

CARF Accreditation Report
for
Prince William County Community
Services Board - Vocational
Services

Three-Year Accreditation



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About CARF

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

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

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

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

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

Organizational Leadership

Anne Lane, MA, Supported Employment Supervisor
Georgia Bachman, LCSW, Acting Executive Director
Katanya Goswell, Acting Community Support Division Manager
Michelle Salzman, LCSW, Program Manager
Mike Wilkie, M.A., Therapist IV - Clubhouse Supervisor
Sherry Bowman, LCSW, Acting Deputy Director

Survey Number

177691

Survey Date(s)

December 18, 2023–December 20, 2023

Surveyor(s)

Kathy Leuelling, Administrative
Natalis Ng, MBA, Program

Program(s)/Service(s) Surveyed

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

Previous Survey

May 12, 2021–May 14, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: January 31, 2027

Executive Summary

This report contains the findings of CARF’s site survey of Prince William County Community Services Board - Vocational Services conducted December 18, 2023–December 20, 2023. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Prince William County Community Services Board - Vocational Services demonstrated substantial conformance to the standards. Prince William County Community Services Board - Vocational Services (PWC CS) provides excellent services for adults with disabilities through employment and community integration supports. The organization is highly respected in the region and receives excellent feedback from clients, families, and other stakeholders. The executive director and leadership team have demonstrated a commitment to ongoing quality improvement using the CARF standards as a guideline. Policies and procedures are well written with strong evidence of consistent implementation. Business plans, including strategy, risk management, qualified intermediary, and performance measurement, are working documents that guide the organization in performance improvement. The organization has worked to ensure that the diversity in the county is reflected in the staff providing services and that clients from all cultural backgrounds are welcome. The organization exhibits a strong commitment to the accreditation process, and there is evidence of effort, time, and resources devoted to preparing for this survey. CARF accreditation is shown and described in all program brochures, on the organization's website, and is prominently posted in the lobby of The Phoenix Center as a demonstration of the quality of its programs and services. There are no recommendations noted in this report.

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 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):

- Kathy Leuelling, Administrative
- Natalis Ng, MBA, 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:

- The leadership team for the community services unit and vocational services is clearly passionate about the mission and making an impact in the lives of clients and the community as a whole. The team is going through a transition with several leaders moving into acting roles after the executive director moved to a two-year project for the county. The newly appointed acting executive director, the leadership team, program managers, and supervisors have extensive experience in the field, including many leaders with significant tenure in Prince William County. It is evident that the change is not slowing progress, and many initiatives are moving forward. The Crisis Now program, modeled after a program in Arizona, offers one location for first responders

to bring in clients in crisis for immediate transfer rather than prolonged waiting times in local hospitals. The new program is set to include a recliner model for clients in crisis as well as short-term crisis beds when needed.

- The planning process for the community services and the vocational services program are extensive and integrated. Many plans, including the strategic plan, begin with the county and move to both community services and vocational programs. Each provides further specific goals and action plans. There is a clear connection between plans for strategy, risk management, quality improvement, and performance measures. Goals are measurable and address areas of importance identified by the community and program clients. The depth of these plans are a clear indication that continuous improvement is a priority.
- PWC CS actively supports the programs offered through the vocational services programs. With monthly meetings for review of policies and funding requests, the board helps to ensure the availability of vocational supports in the county. Board members clearly understand the impact that the vocational services program has on the county as a whole as well as the impact on each individual client receiving employment supports.
- The organization is commended for developing a comprehensive cultural competency and diversity plan. The effectiveness of this plan is reflected in successful efforts to ensure that staff is reflective of diversity in the county, the establishment of the cultural and linguistics committee, the availability of documents in multiple languages, and recruiting staff members who are bilingual.
- The human resources department is complimented for the excellent performance appraisal process and format. Along with their supervisor, new employees review the working job description and develop measurable goals within the first 15 days of employment. Reviews are completed at the first quarter, at six months, and at 12 months. The annual performance appraisals are completed at the beginning of November. Each appraisal is based on goals with specific measurable objectives. Goals may be selected to address organizational performance and department performance; work habits; knowledge, skills, and abilities; supervision and management; and individual goals. There are clear measures that define meeting, exceeding, or not meeting goals. Providing clearly defined performance expectations beginning at hire and throughout employment is an exceptional process and is just one of the many aspects that promote the high quality of supports and success for clients.
- It is apparent that the organization has achieved very high levels of satisfaction from its clients, work-site supervisors, employers, and persons from referral and funding sources. All external stakeholders praised the work attitude and quality of work from the clients as well as the phenomenal dedication, reliability, care, respect, knowledge, and professionalism exhibited by the program staff. One stakeholder stated, “As a manager and as a mom, I see all the help [the staff members] provide and thank you so much.” Several clients interviewed said, “The staff [members] are really flexible in their roles. At times, they are coworkers with us. Other times, they play supervisory roles when they give us things to do. They are very good teachers and therapists giving us good advice. They are also our caregivers who are compassionate and support us with general administration things as well.” Another stakeholder commented, “They saved my child’s life.” All stakeholders complimented the staff members by name about their compassion, professionalism, responsiveness, and dedication to help and would recommend PWC CS to others.
- The organization actively promotes its mission, vision, and values statements. These are posted in lobby of The Phoenix Center; on the organization's website; and in its program brochures, descriptions, customer handbooks, and staff manuals. This practice reminds all staff members, clients, visitors, the public, and other stakeholders of the meaning behind the organization’s daily services and activities and enhances the sense of belonging among clients and staff members.
- The organization has developed many detailed and well-thought out policies, procedures, brochures, program descriptions, customer handbooks, and staff manuals that support and guide its daily administration programs and services. This practice ensures that all staff members and clients are aware of the organization's mission, vision, values, roles, responsibilities, and service standards.

