

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

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

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

**Organization**

Ark Regional Services  
1150 North Third Street  
Laramie, WY 82072

**Organizational Leadership**

Kayc DeMaranville, VP-Support Services

**Survey Date(s)**

April 23, 2018–April 25, 2018

**Surveyor(s)**

Curtis A. Bass, Jr., M.S., Administrative  
James S. White, Program  
Jody Ellis, M.S.W., BCBA, Program

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

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Housing  
Community Integration  
Supported Living

**Previous Survey**

Three-Year Accreditation  
April 9, 2015–April 10, 2015

**Accreditation Decision**

**Three-Year Accreditation**  
Expiration: May 31, 2021

# Executive Summary

This report contains the findings of CARF's on-site survey of Ark Regional Services conducted April 23, 2018–April 25, 2018. This report includes the following information:

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

## Accreditation Decision

On balance, Ark Regional Services demonstrated substantial conformance to the standards. Ark Regional Services is a forward-thinking and innovative provider of community employment services, community integration, community housing, and supported living services in Laramie. The organization is highly regarded by the professional community, and it is a respected and valued member of the community at large. It benefits from an actively involved board, a vibrant and dedicated leadership team, and knowledgeable and dedicated personnel who carry out their responsibilities with professionalism. The organization fosters the ongoing solicitation and use of input from clients, personnel, and other stakeholders for decision making, planning, and ongoing performance improvement. Ark Regional Services is regarded with esteem by clients, clients' families, funders, employers, and other stakeholders, who expressed across-the-board satisfaction with the dedication of the staff members, the management, and the leadership as well as the high-caliber services provided by the organization. Families have relocated to Laramie to access the quality services for which the organization has garnered its fine reputation. The organization's innovative and community-inclusive programs include the Equestrian Center and Cooper Center for Creative Arts. It is designed and operated to benefit the clients. As evidenced by its accreditation preparation process, Ark Regional Services is committed to the utilization of the CARF standards as a foundation for its day-to-day service delivery practices and business functions. Areas for improvement are scattered throughout the standard sections. They include the expansion of the written ethical codes of conduct to address service delivery; the consistency of the conduct of corporate compliance risk assessments by the compliance officer; the development and implementation of certain policies or written procedures or practices in the areas of health and safety, program/service structure, and medication management; the training of personnel on clients' rights; the consistency with which personnel performance evaluations are performed at least annually; the expansion of the ongoing assessment of accessibility barriers to include technology and community integration, when appropriate; and the implementation of several aspects of the performance measurement and management system. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that Ark Regional Services possesses the willingness and capacity to bring it into full conformance to the standards.

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

**Ark Regional 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 Ark Regional Services was conducted by the following CARF surveyor(s):

- Curtis A. Bass, Jr., M.S., Administrative
- James S. White, Program
- Jody Ellis, M.S.W., BCBA, 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 Ark Regional 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
- 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 on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## **Survey Findings**

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

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

## **Areas of Strength**

CARF found that Ark Regional Services demonstrated the following strengths:

- Ark Regional Services is fortunate to have a dynamic leadership team that steers the organization in the provision of new and innovative programs.

