

CARF Accreditation Report for Pathways to Independence Three-Year Accreditation



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

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

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

Organization

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

Organizational Leadership

Alex Merritt, Manager, QA/RM & Accreditation
Christie Swann, Chief Operating Officer
Darlene McKenny, CEO

Survey Number

188267

Survey Date(s)

February 26, 2025–February 28, 2025

Surveyor(s)

Camille Lagueux, Administrative
Kara Kimes, Program
Wendy M. Goyer, Program
James (Jamie) Murphy, MA, Program
Jaime L. Cureton, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

November 17, 2021–November 19, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: December 31, 2027

Executive Summary

This report contains the findings of CARF's site survey of Pathways to Independence conducted February 26, 2025–February 28, 2025. 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. For 35 years, Pathways to Independence has provided valued services to adults with developmental disabilities and to individuals with acquired brain injuries (ABI). Personnel at all levels of the organization are professional, knowledgeable, and dedicated to delivering quality, person-centred services. Funders, referral sources, and other community partners were highly complimentary of the community-based services provided by Pathways. Supported individuals, their families, and caregivers clearly benefit from the services they receive from the organization. Opportunities for improvement are primarily found in administrative areas and are noted in risk management, health and safety, workforce development and management, rights of persons served, performance measurement and management, and performance improvement. In the program area, opportunities for improvement are found in individual-centred service planning, design and delivery and in community housing. The organization's leadership was receptive to the feedback and consultation provided and appears eager to address the areas for improvement.

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):

- Camille Lagueux, Administrative
- Kara Kimes, Program
- Wendy M. Goyer, Program
- James (Jamie) Murphy, MA, Program
- Jaime L. Cureton, 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 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 is a community-based organization with offices in Belleville and Ottawa, Ontario. The organization serves supported individuals with developmental disabilities and ABI. In addition to Belleville and Ottawa, Pathways provides services in several smaller communities, including Trenton, Picton, Renfrew, Napanee, Frankford, Kemptville, and Bloomfield. Regardless of where services are located, it is apparent that personnel at all levels of the organization are committed to the vision that "all people enjoy a high quality of life as an accepted member of their chosen community," and that they are passionate about their work.

- The organization has served supported individuals for over 30 years who have transitioned from an institution. Many had no immediate family. Supported individuals and staff members are often the sole supports they have known throughout much of their lives. As supported individuals age, the organization anticipates their changing needs and makes environmental modifications to ensure that their homes remain comfortable and safe. Three longtime residents, who were without family and have been friends throughout their time with the organization, will share a burial plot upon their passing. This is one of the many ways Pathways considers the unique needs of the individuals it supports.
- Pathways has an excellent reputation in the communities it serves. This is reflected in the many tributes paid to the organization by funding and referral sources, including descriptions of it as a trusted partner. It is described as an organization that is easy to work with, extremely collaborative, and, most importantly, supportive of individuals considered challenging to serve. It is also recognized for facilitating positive outcomes for supported individuals.
- The strong leadership of Pathways embraces the organization's mission, vision, and values. Most leadership members have been with the organization for many years and, prior to that, worked in several operational areas. Newer team members bring creativity and fresh ideas. Currently, extenuating circumstances have led to a temporary change in several senior leadership positions. It appears that these transitions have been smooth, and the organization continues to be a leader in providing services across a diverse range of Ontario communities.
- With the support of a competent board, the acting CEO provides leadership, direction, and structure to Pathways. It is apparent that board members are committed to the organization's mission and values, and that they bring skills and experience to their positions in the areas of health services, banking, technology, teaching, and law enforcement. A comprehensive board policy and procedures manual clearly delineates and distinguishes the governance role of the board from Pathways' day-to-day operations.
- The organization's main location in Belleville is a well-maintained facility that provides a safe and healthy environment for both personnel and supported individuals. Accessibility issues have been addressed to ensure easy access for all persons, including the installation of an elevator on the second floor and wheelchair-accessible buttons for doors. Striking and attractive artwork created by supported individuals is displayed throughout the facility, serving as a tangible way of honouring the artists.
- Pathways is commended for its concerted efforts to ensure the well-being of its personnel and recognize that the work they are doing is challenging. In addition to providing access to an Employee Assistance Program, a wellness and mental health initiative is available to all personnel, including podcasts, fitness memberships at a reduced cost, mental health services information, and videos that include quick five-minute workouts or relaxation videos.
- Pathways has developed many community connections through its programs. Supported individuals participate in craft classes, swimming, bowling, pottery lessons, cracked glass classes, basketball, ice skating, skiing, and many other activities. The organization brings in local guest speakers, such as police officers, mental health workers, paramedics, and the city chair of accessibility, to provide training and information to supported individuals. One of its recreational program facilitators organized a band of supported individuals who played in the annual festival to great acclaim, and the organization has already started planning its music for the next festival.
- Leadership has worked diligently to develop a direct line of communication with the programs of Pathways in the Ottawa area. Staff members commented that they feel supported and are able to do their jobs effectively due to the guidance they receive. They repeatedly listed communication practices within the organization as a strength.
- Pathways' attractive and informative website is designed to help those interested in the organization and its services gain an overall understanding of its work. In addition to detailed program information, organizational history, and board member profiles, the website includes comprehensive annual reports, strategic planning information, and resources.

