



**SURVEY OUTCOME**  
**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**  
**East Middlesex**  
**Association for**  
**Retarded Citizens,**  
**Inc., dba The Arc of**  
**East Middlesex**

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**Organization**

East Middlesex Association for Retarded Citizens, Inc.,  
dba The Arc of East Middlesex  
20 Gould Street  
Reading, MA 01867

**Organizational Leadership**

Michael Berardo, Executive Director  
Shawn D. Nault, Director of Day Services

**Survey Dates**

October 6-7, 2008

**Survey Team**

C. Mark Palmer, Administrative Surveyor  
Silvia D. Moscariello, B.A., Program Surveyor

**Programs/Services Surveyed**

Community Services: Community Integration

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**Survey Outcome**

**Three-Year Accreditation**  
Expiration: October 2011

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# SURVEY SUMMARY

**East Middlesex Association for Retarded Citizens, Inc., dba The Arc of East Middlesex has strengths in many areas.**

- All levels of the staff are extremely dedicated to the mission of the organization. The employees truly are dedicated and work very hard to ensure that each person served receives the highest quality of individualized services.
- The Arc of East Middlesex has a wonderful, multicultural, international employment program, in which it recruits professional staff from different countries. This has helped the organization create a diverse and experienced workforce to expand and fulfill the mission.
- The organization has experienced a rapid expansion of its community integration program. It has done this under a change in leadership and is commended for the planning, leadership, and follow-through in making this an exceptional program.
- Two different college tuition reimbursement programs for both undergraduate and graduate programs are available to all staff members once they meet certain eligibility requirements.
- The Arc of East Middlesex has an outstanding health and safety program and committee structure that ensure that all stakeholders are in a safe and healthy environment. The organization also has a health and safety newsletter that is very professionally done and comprehensive.
- There are many means by which the individuals served and their families express their views and have their input used to design and direct the services. Persons who participate on the advisory council represent the interests of their peers. Their ideas are heard and acted upon to improve services. There are many examples of how input is used. The families' input was used to develop the program for their children and to open a second center to serve persons who live farther from the reading site. The persons served have stated that, in order to have pleasant rides to and from the program each day, it would be beneficial to have a code of behavior for persons to follow on the vehicles. The advisory council, comprising persons served and program management, is developing those guidelines.
- Facilities offer adequate space to carry out the services and provide for private areas for meetings. The two centers are well equipped with technology, materials, equipment, and supplies that are relevant to the goals of the services.
- The organization enjoys a positive reputation with families, funding sources, referral sources, the community, and the individuals served. Its reputation in the areas served facilitates the development of mutually beneficial collaborations.
- The program leadership is commended for developing excellent collaborations with colleges, fitness centers, businesses, schools, charities, and other area resources that facilitate the persons served in achieving their community integration goals. The persons served have meaningful opportunities to develop relationships; express many valued adult roles such as volunteer, donor, artist, environmentalist, videographer, student, expert, friend, and partner; and learn skills that will enable them to pursue higher independence.

- The persons served are commended for their contributions to the community's well-being through their service initiatives that include, but are not limited to, recycling programs, disability awareness education, coats for kids, cards for soldiers, and food pantry. These endeavors benefit many individuals throughout the community and, at times, across the globe. Each person, through service, learning, and civic engagement activities, becomes a steward to others in the community. They represent the values and serve as examples of giving, helping, and making the world a better place.
- The director of day services and his management team are offered kudos for developing an exciting, choice-laden, goal-oriented program curriculum that promotes independence, community belonging, achievement, and valued adult roles.
- Well-developed policies and procedures for handling referrals, intake, and orientation help the persons served and their families understand the services, make choices, know their rights, and fully utilize the services offered.

**In the following area East Middlesex Association for Retarded Citizens dba The Arc of East Middlesex demonstrates exemplary conformance to the standards.**

- The organization has demonstrated exemplary performance in the development and implementation of a curriculum for civic engagement and service learning that is integrated into all three tracks of its community integration services. The program leadership, along with the staff and the persons served, has developed extremely creative ways to put this theme in each of the three tracks: personal growth, health and wellness, and creative expression.

**East Middlesex Association for Retarded Citizens dba The Arc of East Middlesex should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.**

On balance, the organization has done a tremendous job in preparing for its very first CARF accreditation survey. It understood the intent of the standards and worked very hard as a team to meet the standards. The organization should use its resources and assets to address the recommendations in this report. The recommendations of this survey fall within Section 1 of the standards, and it is apparent that the organization has the ability and willingness to address these recommendations and become an even stronger organization.

East Middlesex Association for Retarded Citizens, Inc., dba The Arc of East Middlesex has earned a Three-Year Accreditation. The individuals served, staff, board of directors, and other stakeholders should be proud of the wonderful services they provide and the dedication and commitment to the mission. The organization is congratulated for its hard work and dedication and commitment to the CARF process.

# 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
- 

### Recommendations

#### A.4.b

It is recommended that The Arc of East Middlesex in its written ethical codes of conduct have written procedures to deal with allegations of violations of its ethical codes. This procedure could ensure that all stakeholders understand the process and expectations of what will occur if any allegations are made.

