

CARF Accreditation Report
for
ServiceSource - Virginia Regional
Office

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

ServiceSource - Virginia Regional Office
10467 White Granite Drive
Oakton, VA 22124

Organizational Leadership

Bruce Patterson, Chief Executive Officer
Kenneth Crum, Executive VP, Regional Operations
Mark Hall, President

Survey Number

139677

Survey Date(s)

January 25, 2021–January 28, 2021

Surveyor(s)

Jean A. Goldsberry, MS, MBA, DESS Administrative
Michelle R. Howard-Herbein, MSW, DESS Program
Brenda McCarthy Wiener, DESS Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Employment Planning Services
Governance Standards Applied

Previous Survey

January 24, 2018–January 26, 2018
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: March 31, 2024

Executive Summary

This report contains the findings of CARF's site survey of ServiceSource - Virginia Regional Office conducted January 25, 2021–January 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, ServiceSource - Virginia Regional Office demonstrated substantial conformance to the standards. ServiceSource - Virginia Regional Office has done much to maintain international accreditation and has a commitment to implementing the CARF standards and striving toward excellence in its business practices and its program services. The staff members are caring and creative, working hard to ensure that the persons served have great experiences in the services provided. With both the apparent financial ability and human capacity, the organization appears likely to continue to grow, expand its reach into additional states, and serve even more people. ServiceSource - Virginia Regional Office is encouraged to continue its long-time commitment to implementing the CARF standards on an ongoing basis as a means of ensuring that quality improvement continues.

ServiceSource - Virginia Regional Office appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement.

ServiceSource - Virginia Regional Office 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 ServiceSource - Virginia Regional Office was conducted by the following CARF surveyor(s):

- Jean A. Goldsberry, MS, MBA, DESS Administrative
- Michelle R. Howard-Herbein, MSW, DESS Program
- Brenda McCarthy Wiener, DESS Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of ServiceSource - Virginia Regional Office 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
- *Governance Standards Applied*

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 ServiceSource - Virginia Regional Office demonstrated the following strengths:

- The board of ServiceSource - Virginia Regional Office is a group of industry leaders who are dedicated and hardworking on behalf of the organization. They come from a wide variety of professions, and each member brings unique talents.
- A shared leadership role, held by a CEO who oversees program locations, finance, and overall operations as well as a president who oversees IT, the ServiceSource Foundation, and human resources, provides excellent oversight and guidance for all aspects of the organization. This shared leadership structure, proposed by the current incumbents, ensures that the organization continues to remain strong.

- The apparent careful and prudent financial planning has ensured that the organization is fiscally strong and able to take on new ventures. Even in fiscal year 2020, during the time of the pandemic, the organization managed to have a positive financial outcome due to many AbilityOne contracts and supplemental funding by the Commonwealth of Virginia.
- The strategic plan was developed with a great deal of stakeholder input. In an online survey sent to stakeholders, there were over 900 responses.
- ServiceSource - Virginia Regional Office clearly strives for excellence in every aspect of its organization. This approach has retained many highly qualified staff members who have lengthy tenure with the organization. It has also meant that programming for persons served is creative and enriching.
- The Technology Center provides a place for job seekers and others to use computers to seek employment and to learn. There is close attention paid to adaptive technology to ensure that the equipment is accessible for everyone who wants to use it.
- ServiceSource - Virginia Regional Office partners with a number of other organizations by offering them reduced rent for offices on the third floor of its Oakton building. This ensures a richer experience for persons served who can easily and readily access these services. The third floor also houses a large community space that is used for meetings, CPR classes, and other activities.
- The ServiceSource Foundation is the fundraising arm of the organization. It has been very active and successful, raising many millions of dollars since its inception in 2004. This foundation does fundraising for operations, special activities, and capital campaigns.
- The organization is focused on upward mobility for its staff. It provides in-house and external training and has a tuition reimbursement program. Most importantly, it has a Leadership Development Program that engages identified emerging leaders and provides them with an 18-month program of development centered on the skills they will need to lead the organization in the future. ServiceSource – Virginia Regional Office is focusing on leadership development that can serve the organization for the next 20, or more, years.
- ServiceSource - Virginia Regional Office has an ethics and compliance hotline serviced by an outside organization. Large, colorful posters direct staff to call the hotline about potential violations of ethics or compliance. Some examples of this are included on the poster, and people are encouraged to call and calls can be anonymous.
- Although not part of the programs reviewed for this survey, ServiceSource - Virginia Regional Office is creative in its view of home supports for persons served. Friendship House is a residence for people with intellectual and developmental disabilities living with roommates who are medical students. The proposed Elmore House at Frying Pan Farm Park is intended to provide a residence for adults who want to live in a small farming and equestrian environment. This site is owned by the county and part of a park, so residents could be docents for visitors to the park.
- The Denison Organizational Culture Survey had input from a wide variety of staff members, and the results showed that the organization is highly focused on its mission. It also found that teamwork and lack of silos were strengths of the organization.
- ServiceSource - Virginia Regional Office offers an abundant number and a wide variety of community employment placements through individualized supported employment, group supported employment, and AbilityOne contracts. Its customized employment project, Pathways, has resulted in numerous employment opportunities for persons with high support needs. Staff team members work closely together and across programs to ensure that individuals receive proven practice supports.

