

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

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

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

**Organization**

Terrebonne ARC  
1 McCord Road  
Houma, LA 70363

**Organizational Leadership**

Danielle Domangue, TE DIV 2 Supervisor

**Survey Number**

143015

**Survey Date(s)**

September 19, 2022–September 21, 2022

**Surveyor(s)**

Steven W. Howard, EdD, Administrative  
Charlotte D. King, Program  
Curtis E. Tatum, Program

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

Community Employment Services: Employment Supports  
Community Housing  
Community Integration  
Employment Planning Services  
Supported Living  
*Governance Standards Applied*

**Previous Survey**

June 20, 2018–June 22, 2018  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: June 30, 2024**

# Executive Summary

This report contains the findings of CARF's site survey of Terrebonne ARC conducted September 19, 2022–September 21, 2022. 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) provides quality community housing, community integration, supported living, and community employment services (including employment supports and employment planning services) in and around Houma, Louisiana. The organization maintains an exceptional reputation in the community and is viewed as a provider of excellent services by various constituents and stakeholders. The organization appears to be fiscally sound. It is led by an engaged executive director who demonstrates a genuine dedication to and passion for seeing that the clients served by TARC have happy and productive lives. The staff members support a shared vision for the mission and strategic direction of the organization. TARC boasts a dedicated, tenured, and committed team of staff members who express solid loyalty and support for the organization's strategic direction. It remains clear that TARC has recently weathered a number of extremely challenging events, including multiple severe storms, Hurricane Ida, and the COVID-19 pandemic. Many physical repairs to TARC properties are still underway. Nevertheless, the wake of these events leaves the organization's personnel motivated on the behalf of the clients and even stronger as a service delivery team. The leadership and staff members were receptive to consultation offered during the on-site visit, instilling confidence that current shortcomings will be addressed in a timely fashion. The organization's enthusiasm and willingness to improve will be a bonus as TARC plans for improvement in the months and years that follow. The organization should continue to focus on correcting administrative areas where it does not yet conform to CARF standards. Key areas for improvement include the augmentation of elements in the cultural competency plan, consistent completion of unannounced tests of each emergency procedure for all locations, completion of credential verification checks with primary sources, implementation of additional written procedures relating to fitness for duty checks, and the incorporation of measurable staff goals in performance appraisals. Regarding its programs, TARC should consistently develop service plans that reflect the preferences of the clients in the supported independent living and community housing programs and draft measurable client goals. Finally, the employment staff should make community employers aware of tax benefits available for businesses that employ TARC clientele.

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):

- Steven W. Howard, EdD, Administrative
- Charlotte D. King, Program
- Curtis E. Tatum, 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
- Supported Living
- *Governance Standards Applied*

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

## Representations and Constraints

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

## Survey Findings

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

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

## Areas of Strength

CARF found that Terrebonne ARC demonstrated the following strengths:

