

December 24, 2023

Laura Smith  
Res-Care Premier Inc.  
6185 Tittabawassee, Suite 1A  
Saginaw, MI 48603

Dear Ms. Smith:

It is my pleasure to inform you that Res-Care Premier Inc. has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Community Housing

This accreditation will extend through November 30, 2026. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

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

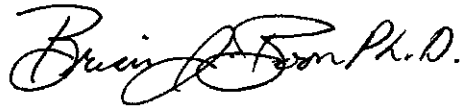
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to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

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<https://customerconnect.carf.org>).

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Leshan Mitchell by email at [lmitchell@carf.org](mailto:lmitchell@carf.org) or telephone at (888) 281-6531, extension 7104.

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

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." in a cursive style.

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

Enclosures

**CARF Accreditation Report  
for  
Res-Care Premier Inc.  
Three-Year Accreditation**



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## About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

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

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

**Organization**

Res-Care Premier Inc.  
6185 Tittabawassee, Suite 1A  
Saginaw, MI 48603

**Organizational Leadership**

Laura Smith, Executive Director

**Survey Number**

178349

**Survey Date(s)**

November 15, 2023–November 17, 2023

**Surveyor(s)**

Monica L. Davis, MBA, Administrative  
Lynn Walker, Program  
Kara Kimes, Program  
Trina L. Cookson, Program

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

Community Housing

**Accreditation Decision****Three-Year Accreditation**

**Expiration: November 30, 2026**

# Executive Summary

This report contains the findings of CARF's site survey of Res-Care Premier Inc. conducted November 15, 2023–November 17, 2023. 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, Res-Care Premier Inc. demonstrated substantial conformance to the standards. Res-Care Premier is a high-functioning, nimble organization that is dedicated to creating forever homes for clients. The homes are carefully built, well maintained, and integrated into their neighborhoods, and clients are regularly active in the community. Res-Care Premier works hard to develop a good rapport with guardians and families to further client goals and encourages communication and feedback regularly. Clients and guardians expressed satisfaction with the services provided by Res-Care Premier and appreciative of the support they receive. The organization is seen as the preferred provider by at least four of the counties in which it operates. It is the provider willing to take on the more challenging clients, and its approach to services has proven successful in cases where other providers have failed. Res-Care Premier has good communication, and the leadership is "not shy at all about calling if there are issues." Staff members are well trained, supported by the human resources department, and happy to work for the organization. One of the county program managers was thrilled to report that one of Res-Care Premier's staff members won the Direct Care Worker of the Year award. The organization's ability to meet its business goals enables it to work flexibly to create community building activities, such as chili cook-offs and the Pineapple Ball, to further enrich the lives of clients. Opportunities for improvement can be found in the recommendations in this report, including the conducting of tests for each emergency procedure, the testing of procedures for business continuity/disaster recovery, the analyzation of all formal complaints, the expansion of identification of barriers, the expansion of the performance measurement and management system and business functions, the individualization of service plans, and the training for dementia and age-related decline. The organization seems capable of and willing to address these areas.

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

**Res-Care Premier Inc. 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 Res-Care Premier Inc. was conducted by the following CARF surveyor(s):

- Monica L. Davis, MBA, Administrative
- Lynn Walker, Program
- Kara Kimes, Program
- Trina L. Cookson, 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 Res-Care Premier Inc. 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 Housing

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## Survey Findings

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

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

## Areas of Strength

CARF found that Res-Care Premier Inc. demonstrated the following strengths:

- Res-Care Premier is well run and financially stable, which gives the organization a lot of opportunities for growth. It has a clear strategic direction outlined for the next two years, with some of next year's goals already met. The organization's leadership is adept at leveraging the resources available from its parent corporation to effectively meet more local goals.



