

CARF Accreditation Report
for
Ability Beyond
Three-Year Accreditation



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About CARF

CARF is an independent, nonprofit 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

Ability Beyond
Four Berkshire Boulevard
Bethel, CT 06801

Organizational Leadership

Patrick Queenan, PhD, Director of Clinical Services/Quality Improvement

Survey Number

136739

Survey Date(s)

June 14, 2021–June 16, 2021

Surveyor(s)

David T. Wilber, MSM, DESS Administrative
Ken Weber, CRC, DESS Program
Paul D. Whitten, RKT, DESS Program
Jody Ellis, MSW, BCBA, DESS Program
Thomas M. Schell, DESS Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Organizational Employment Services
Supported Living
Governance Standards Applied

Previous Survey

November 13, 2017–November 15, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: December 31, 2023

Executive Summary

This report contains the findings of CARF’s site survey of Ability Beyond conducted June 14, 2021–June 16, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Ability Beyond demonstrated substantial conformance to the standards. Ability Beyond provides an array of employment and community-based services that are highly valued and regarded by stakeholders. The board of directors and its committees collaborate with the CEO and other leadership staff members to implement changes that support the organization’s strategic plan. Enthusiastic and dedicated staff members work with positivity and a team ethic to support the mission of the organization and the identified goals of each person served. The organization demonstrates that it prioritizes the enhancement of accessibility to its services and the health and safety of the persons served and staff members. Ability Beyond continually explores new service options that meet the ongoing and emergent needs of the communities served. The organization’s use of technology to manage daily operations and efficiently collect data for informed decision making and its use of assistive technology to improve the quality of life of the persons served are particularly impressive. Persons served are benefiting from the services they receive. Persons served, their families, funders, referral sources, and other stakeholders expressed a high level of satisfaction with and appreciation for the organization, its services, and the staff members. Opportunities for improvement include further development of the written ethical codes of conduct and expanding the process for the identification of accessibility barriers. The receptivity of the leadership and staff members to the feedback provided during the survey instills confidence that Ability Beyond possesses the willingness and capacity to bring it into full conformance to the standards.

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

Ability Beyond 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 Ability Beyond was conducted by the following CARF surveyor(s):

- David T. Wilber, MSM, DESS Administrative
- Ken Weber, CRC, DESS Program
- Paul D. Whitten, RKT, DESS Program
- Jody Ellis, MSW, BCBA, DESS Program
- Thomas M. Schell, DESS 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 Ability Beyond 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 Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Organizational Employment 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 Ability Beyond demonstrated the following strengths:

- Ability Beyond is commended for developing and implementing a proactive strategic response to the COVID-19 pandemic that allowed the organization to continue to function with minimal staff reductions and a minimal loss of resources. The day program space was creatively converted to a recovery hub that included an area for persons served that were COVID-19 positive or presumed to be COVID-19 positive. This helped to ensure that they could be supported in a controlled environment while preventing the spread of the virus. Additional safety measures were implemented that helped mitigate the impact of the pandemic on the persons served and staff members. Persons served were able to request personal protective equipment (PPE) that was then made available for no-contact pickup at locker stations. Ability Beyond implemented an exceptionally effective communication strategy that involved weekly fireside chats with the CEO to ensure that the persons served, their families, and staff members were kept well informed. The “It Takes a Village” group also played a critical role during the pandemic by assembling isolation kits and activity kits for persons served that were homebound. Staff members delivered PPEs all over the region, did the shopping for group homes, delivered medication and technology to the persons served, and created activities for the persons served. The organization is applauded for its mitigation efforts and creative adaptations involving the use of space, social distancing, utilization of “bubbles,” and many other innovative methods involving the use of technology. These best practices benefitted staff members and the persons served. It is particularly impressive that Ability Beyond continued to provide its employment services without interruption throughout the pandemic. The employment specialists persevered in supporting the many persons served that were and still are essential workers in their communities.
- Ability Beyond fosters an organizational culture that proactively identifies service gaps and unmet needs in the community and develops ways to fill those gaps through its new program development and expansion initiatives. For example, the organization became a provider in the Ticket to Work Employment Network at the national level, allowing it to serve individuals across a wider geographic area.
- Stakeholders attributed the organization’s tremendous growth and successful outcomes to effective talent management, strategic planning, and performance measurement. The organization uses the real-time data that it collects to benchmark against industry standards and then shares the results with personnel at all levels. This promotes achievement of the desired outcomes, and the effective use of data in decision making continues to strengthen the organization.
- The organization’s integrity, compassion, dedication, and business sensibilities were demonstrated when it allowed a funding and referral source to utilize its conference rooms, even when the source could not guarantee that use of the conference room would always be exclusive to the services of Ability Beyond. It is likely that this extraordinary level of cooperation and support is one of the reasons that funders and other stakeholders hold Ability Beyond in such high esteem.
- Ability Beyond does an outstanding job of recruiting bright, motivated, talented, and highly enthusiastic staff members. The organization prides itself on its impressive retention of management personnel, many of whom rose to leadership positions from direct service positions. Stakeholders described staff members as being caring, creative, innovative, and exceptionally competent. Board members commented that the management, despite the organization’s ongoing funding challenges, continues to find ways to improve efficiencies that move the organization ahead in the industry.
- Ability Beyond is complimented on its support and development of Breathe Equality, a Black employee resource group designed to create an inclusive workforce that embraces diversity. Breathe Equality is developing a mentorship program to create a career path for Black employees to grow into leadership positions and increase workforce diversity.