- The staff members at TARC are dedicated, and many of them are tenured professionals. The staff members function well as a cohesive and effective team. They are driven to fulfill the organization's mission and are strong supporters of the leadership. It is clear that the staff members work toward the collective good of TARC and the clients they support. Without exception, all staff members expressed excitement about the organization's future. Their cohesive nature, family centered orientation, and overall dedication to accomplishing the TARC mission are undeniable.
- The personnel have not lost sight of the importance of having fun in their duties. This dynamic was evident throughout the survey process. Although the organization keeps the work environment light, this in no way diminishes each person's goal to strive for the very best in work quality, both collectively and individually, in service to the clients.
- The organization is led by an engaged and friendly executive director who is passionate about the services provided. As a leader, she is highly respected by the staff members, community, board, and funders. The organization continues to move in positive directions under her leadership. She was described as "passionate," "accessible to all," "amazing advocate," and "dynamite." It was also shared that "clients love" the executive director.
- TARC has cultivated a board of directors who remain engaged in the governance of the organization and avoid micromanagement. The board boasts a diverse background of talents in several sectors, including law, medicine, pharmacology, business, telecommunications, parental involvement, and finance. Moreover, the board counts a client in its numbers as a voting member. This diversity is noteworthy and will be useful as the organization advances its strategic initiatives and negotiates the changes not only caused by the COVID-19 pandemic but also the fluctuations brought on by impending state and federal changes.
- The board at TARC has implemented the use of subcommittees as a more efficient way of conducting organizational business. The board members reported that this format has reduced board meeting times from four hours to 90 minutes or less.
- In addition to its pleasing residential settings, TARC maintains functional and well-appointed offices and work facilities. The organization's grounds are continually maintained, with the main location occupying approximately 23 acres of space. The grounds are inviting and well maintained, in spite of the organization continuing to rebuild and repair itself following the damage sustained from Hurricane Ida.
- The organization appears to enjoy solid financial health. It generates financials that are thoroughly vetted and compared to budget. The organization internally reconciles its billings to services provided to ensure accuracy and remain credible to the stakeholders who hold an interest in the organization.
- On a monthly basis, the organization hosts a well-established client representative meeting that is orchestrated and facilitated by a client served. This meeting provides an excellent opportunity for clients to spotlight aspects of both their home and work lives, where individuals can share stories and experiences. From time to time, this meeting hosts service projects and invites speakers to cover timely topics.
- TARC has developed an extensive fleet of vehicles that are regularly maintained to be safe and mechanically sound. The organization's transportation team of mechanics and supervisors are skilled in contemporary maintenance techniques that are consistent with each vehicle's manufacturing requirements. Particularly noteworthy is the organization's initiatives in accessing Federal 5310 grant program funds to provide enhanced mobility for persons with disabilities. This program has helped TARC obtain a number of state-of-the-art vehicles and replace vehicles when needed.

- TARC’s efforts to repaint more traditional school buses in its fleet to sport attractive colors is commendable. These buses are outfitted with state-of-the-art equipment and given names by the clients to help encourage a feeling of team spirit and engagement.
- TARC enjoys an excellent relationship with the local community, maintaining partnerships and positive relationships with all stakeholders. The recent catastrophe of Hurricane Ida showcased the depth of the organization’s commitment to community. The parish’s local fire department had its building decimated by the storm, leaving firefighters without a place to stay and work. TARC opened its premises to these emergency workers, allowing them to remain closely situated to the area they serve and avoid taxpayer increases. The assistance provided by TARC came at no cost to the fire department or to the community at large. Such selfless service to the community is highly commendable and reflects very well on TARC as an authentic community partner.
- The organization has developed a comprehensive outcomes measurement program that offers a complete look at the many aspects of TARC’s services. The data collected relates to a wide variety of TARC’s program and business interests and helps to inform the strategic vision and direction of the organization’s services.
- TARC maintains a sound HR department that tracks the various needs of the organization’s personnel. Particularly noteworthy is the initiative taken by the HR director to attend monthly staff meetings at various locations across the organization’s areas of service delivery. This practice invites the staff members to become familiar with the HR department, making staff more likely to seek out HR personnel should compliance or personnel-related issues come up.
- A majority of the staff members at TARC have been with the organization for several years. This bodes well for consistency of services to the clients served.
- TARC is very well known in the community. This is a huge benefit when it comes to employment opportunities for the clients.
- TARC is commended on its creative approach to developing employment opportunities for the clients. Most of the clients are given the opportunity to work due to the variety of available employment options.
- All funders interviewed were very complimentary of TARC’s services. They reported that the organization is the provider of choice for most persons seeking services. The funders shared that they feel comfortable referring to TARC, as they know that the quality of the services provided will produce the desired outcomes.
- The innovative approach taken by the employment staff has produced job placements for individuals based on their vocational objectives. This bodes well for job satisfaction as well as longevity on the job.
- It is apparent that all clients are treated with dignity and respect. All clients and family members interviewed feel that TARC is a safe and healthy environment. Both the staff members and clients feel that they are all one big family, and all persons seem to be very happy in this environment.
- The organization is commended for its robust COVID-19 policy, which allows for comprehensive reporting and tracking of the health of staff members throughout the residential homes. The organization’s RN provided training related to universal precautions, social distancing, and mask wearing in the homes.
- There is a high degree of satisfaction with the services and staff, as observed and reported by family members and other stakeholders. The family members reported that the “staff are engaging, very loving, and supportive” of their needs, just as they are of client needs. A family member stated, “The organization is an example of what services should be.”
- The staff members are knowledgeable, have longevity, and demonstrate a strong commitment to providing quality services to each person. The diversity of the staff members presents the organization’s strong commitment to meeting the cultural needs of each client.