- Employees spoke with pride about working at the organization and shared that they truly believe in its mission and values. This was demonstrated in their interactions with supported individuals during the survey team's visits to homes and the main office/services location. Employees commented that they remain at the organization because of the amazing supported individuals and the fantastic teams with which they work. One employee shared that it is her destiny to work at Pathways and that she will remain there until she retires.
- Program staff are creative and seek ways to empower supported individuals. Their ability to think creatively and focus on areas of growth or importance to supported individuals was evident. One program emphasized employment for a couple of supported individuals and successfully helped them secure jobs they enjoy. These supported individuals are also actively participating in their local community.
- Relationships among employees appear to be built on trust and a shared goal of providing the best experience possible for supported individuals. Employees are knowledgeable about the preferences of supported individuals, their social histories, medical backgrounds, and personal goals. Management promotes decision making by frontline staff based on their expertise and encourages critical thinking. Supported individuals appeared to be at ease with employees. They joked, told stories about their history with the organization, shared vacation photos, and spoke with the survey team about the annual Christmas party. Many staff members have worked for the organization for four or more years. One employee with 40 years of service returned to work on a part-time basis. Family members indicated high satisfaction with the employees and the services provided by Pathways. Conversations with employees from frontline personnel to IT personnel to leadership reflected a clear understanding that all their work is connected and that their shared goal is to provide the best life experience possible for supported individuals.
- The homes operated by Pathways are spacious and take into account the residential preferences of supported individuals. The locations in Bethesda, Fry, Lake, and Crofton offer a variety of living arrangements, including group living, one-room flats, and additional living and recreational areas. Rooms are personalized with décor and include photos of the supported individuals, their families, and friends from vacations and other special events. The Fry location also has a pool that supported individuals enjoy during the summer. Supported individuals indicated that they participate in a wide range of activities, including skiing, bowling, bingo, music, and vacationing. A supported individual at Lake House expressed his desire to vote in the day's election, and staff members stated that they would take him with them, while another staff member brought him his voting information. Another supported individual played and sang songs on his ukulele for the survey team. Other supported individuals played a lively game of bingo with prizes, and a card game involving employees and supported individuals took place.
- Pathways has created healthy competitions with supported individuals, including an annual baseball challenge and basketball tournament. Supported individuals currently hold bragging rights for winning each challenge presented by staff members. The organization's homes also participate in annual gardening and pumpkin carving contests.
- Club ABI locations in Greater Ottawa are inviting and warm. Supported individuals described the multiple opportunities they have to be active in the community, their participation in local events, opportunities to volunteer, and the connections they have built with one another. In Renfrew, several supported individuals who started their own band after learning how to play instruments from a local musician entertain people in other facilities within the local community.
- The supported homes of Pathways provide individualized supports by utilizing input from supported individuals and their families to ensure that their needs are met. Supported individuals consider the program their home and are able to decorate and personalize their rooms. Staff members address situations using a calm, person-centred approach, which is appreciated by supported individuals.

