CARF Accreditation Report

for

Prince William County Community Services Board - Vocational Services

Three-Year Accreditation

Contents

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.

Organization

Prince William County Community Services Board - Vocational Services
8500 Phoenix Drive
Manassas, VA 20110

Organizational Leadership

Lisa Madron, LCSW, Executive Director
Michelle Salzman, LCSW, Program Manager

Survey Number

137632

Survey Date(s)

May 12, 2021–May 14, 2021

Surveyor(s)

Karen Stokes, DESS Administrative
Sharon Meixner, MEd, CRC, LSW, DESS Program

Program(s)/Service(s) Surveyed

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

Previous Survey

December 6, 2017–December 8, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: January 31, 2024

Executive Summary

This report contains the findings of CARF's site survey of Prince William County Community Services Board - Vocational Services conducted May 12, 2021–May 14, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Prince William County Community Services Board - Vocational Services demonstrated substantial conformance to the standards. The organization has effectively demonstrated a commitment to using the CARF standards to the benefit of the clients, families, staff members, and other stakeholders. Clients, staff members, and other stakeholders have expressed high levels of satisfaction with the organization. The organization demonstrates a priority in regard to cultural competency, accessibility, and personnel training in order to enhance services. There are areas for improvement identified in the recommendations of this report, including implementation of timelines and inclusion of business functions in the performance measurement and management plan and expanding the performance improvement plan to include information on business functions and technology. The organization has demonstrated its ability to grow and adapt to the changing environment and has achieved positive outcomes.

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

Prince William County Community Services Board - Vocational Services has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Prince William County Community Services Board - Vocational Services was conducted by the following CARF surveyor(s):

- Karen Stokes, DESS Administrative
- Sharon Meixner, MEd, CRC, LSW, DESS 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 Prince William County Community Services Board - Vocational Services and its program(s)/service(s) consisted of the following activities:

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

Program(s)/Service(s) Surveyed

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

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

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 Prince William County Community Services Board - Vocational Services demonstrated the following strengths:

- A dedication to achieving the best possible outcomes for the clients is displayed by both the frontline staff members and the leadership team. The provision of high-quality and life-changing services was evident throughout the organization. As stated by a leadership team member, "These services have a direct impact on people's lives."
- The organization has developed and implemented a robust and thoughtful cultural competency and diversity plan. Additionally, in order to move toward a more culturally diverse staff that mirrors the county demographics, the organization has formed a cultural linguistic engagement committee that focuses on enhancing the organization's efforts to promote a culture of diversity by supporting the current diverse

workforce, recruiting additional bilingual and bicultural staff members, providing services that are respectful of clients' cultures and languages, and equipping all employees with the right tools to be culturally and linguistically competent.

- Referral sources spoke positively of the services provided by the organization, stating that the organization offers "very personalized services" and has a "strong presence in the community." Referral sources also commented that the organization was "a preferred vendor by counselors"; "maintains good communication with employers, counselors, and those served"; demonstrates "collaboration with all team members"; and has "supported employment program staff [that] believe in the possibilities of each client."

- Prince William County Community Services Board promotes employment skills and leadership development training through methods that include mentoring staff members, specific leadership-directed training, supervisory meetings held at least monthly, and allocation of resources for training.

- The organization's strategic plan reflects current needs, is thorough, and provides guidance for the organization in the coming years. The plan is reviewed at least quarterly, and staff members responsible for specific initiatives report on the progress and status of those indicators. This encourages staff members to move forward toward plan achievement.

- The organization's facility is welcoming, bright, and well kept, presenting a positive image for the community. The garden, which is located near the entrance of the building, offers a glimpse of the high-quality services within.

- The organization offers a wide variety of options for clients participating in situational assessments. These include warehouse experience, stocking, janitorial experience, administrative assistance (clerical), childcare, pet care, landscaping, and housekeeping.

- Staff members exhibit strong teamwork and camaraderie, which has helped them navigate and remain focused through the COVID-19 pandemic. The pandemic forced the organization to rethink many aspects of how services have been provided. In response, the organization implemented a virtual platform, Webex™, which enabled continuation of services for the clients. This was also utilized for staff meetings and supervision.

- Staff members are highly dedicated to the clients, always incorporating respect, integrity, service, and excellence into the services provided. They continually strive to improve, always asking, "Are we doing our best for our members?" The goal is to have clients manage their challenges and become reintegrated into society. One staff member commented that "we do not want them to stay. We want members to have fulfilling lives, and we help them every step of the way."

- Referrals for clerical assessments were requested, and staff members had great difficulty finding companies open to providing these opportunities. Staff members developed an outstanding clerical situational assessment curriculum, which was approved by the funding source. The assessment includes a vast array of trials, including working at the front desk, taking and transferring calls, data entry, proofreading, copying, and other tasks relevant to administrative work.