- The organization is recognized for supporting the clients with the Lets Get Together Club. This affords clients with opportunities to organize and plan events throughout the year for socialization (i.e., parties for holidays).
- The organization’s homes are beautiful and located in well-established communities. The homes are well maintained and reflect a warm and inviting atmosphere with large rooms, outdoor patios, and spacious yards for socializing. The lawns are beautifully maintained, with green shrubs and flowers. Client rooms are individualized and decorated based upon personal preferences.
- The organization’s residential staff members are recognized for their efforts to operationalize the program’s emergency evacuation plan during Hurricane Ida, with staff members working long hours to relocate clients to temporary housing. The management staff members assumed roles working as direct service workers, covering shifts to ensure coverage and client safety and to prevent home closures.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

## Section 1. ASPIRE to Excellence®

### 1.A. Leadership

#### Description

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

## Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

## Recommendations

### 1.A.5.a.(3)

### 1.A.5.b.(6)

### 1.A.5.b.(7)

Although TARC has implemented a cultural competency, diversity, and inclusion plan, it is recommended that the organization implement a cultural competency, diversity, and inclusion plan that also addresses other stakeholders and is based on the consideration of the diversity of its stakeholders in socioeconomic status and language.

## Consultation

- The organization currently maintains a standard organizational chart with the traditional format of having TARC governance and leadership at the top of the chart. Given the person-centered philosophy espoused by TARC, organizational governance and leadership may find it of value to reverse the organizational chart to include clients at the top and progress down to executive leadership and governance at the bottom, supporting the entire organization. Such a move would make a strong statement regarding the organization's priorities and provide a visual representation of servant leadership by management and governance alike.
- The organization may wish to add the statement, "Available in alternative formats," to the bottom of materials shared with the clients and families.
- Although the organization describes timeframes for addressing allegations of ethical code violations, defining timeframes using specific units of time (i.e., within five days, within 24 hours) might provide a clearer picture of this information.
- TARC may benefit from broadening its current corporate compliance processes with a more formal corporate compliance committee. Such a committee might be enhanced by designating privacy and security officer positions to divide the load with the current compliance officer and help committee officers specialize in respective compliance areas.

## 1.B. Governance (Optional)

### Description

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- The organization is encouraged to establish a board portal on its website and allow members to access board orientation materials, board minutes, and upcoming board agendas. Documents in need of annual signatures (i.e., code of conduct and conflict of interest and confidentiality statements) might be posted, giving board members the opportunity to independently access the portal to keep these signatures up to date. Under password protection, such a portal might also be used to distribute confidential board correspondence, as well as information generated during executive committee meetings. Obtaining consultation from the organization's current provider, Complete Network Management, could be one way to investigate the viability and expense of such an addition.
- Organizational governance may benefit by completing a form that outlines total compensation, along with all relevant information related to this process. Doing so might help organize this information and prevent board members from inadvertently missing pertinent compensation information.

## **1.C. Strategic Planning**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The organization may find it useful to structure its strategic objectives so that each objective is color coded, denoting the various stage of progress or completion of each goal. Such a system might help those reading the plan efficiently determine TARC's plan progress at a glance.
- The organization might benefit from augmenting its current format for collecting and sharing strategic plan information to include a column expressing a letter or number that identifies the priority of each objective. Color coding is another option for identifying the priority of each objective.
- The organization may wish to use its website or newsletter to share the strategic plan.

## 1.D. Input from Persons Served and Other Stakeholders

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.G. Risk Management

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

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

### Key Areas Addressed

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

### Recommendations

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.c.(5)

1.H.7.d.

