



Three-Year Accreditation

**CARF**  
**Survey Report**  
**for**  
**Terrebonne ARC**





**Three-Year Accreditation**

**Organization**

Terrebonne ARC (TARC)  
One McCord Road  
Houma, LA 70363

**Organizational Leadership**

Mary Lynn Bisland, M.Ed., Executive Director  
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**Survey Dates**

August 19-21, 2015

**Survey Team**

William Sandonato, M.R.A., Administrative Surveyor  
Terry Archer, Program Surveyor  
Denise Hinders, LBSW, Program Surveyor

**Programs/Services Surveyed**

Community Employment Services: Employment Supports  
Community Housing  
Community Integration  
Employment Planning Services  
Organizational Employment Services  
Respite Services  
Supported Living

*Governance Standards Applied*

**Previous Survey**

June 20-22, 2012  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: June 2018**

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# SURVEY SUMMARY

**Terrebonne ARC (TARC) has strengths in many areas.**

- TARC is acknowledged for providing services to the community for more than 50 years. Its longevity is attributed to being attuned to emerging and changing needs in the large area where it has proven to be a responsive and resilient organization. TARC was recently recognized as the Readers' Choice Award Winner for Best Non-Profit Organization.
- TARC has a unique and special relationship with the Terrebonne Parish Consolidated Government (TPCG). As a component unit, the organization enjoys the financial support of the government and is seen as an integral part of the life and strength of the community.
- Enterprise opportunities are highly developed. TARC operates many successful businesses that provide prevocational and vocational training and employment opportunities for the persons served. These enterprises, including product and service lines, are independent and seen as viable businesses that are utilized and supported by businesses and individuals in the community. These fourteen distinct businesses produce \$1.2 million in revenue and are expected to be self-supporting.
- The organization's board of directors evidences a good understanding of its governance and fiduciary responsibilities. Members dedicate significant time and effort to carrying out their roles related to the organization's many facets and its continued challenges in accomplishing its important mission. Board members express the opinion that it is a privilege to be associated with TARC.
- Board members welcome and look forward to the report presented at each meeting by a client who is an ex-officio board member. Members stated that this is a much-appreciated way to stay connected to TARC's mission.
- The executive director has a long and distinguished history with the organization and in the field. The longevity of her leadership team and the strong support expressed by the board members interviewed as part of the survey evidence the confidence and respect she is afforded. She is a passionate advocate for people with disabilities and a strong promoter of TARC's programs and the persons served. She is also highly involved in the community and recognized for her efforts to build successful social enterprises.
- The tenure of the leadership team speaks to its commitment to TARC's mission and vision. Team members are dedicated to their work and provide strong supports. They appear to form a very cohesive team. New ideas and perspectives are also welcomed and continue to provide renewed energy to the organization.
- All members of the administrative and program leadership are dedicated to ensuring that TARC's mission is accomplished. Likewise, it appears that the leadership makes sincere efforts to take good care of and show appreciation for team members.
- Financial systems are sophisticated and well organized and provide assurance that the dollars invested by the community, referral sources, and fundraising are used wisely. Of note is the internal audit position that provides additional assurance of accuracy in accounting.

- TARC is acknowledged for maintaining an up-to-date, accessible, and actionable website. Clients, other stakeholders, and the general public can easily find out current and useful information. Printed materials are also attractive and kept current.
- The kudos program is a popular way that employees are recognized and can recognize their peers. Receiving organizational kudos is another way that TARC connects with its most important human resource.
- Obtaining input from the clients and other stakeholders is comprehensive, utilizes a variety of methods, and provides valued information that is thoroughly analyzed. The organization can point to many small changes as well as substantive actions that have improved quality and/or satisfaction.
- Outcomes management and the use of data to support performance improvement are refined and produce input that is useful and supports decision making.
- TARC has great relationships with the companies with which it has contracts. Many of the relationships are longstanding. Contractors state that they have few to no issues and all communication is consistent and thorough.
- Parents and the persons served report that they are happy with the current services and are informed on a consistent basis of any changes or opportunities.
- Most of the staff members have long tenure with the organization and appear to enjoy their positions. They appear to understand each client they work with and take great personal pride in the clients' accomplishments. They truly enjoy what they do and seek to provide the highest quality of services. The organization employs competent individuals who display enthusiasm, pride, and genuine care for the persons served.
- Clients are happy with the respect and dignity they receive and state that they feel they are a part of the teams in which they work.
- Funding agencies report that they feel communication is thorough and timely, often better than other agencies that provide like services.
- TARC has three beautiful and well-maintained residential homes. The homes are clean and safe, with décor that expresses the personal taste of each client. The clients are very proud of their homes, which provide them with a true meaning of family.
- The persons served in the supervised independent living settings are knowledgeable about what outcomes they are trying to achieve and what staff is doing to help them be successful in gaining skills and independence.
- The day habilitation program provides opportunities to build skills, develop peer friendships, and increase social interactions. The day habilitation program also continues to increase community outings based on the identified needs and desires of the person served.
- Guardians/parents reported a high level of satisfaction with the services provided and appreciate the staff members who are dedicated to the persons served.