- The supported living services provided at the Pathways' North Park location are wonderful. The location, which was designed and built for semi-independent living, features six individual suites. Each suite provides a comfortable, accessible, and safe home for one or two supported individuals. The location also has a shared outdoor living space that is the hub of activity on sunny summer days. Within each suite, supported individuals have created the home of their dreams, each reflecting their individuality, interests, and hopes for their future. The gentlemen who provided tours of their homes showed great pride in their suites and the features included, such as a washer and dryer so that they no longer have to go to the laundromat. Individuals supported stated that they do not want to live anywhere else, and that they want to stay with Pathways forever.
- Community housing services are provided at the organization's West, Moira Street, Mark Crescent, and Frankford homes. Each location is as unique as the supported individuals living in the home. The residences are set up with consideration for the needs of the supported individuals who reside therein. Renovations are completed that improve accessibility and allow supported individuals to age in place. Supported individuals proudly conducted tours of their residences and shared family photos, hobbies, and features they love about the home and the employees who support them with the survey team. Two of the homes are in the process of implementing or expanding their sensory or Snoezelen rooms.
- Finlay House is a unique home provided in collaboration with other community entities, including the local hospital. Supported individuals have onsite public access to dental care, a pharmacy, and other residential services in a safe and supportive environment. Pathways' home in this development houses seven supported individuals who share multiple areas for communal activities and quiet spaces. Each room is decorated to reflect the supported individual's needs and preferences. The adaptive jet tub is a favourite among many of the supported individuals, as are the animals that visit as part of pet therapy, particularly a lovely, large, fluffy white dog, and baby goats.
- Family home providers stated that they are well supported by Pathways staff members. They expressed appreciation for the organization's assistance in addressing the individual needs of supported individuals, along with the variety of resources and ongoing support available. One provider commented that they are "extremely pleased" with the program and "love the supports."
- Stakeholders commented that the care that they receive from Pathways is of high quality, and that when issues arise, team members come together to address them quickly and effectively. Their communication practices are excellent, and as a result, supported individuals are safe, happy, and active in the community.
- Families indicated that they love Pathways. The terms they used to describe the organization's services, management, and employees included, "amazing"; "fantastic"; "super"; "supportive"; "top notch"; "encouraging"; "welcoming"; "easy to talk to"; "honest"; and "down to earth." One family member stated that they could not say enough about Pathways in Belleville. Another family member commented that when they got the call to start services, they said that they "won the lottery."

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, diversity, and inclusion
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.3.1.

The identified leadership is urged to consistently guide health and safety.

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

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

1.G.1.a.(3)

It is recommended that the organization's risk management plan include identification of how to rectify identified exposures.

1.G.4.a.

1.G.4.b.

1.G.4.c.

1.G.4.d.

Pathways contracts with a local university for the provision of psychologist services to supported individuals, as needed. If any of the services delivered by the program seeking accreditation are provided under contract with another organization or individual, documented reviews of the contract services should be performed at least annually. The reviews of the contract services should assess performance in relation to the scope and requirements of their contracts, ensure that they follow all applicable policies and procedures of the organization, and ensure that they conform to CARF standards applicable to the services they provide.

1.H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.a.(3)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.c.(5)

1.H.7.d.

Although tests of the organization's emergency procedures were conducted, they were not unannounced, and not all tests were conducted at least annually on each shift at each location. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift and at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill; and be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results. The test should be evidenced in writing, including the analysis. In all locations,

Pathways ensures that those living in its Supported Independent Living Services (SILS) program have access to fire extinguishers. It is suggested that fire blankets also be provided, at least for those who may not be able to operate a fire extinguisher due to mobility or physical challenges. Fire blankets could also be beneficial in locations where supported individuals might be able to use them, including indoor areas and outdoor barbecue areas. The organization's comprehensive fire plans include all relevant information, including floor plans with evacuation routes posted or available in binders for reference. It might be beneficial to post the evacuation plan by all exit doors and in other locations within larger facilities to make emergency information accessible to everyone, including visitors unfamiliar with any or all evacuation routes in the event of a fire, bomb threat, or other emergency. Pathways is also encouraged to identify emergency resources such as fire extinguishers, fire pull stations, AEDs, and first aid kits on its evacuation plans. All supported individuals participate in ongoing fire drills that include complete evacuation of their homes. In locations where supported individuals have mobility challenges, it is suggested that employees be provided training and resources to use effective alternate evacuation methods, such as a med sled or patient transfer sheet, rather than using lifts to transfer supported individuals into their wheelchairs when time is limited and evacuation is a priority.

1.H.8.a.(1)

1.H.8.a.(2)

1.H.8.b.(1)

1.H.8.b.(2)

1.H.8.b.(3)

1.H.8.b.(4)

1.H.8.b.(5)

Pathways provides services that include community outings and community integration activities. As an organization that provides services in locations that are not owned/leased or controlled/operated by the organization, Pathways is urged to implement written procedures that address safety at the service delivery site for supported individuals and personnel, including consideration of any emergency procedures that may already be in place at the service delivery site; the physical environment, including accessibility, of the service delivery site; basic needs in the event of an emergency; actions to be taken in the event of an emergency; and provisions for communication by personnel while providing services regarding decisions to continue or discontinue services.

