carf INTERNATIONAL

SURVEY OUTCOME

Three-Year Accreditation

CARF
Survey Report
for

Winona O.R.C.
Industries, Inc.

carf INTERNATIONAL

SURVEY OUTCOME

Three-Year Accreditation

Organization

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

Organizational Leadership

Kevin O'Reilly, Board President

Judie Foster-Lupkin, Executive Director

Leslie M. Swartling, Director of Client Services

Survey Dates

April 13-15, 2011

Survey Team

Virginia L. Baeten, C.P.A., Ph.D., Administrative Surveyor

Linda Clouse, Program Surveyor

Donna M. Conte-Ennis, 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 Planning Services
Employment Services: Employment Services Coordination
Employment Services: Employment Skills Training Services
Employment Services: Organizational Employment Services

Governance Standards Applied

Previous Survey

April 23-25, 2008
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 2014

SURVEY SUMMARY

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

■ Winona O.R.C. appears to be successfully reinventing and reenergizing itself through new leadership, an active board, and an engaged staff.

■ The new executive director is credited with improving finances and encouraging the staff to create focused programs and services. The organization and the services provided are held in higher regard by the community. Previous legal issues have been resolved. These accomplishments were achieved over an eighteen-month period and all involved with the organization do, and should, take pride in the efforts and success.

■ Winona O.R.C. actively seeks opportunities to collaborate with other area organizations. It is commended for its work and collaboration related to the dental access fund through the Winona Foundation and for its transportation coordination with the Developmental Achievement Center (DAC).

■ Leadership has also been active with the area's local chamber of commerce. Increased public awareness of the organization, its leadership, and the needs of persons served is evident.

■ Changes have been significant during the last few years. Safety and profitability have influenced major changes, such as the closing of the machining area. New ventures are actively being pursued, such as the proposed development and opening of a commercial laundry facility. The development of Winona Knits and Mitts has replaced a product formally developed by another firm.

■ The organization is commended for its ability to successfully obtain the Susan Harwood Training grant of $85,000 from OSHA to develop a safety training program that more effectively reaches the diverse employee population.

■ Staff members, in general, are flexible, creative, and innovative. A theme is used each year for recognition, invitations, and other motivational purposes. Recent themes have been expressed through puzzle pieces and keys. Posters are used to promote the theme and are beautifully done and concisely communicate the message.

- The organization recently implemented a new performance appraisal process. The forms include major enhancements that reflect organizational goals and standards within the CARF Human Resources component.

- The community employment services employment sites are well integrated with some of the persons served being in leadership roles in their individual jobs. The employers demonstrated confidence in the people to get the job done and had high opinions of their abilities.

- Employers complimented the staff from Winona O.R.C. for the high caliber of employees they receive from the organization. Employers stated a high level of satisfaction with intervention from the staff members, and said they felt confident knowing that they can contact them at any time if they are needed.

- The people working in community jobs stated a high level of satisfaction with their jobs. Many people had been in the same job for many years and stated they had no plans on leaving.

- There is a wide variety of job opportunities in the Center Based Employment program. The variety of available jobs helps increase work skills and wages of the persons served. There is also a good use of jigs and fixtures, also giving more opportunities to people in this service.

- Winona O.R.C. is commended for the variety of jobs offered both within the facility and within the community.

- The Community Based Employment options are numerous, and significant attention is spent in coordinating persons' time to work on different jobs at a variety of locations, maximizing their work experiences and income.

- Job Coach staff members are trained to work across sites and are flexible and "hands on" at the community job sites. Each site has a comprehensive notebook with current and pertinent information to assist staff at that job site.

- Significant satisfaction is expressed regarding the services and supports provided by the organization by persons served, employers, and referral/funding sources.

- The "stackable" skills training programs, new to the organization, have been very well developed and well received by referral sources and persons served. Meaningful employment outcomes are being achieved by persons served as a result of their participation in this skills training program. Notable among the curricula offered is the certified nursing assistant preparatory course, which has been a key to the success of persons served seeking certification in this area.

- The organization has been responsive to feedback from persons served and referral/funding sources, requesting additional options and structure during periods of low or no work at the facility. As a result, the skills experience training program was initiated and has been identified as adding some meaningful programs.

Winona O.R.C. should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Winona O.R.C. has experienced significant change during the last two years. A new executive director and substantial turnover in board composition are major factors. Evaluating services and making changes or eliminating programs actually contributed to a sense of renewal and commitment on behalf of the staff. The organization seems revitalized and has major expansion of work opportunities in the planning stages. Throughout these transitions, the organization has stayed

in substantial conformance to the standards. Additional work is recommended for conformance and to contribute to organizational performance improvement in several areas, but the organization is committed and has the human and financial resources available to address these issues.

