bomb threat.

## 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 background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

### 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

- Technology and system plan implementation and periodic review
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, 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

#### 1.K.3.a.(4)

It is recommended that the organization implement a policy and written procedure by which the individuals served may formally complain to it that specifies levels of review, including the availability of external review.

### Consultation

- Although Pathways to Independence has rights posters displayed in all of its sites and has a practice of reviewing rights as part of quality services plan reviews, it is suggested that the organization consider some different accessible formats for displaying rights that may invite discussion and a clearer understanding about how individuals served might exercise these rights within their services and in their community. Some examples might include having individuals served develop their own posters collectively or individually, having rights cards or pebbles that can be used to prompt discussions, or choosing a rights theme each month.
- It is suggested that a phone number, or extension, be assigned to accept complaints or rights violations if someone wants to make an anonymous report. The number could be posted throughout the facility, home, or wherever individuals are served.

## 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.

### Consultation

- Although the organization has an accessible main service area at its Ottawa site, many of the staff members' offices are located on the second floor of the building, which has no elevator access. It is strongly suggested that Pathways to Independence actualize the item in its strategic plan regarding a relocation of this office to a fully accessible building.

## 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

- Data collection
- Establishment and measurement of 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

- Analysis of performance indicators in relation to performance targets
- Use of performance analysis for quality improvement and organizational decision making
- 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.

### Consultation

- Pathways to Independence demonstrates a strong commitment to and has had considerable success supporting individuals with complex needs to enjoy secure, stable, and enriched lives. To support this great work, the organization is encouraged to explore the gentle teaching approach developed by John McGee. The four pillars of gentle teaching seem particularly aligned with this organization's philosophical approach and may be a great resource for training staff members.
- The organization has recently transitioned to a new case management system that is streamlining staff members' documentation practices and access to up-to-date information about the individuals across programs. As the organization continues to develop this system, it is suggested that an emphasis be placed on transitioning forms currently completed in a narrative format such as case notes and/or uploaded paper files. Converting these to a database or XML format could ensure that information is consistently entered, easily searched, and efficiently compiled to better understand the impact of services across individuals served, programs, and the organization.

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

### **Recommendations**

#### **2.B.10.a.**

#### **2.B.10.b.**

#### **2.B.10.c.**

An exit summary report should be prepared on a timely basis for each individual served who leaves the organization's services. The report should summarize results of services received.

### **Consultation**

- Prior to the planning of services, the organization gathers information from the individual served about his or her desired outcomes and how the services will be delivered to help him or her achieve his or her goals. It is suggested that the organization continue perfecting how goals, typically long-term aims, and objectives that are measurable and typically accomplished in the short-term, are written. Clear action steps, the strategies used, may also help refine the methods and techniques used to achieve the objectives.

## **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.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 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 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.

## **Consultation**

- It is suggested that the family home program consider developing a simple tracking system to record the training community outreach planners provide or make available to family home providers both initially and as the needs of individuals served placed with each family change. This record could then be reviewed during monthly or annual home monitoring visits to cross-reference competency in each training area and to help identify any need for further training if any concerns are noted. Additional training provided could then be added to this record so there is an easy way to reference all training each provider has received.

## **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.).

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Day programs offered through Pathways to Independence facilitate many opportunities for the individuals served to enjoy fitness, volunteer, and recreational activities in community settings. To help further the organization's mission and vision, staff members are encouraged to explore a strategic approach to linking each individual served with activities that match his or her specific hobbies and interests so that natural friendships with community members sharing similar interests are more likely to develop. Tools such as the presence to contribution continuum (Helen Sanderson Associates, 2011) may be helpful in guiding this approach.

## **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.

### **Consultation**

- Supported independent living program staff members are encouraged to explore RentSmart Certificate training offered through RentSmart Ontario as a possible option for helping individuals served to enjoy successful tenancies. There is an option to train as a trainer so that Pathways to Independence could offer this certificate program in house as part of its array of supports to help individuals served secure and maintain tenancies.
- Although supported independent living case managers and direct support staff members take care to help each individual served to identify and plan for his or her in-home safety needs, the organization is encouraged to make a consistent practice of helping each individual served plan for and walk through the steps he or she might take in an emergency. As well as practicing drills, this might include helping individuals served identify who they might turn to in their immediate community such as a neighbour or on-site building manager in an emergency and including a grab-and-go bag in case they need to evacuate.