- Staff members across all services and at all levels of the organization are very supportive of the persons served. The organization streamlines the new-hire process and uses an on-the-job training model to ensure that new staff members, persons served, and management team members mutually agree that the assigned work location is a good match that will promote retention. Program and service managers are recognized for stepping in to ensure that appropriate coverage is provided during staffing shortages.
- The staff training and career development opportunities provided to frontline personnel enhance their skills and professionalism. Training and career advancement opportunities foster staff loyalty and a sense of dedication to the mission of the organization. This promotes an organizational culture of competence, creativity, openness, and empowerment. Staff members are able to bring forward innovative ideas for consideration regarding service improvement, development, and expansion. The leadership’s encouragement and open-mindedness keeps Ability Beyond flexible and nimble in adapting to change, which are qualities that have served it well during the COVID-19 pandemic.
- Ability Beyond demonstrates exceptional enthusiasm and commitment to ensuring that the persons served have access to high-quality services. The organization is commended for becoming a nexus of service coordination between multiple funding sources and community stakeholders. This ensures that the persons served receive the most effective and expeditious access to available services.
- The career development staff members have a reputation for having excellent communication practices with the persons served, funders, employers, and other stakeholders. This reputation has fostered a high level of trust between Ability Beyond and its funders, referral sources, and other stakeholders. Funders even remained in communication with the organization’s staff members when their agencies were shut down during the COVID-19 pandemic. This extraordinary level of personal trust and investment is a testament to the dedication and integrity of the organization’s personnel.
- When Ability Beyond noticed a lack of access to benefits and work incentives counseling for persons served due to understaffing at the state level, it arranged for one of its own staff members to become a certified Community Work Incentive Coordinator (CWIC). This allowed the organization to offer this valuable resource to the persons served.
- Ability Beyond established a comprehensive safety program with significant support and involvement from staff members. The organization uses technology to assist in tracking the completion and results of tests of its emergency procedures at over 100 locations. Its technology system also allows for multiple levels of analysis of each test and opportunities to improve testing processes.
- The employment services enjoy a well-deserved and longstanding reputation for partnering with many different regional schools to assist individuals with disabilities in gaining employment. The high job placement rate that the organization has established exceeds the state average.
- Employment services staff members utilize aggressive risk assessment evaluations that assist in addressing very challenging issues that could potentially prevent persons served from becoming gainfully employed. They provide numerous types of reasonable accommodations that lead to sustained employment. Due to these extra efforts, the organization receives many referrals for individuals with service challenges that other providers are reluctant to serve.
- Ability Beyond is commended for embracing the most up-to-date evidence-based practices in its service delivery models. The organization’s level of knowledge and expertise in the individual placement and support (IPS) model of supported employment is impressive. It scores “exemplary” ratings in its fidelity-to-evidence-based-practice reviews. The expansion of the organization’s school-to-work transition services using the Project SEARCH™ model is another example of how Ability Beyond stays on the cutting edge of service delivery to individuals with disabilities.