Winona O.R.C. Industries, Inc., has earned a Three-Year Accreditation. Many more staff members were involved with the preparation of this survey and participated in the actual process. All associated with this outcome should be proud of their accomplishment and of the accredited services that Winona O.R.C. provides. The organization is encouraged to annually obtain, disseminate, and implement the current standards to ensure ongoing conformance and to support continuous performance improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. 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
A.5.f.

The organization is urged to develop policies on contractual relationships.

Consultation

- The organization has comprehensive ethical codes of conduct that are shared with board members and staff members. Winona O.R.C. is encouraged to periodically review these to ensure that all of the concepts included in the current CARF standards are addressed.

B. 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

Recommendations

B.2.a.(1)

The organization is urged to further develop policies relative to the selection and composition of the board relative to membership criteria.

B.2.c.(7)
B.2.c.(8)

It is recommended that an annual self-assessment be completed for the entire board and that periodic self-assessments be done for individual board members.

B.5.a.(1) through B.5.a.(3)

It is recommended that the board develop policies that address executive leadership development and evaluation, including formal annual written reviews; overall corporate performance versus established targets; and professional development, accomplishments, and opportunities.

B.5.b.

It is recommended that the board complete an annual review of the executive leadership succession plan.

B.6.a. through B.6.d.(2)

The organization is urged to define governance policies addressing executive compensation. It is recommended that the organization address total executive compensation philosophy and defined compensation mix, if any, such as base pay, incentive and benefit plans, and perquisites. In addition, total compensation references should be selected for market-comparable data and functionally comparable positions.

B.6.e.(1) through B.6.e.(7)

A documented process should be outlined that includes terms of the compensation agreement; approval date; individual members or the committee responsible; data used for compensation decision and disclosure of conflicts of interest; annual review of compensation records; and acknowledgment of authority of the individuals or the committee to exercise executive compensation actions.

B.7.

It is recommended that the board review all governance policies annually.

C. Strategic Integrated Planning

Principle Statement

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

■ Strategic planning considers stakeholder expectations and environmental impacts

■ Written strategic plan sets goals

■ Plan is implemented, shared, and kept relevant

Recommendations
C.3.b.

It is recommended that the strategic plan reflect current and projected financial positions.

Consultation

■ The organization has devoted significant efforts to the development of strategic plans. Individual departments addressed their specific issues and worked with various committees of the board to develop goals, actions, objectives, measurements, time lines, and defined

responsibilities. It appears that these plans address both operational and strategic issues. It is suggested that the organization use portions of this material to establish an organizationwide plan that speaks only to strategic issues.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

- 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.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations
E.2.a. through E.2.d.

It is recommended that the organization implement written procedures to guide personnel in responding to subpoenas, search warrants, investigations, and other legal actions.

F. 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

- Review of service billing records and fee structure

- Financial review/audit

- Safeguarding funds of persons served

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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

- Identification of loss exposures

- Development of risk management plan

- Adequate insurance coverage

Recommendations
G.1.a. through G.1.g.

The organization is certainly cognizant of risk issues and regularly reviews its insurance packages. It is, however, urged to develop and implement a risk management plan that includes identification, evaluation, and analysis of loss exposures; identification of how to rectify exposures; implementation of actions to reduce risks; reporting results for these actions; and including risk reduction in performance improvement activities.

H. Health and Safety

Principle Statement

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

- Inspections

- Emergency procedures

- Access to emergency first aid

- Competency of personnel in safety procedures

- Reporting/reviewing critical incidents

- Infection control

Recommendations

There are no recommendations in this area.

Consultation

- The organization has vulnerable adult reporting policies and procedures and Career Options incident reporting forms. This second reporting form follows state requirements and addresses accidents, incidents, death, medical emergencies, unauthorized absences, behavioral issues, facility evacuations, and sexual activity. The vulnerable adult report addresses maltreatment issues that require state reporting. A written analysis of these vulnerable adult reports is conducted annually. The organization is encouraged to complete a similar annual analysis of Career Options incident reports in the future to ensure that all concepts included in the current CARF standards are addressed.

- The organization completes necessary inspections and tests of emergency procedures. Each of these is discussed at the safety committee meetings, and the date of completion is documented in a binder. It is suggested that more detailed information be documented and shared to affirm current practices or communicate procedural changes needed.

- Interviews with clients (employees) indicated that some did not think any drills were completed other than fire, bomb, and tornado. The organization is encouraged to continue to reinforce the meaning and importance of all drills.

