

**SURVEY OUTCOME**

**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**  
**Living Arrangements**  
**for the**  
**Developmentally**  
**Disabled, Inc.**

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**Organization**

Living Arrangements for the  
Developmentally Disabled, Inc. (LADD)  
3603 Victory Parkway  
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**Organizational Leadership**

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David L. Robinson, M.S., Executive Director  
Jim M. Steffey, B.A., Director, Program Operations  
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**Survey Dates**

March 9-11, 2011

**Survey Team**

Claudia K. Miller, Administrative Surveyor  
Donald Rulis, Program Surveyor  
Deanna L. Johnson, Program Surveyor

**Programs/Services Surveyed**

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Community Services Coordination  
Community Services: Supported Living  
Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training

*Governance Standards Applied*

**Previous Survey**

March 12-14, 2008  
Three-Year Accreditation

**SURVEY OUTCOME**

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## Survey Outcome

Three-Year Accreditation  
Expiration: April 2014

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## SURVEY SUMMARY

**Living Arrangements for the Developmentally Disabled, Inc. (LADD), demonstrates strength in many areas.**

- The organization has developed a new logo and consistent branding for LADD, including the launching of a redesigned website expected in the spring of 2011. The good news postcards, newsletters, and email blasts consistently tell the LADD story.
- The director of fund development and public relations is commended on the leadership and coordination of marketing and fundraising events for the organization.
- LADD has a highly competent leadership team that is prepared to take advantage of opportunities while maintaining and improving current service delivery.
- The board of directors and management staff are developing a new strategic plan for the next five years. They are commended for the careful approach they are taking in expanding services to persons with significant disabilities as a response to community needs. The organization has much strength to draw on in exploring these potential opportunities.
- The governance committee is commended for its work since the last survey to develop governance policies and procedures. The committee has and continues to develop the structure to provide strong, consistent direction to the organization.
- Funding sources and community partners highly praise LADD for its consistent responsiveness and proactive approach.
- All LADD facilities are well kept, nicely decorated, and comfortable homes. Residents are clearly able to express their personal styles. Common areas are functional, favorite places for residents to gather.
- The organization assists individuals by identifying personal interests to develop relationships by participating in community groups and associations. Natural support networks are created for individuals who cultivate lasting relationships with members of the community.
- The organization is to be commended on its overall low turnover rate of staff, which is well below the national average.

- LADD has developed creative jobs for the persons served despite the downturn in the economy and the reduction in funding for supported employment. The focus placed on creating natural supports is demonstrated at each employment site and is of great benefit to each person served.
- LADD has become an Employment Network for the Social Security Administration's Ticket to Work program to help alleviate some of the funding cuts to supported employment.
- LADD employs passionate staff members who understand and practice the mission and values of the organization. All staff members clearly respect the persons served and make efforts to effectively communicate with and include persons served in decisions that they support. The staff members demonstrate the ability to train and to supervise persons with disabilities in a caring and compassionate manner.
- Staff members at all sites do an outstanding job of ensuring that persons served have a choice in their staff and their daily activities. The staff focus on the needs and desires of the person served and make sure these needs and desires are met in a timely and caring fashion.
- LADD is acknowledged for its creative Community Connection sites that provide individual or group volunteer opportunities that enhance the lives of the persons served while providing needed services for their community.
- Employers at community job sites express a high level of satisfaction with the employees they have hired through the placement services at LADD. The employers have a high level of satisfaction with the employment staff from LADD and noted that, if assistance was needed, they only had to make a telephone call and staff members would respond immediately.
- The organization strives for excellence in all areas of services. LADD has been recognized as a finalist in the Noteworthy Excellence in Principles category from ONE<sup>SM</sup>. LADD was also recognized by Business Courier as a finalist for the 2010 Best Places to Work.
- LADD is commended on the professionalism of its staff and the high number of staff members with college degrees and postsecondary education.
- Individuals supported by LADD have developed meaningful linkages to a variety of community programs such as Visionaries and Voices' arts program and other community organizations throughout the Cincinnati area. LADD promotes inclusion and the use of natural supports in the community.
- LADD has a respected community house and supported living program in the Cincinnati area as evidenced by the waiting lists for services and high occupancy in residential programs. Individuals served and other stakeholders interviewed expressed a high level of satisfaction in residential services.
- Persons served by LADD are linked to a variety of recreation opportunities both in and beyond Cincinnati. Persons served regularly go on inclusive vacations to various places around the country.
- LADD staff members have effective relationships with service facilitators who work with persons served and their teams to provide quality services.
- According to staff interviews, documentation systems utilizing the Intermediate System-to-Intermediate System (IS-IS) appear to help direct care staff have a greater understanding of program plans and provide for more accurate documentation of a resident's program progress. Reports and information can be shared with stakeholders more efficiently.

