

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, Chief Operating Officer

Survey Number

179649

Survey Date(s)

January 17, 2024–January 19, 2024

Surveyor(s)

Vic Gable, Administrative
Cherie A. Johnson, Program
Debra Porter, LCPC, CRC, Program
Kara L. Bhakuni, MS, CRC, 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 25, 2021–January 28, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation

Expiration: March 31, 2027

Executive Summary

This report contains the findings of CARF's site survey of ServiceSource - Virginia Regional Office conducted January 17, 2024–January 19, 2024. 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 provides services that are highly valued by the participants, families, and other stakeholders. The organization is considered a preferred vendor in the state of Virginia. Leadership is composed of professionals who foster a supportive workplace environment and person-centered service delivery culture. Creative and skilled staff members work with a team ethic to deliver quality and individualized services that meet or exceed the expectations of funders, referral sources, and other stakeholders. Direct care staff members carry out their jobs with compassion and professionalism and reflect the person-centered philosophy promoted by leadership. The organization has a very strong administrative team that routinely develops and executes strategic plans, risk management plans, financial plans, accessibility plans, and technology plans and does a stellar job of consistently assessing performance through its performance measurement and management system to guide it on a day-to-day basis and ensure that it meets its key performance indicators and goals and objectives that have been established. ServiceSource - Virginia Regional Office has a foundational commitment through its workforce development and management system to all of its staff. As a result, the organization has talented staff members at every level who are providing industry-leading services and efficiently running the organization. The organization has a strong commitment to health and safety practices, which are sound and embedded into every aspect of its operations. Redundancy is purposefully built into the organization's well-designed infrastructure, which helps ensure a strong foundation for the organization's community integration and employment services. Redundancy also helps ensure that ServiceSource - Virginia Regional Office remains true to its mission, vision, and values, and that it continues to function as a sustainable organization. The organization has built a culture of dedication, collaboration, and commitment to continuous improvement that permeates the entire organization. The organization is providing person-centered services using a blend of traditional day and inclusive community integration-based activities that result in meaningful outcomes for its participants. ServiceSource - Virginia Regional Office is a highly respected employment service provider in the state and local areas and is well positioned to continue to positively impact lives by understanding the unique abilities and talents of each staff member and helping them have careers, not just jobs. Stakeholders consistently expressed high levels of satisfaction with services, staff members, and their overall experiences. Direct service staff members clearly carry out their job duties with the integrity, passion, and

professionalism reflective of the person-centered philosophy of leadership. It is evident that ServiceSource - Virginia Regional Office is dedicated and committed to use the CARF and other regulatory standards as a framework for quality assurance and service delivery.

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):

- Vic Gable, Administrative
- Cherie A. Johnson, Program
- Debra Porter, LCPC, CRC, Program
- Kara L. Bhakuni, MS, CRC, 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:

- ServiceSource - Virginia Regional Office is a long-time well-known and respected provider of community integration, employment planning, and community employment services in northern Virginia. Since its inception, ServiceSource - Virginia Regional Office has stayed true to its mission and vision to promote communities that are inclusive and welcoming of the full diversity of the participants of all abilities and in all aspects of community participation. The organization facilitates services, resources, and partnerships to support participants, families, caregivers, and community members, in order to build more inclusive communities.
- The organization has an exceptionally strong board of directors, made up of community leaders and professionals from a variety of backgrounds and disciplines. The board has a good mix of seasoned members who bring institutional knowledge and experience to their work on the board, coupled with newer members who bring new eyes to the table and challenge the status quo. The executive leadership does a complete and thorough job of providing real-time financial/business results and programmatic activities information to the board members to ensure that they are well educated and understand the organization's position at any moment in time. The board has a laser focus on ensuring that the organization stays true to its mission and vision and is sustainable.
- The organization is commended for its foundational commitment to its administrative functions and activities. At every level of the organization, there is noticeable attention paid to every plan, procedure, and policy to ensure that it meets or exceeds the expectations of funders/referral entities, all regulatory expectations, and the high standards that it sets for itself. As a result, the organization has embedded industry-leading practices into all the infrastructure of ServiceSource - Virginia Regional Office.
- The organization is applauded for its stellar commitment to health and safety practices and activities. There is significant time and effort invested in staff training and development to ensure that all staff members are prepared to provide services in the least-restrictive environment and in safe and healthy environments. ServiceSource - Virginia Regional Office is skilled at identifying the unique support needs of each participant so that no matter where its participants receive services, both in the organization's own spaces and in the community, each participant can fully engage in the service.
- The organization is recognized for its foundational commitment to workforce development. It is clear that ServiceSource - Virginia Regional Office believes that each and every employee is the most valuable resource it has. Leadership does an outstanding job of finding the right staff member for the right job and providing its staff with the training and tools to deliver industry-leading services. The organization is committed to the success of each staff member at every level and helping the staff members achieve at the highest level

