

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

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

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

**Organization**

Terrebonne ARC  
One McCord Road  
Houma, LA 70363

**Organizational Leadership**

Alison Ordoyne, M.S.W., CARF/Trainer/QA/QDDP Supervisor

**Survey Date(s)**

June 20, 2018–June 22, 2018

**Surveyor(s)**

John Thornburn, M.A., Administrative  
Christine E. Atkinson, Program  
Matthew V. Kunz, Program

**Program(s)/Service(s) 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**

Three-Year Accreditation  
August 19, 2015–August 21, 2015

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: June 30, 2021**

# Executive Summary

This report contains the findings of CARF's on-site survey of Terrebonne ARC conducted June 20, 2018–June 22, 2018. This report includes the following information:

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

## Accreditation Decision

On balance, Terrebonne ARC demonstrated substantial conformance to the standards. Terrebonne ARC (TARC) is a longstanding community organization that supports adults with disabilities to maintain meaningful lives in the community. Working collaboratively with the citizens of the Terrebonne Parish, TARC operates to serve the needs of its community in a holistic fashion. The organizational leadership is committed to providing the highest quality of services that are individualized to the persons served and are person centered, skill based, and designed to support the ongoing development of independent functions. The organization works to support the goals identified in the individual service plans. TARC provides a range of day, respite, home-based, and employment supports. Every person served has the opportunity to participate in meaningful work opportunities, and TARC has a business acumen that is commendable and includes thrift stores and donation pickup; landscaping crews; restaurants; jelly, salsa, and candy food businesses; a T-shirt business; and a Mardi Gras store. Employees report working in a positive, friendly, and family atmosphere. It appears that all of the clients served share their satisfaction with the support they receive that helps them to make healthy choices and develop life and employment skills. The leadership, supervisory staff, and direct service personnel all reported that TARC is a valuable service to the community. TARC has a strong quality assurance system that seeks to implement change and innovation, and with the leadership's support, this infrastructure will continue to build capacity for effectiveness in its services. The board of directors works collaboratively to implement changes that will support the vision of the CEO, and the overall business planning focus of the organization has its advantages in supporting the organization into the future. There are a few areas for improvement identified in this report, including enhancement of ethical codes and the risk management plan and testing and analyzing tests of its emergency procedures. Additionally, the organization should expand its analysis of critical incidents, enhance its personnel performance evaluation process and documentation, expand its client complaint process, and enhance its performance measurement and management system. In the area of service delivery, the policies and written procedures should address waiting lists and the risk assessments to the individual's health and safety in the community; these should not only be expanded but also more consistently completed. TARC is encouraged to continue its dedication to continuous quality improvement, and it clearly has the means and dedication to address the areas noted.

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

**Terrebonne ARC 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 Terrebonne ARC was conducted by the following CARF surveyor(s):

- John Thornburn, M.A., Administrative
- Christine E. Atkinson, Program
- Matthew V. Kunz, 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 Terrebonne ARC 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 Housing
- Community Integration
- Employment Planning Services
- Organizational Employment Services
- Respite Services
- Supported Living
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## **Representations and Constraints**

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## **Survey Findings**

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that Terrebonne ARC demonstrated the following strengths:

