



CARF
Survey Report
for
Bethesda Christian
Association

CARF INTERNATIONAL

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Organization

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

Organizational Leadership

Bert Altena, Executive Director
Harold Sawatzky, Regional Director

Survey Dates

June 8-10, 2009

Survey Team

Lynn H. Chenault, ACSW, Administrative Surveyor
Herbert A. Start, Program Surveyor
Alan J. Marken, Program Surveyor

Programs/Services Surveyed

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

Previous Survey

May 8-10, 2006
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 2012



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SURVEY SUMMARY

The staff and management of Bethesda Christian Association are commended for the quality of its services. The following are recognized as some of the strengths of the organization.

- Staff members have developed extensive tools and assistive devices to assist in understanding each individual's needs and supports necessary to live in the group homes. Particularly impressive is the creativity demonstrated to communicate with individuals who are nonverbal. Staff members are able to “read” the nonverbal motions and gestures of persons served and respond to them effectively.
- It is evident that the persons served and their families hold the staff in high regard. Staff members are clearly focused on positive outcomes and demonstrate compassion and a commitment to high quality services. Many of the staff members have impressive longevity, bringing stability, history, and continuity to service delivery. Persons served display a high degree of security and comfort due to the familiarity of caregivers. Staff members are enthusiastic and ensure that each person served gets the attention he or she needs.
- Throughout the homes, countless accommodations have been made to ensure each individual's privacy and dignity and to increase the safety and efficiency of the personal care of the persons served. A noteworthy example is the ceiling-mounted lifts that blend in with the room décor to help maintain a safe and healthy environment. In addition, each individual's room has creative decorations and special personal items that honour the person's tastes, reflecting the respect the organization accords each person served.
- Both residential and day services are tailored to meet the needs of each individual served. The individual's person-centred plan is extremely thorough, covering all aspects of a person's life and focusing on wants and desires.
- The organization's staff team model ensures consistency and coordination of service delivery across shifts and caregivers and has resulted in improved outcomes for the persons served.
- The organization is commended for developing extensive community activities for persons served. These include numerous volunteer jobs (e.g., cleaning parks, folding church bulletins), leisure and recreational activities, social activities, special events, and trips and vacations arranged by the staff. Volunteers play a vital role in these community activities, and the “circle of friends” approach helps normalize community involvement and provides an additional non-paid support group for persons served.
- The organization provides community living through the operation of beautiful and well-maintained properties. The group homes are large and open enough to accommodate persons who use wheelchairs very easily. Homes are well integrated into neighbourhoods. Persons served have relationships with their neighbours. The homes are not recognized as group homes as they fit in so well with the other homes in the area. Exterior landscaping done by the residents and staff makes each backyard resemble a well-maintained park.

- The organization has developed extensive individualized health and safety plans for individuals served, as well as detailed end-of-life plans for the persons served for whom they are appropriate.
- Funders and other stakeholders express very high regard for the programs offered. They work hand in hand with the organization and clearly value the initiative, creativity, and quality of its services.
- The organization appears to be highly stable and secure, with a sound and reliable financial foundation. This is a result of the skilful and consistent stewardship of the board and leadership and the faithful support of its constituents over many years. There are also many volunteers who have helped organize and carry out various fundraising efforts.
- Bethesda Christian Association is widely recognized for its high moral and ethical principles and the integrity of its staff and programs. Its reputation is perhaps its greatest strength.

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

- The rights of persons served are communicated to individuals in a very creative and comprehensive manner. The individual's circle of friends is involved, and the "important to" and "important for" areas are discussed. The rights and freedoms are stated, and how the individual rights and freedoms are individualized and personalized are related to each right. This process identifies very concrete actions for each individual, and each right and is recognized as an exemplary practice.
- The organization is complimented for its outstanding adaptive equipment that is designed to meet the needs of individuals with extreme physical disabilities. Washrooms are equipped with state-of-the-art equipment that allows staff members to be safe and efficient when working with the personal care needs of these individuals. Moveable bathtubs with lifts that go right into the water are only one example of this very helpful equipment.

Bethesda Christian Association should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate non-conformance to standards but is offered as a suggestion for further quality improvement.

On balance, Bethesda Christian Association has made a clear commitment to use the CARF standards and has accomplished a great deal in its pursuit and maintenance of international accreditation. It should also be noted that the organization was extremely well prepared and highly organized for the survey process, greatly assisting with the survey process. The organization has the human resources and support needed to address the few recommendations detailed in this report. It also has the ability and commitment to the individuals served to grow and change to meet the various challenges affecting them.

