

CARF Accreditation Report
for
Evaluation and Developmental
Center

Three-Year Accreditation



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About CARF

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

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Evaluation and Developmental Center
500 South Lewis Lane, Suite C
Carbondale, IL 62901

Organizational Leadership

Colleen Kuczynski, Rehabilitation Administration Specialist
LaDonna Henson, MS, CRC, LCPC, Director

Survey Number

167817

Survey Date(s)

March 8, 2023–March 10, 2023

Surveyor(s)

Jean M. Rommes, PhD, Administrative and Program

Program(s)/Service(s) Surveyed

Community Employment Services: Job Development

Previous Survey

February 13, 2020–February 14, 2020
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: April 30, 2026

Executive Summary

This report contains the findings of CARF’s site survey of Evaluation and Developmental Center conducted March 8, 2023–March 10, 2023. 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, Evaluation and Developmental Center demonstrated substantial conformance to the standards. Evaluation and Developmental Center (EDC) provides services to individuals from all over the state of Illinois. The job development program is well established and has a core of professional staff as well as graduate students in assistantships providing much of the direct service in the field. The faculty and administration of Southern Illinois University (SIU) provide support and guidance to the director and her staff while leaving the day-to-day operations of the program to the organization’s leadership. Clients, families/guardians, funders, referral sources, and the SIU administration are satisfied and happy with the program. There are areas for improvement, including health and safety, workforce development, technology, and performance measurement. Opportunities for improvement are also noted in the areas of program/service structure and individual-centered service planning, design, and delivery.

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

Evaluation and Developmental Center 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 Evaluation and Developmental Center was conducted by the following CARF surveyor(s):

- Jean M. Rommes, PhD, Administrative and 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 Evaluation and Developmental Center 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: Job Development

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

Representations and Constraints

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

Survey Findings

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

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

Areas of Strength

CARF found that Evaluation and Developmental Center demonstrated the following strengths:

- The staff members are constantly looking for opportunities to add elements to services that are currently not provided. The Bridge the Gap grant is an excellent example. This grant allowed EDC to provide services to individuals who were transitioning to employment and who were not eligible for funding.
- The Diversity, Equity, and Inclusion Program is comprehensive and includes both staff, graduate assistants, and clients. A Spiritual, Cultural, and Life Assessment Form has been developed to help with understanding individual client's backgrounds and to identify any areas of concern to the client. Graduate assistants are from many different countries and often discuss with clients their experiences both at SIU and in other settings as part of their daily interactions.
- EDC is fortunate to have a director with many years of experience in the field and in a variety of different settings. She is highly respected in the state and has built excellent relationships within SIU and the state through her work with the Division of Rehabilitation Services and professional associations. She has also been asked to serve on a variety of task forces, committees, and work groups. These relationships allow her to bring individuals to the program who can be consulted regarding service planning and delivery, helping to ensure that the techniques and methods that are used are current.
- The professional staff members are experienced and respected. They have many years of experience and are respected and well known throughout the SIU community and the local and regional communities.

- Staff members at the service delivery level are often graduate assistants in the master’s or doctoral programs at SIU. Because EDC provides programs and services in addition to the job development program, the graduate assistants are cross-trained so that they can provide services in other program areas. In addition, the graduate assistants can specify what program, service, or tasks they would like to get experience in to enhance their education. EDC sometimes benefits from class assignments or projects, such as developing training programs.
- The job development program has developed a nice array of employment sites that clients can explore if they are interested or want to see what is available in the area. The job development staff is consistently developing additional employment sites and working not only to find placement sites that are a “good fit” for a particular client but places where it is possible that future jobs might be available.
- The client files are well organized, complete, and stored digitally so that they can be easy to access and secure. Staff members are allowed access to various online servers and files according to their job description through SIU’s IT department. Security and confidentiality are very important and are included in many different trainings.
- Clients appreciate the staff and the help that they get in finding and maintaining employment. Clients commented, “I really appreciate the help she gives me”; “I was so excited to get a high-paying job like I wanted”; and “Without my staff, I wouldn’t have gotten very far in trying to find a job—it’s hard work.”
- EDC serves clients who vary widely in terms of disability, age, experience, and expectations. The organization is able to work with each client to develop a plan that is very specific to the client’s needs and expectations. This has resulted in a long list of employers in communities all over southern Illinois. The staff is aware of the limitations of some of the small communities in terms of available jobs and encourage clients to widen their searches and develop the skills necessary to get a driver’s license and acquire a vehicle. The driver program that is available to clients is a major strength of the job development program.
- Employers, funders, and parents/guardians all value the services of EDC. They commented, “They are one of the best resources we have in southern Illinois”; “If it weren’t for them, my child wouldn’t have a job”; “They’re really working hard to help my son find a job close to home”; and “We need an EDC in our area.”
- The EDC building is well maintained and is furnished with practical yet attractive tables and chairs. There are also pleasing wall decorations. Offices are personalized, and staff members are encouraged to bring personal items to make the office an attractive and welcoming place. Doors are open, and the staff members know most of the people who come to the building for services.
- The program staff members who work with the clients clearly know their clients well, understand their roles as advocates and cheerleaders, and act with clear expectations. The staff clearly demonstrates compassion and understanding. Clients grow close to their staff members. They are happy with the services and value the staff as friends.
- EDC was particularly responsive during the COVID-19 pandemic, even though all job development programming was put on hold when SIU shut down. Staff in the program worked in other areas but were able to keep a focus on the employment needs of the clients in the residential program. In addition, the clients and staff worked together and developed a wonderful video focusing on health and safety during the pandemic.