Most recently, the organization has made an effort to conduct unannounced tests of its emergency procedures for each location. However, the drills were not evidenced in 2020. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift and at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill; be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results; and be evidenced in writing, including the analysis.

### 1.H.10.a.(18)

It is recommended that the organization augment its written procedures for critical incidents to specify the critical incident of overdose.

#### Consultation

- The organization might further enhance its focus on safety by installing timers near sinks throughout its bathrooms. The timers could serve as useful tools to ensure that staff members and associates wash their hands for the amount of time needed to prevent disease transmission. Additionally, lining the floor with tape or paint below each fire extinguisher could ensure that the equipment remains unblocked.
- The organization may wish to use its access/egress maps to designate severe weather shelters. Doing so could provide individuals located within its facilities a visual reference as to where shelters are located, should a weather emergency or other violent/threatening situation occur.
- The organization reports that all emergency drills are conducted unannounced; however, this is not readily apparent on the drill summary. It is suggested that the organization note the categories of “announced” and “unannounced” on the drill summary template to add clarity in this regard.
- The organization currently posts a sign on its front gate to prohibit the carrying of guns on the premises. Posting this signage on the front of each building might also be helpful, should individuals fail to see the front gate postings.
- TARC’s transportation staff members report that the devices installed in a number of its vehicles have GPS capability, although it has not yet been activated. The safety of the staff members and clients could be enhanced by enabling this function. Doing so might help the organization track vehicle whereabouts at any time, while having the added benefit of monitoring staff speeds and other critical maintenance functions.

## 1.I. Workforce Development and Management

### Description

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

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

### Key Areas Addressed

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

## Recommendations

### 1.I.4.a.(2)(a)

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

### 1.I.4.b.(3)

It is recommended that the organization implement written procedures that address verification of the credentials of all applicable workforce (including licensure, certification, registration, and education) with primary sources and fitness for duty, if required. The organization should implement written procedures that also address actions to be taken in response to the information received concerning fitness for duty. The staff members reported accepting copies of a conferred degree as proof of graduation. In order to prevent receiving fraudulent academic credentials, TARC's HR department might verify this information with the primary source from which the credential was awarded, as engaging with an outside vendor to provide these checks is one way to accomplish this verification.

### 1.I.8.f.

It is recommended that TARC expand its written procedures for performance appraisal to address measurable goals. Although some categories of staff reviews included measurable goals, others did not.

## Consultation

- Discussions related to succession of TARC's key staff positions are conducted informally. The organization may benefit by completing a more formally written succession plan for each of its key staff positions that outlines the various critical aspects that need to be considered when a staff member takes over for a predecessor.

## 1.J. Technology

### Description

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

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- TARC has tested its procedures for business continuity/disaster recovery each of the preceding years of its accreditation tenure. This has occurred as a result of catastrophic events such as Hurricane Ida, numerous storms, and the COVID-19 pandemic. The organization has fulfilled these standards as a result of conducting actual tests during times of crisis. Although these annual tests meet the CARF standards completely, TARC's current technology plan does not call for these tests to be done, leaving room for such tests to be forgotten. The organization is encouraged to embed business continuity/disaster testing into its existing plan in order to prevent the possible omission of this process in the future.

- TARC may wish to institute random phishing tests as a way to enhance cybersecurity. Such testing might yield useful results by producing threat assessment data that could be acted upon to teach staff members what to look for in the event actual threats penetrate the organization's security systems.

## 1.K. Rights of Persons Served

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization uses surveillance cameras throughout its campus, as consistent with its policies and practices to safeguard information, and there is signage posted to notify stakeholders entering the campus. However, this practice in the residential homes could be seen as a client rights violation. It is suggested that the organization ensure that the clients in the residential homes are informed and consent to the use of the security surveillance systems within the homes. The organization is encouraged to post signage notifying outside stakeholders entering the premises of this as well, and obtain legal counsel to determine any risk and/or liabilities.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

### Recommendations

#### 1.L.1.a.(3)

#### 1.L.1.b.(7)

The organization's leadership should assess the accessibility needs of other stakeholders and implement an ongoing process for identification of barriers in technology.

