

**CARF Accreditation Report**  
**for**  
**Minute Man Arc for Human**  
**Services**  
  
**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**

Minute Man Arc for Human Services  
35 Forest Ridge Road  
Concord, MA 01742

**Organizational Leadership**

Jean A. Goldsberry, MS, MBA, CEO  
Ryan Haskins, MA, Director, Training/Quality Improvement

**Survey Number**

150012

**Survey Date(s)**

December 6, 2021–December 8, 2021

**Surveyor(s)**

Colleen M. Kennedy, MS, Administrative  
Peggy Caldwell, Program  
Tammy C. Seitz, Program

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

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Host Family/Shared Living Services  
Services for Children and Youth: Child and Adolescent Services  
Services for Children and Youth: Early Intervention Services  
Supported Living

**Previous Survey**

October 10, 2018–October 12, 2018  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: December 31, 2024**

# Executive Summary

This report contains the findings of CARF’s site survey of Minute Man Arc for Human Services conducted December 6, 2021–December 8, 2021. This report includes the following information:

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

## Accreditation Decision

On balance, Minute Man Arc for Human Services demonstrated substantial conformance to the standards. Minute Man Arc has a well-deserved reputation across the state as a stellar provider. The organization acts as an advocate for its consumers and people with disabilities, and it strongly supports self-advocacy. The board, leadership, and staff members demonstrate a commitment to the organization’s mission and to being a leader in its field. It delivers exceptional, creative, individualized, and person-centered services. It has well-established relationships and partnerships throughout its community, including with employers. Consumers, families, employers, funding sources, community partners, and other stakeholders expressed a high level of satisfaction with and appreciation for the organization and its services, and they praised the staff members for their care and commitment. The leadership and staff members are congratulated for their commitment to serving consumers, especially with the challenges of the COVID-19 pandemic over the past two years. Efforts to pivot and maintain services remotely were lauded by consumers, families, and funders. Areas for improvement are noted in the areas of workforce development and management, technology, and services for children and youth.

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

**Minute Man Arc for Human Services 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 Minute Man Arc for Human Services was conducted by the following CARF surveyor(s):

- Colleen M. Kennedy, MS, Administrative
- Peggy Caldwell, Program
- Tammy C. Seitz, 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 Minute Man Arc for Human Services and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Host Family/Shared Living Services
- Services for Children and Youth: Child and Adolescent Services
- Services for Children and Youth: Early Intervention Services
- Supported Living

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 Minute Man Arc for Human Services demonstrated the following strengths:

- Minute Man Arc benefits from an active board of directors. Board members possess diverse skills and connections in the community and include a current consumer and family members of consumers. Board members are committed to the mission of the organization and are involved in events and fundraising. There is regular communication and clarity of roles between the board and executive leadership.
- The executive director provides strong leadership while consistently working as a team with directors and managers to support the organization's mission and provide the highest quality of services. She is readily accessible to personnel at all levels and is consistently engaged in services. She is seen as a visionary, setting a high bar for excellence.
- Employees are clearly valued by the organization. Minute Man Arc emphasizes the growth and development of staff members through internal promotions, tuition reimbursement, and training. Particular efforts were made to recognize staff members' commitment during the COVID-19 pandemic, which included significantly increasing wages and salaries and providing other, smaller benefits. A vacation time donation policy was created early in the pandemic, which assisted employees who had a reduction in hours due to partial closures. This has continued to help those experiencing illness.
- There is a strong emphasis on the rights of the consumers. The Human Rights Committee is strong and very active. Membership includes a physician, several nurses, a social worker, a self-advocate, and parents. The training provided to the committee, to consumers, and to families is exceptional. Another program offered to consumers, families, and staff members is sexuality, which is provided as an option. It assists consumers in focusing on concerns and feelings while educating and reassuring family members.
- Safety and health are a strength of the organization, and all employees are expected to actively participate in maintaining a safe environment. The Quality Risk Safety (QRS) Committee meets frequently. There is an extensive, detailed maintenance and safety systems dashboard, which retains and evaluates all relevant indicators. An in-depth, extensive risk analysis and plan guide actions to reduce risks.
- Minute Man Arc goes above and beyond in identifying gaps and needs. For example, the organization recently contracted with a spiritual support coordinator to identify and provide spiritual support for consumers and families. Funded by a grant, it has become a pilot initiative that may be replicated by others as its positive results become evident.
- Funding sources expressed a high level of satisfaction with the services provided in the programs. The organization and its staff members are seen as being committed and caring, flexible, creative, and responsive. Communication is continual and positive. The organization is recognized for "taking individuals from where they are," its advocacy, and its promotion of self-advocacy.
- Minute Man Arc invests in its communities through integration, collaboration, and partnerships. The organization is well-known for providing leadership in promoting advocacy for people with disabilities and self-advocacy for its consumers.
- The organization's response to the COVID-19 pandemic, particularly in the early days of the pandemic, was phenomenal. It accomplished what few organizations were able to. Services were suspended for only three days before it opened remote services in several programs. Access was quickly ramped up to more consumers and families to the extent that there were two channels operating to contain all programs. Early intervention services and therapies also continued with little interruption. Health and safety of the staff and consumers were the priorities. While dealing with a staffing shortage, the organization worked to ensure that as many people as possible were able to return to the day programs so that everyone was able to receive some services during the week. Remote services remain available even after opening to in-person services, as some individuals cannot or choose not to return in person.