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 and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- The organization's website is part of the SIU website and gives basic information about the program and its accomplishments. Content is managed and controlled by SIU, and many things that could be included to the benefit of EDC have not been included. EDC leadership is encouraged to consider the possibility of developing its own website that could allow the organization to include information regarding its plans and progress reports in a number of areas, including the strategic plan, risk management plan, and accessibility

plan. It could also allow the posting of documents (such as the client handbook and/or employee handbook), policies (such as the complaint policy and related documents), and other items that may be of interest to individuals seeking information.

- Currently, the job development program is not adequately funded by the Division of Rehabilitation Services outcome payment system. The organization has other sources of income that are subsidizing the program because EDC staff members believe that the services are necessary and help people with disabilities to find jobs and be productive members of the community. The SIU administration agrees with this sentiment. EDC staff members, in conjunction with SIU administrators, have a planned meeting with the state director of the Division of Rehabilitation Services to discuss this situation with the intent of negotiations that will result in EDC being paid for all milestones met by all program clients who are referrals from the Division of Rehabilitation Services. The organization is encouraged to pursue this agenda and consider adding other sources of funding, such as Medicaid, private pay, and third-party payers.
- EDC is encouraged to consider the development of an advisory board made up of various stakeholders who could provide advice and guidance with regard to programs and services and program growth and development. The board could also serve to expand knowledge and awareness of the unique services that EDC can offer to people statewide and perhaps help with funding issues.
- EDC has a diversity, equity, and inclusion plan that is comprehensive. The organization is encouraged to include a description of the goals that it had for the previous year and the results of actions taken to achieve those goals as well as goals for the coming year.
- There is a social media policy, and it is suggested that EDC refer to this policy in the ethics policy.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The strategic plan that has been implemented for 2022-2027 shows many areas where the goals have been achieved. EDC is encouraged to consider bringing in a faculty member or consultant who could help with the development of a strategic plan that could be achieved over the next three years. Goals could be broader and deeper in nature with action steps that could be achieved over the years and include a planning phase, development phase, and then achievement.
- EDC is encouraged to share the strategic plan with more of its stakeholders and report progress to all stakeholders. This could be done through a newsletter, the website, and/or various meetings.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- EDC conducts satisfaction surveys with a variety of stakeholders, but it is finding it difficult to get mailed surveys returned. The organization is encouraged to use online platforms, to perform telephonic surveys, to do the surveys at the time the person exits the program, and to consider any other means to encourage people to respond. The organization might make the surveys very short and easy to complete. It might also vary the questions depending on the group being targeted.
- EDC is encouraged to consider using forums and focus groups as additional ways of obtaining input.

1.E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

Consultation

- EDC does have policies and procedures for personnel and financial records; however, the organization is encouraged to review other confidential administrative records that may be kept and add these to the policies.
- EDC is encouraged to add the source of the timeframes for retaining records to the records retention procedure.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- EDC and SIU administrative staff have a scheduled meeting with the Division of Rehabilitation Services leadership to discuss the financial reimbursement accorded to EDC for services and to negotiate an agreement regarding funding going forward. The organization is encouraged to consider adding other sources of funding, such as Medicaid, private pay, and third-party payers.
- All fee structures are currently set by vendors. In light of the current financial situation, EDC is encouraged to consider developing a fee structure that could allow for private pay and third-party payers. The organization is also encouraged to consider providing services to individuals through the Medicaid waiver program. In addition, when clients reach 90 days of employment and still need follow-along services, EDC provides that without a funding source. The organization is encouraged to seek local funding for such services through county tax dollars.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- EDC is encouraged to include the areas of risk management that it currently tracks in the business practice functions tracked for performance measurement and management into the risk management plan.