- The supported living services are provided to persons served residing in several apartments and condominium complexes in neighborhoods that appear to be safe. The living arrangements, which are clean, orderly, and complete with all necessary safety equipment, provide comfortable, familylike environments. The bedrooms are decorated in accordance with the personal preferences and hobbies of the persons served. Persons served appeared to be happy. The program's staff members are highly competent, enthusiastic, and dedicated to the mission of Ability Beyond, and they possess expertise in many areas. Staff members eagerly expressed enthusiasm for the work they do, and their comments indicated a high level of satisfaction with their positions and with the organization's direction. Family members of the persons served described staff members as being "remarkable," "incredible," "very responsive," and "the best." One family member remarked, "Love these staff. They are like family."
- The variety of homes in the community housing program provides the persons served with choices and the ability to remain in a home setting as their needs change over time. The program offers a significant level of assistance to persons served with behavioral and medical needs. The homes are personalized by the persons served, are equipped with provisions for outdoor cooking, and feature leisure areas. These leisure areas provide many options for home-based recreational and entertainment activities, including games, exercise equipment, cooking, gardening, basketball hoops, swimming pool, a karaoke machine, and an outdoor movie projector and screen. The physical plants of the homes and the manner in which staff members interact with the persons served safeguard the privacy of the persons served.
- Ability Beyond is commended for funding and prioritizing capital home improvements and renovations for its group homes. Some of the homes in New York and Connecticut have been renovated to improve accessibility for the persons served who use wheelchairs. These improved accessibility undertakings include exterior ramps; accessible appliances, including a dishwasher and stove; an accessible kitchen sink; and accessible bathrooms.
- Ability Beyond is commended for developing Mission Possible, an Acquired Brain Injury (ABI) Waiver Project. The project was developed to assess/define current systems, identify problems and opportunities for process improvements, apply short-term practical solutions to challenges that could be identified and addressed quickly, reduce barriers that impact efficiency, ensure the timeliness and accuracy of documentation, and focus on defining how to close the loop in the billing/documentation/collection process. Staff members acting in the capacity of "special agents" were enlisted from various departments to assist with implementation of this major project. Ability Beyond is complimented for its success in realizing the intended project outcome of developing quality improvement strategies for its processes to ensure that they are streamlined, efficient, and designed for optimal compliance with the federally mandated electronic visit verification system.

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

- Ability Beyond demonstrates exemplary use of information from its ongoing assessment of the organization's technology and data and the input on the organization's use of technology from stakeholders in order to optimize the quality of all of its business and service lines. The organization's technological innovations help ensure consistent communication among the members of a large team that works in multiple locations. The infrastructure and application phases of the technology plan implemented by the organization positioned the organization well during the COVID-19 pandemic, when the use of technology became even more crucial. More than 50 smartphones were deployed to facilitate the communication of persons served with their families. Team members created apps and systems well ahead of many other organizations, as evidenced by a patent pending for an algorithm that they created. Technology built by the organization has resulted in system efficiencies and has made it possible for large volumes of data and information to be easily viewed and analyzed by multiple disciplines. The advanced use of Salesforce, the creation of Tally App, and the customization of Evolve are examples of the team members' innovation. For example, Salesforce was customized to be used as a COVID-19 employee reporting tool. Furthermore, Ability Beyond continues to be cutting edge in its development and use of assistive technology. The technology innovations also directly include the persons served. For example, the organization continues to empower the Technology Innovations

for People (TIP) squad, which is composed of persons served. The TIP squad's role is to test the latest technologies while they still are under development. Several squad members are also working with Google to test applications, and they will soon do this for Microsoft® as well. (1.J.1.a.(1), 1.J.1.a.(2), 1.J.1.a.(3), 1.J.1.a.(4), 1.J.1.a.(5), 1.J.1.a.(6), 1.J.1.b.(1), 1.J.1.b.(2), 1.J.1.b.(3))

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 nonconformance 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-centered philosophy
- Organizational guidance
- Leadership accessibility

- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.6.a.(5)

1.A.6.a.(6)(b)

1.A.6.a.(6)(e)

It is recommended that Ability Beyond expand its written ethical codes of conduct to include the use of social media and service delivery, including personal fundraising and witnessing of legal documents. The organization might find it beneficial to develop a master policy that incorporates all written ethical codes of conduct that could then be included in the employee handbook and placed in other key locations for greater ease of reference by stakeholders.

Consultation

- In 2021, Ability Beyond established an employee resource group (ERG) called Breathe Equality that is dedicated to the support of its employees of color and their allies during a time of national racial unrest. Its purpose is “to educate others on the unique perspectives and experiences that employees of color hold in the workplace.” Breathe Equality has proven to be an effective way to address diversity in the organization’s workplace. It is suggested that Ability Beyond continue to build on its cultural competency and diversity plan and, as appropriate, develop other ERGs or groups that might focus on supporting the persons served in matters of culture and diversity.
- Ability Beyond is encouraged to document the adoption date and source of approval of its corporate compliance plan. For example, if the plan was adopted at a board meeting, the meeting date might be documented and the board noted as the approval source. Plan updates and revisions could be annotated in the same way.
- Medicaid is referenced in the corporate compliance plan procedures with regard to federally funded healthcare programs. It is suggested that the exclusion of individuals and entities from federally funded healthcare programs also be referenced so that the intent of these procedures is clear.

