

CARF Accreditation Report
for
Goodwill Industries of Northwest
Ohio, Inc.

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

Goodwill Industries of Northwest Ohio, Inc.
1120 Madison Avenue
Toledo, OH 43604

Organizational Leadership

Amy Wachob, President/CEO
David Takats, Chief Mission Officer
Heather A. Nash, MEd, Program Manager and Job Coach Supervisor
Kellie Schlachter, Chief Financial Officer
Matt Fortunak, Board Chair

Survey Number

129470

Survey Date(s)

July 27, 2020–July 29, 2020

Surveyor(s)

Thurston S. Smith, MPA, CCS, LAC, CADC, DESS Administrative and Program

Program(s)/Service(s) Surveyed

Community Employment Services: Job Development
Employment Planning Services

Previous Survey

April 10, 2017–April 11, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: May 31, 2023

Executive Summary

This report contains the findings of CARF's site survey of Goodwill Industries of Northwest Ohio, Inc. conducted July 27, 2020–July 29, 2020. 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, Goodwill Industries of Northwest Ohio, Inc. demonstrated substantial conformance to the standards. Goodwill Industries of Northwest Ohio operates a well-managed, consumer-focused, and mission-driven organization. Its administrative practices and service delivery practices are sound, and its financial operations appear to be sound as well. The organization is governed by a highly professional board and led by strong executive leadership. It benefits from the contributions of a talented, creative, and compassionate workforce with a broad range of skill sets. The organization manages its resources very well. Its individualized services and supports, community employment services programs, job development, and job planning services are driven by person-centered approaches and thoughtfully executed. In particular, Goodwill Industries of Northwest Ohio delivers exceptional employment services across its catchment area, and it has launched special initiatives to meet the varying needs of its diverse consumer population. The consumers, whom Goodwill Industries of Northwest Ohio is designed and operated to benefit, indicated that they feel valued and appreciated, and they are recognized as contributing partners in the delivery of their services. Consumers, referral sources, funders, and other external stakeholders spoke highly of the services provided and offered very optimistic comments about the future of the organization. Goodwill Industries of Northwest Ohio incorporates the CARF standards in its day-to-day business functions and service delivery practices, and its practices reflect that it embraces continuous quality improvement. The few opportunities for improvement are primarily scattered throughout the ASPIRE to Excellence standards sections. They include the consistent provision of initial and ongoing training to appropriate personnel regarding written fundraising procedures, the incorporation of priorities in the strategic plan, the comprehensiveness of policies and procedures regarding the provision of favorable and constructive feedback and promotion to personnel as well as the implementation of certain organizational written procedures regarding performance appraisal, the comprehensiveness of succession planning, the comprehensiveness of the written performance analysis, and the implementation of policies and written procedures regarding the use of positive interventions. The receptivity of the leadership and personnel to the consultation and other feedback provided during this survey instills confidence that Goodwill Industries of Northwest Ohio possesses the willingness and capacity to bring it into full conformance to the standards.

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

Goodwill Industries of Northwest Ohio, Inc. 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 Goodwill Industries of Northwest Ohio, Inc. was conducted by the following CARF surveyor(s):

- Thurston S. Smith, MPA, CCS, LAC, CADC, DESS 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 Goodwill Industries of Northwest Ohio, Inc. 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
- Employment Planning Services

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

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the 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 Goodwill Industries of Northwest Ohio, Inc. demonstrated the following strengths:

- Goodwill Industries of Northwest Ohio has built a favorable reputation as a premier provider of employment services in its catchment area and in the state of Ohio. Consumers, referral sources, and other stakeholders spoke highly of the organization's personnel and the positive impact of the services they deliver.