possible. The commitment to its staff is evidenced in the professional development program, which allows staff members to develop leadership skills and abilities to ensure that ServiceSource - Virginia Regional Office always has a strong bench and staff members have careers and not just jobs.

- ServiceSource - Virginia Regional Office has a long-time commitment to having a strong and robust IT team that supports every aspect of the organization, both service delivery and business functions. The team has a good mix of in-house support/help desk and third-party IT companies that help with security and mitigating cyber risks. The IT department is engaged in aspects of service delivery to help create efficiencies and promote effectiveness for the staff members. The IT department is fully engaged with all of the administrative functions of the organization to streamline and build in redundancy as needed.
- The organization is commended for its strong financial planning and management activities and system. There is significant redundancy built into all of the financial practices to ensure that revenues are maximized and expenses are controlled. The financial team engages all the leadership throughout the organization in annual budget development and real-time profit and loss review to ensure that the program and management team members have ownership of their respective programs.
- ServiceSource - Virginia Regional Office has a built a culture of dedication, collaboration, and commitment to continuous improvement that permeates the entire organization. There is clearly a team approach to initiatives, projects, and problem solving. Leadership and staff members are actively engaged in ensuring that the organization is the preferred vendor and resource for the various communities and businesses it serves, and it is welcoming and collaborative partners with all stakeholders.
- The organization has a professional and skilled executive leadership team whose members, individually and collectively, are a very talented group of leaders who have a strong vision for the organization and are dedicated and committed to success for everyone touched by ServiceSource - Virginia Regional Office. The energy and drive is contagious, and leadership has a collective focus on achieving all of the strategic objectives and key performance indicators.
- The organization's locations are clean, bright, accessible, and designed to meet the participants' needs. The availability of open space to provide freedom of movement combined with smaller spaces as needed for participants who prefer quieter areas or who have sensory needs helps to ensure that all participants can find a space that feels welcoming and comfortable for them.
- ServiceSource - Virginia Regional Office acquired and renovated the Ellmore Farmhouse, a historic building, through a partnership with Fairfax County. This historic farm is on the grounds of a public park and offers limitless opportunities for the participants to engage in and support activities offered. The building restoration, which was primarily funded using grant dollars, maintained the historic nature of the property while balancing the participants' needs. The space created for concession sales and art consignment sales will provide both work opportunities and opportunities to interact with the public in different ways.
- The wellness center was specifically designed to meet the needs of older adults with disabilities and is located in a community that offers assisted living, apartments, and other models of care for seniors. The organization provides open opportunities for all community members to participate in activities and events at this location. It also provides memory screenings, fall risk screenings, occupational and physical therapy appointments, and other resources within this location that are available to the full community.
- ServiceSource - Virginia Regional Office contracts with others for music therapy, art therapy, and physical/occupational therapy for the participants. This decision to hire skilled therapists adds a level of quality to the services provided. All participants were engaged and involved and clearly benefited from the services being provided. In addition, the organization has specific segments devoted to self-employment where it supports the participants to create items that are then sold in a variety of locations, with 100 percent of the commissioned sale going to the participant who created the item. The items are well made using quality materials and showcase a range of talents.