- The homes operated by Minute Man Arc are attractive, are well maintained, and fit in nicely into the neighborhoods where they are located. There is ample space in all of the homes to allow for private areas for the residents to visit with family and friends. The home décor is clearly representative of the residents that live there. All bedrooms are clearly decorated by the residents and depict their likes and preferences.
- Host family providers are committed to long-term relationships with the consumers that live with them. There is a true sense of friendship and family. The placements are well vetted, and ample time is given to both parties to get to know each other before deciding to proceed with the arrangement.
- The community integration program provided valuable opportunities for the consumers to participate in their communities. The organization has many long-term relationships in the community, and it is often called upon by community members to help out with various activities and fundraising efforts. The Arc Artisans program is a unique opportunity for the consumers to participate in art classes led by a local artist. Because of the COVID-19 pandemic, the artist now comes to the organization and offers the art classes on site. Artwork created during these classes is on display throughout the organization.
- The Adult Foster Care (AFC) program provides much-needed support and assistance to the consumers in the program as well as the caretakers. Caretakers stated that they were not certain about becoming involved in the program, but now they do not know what they would do without it. The staff members in the AFC program bring support and encouragement to the families. The caretakers see this program as a huge benefit to them and their families.
- The organization is recognized for its self-advocacy group. It is clear that this group is valued by the organization and plays an integral part in the operation of the organization. Members of the self-advocacy group serve on the Human Rights Committee, serve on the organization's board, and represent the organization on statewide advocacy groups. In addition, this group is extremely active in organizing donation drives for various items (such as feminine hygiene products and school supplies), volunteering at community events, and lobbying both locally and statewide to make changes in the community.
- Minute Man Arc benefits from the impressive longevity of employment of numerous personnel. A large percentage of staff members have worked for the organization for several years. This is a testament to the organization's strong values, and it adds stability and credibility to the organization. Staff members display a positive outlook regarding the organization and appear to enjoy their jobs. Staff members stated that they love working for the organization, feel valued, and have the training they need to do their jobs well.
- Minute Man Arc was able to provide employment options for staff members during the COVID-19 pandemic when traditional employment services were not an option. Employment services staff members started a delivery service to the residential homes for essential items, such as groceries, which continues to this day.
- Staff members are dedicated to ensuring the overall wellness of the consumers. They are accommodating and forthcoming in their interactions with the consumers, and they demonstrate heartfelt commitment to optimizing the independence of the consumers. They are caring, compassionate, empathetic, and understanding of the consumers in their care. Their words and interactions reflect love and respect. Staff members throughout the organization do a great job of integrating the community in the services provided to consumers. Staff members are highly attuned to the needs and preferences of the consumers. They address consumers in a respectful manner, treat them with dignity, and support them to live the best life they can.
- The organization provides stellar community employment services options for consumers. A vast array of more than 35 employers in all different sectors of the workforce participate, with the team continually striving to offer even more options to the consumers served. Staff members consistently provide ongoing supports to the consumers and the employers. These strong relationships provide a solid foundation for continued employment services within the community.
- Parents and guardians reported that communication, from the direct care staff to the CEO, is nothing short of remarkable. The collaboration between the family members and staff was the glue that has kept everyone together during the COVID-19 pandemic. The transparency of how services would be conducted, whether in

