CARF INTERNATIONAL

CARF Accreditation Report

for

WorkSource Enterprises

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

WorkSource Enterprises
1311 Carlton Avenue
Charlottesville, VA 22902

Organizational Leadership

Charles J. McElroy, President

Survey Number

147534

Survey Date(s)

September 27, 2021–September 28, 2021

Surveyor(s)

Samantha Handley, Administrative
Robert G. Rosenbaum, EdD, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

August 27, 2018–August 29, 2018
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: October 31, 2024

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Executive Summary

This report contains the findings of CARF's site survey of WorkSource Enterprises conducted September 27, 2021–September 28, 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, WorkSource Enterprises demonstrated substantial conformance to the standards. WorkSource Enterprises has developed many systems and workflows to maintain a high level of conformance to the standards. WorkSource Enterprises is clearly a person-centered organization that values input from its consumers, employees, funders, and referral sources. Funding sources, consumers, and referral sources have all expressed satisfaction with the services provided. There are a few areas of improvement, including additions to the critical incident policy, better documentation of training, more consistent emergency drills, and annual reviews of various plans.

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

WorkSource Enterprises 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 WorkSource Enterprises was conducted by the following CARF surveyor(s):

- Samantha Handley, Administrative
- Robert G. Rosenbaum, EdD, 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 WorkSource Enterprises 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
- Employee Development Services
- 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 WorkSource Enterprises demonstrated the following strengths:

- WorkSource Enterprises' board of directors is committed to the mission and its governance role. The board members support the efforts of the organization and are actively engaged in advocating for the consumers and their needs in the community. Board members take obvious pride in the organization and utilize opportunities to engage with the consumers and their families at organizational events. The board is also committed to recruiting a more diverse group of board members in the future.

- The leadership team of WorkSource Enterprises is clearly dedicated and passionate about the mission, the services, and the consumers. A consumer-centered perspective is deeply ingrained in staff, both clinical and administrative, and it is clear that leadership puts consumers first in all of its decision making.

- The program staff members are highly qualified individuals who strive each and every day to provide quality individualized services and have dealt with the fallout from the pandemic in a commendable manner. They continue to serve as many clients as possible during these trying times.

- Staff and management continue to be actively involved in the community and have established supportive relationships with vendors, parents, businesses, and employers. These relationships not only serve it well as a vital community organization but also, more importantly, serve the clients and greatly assist in the integration process of the clients, leading to success and acceptance in the community.

- Even amid the struggles of the COVID-19 pandemic, WorkSource Enterprises has appeared to remain financially stable. It had to close the bakery, Breadworks, over the course of the past year, but it did so in a way that was extremely supportive of the staff and clients directly impacted by the closure.

- WorkSource Enterprises over the years has developed and refined its rehabilitation programs, which serve a unique population in and around the Charlottesville area. The program is well known, supported, and respected by the entire community. All of those factors contribute to its ongoing success.

- Each program ensures that each client receives an excellent orientation upon program entry, and all service plans are individualized in an effort to achieve maximum program success for each client. Client progress notes and follow-up activities are frequent, shared with the client routinely to keep plans current, and modified as necessary for individual success.

- Clients, as a result of the dedication and enthusiasm of the staff members, are continually engaged, work and learn in a clean safe environment, are proud of their accomplishments, and are very happy to be back "at work" even on a more limited basis as a result of the COVID-19 pandemic.

- Funding sources and referral sources expressed high regard for WorkSource Enterprises' programs and services and feel it is a high-quality organization providing much-needed services to the community. One funder reported that WorkSource Enterprises is always the first organization to turn in its billing and reports every month. WorkSource Enterprises has an excellent reputation in the community and is seen as a great collaborator and communicator.

- All employers were extremely pleased with placements made in their businesses. Placements are viewed as being very "appropriate," and several clients were distinguished with comments such as, "one of my best employees" and "hardworking and actually consistently show up for work." One employer stated, "I wish I could get more folks like that." The organization has established itself well as a source for providing excellent employees, which promotes even more employment opportunities for future client placements.

