



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for
ADEC, Inc.

CARF INTERNATIONAL

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Organization

ADEC, Inc.
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Organizational Leadership

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Survey Dates

November 3-5, 2010

Survey Team

Don Hespell, Administrative Surveyor

Patricia M. Buckhold, Program Surveyor

Jay Bruns, Program Surveyor

Programs/Services Surveyed

Community Services: Community Integration

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Employment Services: Organizational Employment Services

Vision Rehabilitation Services: Comprehensive Vision Rehabilitation Services

Governance Standards Applied

Previous Survey

December 3-5, 2007

Three-Year Accreditation



Survey Outcome

Three-Year Accreditation

Expiration: January 2014

SURVEY SUMMARY

ADEC, Inc., has strengths in many areas.

- ADEC continues the strong financial performance noted in the previous survey. At the present time, the organization has no long-term debt and as a result is free to take additional risk with its investments in the hope of additional return that fixed income investing alone would not provide. The excellent financial position is the result of savvy management and meticulous reporting and monitoring of key financial data as well as the involvement of many key staff members in the development and management of the annual budget. The budget that is submitted to the board includes an excellent narrative description of each service program, what it does, the services it provides, and the manner in which it is funded. The narrative allows the board members to become more knowledgeable about the details around financial performance without becoming bogged down with an avalanche of indecipherable data.
- The organization's monthly management reporting system allows for regular monitoring of key indicators of quality. Developed by each department and posted to the organization intranet, these reports give an excellent, concise snapshot of key performance indicators and updates on key accomplishments. Following a standardized format, the reports include summarized financial information, outcomes measures, strategic plan progress reports, incident trending and charting, and staff turnover trending. These reports allow any staff member who accesses the intranet to be better informed about the accomplishments of the organization.
- Promoting self-advocacy among program participants is a clear priority of ADEC. Several persons receiving services were included as representatives at the orientation conference that kicked off this survey. These individuals represented members of the local Aktion Clubs in two of the geographic areas served by the organization, as well as two individuals who serve on statewide self-advocacy boards.
- The organization is governed by a strong board of directors who are dedicated to the success of the organization and appear genuinely excited about their involvement. Representation from business, local government, finance, the legal industry, and the insurance industry, among others, ensures well-rounded, competent leadership at this level. The board accomplishes its work through several standing committees, including executive/finance, governance, audit task force, business advisory committee, investment committee, human rights committee, and the guardianship committee. The board benefits from an organized annual schedule of policy review and development and the thorough financial analysis provided by the staff. Strategic planning is also a clear priority. There is evidence of an excellent relationship between the board and the organization's chief executive.
- ADEC is a member of a consortium of four northern Indiana organizations that have banded together to assist in the identification and resolution of mutual issues of concern. Faced with the prospect of the federal government stipulating outcomes measures in the future, this consortium developed and implemented a quality-of-life survey instrument to allow for proactive input into the measures that might be included in such an effort. Comprised of survey questions in 33 important life areas, the survey was administered to persons receiving services from each of the four consortium members, as well as their family members. As such, the instrument allows for not only the identification of key indicators of quality of life, but also comparison of the

perception of key issues between those receiving services and their family stakeholders. This important dimension can be taken into account when priorities are set so outcomes indicators are measuring those things considered to be most important.