person or virtually, was appreciated by family members. Residential staff members ensured that daily Zoom calls were initiated when visits were not allowed in the homes, which speaks to the lengths that the organization went to ensure that constant communication occurred.

- Families in the community can access early intervention services from a multidisciplinary team that provides a collaborative approach to help children reach service plan outcomes. The composition of each team is based on the needs of the child in order to ensure a holistic approach to the services provided.
- The early intervention services program is the only program in the state that offers comprehensive services for children with hearing loss, hippotherapy, and DIRFloortime® therapy from its own in-house specialty service providers.
- The stellar services provided by the early intervention staff has attracted the support of parents and donors. Two families that have received services established foundations based on the services received. The organization also receives support from the local community through United Way and Community Chest.
- Early intervention records are continually reviewed for milestones required for eligibility, service plan development, and transition planning. Quality assurance is an ongoing daily task that the director of the department has spent many years developing and perfecting with success.
- Minute Man Arc is commended for acknowledging the needs of the community and then implementing a program to meet those needs for individuals three to 22 years of age. Extra Steps provides an extension of services, modeled after the early intervention program, where families are able to receive therapy services. Beginning just prior to the COVID-19 pandemic, the service continues to grow and even has a waiting list. This is just one of how the organization reaches out to ensure that the needs of the community are met.
- Thinking outside the box, Minute Man Arc began offering a new program in the fall of 2019. TimberNook is a unique program offering sensory experiences for children ages 18 months to 12 years old. This program is both inclusive and adaptive for children of all abilities and ages, offering sessions that run throughout the year. Themed programs, which are empowering and based on process-oriented learning, are engaging and are based on process-oriented learning.

## 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

There are no recommendations in this area.

#### Consultation

- Although there are numerous nonretaliation statements throughout the employee manual regarding reporting by personnel, there is no such statement in the code of ethics. The organization is encouraged to include a no-reprisal approach for personnel reporting in its code of ethics.

### 1.C. Strategic Planning

#### Description

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

#### Key Areas Addressed

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

#### Recommendations

There are no recommendations in this area.

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

### Description

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

### Key Areas Addressed

- Collection of input 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.

### Consultation

- Minute Man Arc is encouraged to consider requiring personnel who drive on behalf of the organization to show proof of personal auto insurance. It could reduce risk for the organization in the event of an accident.

## 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

There are no recommendations in this area.

### Consultation

- It is suggested that Minute Man Arc consistently wrap under-sink pipes in the accessible restrooms.
- Some evacuation maps were loose and simply tacked to the wall. It is suggested that all maps be permanently affixed to the wall.

## 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.(2)(b)**

#### **1.I.4.b.(2)**

#### **1.I.4.c.(1)**

#### **1.I.4.c.(2)**

The organization's written hiring procedures do not address how credentials are verified, and there is a lack of clarity regarding who is responsible for verifying and maintaining credentials. 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, when applicable, in all states or other jurisdictions where the workforce will deliver services. In addition, the written procedures should address actions to be taken in response to the information received concerning credentials verification and should address timeframes for verification of backgrounds, credentials, and fitness for duty prior to the delivery of services to the consumers or to the organization and throughout employment.

#### **1.I.8.e.**

The organization's policies indicate that performance evaluations are to be conducted annually; however, some of the files that were reviewed revealed that this was not consistently done. Minute Man Arc is urged to implement its written procedures for performance appraisal that address timeframes/frequencies related to the performance appraisal process.

### **Consultation**

- Some personnel records are in disarray. The organization is encouraged to address this challenge in the long term through additional help and/or moving to an electronic personnel records system.
- It is suggested that all job descriptions be dated so that it is clear when they were written or revised.

