



CARF
Survey Report
for
Winona O.R.C.
Industries, Inc.

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Organization

Winona O.R.C. Industries, Inc.
1053 East Mark Street
Winona, MN 55987

Organizational Leadership

Bill J. Harris, Executive Director

Survey Dates

April 23-25, 2008

Survey Team

Michael K. Andrew, Ph.D., Administrative Surveyor
Virginia M. DeAngelis, B.S., Program Surveyor

Programs/Services Surveyed

Community Services: Community Integration

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Employment Services: Employee Development Services

Employment Services: Employment Services Coordination

Employment Services: Organizational Employment Services

Governance Standards Applied

Previous Survey

April 11-13, 2005
Three-Year Accreditation



Survey Outcome

Three-Year Accreditation
Expiration: May 2011

SURVEY SUMMARY

Winona O.R.C. Industries, Inc., has strengths in many areas.

- Persons served are the focus of the organization. Input is sought from persons served and other stakeholders, and their feedback is used to improve services.
- The organization has done a good job of making services accessible to the persons served through reasonable accommodations.
- The organization is commended for the partnerships it has established with local community organizations to enhance the service options made readily available to persons served.
- The organization prioritizes health and safety. Properties are maintained in a healthy and safe manner. Inspections are completed, and applicable certification of staff members is demonstrated. Written documentation covers safety drills, inspections, safety trainings, general discussions, and occurring events. The organization is highly commended for its efforts in providing a safe and healthy environment for persons served, staff members, and other stakeholders.
- Staff members are long tenured and dedicated to appropriate outcomes for persons served. The organization employs warm, competent individuals who display patience, creativity, enthusiasm, pride, and a genuine caring for the persons served. Staff members clearly enjoy what they do and seek to provide the highest quality of services. Staff members have developed positive working relationships with the persons served, which support individuals in achieving their goals. “Focused,” “respect,” “support,” “self-worth,” and “great place to work with opportunity” are a sampling of comments heard from employers, persons served, family members, and funding sources.
- The organization appears to be financially strong. The financial planning allows resources to be developed or diverted to meet its needs.
- The organization encourages further learning and career development of staff members through quarterly meetings, presentations, certifications, and specialized trainings.
- The leadership has developed a collaborative relationship with local agencies that offers partnership services to better serve persons served. Through this leadership, the organization is known for its communication and trust to other agencies within the Winona community.
- The organization is fortunate to have a thoughtful and effective board of directors. The board has adapted and taken on its role to support the mission of the organization by its involvement on an individual basis to support persons served on a monthly basis. Noteworthy are the long-term support and commitment many of the board members have on behalf of the organization.
- The organization takes great pride in the Client Council and is commended for the democratic process that is followed for the annual election of its members. Its role at the organization is a compliment to both organizational culture and advocacy and plays an important role in morale and structure of the individual workforce.

- It was consistently reported that file managers are the lifeline in many cases and crucial to the success and quality of each person served. These managers often go above and beyond the expectations of the job.

Winona O.R.C. Industries should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.

On balance, Winona O.R.C. Industries demonstrates substantial conformance to the CARF standards. The governance authority, administration, and staff members are dedicated and enthusiastic with regard to helping persons with disabilities. They appear to be genuinely committed to providing quality services to the persons served and their family members. An excellent and well-deserved reputation for the provision of quality services is enjoyed by the organization. This is reflected in the many tributes paid to the organization by the community. The organization is cooperative with funding and licensing entities. Personnel are open to feedback and use it constructively. The organization is responsive to the accommodation of individuals who are challenging to serve. The dedication and enthusiasm displayed by the staff members will likely be carried over in addressing the recommendations made in this survey report and in continuing to meet the needs of persons served.

Winona O.R.C. Industries, Inc., has earned a Three-Year Accreditation. It is apparent that the persons served are being treated with respect in a caring environment. The leadership and staff members are encouraged to use the CARF standards for continuous quality improvement.

SECTION 1. BUSINESS PRACTICES

Criterion A. Input from Stakeholders

Principle Statement

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A 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

- Ongoing collection of information from a variety of sources
- Analysis and integration into business practices
- Leadership response to information collected

Recommendations

There are no recommendations in this area.

Consultation

- The organization could further utilize the input of persons exiting programs to enhance and improve service to current and future persons served.
-

Criterion B. Accessibility

Principle Statement

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

Key Areas Addressed

- Written accessibility plan(s)
 - Status report regarding removal of identified barriers
 - Requests for reasonable accommodations
-

Recommendations

B.2.a.(2)

B.2.a.(4)

B.2.a.(5)

The current accessibility plan addresses architectural, attitudinal, communication, and transportation barriers, but should also address environmental, financial, and employment barriers to better document the complete accessibility issues the organization may face.