- The organization has created an organizationwide quality review committee that meets monthly to promote overall organizational quality. Each monthly meeting has an agenda indicating what will be reviewed for that month, thereby ensuring that important issues and practices are reviewed at least once each year. Topics reviewed on a regular basis include incident reporting, medication error tracking, policy reviews, performance of the safety program, risk management issues, and the organization's performance review system. The use of a scripted review of the various program areas allows the committee to focus on what did not go as planned, what was learned about staff and operations, what was done to improve quality of services, and what can be done to anticipate and prevent problems that might arise. This has allowed the organization to identify critical systems and operations and ensure that they remain in compliance with expectations regarding productivity and quality.
- The organization is commended for its willingness to assume responsibility for 28 individuals who received residential services from another organization that was decertified and closed by the state of Indiana. Although ADEC had known for a while that the closure might happen eventually, the actual event came with only 24 hours notice. ADEC staff members worked hard to make alternate arrangements for those it agreed to serve, and by the time the process is complete, ADEC will have purchased four additional homes in which to house these individuals. Although much work remains to be done, it is clear that ADEC is viewed as a preferred provider by the state of Indiana and that it is committed to making the assimilation of these new residents as seamless as possible.
- ADEC's critical incident reporting practices are strong. Following the guidance and regulation of the state of Indiana, the system clearly defines the types of incidents that are reportable and makes sure that staff members are trained and able to identify incidents that qualify. Regular reports are produced that analyze incidents by type/classification and location, among other dimensions. These reports are analyzed by the quality review committee on a regular basis and used for performance measurement and improvement.
- The human resource department of the organization is commended for its attention to recruitment and retention of quality staff members as indicated by its thorough background check practices, strong orientation program, and innovative benefits such as subsidized health club membership and scheduled raises after successful performance at 60 days, six months, and one year. The human resource department tracks and reports on staffing activity each week to keep leadership abreast of changes and issues. In an attempt to attract staff members for its recent expansion in response to the failure and closure of another organization, the human resource staff members have been conducting job fairs at various locations and response has been good.
- ADEC has a tenured, dedicated, competent, caring, and flexible group of staff members who provide a variety of vision rehabilitation services to the community.
- Vision rehabilitation staff members provide significant service in the form of low vision support groups, presentations to community groups, and outreach to community partners such as assisted living and senior community living settings for the Northern Indiana Independent

Living Services (NIILS) program, thus improving the quality of life for seniors age 55 and older. The persons served and their family members verbalize the many positive benefits of this program.

- ADEC supports new ventures such as the Gaining Grounds coffee shop, which not only provides competitive employment opportunities, but also offers an opportunity for the community to be exposed first hand to one of ADEC's day programs.
- ADEC supports its employment services staff members as they tirelessly strive to develop creative and innovative services and community partnerships such as Corporate Job Development and through the Business Labor Network.
- A cadre of passionate, dedicated, caring, and skilled job coaches and job developers provide services that support competitive employment and bridge relationships with community partner employers while improving the quality of life for the persons served.
- Creative recreation activities for persons served in the employment service area in Saint Joseph County promote a high quality of life for the persons served as well as opportunities for the community to share in these activities, such as the Zumba® class, and provide venues and support for these activities.
- The community integration programs have taken steps to offer a broader variety of opportunities and experiences in the community, including social activities, recreation, volunteering, special events, and reverse integration activities. Ongoing efforts continue to promote that participation is based upon choice and preferences of persons served within the limits of funding that is available.
- Of special recognition are the efforts of the organization and staff at the community integration program that just began in Mishawaka. Given the incredible circumstances, the dedication of staff to develop and provide services to individuals in crisis is seeing the organization's mission statement in action.
- ADEC's services are provided in well-maintained and accessible settings. The organization is complimented on having adaptive equipment to meet the needs of persons served.
- The organization is commended for the integration of music therapy, art therapy, and use of certified therapy recreation specialists within its community integration programs.
- The organization employs staff members who are passionate about the services they provide to the persons served. Many of the employees have good longevity not only with the organization, but also with the persons served.
- ADEC Industries has tenured, experienced staff members who ensure that work-site modifications and equipment are available to assist clients in the improvement of their quality and quantity of work.
- ADEC staff members display the commitment and mission of the organization in their jobs. Their dedication is most apparent recently in the emergency services provided to persons from another agency that closed overnight only weeks before this survey. The attitude perceived is not one of frustration by the extra work and long hours involved, but that of responsibility and passion.
- Family members contacted report being very pleased and appreciative of the supports and services provided by ADEC. Effective communication by organizational staff has been identified as contributing to the overall satisfaction of services by family members.

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

On balance, ADEC has established itself as a key organization within the human services system in northern Indiana. The organization is extremely financially stable, is very quality oriented, and is led by a senior management team with a great deal of tenure. ADEC enjoys a fine reputation within the community and is active in statewide leadership as well. The emphasis the organization places on self-advocacy training and opportunities for those it serves places it in a leadership role in this area. As noted in the report, ADEC has been asked to provide residential and day program services for 28 individuals who have been abandoned by their residential provider. Not every organization would have taken on this challenge, and not every organization would have been asked to take on the challenge. This speaks to the competence of the staff members and the reputation the organization holds. Although there are some minor areas for improvement, it is clear that the organization uses them as a quality improvement tool. The overall performance of the organization is strong, and there is no reason to suspect that this will not continue.