- TARC leadership shows dedication, determination, and perseverance in providing the persons served with the best possible outcomes. Through affirmative business enterprise, diversity of employment opportunities, and a support system, people with disabilities receive meaningful work opportunities.
- In partnership with the CEO, the board of directors provides leadership to a "sacred place where miracles happen" and has developed a longstanding relationship and trust with the public at large. The board is diverse and represented by the parents of the persons served, which allows for added insight into quality services for people with disabilities.
- The CEO has dedicated a large portion of her life to the people of Terrebonne Parish. Over 30 years of service have been dedicated to transforming TARC's employment services into an award-winning nonprofit organization that supports people with disabilities to live meaningful lives.
- The staff embraces the philosophy of the organization wholeheartedly. The TARC community of administrative, program, and storefront employees all share a smile, a welcoming hello, and an eagerness to contribute to the success of the organization.
- The quality assurance and training department that oversees accreditation and performance outcomes has developed a strong system of management. The supervisor is diligent in developing processes and interrelationships with the leadership team to ensure that the diversity of best practices is showcased.
- The quality assurance department and program staff members collect feedback and input from the persons served in a number of ways. This feedback is utilized in a variety of ways to provide valuable information to program planning and develop ongoing best practices in the care for the persons served.
- The organization has a strong backbone of business and service indicators, metrics, and outcomes from the finance, human resources, and quality assurance departments that help develop a performance management and improvement program.
- The program handbook is colorful; is easy to read; and includes clear information on the scope of services, protocols for emergency services, the role of the staff, and the procedures to share feedback with the leadership team. It embraces confidentiality and consent to services, and it is transparent.
- The guardians of the persons served in all of the departments surveyed expressed a high level of satisfaction with all service components. They described a feeling of family both between the organization and the person served and between the organization and themselves. Respect, quality outings, and timely responses were all described as positive attributes of the organization.
- All employees interviewed, interacted with, and observed showed a high level of dedication, attention, and caring for the individuals they were working with. It is apparent that there is a very caring culture within TARC.
- The options program has an art program that is very active, appealing, and a highlight for many of the individuals within the program. Throughout the location many creative pieces of art are displayed, and it is a source of pride for many of the participants.

- The Options Plus day program described a ratio of three staff members to eight individuals, which allows for individualized care, interactions, and activities. Naming the program to use the word *options* is quite accurate, as the persons served in the program are given many meaningful choices regarding what activities and locations they receive services in and the staff members with whom they will work. The services were observed being delivered in small group settings that provide for a high level of care and responsiveness.
- The Options Plus program (community integration) demonstrated a robust and creative detail of activity options, including art, exercise programs, music display, community outings, and other activities that the individuals present seemed to want and enjoy.
- The community housing facilities were all very pleasantly decorated, individualized, and maintained. The residents displayed a high level of pride and satisfaction in their homes.
- Many community activity opportunities were noted in the community housing program. Many persons served described excitement over an upcoming cruise trip that is planned. In addition, the person served-driven options in the community were noted, such as attending rodeos, wrestling events, and other personalized activities.
- The organization's staff members have a great sense of pride in their work, possess a high degree of dedication and motivation to provide excellent services to the persons served, and are committed to fulfilling TARC's mission. The staff members are professional, competent, and compassionate about providing quality services.
- The tenure of TARC's personnel reflects its commitment to assisting the persons served. The persons served, parents, funders, and employers interviewed were extremely pleased with the services provided, expressed service satisfaction, and appreciated the support received.
- TARC has a can-do attitude. The funders described the organization as willing to go to the extra mile. TARC's buildings are constantly upgraded and changed according to the needs of the persons served and the community.
- TARC constantly upgrades the services provided. It recently designed a beautiful sweet shop scheduled to open sometime in August. The organization worked with architects to design a state-of-the-art bakery.

## 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 an 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
- Leadership guidance
- Commitment to diversity
- Corporate responsibility
- Corporate compliance

#### **Recommendations**

##### **1.A.6.b.(1)**

##### **1.A.6.b.(2)(a)**

##### **1.A.6.b.(2)(b)**

As part of the organization's corporate responsibility efforts, there should be written procedures to deal with allegations of violations of the ethical codes, including a no-reprisal approach for personnel reporting and timeframes that are not only adequate for prompt consideration but that also result in timely decisions. This could include a process to demonstrate that the timeframes result in timely decisions. It is suggested that the code of conduct document be enhanced by inserting references to other corollary documents for clarity of reference (i.e., social media, corporate compliance, etc.).