- Residents in supported living apartments of Geier and Find-A-Way Apartments live in a strong community atmosphere where socialization is encouraged and the environment is conducive to resident interaction.
- Group homes at Victory Parkway provide supportive environments with meaningful, effective training with the opportunity for residents to grow and move on to less structured living environments. Transitional apartments are effective steps to community living for residents.
- The organization has effectively supported three individuals over the past year and 22 individuals over the past ten years in purchasing their own home or condominium through the Services for the Ownership and Acquisition of Residences (SOAR) program. LADD collaborates with a local bank through the American Dream Foundation and Wells Fargo Home Ownership grants to secure affordable mortgages for individuals. Ongoing training and support are provided to homeowners through the program.
- LADD has developed an impressive competency-based training program for both staff members and persons served. Training is customized to the needs of LADD programs and uses innovative curricula to address needs. Curricula are detailed and provided in an understandable format for persons served. Staff training is highly interactive and provides for measurement of skills taught in the training.
- With families and LADD staff members, residents of the Timberlane home have developed a model living environment that fosters self-advocacy, self-determination, and the potential for continued growth in independent living and community access skills. Residents advocate through public presentations to legislators, civic groups, and others with disabilities and their families. Innovative self-facilitation techniques are utilized for team meetings, which include Microsoft® Office PowerPoint presentations by the residents. Residents of Timberlane are active, integral members of their community and continue to grow.

**Living Arrangements for the Developmentally Disabled should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.**

On balance, LADD has made a strong commitment to conform to the CARF standards. The board of directors is dedicated to providing consistent and visionary guidance for the organization. The organization's leadership and staff were open to consultation, suggestions, and recommendations offered during the survey.

Living Arrangements for the Developmentally Disabled, Inc., has earned a Three-Year Accreditation. The organization is commended for its efforts to provide quality services and is encouraged to use its resources to address the areas for improvement noted in this report. The organization is urged to use the CARF standards as guidelines for continuous quality improvement.

# SECTION 1. ASPIRE TO EXCELLENCE®

## A. Leadership

### Principle Statement

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
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### Recommendations

There are no recommendations in this area.

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## B. Governance

### Principle Statement

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

## Key Areas Addressed

- Ethical, active, and accountable governance
  - Board composition, selection, orientation, development, assessment, and succession
  - Board leadership, organizational structure, meeting planning, and management
  - Linkage between governance and executive leadership
  - Corporate and executive leadership performance review and development
  - Executive compensation
- 

## Recommendations

### **B.5.a.(1) through B.5.a.(3)**

Although the organization has recently developed a written policy regarding executive leadership evaluation, the executive director has not annually received a formal written annual performance evaluation. It is recommended that the policy be implemented and result in a formal annual written review of the executive director's performance. The review should include overall corporate performance versus target; individual performance versus target (if applicable); and professional development, accomplishments, and opportunities. The board of directors has recently completed a succession policy that directs the executive director to identify at least one existing staff person to assume leadership of the organization in an unplanned event. The governance committee is encouraged to expand the leadership succession plan to include the planned departure of the executive director as well. To provide for continuity of leadership due to a planned departure of the executive director, a process to replace the executive director could be needed. This plan might include search committee composition, extent of search, experience, and qualifications of potential candidates as well as how the selection will be made and planned transition.

### **B.6.e.(1) through B.6.e.(7)**

It is recommended that the organization implement a documented process that outlines the terms of compensation arrangements, approval date, names of board members on the committee who approved the compensation decision, the data used in the compensation decision, disclosures of any conflicts of interest, annual review of executive compensation records, and the authority of board members to exercise executive compensation actions.

### **B.7.**

Although the board of directors and governance committee are still working on the development of some governance policies and have only recently begun implementation of governance policies, it is recommended that an annual review process be established. The organization should include its bylaws in the review process as several governance policies are located in the bylaws.

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## **C. Strategic Integrated Planning**

### **Principle Statement**

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.