- The organization employs four persons of the local community service board (CSB) to provide individualized supported employment to persons with mental health issues. The CSB reports that staff members assigned to this project are consistently high performers, with high productivity and a great number of placements. One person served describes the services as "excellent" and shares that "ServiceSource has helped me move up in my career."
- The CSB also supports many persons with intellectual and developmental disabilities at ServiceSource - Virginia Regional Office in individual and group follow-along through local funding and Medicaid waivers. CSB reports that the staff members are great communicators, keep them involved with all changes, and do an outstanding job with supported employment.
- The Virginia Department for Aging and Rehabilitative Services (DARS) representatives speak of the large variety of services available and how great the organization is at requesting feedback about needs of funders and then addressing them. They also state that staff members are very detailed with reporting, very responsive in accepting referrals, open to change and feedback, and have great communication. Other noted strengths include the pre-employment transition services that often lead to other services as well as the customized employment program.
- ServiceSource - Virginia Regional Office was one of six organizations chosen for a pre-employment transition services contract. It now regularly provides two levels of curriculum to students. It is complimented for its ability to go virtual as well as its partnering the services with paid work experiences in the summer.
- The Temporary Assistance for Needy Families (TANF) program supports many individuals in finding and maintaining employment and has some funds available for emergency assistance for rent, childcare, etc. Because of the organization's success with this population, it was asked to expand into other counties. One TANF client states, "I felt secure [working with ServiceSource]. I knew I would be welcomed and wouldn't be judged."
- ServiceSource - Virginia Regional Office responded quickly to the COVID-19 pandemic by closing on-site day programming and developing a plethora of virtual programs. Persons served can take part in craft classes and activities, dance and movement, job seeking skills, and other activities. These offerings have helped keep persons served involved and engaged.
- ServiceSource - Virginia Regional Office is commended for its quick response to the COVID-19 pandemic. When it was necessary for the organization to discontinue face-to-face services, virtual services were quickly put into place. Persons served were sent tablets, if they were needed, and assisted with set-up so that they could join a number of classes and activities online such as budgeting, coffee catch-up, expressive therapy, and telehealth. Some of the persons served that are involved with weaving were provided with tabletop looms so that they could continue weaving at home and selling their products.
- During the pandemic, ServiceSource - Virginia Regional Office has worked hard to stay connected with persons served, families, and businesses. Families state how much they appreciate the organization reaching out to assistance with unemployment benefits and how helpful the online/virtual services have been. Excellent videos about safety have been developed.
- It is obvious that employment staff members are proud of the organization and their positions. They appreciate that senior leadership is always looking for new programs and diversification. They welcome the individualized services and being able to be person centered with persons served. They also appreciate that individuals have many options, including that persons served in the day program can move up to employment programs.
- The organization has a certified work incentive counselor as well as some work incentive specialist advocates (on staff and regularly assists individuals and families with understanding how working may impact their benefits and what work incentives are available. Some persons served have also been helped with financial literacy.

- The Bloom Artisans Program works with four other nonprofits to make and send cards to veterans. Persons served make cards while being instructed virtually (materials are mailed to them). A foundation funds the supplies and postage. Volunteers personalize the cards and mail them to veterans. This is a win-win for everyone involved.
- ServiceSource - Virginia Regional Office is recognized for being proactive in all it does. This was mentioned by funders, referral sources, and parents/guardians. The staff is forthcoming and transparent. One funder said it is the preferred provider in the area and "absolutely outstanding."
- The community integration program's participants meet in a consumer council on a regular basis to discuss upcoming activities and make decisions about what they will be doing within the next month. The persons served are offered numerous activities, including community gardening, yoga therapy, McLean Project of the Arts, Pathway of Peace, dance productions, sporting events, walking paths, and holiday cookie decorating. Persons served are also offered volunteer opportunities within the community. During the consumer council meetings, self-advocacy and rights are discussed on an ongoing basis.
- Most community integration sites have sensory rooms. Those that do not have sensory rooms have, at the very least, touch texture walls and areas with special lighting and comfortable seating. This is very helpful to persons served and helps them decompress and confront a variety of sensory issues in a way that will ultimately help them learn to cope.
- Arlington Weavers, Etc. teaches persons served how to weave, producing beautiful marketable products. These products are made and sold in a small storefront located in a business park. Persons served also learn about sales, customer service, using the cash register, and making credit/debit transactions. In addition, an Etsy site has been established to further promote their skills and goods during the pandemic. This site is anticipated to help sustain them now and in the future.
- Staff members at all levels are well trained, caring, and dedicated to the organization and the persons served. The staff members develop positive relationships with persons served and work well with each person to reach the level of independence that best fits the person's needs and preferences. Staff members work as an effective team and their skills are complementary.