1.B. Governance (Optional)

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners’/stakeholders’ interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization’s long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization’s executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization’s inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization’s employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

- Collection of input
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The risk management plan is reviewed at least annually and updated as needed; however, the organization is encouraged to annotate the document with the dates of review, updates, and revisions to ensure that the most current version is readily apparent.

1.H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Evacuation charts with evacuation routes are posted in appropriate locations throughout the facilities. It is suggested that the charts denote, as applicable, the locations of fire extinguishers, first aid kits, AEDs, and shelter-in-place areas. This additional information could help ensure that staff members and visitors unfamiliar with the locations are able to find the equipment and areas more quickly.
- Ability Beyond has a fleet of over 100 vehicles, many of which are equipped with wheelchair lifts. The organization might consider arranging for a staff member to become a Passenger Assistance, Safety and Sensitivity (PASS) driver training instructor. PASS training is the industry standard in nonemergency medical transportation and specialized transit for passengers with disabilities. Taking this step could enhance the training provided to personnel that drive specialized vehicles and enhance passenger safety.

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 behavioral 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 center on enhancing the lives of persons served.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Ability Beyond conducts ongoing succession planning and career development through its Building the Bench and Pathways programs. Given the longevity of some staff members, the organization is encouraged to continue to strengthen its succession planning efforts for key positions.

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
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Ability Beyond formally reviews the rights of the persons served with the persons served on an annual basis; however, it is encouraged to explore ways to review and discuss the rights more frequently. For example, a practice might be developed in which a “right of the month” is reviewed in meetings with the persons served, such as house meetings or morning meetings in the day programs.

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

1.L.1.b.(5)

1.L.1.b.(9)

The organization’s leadership is urged to expand its ongoing process for identification of barriers to include the areas of employment and community integration, when appropriate.

Consultation

- It is suggested that the renovations noted in the accessibility plan be individually listed and prioritized so that they can be tracked more easily.

1.M. Performance Measurement and Management

Description

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

The foundation for successful performance measurement and management includes:

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

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan

- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

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

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

Description

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

The person served participates in decision making, directing, and planning that affects 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 centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

Recommendations

There are no recommendations in this area.

2.C. Medication Monitoring and Management

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.D. Employment Services Principle Standards

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.

- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.F. Organizational Employment Services (OES)

Description

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization’s employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice, including individualized competitive employment.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

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

- Movement to individualized competitive employment.
- Movement to an integrated environment.
- Increased wages.
- Pay at or above minimum wage.
- Increased skills.
- Increased work hours.
- Minimized downtime with meaningful activities available.
- Exposure to and availability of a variety of jobs.
- Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

Key Areas Addressed

- Paid work provided by organization
- Legal guidelines adherence
- Employment goals of persons served
- Increased wages and skills

Recommendations

There are no recommendations in this area.

3.G. Community Employment Services (CES)

Description

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

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

4.G. Community Integration (COI)

Description

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

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

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

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.
- Center-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.

Consultation

- Ability Beyond might consider using an app, text chain, or robocall system to communicate the status of program operations to the persons served and their families during inclement weather or in circumstances that could affect day program hours. This could help ensure that they are informed in an efficient and timely manner.

4.H. Community Housing (CH)

Description

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

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

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

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

The residences in which community housing services are provided must be identified in the survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a community housing program.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

4.I. Supported Living (SL)

Description

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

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. A sample of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Ability Beyond

Four Berkshire Boulevard
Bethel, CT 06801

Community Employment Services: Employment Supports
Community Integration
Governance Standards Applied

Ability Beyond East Avenue

61 East Avenue
Norwalk, CT 06851

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration

Beckerle

Three Beckerle Street
Danbury, CT 06811

Community Housing

Beecher

18 Beecher Road
Wolcott, CT 06716

Community Housing

Blackman

Three Blackman Avenue
Bethel, CT 06801

Community Housing

Bristol

225 North Main Street
Bristol, CT 06010

Community Integration
Organizational Employment Services
Supported Living

Burke Court

113 Burke Court
Buchanan, NY 10511

Community Housing

Carmel

3444 Route 301
Carmel, NY 10512

Community Housing

Carpenter

38 Carpenter Avenue, Apartments 1-4
Mount Kisco, NY 10549

Community Housing

Chappaqua

480 Bedford Road
Chappaqua, NY 10514

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration

Cheryl Lane

18 Cheryl Lane
Prospect, CT 06712

Community Housing

Christopher Columbus

20 Christopher Columbus
Danbury, CT 06810

Community Housing

Clapboard

22 Clapboard Ridge
Danbury, CT 06810

Community Housing

Cleveland Street (Recovery)