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

### **Principle Statement**

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.

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## **E. Legal Requirements**

### **Principle Statement**

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.

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## **F. Financial Planning and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

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## **G. Risk Management**

### **Principle Statement**

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.

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## H. Health and Safety

### Principle Statement

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

### Key Areas Addressed

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

### Recommendations

#### H.4.b.(1) through H.4.b.(3)

#### H.4.b.(8)

#### H.4.c.

Although LADD has competency-based training in medication management, emergency evacuation, and critical incidents, competency-based training should also be provided in health and safety practices, identification of unsafe environmental factors, and reducing physical risks.

#### H.5.a.(6)

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

Although the organization has a policy about violent or threatening situations, it does not have written procedures for staff to follow in such situations. The organization is urged to develop written emergency procedures that direct staff in what actions to take in violent or other threatening situations. Such procedures might include lockdown of buildings, calling 911, what to do when

confronted by a threatening person, and other elements. LADD is encouraged to consider actions to take when staff and persons served encounter such situations in the community. LADD has written emergency evacuation procedures; however, these do not provide direction to staff regarding what to do. The emergency evacuation procedures should address when evacuation is appropriate, complete evacuation from the physical facility, the safety of evacuees, and accounting for all persons involved. The emergency evacuation plan should also address temporary shelter, identification of essential services, and continuation of essential services once evacuated.

#### **H.7.d.(7)**

LADD is urged to expand the written procedures regarding the use or possession of weapons, unauthorized use or possession of licit or illicit substances, and suicide or attempted suicide to provide staff with clear guidance regarding what to do in such situations.

#### **H.8.b.(3) through H.8.b.(6)**

The organization prepares an annual critical incident report summary that identifies causes and trends. However, the report should also address actions for improvement, results of performance improvement plans, necessary education and training of personnel, and prevention of recurrence.

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## **I. Human Resources**

### **Principle Statement**

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
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### **Recommendations**

There are no recommendations in this area.

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## **J. Technology**

### **Principle Statement**

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
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### **Recommendations**

There are no recommendations in this area.

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## **K. Rights of Persons Served**

### **Principle Statement**

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**

- The organization is encouraged to consider revising the form titled “Informed Consent for Services, Medical Treatments, Behavior Management Programs and Psychotropic Medications.” The design of this form could more clearly express the intent of the person served to accept or deny specific services. There could be a section on the form indicating potential risks if the person served refuses a particular service. In addition, the services to which the person served is consenting or refusing could be described in greater detail.
-

## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written accessibility plan(s)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

### **Recommendations**

There are no recommendations in this area.

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## **M. Information Measurement and Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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## **N. Performance Improvement**

### **Principle Statement**

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**

#### **N.1.b.(2)(d)(i)**

#### **N.1.b.(2)(d)(ii)**

Although satisfaction information is gathered from persons served and other stakeholders, the results are presented in aggregate for the entire organization. It is recommended that satisfaction and other feedback from the persons served and other stakeholders be analyzed for each program seeking accreditation. It is suggested that the leadership team review the various plans and reporting requirements to determine the most effective and efficient means of presenting reports. The current system is difficult to follow from the plan, actions taken, and the results and recommendations for the next steps to take. It might help to use a consistent format in presenting the information.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS**

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

#### **Principle Statement**

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
- 

#### **Recommendations**

There are no recommendations in this area.

## Consultation

- LADD is encouraged to pursue formalized training in behavior crisis intervention beyond the basic training currently in place. Although many persons served rarely require crisis intervention, it could be beneficial to the organization to have highly trained, certified staff in this area.
- 

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

### Principle Statement

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 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. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

### Key Areas Addressed

- Complete, confidential records are maintained
- 

## Recommendations

### B.8.c. through B.8.e.

Although staff assesses for basic community health and safety risks through use of the adult skills assessment and team discussion at the My Plan meeting, indication should be made in the record that the person served and guardian, if applicable, accept or decline identified risks to the person's health and safety in the community. The plan should also identify the individuals responsible and specific actions to minimize the identified risks. The organization might consider expanding the functional assessment in the future to include an array of potential health and safety risks in the community to persons served. The assessment might be a tool to cue the person served, team members, and LADD staff to potential risks and better prepare for the My Plan meeting.

## Consultation

- Although the individual program plan and interviews with persons served indicate that a person-centered approach is used in developing the plan, the organization might consider increasing the self-facilitation of meetings by persons served. Documentation such as planning notes by the person served could be included to supplement the program plan and document the self-facilitation process.