### Consultation

- An effective way to approach accessibility planning might be to invite clients to actively participate in helping to develop the plan. For example, having persons with various disabilities come along during an architectural walk-through might generate some unique perspectives.

## 1.M. Performance Measurement and Management

### Description

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

The foundation for successful performance measurement and management includes:

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The leadership may find it useful to construct a dashboard coversheet for its outcomes measurement report, thereby improving the efficiency by which readers may access information located inside of this document. Such a revision might include summary data, in addition to relevant metrics, that would allow the readers to familiarize themselves with basic service priorities or dig deeper on any issue noted on the dashboard.

## 1.N. Performance Improvement

### Description

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

### Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement

- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The organization may find it useful to use its website as an additional opportunity to share outcomes data to a broader spectrum of stakeholders. The organizational newsletter is another avenue that may be useful for this purpose.

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

### **Description**

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

### **2.A. Program/Service Structure**

#### **Description**

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

#### **Key Areas Addressed**

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

#### **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

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

### **Key Areas Addressed**

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

### **Recommendations**

**2.B.3.a.**

**2.B.3.b.**

**2.B.3.c.**

**2.B.3.d.**

**2.B.3.e.**

It is recommended that each individualized service plan be consistently developed based on the person's strengths, abilities, preferences, desired outcomes, and other issues (as identified by the client). The organization is encouraged to write individual plans using "I" language and to quote the person in the plan to reflect a more person-centered approach.

**2.B.5.a.**

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

**2.B.5.b.(2)**

**2.B.5.b.(3)**

**2.B.5.b.(4)**

**2.B.5.b.(5)**

**2.B.5.c.(1)**

**2.B.5.c.(2)**

**2.B.5.c.(3)**

**2.B.5.d.**

**2.B.5.e.(1)**

**2.B.5.e.(2)**

**2.B.5.f.(1)**

A coordinated individualized service plan should be developed with the active involvement of the client and identify the person's overall goals, specific measurable objectives, methods/techniques to be used to achieve the objectives, those responsible for implementation, and how and when progress on objectives will be regularly reviewed. A coordinated individualized service plan should be communicated in a manner that is understandable to the client, the persons responsible for implementing the plan, and others (as appropriate). It is recommended that a coordinated individualized service plan be revised, as appropriate, based on the changing needs of the client and satisfaction of the client and reflect timely transition planning when a client moves from one level of services/supports or program to another within the organization.

## 2.C. Medication Monitoring and Management

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 2.D. Employment Services Principle Standards

### Description

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

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

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

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

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

### Key Areas Addressed

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

## **Recommendations**

### **2.D.5.d.**

As appropriate to the services provided, it is recommended that employers be made aware of the tax credits that the employer may secure as a result of hiring an eligible candidate.

## **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 the person's 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.G. Community Employment Services (CES)**

### **Description**

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

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

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

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

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

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

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

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.G. Community Integration (COI)**

### **Description**

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

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

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

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Center-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.

## 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.

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

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **4.I. Supported Living (SL)**

### **Description**

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

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

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

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

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

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

### **Key Areas Addressed**

- Safe, affordable, accessible housing chosen by the individual
- Supports available based on needs and desires
- In-home safety needs

- Living as desired in the community
- Support personnel available based on needs
- Persons have opportunities to access community activities

### **Recommendations**

There are no recommendations in this area.

# Program(s)/Service(s) by Location

## **Terrebonne ARC**

1 McCord Road  
Houma, LA 70363

Community Employment Services: Employment Supports  
Community Integration  
Employment Planning Services  
Supported Living  
*Governance Standards Applied*

## **Creative Employment Opportunities**

1 McCord Road  
Houma, LA 70363

Community Employment Services: Employment Supports

## **Dixie Community Home**

167 Dixie Avenue  
Houma, LA 70363

Community Housing

## **Lillian Marie Home**

3182 Lillian Marie Drive  
Gray, LA 70359

Community Housing

## **Wellington Community Home**

203 Wellington Drive  
Houma, LA 70360

Community Housing