**TARC should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.**

On balance, TARC provides an impressive array of services and social enterprise opportunities. TARC is seen as a valued community resource and service provider and a viable and important business and civic partner. TARC's leadership and staff members of the programs offered are dedicated to its mission and to the clients; they are respectful, well-qualified, and caring people. It is evident that they are committed to the enhancement of the lives of the clients they are working with and to their families. There are a few recommendations scattered throughout the survey report, but the organization's receptivity to the recommendations and consultation and its strong and evident commitment to continuous quality improvement provide every confidence that these areas will be addressed.

Terrebonne ARC has earned a Three-Year Accreditation. The organization is commended for its highly regarded program and services, its strong leadership and committed staff, and its adherence to the CARF standards as a means of ensuring continued quality improvement. The board, leadership, and all of the other stakeholders appear dedicated to the continuous improvement of organizational and service quality. The organization is encouraged to continue to utilize the CARF standards as a framework in the consideration and addition of any new or expanded programs and in ensuring that opportunities provided to the persons served are valued and of high quality.

## **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

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## Recommendations

### A.5.a.(1) through A.5.d.

Although the organization demonstrates cultural awareness and sensitivity, discusses its commitment to diversity in policy and procedure, and provides various trainings related to cultural diversity, a plan with specific objectives has not yet been developed. To increase diversity and expand cultural competency, it is recommended that the organization implement a cultural competency and diversity plan that addresses the persons served, personnel, and other stakeholders. The plan should be based on consideration of culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language, and it should be reviewed at least annually for relevance and updated as needed. In the development of an actual plan, it is suggested that some specific training and activities be included to address issues that will further expand the knowledge of staff members and the persons served based upon analysis of demographics and need in the above-referenced areas of diversity consideration.

### Consultation

- The board and leadership are encouraged to continue the development of a more robust fundraising program that visibly encourages corporate and individual giving as well as special events. Likewise, planned giving is another avenue that could be encouraged. With its long history of service to the community and the many families that have been touched by its efforts, people who want to ensure that TARC continues after their lives might be motivated to remember it in their wills and other formal estate planning mechanisms. A statement like “Please remember Terrebonne ARC in your will” could be included in printed materials and on the website. Funds could be used for special projects and to establish a client fund.
- It is suggested that the organization utilize the specific waste, fraud, abuse, and other wrongdoing terminology in its description of compliance to ensure a clear understanding by personnel of the concept of what is to be reported. Likewise, the information on how allegations are handled, including the statement of no reprisal and timeframes, could be included in the employee handbook to highlight the importance of this reporting and to further emphasize TARC’s commitment to high ethical standards.
- The organization is recognized for its diligent and thorough efforts in preparing for its CARF survey. It is suggested that the organization consider sending the staff member with CARF coordination responsibility for further CARF training.

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## B. Governance

### Principle Statement

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 composition, selection, orientation, development, assessment, and succession
  - Board leadership, organizational structure, meeting planning, and management
  - Linkage between governance and executive leadership
  - Corporate and executive leadership performance review and development
  - Executive compensation
- 

### **Recommendations**

#### **B.2.g.(2)(a) through B.2.g.(2)(c)**

The organization should develop a specific governance policy on board performance regarding engagement and use of external auditors, executive compensation advisors, and other advisors. The intent of the policy is to ensure that there are protections for board members and the organization regarding any allegations of inappropriate influence.

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## **C. Strategic 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 expectations and environmental impacts
- Written strategic plan sets goals
- Plan is implemented, shared, and kept relevant

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## **Recommendations**

### **C.2.c.(1)**

### **C.2.c.(2)**

TARC's written strategic plan should set goals and priorities that reflect more global objectives. The current plan, although relevant to operational priorities, could be more global and provide a directional framework for the organization. Utilizing the services of a facilitator might help reestablish a planning baseline.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## **E. Legal Requirements**

### **Principle Statement**

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

### **Key Areas Addressed**

- Compliance with all legal/regulatory requirements



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## **Recommendations**

### **E.3.a.**

### **E.3.c.**

It is recommended that the organization develop policies and written procedures specific to the confidentiality of administrative records and the security of all records.

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## **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
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## **Recommendations**

There are no recommendations in this area.