- The organization is applauded for having a seasoned and diverse staff. Collectively the staff members speak over five languages and are composed of a multitude of ethnic backgrounds. The diversity among staff and clients reflects the diversity of the county. A poster displaying clients' rights is posted in ten languages in the lobby of The Phoenix Center to support services for this diverse community.
- The organization uses an electronic system to create, manage, and store its case records. All case records reviewed were complete, standardized, and professionally organized. This supports the organization's communication with funding sources and teamwork among staff members to provide the best services to its clients across programs and services.
- The psychosocial rehabilitation program (PSR) staff is applauded for its efforts to implement a wide variety of community integration activities and innovative ideas to help the clients succeed. Such efforts include creating job aids with detailed instructions and/or pictures for clients to follow on the job, allowing clients to sign up for their chores and tasks based on their own interests and abilities, the Soda Club that teaches clients how to deal with money and budgets, Salsa Sales and Organic Farming that teach entrepreneurship, and other reasonable accommodations and assistive technologies.
- The vocational services staff, including place and train, job development, supported employment, and situational assessment, is commended for its efforts in developing a wide variety of work sites and assessment settings in the community; maintaining excellent relationships with employers; and providing the best customer service and supports to the employers, direct supervisors and managers, and the clients. All work sites visited have clean, safe, professional, and supportive environments that allow the clients to work and learn and thrive.
- The organization is applauded for its purposeful and meaningful partnerships with professional organizations to support and enhance its service delivery as well as contributing to the improvement of the broader systemic improvement in the county. These partnerships have allowed licensed professional nursing (LPN) students to interact with clients to enhance clients' experience and learning and give future LPNs first-hand experience with clients while they are still students to gain a deeper understanding of the clients' characteristics, behaviors, barriers, needs, and wants. The partnership with a local university clinic has allowed peers students to practice with clients as paid interns. Another partnership has yielded complimentary use of a curriculum that is designed to bring affordable connectivity, technology, and computer literacy to the community. In the first two months of its inception, the classes held by the PSR staff have already helped 26 participants complete the assessment tests so that they can be on the path to achieve these affordable technological skills to improve their personal and work lives.
- The supported employment program is complimented for offering pre-employment transition services to help students in high school with intellectual and behavioral health challenges who are over the age of 16. The program helps students learn work-based learning, workplace readiness, and self-advocacy, and participate in work experience for three to eight weeks as paid interns, which prepares them for work later on in life. This service allows clients with mental challenges to open their minds to vocational possibilities at a young age.

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. Prince William County Community Services Board - Vocational Services received no recommendations from this survey. This accomplishment is achieved on approximately 3 percent of CARF surveys.

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.

Consultation

- The ethics policy addresses timeframes for most steps in an investigation, including timeframes for prompt consideration and the final appeal. The organization is encouraged to add timeframes for completion of the initial investigation by the ethics committee. In order to provide some flexibility, the organization might consider a timeframe that could be adequate for most investigations along with language that allows for additional time as warranted.
- While the title of the person appointed as the corporate compliance officer is included in the policy, the organization might consider posting the name and contact information of the corporate compliance officer on the bulletin board in each location.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information

- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to establish a time goal for evacuation in the event of fire or other emergencies requiring evacuation. Currently tests including evacuation are averaging five to ten minutes. While the building does have a sprinkler system, this is a lengthy evacuation. The organization might consult with the local fire department in setting the goal. Once established actual time could be evaluated against the goal and action plans could be developed to lower the evacuation time.
- Procedures for critical incidents are spread throughout a few documents. It is suggested that the standard operating procedure for critical incidents address the full scope of incidents. Incidents that are rare and reportable to the organization, rather than to the state, could be added as a separate section in the existing procedure. This could help to improve the user-friendliness of the procedure and ensure that staff understands the full scope of reporting requirement.
- While vehicles being used to transport clients are equipped with all safety supplies and emergency items, it is suggested that each vehicle be equipped with enough blankets, emergency water, and food/snack supplies for the capacity of each vehicle. For instance, in the event a van with 12 clients inside is stuck on the highway in cold weather for a few hours, it could be helpful to have these items to ensure that each client is warm and hydrated with energy.

