

December 1, 2015

Anne L. Holton
The Arc of the South Shore
371 River Street
North Weymouth, MA 02191

Dear Mrs. Holton:

It is my pleasure to inform you that The Arc of the South Shore has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following service(s):

Community Integration

This accreditation will extend through December 31, 2018. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The survey report is intended to support a continuation of the quality improvement of your organization's service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A quality improvement plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

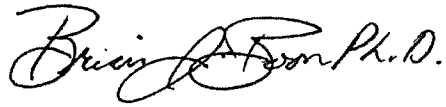
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Danielle Fauland by email at dfauland@carf.org or telephone at (888) 281-6531, extension 7171.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." The signature is written in a cursive style with a large, stylized initial 'B'.

Brian J. Boon, Ph.D.
President/CEO

Enclosures

**CARF
Survey Report
for
The Arc of the
South Shore**

Organization

The Arc of the South Shore
371 River Street
North Weymouth, MA 02191

Organizational Leadership

Joanne Erickson
President-Board of Directors

Daryl A. Cook-Ivan
Executive Director

Anne L. Holton
Executive Vice President/Director of Day Services

Survey Dates

October 15-16, 2015

Survey Team

Penny J. Gagnon, Administrative Surveyor

Maria M. Walker, Program Surveyor

Programs/Services Surveyed

Community Integration

Previous Survey

October 25-26, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: December 31, 2018



Three-Year Accreditation

SURVEY SUMMARY

The Arc of the South Shore has strengths in many areas.

- The board of directors and leadership are committed to the vision and mission of the organization and are strong advocates for the persons served.
- The organization is commended for its efforts in raising the profile of its programs and services offered and its important role in the community through its promotional video and marketing.
- The organization is commended for its efforts in advancing its technological needs and administrative and financial practices.
- The organization is commended for its commitment to serving individuals with cognitive; medical; behavioral; and other multi-occurring, complex needs and utilizing various disciplines, such as nursing staff, a behavioral specialist, a physical therapist, and an occupational therapist, on staff. In addition, its commitment to sticking with individuals during difficult times ensures continuity and security for the individual and the family members.
- The organization is well connected to the community as evidenced by the numerous community activities that civic organizations and businesses sponsor or organize.
- The staff members at all levels of the organization support one another so that they can provide person-centered services.
- The organization is commended for having a formal plan to implement an electronic records system to reduce paperwork and provide for improved efficiency and effectiveness.
- The organization is commended for its positive behavior support (PBS) efforts in order to reduce interfering behaviors and improve the quality of life of the individuals served. Trained staff members are effective change agents for other staff by modeling framing and reframing and utilizing various PBS tools in their day-to-day activities.
- The nursing staff is an invaluable resource in teaming with direct staff, the case manager, and others.
- Interdisciplinary team members intervene when interfering behaviors are evident. They directly assess any impact of medications or other physiological changes on an individual's health and well-being.

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

On balance, The Arc of the South Shore has made a commitment to conform to the CARF standards. The leadership and staff of the organization demonstrate dedication, caring, and passion for the needs of the persons served and the community at large. It is evident that the board of directors, leadership, and staff are examining ways to continually improve the organization and promote the importance of its role in the community. The Arc of the South Shore was very open to the accreditation process and welcomed suggestions and consultation. There was evidence of energy and hard work in the preparation for the survey, and the materials and resources available indicate a commitment to providing quality services.

The Arc of the South Shore has earned a Three-Year Accreditation. All those involved are congratulated for the positive efforts they have made in the pursuit of international accreditation. The organization is encouraged to continue to use the CARF standards for quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE[®]

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

A.5.c.

A.5.d.

It is recommended that the organization's cultural competency and diversity plan be reviewed at least annually for relevance and updated as needed.

A.6.b.(2)(a)

A.6.b.(2)(b)

It is recommended that the written procedures to deal with allegations of violations of ethical codes include timeframes that are adequate for prompt consideration and result in timely decisions.

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.

Consultation

- Although there are updates to the strategic plan in *The Beacon Newsletter*, it is suggested that the update be further expanded to the annual report with a specific section titled "Update on the Strategic Plan."
-

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.