B.2.b.

B.2.c.

When a barrier has been identified, the accessibility plan should contain steps that identify time lines and actions for removal of the barrier. When the barrier has been completed, the initials or signature of the individual noting the completion could be included.

B.3.c.(1)

A status report is completed annually regarding accessibility; however, it should identify the progress made in the removal of identified barriers.

Criterion C. Information Management and Performance Improvement

Principle Statement

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and information is used to manage and improve service delivery. The dynamic nature of continuous improvement in a CARF-accredited

organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Information collected, analyzed, and used to address critical customer needs
 - Accurate and consistent information collection
 - Proactive performance improvement
 - Performance information shared with all stakeholders
 - Written technology and system plan
-

Recommendations

C.7.a. through C.7.c.

The organization has taken the responsibility of performance improvement seriously and has developed a good reporting and analysis system. However, performance information should be shared with persons served and other stakeholders. The organization should ensure that performance information is shared in useful formats with persons served and other stakeholders. The management report of the outcomes information system should include more graphs, font adjustments, and various mediums to grasp and retain the reader's interest. Especially worth noting is to keep in mind the reading abilities of persons served. It is recommended that the organization share relevant performance information with all of its key stakeholders in ways that are useful to them, especially the community, considering the importance of its position of involvement with contractual work and the need for public awareness and marketing. The newsletter to the community will be an excellent medium for this. Currently, the organization does not appear to be sharing performance information with the community.

Consultation

- It is suggested that the technology system practices be expanded to include policies or procedures in written form identifying future technology plans, including purchases, upgrades, reviews of policies, and other pertinent matters.
 - Fundraising, service and program awareness, and other important information also are possible aspects of the tool that could be shared. The organization could also use its newsletter, public service announcements on radio or television, or flyers to facilitate distribution.
-

Criterion D. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

- Meaningful communication of rights
 - Commitment to diversity
 - Policies promote rights of persons served
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

D.1.a.(1) through D.1.a.(3)

It is recommended that the rights of persons served be communicated in ways that are meaningful to them. Due to the array of service populations, it might be necessary to modify the rights presentation to a more individualized level of understanding. This might include simple phrases, picture formats, videotapes, and/or audiotapes in order to enhance the meaningful delivery using person-first language. Braille, language, and cultural needs should also be considered. Records should reflect that rights information is done prior to services and annually thereafter.

D.1.b.

It is recommended that the rights of persons served be available at all times and for clarification.

D.4.a.

D.4.b.(1) through D.4.b.(3)

There is no evidence that the organization formally reviews complaints or grievances. It is therefore recommended that the organization annually conduct a review of complaints to determine trends, areas for improvement, and actions to be taken. If there are no formal complaints, this could be documented in a management report or outcomes report that is reviewed by the board of directors.

Consultation

- Currently, persons served are provided with a handbook when services are initiated, but it is not consistently reviewed on an annual basis as noted in a file review. Some rights are posted at the organization, but many persons served work at off-site placements in the community. It is suggested that the job coaches have available a copy of the handbook for persons served and/or a copy of the rights of persons served for reference or clarification.
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Criterion E. Health and Safety

Principle Statement

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

Key Areas Addressed

- One annual external inspection
 - Self-inspections twice a year
 - Emergency procedures, including evacuation, tested/analyzed annually
 - Access to emergency first-aid resources
 - Competency of personnel in safety procedures
 - Defined system for reporting/reviewing critical incidents
 - Infection control plan
 - Transportation requirements, if applicable
-

Recommendations

E.4.a.(6)

Although the organization does test some of its emergency evacuation plans, tests are not conducted for violent or other threatening situations. Therefore, it is recommended that tests of this emergency plan be conducted on a rotating basis to ensure that all emergency plans are tested.

E.4.c.(5)

It is recommended that the organization provide temporary shelter in the event of evacuation from the current facilities. A written contract or approval could be sought from the owners of the site providing the temporary shelter.

E.12.b.(3)

The organization conducts health and safety self-inspections throughout its facilities. It is recommended that actions taken to respond to improvements be made. This could include improvement, date of correction, and signature of the individual completing the correction.