1.H. Health and Safety

Description

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

Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

1.H.4.a.(1)

1.H.4.a.(2)

1.H.4.a.(3)

1.H.4.a.(4)

1.H.4.a.(5)

1.H.4.a.(6)

1.H.4.a.(8)

1.H.4.a.(9)

1.H.4.b.(1)

1.H.4.b.(2)

1.H.4.b.(3)

1.H.4.b.(4)

1.H.4.b.(5)

1.H.4.b.(6)

1.H.4.b.(8)

1.H.4.b.(9)

While all staff receive documented training at orientation and annually, the training is not competency based. It is recommended that personnel receive documented competency-based training at orientation and at least annually in the following areas: health and safety practices; identification of unsafe environmental factors; emergency procedures; evacuation procedures, if appropriate; identification of critical incidents; reporting of critical incidents; reducing physical risks; and workplace violence. This could be achieved by developing a test covering these areas that is given and documented in the personnel file.

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.c.(5)

1.H.7.d.

Unannounced tests are not conducted for medical emergencies or utility failures. An unannounced test of each emergency procedure should be conducted at least annually on each shift at each location and include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill. Each test should be analyzed

for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results. Each test should be evidenced in writing, including the analysis. EDC is encouraged to enhance the analysis of the drills by including information regarding what was done well and what needs to be improved. Training on how to write drill analyses could be provided.

1.H.8.a.(1)

1.H.8.a.(2)

1.H.8.b.(1)

1.H.8.b.(2)

1.H.8.b.(3)

1.H.8.b.(4)

1.H.8.b.(5)

As EDC provides services in locations that are not owned/leased or controlled/operated by the organization, it should implement written procedures that address safety at the service delivery site for the clients and personnel, including consideration of any emergency procedures that may already be in place at the service delivery site; the physical environment, including accessibility, of the service delivery site; basic needs in the event of an emergency; actions to be taken in the event of an emergency; and provisions for communication by personnel while providing services regarding decisions to continue or discontinue services.

1.H.15.a.(1)

1.H.15.a.(2)

1.H.15.b.(1)

1.H.15.b.(2)

1.H.15.b.(3)

A comprehensive health and safety inspection was conducted in 2022 but not in 2020 or 2021, as the university declined to send inspectors because of COVID-19 pandemic restrictions. Comprehensive health and safety inspections should be conducted at least annually by a qualified external authority and result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to the recommendations.

Consultation

- EDC is encouraged to consistently note on the self-inspection report when the improvements or repairs are completed.

1.I. Workforce Development and Management

Description

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

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty

- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.8.f.

1.I.8.g.

1.I.8.h.

The written procedures for performance appraisal should be expanded to address measurable goals, sources of input, and opportunities for development. These elements could be an addendum to the written procedures taken from the university's policies and procedures.

Consultation

- While there is a brief description of the composition of the workforce, EDC is encouraged to flesh this out and include the graduate assistants' departments and the role of faculty in training.

1.J. Technology

Description

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

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

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

Recommendations

1.J.4.a.

1.J.4.b.(1)

1.J.4.b.(2)

1.J.4.b.(3)

1.J.4.b.(4)

1.J.4.b.(5)

1.J.4.b.(6)

1.J.4.c.

Tests of the procedures for business continuity/disaster recovery should be conducted at least annually; analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel; and evidenced in writing, including the analysis. The organization is encouraged to analyze instances where the system has gone down for a period of time.

Consultation

- At the present time, EDC gets much of its hardware when computers are replaced in other departments. The organization is encouraged to work to find ways to acquire new machines and purchase tablets or laptops that could be assigned to staff in the field, which could allow services to be documented at the time of service rather than back at the office. EDC is encouraged to look for grants that could help with technology costs.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

Consultation

- Although translators are available for Spanish, Hindi, and Japanese speakers, it is suggested that EDC consider developing videos in these languages that demonstrate the rights of the persons served, as this might help clients who learn better using this medium.
- It is suggested that EDC include the current complaint procedure in the handbook and policy documents, indicating that stakeholders are encouraged to discuss their complaints with the person about whom they have a complaint as a first step in the process. It appears that most complaints are resolved this way, as there have been no formal complaints filed in the last three years.
- Although there have been no formal complaints in the last three years, EDC is encouraged to document this in one of the written documents produced at the end of the year.

1.L. Accessibility

Description

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

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

- The current assessment of barriers to accessibility is based on information gleaned from conversations with clients, annual planning meetings, and informal situations. This information tends to be focused on EDC's environment rather than the community. EDC is encouraged to hold forums or focus groups with clients, parents/guardians, funders, faculty members, program staff, and concerned individuals to look broadly at the kind of barriers that clients face on a daily basis, not only at EDC and SIU but also in the broader community. These activities may shed more light on the issues and lead to identifying barriers that are considered priorities by the clients and their families. In addition, this can provide a valuable real-life situation where clients can develop their self-advocacy skills.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

1.M.6.a.