- Staff members and clients' families display a great deal of loyalty to Ark Regional Services and readily described the benefits of the organization and its services. Funders and regulators expressed that the organization is among the best service providers in the state of Wyoming.
- Many staff members appear to have developed a strong bond with the clients. They demonstrate a commitment to act in the best interests of the clients. The personnel are willing to listen to and support the clients to achieve higher levels of independence.
- The homes operated by Ark Regional Services fit nicely into the various neighborhoods in which they are located around Laramie. The spacious living environments the organization provides allow for the clients' privacy.
- The Clubhouse, where the organization recently began to utilize space, is a convenient location for the clients who reside at North 3rd Street - Apts to meet with their friends and to participate in a variety of group activities geared to promoting social interactions and developing personal relationships.
- Ark Regional Services does an excellent job of incorporating a variety of assistive technology and reasonable accommodations in the individualized plan of care to ensure that the needs of the client in these areas are fully addressed. They include adaptive utensils and equipment, saddles, lifts, medical devices, communication aids, iPad® devices, and dietary accommodations. The organization's use of the *SimplyHome* System assistive care platform for four clients helps ensure that their in-home safety needs are met while their independence is simultaneously optimized.
- Ark Regional Services is complimented for developing a professional website that its various stakeholder groups can easily navigate to obtain desired information. The website includes a well-documented scope of services and links to a variety of resources that provide invaluable information, including the organization's annual report, newsletters, strategic plan initiatives, and privacy practices.
- The positive behavioral supports Ark Regional Services incorporates in the clients' plans of care are effective techniques that encourage the staff members to focus on the use of proactive measures to mitigate the occurrence of target behaviors as well as the identification of emergent behaviors that could minimize the escalation of behavior.
- The mutually respectful relationships among the staff members, and among the staff members and clients, are refreshing to observe and reflective of the staff members' mutual commitment to the provision of quality services to the clients.
- Ark Regional Services continues to develop and expand an array of nonvocational options based on the preferences of clients who choose to not work or who are unable to work at this time due to economic conditions.
- Contracted employers expressed a very high level of satisfaction with Ark Regional Services. Across the board, they stated that they are greatly impressed with the availability, follow-up, and assistance they receive, which ensure that the clients are acclimated to their jobs and have the skills necessary to maintain employment.
- The organization maintains a large fleet of vehicles, including vans and sedans, which are used to transport clients. The well-maintained vehicles have up-to-date service records and carry a full complement of safety-related equipment and documentation.
- The clients of Ark Regional Services are offered opportunities to learn critical skills through volunteer activities in the community of Laramie. Of greater importance, however, are the positive relationships among people with and without disabilities, the local community, and the organizations that are developed through these experiences. Volunteerism validates the gifts and talents of the clients, who not only receive supports, but also are afforded opportunities to give back to their community many times over.

**Ark Regional Services also demonstrated exemplary conformance to the standards as set forth below.**

Recognition of exemplary conformance indicates a practice that produces outstanding business or clinical results and/or is innovative or creative and beneficial to be shared with the field.

- Ark Regional Services has developed two exemplary programs to replace its traditional sheltered day programs. The Equestrian Center and Cooper Center for Creative Arts provide innovative and forward-thinking options for the clients. The Equestrian Center introduces clients with disabilities, including acquired brain injuries, to horses by using the physical and sensory input provided through therapeutic riding and other equestrian supports. This exciting therapy program has received numerous awards from the local board of education as well as the Professional Association of Therapeutic Horsemanship International. Cooper Center for Creative Arts provides the artists with unique artistic opportunities for creative expression, including dance, theater productions, music, and an expansive art program. The art gallery and theater provide excellent community venues for the artists to interact with local artists and other residents of Laramie. Many artists have sold their artwork through Cooper Center for Creative Arts. One artist is self-published, and another has been commissioned to illustrate a book cover.  
(4.G.2.e.(3), 4.G.2.e.(4), 4.G.2.e.(5))

## **Opportunities for Quality Improvement**

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

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

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

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

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

# Section 1. ASPIRE to Excellence®

## 1.A. Leadership

### Description

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

### Key Areas Addressed

- Leadership structure
- Leadership guidance
- Commitment to diversity
- Corporate responsibility
- Corporate compliance

### Recommendations

#### 1.A.6.a.(6)(a)(i)

#### 1.A.6.a.(6)(a)(ii)

#### 1.A.6.a.(6)(a)(iii)

#### 1.A.6.a.(6)(c)

#### 1.A.6.a.(6)(e)

It is recommended that the written ethical codes of conduct be expanded to include, regarding service delivery, the exchange of gifts, money, and gratuities; personal property, and witnessing of legal documents.

#### 1.A.7.c.(2)(b)

Ark Regional Services is urged to expand the role of the compliance officer to include the consistent conduct of corporate compliance risk assessments. The information generated through this activity could become an integral component of strategic planning, the performance measurement and management system, and performance improvement.