- ServiceSource - Virginia Regional Office provides community-based skill-building services where participants can use a blend of classroom instruction, volunteer work, and community exploration to assess skills, interests, and opportunities for paid employment in the community. The real-world opportunities have resulted in participants developing an interest in community work where they may not have previously identified such an interest.
- Participant files are consistent, well written, and well organized. Files are monitored for quality and to ensure that all required documentation is in place. Daily documentation is clearly written and is comprehensive. The organization is transitioning to an electronic case management system.
- ServiceSource - Virginia Regional Office works with participants with very diverse and significant needs. Whether a participant needs specialized positioning, has feeding or medical protocols, or has high behavioral challenges, there is a place for them. The organization offers specific and robust training and mentoring for newly hired staff members to meet these participant needs, but also has long-term staff members with meaningful relationships with the participants. Staff members were observed interacting with participants calmly and in ways that respected the needs of the participants but also encouraged and rewarded participation and effort. The committed and caring nature of the staff members and the high levels of satisfaction among staff members are noteworthy.
- Stakeholders reported very high levels of trust and respect for the staff and the organization. Current and former participants report a much higher level of satisfaction with ServiceSource - Virginia Regional Office. Communication is noted as a strength as are skilled and knowledgeable leadership and staff. Open, honest, and ethical business practices were also noted.
- A large percentage of the staff members have several years of experience with the organization, having worked their way up from entry level positions to leadership, proving their dedication to the participants and the organization as a whole.
- A referral source stated, “ServiceSource is a model company. They are very efficient and we appreciate their level of transparency.” Parents of participants said, “The ServiceSource staff thinks outside the box and aren’t afraid of opening their minds” and “The staff treats my daughter like family. I have peace of mind knowing she’s in good hands.”
- In the Arlington Weaves program, the participants learn to weave handcrafted items, beginning from creating their designs, choosing the colors, threading the looms, and finally correctly operating the looms. The items are sold in the gift shop and also on Etsy. The participant artists receive 100 percent of the proceeds when the item is sold.
- In the community integration programs, the participants have the opportunity to experience art, dance, and music therapy and continuing to grow and maintain their academic skills.
- The employment programs have a community reputation of providing quality services to the participants. Feedback from stakeholders, including parents, referral sources, and the participants, included recognition of the staff members creativity, flexibility, reliability, and consistency of their commitment to the community and the participants. Employment staff members are highly engaged in the local communities, coalitions, and collaborations. They not only engage in these activities, but also lead them in some areas.
- Referral sources commend ServiceSource - Virginia Regional Office for its example of promoting quality, dedicated staff members to leadership roles, where they can continue to impart those values and skills to incoming staff members. Referral sources additionally recognize the endless work and dedication that goes into providing the thorough and timely documentation they receive. They reported a high level of satisfaction with the variety of program options, creative placements, and problem-solving skills from the staff. They also reported excitement for programs that are in development and their anticipation of increased availability of services to support the participants on their journey to employment.