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## **G. Risk Management**

### **Principle Statement**

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

## **Key Areas Addressed**

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

## **Recommendations**

### **G.1.a.(2)**

### **G.1.a.(6)**

### **G.1.b.(1)**

### **G.1.b.(2)**

It is recommended that the risk management plan for TARC include, for each risk identified, an analysis of loss exposures. Such analysis could assist in determining what resources to allocate toward mitigation. It is further recommended that the plan include reporting the results of actions taken to reduce risk. A documented annual review of the plan should occur to ascertain continued relevance, and the plan should be updated as needed. Using a chart format with the headings conforming to the relevant CARF standards could provide an easier way to keep the plan in conformance and updated.

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## **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

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## Recommendations

### H.6.a. through H.6.b.(3)

Evacuation routes are posted in some areas of the administration building; however, it is recommended that the content and location of posted routes be reviewed. Such guides to exits should be placed in locations where they are accessible and easily understandable to the persons served, personnel, and other stakeholders, including visitors. It is suggested that posting of evacuation routes ensure that diagrams are mounted at a height that is visible to people who are seated, standing, or moving.

### H.10.a. through H.10.b.(8)

Although leadership reviews all critical incidents at the safety committee and an annual analysis is prepared for the on-campus programs, it is recommended that TARC also analyze critical incidents related to its residential and community settings. This additional analysis should be provided to or conducted by the leadership at least annually and address causes, trends, actions for improvement, results of performance improvement plans, necessary education and training of personnel, prevention of recurrence, and internal and external reporting requirements.

### H.12.i.

It is noted that the vehicles utilized to transport the persons served to and from TARC have two-way radios. However, in the case of other organization-owned vehicles or personal vehicles being utilized to transport the persons served, there is an assumption that transporting employees have a personal mobile phone. To mitigate against the possibility that a phone may be forgotten, out of minutes, or not available for some other reason, it is recommended that the organization ensure that staff members providing transportation to the persons served have communication devices. It is suggested that the organization develop a policy indicating that communication devices will be required for any staff member transporting a person served and that one will be made available if necessary. This could be accomplished by having phones available that could be signed out.

### H.14.a.

It is recommended that the timing of comprehensive health and safety self-inspections be rotated to ensure that they are conducted at least semiannually on each shift in the homes.

## Consultation

- The organization might want to consider purchasing automated external defibrillators (AEDs) for several of its areas where there is a concentration of the persons served.
- It is suggested that emergency procedures related to utility failures be broadened to include power outages.
- It is suggested that the organization develop a formal continuity of operations plan (COOP). The process of developing the plan is invaluable in considering how TARC will address all of the issues that could arise in the event of a situation that impacts being able to provide its valued services.
- External safety inspections are conducted by various entities at the homes and at the campus locations. Another resource for inspections that could be considered is a risk specialist from the insurance carrier who can often provide a comprehensive review at no cost.

# 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 descriptions/performance
  - Policies regarding students/volunteers, if applicable
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## Recommendations

### I.5.b.(3)

It is recommended that training in customer service be provided and documented for personnel. As appropriate, such skills could then also be shared with the persons served who are employed in the various enterprises serving the public. With the many training requirements and the large number of staff members and contractors who are required to complete training, it is suggested that a system be considered to enable the records of training and other relevant data to be electronically recorded and archived. Such systems could reduce administrative and clerical burdens and also provide prompts to ensure that the required training is scheduled.

### I.6.c.(1)

### I.6.c.(4)

It is recommended that the performance of all contractors be assessed annually in relationship to the terms stated in the annual contract and consistently be evident in each contractor's file.

### I.8.b.(1)(a)

It is recommended that the problem resolution process for employees include appeal procedures. Although personnel policies are extensive and comprehensive, it is suggested that they also be offered in a format that takes advantage of preferred learning styles in addition to the written policy manual and employee handbook. The organization is encouraged to ensure that policies are available through a shared drive or web access. Policy management software could also be considered.

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## 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
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### Recommendations

There are no recommendations in this area.

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## K. Rights of Persons Served

### Principle Statement

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

### Key Areas Addressed

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

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

There is no consistent documentation of rights reviewed with the persons served in a program longer than one year. It is recommended that the rights of the persons served be consistently communicated annually for persons served in a program longer than one year.

#### K.2.c.(2)

#### K.2.c.(3)

#### K.2.c.(5)

The organization's written policies on the rights of the persons served are extensive; however, these should be expanded to also specify freedom from financial or other exploitation, retaliation, and neglect. The organization is encouraged to clearly define all rights in current policies and any handbooks.

## Consultation

- Although consent forms are completed regarding pictures being published in local papers and news reports, it is also suggested that the form be expanded to include the client's approval or refusal regarding publication on Facebook or other internet websites.
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## 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)
  - Requests for reasonable accommodations
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### Recommendations

#### L.2.a.(1) through L.2.c.

It is recommended that the accessibility plan include actions to be taken and timelines for removal of all identified barriers and not just those related to architectural barriers. In addition, the accessibility plan should be reviewed at least annually for relevance, including progress made in the removal of identified barriers and areas needing improvement. The accessibility plan should also be updated as needed. For ease of reporting and review, it is suggested that the accessibility plan be presented in a chart or matrix-type format.