### **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 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**

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**

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

### **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**

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

### **Recommendations**

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

### 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

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

### Recommendations

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

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

## Recommendations

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

It is recommended that the organization enhance its risk management plan to include reporting the results of actions taken to reduce risks. Currently, the template identifies methods of how to rectify identified exposures, and monitoring of actions to reduce risk occurs through different activities; however, key changes regarding risk activities are not included on the tool. It is suggested that the committee review one or two indicators for each risk annually and report a highlight from the period.

## 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

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

### Recommendations

#### 1.H.7.a.(1)

#### 1.H.7.a.(2)

#### 1.H.7.b.

#### 1.H.7.c.(1)

#### 1.H.7.c.(2)

#### 1.H.7.c.(3)

#### 1.H.7.c.(4)

#### 1.H.7.d.

It is recommended that unannounced tests of all emergency procedures be consistently conducted at least annually on each shift and at each location and include complete actual or simulated physical evacuation drills. Each test should be consistently analyzed for performance that addresses the areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. Each test should be consistently evidenced in writing, including the analysis.

#### 1.H.10.b.(1)

#### 1.H.10.b.(2)

The written analysis of all critical incidents should be enhanced to address causes and trends. It is suggested that the narrative in the written analysis focus only on one or two particular areas that align with the areas of greatest volume. Many trends could point to the potential for a training refresher.

### Consultation

- Although there are evacuation routes posted, it is suggested that a consistent format be used to increase ease of use. This could include using larger fonts, directional orientation, and perhaps color.
- The organization has identified the option of a cellular phone being available for staff members to check out as a means of ensuring that a communication device is available in the vehicles transporting the persons served. However, all staff members currently providing transportation appear to have personal

communication devices available to them. It is suggested that a cell phone be purchased and available for checkout in the event that an employee transporting the persons served does not have a personal communication device available to him/her.

- The organization's human resources clerk has recently created a check-and-balance system to ensure follow up or completion of maintenance requests, including items identified in the self-inspection process. This system is then used at the safety committee meetings to determine the status of the requests. It is suggested that this system continue to be used, updated, and enhanced as necessary to ensure that request statuses of completed, on hold, etc., are indicated. This could complete the system and help ensure that items are not allowed to slip between the cracks.

## 1.I. Human Resources

### Description

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

### Recommendations

#### 1.I.6.b.(3)(a)

#### 1.I.6.b.(3)(b)

#### 1.I.6.b.(4)(a)

#### 1.I.6.b.(4)(b)

It is recommended that performance evaluations for all personnel directly employed by the organization be conducted in collaboration with the direct supervisor and with evidence of input from the personnel being evaluated. In addition, performance evaluations should consistently be used to assess performance related to objectives established in the last evaluation period and to establish measurable performance objectives for the next year.

## 1.J. Technology

### Description

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

### Key Areas Addressed

- Written technology and system plan
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, 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

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

### Recommendations

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

The organization has a policy to resolve complaints that includes timeframes for prompt consideration and levels of review; however, it is recommended that the policy be enhanced to specify the availability of external review. This could be achieved by including advocacy groups or governmental agencies as sources for the external review. The complaint policy indicates that the action of filing a complaint would not result in discrimination, harassment, intimidation, or any form of punishment. The organization could consider adding the wording in the CARF standards that specifies the action would not result in any "barriers to services."

## 1.L. Accessibility

### Description

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

### Recommendations

There are no recommendations in this area.

## 1.M. Performance Measurement and Management

### Description

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

## **Key Areas Addressed**

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

## **Recommendations**

**1.M.2.a.**

**1.M.2.b.**

**1.M.2.c.**

**1.M.2.d.**

It is recommended that the organization demonstrate how its data collection system addresses reliability, validity, completeness, and accuracy. It is suggested that a short narrative in the performance management system on these could demonstrate conformance to these standards.