### Consultation

- It is suggested that the board of directors and current interim CEO continue to work closely together during this time of transition to ensure that the organization and its mission remain strong.
- 

## 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 expectation and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that the board of directors and staff work even more closely together to implement and adapt the organization's strategic plan to meet its current needs. With a change in the CEO and CFO positions, it is suggested that a twelve-month business plan be developed to keep the organization moving forward. The development of such a plan has the support of the interim CEO.
- 

## **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 the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### 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.

### Consultation

- It is suggested that the organization continue to stay abreast of state funding to ensure that the mission of the organization and services delivered to the persons served remain strong.

- It is suggested that the organization work closely with the finance and audit committee of the board of directors to review fiscal operations on a regular basis to ensure stability.
  - The organization might want to consider completing an analysis of all of its locations and property to ensure that it is meeting the needs of its operations and mission. With the growth of the organization, it might be time to review its physical properties and uses.
  - It is suggested that the CFO meet with department heads to go over departmental and organizational financial reports.
- 

## **G. Risk Management**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written risk management plan
  - Adequate insurance coverage
- 

### **Recommendations**

#### **G.1.a. through G.1.g.**

It is recommended that The Arc of East Middlesex develop and implement a risk management plan. The organization currently reviews its insurance package, but should conform to the standard of a risk management plan. This plan should include identification of loss exposure and how to take action to identify and reduce risks, and the risk management plan should be made a part of the organization's performance improvement activities.

### **Consultation**

- It is suggested that the board of directors be active in the development and approval of the risk management plan.
- 

## **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**

There are no recommendations in this area.

## **Consultation**

- It is suggested that the organization continue to keep the health and safety of all of its stakeholders as a top priority. The organization takes its responsibility very seriously in providing a healthy and safe environment for its stakeholders.
- 

# **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 description/performance
- Policies regarding students/volunteers, if applicable

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## Recommendations

### I.3.c.

It is recommended that the organization track and monitor turnover to identify any trends. The organization could segment types of turnover to meet the needs of the local environment. This could include termination, medical issues, new employment, visa expiration, etc. This information then could be used in the information measurement and management systems.

## Consultation

- In conjunction with staff meetings, town hall meetings, and open door policies, it is suggested that the organization consider conducting a confidential survey to gauge employee satisfaction.
- 

## 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
- 

## 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 the 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
- 

## Recommendations

There are no recommendations in this area.

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## 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.

### Consultation

- It is suggested that actual dates be included in the body of the accessibility plan, not generic time frames such as year one or year two. Including actual dates could help to ensure that the organization maintains its focus in completing the tasks.
  - It might be helpful to include an annual summary of reasonable accommodations in the information and management system as was done for incident reporting review.
- 

## 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.

## Consultation

- Although the organization meets the standards in the information measurement and management section, it is suggested that the organization look for ways for continuous improvement. The organization's systems are in the early stages, and it is suggested that resources be allocated to expand current systems and bring all programs and services into the system. This could help the leadership team and board of directors look at the whole service delivery system when working on the strategic direction and future of the organization.
  - Although the information measurement and management reports are in the early stages, The Arc of East Middlesex might want to consider sending a staff member to the CARF training titled *Transforming Outcomes Data into Management Information*. This could help the organization develop a stronger base and direction for the information management systems.
- 

## 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

There are no recommendations in this area.

### Consultation

- It is suggested that the leadership team and board of directors work closely together to determine what indicators are important to the organization that are to be tracked for performance improvement. The current system revolves around program service, but it is suggested that it be expanded to include indicators that the organization determines a priority, such as health and safety, human resources, fiscal operations, and gift revenue. This could help the organization tremendously in the daily operations as well as strategic thinking and direction.
  - It is suggested that The Arc of East Middlesex work with other providers to exchange information measurement and management reports. This could help the organization expand its data gathering.
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## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

#### Principle Statement

Improvement of the quality of an individual's services 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 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

- 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.

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### B. Records of the Persons Served

#### Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

#### Key Areas Addressed

- Complete, confidential records are maintained
- 

#### Recommendations

There are no recommendations in this area.

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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**

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
- 

### **Recommendations**

There are no recommendations in this area.

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

## 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 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
- 

### **Recommendations**

There are no recommendations in this area.

### **Exemplary Conformance**

#### **E.1.a.(1) through E.1.e.**

The organization has demonstrated exemplary performance in its development and implementation of a curriculum for civic engagement and service learning that is integrated into all three tracks of the community integration services. The program leadership, along with the staff and the persons served, has developed extremely creative ways to put this theme in each of the three tracks: personal growth, health and wellness, and creative expression. Each person, regardless of the tracks chosen, is engaged in activities that are aimed at “taking action that serves the community and the world.” There are many initiatives being undertaken at any time that address a wide range of global, national, and local social and environmental challenges. The persons served learn about the problem, determine how they might make it better, and carry out that plan. Persons learn that as citizens they not only have rights, but they also have social responsibilities. Their efforts have been recognized. Recently, a local church made a grant to the organization to carry out a disability awareness program for the congregation.

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# PROGRAMS/SERVICES BY LOCATION

## **East Middlesex Association for Retarded Citizens, Inc., dba The Arc of East Middlesex**

20 Gould Street  
Reading, MA 01867

Community Services: Community Integration

## **Life Choices North Shore**

950 Cummings Center, Suite 106X  
Beverly, MA 01915

Community Services: Community Integration