## 1.C. Strategic Planning

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

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

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

### Recommendations

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## Consultation

- The organization is encouraged to increase the frequency with which it evaluates its fee structure in comparison with that of other providers.

## 1.G. Risk Management

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

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

### Key Areas Addressed

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

### Recommendations

#### 1.H.5.c.(7)

#### 1.H.5.c.(8)

It is recommended that the written emergency procedures address the identification and continuation of essential services.

- 1.H.9.a.**
- 1.H.9.f.(3)**
- 1.H.9.f.(5)**
- 1.H.9.f.(6)**
- 1.H.9.f.(7)**
- 1.H.9.f.(12)**
- 1.H.9.f.(16)**
- 1.H.9.f.(18)**

The organization is urged to expand its written procedures regarding critical incidents to more comprehensively address prevention and to include, if appropriate, use of restraint, communicable disease, infection control, aggression or violence, biohazardous accidents, suicide and attempted suicide, and other sentinel events.

### **Consultation**

- The human rights committee reviews and addresses critical incident reports on a monthly basis. Producing a semiannual or annual report might reveal trends and/or patterns that are solely apparent through the aggregation and analysis of data from a longer-term scope of review, which could be addressed for performance improvement.
- The majority of transportation used by the clients is provided by Ark Regional Services. It is suggested that staff members increase the provision of travel instruction to the clients who are interested in and could safely use public transportation and other appropriate transportation services, instead of relying on the organization's vehicles as their sole mode of transportation to and from employment and community-based activities.

## **1.I. Human Resources**

### **Description**

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

### **Key Areas Addressed**

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts
- Personnel skills/characteristics
- Annual review of job descriptions/performance
- Policies regarding students/volunteers, if applicable

### **Recommendations**

- 1.I.5.a.(1)**
- 1.I.5.a.(2)**
- 1.I.5.b.(9)**

Ark Regional Services should consistently provide documented personnel training at orientation and regular intervals that addresses rights of the clients.

### **1.I.6.b.(5)**

A review of personnel records revealed that personnel performance evaluations are infrequently completed. It is recommended that performance evaluations for all personnel directly employed by Ark Regional Services consistently be performed at least annually. The dedicated space for the dated signature of the employee on the first page of the performance evaluation form was noted to be blank in a number of personnel files; however, the employee's dated signature usually was present on the last page of the form. The organization is encouraged to reinforce with the personnel that each section of the performance evaluation form has a purpose and to remind them to complete every form in entirety.

### **Consultation**

- Ark Regional Services might consider transitioning all personnel files to an electronic format. This format involves less space, allows for the enhanced security afforded by cloud backup, and could make the document retrieval process much more efficient.
- It is suggested that Ark Regional Services consider the feasibility and potential benefits of implementing employment incentives, such as tuition assistance, which could attract and promote the retention of personnel who are also students in certain healthcare-related classes and programs, a major local demographic. The level of assistance might be based on grades earned or length of service with the organization.
- The organization places a blank job description in the personnel file each year to signify that it has been reviewed with the employee. It might consider requesting that the staff member sign/initial and date the job description to validate that the review was conducted.
- Ark Regional Services states that it does not conduct criminal background checks on volunteers because they are never alone with clients. It is suggested that the organization reconsider the benefit of expanding the system of volunteer management to include criminal background checks.

## **1.J. Technology**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the organization's comprehensive technology system description, which addresses backup policies, disaster recovery preparedness, and virus protection, be incorporated in the body of its technology plan for greater ease of reference, updating, and review.

## 1.K. Rights of Persons Served

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- When there are no formal complaints to be analyzed, the human rights committee may want to issue a statement of such in its minutes so it will be obvious the issue was addressed. When there are no formal complaints, the organization may wish to look more closely at the informal complaints, gripes, or other things that make clients unhappy. This information is already available in a variety of ways such as house meetings, client council, individual plan of care meetings, etc.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

- Written accessibility plan(s)
- Requests for reasonable accommodations

### Recommendations

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

#### 1.L.1.b.(9)

The leadership of Ark Regional Services is urged to expand the ongoing process for identification of barriers to include the areas of technology and community integration, when appropriate.