Consultation

- There is immediate access to first aid equipment and supplies, but some first aid kits were missing safety gloves. A way to ensure that all supplies are included is having a checklist in the first aid kit and checking it on a routine basis.
- When evacuating facilities, the organization may consider a “ready to go” kit that could easily be picked up on the way out the door. The kit could include emergency medical information relating to the persons served and staff members.

- It is suggested that machinery have proper labeling for certain hazardous potentials, such as hot surfaces, roller conveyances, and entry points.
 - It is suggested that training be provided to individuals who may use pocket knives or other sharp items, such as a reminder to use them in a safe manner.
 - It is suggested that proper protection of electrical outlets near water sources be provided. It is prudent to ensure that ground fault outlets are installed when outlets are near sinks, coffee makers, microwaves, and other appropriate places.
 - The organization is encouraged to ensure that the maps of egress are located throughout the buildings and that they are posted so they are easily viewed and clearly defined. They could be posted at principle points of passage.
 - It is suggested that the minutes of the safety committee be signed by the individual completing them.
 - It is suggested that the organization review its materials safety data sheets to ensure that they are current. Some information dates back to 1989.
-

Criterion F. Human Resources

Principle Statement

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
 - Verification of background/credentials
 - Recruitment/retention efforts
 - Personnel skills/characteristics
 - Annual review of job description/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

F.2.c.

F.2.d.

The organization should gather information on legal, social, and employment credentials throughout a staff member's employment or in response to information received. This might be accomplished by annually checking criminal and other agencies with online services.

F.5.a.

The organization has a number of performance management activities and does have job descriptions. It is recommended that the job descriptions be reviewed annually and updated as appropriate.

Consultation

- Personnel files of long-term staff members are quite large and cumbersome. It is suggested that the organization review its record retention policy and purge those files according to the retention schedule.
 - Information found in some personnel files contained other names on credentials. It is suggested that when credentials pertain to more than one individual, that the other individuals' names be blocked out on the document being filed.
-

Criterion G. Leadership

Principle Statement

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
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
-

Recommendations

G.4.d.

The corporate responsibilities of the organization include a number of aspects such as a code of ethics, advocacy, and contractual relationships. It is recommended that it expand its corporate responsibility by including policies and procedures on waste, fraud, abuse, and other wrongdoings that include a no reprisal approach for personnel reporting and a time for investigation.

G.5.a.**G.5.b.**

The organization should adopt a policy and develop a plan for corporate compliance that has been adopted by the organization's leadership. It should include a formal resolution or other document that authorizes establishment of the compliance program. The formal resolution should designate a staff member to serve as the organization's primary point of contact for monitoring and reporting on matters pertaining to corporate compliance.

Consultation

- It is suggested that all board members have a copy of the organization's directors' errors and omissions insurance binder for personal review.
 - It is suggested that the board consider the appointment or election of a person served to its membership.
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Criterion H. Legal Requirements**Principle Statement**

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that board meeting minutes be signed for authenticity.
-

Criterion I. Financial Planning and Management**Principle Statement**

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual 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

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Annual review of service billing records, if applicable
 - Review of fee structure, if applicable
 - Annual outside review/audit, if applicable
 - Written risk management plan
 - Adequate insurance coverage
 - Policies regarding safeguarding funds of persons served, if applicable
-

Recommendations

There are no recommendations in this area.

Criterion J. Governance

Principle Statement

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 composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation and other financial matters
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Recommendations

J.5.a.

The governance authority is in the process of addressing the executive leadership and evaluation of the executive director. It is recommended that a formal annual review of the executive director's performance be completed that would address performance versus targeted goals, professional development, accomplishments and opportunities, and an annual review of executive leadership succession plans.

J.7.

The governing body has recently reviewed its effectiveness and efficiency. It has begun to review strategic planning and other matters. It is recommended that the governing body annually review its governing policies and bylaws.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES

A. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

Improvement of the quality of an individual's services 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 are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

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

A.9.f.

It is recommended that the organization develop the coordinated individual service plan, incorporating the culture of the person served as an important element.

A.9.g.

It is recommended that the organization identify a more defined system of support in the individual plan to provide services to persons served who represent a new population that has recently been added to its work population. This new cultural group does not speak English and presents challenges of language, culture, and service provision. This transitional time will be crucial for the success of these individuals and their integration into the work program, work site, work culture, and new community. Collaboration with other community resources and trainings for staff are also suggested.

A.17.

An exit summary report should be completed when a person served leaves a service. Although a checklist is completed and affixed to the file when a person leaves, a formal report is not done. Following a designated period of time, this current document could be used to write a report and then be placed in the permanent record to close the file of the person served.