I. 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 descriptions/performance

- Policies regarding students/volunteers, if applicable

Recommendations
I.6.e.(1) through I.6.e.(4)

The organization occasionally utilizes contract personnel. It is recommended that the organization establish policies and procedures to ensure that annual reviews are completed that assess performance to contracts, ensure that organizational policies and procedures are followed, and ensure that the services provided conform to any CARF standards applicable.

I.7.a. through I.7.g.

The organization utilizes student interns and volunteers. The organization's written policy states the interview process, trainings provided, and required background checks. Winona O.R.C. is urged to expand this policy and related practices to include all aspects of the current CARF standards. These standards address additional aspects such as a signed agreements, identification of duties, scope of responsibility, supervision, performance assessments, policies and written procedures for dismissal, and confidentiality policies.

Consultation

- Significant change has occurred at Winona O.R.C. during the last two years. Consequently, personnel policies and job descriptions have recently been reviewed, revised, or created. The organization is encouraged to review annually job descriptions and personnel policies in the future. The recently implemented performance evaluation process apparently will help facilitate the review of job descriptions each year.

J. Technology

Principle Statement

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan

Recommendations
J.1.a.(1) through J.1.b.

Winona O.R.C. has recently upgraded its computer network with the assistance of an IT specialist. In addition, requested equipment is identified in the annual capital equipment budget. It is recommended that the organization develop and implement a technology and system plan that supports information management and activities for performance improvement. Specifics should be considered for hardware, software, security, confidentiality, backup policies, assistive technology, disaster recovery preparedness, and virus protection.

K. Rights of Persons Served

Principle Statement

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

- Communication of rights

- Policies that promote rights

- Complaint, grievance, and appeals policy

- Annual review of complaints

Recommendations

There are no recommendations in this area.

L. 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
L.2.b.
L.2.c.

The organization has an accessibility plan that carefully defines what the organization intends to do to promote the removal of barriers. Winona O.R.C. is urged to annually expand this document to include specific actions and time lines for the removal of identified barriers. Involvement of all stakeholders in the identification of barriers is an important component of this development plan.

L.3.a. through L.3.c.(2)

There should be a status report about the removal of barriers prepared in writing annually that includes progress made in the removal of identified barriers and areas for improvement.

M. Information Measurement and Management

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.

Key Areas Addressed

▪ Information collection, use, and management

▪ Setting and measuring performance indicators

Recommendations

M.3.c.(2)

M.3.c.(5)

M.3.c.(8)

It is recommended that data relative to accessibility, risk analysis, and technology be utilized in setting and measuring performance indicators once these reports have been more fully developed.

M.4.c.(3)

It is recommended that the data collection system for service delivery include measures for indicators of service access.

M.4.d.(3)

It is recommended that a performance goal be established, as appropriate, for each measure. These goals can be based upon an industry benchmark or a target established by the organization itself and could help facilitate further comparative analysis and performance improvement.

N. Performance Improvement

Principle Statement

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

- Proactive performance improvement

- Performance information shared with all stakeholders

Recommendations

N.1.b.(2)(c)

It is recommended that measures be developed relative to service access. Once this has been accomplished, the organization is urged to include service access in its annual analysis focused toward performance improvement.

N.1.b.(2)(a) through N.1.b.(2)(d)(ii)

The "Purposeful Outcome Planning" (POPS) report is well written, easily understood, and includes substantial information relating to business functions, funding/referral sources, and major services. It is recommended, however, that this annual analysis include effectiveness, efficiency, service access, and satisfaction information relative to service delivery of each program seeking accreditation.

Consultation

■ Additional segmentation of other information generated from collected data has been discussed with executive staff during this survey process. In addition, the organization is encouraged to develop additional measures relating to the services outcomes of the persons served (in contrast to organizational outputs).

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Recommendations
A.17.c.(1)
A.17.c.(2)

It is recommended that Winona O.R.C. ensure that all contracted services that are part of the services for which it is seeking accreditation are evaluated at least annually for cost-effectiveness and to ensure the health and safety of the persons served.

Consultation

■ It is suggested that the organization schedule more frequent training to staff members on nonviolent crisis intervention. Doing so could address training in this area for new staff members in a more timely fashion and could provide a refresher course for staff members who may have already attended such training.

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

Principle Statement

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 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/ supports 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

■ Complete, confidential records are maintained

Recommendations

There are no recommendations in this area.

Consultation

■ It is suggested that Winona O.R.C. consider expanding self-advocacy training for persons served. Additional training and support in this area could be accomplished by adding this component more formally to the skills education training schedule.