- The organization is well known in the area for its training and employment creativity. Recently, WorkSource Enterprises started a new collaboration with a local medical center. This meeting resulted in the development of a partnership to specifically design positions for WorkSource Enterprises' clients. This innovative partnership has already resulted in one placement for a client as a patient services coordinator. Other positions being explored for potential placements include patient transporters, greeters, valet parkers, and supply specialists. The medical center was most complimentary of WorkSource Enterprises, its programs, and staff.

- WorkSource Enterprises' building is beautiful, welcoming, and well appointed. The Day Program room was arranged appropriately for social distancing, and the clients participating in the program were engaged in a variety of activities.

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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

1.A.6.a.(3)
1.A.6.a.(6)(e)
It is recommended that to expand WorkSource Enterprises' corporate responsibility efforts, the corporate code of ethics include contractual relationships and witnessing of legal documents in the area of service delivery. This might be accomplished by stating in the code of ethics whether personnel are allowed to witness legal documents or not. If witnessing of documents is allowed, the code of ethics could clarify what type of documents may be witnessed and position(s) responsible for this task.

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

1.C.2.d.
1.C.2.e.
It is recommended that the organization implement a strategic plan that is reviewed at least annually for relevance and is updated as needed.

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

1.F.7.b.(2)
The organization bills for services provided. It is recommended that the organization address trends in its documented review of a representative sample of bills for services provided to the clients served.

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

1.G.1.b.(1)
1.G.1.b.(2)
It is recommended that WorkSource Enterprises implement a risk management plan that is reviewed at least annually for relevance and is updated as needed. It is suggested that, to help track reviews, the organization maintain a tickler system that tracks all policies, procedures, and plans in one document so that they may be easily monitored to ensure that the annual review process is conducted.

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.4.a.(1)
1.H.4.a.(2)
1.H.4.a.(3)
1.H.4.a.(4)
1.H.4.a.(5)
1.H.4.a.(6)
1.H.4.a.(7)
1.H.4.a.(8)
1.H.4.a.(9)
1.H.4.b.(1)
1.H.4.b.(2)
1.H.4.b.(3)
1.H.4.b.(4)
1.H.4.b.(5)
1.H.4.b.(6)
1.H.4.b.(7)
1.H.4.b.(8)
1.H.4.b.(9)
Although the organization has a new staff orientation process and does ongoing safety trainings, competency-based trainings were inconsistently documented. Therefore, it is recommended that personnel receive documented competency-based training at orientation and at least annually that addresses health and safety practices; identification of unsafe environmental factors; emergency procedures; evacuation procedures, if appropriate; identification and reporting of critical incidents; medication management, if appropriate; reducing physical risks; and workplace violence.

1.H.7.a.(1)
1.H.7.a.(2)
1.H.7.b.
1.H.7.c.(3)
It is recommended that an unannounced test of each emergency procedure (such as bomb threat, power failure, and medical emergency) be conducted at least annually on each shift and at each location and include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill. In addition, the tests should be analyzed for performance that addresses implementation of the actions.

1.H.10.f.(1)
1.H.10.f.(5)
1.H.10.f.(6)
1.H.10.f.(8)
1.H.10.f.(11)
1.H.10.f.(12)
1.H.10.f.(13)
1.H.10.f.(18)
It is recommended that the organization expand its written procedures regarding critical incidents to include the critical incidents of medication errors, communicable disease, infection control, use and unauthorized possession of weapons, vehicular accidents, biohazardous accidents, unauthorized use and possession of legal or illegal substances, and overdose. This might be accomplished by including instructions on how to administer NARCAN® nasal spray to an individual who has overdosed.

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

1.I.5.a.(4)
1.I.5.a.(5)
1.I.5.a.(6)
It is recommended that WorkSource Enterprises expand its onboarding and engagement activities orientation that addresses the organization's performance measurement and management system, risk management plan, and strategic plan.