## 1.M. Performance Measurement and Management

### Description

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

### Key Areas Addressed

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

## Recommendations

### 1.M.1.d.

The written description of the organization's performance measurement and management system should be expanded to include personnel responsibilities related to performance measurement and management.

### 1.M.2.a.

### 1.M.2.b.

### 1.M.2.c.

### 1.M.2.d.

It is recommended that Ark Regional Services more comprehensively demonstrate how its data collection system addresses reliability, validity, completeness, and accuracy.

### 1.M.7.a.

### 1.M.7.b.

For each service delivery performance indicator, the organization is urged to consistently determine to whom the indicator will be applied and the person(s) responsible for collecting the data.

## Consultation

- Ark Regional Services might find it useful to use a Walker Grid to display key parameters of its service delivery performance indicators as well as actual results. The dedicated sections provided for each performance indicator could help ensure that the performance measurement and management system is complete. The Walker Grid can be found on the CARF website or accessed via a simple Google® search.

## 1.N. Performance Improvement

### Description

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

### Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

### Recommendations

There are no recommendations in this area.

## Section 2. Quality Individualized Services and Supports

### 2.A. Program/Service Structure

#### Description

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

## **Key Areas Addressed**

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

## **Recommendations**

### **2.A.4.a.**

When a client is found ineligible for services, it is recommended that the client consistently be informed as to the reasons. Based on the correspondence reviewed during this survey, some clients found ineligible for services were not informed of the reason(s). It is suggested that the name of the person who is copied on the correspondence be identified as family, support system, or referral source to provide clarification to the reader regarding the party(ies) notified.

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

Ark Regional Services is urged to ensure that its policies and procedures for acceptance into services identify the process that will be followed in the event there is ever a wait list. The formalization of this guidance could provide a readily accessible roadmap for personnel in the event a wait list is ever developed.

### **2.A.12.**

It is recommended that a complete record consistently be maintained for each client. It is suggested that all forms and reports consistently be signed, dated, and fully executed, including those that include emergency information. Ark Regional Services is also encouraged to review its forms on a regular basis for continued relevance and adequacy and to revise them, when appropriate.

### **2.A.20.a.**

### **2.A.20.b.**

Ark Regional Services is urged to develop a policy that identifies whether or not it has any role related to medications that are used by the clients in the programs seeking accreditation, including whether or not it directly provides medication monitoring and medication management.

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

### **Description**

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

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

### **Key Areas Addressed**

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

## Recommendations

There are no recommendations in this area.

## Consultation

- The organization is encouraged to ensure that the strengths and abilities of the client that are noted in the annual plan-of-care development meeting are included in the final plan-of-care document. Currently, this information is often incorporated in the section of the plan designated for listing important things to know about the client, or in the description of need under a specific domain of the plan of care. Case managers vary in the extent to which they document the clients' strengths and abilities in the plan. Highlighting these areas during the plan-of-care development meeting could help reinforce and increase the case managers' consistency in this regard.
- It is suggested that the completion date of the exit summary report be annotated on the report.

## 2.C. Medication Monitoring and Management

### Key Areas Addressed

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

### Recommendations

#### 2.C.4.

Ark Regional Services should consistently document that the use of all medications by the client is consistently reviewed at least annually by a single physician or qualified professional licensed to prescribe or dispense medications. Although the organization ensures that a complete medication list is shared with the client's physician at the time of each visit, it might consider requesting that the physician sign and date the medication list at least annually and then uploading the signed document in Therap® for inclusion in the client's record.

### Consultation

- The organization is encouraged to revise its written procedures with respect to how controlled substances will be handled and stored to provide greater guidance to the personnel.