ADEC, Inc., has earned a Three-Year Accreditation. The staff members, board members, and persons served are all congratulated for this achievement and are encouraged to continue to use the CARF standards in the provision of high quality services.

SECTION 1. ASPIRE TO EXCELLENCE[®]

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.5.a.(3)(f)

The organization has a code-of-ethics statement that covers its business operations and service delivery system. This code does not contain guidance for staff members regarding the witnessing of documents. It is recommended that this item be covered in the code of ethics.

B. Governance

Principle Statement

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
 - Board composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

There are no recommendations in this area.

C. Strategic Integrated Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The organization's strategic plan includes a broad focus on financial strength, but does not contain detail in terms of current and projected financial position and the impact of financial strength on the strategic plan as a whole. ADEC is encouraged to expand this focus area with more detail. The plan is currently being revised and extended, so an opportunity is there for this to be done.
-

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

H. Health and Safety

Principle Statement

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

Key Areas Addressed

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

Recommendations

H.5.c.(8)

The organization's emergency procedures communicate much of the detail required to manage emergencies. However, the evacuation procedures do not contain emergency phone numbers in all cases. The organization should make sure these numbers are included in all the evacuation procedures.

H.11.a.(1) through H.11.b.(3)

A review of inspections conducted by external authorities indicated that not all sites were inspected each year since the previous survey. ADEC should make sure that comprehensive inspections are conducted by an external authority at each location at least once per year. These inspections should result in a report that identifies the areas inspected, recommendations for areas for improvement, and actions taken to respond to the recommendations.

H.13.a. through H.13.e.

The organization has procedures for the handling of a number of emergencies, including fire, tornado, winter safety, earthquake, power failures, bomb threats, biohazard incidents, missing persons, and medical emergencies. However, a review of documentation reveals that these plans are not tested at each location as required by the CARF standard. ADEC is urged to make sure that all emergency procedures are tested at each location at least once per year on each shift. The tests should be documented, analyzed for performance, and result in the affirmation of current practice or suggestions for improvement.

Consultation

- Staff members in the organization can generate work orders when a health and safety or other maintenance issue arises. However, there is no guarantee that in an organization of this size and geographic distribution the paper documents will always arrive at their destination, and even if they do, a day or two could elapse before the work order is properly delivered. It is suggested that the organization consider the benefit of a mechanism to submit such requests through the intranet.

I. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

I.6.d.(1) through I.6.d.(5)

A review of personnel records reveals that annual performance evaluations are not always conducted for every staff member. As indicated in the previous survey, the organization should make sure that evaluations are conducted at least once per year for all personnel. These should be based on job functions and competencies that have been identified for the position and should be conducted in collaboration with the direct supervisor with the input of the person being evaluated. These evaluations should be used to assess performance against previously established objectives and set performance objectives for the next period.

I.7.a. through I.7.b.(3)

ADEC has a history of using student interns in its programs, believing that it helps to identify potential future employees and broadens appreciation and recognition of ADEC and its services. At the time of the survey, only one student was still active in this capacity. A review of the records of the student indicated that there is no signed agreement between the student and the organization, and the records show no identification of the student's duties, scope of responsibility, or the student's supervisor. It is recommended that students and volunteers used by the organization have a signed agreement and identification of duties, scope of responsibility, and supervision. This information could be included in the record of each student or volunteer that is used by the organization.

J. Technology

Principle Statement

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

Key Areas Addressed

- Written technology and system plan
-

Recommendations

J.1.a.(6)

J.1.a.(7)

The organization's technology plan includes information on the current inventory of hardware and software, security issues, backup policies, virus protection, and safeguards for confidentiality. It does not, however, address the issues of assistive technology or disaster recovery preparedness. It is recommended that the organization implement a plan that includes assistive technology and disaster recovery preparedness.