- The leadership at Res-Care Premier is extremely open and active in the operations of the homes. Clients know the executive director by name and are welcomed to give feedback on the quality of services they are receiving. The organization takes great care to create a rapport with the communities in which the homes are located, including holding open houses for every location to which local first responders, neighbors, local businesses, and county contract staff are invited.
  - County referral sources consider Res-Care Premier to be their “provider of choice.” They appreciate the organization for its quick placements and ability to find the best fits for clients’ needs.
  - Res-Care Premier has a strong human resources department that provides support for the personnel from their very first days on the job. The organization implements a quite extensive training plan for new hires to ensure that everyone is comprehensively trained in all aspects of their jobs. The on-the-job training provides guided, hands-on training early in the process so that staff members can be competency tested in a timely manner. This provides a good foundation of knowledge for all direct care workers.
  - Clients and guardians expressed satisfaction with and appreciation for the services provided by Res-Care Premier. One client commented that the client has “been flourishing” since receiving services, and clients are happy being taken out into the community on a regular basis.
  - Four times a year, the organization holds themed events for all the Res-Care Premier clients. In addition, there is a chili cook-off every year to foster friendly competition and engagement between the homes.
  - Res-Care Premier homes are well maintained inside and out and physically integrated into the community. Clients are given the opportunity to be a part of a neighborhood, and the organization strives to create forever homes for them.
  - Advocacy meetings are held every other month at which a representative from each home attends to discuss suggested enhancements to Res-Care Premier services.
  - Each home and vehicle operated by the organization has a bag filled with emergency items. These are all kept in similar areas of the homes and vehicles and are easy to grab if needed. Vehicles owned by the organization are in good condition and have been modified to meet the accessibility needs of the clients.
  - Homes are organized in similar ways, including notebooks containing needed information. This consistency is helpful for management staff and general staff members who work in more than one home. It also ensures that each home has all needed information readily available.
  - Staff members interviewed stated that Res-Care Premier is a good organization to work for. They stated that management staff is caring and considerate of both personnel and clients. Staff members at all levels expressed genuine concern for the clients served.
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- Clients were highly complimentary of services received from Res-Care Premier. Comments suggested that management is very engaged and provides options for client success, that staff care for the clients. Clients commented, “Living here is fun and interesting,” “I feel lucky and blessed to live here,” and “The staff are very respectful and nice.” The staff make the clients feel included, and one client commented, “I have lived in a lot of homes, and this is one of the best [ones] I have been in.”
  - Parents and guardians also express that they are extremely happy with services provided in the homes. The organization is receptive to parent input, and one guardian stated that Res-Care Premier is the one provider with “houses we don’t have to worry about” where “care is being done and their needs are being met.”
  - Res-Care Premier holds an annual Pineapple Ball, an event in which clients are able to dress in fancy clothing (if they wish) and have a fun night out with their peers.
  - The organization encourages clients to participate in local community activities. Clients mentioned going to the recreation center, bowling, out to eat, car shows and motorcycle shows, and shopping. One client was even excited to have recently received her library card.

## Opportunities for Quality Improvement

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

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

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

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

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

## Section 1. ASPIRE to Excellence®

### 1.A. Leadership

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#### Description

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

#### Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

#### Recommendations

There are no recommendations in this area.

## **Consultation**

- Res-Care Premier utilizes many policies from its parent company, BrightSpring, such as its fraud policy. It is suggested that, if Res-Care Premier is going to use the BrightSpring fraud policy, the organization include the Michigan version of the False Claims Act instead of the New Jersey one, as it pertains to it locally.

## **1.C. Strategic Planning**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

### **Key Areas Addressed**

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

### **Recommendations**

There are no recommendations in this area.

## **1.E. Legal Requirements**

### **Description**

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

### **Key Areas Addressed**

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

### **Recommendations**

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

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

### Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

### Recommendations

There are no recommendations in this area.

### Consultation

- Res-Care Premier has a procedure that outlines steps for clients to take to request an expenditure of their funds controlled or partially controlled by the organization. The procedure states that the expenditure must be approved, but it does not say by whom. The organization is urged to modify this procedure to include who must give these approvals so that all personnel are clear on the process.

## 1.G. Risk Management

### Description

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

### Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

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

## Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

## Recommendations

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.c.(5)

1.H.7.d.