19-1 Cleveland Street
Danbury, CT 06810

Community Housing

Corbin

1240 Corbin Avenue
New Britain, CT 06053

Community Housing

Deer Hill

Two Deer Hill Drive
Danbury, CT 06810

Community Housing

Dodgingtown

89 Dodgingtown Road
Bethel, CT 06801

Community Housing

Dorset

26 Dorset Lane
Brookfield, CT 06804

Community Housing

Foley

124 Foley Drive
Southington, CT 06489

Community Housing

Grand St CLA

25 A and B Grand Street
Danbury, CT 06810

Community Housing

Grand Street (Condo's)

27, 29, 31 Grand Street
Danbury, CT 06810

Community Housing

Greenview

14 Greenview Road
New Milford, CT 06776

Community Housing

Howland

110 Howland Avenue
Beacon, NY 12508

Community Housing

Hubbard

145 Hubbard Road
Middlefield, CT 06455

Community Housing

Lanesville

41 Lanesville Road
New Milford, CT 06776

Community Housing

Lewisboro

250 Smith Ridge Road
South Salem, NY 10590

Community Housing

Long Meadow

156 Long Meadow Hill Road
Brookfield, CT 06804

Community Housing

Maple

27 Maple Avenue
Bethel, CT 06801

Community Housing

Meadowbrook

42 Meadowbrook Road
Danbury, CT 06810

Community Housing

Millington

269 Millington Road
Cortlandt Manor, NY 10567

Community Housing

Mountainville

Six Mountainville Road
Danbury, CT 06810

Community Housing

Nicholas

45, 47, and 49 Nicholas Drive
Bristol, CT 06010

Community Housing

North Broadway - Yonkers

421 North Broadway, Unit 5 and 9
Yonkers, NY 10701

Community Housing

North Pleasant Rise

22 North Pleasant Rise
Brookfield, CT 06804

Community Housing

Olcott Way

30 Olcott Way
Ridgefield, CT 06877

Community Housing

Old Hawleyville

Two Old Hawleyville Road
Newtown, CT 06470

Community Housing

Pleasant Rise Circle

19 Pleasant Rise Circle
Brookfield, CT 06804

Community Housing

Poundsweet

Eight Poundsweet Hill
Bethel, CT 06801

Community Housing

Ridge Road

27 Ridge Road
Newtown, CT 06470

Community Housing

Ritch Drive

45 Ritch Drive
Ridgefield, CT 06877

Community Housing

Saw Mill

12 Saw Mill Road
New Fairfield, CT 06812

Community Housing

Sheffield

138, 140-142, 152, 154, 156 Sheffield Lane
Bristol, CT 06010

Community Housing

Shepherd Hill

166 Old Brookfield Road, Apartments 9-2, 25-3, 25-5, 25-6
Danbury, CT 06810

Community Housing

Squire Court

Five Squire Court
Brookfield, CT 06804

Community Housing

Starr Avenue

18-20 Starr Avenue
Danbury, CT 06810

Community Housing

Sunrise Cottage

Six Sunset Lane
Ridgefield, CT 06877

Community Housing

Sweetcake

36 Sweetcake Mountain Road
New Fairfield, CT 06812

Community Housing

Tamanny Trail

12 Tamanny Trail
Danbury, CT 06811

Community Housing

Unionville

40 Unionville Avenue
Plainville, CT 06062

Community Housing

Valley View

Seven Valley View Road
Brookfield, CT 06804

Community Housing

Waterbury

378 Chase Avenue
Waterbury, CT 06704

Community Employment Services: Employment Supports
Community Employment Services: Job Development

West Street - CT

41 West Street
Newtown, CT 06470

Community Housing

West Street - CT (Office)

60 West Street
Danbury, CT 06810

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Organizational Employment Services
Supported Living

West Street - NY

227 West Street
Mount Kisco, NY 10549

Community Housing

Whippoorwill

Eight Whippoorwill Road
Bethel, CT 06801

Community Housing

Woodland

376 Woodland Street
Bristol, CT 06010

Community Housing

Yorktown

2319 Brookside Avenue
Yorktown Heights, NY 10598

Community Housing