## 2.D. Employment Services Principle Standards

### Description

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

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

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

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

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## **2.E. Community Services Principle Standards**

### **Description**

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

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

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

Expected results from these services may include:

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

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

# **Section 3. Employment Services**

## **Description**

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

## **3.G. Community Employment Services**

### **Description**

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

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

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

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

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

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

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

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

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.

- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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.

### **Consultation**

- Ark Regional Services owns and operates over 50 vehicles that are used to transport clients. Given the need to replace many of the vehicles due to age and miles driven, the organization might explore the possibility of applying for grant funds from the state of Wyoming to replace and supplement fleet vehicles. Sections 5310 and 5316 of the Wyoming Department of Transportation (WYDOT) might be accessed in this regard via WYDOT's website.

## Section 4. Community Services

### Description

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

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

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

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

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

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

#### Description

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.

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

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.

## **4.H. Community Housing (CH)**

### **Description**

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

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

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighborhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

The residences in which Community Housing services are provided must be identified in the survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a Community Housing program.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- Ark Regional Services might consider developing a rotating menu and compiling recipes to be shared among the organization's multiple homes as a means of increasing the efficiency of its residential operations and a more efficient alternative to its current practice of requiring that the staff members in each home develop menus and compile recipes.
- It is suggested that Ark Regional Services explore funding options for replacing well-loved furnishings in common areas of its homes that are worn, in disrepair, or mismatched; replacing older appliances; removing carpeting from kitchens and bathrooms; and painting doors, molding, and the walls in common areas. The home improvements might be identified and prioritized to be addressed as financial resources become available. This could be particularly important for homes that are not HUD funded, for which "reserve for replacement" funds are not available.

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

### **Description**

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

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

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

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

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

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

### **Key Areas Addressed**

- Safe, affordable, accessible housing chosen by the individual
- In-home safety needs
- Support personnel available based on needs
- Supports available based on needs and desires
- Living as desired in the community
- Persons have opportunities to access community activities

### **Recommendations**

There are no recommendations in this area.

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

## **Ark Regional Services**

1150 North Third Street  
Laramie, WY 82072

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

## **Ark Regional Services - 1260**

1260 North Fifth Street  
Laramie, WY 82070

Community Housing

## **Ark Regional Services - 23rd Street**

1754 North 23rd Street  
Laramie, WY 82070

Community Housing

## **Ark Regional Services - 516/518 Reynolds**

516/518 Reynolds Street  
Laramie, WY 82072

Community Housing

## **Ark Regional Services - Apartment 17, 18, 19 & 20, Supervised Living**

1358 North Third Street, Apartments 17, 18, 19, & 20  
Laramie, WY 82072

Community Housing

## **Ark Regional Services - Beaufort #4**

530 Beaufort Street, Apartment 4  
Laramie, WY 82072

Community Housing

## **Ark Regional Services - Beaufort #96**

530 Beaufort Street, Apartment 96  
Laramie, WY 82072

Community Housing

## **Ark Regional Services - Center for Professional Development**

1160 North Third Street  
Laramie, WY 82072

Community Integration

**Ark Regional Services - Cooper Center for Creative Arts**

1174 North Fourth Street  
Laramie, WY 82072

Community Integration

**Ark Regional Services - Equestrian Center**

1375 Pine Street  
Laramie, WY 82070

Community Integration

**Ark Regional Services - Fifth Street**

1359 North Fifth Street  
Laramie, WY 82070

Community Housing

**Ark Regional Services - Hancock**

2145 Hancock Street  
Laramie, WY 82070

Community Housing

**Ark Regional Services - Nighthawk**

2209 Nighthawk Drive  
Laramie, WY 82072

Community Housing

**Ark Regional Services - Red House**

970 North Fifth Street  
Laramie, WY 82070

Community Housing

**Ark Regional Services - Sixth Street**

1658 North Sixth Street  
Laramie, WY 82070

Community Housing

**Ark Regional Services - Third Street**

1382 North Third Street  
Laramie, WY 82072

Community Housing

**North 3rd Street - Apts**

1354 North Third Street, Clubhouse  
Laramie, WY 82072

Supported Living