## **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
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Provision of information related to ICT, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

## **Recommendations**

**1.J.6.a.(1)**

**1.J.6.a.(2)**

**1.J.6.a.(3)**

**1.J.6.b.(1)**

**1.J.6.b.(2)**

**1.J.6.b.(3)(a)**

**1.J.6.b.(3)(b)**

Minute Man Arc pivoted quickly and successfully when the COVID-19 pandemic necessitated services to be provided remotely. Procedures were created in some programs to reflect practices, but written procedures were not consistently developed or implemented across the organization. It is recommended that the organization implement written procedures that address consent of the consumer; audio recording, video recording, and photographing the consumer; and decision making about when to use information and communication technologies versus face-to-face services. Written procedures should also be implemented to confirm that all necessary technology and/or equipment is available and functions at the originating and remote sites prior to the start of service delivery and as needed throughout services. Additional policies were created during the survey and can be built upon to address these areas.

## **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.

## 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

There are no recommendations in this area.

### Consultation

- The analysis and resultant accessibility plan approaches barriers to accessibility primarily from an internal perspective. It is suggested that Minute Man Arc consider barriers to accessibility in the community as well. For example, attitudinal barriers could be impacted by the advocacy and self-advocacy efforts of the organization. The organization could also address transportation throughout the community for people with disabilities and the promotion of employment for all people with disabilities (not just current consumers). The organization is active in many ways in the community, which could be reflected in the accessibility plan.

## 1.M. Performance Measurement and Management

### Description

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

The foundation for successful performance measurement and management includes:

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

### Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## 1.N. Performance Improvement

### Description

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

### Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

### Consultation

- Minute Man Arc is encouraged to share its performance outcomes with stakeholders by including summary information in its annual reports and on its website.

## Section 2. Quality Individualized Services and Supports

### Description

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

## 2.A. Program/Service Structure

### Description

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **2.C. Medication Monitoring and Management**

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## 2.D. Employment Services Principle Standards

### Description

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

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

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

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

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 2.E. Community Services Principle Standards

### Description

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

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

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

Expected results from these services may include:

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **Section 3. Employment Services**

### **Description**

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

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

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

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

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

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

### **3.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.

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

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

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

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

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

# **Section 4. Community Services**

## **Description**

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

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

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

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

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

## **4.A. Services for Children and Youth (SCY)**

### **Description**

Services for children and youth include prevention, early intervention, preschool programs, early years programs, after-school programs, outreach, and services coordination. Services/supports may be provided in a variety of settings, such as a family's private home; the organization's facility; and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization. In all cases, the physical setting, equipment, and environment meet the identified needs of the children and youth served and their families. Families are the primary decision makers and play a critical role, along with team members, in the process of identifying needs and services.

Early intervention services are structured and coordinated to facilitate the achievement of optimal development through the provision of prevention, assessment, education, development, and/or therapeutic services to infants and toddlers with disabilities or who are at risk of developmental delay and their families. Early intervention focuses on helping infants and toddlers learn the basic and brand-new skills that typically develop during the first years of life. Broadly speaking, developmental delay means a child is delayed in some area of development. There are five areas in which development may be affected:

- Cognitive development.
- Physical development.
- Communication development.
- Social or emotional development.
- Adaptive development.

Assessment is conducted to determine each child's unique needs and the early intervention services appropriate to address those needs. Families are the primary decision makers in the planning of early intervention services along with personnel relevant to the services being provided. Family-directed services also help family members understand the specific needs of their child and how to enhance the child's development.

Child and adolescent services focus on the development of skills needed by children/adolescents to succeed in school, their family, and their community. An organization may provide an array of distinct services that fall under the heading of child and adolescent services, with different service delivery models that incorporate different practices. Services are individualized to meet the changing needs of the children/adolescents served. Child and adolescent services empower the child/adolescent to develop skills in decision making, including maximizing their participation in the service planning process. Involvement of other team members depends on what the child/adolescent needs and the scope of the services provided. Team members could come from several agencies and may include therapists, child development specialists, social workers, educators, medical professionals, and others.