While Res-Care Premier does conduct emergency drills on its emergency procedures, these are not consistently done on all shifts or at all sites. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift and at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill; be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results; and be evidenced in writing, including the analysis.

## Consultation

- Res-Care Premier has a comprehensive set of emergency procedures that include circumstances under which the occupants of the houses should evacuate. However, each house is unique and in a unique neighborhood. To address each particular house, the organization might consider specifying the different evacuation sites and where in each home to shelter in place.
- Res-Care Premier may consider sharing information on positive COVID-19 cases between the homes that have shared day programs/interactions. This could allow staff to be on higher alert for possible symptoms and test at an earlier time. This could also be done vaguely enough to not violate HIPAA information.

## 1.I. Workforce Development and Management

### Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

## Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

## Recommendations

There are no recommendations in this area.

## 1.J. Technology

### Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

### Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

### Recommendations

#### 1.J.2.c.(3)

#### 1.J.2.c.(4)

#### 1.J.2.c.(5)

#### 1.J.2.c.(6)

#### 1.J.2.d.

While Res-Care Premier has a basic technology plan that broadly guides its technology planning, the plan is not very specific to the local organization's actual operations, strategic goals/direction, or quality improvement activities. It is recommended that Res-Care Premier develop and implement a technology and system plan that supports efficient operations, effective service delivery, access to services, and performance improvement and that aligns with the organization's strategic plan.

#### 1.J.3.b.

#### 1.J.3.c.

Res-Care Premier relies on its parent company's IT department for its IT support, including backup and business continuity/disaster recovery. While the corporate IT department has documentation mentioning that backups are done, there are no written procedures on how the local backups are done or how data and business functions are restored in the event of a loss. It is recommended that the organization implement policies and procedures regarding backup/recovery and business continuity/disaster recovery.

- 1.J.4.a.
- 1.J.4.b.(1)
- 1.J.4.b.(2)
- 1.J.4.b.(3)
- 1.J.4.b.(4)
- 1.J.4.b.(5)
- 1.J.4.b.(6)
- 1.J.4.c.

Res-Care Premier relies on its parent company’s IT department for its IT support, including backup and business continuity/disaster recovery. While tests of its recovery systems may have been done at the corporate level, there is no evidence of a test of the local organization’s procedures, nor is there any documented analysis of the results of any tests. It is recommended that a test of Res-Care Premier’s procedures for business continuity/disaster recovery be conducted at least annually; be analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel; and be evidenced in writing, including the analysis.

## 1.K. Rights of Persons Served

### Description

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

### Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

### Recommendations

- 1.K.4.a.
- 1.K.4.b.(1)
- 1.K.4.b.(2)
- 1.K.4.b.(3)
- 1.K.4.b.(4)
- 1.K.4.b.(5)
- 1.K.4.b.(6)

Although Res-Care Premier pays close attention to any formal complaints and addresses them quickly and comprehensively as they occur, the expediency with which it handles issues does not allow the leadership team an aggregate view of the complaints for trends and patterns. It is recommended that an analysis of all formal complaints be conducted at least annually and be documented, including whether formal complaints were received, trends, areas needing performance improvement, actions to address the improvements needed, implementation of the actions, and whether the actions taken accomplished the intended results.

## 1.L. Accessibility

### Description

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

## **Key Areas Addressed**

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

## **Recommendations**

### **1.L.1.b.(5)**

### **1.L.1.b.(6)**

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

### **1.L.1.b.(8)**

While Res-Care Premier does have a process for identifying barriers, there are a few barriers noticeably missing from the accessibility plan. It is recommended that the organization implement an ongoing process for identification of barriers in the areas of employment, communication, technology, and transportation.

## **1.M. Performance Measurement and Management**

### **Description**

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

The foundation for successful performance measurement and management includes:

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

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### **Key Areas Addressed**

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

### **Recommendations**

#### **1.M.3.a.(1)**

While Res-Care Premier collects the characteristics of its clients, the methods by which it collects data are not included in the plan. It is recommended that the organization expand the performance measurement and management plan to address collection of relevant data on the characteristics of the clients served.