1.I.6.d.(1)(e)
1.I.6.d.(1)(f)
The organization promotes engagement through respect for all individuals in the workforce. It is recommended that the organization expand this by implementing policies and written procedures that address disciplinary action and separation.

Consultation

- The organization routinely conducts motor vehicle department records checks of employees who drive on behalf of the organization. It is suggested that the organization also do vulnerable populations checks and/or background checks on employees throughout employment.

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
■ Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
■ ICT instruction and training, if applicable
■ Provision of information related to ICT, if applicable
■ Maintenance of ICT equipment, if applicable
■ Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

1.J.3.a.
1.J.3.b.
1.J.3.c.
1.J.3.d.(1)
1.J.3.d.(2)
1.J.3.d.(3)
1.J.3.d.(4)
1.J.3.d.(5)
1.J.3.d.(6)
1.J.3.d.(7)
It is recommended that the organization implement policies and procedures in the areas of acceptable use, backup/recovery, business continuity/disaster recovery, and security. Policies and procedures regarding security should include access management; audit capabilities; data export and transfer capabilities; decommissioning of physical hardware and data destruction; protection from malicious activity; remote access and support; and updates, configuration management, and change control.

1.J.4.c.

It is recommended that the test of the organization's procedures for business continuity/disaster recovery be evidenced in writing, including the analysis.

1.J.5.a.
1.J.5.b.
1.J.5.c.(1)
1.J.5.c.(2)

It is recommended that the organization provide documented initial and ongoing training to personnel on cybersecurity and on the technology used in performance of their job duties.

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.

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.2.b.(1)
1.L.2.b.(2)
1.L.2.c.

It is recommended that the organization implement an accessibility plan that is reviewed at least annually for relevance, including progress made on eliminating barriers and areas needing improvement, and updated as needed.

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

There are no recommendations in this area.

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.

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.4.c.
It is recommended that when a person is found ineligible for services, which happens rarely, recommendations be made consistently for alternative services.

2.A.12.b.
The organization has in place a form for the release of confidential information. However, often all categories of information on the form are checked and, therefore, it is not always limited to the specific information identified. It is recommended that the release of confidential information be limited to the specific information identified. This could be accomplished by checking only the categories on the form that will be released.

2.A.15.a.
2.A.15.b.
It is recommended that all appropriate staff members providing services be trained initially and at least annually in the use of positive interventions. WorkSource Enterprises has written policies and procedures addressing the programs' use of positive interventions with its clients. It is suggested that the current policy be thoroughly reviewed, updated, and disseminated to appropriate staff.

Consultation

- In reviewing case files on the clients served, it was noted that all forms or entries into the file were not consistently signed and dated. Therefore, it is suggested that the organization ensure that the forms and entries are signed and dated on a consistent basis.

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

- Overall the organization developed an excellent individualized service plan. The organization is encouraged to ensure that all overall goals may be specifically measured as they relate to each person's overall plan.

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

There are no recommendations in this area.

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.

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.

3.D. Employee Development Services (EDS)

Description

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at community job sites, within formal and organized training and educational settings, through coaching, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

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

- Person served obtains employment.
- Person served moves to a training program or better employment.
- Person served retains employment.
- Person served obtains improved benefits.
- Increased wages.
- Increased skills.
- Increased work hours.
- Movement to individualized competitive employment.
- Employment in an integrated environment.
- Job advancement potential increases.
- Job-seeking skills are developed.
- Career growth and development.
- Level of support needed is reduced.
- Exposure to and availability of a variety of jobs.
- Program is kept at capacity.
- Services are cost-effective for the results achieved.
- Responsiveness (days from referral to starting services).

Key Areas Addressed

- Skills development/reestablishment
- Attitude development/reestablishment
- Work behaviors development/reestablishment
- Employment outcomes

Recommendations

There are no recommendations in this area.

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.

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

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

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

WorkSource Enterprises

1311 Carlton Avenue
Charlottesville, VA 22902

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