1.H.10.a.(8)

1.H.10.a.(13)

1.H.10.a.(15)

1.H.10.a.(18)

It is recommended that the organization expand its written procedures regarding critical incidents to specify use and unauthorized possession of weapons, unauthorized use and possession of legal or illegal substances, neglect, and overdose.

1.H.11.a.

1.H.11.b.(1)

1.H.11.b.(2)

1.H.11.b.(3)

1.H.11.b.(4)

1.H.11.b.(5)

1.H.11.b.(6)

1.H.11.b.(7)

1.H.11.b.(8)

1.H.11.b.(9)

1.H.11.b.(10)

Although Pathways conducts a written analysis of critical incidents per provincial funding and health and safety regulations, the analysis does not include all critical incidents. A written analysis of all critical incidents should be provided to or conducted by the leadership at least annually that comprehensively addresses causes, trends, areas

needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, necessary education and training of personnel, prevention of recurrence, internal reporting requirements, and external reporting requirements.

Consultation

- The main site of Pathways has clearly marked exit signs over all exit doors. The organization might consider also using posted directional signs to show lines of travel to the exit doors.
- First aid supplies are readily available in Pathways' program locations and vehicles. It is suggested that any items not required by a licensing entity that could expire be removed from the kits, since replacing them by the expiration date could easily be forgotten. Items with expiration that are kept in vehicles are also susceptible to temperature fluctuations that could diminish their efficacy.
- Pathways has a hazardous chemicals system in each of its homes and service locations. It is suggested that the Safety Data Sheets for the products used be included in the organization's green binders for fire extinguishers, due to the hazards associated with compressed gas.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization.

Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioural expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that centre on enhancing the lives of persons served.

Key Areas Addressed

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

Recommendations

1.I.6.a.(4)

1.I.6.a.(5)

Onboarding and engagement activities should include orientation that addresses the organization's performance measurement and management system and risk management plan.

- 1.I.9.a.
- 1.I.9.b.
- 1.I.9.c.
- 1.I.9.d.
- 1.I.9.e.
- 1.I.9.f.
- 1.I.9.g.
- 1.I.9.h.

Although Pathways implements written procedures for performance appraisal that address its employees, additional groups composing the workforce include contractors, volunteers, and students. It is recommended that the organization implement written procedures for performance appraisal that comprehensively address the identified workforce, the criteria against which people are being appraised, involvement of the person being appraised, documentation requirements, timeframes/frequencies related to the performance appraisal process, measurable goals, sources of input, and opportunities for development.

1.J. Technology

Description

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

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

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

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.1.c.(4)

1.K.1.e.(3)

1.K.1.e.(4)

1.K.1.f.(2)

1.K.1.f.(3)

Pathways is urged to implement policies promoting the following rights of the supported individuals: freedom from humiliation, informed consent or refusal or expression of choice and withdrawal of consent regarding concurrent services and composition of service delivery team, and access or referral to self-help support services and advocacy support services.

1.K.3.a.(9)

The organization should implement a policy and written procedure by which supported individuals may formally complain to the organization that specify the availability of advocates or other assistance.

1.K.4.b.(2)

1.K.4.b.(3)

1.K.4.b.(4)

1.K.4.b.(5)

1.K.4.b.(6)

Although an analysis of formal complaints is documented on a quarterly basis, an analysis of all formal complaints should be documented, including trends, areas needing performance improvement, actions to address the improvements needed, implementation of the actions, and whether the actions taken accomplished the intended results.

Consultation

- A poster listing the rights promoted for supported individuals is available in all Pathways locations. It is suggested that the list be altered to plain language or another format that is easier for supported individuals to understand.

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

- For trending purposes, Pathways might consider conducting an analysis of requests it receives for reasonable accommodations.

1.M. Performance Measurement and Management

Description

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

The foundation for successful performance measurement and management includes:

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

Key Areas Addressed

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

Recommendations

1.M.2.d.

In preparation for the development or review of a performance measurement and management plan, Pathways is urged to identify gaps and opportunities in preparation for the development or review of a performance measurement and management plan, including consideration of extenuating and influencing factors that may impact results.

1.M.3.a.(7)

The organization should implement a performance measurement and management plan that addresses extenuating and influencing factors that may impact results.

1.M.6.a.

