

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



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## About CARF

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

The accreditation process applies CARF's internationally recognized standards during an on-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](http://www.carf.org/contact-us).

**Organization**

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

**Organizational Leadership**

Elizabeth M. Dugan, M.Ed., CRC, CPRP, Program Manager

**Survey Date(s)**

December 6, 2017–December 8, 2017

**Surveyor(s)**

Alan J. Schilling, M.A., Administrative  
Matthew J. Horvath, M.S.Ed., Program

**Program(s)/Service(s) Surveyed**

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

**Previous Survey**

Three-Year Accreditation  
November 12, 2014–November 14, 2014

**Accreditation Decision****Three-Year Accreditation**

Expiration: January 31, 2021

# Executive Summary

This report contains the findings of CARF's on-site survey of Prince William County Community Services Board - Vocational Services conducted December 6, 2017–December 8, 2017. This report includes the following information:

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

## Accreditation Decision

On balance, Prince William County Community Services Board - Vocational Services demonstrated substantial conformance to the standards. The Vocational Services program, which includes supported employment and the psychosocial rehabilitation programs, is governed by the Prince William County Community Services Board. Prince William County Community Services Board - Vocational Services is a well-respected and collaborative organization addressing disability and employment issues in northern Virginia. The Vocational Services program has a cadre of well-tenured staff members who are providing quality services and have demonstrated outstanding success. Persons served, funding sources, and employers have experienced positive outcomes and have expressed a high degree of satisfaction with the programs and the services received. Prince William County Community Services Board - Vocational Services has numerous strengths in leadership and in implementation of services that have led to successful employment outcomes and assisted persons served to better access their local communities. The organization has extensive policies and procedures, which guide the staff members in the provision of services; offers training, such as the cognitive enhancement training; and utilizes evidence-based practices to achieve successful outcomes for persons served. The receptivity of leadership and staff members to the consultation and other feedback provided during the survey instills confidence that Prince William County Community Services Board - Vocational Services possesses the willingness and capacity to address the recommendations in this report and bring it into full conformance to CARF standards. The board, leadership, and staff members are recognized for their efforts in pursuit of international accreditation and congratulated for this accomplishment. The organization is encouraged to continue its efforts in the provision of quality community employment services for persons served with mental health needs. In addition, Prince William County Community Services Board - Vocational Services is encouraged to continue to use CARF standards on an ongoing basis as a guideline for continuous quality improvement and to continue to monitor annual changes to the standards to ensure its continued conformance to CARF standards.

Prince William County Community Services Board - Vocational Services appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Prince William County Community Services Board - Vocational Services is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

**Prince William County Community Services Board - Vocational Services has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

## Survey Details

### Survey Participants

The survey of Prince William County Community Services Board - Vocational Services was conducted by the following CARF surveyor(s):

- Alan J. Schilling, M.A., Administrative
- Matthew J. Horvath, M.S.Ed., Program

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

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

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

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Prince William County Community Services Board - Vocational Services and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## **Program(s)/Service(s) Surveyed**

The survey addressed by this report is specific to the following program(s)/service(s):

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

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## **Representations and Constraints**

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the on-site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## **Survey Findings**

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that Prince William County Community Services Board - Vocational Services demonstrated the following strengths:

- The organization is commended for the support given to the Vocational Services program. The organization has provided the necessary resources and personnel to address the mission of the Vocational Services program.
- The leadership and teamwork in the Vocational Services program are evident by the large number of staff members with long tenure. Staff members are professional, creative, forward thinking, and dedicated to the organization's mission. With the support of the community service board, Prince William County Community Services Board - Vocational Services has created services, supports, and opportunities leading to quality outcomes for the persons served.
- Program facilities provide pleasant, accessible, and safe environments for the persons served and are instrumental in assisting persons served to obtain and maintain employment in the community while supporting the operations of community services.
- The facilities are well maintained and promote a positive image in the local communities. The organization is commended for its move to a larger and more up-to-date facility. This has provided the opportunity to incorporate the horticulture program into services provided in the building as well as an industrial kitchen that provides food service training for persons served interested in the preparation of breakfast and lunches, which is supported by the United States Department of Agriculture.
- The organization provides an outstanding orientation program for new staff members entering employment with Prince William County Community Services Board - Vocational Services. The orientation includes an introduction to services, rights of the persons served, code of ethics, information on person-centered planning, as well as information on health and safety policies and practices and much more. Following the initial orientation, ongoing training is available to staff members in a variety of ways to assist them to excel in the provision of quality services. A unique benefit is the ability for staff members to utilize one week a year for training of their choice relating to their job duties.
- The strategic, risk management, accessibility, technology, and cultural competency and diversity plans are well crafted and provide guidance and direction to staff members, which in turn provides positive benefits for the persons served in their quest for community integration and employment.
- Prince William County Community Services Board - Vocational Services has utilized Credible to manage information and generate a great deal of data that are used for planning for future services and have been incorporated into its strategic planning process. Persons served, staff members, and other stakeholders are surveyed regularly to determine satisfaction and provide input. The amount of data gathered, the results that are measured, and the way in which the data is analyzed are extensive and clear indicators of the commitment to continuous quality improvement.
- All clients interviewed express great satisfaction with the services that they are receiving and said that they were happy to be at the organization, that their input was listened to and used in setting goals, that what they are learning was important to them and their future, and how nice the staff members are. One client even said, "I am treated like a human here and the staff are funny."
- All staff members encountered appeared to be very competent and acted professionally. The staff members are dedicated to improving the clients' lives and acting as strong advocates. Staff members also appeared to be working to forward the organization's mission.
- The clients' files are in excellent shape, and pertinent client information is maintained in a confidential manner, current, easily recorded, and accessible to staff members as needed.

- The organization is congratulated for the long list of employers who genuinely accept the persons served into their employment settings. These employers not only offer employment opportunities but frequently act as sites for assessments and practice interviews. Good long-term placements at quality employers often are a strong force that changes the persons' lives. The variety of job assessment sites provides persons served with choices for their initial exposure to employment.
- The work adjustment training group is a wonderful asset to the organization. This group offers an opportunity for the clients to learn about the various aspects of the world of work. The clients are given the opportunity to gather information, understand concepts, and learn what it means to get a job. This information often leads to a desire to take the first steps toward employment.
- Long-term support is offered to clients who have remained employed beyond funding. This service provides a needed sense of support and encouragement that builds confidence and independence. The clients commented that they enjoyed the staff members visiting and checking on them and that they looked forward to their next visit.
- Additional services and opportunities for persons served to learn about themselves, as well as vocational opportunities, include assessments and various training opportunities for the persons served. These services enhance the persons' lives and further the organization's mission.
- The organization is commended for having three cognitive enhancement therapy job coaches on staff. This provides persons served with some of the most current therapy techniques available. This is yet another service that enhances opportunities for the persons served.
- Services are highly valued in the area, and the clients appear to appreciate the services. Employers all commented about committed and responsive staff members, and Department of Vocational Rehabilitation (DVR) staff persons and referral sources express great satisfaction with the organization and the services. DVR staff persons mentioned the organization's open communication, the wonderful jobs that are provided, the quick turnaround for billing, and the paperwork and frequent meetings for case discussions and general problem solving.

## 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. All recommendations must be addressed in a QIP submitted to CARF.

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

#### **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**

- Strategic planning considers stakeholder expectations and environmental impacts
- Written strategic plan sets goals
- Plan is implemented, shared, and kept relevant

#### **Recommendations**

##### **1.C.2.e.**

##### **1.C.2.f.**

A strategic plan should be reviewed at least annually for relevance and updated as needed. It is suggested that updates reflect progress or lack thereof on established goals.

## 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

- 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

- Although Prince William County Community Services Board - Vocational Services is included on the website of Prince William County, the website does not appear to be very accessible for someone unfamiliar with the website. It is suggested that the organization work with Prince William County to explore ways to make it more accessible and user-friendly.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements

### 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

- 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.