C. Medication Monitoring and Management

Principle Statement

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

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
C.1.d. through C.1.g.(2)

It is recommended that Winona O.R.C. include in the individual record all medications used by the persons served, instructions for use, including administration routes, potential side effects, and drug interactions. For prescribed medications, the prescribing professional, the phone number of the prescribing professional, and contact information of the dispensing pharmacy should also be included in the record.

C.2.a. through C.2.f.

Winona O.R.C. is urged to include in its written medication monitoring procedures storage, safe handling, packaging and labeling, safe disposal, maintenance of an adequate supply of medications for the persons served, and documentation of medication use.

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

- It is suggested that Winona O.R.C. consistently include the completion dates on the functional assessment form as well as the name of the person completing the form.

- Winona O.R.C. is encouraged to continue its efforts to address with persons served the impact of work income on benefits in order to assist them in planning. Additional training for staff in this area may also be beneficial.

- Winona O.R.C. is also encouraged to continue the development of transition from school-to-work options. The community-based employment sites provided via the organization could meet a need within the school systems by providing a variety of paid work experiences to students.

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

An organization is free to choose which of its services it will seek to have accredited, but when a service has been selected, all locations at which the service is provided must be included in the survey. CARF will not accredit only a portion of a program or service. CARF does not consider the funding or referral entities or the populations served as differentiating a service so as to exclude portions of it from being included in the survey.

If the geographical service area is extensive, however, CARF may choose to impose geographical limitations on the extent of a single survey in order to ensure that the most meaningful survey will be conducted.

Each organization is encouraged to submit all applicable services and supports for accreditation in order to be identified as a quality organization by potential recipients of services and to facilitate funding arrangements. All accredited programs and services and organizational contact information are identified on the CARF website (**www.carf.org**) to assist persons in connecting to your quality services and supports.

A. Employment Services Coordination

Principle Statement

Through employment services coordination, an organization provides goal-oriented and systematic services and supports 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.

Consultation

■ Winona O.R.C. staff members are encouraged to maintain communication contacts with referral sources and other stakeholders.

■ The organization is also encouraged to continue its pursuit to qualify as an employment network site of the Ticket to Work program.

C. Employment Planning Services

Principle Statement

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 his or her preferences, strengths, abilities, and needs.

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

■ Simulated job sites

- Staffing agencies/temporary employment agencies

- Volunteer opportunities

- Transitional employment

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.

Consultation

- Winona O.R.C. is encouraged to expand information regarding the relevant jobs available in the employment market for persons served in its written employment planning report.

- It is suggested that Winona O.R.C. consider having persons served sign off on their assessment and development plans and personal skill assessments. Doing so could assist persons served in better understanding the employment planning process.

F. Employee Development Services

Principle Statement

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

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

Key Areas Addressed

- Skills development/reestablishment

- Work behaviors development/reestablishment

- Attitude development/reestablishment

- Employment outcomes

Recommendations

There are no recommendations in this area.

G. Employment Skills Training Services

Principle Statement

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

Key Areas Addressed

■ Formal training services

■ Skills, attitude, and work behaviors development/reestablishment

Recommendations

There are no recommendations in this area.

Consultation

■ It is suggested that Winona O.R.C. expand efforts to market the career development potential in its employment skills training programs.

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 the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

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

Key Areas Addressed

■ Paid work provided by organization

■ Legal guidelines adherence

■ Employment goals of persons served

Recommendations

There are no recommendations in this area.

Consultation

■ The organization is encouraged to continue the structure/development of training activities provided during periods of no work. Suggestions for activities could be solicited from the persons served so that the persons served feel they have ownership in the activities. Winona O.R.C. is commended for seeking funds from the United Way to help the development of training activities.

■ The organization is encouraged to continue to seek a variety of job opportunities to give the persons served new ways of increasing their job skills and abilities.

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 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 self-directed job search.

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, 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-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

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

Key Areas Addressed

- Integrated employment choice

- Integrated employment obtainment

- Integrated employment retention

Recommendations

There are no recommendations in this area.

Consultation

- The job placement program is encouraged to continue to utilize various methods of job development. The department uses a variety of ways to place people; i.e. temporary agencies, temporary assignments/jobs. This appears to satisfy both the persons served and funding sources, and many employers call the organization for potential employees.

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, services, and supports 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/supports they want or require that will meet their identified needs, and offers an array of services/supports 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/supports 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 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

■ 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

Recommendations

There are no recommendations in this area.

Consultation

- Winona O.R.C. is encouraged to continue its efforts to address the needs of persons served in its programs who are aging. Additional training of staff in the area of treating aging persons who may have an intellectual disability could assist in this area.