1.M.6.b.(1)

1.M.6.b.(2)

1.M.6.b.(3)

1.M.6.b.(4)

1.M.6.b.(5)

To measure experience of services and other feedback from other stakeholders, each program seeking accreditation should document an objective(s) and a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry

benchmark. The data from satisfaction surveys from both clients and other stakeholders were combined for the most recent year, and EDC is encouraged to show the data from the clients and other stakeholders separately. The organization could combine groups of other stakeholders, such as parents/guardians, funders, and employers.

Consultation

- While EDC does include some business function data, the organization is encouraged to broaden its perspective and include additional data from areas such as strategic planning, health and safety, workforce development, risk management, and accessibility in the business function data that is maintained.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Consultation

- EDC is encouraged to communicate information regarding the performance and measurement plan and results to the clients and other stakeholders by placing such information on the website and in newsletters. The organization is also encouraged to share this information in its planning meetings and other group meetings.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

2.A.3.b.

EDC is urged to document its transition criteria. This could include information on how a client can transition from one program to another within the organization.

2.A.9.b.

In practice, the program manager is the individual who makes decisions regarding acceptance into the program. EDC's policies and procedures for acceptance into the program should identify the position or entity responsible for making acceptance decisions.

2.A.14.a.

2.A.14.b.(1)

2.A.14.b.(2)

2.A.14.c.(1)

2.A.14.c.(2)

2.A.14.c.(3)

2.A.14.d.

While there is a Microsoft® PowerPoint training program regarding positive behavior that is provided to all staff, there are no policies or written procedures that address the program's use of positive interventions. There should be policies and written procedures that address the program's use of positive interventions, including an emphasis on building positive relationships with the clients; evaluation of the environment and personal stressors; appropriate interaction with staff to promote prevention of unsafe behavior, de-escalation, and socially acceptable behavior; and empowering the clients to change their own behavior.

Consultation

- While the scope of services is described, this information is currently in a number of different locations (with the information spread across brochures, policy documents, the client handbook, and the website). EDC is encouraged to develop a document, brochure, or video that includes all aspects of the scope of services. This could be given to individuals seeking services, funders, and referral sources.
- During the pandemic, the clients who remained at EDC developed a great video about safety. The organization is encouraged to ensure that the video is available on its website for viewing. The video demonstrates how people with disabilities can turn a very difficult situation into one that recognizes the importance of safety and how everyone can apply these rules in the community. Having completed this project, EDC is encouraged to look at other areas where videos might be helpful, such as in helping people understand their rights and describing the scope of EDC's services.

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

Description

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

The person served participates in decision making, directing, and planning that affects the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

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

Recommendations

2.B.7.a.(1)

2.B.7.a.(2)

2.B.7.a.(3)

2.B.7.a.(4)

2.B.7.a.(5)

2.B.7.b.

While there is an assessment of risk included in the program plan, it is cursory. When applicable to the person and the person's goals and outcomes, the person and/or family served and/or their legal representatives should be involved in assessing potential risks to each person's health and safety in the community; deciding whether to accept situations with inherent risks; identifying actions to be taken to minimize risks that have been identified; and identifying individuals responsible for those actions. Risk assessment results should be documented in the individual service plan.

2.B.10.c.

The exit summary report should summarize results of services received. This could include date of intake, services rendered and completed, and the circumstances under which the client left services (e.g., the client was placed successfully on the job and needs no further services or a similar statement of the facts regarding the exit).

Consultation

- Client records are maintained online using forms developed specifically by EDC. Many of the forms are filled out by hand and then scanned into the system. EDC is encouraged to consider developing forms that can be filled out online and stored, reducing issues of handwriting and increasing the information that can be entered quickly by keying rather than handwriting all information. This may reduce documentation and clerical time. The organization might also consider purchasing software that could encompass all of the elements of the client file. This could reduce the time necessary for data entry and allow for data retrieval for the performance measurement and management system.

2.D. Employment Services Principle Standards

Description

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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.G. Community Employment Services (CES)

Description

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

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

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

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

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

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

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

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.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- EDC is encouraged to consider the development of an employer advisory committee. This group could help with identifying and providing warm hand-offs between potential employers and the job development staff, act as a sounding board for staff when considering new techniques and methods for working with clients and employers, and provide real-time information about the business community in general that could help job development staff.

Program(s)/Service(s) by Location

Evaluation and Developmental Center

500 South Lewis Lane, Suite C
Carbondale, IL 62901

Community Employment Services: Job Development