- The organization's staff knows what happens when a job coach is absent; however, it is suggested that those responsible for filling in be identified in the individual service plan so the person served and all parties would know who would be the substitute staff.
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## **C. Medication Monitoring and Management**

### **Principle Statement**

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

### **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**

#### **C.6.b.**

Although a general consent for medication administration is obtained, there should be documentation or confirmation of informed consent for each medication administered, when possible. This could include ensuring that the general consent specifies the name and dose of each medication administered. The consent form could include a section where the medications are listed and reviewed with the person served and/or guardian.

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## **D. Employment Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

### **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.

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## **F. Community Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

### **Key Areas Addressed**

- Access to community resources and services
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### **Recommendations**

There are no recommendations in this area.

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## **SECTION 3. EMPLOYMENT SERVICES**

### **Principle Statement**

An organization is free to choose which of its services it will seek to have accredited, but when a service has been selected, all locations at which the service is provided must be included in the survey. CARF will not accredit only a portion of a program or service. CARF does not consider the funding or referral entities or the populations served as differentiating a service so as to exclude portions of it from being included in the survey.

If the geographical service area is extensive, however, CARF may choose to impose geographical limitations on the extent of a single survey in order to ensure that the most meaningful survey will be conducted.

Each organization is encouraged to submit all applicable services and supports for accreditation in order to be identified as a quality organization by potential recipients of services and to facilitate funding arrangements. All accredited programs and services and organizational contact information are identified on the CARF website ([www.carf.org](http://www.carf.org)) to assist persons in connecting to your quality services and supports.

## **I. Community Employment Services**

### **Principle Statement**

#### **Job Development**

Successful job development concurrently uses assessment information about 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 self-directed job search.

#### **Job-Site Training**

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

#### **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

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

#### **Key Areas Addressed**

- Integrated employment choice
- Integrated employment obtainment
- Integrated employment retention

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## **Recommendations**

### **1.9.b.**

It is recommended that, when a trainer provides supervision at a community employment site, backup contingency plans exist in the event of the trainer's absence or tardiness. This could be added to the job coach plan so that everyone involved knows what is to happen when the job coach is absent or tardy.

### **Consultation**

- It is suggested that the organization develop marketing materials to educate employers on the benefits of hiring individuals with employment supports. Scorecards that reflect the outcomes for satisfaction, placement successes, and the like could be a positive, low-cost way to get the good news out about the organization's success.
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## **SECTION 4. COMMUNITY SERVICES**

### **Principle Statement**

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources, services, and supports 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 generic opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services/supports they want or require that will meet their identified needs, and offers an array of services/supports 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/supports may include:

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

## **B. Community Services Coordination**

### **Principle Statement**

Community services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counseling and crisis intervention services, when allowed by regulatory or funding authorities.

Community services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing community services coordination. Such programs are typically provided by qualified services coordinators or by case management teams.

Organizations performing services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

### **Key Areas Addressed**

- Community opportunities provided
- Goal-oriented and systematic process of advocacy
- Coordination of services
- Formation of linkage with community resources and services

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### **Recommendations**

There are no recommendations in this area.

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## **E. Community Integration**

### **Principle Statement**

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
- Vocational pursuits
- Development of work attitudes
- Employment activities
- Volunteerism
- 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
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#### **Recommendations**

There are no recommendations in this area.

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## J. Community Housing

### Principle Statement

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 Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome 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
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## **Recommendations**

There are no recommendations in this area.

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## **K. Supported Living**

### **Principle Statement**

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 intent to survey or identified as a site on the accreditation outcome.

### **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
- Persons have opportunities to access community activities

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**Recommendations**

There are no recommendations in this area.

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## **PROGRAMS/SERVICES BY LOCATION**

### **Living Arrangements for the Developmentally Disabled, Inc.**

3603 Victory Parkway  
Cincinnati, OH 45229

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Community Services Coordination  
Community Services: Supported Living

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training

*Governance Standards Applied*

### **Find-A-Way Apartments**

3027 Minot Avenue  
Cincinnati, OH 45209

Community Services: Community Services Coordination  
Community Services: Supported Living

### **Geier Apartments**

6621 Montgomery Road  
Cincinnati, OH 45213

Community Services: Community Services Coordination  
Community Services: Supported Living