## **Consultation**

- It is suggested that the performance management system description include more detail regarding the data collection on the objectives to whom these apply, those responsible for data collection, and the data source for each indicator. This could keep the actual results and action plan as focused as possible.

## **1.N. Performance Improvement**

### **Description**

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

### **Key Areas Addressed**

- Proactive performance improvement
- Performance information shared with all stakeholders

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The organization might consider creating a display or poster for certain public areas to showcase highlights of the feedback collected and the outcomes achieved.

## **Section 2. Quality Individualized Services and Supports**

### **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**

### **2.A.10.c.**

Although the organization has a process that would be followed in the event that there is ever a wait list, it is recommended that it be added to the organization's policies and procedures for acceptance. This could be done by adding a section to the customer handbook near the eligibility section.

## **Consultation**

- The organization uses time limitations on any releases used for confidential information. It is suggested that the organization consider using time limitations on other releases, such as picture permission.

## **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 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**

### **2.B.7.a.(1)**

### **2.B.7.a.(2)**

### **2.B.7.a.(3)**

### **2.B.7.a.(4)**

### **2.B.7.a.(5)**

### **2.B.7.b.**

At times, the organization completes a health and safety assessment on some persons served, but these do not consistently address all of the relevant CARF standards. It is recommended that these assessments consistently include assessing the potential risks to each person's health in the community, each person's safety in the community, deciding whether to accept situations with inherent risks, identifying actions to be taken to minimize risks that have been identified, and identifying individuals responsible for those actions. In addition, the risk assessment results should be consistently documented in the individual service plan.



## Consultation

- It appears that the organization has made improvements in developing the coordinated individualized service plans. The goals reviewed in all services were measurable. In the community employment service, the goals consistently reflected the person served maintaining his or her job. It is suggested that this service add another goal to the individualized service plans to make these individualized to the person served.
- The organization identifies reasonable accommodations and assistive technology in some of the individualized service plans. It is suggested that the organization consistently add reasonable accommodations and assistive technology to the plans to remind the person developing the plan to get credit and more fully document all that the organization does in these areas.

## 2.C. Medication Monitoring and Management

### Key Areas Addressed

- Current, complete records of medication 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
- Personnel needs of local employers
- Community resources available
- 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.A. Employment Planning Services (EPS)

#### Description

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.

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **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
- Employment goals of persons served
- Legal guidelines adherence
- Increased wages and skills

## Recommendations

There are no recommendations in this area.

## 3.G. Community Employment Services

### 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.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

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.

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.F. Respite Services (RS)**

### **Description**

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

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

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

#### **Key Areas Addressed**

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

#### **Recommendations**

There are no recommendations in this area.

## **4.G. Community Integration (COI)**

### **Description**

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity 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.).

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.



## 4.H. Community Housing (CH)

### Description

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

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

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their 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
- In-home safety needs
- Options to make changes in living arrangements
- Support to persons as they explore alternatives
- Access as desired to community activities
- System for on-call availability of personnel

### Recommendations

There are no recommendations in this area.

## Consultation

- Each community housing situation appears to be provided in attractive homes that are very nicely decorated in personalized ways. It was apparent that the houses were presented in a way to maximize comfort and appeal and give the locations a very attractive appearance. In two of the housing situations, there appeared to be an abundance of notices, paperwork, work postings, and forms located in the dining area; these appear to detract from the appeal of the house. It is suggested that the organization consider downsizing or organizing these papers in a way that minimizes the disruption of the homey feel of these locations.
- The organization appears to have a procedure prohibiting pets in the community houses. It is suggested that this become a policy that might be included in the handbook.

## 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 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 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
- 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

## Recommendations

There are no recommendations in this area.

# Program(s)/Service(s) 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*

## **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

## **Lillian Marie Home**

3182 Lillian Marie Drive  
LA  
Gray, LA 70359

Community Housing

## **Wellington Community Home**

203 Wellington  
LA  
Houma, LA 70360

Community Housing