# Program(s)/Service(s) by Location

## **Pathways to Independence**

289 Pinnacle Street  
Belleville ON K8N 3B3  
CANADA

Community Integration  
Host Family/Shared Living Services  
Respite Services  
Supported Living  
*Governance Standards Applied*

## **Bachman Terrace**

15 Bachman Terrace  
Ottawa ON K2A 3V6  
CANADA

Community Housing

## **Bethesda**

738 Bethesda Road  
Picton ON K0K 2T0  
CANADA

Community Housing

## **Bridge Street**

98 Bridge Street West  
Belleville ON K8P 1J6  
CANADA

Community Housing

## **Burnham**

179 Burnham Street  
Belleville ON K8N 3S1  
CANADA

Community Housing

## **Cannifton Road**

122 Cannifton Road North  
Belleville ON K0K 1K0  
CANADA

Community Housing

**Charles Street**

247 Charles Street  
Belleville ON K8N 3M6  
CANADA

Community Housing

**Chatham Street**

80 Chatham Street  
Belleville ON K8N 3M6  
CANADA

Community Housing

**Clothier Street**

2426 Clothier Street , County Road 18  
Kemptville ON K0G 1J0  
CANADA

Community Housing

**Cloverleaf**

33 Cloverleaf Drive  
Belleville ON K8N 4Z5  
CANADA

Community Housing

**Club ABI - Renfrew**

185 Raglan Street South  
Renfrew ON K7V 1R2  
CANADA

Community Integration

**College Street**

198 College Street  
Belleville ON K8N 2V7  
CANADA

Community Housing

**Crofton**

2856 Highway 62 South  
Bloomfield ON K0K 1G0  
CANADA

Community Housing

**Emily Street**

34 Emily Street  
Belleville ON K8N 2P8  
CANADA

Community Housing

**Finlay House**

310 Bridge Street West  
Napanea ON K7R 0A4  
CANADA

Community Housing

**Frankford**

2550 Frankford Road  
Frankford ON K0K 2C0  
CANADA

Community Housing

**Fry**

1232 Fry Road , Rural Route 8  
Picton ON K0K 2T0  
CANADA

Community Housing

**Gilbert Street**

94 Gilbert Street  
Belleville ON K8P 3H2  
CANADA

Community Housing

**Haig Road**

275 Haig Road  
Belleville ON K8N 4P9  
CANADA

Community Housing

**Lake Street**

250 Lake Street  
Picton ON K0K 2T0  
CANADA

Community Housing

**Lesley Drive**

31 Lesley Drive  
Belleville ON K8N 4G2  
CANADA

Community Housing

**Mark Crescent**

9 Mark Crescent  
Trenton ON K8V 6M4  
CANADA

Community Housing

**Mitchell Road**

661 Mitchell Side Road  
Belleville ON K8N 4Z6  
CANADA

Community Housing

**Moira Street**

155 Moira Street  
Belleville ON K8P 1T2  
CANADA

Community Housing

**Napanee ABI Home**

416 Dundas Street West  
Napanee ON K7R 2B7  
CANADA

Community Housing

**Picton Community Connections**

141 Main Street  
Picton ON K0K 2T0  
CANADA

Community Integration

**Quinte West Club ABI**

31 Quinte Street  
Trenton ON K8V 3P4  
CANADA

Community Integration

**West Street**

169 West Street  
Napanee ON K7R 2P6  
CANADA

Community Housing

**Whites Road**

342 Whites Road  
Trenton ON K8V 5P8  
CANADA

Community Housing

**William Street**

248 William Street  
Belleville ON K8N 3K3  
CANADA

Supported Living

**Woodroffe Centre**

356D Woodroffe Avenue, Suite 202  
Ottawa ON K2A 3V6  
CANADA

Community Integration