- 1.M.4.a.**
- 1.M.4.b.(1)**
- 1.M.4.b.(2)**
- 1.M.4.b.(3)**
- 1.M.4.b.(4)**
- 1.M.4.b.(5)**

While Res-Care Premier obtains service planning and client goal information from the respective counties responsible for the placements, it does not outline in the performance measurement plan a way that it measures the effectiveness of its services. It is recommended that, to measure its results achieved for the clients served (effectiveness), each program/service seeking accreditation document an objective(s) and a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization’s performance history or established by the organization or a stakeholder or is based on an industry benchmark.

- 1.M.9.b.(2)**
- 1.M.9.b.(3)**
- 1.M.9.b.(4)**
- 1.M.9.b.(5)**

Res-Care Premier has quite a few processes in place to measure its business function and set key performance indicators; however, the organization has not documented all these processes. It is recommended that, to measure its business function, the organization document (for each objective) a performance indicator, including the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization’s performance history or established by the organization or a stakeholder or that is based on an industry benchmark.

## **1.N. Performance Improvement**

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

## Consultation

- Res-Care Premier has a number of different tracking sheets and reports on business functions. The organization might consider adding the various sets of data it analyzes to the existing quality improvement plan. This may assist the organization in taking a broader, big picture view of how all the functions (including service delivery, technology, human resources, quality assurance, etc.) work together for planning purposes.

# Section 2. Quality Individualized Services and Supports

## Description

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

## 2.A. Program/Service Structure

### Description

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

### Key Areas Addressed

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

### Recommendations

#### 2.A.9.c.

It is recommended that Res-Care Premier expand its policy and procedures for acceptance into services to identify the process that will be followed in the event there is ever a wait list.

#### 2.A.12.b.

While Res-Care Premier does have release of confidential information forms that are updated annually, the organization is urged to ensure that any release of information is limited to the specific information identified. This could be accomplished by ensuring that the forms have been completely filled in with specific information to be released to another person or organization.

## Consultation

- Res-Care Premier's release of information indicates that the release is in effect until discharge or revoked in writing. Res-Care Premier might consider changing this to state that the release of information is good for one year, as it is standard practice to have this document signed annually.
- The organization has policies and procedures that comply with funding guidelines and governmental regulations in the event restrictions are placed on the rights of a client. Approval for restrictive techniques is given by other entities. Res-Care Premier might consider obtaining copies of the documentation of approvals for its records so that it is clear that guidelines have been followed in each case.

## 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 affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

### Key Areas Addressed

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

### Recommendations

#### 2.B.3.a.

#### 2.B.3.b.

#### 2.B.3.c.

#### 2.B.3.d.

While individualized service plans include lists of client strengths, plans are primarily developed based on client deficits and needs. It is recommended that individualized service plans be developed based on the clients' strengths, abilities, preferences, and desired outcomes. Res-Care Premier might consider researching information and training for staff members on person-centered planning. One resource is LifeCourse, which offers free person-centered planning forms and training on how to use those forms.

#### 2.B.5.b.(3)

#### 2.B.5.b.(4)

Although some of the goals identified in the individualized service plan are tracked for progress, it is recommended that the individualized service plan identify methods/techniques to be used to achieve the objectives and those responsible for implementation. It is suggested that updated individualized service plans be reviewed for changes in goals in order for Res-Care Premier staff to stay aware of what goals each client is working on and who is responsible for the implementation of the action steps. In addition, goal tracking sheets could be completed during the review.

#### 2.B.7.a.(4)

#### 2.B.7.a.(5)

While Res-Care Premier identifies risks to the client in the individualized service plan, the actions taken to minimize those risks and the individuals responsible for those actions are not clearly noted in the plan. It is recommended that the client and/or family served and/or their legal representatives be involved in identifying

actions to be taken to minimize risks that have been identified and identifying individuals responsible for those actions. Res-Care Premier could implement a risk plan or protocol that is individualized to each client and identifies the risk, the actions taken to minimize the risk, and the individuals responsible for those actions.