- The organization is excellent at networking with businesses in the community to provide opportunities for situational assessments and placements. These affiliations have opened opportunities for clients who are seeking training opportunities and employment. Some of the companies include Ashley® Furniture, A Dog's Day Out, Birmingham Green, The Dog Eaze Inn, Food Lion®, Giant® Food, Marshalls®, Walmart, and many more.

- The organization has credentialed staff members that are able to provide benefits analysis to clients that are seeking employment. This is an excellent resource for both clients and families, as there is often concern and confusion regarding Social Security benefits and earned income.

- An excellent practice utilized by the organization is cross-training staff members. Although the organization implemented this prior to the COVID-19 pandemic, it is a practice that is critical in the current environment.

- The organization is commended for placing 13 members into competitive employment within the past six months during the COVID-19 pandemic.

- The organization has developed an outstanding psychosocial rehabilitation horticultural therapy program that is intended to support clients with serious mental illness and co-occurring disabilities. This program enables clients to determine their strengths, abilities, needs, preferences, and individual recovery goals. Clients grow a variety of vegetables, strawberries, and herbs and incorporate the crops into meals prepared in the kitchen. They also present nutritional information about the produce grown and how good nutrition could enhance their health. In addition, a study has been designed to quantify the efficacy of this program. With quantitative data, it is apparent that the program is having an impact and has the potential to be used by other organizations.

- Clients expressed great satisfaction with the program. "My coach really helped me by explaining everything I needed to know on the job," said one client. Another client stated, "I would never have gotten a job if it weren't for them. I am very pleased."

- Family members and guardians were extremely grateful for the support their adult children received from staff members. One family member said, "The staff member I worked with is very supportive. We have an incredible relationship. She is wonderful and really cares!" A care provider said that staff members identified a perfect employment opportunity for the client he supports. When the staff member identified the opportunity, she was timely in submitting the application for a position.

- One employer stated, "They provide feedback, positive and negative. I think staff are great! The coach does an excellent job responding to members' needs." Another employer said that "the coach has been very helpful" and "follows up." The employer added, "This has been a wonderful experience for us!"

- Staff members reported a high level of job satisfaction due in part to the autonomy granted by supervisors and the as-needed support provided to them. Several staff members said that "this is the best job I have ever had."

- The organization has a culturally diverse workforce. Staff members speak Spanish, French, Urdu, Korean, Italian, Nepalese, Hindi, Creole, and Farsi. The organization is positioned to serve diverse clients and create a welcoming and comfortable environment.

Opportunities for Quality Improvement

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

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

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

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

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

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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
■ 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

1.E.2.b.
It is recommended that the organization implement written procedures to guide personnel in responding to search warrants.

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
■ Safeguarding funds of persons served, if applicable
■ Review/audit of financial statements

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

There are no recommendations in this area.

Consultation

- While the organization has a code of conduct for clients that includes information on possession of weapons, it is suggested that this information be included in the health and safety manual and in the critical incidents definitions documents.

- While the codes of conduct include information on overdose procedures, it is suggested that this information also be included in the health and safety manual.

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 background/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
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- While a policy and procedure exist regarding decommissioning of physical hardware and data destruction within the Prince William County IT Department, it is suggested that this information also be included within the organization's technology plan and procedures for vocational services for ease of access.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- While the organization makes rights information available in multiple written/spoken languages and in picture format, it is suggested that the organization develop rights in alternate formats. These might include a slideshow presentation software program, videos, and other formats for clients who might prefer or request different visual styles.

1.L. Accessibility

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

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

The foundation for successful performance measurement and management includes:

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

Key Areas Addressed

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

Recommendations

1.M.1.b.
It is recommended that the leadership demonstrate accountability for performance measurement and management in business functions.

1.M.2.g.
While the organization identifies gaps and opportunities in preparation for the development or review of a performance measurement and management plan, it is recommended that this include consideration of technology to support implementation of the performance measurement and management plan.

1.M.3.a.(4)
The organization should implement a performance measurement and management plan that addresses identification of priority measures as determined by the organization for business function objectives.

1.M.4.b.(4)
To measure the results achieved for the clients (effectiveness), it is recommended that each program/service seeking accreditation document a performance indicator(s), including identification of relevant timeframes for collection of data.

1.M.5.b.(4)
To measure experiences of services received and other feedback from clients, it is recommended that each program/service seeking accreditation document a performance indicator(s), including identification of relevant timeframes for collection of data.

1.M.6.b.(4)
To measure experiences of services and other feedback from other stakeholders, it is recommended that each program/service seeking accreditation document a performance indicator(s), including identification of relevant timeframes for collection of data.

1.M.7.b.(4)
To measure the resources used to achieve results for the clients (efficiency), it is recommended that each program/service seeking accreditation document a performance indicator(s), including identification of relevant timeframes for collection of data.