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. ServiceSource - Virginia Regional Office 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.

1.B. Governance (Optional)

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
- Board selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

- Collection of input
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

- ServiceSource - Virginia Regional Office collects satisfaction surveys from the persons served, and these surveys are at a variety of reading levels, with some being pictorial. The organization may want to consider having a group of persons served administer the surveys, thus having them be peer to peer. This might reduce potential discomfort in providing true opinions to support staff.

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

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- ServiceSource - Virginia Regional Office is very careful about its COVID-19 safety precautions, by providing ample cleaning supplies, mask wearing, and social distancing. In program areas, drinking fountains have been covered to ensure that they are not used. Another possibility for these drinking fountains could be to replace them with touchless water bottle fillers.

1.I. Workforce Development and Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It might be helpful to engage persons served in providing some of the training for staff members, particularly around their rights and how to support them.

- In addition to the Leadership Development Program, ServiceSource - Virginia Regional Office might considering developing acting roles for a staff member to fill when a supervisor or manager is out on vacation, for sick leave, or other reason. This process could give the staff member a taste of the day-to-day challenges of the job and might give the organization an opportunity to see how the staff member performs at a higher level.

1.J. Technology

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

- ServiceSource - Virginia Regional Office does a very good job of explaining rights to persons served and updates them on rights each year. An additional way to help persons understand their rights could be having a "right of the month" with posters and staff training to seek out teachable moments to reinforce that right throughout the month.

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

- ServiceSource - Virginia Regional Office has a corporate policy about animals in the workplace. In item number six, the policy states that service animals are permitted under the direction of the management team. The organization may want to change this part of the policy since use of a service animal by a person with a disability is a right protected under the ADA. Further, if service animals are a regular part of a workplace, emergency procedures may include their participation.

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

There are no recommendations in this area.

Consultation

- The organization is in process of moving to a different electronic record that is web based. Currently some files are electronic, some in paper, and others in the old system. ServiceSource - Virginia Regional Office is encouraged to move ahead with its new system and move to all electronic web-based records.

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

- The organization is encouraged to write *none* or *not applicable (N/A)* on forms rather than to leave them blank.

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.

Consultation

- Like many programs, referral sources and funders cite staff turnover as an area of concern. ServiceSource - Virginia Regional Office is encouraged to continue to find ways to make employment positions long-term careers, perhaps incentivizing longevity, placements, and/or productivity.
- ServiceSource - Virginia Regional Office is involved with the Ticket to Work program, mainly through its AbilityOne sites. It is encouraged to reconsider adding a staff person in this area to take advantage of funding that is available for new persons served as well as current persons served through Partnership Plus.

- The organization has had great success with its customized employment program, but the grant funding has now ended. DARS has developed a funding stream for customized employment, but it is milestone based and does not appear to cover costs. ServiceSource - Virginia Regional Office is encouraged to track true costs of this program and to advocate for adequate reimbursement. Braiding funding with the Medicaid waivers might also be an option to pay for what DARS does not cover.

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.G. Community Employment Services (CES)

Description

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It appears that the organization previous grant with SourceAmerica for customized employment was very effective and led to a variety of positions for persons with higher support needs. The organization is encouraged to find a way to continue that program/team through grants, DARS referrals, or other means.

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

ServiceSource - Virginia Regional Office

10467 White Granite Drive
Oakton, VA 22124

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Employment Planning Services
Governance Standards Applied

Alexandria

6295 Edsall Road, Suite 260
Alexandria, VA 22312

Community Integration

Arlington Weaves, Etc.

2110 Washington Boulevard, Suite 301
Arlington, VA 22204

Community Integration

Chantilly

14048 Parkeast Circle, Suite 200A
Chantilly, VA 20151

Community Integration

Neighborhood Place

8910 Portner Avenue
Manassas, VA 20110

Community Integration

ServiceSource Annex

10455 White Granite Drive, Suite 450
Oakton, VA 22124

Administrative Location Only

South Springfield

7300 Boston Boulevard
Springfield, VA 22153

Community Integration

Springfield

6860 Commercial Drive
Springfield, VA 22151

Community Integration

Woodmont/Arlington CIC

2422 North Fillmore Street
Arlington, VA 22207

Community Integration