### **Consultation**

- It is suggested that a more formalized system of budgetary needs for the Vocational Services program be developed and made part of the budgeting process.

## **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**

- Identification of loss exposures
- Development of risk management plan
- Adequate insurance coverage

### **Recommendations**

#### **1.G.1.a.(2)**

Although the organization implements a risk management plan that identifies potential loss exposures as it relates to its employment and community integration programs, the plan should include analysis of loss exposures.

## **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**

- Inspections
- Emergency procedures
- Access to emergency first aid
- Competency of personnel in safety procedures
- Reporting/reviewing critical incidents
- Infection control

## **Recommendations**

### **1.H.6.a.**

#### **1.H.6.b.(1)**

#### **1.H.6.b.(2)**

#### **1.H.6.b.(3)**

Although the organization has evacuation charts strategically located throughout its building, the evacuation routes are difficult to understand, especially for persons served and those not familiar with the building. The organization should have evacuation routes that are accessible and understandable to persons served; personnel; and other stakeholders, including visitors. It is suggested that the evacuation charts document "where you are" and clearly delineate a primary and secondary evacuation route. Because of the size of the building, the organization may benefit from expanding or highlighting the area someone is in to make egress from the building more understandable.

## **1.I. Human Resources**

### **Description**

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**

There are no recommendations in this area.

## **1.J. Technology**

### **Description**

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
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

### **Recommendations**

There are no recommendations in this area.

## 1.K. Rights of Persons Served

### Description

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

### Key Areas Addressed

- Communication of rights
- Policies that promote rights
- Complaint, grievance, and appeals policy
- Annual review of complaints

### Recommendations

There are no recommendations in this area.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

- Written accessibility plan(s)
- Requests for reasonable accommodations

### Recommendations

There are no recommendations in this area.

### Consultation

- Although Vocational Services has an accessibility plan that is comprehensive and provides a good overview of accessibility issues, it is suggested that an introduction to the accessibility plan be provided that identifies the manner in which the organization's needs are identified and how input is solicited from persons served, personnel, and other stakeholders.

## 1.M. Performance Measurement and Management

### Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

### Key Areas Addressed

- Information collection, use, and management
- Setting and measuring performance indicators

## **Recommendations**

### **1.M.1.b.**

Although the organization has a well-developed performance measurement and management system, it should have a written description of its performance measurement and management system that identifies, at a minimum, the programs/services seeking accreditation.

## **1.N. Performance Improvement**

### **Description**

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**

There are no recommendations in this area.

## **Section 2. Quality Individualized Services and Supports**

### **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**

- Although Prince William County Community Services Board - Vocational Services has an extensive policy related to releasing confidential information, it is suggested that it consider including language from the policy and procedures manual and include that information in the client handbook. Third-party information

that may be contained in the files, especially psychiatric and psychological information, may not be appropriate to be released. The organization is encouraged to determine what information it can legally release to persons served.

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

### **Description**

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

The person served participates in decision making, directing, and planning that affects his or her 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**

- Although Prince William County Community Services Board - Vocational Services has developed extensive handbooks, it is suggested that some of the language be reworked to come from a more client-focused perspective. Although handbooks represent a very strong connection between persons served and Prince William County Community Services Board - Vocational Services, the bond could be strengthened with more of a client perspective.
- Although the majority of client files contain measurable goals, the staff members are encouraged to ensure that all goals are measurable. Measurable goals enable persons served and other stakeholders the ability to note progress over time.

## **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
- Personnel needs of local employers
- Community resources available
- 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 his or her 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**

#### **Description**

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

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

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

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

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

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

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

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.).

**Key Areas Addressed**

- Opportunities for community participation

**Recommendations**

There are no recommendations in this area.

# Program(s)/Service(s) by Location

## **Prince William County Community Services Board - Vocational Services**

8500 Phoenix Drive  
Manassas, VA 20110

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

### **Ferlazzo Building**

15948 Donald Curtis Drive, Suite 200  
Woodbridge, VA 22191

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

### **Sudley North**

8033 Ashton Avenue  
Manassas, VA 20109

Administrative Location Only