Consultation

- The organization's technology plan describes a planned replacement system for hardware. However, there is no mention in the plans to increase the role of technology to create efficiencies in the use of staff time and facilitate more effective, timely communication and documentation. The organization has taken steps to automate pieces of its record system through the purchase of software for these functions, and it is clear that the intention is to increase the use of technology within the service delivery system. ADEC is encouraged to revise the technology plan to include more detail about its intent in this area.
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K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

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

Recommendations

K.1.a.(1) through K.1.b.

The organization uses participation handbooks upon initiation of services and at least annually to review among other things the rights of persons served. The sections promoting the rights of persons served do not include freedom from abuse, financial or other exploitation, retaliation, or humiliation. Other written documents contain this information, but they are not shared with persons served and their advocates. It is recommended that all rights of persons served be communicated in a meaningful way prior to the beginning of service delivery and/or at initiation of service delivery and annually for persons served in the programs for longer than one year and be available at all times for review and clarification. A comprehensive review of these standards could lead to some additional opportunities to improve upon the way this information is communicated to the persons served and promote consistency among the various documents that contain this important information.

K.4.c.(1)

K.4.c.(2)

The organization has written procedures to guide persons served on how they may formally make complaints to the organization. Internal procedures are in place for staff that identify the importance of ensuring that stakeholders are free from retaliation or barriers to services for expressing

complaints. However, those details are not provided to other stakeholders. It is recommended that all parts of the complaint procedures be readily available and understandable to the persons served and other stakeholders. This information could be added to the various client participation handbooks the organization uses.

Consultation

- The organization is well served by a human rights committee that reviews and approves programs that authorize the use of restrictive procedures. The committee is made up of community representatives who have no formal connection with ADEC as well as consumer representation. It is suggested that the organization could benefit from the expertise of board-certified behavior analyst services in the design and implementation of plans that authorize the use of restrictive procedures. Apparently this resource was available for staff at one time, but as of this survey, that was not the case. Subject to resource considerations, the provision of this kind of expertise, either through employment or consultation, might be very beneficial to the organization and its staff members and persons served.
-

L. Accessibility

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Information Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The organization has included measures of service access, effectiveness, and efficiency for each of its services. It is evident that personnel have struggled with differentiation between effectiveness and efficiency and with clear definitions of service access. ADEC is encouraged to spend time refining its measures in these areas to make sure it is capturing meaningful performance information.
-

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.1.a.(6) through A.1.a.(8)

The organization uses client participation handbooks to share information about its services with interested stakeholders. It is recommended that information about the payer sources, fees, and referral sources be included in the information available to people seeking services.

A.9.a.(1)

A.9.a.(3)

It is recommended that information about the organization provided to persons inquiring about services include its values and mission statement and services availability, including possible wait time for services. The separate client participation handbooks used by ADEC could be edited to include this information.

A.12.b.

A.12.c.

Although the organization obtains a release-of-information form signed by the person served, in the vision rehabilitation department it does not appear that the release form identifies specific information or to whom the information will be released, and it does not contain time imitations for the document. All release forms should be limited to the specific information identified and include time limitations.

Consultation

- It is suggested that a review of the organization entry criteria, transition criteria, and exit criteria be performed in order to provide a more consistent method of communicating this information to stakeholders within the scope of each service being provided by the organization.

- The organization may benefit from a review of admissions processes to help ensure that the expectations of the organization for communication to persons found ineligible for services become more solidified. Clearly providing these expectations in writing will not only benefit ADEC in the long term, but will also provide them a basis of support should such decisions be appealed by stakeholders.
 - ADEC is encouraged to further develop procedures for unanticipated service modifications that are precipitated by funding or other resources. This could include action steps for implementation or more detailed procedures for some of their currently identified concerns such as loss of contracts due to foreign competition and the recession. The identified risk of the loss of funding for organizational employment services could be another identified area to formally plan for.
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B. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

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

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

Key Areas Addressed

- Complete, confidential records are maintained
-

Recommendations

There are no recommendations in this area.