A.20.

It is recommended that the organization provide direct care and line staff members with positive intervention training. The organization could begin an annual program such as Crisis Prevention Institute® or Mandt System® training. Although it was observed in the records that only a limited number of persons served display or may have self-injurious behaviors or the potential to injure others, the potential measured in risk management does exist. It is further recommended that this training be available at various times so those who work on shifts can also participate.

Consultation

- The responsibilities of persons served are outlined in the *Workers Handbook*, but this is not in a meaningful format that is best for all. A revision of this handbook is in progress. Examples and consultation were offered to assist in this process. It is suggested that drafts of sections go to persons served, staff members, and other stakeholders to get feedback. An important step will be addressing the elements of understandable and meaningful language for the diverse population served.
- Cultural background questions are not noted in the program documents, specifically in the individual plan. The general question of “other” or “preferences” is addressed. It is suggested that the cultural background information be incorporated into the development of the individual

plan. This could include, but would not be limited to, holidays observed; language spoken or read; special or specific religious preferences, including food; work schedule specificities; and sensitivities of past incidents.

- It is understood that the organization accepts all individuals referred with disabilities or eligible criteria such as Welfare to Work. The acceptance policy in the handbook could be enhanced to more clearly outline who makes the acceptance decision and the definition of fees or costs associated with services.
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B. Records of the Persons Served

Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

Key Areas Addressed

- Complete, confidential records are maintained
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Recommendations

B.3.b.

B.3.c.

Releases of information should be specific and time limited. It is an organizational practice to obtain an annual release for a multitude of uses, but then to use such things as photos publicly for longer periods of time without a specific use release.

Consultation

- Names and photos are used without discretion on bulletin boards at the organization. It is suggested that the organization develop a procedure for releases for display. The general release on file could be applied in this case for temporary placement such as events of short duration.
 - It is suggested that all documents, including individual plans, assessments, progress notes, and documents received from outside individuals, be consistently signed and dated.
 - Although all programs had a single record for each person served, there appeared to be some inconsistency in the arrangement of the documents in the record. It is suggested that staff members who are responsible for adding file information collaborate and develop a consistent format for organization and content. This may include the developing of a sample file that could be used for training.
-

D. Employment Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Men and women of Hmong heritage who meet the entrance criteria for services are experiencing unique challenges at this time and could use more assistance to assimilate into their new lives and community. This will be a challenging process for all involved and will take time.
-

F. Community Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

Key Areas Addressed

- Access to community resources and services
-

Recommendations

F.1.a.(6)

It is recommended that the organization provide information about itself and the costs of its services. There is a reference to *free* on the service brochure, but other than verbally, this information is not shared.

Consultation

- Currently, no programs have a waiting list for services, although there is a plan to develop or change services in the near future. It is suggested that staff members develop a tracking system of information to ensure that service availability and expected wait time can be anticipated and that program provision will have a smooth transition.
-

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

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

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

B. Employment Services Coordination

Principle Statement

Through employment services coordination, an organization provides goal-oriented and systematic services to the person served through advocacy, coordination of services, and formation of linkages with community resources and services. Successful services coordination results in opportunities for the person served that meet his or her employment-related wants, desires, goals, and needs. Services coordination uses a holistic approach to providing these services that is individualized to each person.

Services coordination may be provided by an organization as part of its individual services planning and delivery, by a department or division within the organization that works with individuals and services that are internal and/or external to the organization, or by an organization with the sole purpose of providing services coordination.

Key Areas Addressed

- Goal-oriented and systematic process of advocacy
 - Coordination of services
 - Formation of linkages with community resources and services
-

Recommendations

There are no recommendations in this area

F. Employee Development Services

Principle Statement

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

Such services are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services can be provided at the job sites, within formal and organized training and educational settings, through counseling sessions, by tutorial services, or within the organization.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Organizational Employment Services

Principle Statement

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of its employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Business designs are flexible and may include a variety of enterprises and business designs, including employment centers, affirmative enterprises, and organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

Key Areas Addressed

- Paid work provided by organization
 - Employment goals of persons served
 - Legal guidelines adherence
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Recommendations

There are no recommendations in this area.

I. Community Employment Services

Principle Statement

Job Development

Successful job development concurrently uses assessment information about 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-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture and industry practices and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Integrated employment retention
-

Recommendations

There are no recommendations in this area.

SECTION 4. COMMUNITY SERVICES

Principle Statement

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

E. Community Integration

Principle Statement

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 based on the identified needs and desires of the persons served. 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.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- 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.)

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.