1.I. Workforce Development and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The annual test for business continuity is conducted at the county level. The community services unit might consider a tabletop exercise of business continuity that is more specific to the unit. Review of a major disaster scenario and actions that supervisors, managers, and IT could take may help to ensure that plans are understandable at the unit level for both service delivery and business functions.

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

- The organization has different sets of clients' rights on its website, posted on the wall, in program descriptions, customer handbooks, and staff manuals. It is suggested that the organization consolidate all elements of clients' rights as one set of clients' rights and promote this same set in all materials and channels.
- The organization's analysis of all formal complaints includes critical incidents. It is suggested that the organization keep them separate to ensure clarity between complaints and critical incidents.

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.

Consultation

- The organization has developed an accessibility plan that identifies barriers and actions based on input from clients, staff, and the health and safety committee. When identifying architectural barriers to improve accessibility, it is suggested that the organization adhere to the American with Disabilities Act (ADA), especially on signage and accessible restroom requirements. Examples of this could be permanently designated rooms such as conference rooms and restrooms with compliant signage. Toilet seat covers and soap dispensers in the accessible restrooms appear to be too high for a client using a wheelchair to reach. Staff members may consider enlarging information that is posted higher up on the bulletin boards and walls to a larger size, such as 11 x 17, and move the brochures from the top of tall cabinets to lower levels so that clients who are shorter or using wheelchairs may have equal access to read the information and reach the materials.
- It is suggested that the organization consider implementation of an accessibility checklist that covers ADA requirements while also expanding the assessment to address additional areas, including transportation, communication, and more. While these areas are addressed in the accessibility plan, a checklist might identify barriers not obtained through the current input process. For example, available transportation does not accommodate the needs of potential clients using a wheelchair or other mobility aids; however, this is not identified as a barrier in the current accessibility plan. Inclusion in the plan, with possible solutions, could help to ensure that the organization is prepared with possible solutions and accessibility of the program for this population. The organization may wish to consult the CARF website for additional information regarding a sample checklist.

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.

Consultation

- The organization has two documents that cover all of the required elements of the performance measurement and management plan. It is suggested that the procedure for how data are collected and analyzed, currently in the QI performance plan, be incorporated into the vocational services performance measurement plan.

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

There are no recommendations in this area.

Consultation

- While the organization has its scope of service described and documented, different parts of it are scattered in different places such as the website, program descriptions, customer handbooks, and staff manuals. It is suggested that the organization consolidate all elements of its scope of services and promote it in all materials and channels.
- It is suggested that the organization update the program brochures that are available on its website to include all elements of the scope of service so that the general public may have easy access to its full scope of services in an attractive and easy-to-read brochure format.
- The organization provides very detailed customer handbooks to its clients at intake. These customer handbooks range from 28 pages to 32 pages in length that may not capture the clients' attention. It is suggested that the organization simplify the handbooks and include elements that make the text more interesting to the reader such as bold fonts for keywords, bullet points, and graphics. A picture story book style might be useful to highlight key points and capture the clients' attention and make it more interesting and memorable for them.

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- When information is gathered from a new client entering services about the client's desired outcomes from services prior to the planning of services during intake, it is suggested that the organization ask questions in a way that yields answers that may be turned into measurable objectives. A greater degree of concise language may prove useful in this endeavor.
- It is suggested that the treatment plan be written with more descriptive details. The organization may consider stating more details. This practice may help staff members document the targeted job development that they are already doing.
- While reasonable accommodations and assistive technology are being provided on a highly individualized case-by-case basis, it is suggested that the organization record such provisions in a reasonable accommodation and assistive technology log so that staff and management may easily see the trends of which reasonable accommodations are more frequently provided. This could provide further improvement to make such provisions more effective, efficient, and readily available.

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.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counseling.
- Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dieticians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
- Encompass settings such as:
 - Hospitals, clinics, professional offices, and other organization-based settings.
 - Schools, work sites, libraries, community centers, and other community settings.
 - Congregate living, individual homes, and other residential settings.
- Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

- Written procedures for the use of information and communication technologies (ICT) in service delivery
- Personnel training on how to deliver services via ICT and the equipment used
- Instruction and training for persons served, family/support system members, and others
- Provision of information related to ICT
- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT
- Scope of ICT services

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization's Standard Operating Procedure (SOP) for telehealth be revised to be more general for different types of further events instead of confining it to the COVID-19 pandemic and clinicians. Experienced staff members are already verifying at each encounter the identity of the clients, the identity of the provider, and the physical location of the client while maintaining privacy during the delivery of services and responding to technology interruptions that impact the delivery of services. It is suggested that these elements be included in the SOP for telehealth so that new staff members may be reminded of these elements of providing services over information and communication technology.

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.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:

- 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.

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.

Consultation

- To enhance the efficiency of documentation signage by clients and staff members (such as the treatment plans, intake forms, and consent forms to release information), it is suggested that the organization provide more efficient tools. Tools could include a tablet with built-in wireless cell connections to capture signatures so that staff members do not need to delay or interrupt these encounters and services with clients outside the office.

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