#### **2.B.10.c.**

While Res-Care Premier does complete an exit form for each client that leaves services, that report does not summarize the results of services received. Res-Care Premier is urged to ensure that the prepared exit summary report summarize results of services received. The organization might consider updating its current exit report to include the summary of the results of services received. The exit report could also clearly state the date of exit and the date the report was written.

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

### **Key Areas Addressed**

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

### **Recommendations**

#### **2.C.5.a.**

It is recommended that Res-Care Premier implement written procedures that address purchase (if applicable), including processes for handling medication shortages on weekends.

### **Consultation**

- Res-Care Premier's program statement provided to clients indicates that clients in the program agree to all medication use being provided by trained paraprofessional direct care worker staff. Res-Care Premier may consider adding a clarifying statement about self-administration of medication being an option.

## **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**

**2.E.5.a.**

**2.E.5.b.(1)**

It is recommended that Res-Care Premier personnel receive documented education and training about early signs indicating possible dementia and aging-related decline and that, when early signs of possible dementia or aging-related decline are identified, recommendation for further evaluation be made to the case manager responsible for the client's healthcare.

## **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.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 twenty-four 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.

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

- Safe housing.
- Persons choosing where they live.
- Persons choosing with whom they will live.
- Persons having privacy in their homes.
- Persons increasing independent living skills.
- Persons having access to the benefits of community living.
- Persons having the opportunity to receive services in the most integrated setting.
- Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
- Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
- Persons having freedom and support to control their schedules and activities.
- Settings that are physically accessible to the individuals.

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- Clients served have opportunities to participate in typical home activities, but many chores are completed by staff members. The organization may consider increasing the involvement of the clients in activities such as grocery shopping, housekeeping, laundering, and cooking.

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

## **Res-Care Premier Inc.**

6185 Tittabawassee, Suite 1A  
Saginaw, MI 48603

Administrative Location Only

## **Parkside Home**

8358 Neff Road  
Mount Morris, MI 48458

Community Housing

## **ResCare Premier Branch**

4781 North Branch Road  
North Branch, MI 48461

Community Housing

## **ResCare Premier Briggs**

4324 Briggs Road  
Otter Lake, MI 48464

Community Housing

## **ResCare Premier Burnside**

4895 Burnside Road  
North Branch, MI 48461

Community Housing

## **ResCare Premier Clinton**

16020 Jennings Road  
Fenton, MI 48430

Community Housing

## **ResCare Premier Davis Lake**

3097 Davis Lake Road  
Lapeer, MI 48446

Community Housing

## **ResCare Premier Farmview**

16534 14 Mile Road  
Battle Creek, MI 49014

Community Housing



**ResCare Premier Farnsworth**

1670 Woodbine Drive  
Lapeer, MI 48446

Community Housing

**ResCare Premier Frances**

5183 Genesee Road  
Lapeer, MI 48446

Community Housing

**ResCare Premier Holly**

4242 West Baldwin Road  
Grand Blanc, MI 48439

Community Housing

**ResCare Premier Kings Lane**

209 Kings Lane  
Battle Creek, MI 49014

Community Housing

**ResCare Premier Lake**

1220 West Lake Road  
Clio, MI 48420

Community Housing

**ResCare Premier Lawndale**

3946 Lawndale Road  
Saginaw, MI 48603

Community Housing

**ResCare Premier McCarty**

3475 McCarty  
Saginaw, MI 48603

Community Housing

**ResCare Premier Raymond**

715 Raymond  
Owosso, MI 48867

Community Housing

**ResCare Premier Reamer**

3082 Reamer Road  
Lapeer, MI 48446

Community Housing

**ResCare Premier Riverview**

1467 Flushing Road  
Flushing , MI 48433

Community Housing

**ResCare Premier Vienna**

828 Broad Street  
Chesaning, MI 48616

Community Housing

**ResCare Premier Winfield**

3595 Winfield Drive, Suite 1A  
Saginaw, MI 48603

Community Housing