### Consultation

- As the organization seeks to assess accessibility needs, it is suggested that the planning process include more avenues of input. This could include utilizing an accessibility checklist or including people with varying disabilities in accessibility inspections. People who actually use a wheelchair, people with sensory issues, and people who are older could also provide a broader perspective. Engaging an external resource to do an accessibility audit could also be considered.
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## M. Performance 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 analyzed, and information is used to manage and improve service delivery.

## **Key Areas Addressed**

- Information collection, use, and management
  - Setting and measuring performance indicators
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## **Recommendations**

There are no recommendations in this area.

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## **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.

### **Consultation**

- The organization could consider publishing a year-end compilation of results and opportunities, including performance information. This could be formatted as a “report to the community” and available on the website and printed, as appropriate. As an addition to further transparency, this type of document could be a useful marketing tool.
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## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

### A. Program/Service Structure

#### Principle Statement

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
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#### Recommendations

There are no recommendations in this area.

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

#### Principle Statement

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

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.



## **Key Areas Addressed**

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

## **Recommendations**

### **B.5.b.(1)**

#### **B.5.d.**

Although services are person centered and individualized, some written goals documented in the individualized service plans appear to be generic, and a number of individualized service plans have the same written goals. The organization should ensure that coordinated individualized service plans consistently identify the person's unique overall goals. This could be done by ensuring that, during the planning stages of the annual team meeting, the client has input and his or her goals are written to his or her needs addressing barriers to competitive employment. The coordinated individualized service plans are reviewed on a regular basis with respect to expected outcomes; however, policy states that quarterly reviews are to be conducted. The files reviewed during the survey showed inconsistency in reviewing the goals with the client. In a few of the files, it also appeared that forms were not consistently completed, and there was little to no documentation of goal review. The organization should ensure that quarterly reviews are consistently conducted according to its policy.

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## **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
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### **Recommendations**

There are no recommendations in this area.

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## D. Employment Services Principle Standards

### Principle Statement

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.

### Key Areas Addressed

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

There are no recommendations in this area.

### Consultation

- TARC might want to consider having a time study form that provides for the client's signature to help ensure that the client is aware of his or her earnings and productivity.
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## F. Community Services Principle Standards

### Key Areas Addressed

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

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment and 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.
- Increased independence.

- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

## **A. Employment Planning Services**

### **Principle Statement**

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

## **Key Areas Addressed**

- Employment opportunities within the community
  - Informed decision-making by participants
  - Referrals to services to implement employment plan
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## **Recommendations**

There are no recommendations in this area.

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## **C. Community Employment Services**

### **Principle Statement**

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 individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, 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.

### **Employment Supports**

Employment support services are activities that are employment-related to 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
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### **Recommendations**

There are no recommendations in this area.

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## **G. Organizational Employment Services**

### **Principle Statement**

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.

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.

## Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## Consultation

- Due to the scale of the complex, TARC might want to consider supporting the persons served in learning additional skills to develop and expand client-owned businesses. Some of these opportunities might consist of a bicycle repair shop. The organization might expand its support to clients who make and sell their jewelry.
  - It is suggested that all open positions, whether in enclave sites or open positions found in the community, be posted on a job board that could be posted in the lunch area to make it accessible to all clients. This could promote choice in movement to either another crew or positions in the community.
  - To better market items in the candy store, TARC might want to consider going above requirements and obtain food handlers' cards. Having such certification could also enhance the employability of any clients seeking community employment.
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## K. 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/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 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

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### **Recommendations**

There are no recommendations in this area.

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## L. 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 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 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
- Living as desired in the community
- Persons have opportunities to access community activities

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### Recommendations

There are no recommendations in this area.

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## **M. Respite Services**

### **Principle Statement**

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

### **Key Areas Addressed**

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

There are no recommendations in this area.

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## **P. 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 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.

- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.).

### **Key Areas Addressed**

- Opportunities for community participation
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### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Terrebonne ARC**

One McCord Road  
Houma, LA 70363

Community Employment Services: Employment Supports  
Community Integration  
Employment Planning Services  
Organizational Employment Services  
Respite Services  
Supported Living

*Governance Standards Applied*

## **Lillian Marie Home**

3182 Lillian Marie Drive  
LA  
Gray, LA 70359

Community Housing

## **Creative Employment Opportunities**

1 McCord Road  
LA  
Houma, LA 70363

Community Employment Services: Employment Supports

## **Dixie Community Home**

167 Dixie Street  
LA  
Houma, LA 70363

Community Housing

## **Wellington Community Home**

203 Wellington  
LA  
Houma, LA 70360

Community Housing