Some examples of the quality outcomes desired by the different stakeholders of services for children and youth include:

- Services individualized to needs and desired outcomes.
- Collection and use of information regarding development and function as relevant to the scope of the services.
- Children/youth acquiring new skills.
- Collaborative approach involving family members in services.
- Transition planning that supports continuity of services and developmental transitions.
- Increased responsibility of children/youth to make decisions.
- Personal safety of youth in the community.

### **Key Areas Addressed**

- Early intervention
- Individualized services based on identified needs and desired outcomes
- Communication with families and other supports/services
- Collaborative service planning
- Healthcare, safety, emotional, and developmental needs of child/youth
- Skill development for decision making
- Planning for successful transitions

### **Recommendations**

#### **4.A.2.g.**

To guide service planning, information should be gathered about the child/youth that includes, as relevant to the scope of services provided, the use of alcohol, tobacco, or other drugs.

## 4.E. Host Family/Shared Living Services (HF/SLS)

### Description

Host family/shared living services assist a person served to find a shared living situation in which the person is a valued person in the home and has supports as desired to be a participating member of the community. An organization may call these services, which are provided under a contract or written agreement with the host family/shared living provider, a variety of names, such as host family services, shared living services or supports, alternative family living, structured family care giving, family care, or home share.

Getting the person in the right match is a critical component to successful host family/shared living services. The organization begins by exploring with the person served what constitutes quality of life for the individual and identifies applicant host family/shared living providers who are a potential match with the person's identified criteria. The person served makes the final decision of selecting a host family/shared living provider.

Safety, responsibility, and respect between or amongst all people in the home are guiding principles in these services. Persons are supported to have meaningful reciprocal relationships both within the home, where they contribute to decision making, and in the community. The host family/shared living provider helps the person served to develop natural supports and strengthen existing networks. Relationships with the family of origin or extended family are maintained as desired by the person served. The host family/shared living provider supports the emotional, physical, and personal well-being of the person.

Persons develop their personal lifestyle and modify the level of support over time, if they so choose. The host family/shared living provider encourages and supports the person served to make decisions and choices. The host family/shared living provider does not necessarily have to be a family, as it could be an individual supporting the person. Although the "home" is generally the host family/shared living provider's home or residence, it may also be the home of the person served.

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

- Quality of life as identified by the person served is enhanced.
- Increased independence.
- Increased community access.
- Persons served choose whom they will live with and where.
- Participation of the persons in the community.
- Community membership.
- Support for personal relationships.
- Increased natural supports.
- Strengthened personal networks.
- Supports accommodate individual needs.
- Persons feel safe.
- Persons feel that the supports they need/want are available.
- Persons decide where they live.
- Persons feel valued.
- Persons have meaningful relationships.
- Persons develop natural supports.
- Persons participate in their community.

## **Key Areas Addressed**

- Appropriate matches of non-family participants with homes
- Contracts that identify roles, responsibilities, needs, and monitoring
- Needed supports
- Community living services in a long-term family-based setting
- Sense of permanency

## **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

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

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

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.

## 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

## **Minute Man Arc for Human Services**

35 Forest Ridge Road  
Concord, MA 01742

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

## **Carter Center**

1269 Main Street  
Concord, MA 01742

Host Family/Shared Living Services  
Supported Living

## **Derby House**

51 Derby Street  
Concord, MA 01742

Community Housing

## **Early Intervention**

1269 Main Street, 1st Floor  
Concord, MA 01742

Services for Children and Youth: Early Intervention Services

## **Emerson House**

22 West Street  
Concord, MA 01742

Community Housing

## **Extra Steps Pediatric Therapies**

222 Main Street  
Acton, MA 01720

Services for Children and Youth: Child and Adolescent Services

## **Littleton House**

500 Newtown Road  
Littleton, MA 01460

Community Housing

## **Maynard House**

81-83 Acton Street  
Maynard, MA 01754

Community Housing

**Pine House**

24-26 Pine Street  
Concord, MA 01742

Community Housing

**Powers Road**

93 Powers Road  
Sudbury, MA 01776

Community Housing

**Roosevelt House**

17 Roosevelt Street  
Maynard, MA 01754

Community Housing

**Stow House**

11 Birch Hill Road  
Stow, MA 01775

Community Housing