D. Employment Services Principle Standards

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

F. Community Services Principle Standards

Principle Statement

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

Key Areas Addressed

- Access to community resources and services
-

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

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

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

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

H. Organizational Employment Services

Principle Statement

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Some persons served refer to reduced work activity as “play time” within the organization, and the use of crafts and games can support that view. The organization does ensure that the goals of the person served are being met by these activities, as clearly they can help improve socialization and interpersonal skills. It is suggested that efforts be made to include more relevant training activities in accordance with state guidelines of service provision. These may include such things as interviewing skills, job search activities, health and safety, and other soft skills that help further prepare persons served for community employment opportunities.
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I. Community Employment Services

Principle Statement

Job Development

Successful job development concurrently uses assessment information about the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level such as self-directed job search.

Job-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

SECTION 4. COMMUNITY SERVICES

Principle Statement

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

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

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

Expected results from these services/supports may include:

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

E. Community Integration

Principle Statement

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

- Leisure or recreational activities
- Communication activities
- Spiritual activities

- Cultural activities
- Vocational pursuits
- Development of work attitudes
- Employment activities
- Volunteerism
- Educational and training activities
- Development of living skills
- Health and wellness promotion
- Orientation, mobility, and destination training
- Access and utilization of public transportation
- Interacting with volunteers from the community in program activities
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.)

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

L. Vision Rehabilitation Services

Principle Statement

Comprehensive Vision Rehabilitation Services

Comprehensive vision rehabilitation services provide a comprehensive rehabilitation program, including skills acquisition, psychosocial adjustment, and community integration for persons served. This is accomplished through a full-service continuum provided by residential and/ or community-based blind or deaf/blind rehabilitation services. A comprehensive rehabilitation plan is developed to incorporate the person's expressed goals, identified needs as assessed by professional staff members, and available community resources.

Key Areas Addressed

- Comprehensive rehabilitation program
 - Outreach to increase public awareness
 - Education of person on resources
 - Training of personnel
 - Transferability of skills taught
-

Recommendations

There are no recommendations in this area.

Consultation

- The current client handbook only contains information on client protection, the grievance procedure, curriculum review, and nondiscrimination. Although there is evidence that the person served receives essential information (admission process, wait list, eligibility, expected outcomes, record review, plan development, etc.), a more comprehensive document in a font size more easily read by the person served could be beneficial so that the persons served, most of whom are elderly, have easy reference to program information.
 - ADEC is encouraged to explore implementation of a group NIILS program. Seniors enjoy group learning and demonstrate excellent outcomes from this type of service delivery model. Such a model could also assist with staff productivity in the face of limited staff resources.
 - The current wait list does not exceed 90 days. Persons served are asked to contact program staff if they do not hear from the staff member within four to six weeks of program acceptance. However, a formal system could be developed in which program staff contacts the person served if the wait list exceeds one quarter.
 - Program staff may benefit from a refreshed relationship with the vision rehabilitation program at Western Michigan University (WMU). A former staff member who is on the faculty of WMU could be a good starting point contact. Current research and practice in the field as well as having a renewed referral of interns are two benefits that could be gained.
 - Vision rehabilitation services and community employment services could both benefit from a formal internal collaboration to develop and promote services as one strategy to increase referrals from the state vocational rehabilitation agency.
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PROGRAMS/SERVICES BY LOCATION

ADEC, Inc.

19670 State Road 120
Bristol, IN 46507

Community Services: Community Integration

Governance Standards Applied

ADEC Industries

2700 Industrial Parkway
Elkhart, IN 46516

Employment Services: Organizational Employment Services

Work One of St. Joseph County

851 South Marietta Street
South Bend, IN 46601

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Supported Employment - Elkhart Office

516 South Main Street
Elkhart, IN 46506

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Employment Services: Community Employment Services: Job-Site Training

Vision Rehabilitation Services: Comprehensive Vision Rehabilitation Services

Elkhart YMCA

200 East Jackson Boulevard
Elkhart, IN 46516

Community Services: Community Integration

Goshen

114 East Lincoln
Goshen, IN 46528

Community Services: Community Integration

Middlebury

801 West Wayne Street
Middlebury, IN 46540

Community Services: Community Integration

ADEC Mishawaka Day Services Site

3618 Grape Road
Mishawaka, IN 46545

Community Services: Community Integration