Bethesda Christian Association has earned a Three-Year Accreditation. The organization is recognized for its outstanding reputation and its efforts to provide quality services and is encouraged to continue to remain current with the CARF standards as it addresses the areas for improvement noted.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.4.d.(1)

The organization's policy and procedures for personnel reporting waste, fraud, abuse, and other wrongdoing should explicitly state that there will be no reprisal for such reporting.

Consultation

- It is suggested that the seriousness of violations of ethical codes be more appropriately higher than a group one offense in the categories listed in personnel policies.
-

C. Strategic Integrated Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

C.2.c.(2)

It is recommended that the organization's strategic plan include an indication of priorities among goals and objectives.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
-

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations

E.2.a. through E.2.d.

The organization should expand its policy regarding legal actions to include written procedures to guide personnel in responding to subpoenas, search warrants, investigations, and other legal actions.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

F.11.e.

The procedures on handling the funds of persons served should define how interest will be credited to the accounts of persons served.

G. Risk Management

Principle Statement

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

Key Areas Addressed

- Written risk management plan
 - Adequate insurance coverage
-

Recommendations

G.1.a. through G.1.g.

Although the organization has parts of a risk management plan (primarily related to client-specific risks and health issues), it is urged to implement a comprehensive risk management plan that includes identification of all loss exposures, evaluation and analysis of loss exposures, identification of how to rectify identified exposures, implementation of actions to reduce risk, monitoring of actions to reduce risk, reporting results of actions taken to reduce risk, and inclusion of risk reduction in performance improvement activities.

H. Health and Safety

Principle Statement

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

Key Areas Addressed

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

Recommendations

H.5.a.(2)

It is recommended that the organization's emergency procedures include how to respond to bomb threats.

H.7.d.(5)**H.7.d.(7)****H.7.d.(10)****H.7.d.(11)**

The organization's procedures regarding critical incidents should also include infection control, use or possession of weapons, biohazardous accidents, and unauthorized use or possession of licit or illicit substances.

Consultation

- It is suggested that the organization review the proper orientation of all facility evacuation charts, as several of them were found to show an improper mode of egress.
 - It is suggested that the organization be more vigilant about loose objects in its vehicles, such as notebook binders and wheelchair tie downs.
-

I. Human Resources**Principle Statement**

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

Key Areas Addressed

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

Recommendations**I.5.d.(4)(a)**

In its staff performance evaluations, the organization should consistently assess performance related to objectives established in the last evaluation period. This process could be enhanced by putting more emphasis on the measurability of objectives that are established for the next year.

I.5.d.(5)

The organization should consistently complete performance evaluations annually for all staff, including leadership.

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan
-

Recommendations

J.1.a.(1) through J.1.b.

The organization is urged to expand its technology policy into a fully developed technology and system plan that includes hardware, software, security, confidentiality, backup policies, assistive technology, disaster recovery preparedness, and virus protection and use it to support information management and performance improvement activities.

K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

- Communication of rights
 - Policies that promote rights
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

K.1.a.(1)

The rights of persons served are communicated to individuals in a very creative and comprehensive manner. The individual's circle of friends are all involved, and the "important to" and "important for" areas are discussed. The rights and freedoms are stated, and how the individual rights and freedoms are individualized and personalized are related to each right. This process identifies very concrete actions for each individual, and each right and is recognized as an exemplary practice.

Consultation

- It is suggested that the organization be more cautious about the use of full names of persons served in administrative and board documents, such as the strategic plan.
-

L. Accessibility

Principle Statement

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

Key Areas Addressed

- Written accessibility plan(s)
 - Status report regarding removal of identified barriers
 - Requests for reasonable accommodations
-

Recommendations

L.2.a.(5)

The accessibility plan should also address the identification of employment barriers.

M. Information Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Individual-Centred Service Planning, Design, and Delivery

Principle Statement

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

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the decision-making process to accept health and safety risks in the community be more clearly emboldened in the person-centred plan to identify the individual's responsibility for accepting the risk. Risks within the home are clearly documented. The same process could be applied to community risks, with clear designation in the person-centred plan.
-

B. Records of the Persons Served

Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

Key Areas Addressed

- Complete, confidential records are maintained
-

Recommendations

There are no recommendations in this area.