- ServiceSource - Virginia Regional Office is commended for its preemployment preparation efforts. These services encompass comprehensive career exploration and discover opportunities, including an exciting internal partnership with the benefits coordination unit. Specifically, staff members employ a game they created using a “choose your own adventure” model, using Startburst® candy as currency. Using this game helps the participants to not only understand what benefits they receive and are eligible for, but also engages them in exploring the benefits and potential risks in working. These activities leave the participant with a conceptual understanding of how working may or may not benefit their specific situations, in addition to helping them think through life choices.
- The organization uses a software, which is designed to provide a comprehensive understanding of the impact of all enterprise risks across the organization. By offering leadership reliable and instantly accessible data, the software empowers decision makers to confidently assess risks and opportunities using up-to-date and complete information. It facilitates seamless communication from the frontline staff to the senior executive team, breaking down silos and fostering collaboration with stakeholders using a consistent risk language. With features such as rapid collection of business threat information, customizable key risk indicators (KRIs), and key performance indicators (KPIs), the software helps ServiceSource - Virginia Regional Office organize and visualize its risk data intelligently, prioritize actions, build risk profiles, and customize reporting for informed decision making.
- A software company provides ServiceSource - Virginia Regional Office with health and safety software. The software company’s health and safety software aims to proactively address issues by seamlessly integrating data from various sources, including incidents, near misses, informational reports, claims data, and regulatory requirements. The software allows ServiceSource - Virginia Regional Office to consolidate real-time incident and accident data from internal and external sources, identifying trends, emerging risks, and opportunities by streamlining and automating processes, and it helps save time and money while providing a complete and timely picture of the safety landscape. Users can attach notes, images, files, and more directly to the file, eliminating duplicate work and improving data accuracy. The software facilitates effortless communication from the frontline staff to leadership, enabling quick mobilization of resources through automatic alerts and customizable dashboards.

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

Recommendations

There are no recommendations in this area.

Consultation

- The organization is encouraged to continue its efforts to use a variety of mechanisms to collect input from all stakeholders and to always consider the accessibility of the tools it uses.

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.

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.

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

- Considering that the organization is beginning to utilize electronic records, it might consider refreshing its records management procedure to more accurately reflect current practice.

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 is highly encouraged to continue its efforts to identify barriers in the community. The organization has a rich history of providing services in community settings, both community integration and employment, and it could be important to ensure that the efforts include the lessening or removal of barriers outside of its walls.

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

- ServiceSource - Virginia Regional Office has an excellent understanding of how to provide high-quality services and support to its participants. The organization is encouraged to consider the program titles and language it uses to describe services to ensure that the words used reflect its inclusive perspective on services. Words like "outings," "high-intensity," and "long-term," may not accurately reflect to others the contemporary nature of the services the organization strives to provide.

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

- ServiceSource - Virginia Regional Office does an excellent job of developing measurable objectives for its participants and meets the standard in this area. There are, however, differences in the level of specificity identified, depending on who developed the plan. Some plans, for example, identified that the participant would participate in community activities four times per month while another stated that the participant would participate in the community four times per month and interact with community members during three of those opportunities. ServiceSource - Virginia Regional Office might consider offering staff training on what the organization's expectations are to better ensure consistency and identify progress across locations.

2.C. Medication Monitoring and Management

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.D. Employment Services Principle Standards

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

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

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

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

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

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.

- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.A. Employment Planning Services (EPS)

Description

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

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

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

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

3.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.

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.

Consultation

- Although the pandemic had a significant effect on the organization's ability to provide services in integrated community settings, it is diligently working to build back this part of its services and to seek ways for the participants to become actively engaged in inclusive opportunities in their communities. As this occurs, ServiceSource - Virginia Regional Office is encouraged to consider new and different ways to not only participate in the community, but to engage with the community. The new location at the Ellmore Farmhouse will provide a rich variety of opportunities for people with and without disabilities to interact in mutually beneficial ways, and the organization is encouraged to lead the way in creating those opportunities.

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 Employment Access Program

2100 Washington Boulevard, 4th Floor
Arlington, VA 22204

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

Ellmore Farmhouse

2739 West Ox Road
Herndon, VA 20172

Community Integration

Neighborhood Place

8910 Portner Avenue
Manassas, VA 20110

Community Integration

Prince Street CIC

919 Prince Street, 1st Floor
Alexandria, VA 22314

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

8540 Cinder Bed Road, Suite 1500
Lorton, VA 22079

Community Integration

Wellness Center for Older Adults

4027 B Olley Lane
Fairfax, VA 22032

Community Integration

Woodmont/Arlington CIC

2422 North Fillmore Street
Arlington, VA 22207

Community Integration