1.M.8.b.(4)
To measure service access, it is recommended that each program/service seeking accreditation document a performance indicator(s), including identification of relevant timeframes for collection of data.

1.M.9.a.
1.M.9.b.(1)
1.M.9.b.(2)
1.M.9.b.(3)
1.M.9.b.(4)
1.M.9.b.(5)
To measure its business function, the organization should document objectives in priority areas determined by the organization and, for each objective, document a performance indicator(s), including to what 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 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

1.N.2.a.
1.N.2.b.
1.N.2.c.
1.N.2.d.(1)
1.N.2.d.(2)
1.N.2.e.(1)
1.N.2.e.(2)
1.N.2.e.(3)
1.N.2.f.(1)
1.N.2.f.(2)
1.N.2.f.(3)
1.N.2.f.(4)

The analysis of business function performance should be documented and completed at least annually and in accordance with the timeframes outlined in the performance measurement and management plan. In addition, it is recommended that the analysis of business function performance address priority business function indicators as determined by the organization; incorporate the characteristics of the clients, if applicable; incorporate the impact of extenuating or influencing factors; include comparative analysis; include identification of trends and causes; and be used to identify areas needing performance improvement, develop an action plan(s) to address the improvements needed, implement the action plan(s), and determine whether the actions taken accomplished the intended results.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services.

The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

▪ Although all plans are quantifiable, some goals state that the goal to be achieved is 100 percent. It is suggested that goals be specific, measurable, attainable, relevant, and time bound (SMART). It may be difficult for clients to achieve 100 percent on a newly established goal. Staff members might consider establishing a goal that a client could achieve and then reestablish another goal when that goal is achieved.

2.D. Employment Services Principle Standards

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

▪ The community integration program has a robust and varied curriculum. However, staff members might consider further expanding the curriculum by researching the addition of art and music therapy. It is possible that local colleges might have degree programs with students who could volunteer their services, which could benefit both clients and students. The organization already has a relationship with an equestrian therapy facility where it has a garden, and the organization might explore the possibility of partnering with this facility, which could provide another activity for the clients.

▪ Staff members might benefit from facilitating trainings with their peers. Staff members could be assigned to research and present a topic for each meeting, such as evidence-based coaching practices, latest research on anxiety or specific disabilities, self-care for practitioners, etc.

Section 3. Employment Services

Description

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

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

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

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

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

3.A. Employment Planning Services (EPS)

Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on the person's preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

■ Situational assessments.
■ Paid work trials.
■ Job tryouts (may be individual, crew, enclave, cluster, etc.).
■ Job shadowing.
■ Community-based assessments.
■ Simulated job sites.
■ Staffing agencies/temporary employment agencies.
■ Volunteer opportunities.
■ Transitional employment.

Some examples of quality outcomes desired by the different stakeholders of these services include:

■ Work interests are explored and identified.
■ Recommendations for employment options are appropriate.
■ Employment planning reports lead to job goals.
■ Transferable work skills and employment barriers are identified.
■ Benefits planning is included.
■ Services are timely in their delivery.

■ Services are cost-effective.
■ Individuals served understand recommendations that are made.
■ Individuals served identify desired employment outcomes.

Key Areas Addressed

■ Employment opportunities within the community
■ Informed decision making by participants
■ Referrals to services to implement employment plan

Recommendations

There are no recommendations in this area.

Consultation

▪ Although staff members provide mock interviews for clients seeking employment, they might consider having staff members from other departments (such as human resources) interview the clients. This could provide an opportunity for staff members who do not have regular contact with clients to interact with them and could also be an opportunity for clients to be interviewed by a staff member they do not know, which could better prepare them for a real interview. The organization might also consider videotaping the interviews, as this could allow the staff member and client to review strengths and areas for improvement.

3.G. Community Employment Services (CES)

Description

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although staff members discuss general information related to the clients' disabilities, triggers, and ways to better support the clients, the organization might consider formalizing a general disability awareness module to present to employees within companies they work with. This could include tips on working with individuals with autism, working with individuals who are hard of hearing or who have low vision, etc. This could have the potential to increase acceptance and appreciation for all individuals with disabilities.

- Staff members might consider adding a component of social media training to the work adjustment curriculum and to the clerical assessment module. This could also include an element of ethics and social media related to what is appropriate to post on Facebook, Twitter, and Instagram.

Section 4. Community Services

Description

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

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

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

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

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

- Increased independence.
- Meaningful activities.
- Increased employment options.

4.G. Community Integration (COI)

Description

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

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

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

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Center-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

- Opportunities for community participation

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Prince William County Community Services Board - Vocational Services

8500 Phoenix Drive
Manassas, VA 20110

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

Ferlazzo Building

15948 Donald Curtis Drive, Suite 200
Woodbridge, VA 22191

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

Sudley North

8033 Ashton Avenue
Manassas, VA 20109

Administrative Location Only