C. Medication Monitoring and Management

Principle Statement

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

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.

F. Community Services Principle Standards

Principle Statement

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

Key Areas Addressed

- Access to community resources and services
-

Recommendations

F.1.a.(5)

F.1.a.(10)

Information given to persons and/or their families about the organization should include outcomes performance and potential for conflicts of interest, if any.

Exemplary Conformance

F.6.c.

The organization is complimented for its outstanding adaptive equipment that is designed to meet the needs of individuals with extreme physical disabilities. Washrooms are equipped with state-of-the-art equipment that allows staff members to be safe and efficient when working with the personal care needs of these individuals. Moveable bathtubs with lifts that go right into the water are only one example of this very helpful equipment.

SECTION 4. COMMUNITY SERVICES

Principle Statement

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

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

E. Community Integration

Principle Statement

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 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.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- 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.

H. Host Family Services

Principle Statement

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

Key Areas Addressed

- Temporary placement of participants in family settings outside the birth or adoptive family home
 - Supports and services established as needed
-

Recommendations

There are no recommendations in this area.

J. Community Housing

Principle Statement

Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/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 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 Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a community housing program.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

K. Supported Living

Principle Statement

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

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. A sampling of persons served 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 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 Intent to Survey or identified as a site on the accreditation outcome.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Bethesda Christian Association

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

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

Abbotsford Home

1895 Jackson Street
Abbotsford, BC V2S 2Z8
Canada

Community Services: Community Housing
Community Services: Community Integration

Matsqui Home

32768 Bevan Avenue
Abbotsford, BC V2S 1T1
Canada

Community Services: Community Housing
Community Services: Community Integration

West Clearbrook Home

2339 Arbutus Street
Abbotsford, BC V2T 2N8
Canada

Community Services: Community Housing
Community Services: Community Integration

Clearbrook Home

32553 Willingdon Crescent
Abbotsford, BC V2T 1S1
Canada

Community Services: Community Housing
Community Services: Community Integration

Bethesda Center

3245 Trethewey Street
Abbotsford, BC V2T 4C1
Canada

Community Services: Community Integration

West Abbotsford Home

31126 Kingfisher Drive
Abbotsford, BC V2T 5K4
Canada

Community Services: Community Housing
Community Services: Community Integration

Mt. Lehman Home

6705 Satchel Road
Abbotsford, BC V4X 2E3
Canada

Community Services: Community Housing
Community Services: Community Integration

Langley Home

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

Community Services: Community Housing
Community Services: Community Integration

Surrey Home

16321 - 108 Avenue
Surrey, BC V4N 1N7
Canada

Community Services: Community Housing
Community Services: Community Integration

Richmond Regional Office

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

Community Services: Community Housing
Community Services: Community Integration

Richmond Home

7540 Acheson Road
Richmond, BC V6Y 1M9
Canada

Community Services: Community Housing
Community Services: Community Integration

West Richmond Home

10120 #1 Road
Richmond, BC V7E 1S0
Canada

Community Services: Community Housing
Community Services: Community Integration

South Richmond Home

10984 Springmont Gate
Richmond, BC V7E 1Y4
Canada

Community Services: Community Housing
Community Services: Community Integration

East Kelowna Home

2209 Mayer Road
Kelowna, BC V1W 2G2
Canada

Community Services: Community Housing
Community Services: Community Integration

Kelowna Home

1010 Coronation Avenue
Kelowna, BC V1Y 7A7
Canada

Community Services: Community Housing
Community Services: Community Integration

North Kelowna Home

1011 Clement Avenue
Kelowna, BC V1Y 7A3
Canada

Community Services: Community Housing
Community Services: Community Integration

Penticton Home

66 West Okanagan Avenue
Penticton, BC V2A 3K9
Canada

Community Services: Community Housing
Community Services: Community Integration

Ladner Home

6315 Holly Park Drive
Delta, BC V4K 4T3
Canada

Community Services: Community Housing
Community Services: Community Integration

Chilliwack Home & Day Services

9422 Coote Street
Chilliwack, BC V2P 6B5
Canada

Community Services: Community Housing
Community Services: Community Integration

Graduate Day Services

3260 Gladwin Road
Abbotsford, BC V2S 7B4
Canada

Community Services: Community Integration

Maple Ridge Home

11411 - 236A Street
Maple Ridge, BC V2W 2A3
Canada

Community Services: Community Housing
Community Services: Community Integration