1.M.6.b.(1)

1.M.6.b.(2)

1.M.6.b.(3)

1.M.6.b.(4)

1.M.6.b.(5)

To measure experience of services and other feedback from other stakeholders, each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.N. Performance Improvement

Description

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

Key Areas Addressed

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

Recommendations

1.N.1.c.(3)

1.N.1.d.(2)

The analysis of service delivery performance should address service delivery indicators for each program/service seeking accreditation, including experience of services and other feedback from other stakeholders, and incorporate the impact of extenuating or influencing factors.

1.N.2.d.(2)

The analysis of business function performance should incorporate the impact of extenuating or influencing factors.

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 prepares a release-of-information form for each approved entity. It is suggested that a single form be used to list multiple entities using checkboxes to specify the type(s) of information to be released. Such a form could require one signature, rather than multiple pages and multiple signatures. It might also be effective in mitigating missing signatures and/or lost forms.

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 affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

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

Recommendations

2.B.5.b.(2)

Pathways created a quality of life plan (QLP) in which the goals and objectives for each supported individual are specified. Among the QLPs reviewed, inconsistency was noted in the development of specific measurable objectives. It is recommended that the coordinated individualized service plan consistently develop specific measurable objectives. The organization might find it beneficial to utilize the specific, measurable, achievable, realistic, and time-limited (SMART) approach to develop specific measurable objectives. This approach clearly identifies the performance criteria for objectives. It is also suggested that additional training on task analysis be provided to personnel who develop the QLP to ensure that tasks and methods to achieve the goal/objective are broken down into clearer, more realistic steps for staff members and supported individuals to follow. This could, in turn, enhance opportunities to identify successes and to reinforce feelings of achievement for supported individuals.

Consultation

- Although Pathways addresses assistive technology supports in its individualized planning process, the organization is encouraged to explore the provision of additional supports for supported individuals who are ageing and supported individuals with limited verbal communication. Such considerations might be identified and documented in the organization's accessibility and barrier reporting documentation.

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.

Consultation

- The medication administration record (MAR) in a home using a pharmacy other than the one used by the organization's other homes did not list the prescriber's phone number. However, staff members in the home included the prescriber's phone number directly behind the MAR with the written medication orders for ease of access. It is suggested that the home work with the pharmacy to arrange for the prescriber's phone number to be printed on the MAR.

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.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counselling.
- Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dieticians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
- Encompass settings such as:
 - Hospitals, clinics, professional offices, and other organization-based settings.
 - Schools, work sites, libraries, community centres, and other community settings.
 - Congregate living, individual homes, and other residential settings.
- Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

- Written procedures for the use of information and communication technologies (ICT) in service delivery
- Personnel training on how to deliver services via ICT and the equipment used
- Instruction and training for persons served, family/support system members, and others
- Provision of information related to ICT
- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT
- Scope of ICT services

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

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

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

Description

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

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

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

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The host family/shared living provider encourages and supports the person served to make decisions and choices.

The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. Although the "home" is generally the host family/shared living provider's home or residence, it may also be the home of the person served.

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.F. Respite Services (RS)

Description

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.G. Community Integration (COI)

Description

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

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

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

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.

- Movement to employment.
- Centre-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

4.H. Community Housing (CH)

Description

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

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

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighbourhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twenty-four 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.

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

- Safe housing.
- Persons choosing where they live.
- Persons choosing with whom they will live.

- Persons having privacy in their homes.
- Persons increasing independent living skills.
- Persons having access to the benefits of community living.
- Persons having the opportunity to receive services in the most integrated setting.
- Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
- Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
- Persons having freedom and support to control their schedules and activities.
- Settings that are physically accessible to the individuals.

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

4.H.2.a.

Pathways held regular meetings between supported individuals and employees at most of its locations to collaboratively discuss issues, such as program operations and issues. However, there was no evidence regarding meetings held at one of the organization's locations for the last three years. It is recommended that the organization consistently provide regular meetings between the supported individuals and staff.

Consultation

- Pathways welcomes visitors to its locations. It is suggested that verbiage be added to its policy that encourages visitors to call ahead to ensure that the supported individual has no other plans before visiting.

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.

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.

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
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

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
Kemptonville 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
Napanee ON K7R 0A4
CANADA

Community Housing

Forestview

325 and 327 Forestview Crescent
Renfrew ON K7V 0A1
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

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

McGovern Street

2950 McGovern Street
Kemptville ON K0G 1J0
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

Nisbet

119 Nisbet Avenue
Belleville ON K8P 4CI
CANADA

Community Housing

Station Street

249 Station Street
Belleville ON K8N 2R8
CANADA

Supported Living

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

Community Housing

Woodroffe Centre

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

Community Integration
Supported Living