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.

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 annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

There are no recommendations in this area.

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

H.6.b.(1) through H.6.b.(3)

It is recommended that the organization have evacuation routes that are understandable to the persons served; personnel; and other stakeholders, including visitors.

Consultation

- It is suggested that safety equipment, such as first aid kits and fire equipment, be consistent across all transportation vehicles.
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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

I.6.c.(1)

I.6.c.(4)

It is recommended that annual reviews be conducted on all contract personnel utilized by the organization that assess performance of their contracts.

I.7.e. through I.7.h.

It is recommended that the system of management of students or volunteers used by the organization include assessment of performance, policies and written procedures for dismissal, confidentiality policies, and background checks when required.

Consultation

- Although training planning and cycles are embedded in practice and the organizational culture, it is suggested that this be developed into a document.
-

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.

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

K.1.a.(3)

Individual rights are communicated to individuals served and their respective family members. Additionally, training on individual rights during group times are evident by using pictures and discussing what that specific right means; however, there is not a tracking mechanism to ensure that all individuals receive the training annually. Therefore, it is recommended that the organization ensure that rights are communicated to the persons served annually for persons served in a program longer than one year. This might be accomplished by implementing a process that ensures that a tracking method is in place to determine that rights are communicated to all individuals served annually.

K.3.a.(4)(a)

K.3.a.(4)(b)

The organization has a formal grievance procedure that outlines the process. There are timeframes for the first step and for the final step. However, it is recommended that timeframes be adequate for prompt consideration and result in timely decisions for the person served. It is suggested that the third step quantifiably define *as soon as possible* and steps three and four state how often the Human Rights Committee meets and the current language of *at the next committee meeting* be replaced, as individuals and family members are not aware how frequent the meetings are.

K.4.a. through K.4.b.(3)

It is recommended that the organization conduct a written analysis of all formal complaints annually that determines trends, areas needing performance improvement, and actions to be taken. The organization may want to include this process at the same time that it tracks and trends critical incident reports.

Consultation

- The organization has provided pictures to assist in helping individuals understand their rights, and the pictures are helpful. The organization may want to consider rewriting the rights that are in person-first language and utilize language that is easily understood by the population it serves. In addition, it may want to consider utilizing PowerPoint® or other software programs that allow for use of simulation videos or other actual videos of the relevant right it is communicating. One example may be to change the wording from *Human Rights* to *My Rights*. The organization has recently gathered some other sources of rights and is encouraged to utilize them as they fit the organization and are relevant for use.
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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.

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

There are no recommendations in this area.

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
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Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

A.13.e.

The organization has a release form developed, but it is not utilized in order to communicate and release information to family members; guardians; or other outside sources, such as physicians. Therefore, it is recommended that any release of confidential information comply with applicable laws.

Consultation

- The organization has a commitment to changing its philosophy and practices to a PBS model, which has to start at the leadership level and impact all levels of the organization, including written policies, procedures, and forms used daily. It is suggested that the organization review its policies and revise language that is counter to PBS philosophy. This includes rewriting its policies on use of behavior interventions and aligning them with current practice.
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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

There are no recommendations in this area.

Consultation

- It is suggested that the person's individual preferences regarding social and recreational opportunities be incorporated into his or her individual support plan. This could help ensure that opportunities are person centered, reflecting the individual's likes and recognizing that the goals need to be tied to skills acquisition. One example of this may be tying the goal of interacting socially with peers with the social and recreational preferences of that individual.
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C. Medication Monitoring and Management

Key Areas Addressed

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

There are no recommendations in this area.

F. 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.

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 AND COMMUNITY SERVICES

Description

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

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

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

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

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

P. Community Integration

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.
- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.

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

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to continue its efforts to develop curriculum modules for its day habilitation program. This will likely be an invaluable set of tools that support staff in delivering consistent, meaningful programming that can also aid in providing more individualized, goal-directed services. This, combined with PBS efforts, may assist the organization to improve individualized goals that help individuals become more self-sufficient and gain more control over their lives.
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