- Goodwill Industries of Northwest Ohio's long-term goals are aligned with its vision. Although the organization serves 13 counties in Ohio, it anticipates further expansion of its services throughout the region, given the effectiveness of its strategic planning processes.
- As a result of Goodwill Industries of Northwest Ohio's history of integrity and high performance, the organization has received many grants and other direct funding opportunities for its employment services programs. The organization's appropriate management of existing resources, coupled with the exceptional services it provides, appears to appropriately position it for the future.
- The beautifully decorated facility in which Goodwill Industries of Northwest Ohio's operations are based is safe, accessible, and convenient to consumers and other stakeholders. The physical plant, infrastructure, and offices are pleasant and appropriately tailored to consumers' therapeutic needs.
- The leadership demonstrates dedication to the consumers. It is commended for its person-centered philosophy as well as for its strong humanitarian spirit that are reflected in its commitment to reduce stigma among consumers dealing with the challenges of mental illness and with developmental disabilities.
- Goodwill Industries of Northwest Ohio benefits from a highly competent and dedicated cadre of administrators, human services practitioners, and community-driven professionals whose commitment to the consumers is broadly evident in all they do.
- The leadership, board, and personnel are engaged in public relations activities and other community-based collaborations that reduce stigmas typically associated with the consumers and that positively reflect on the organization's mission and reputation.
- Across the board, the programs of Goodwill Industries of Northwest Ohio are staffed by a competent, compassionate, and talented cadre of community employment specialists who possess a broad range of skills and are committed to the delivery of high-quality services. Their dedication is evident organizationwide. Consumers spoke favorably about the staff members, and they particularly noted how eagerly staff members go above and beyond to assist them.
- The direct service personnel and leadership engage in a broad range of partnerships and community-oriented collaborations that add great value to the organization's employment services apparatus, employment planning models, and community employment programs.
- Goodwill Industries of Northwest Ohio has established a variety of specialized employment services models, such as the Senior Community Service and Employment Program; the Pink Toolbox program; and the Reentry program, which provides a comprehensive set of financial, technical, and emotional supports to the consumers.
- Allied healthcare agencies and referral sources consistently praised the programs of Goodwill Industries of Northwest Ohio and spoke of the professionalism, strong follow-through, and service coordination of its direct service personnel. The Ohio Department of Developmental Disabilities commended the organization's direct service personnel and leadership for their response times and keen attention to detail.

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

1.A.9.b.(1)

1.A.9.b.(2)

It is recommended that Goodwill Industries of Northwest Ohio consistently provide initial and ongoing training related to fundraising written procedures to appropriate personnel. There was inconsistent evidence of this training.

Consultation

- Goodwill Industries of Northwest Ohio is encouraged to include its personnel and consumer policies, which are incorporated in its handbooks, in its administrative policies and written procedures as well.
- Given that succession planning could encompass a range and variety of key positions and personnel functions, it is suggested that the organization identify other internal positions within its operations that might be identified as talent to be considered for inclusion in the organization's succession plan to address long-term workforce needs.

- To enhance its efforts related to cultural competency and diversity as well as long-term strategic planning, it is suggested that the organization's cultural competency and diversity plan be expanded to include measurable goals, objectives, and time-specific dates.

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

1.C.2.c.(2)

The strategic plan should set priorities.

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
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

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

- It is suggested that Goodwill Industries of Northwest Ohio update its policies and written procedures to ensure that consumer record templates are relevant to the services provided and are complete prior to integration in the main record. The organization might also consider establishing a quality records review process to ensure adherence in this regard.

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
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

Recommendations

There are no recommendations in this area.

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

- Goodwill Industries of Northwest Ohio is encouraged to identify formal complaints from consumers and other stakeholders as loss exposures in the organization's risk management plan. Quality improvement actions taken to address this area could also be included in the plan along with reporting results of actions taken to reduce other identified risks.

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

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that Goodwill Industries of Northwest Ohio identify any additional competency-based personnel training that is discipline specific, yet relevant to the area of health and safety, and integrate these topics in its documented competency-based platforms for training provided at orientation and at least annually.
- It is suggested that the organization update its health and safety equipment procedures and modify its vehicle trip log to ensure that each driver checks or inspects its vehicles to ensure that first aid equipment is accessible and current.

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 background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.6.d.(1)(a)

1.I.6.d.(1)(d)

Goodwill Industries of Northwest Ohio is urged to promote engagement through respect for all individuals in the workforce, including policies and written procedures that address mechanism(s) to provide favorable and constructive feedback and promotion.

1.I.8.b.

1.I.8.f.

1.I.8.g.

1.I.8.h.

The organization should implement written procedures for performance appraisal that address the criteria against which people are being appraised, measurable goals, sources of input, and opportunities for development.

1.I.11.a.

1.I.11.b.

1.I.11.c.

1.I.11.d.

The organization's succession planning should comprehensively address its future workforce needs, identification of key positions, identification of the competencies required by key positions, and review of talent in the current workforce.

Consultation

- While the organization has general personnel grievance procedures, given the unique characteristics of the performance appraisal process, it is suggested that the organization's workforce development policies, procedures, and practices include personnel grievance procedures for performance appraisals.
- Goodwill Industries of Northwest Ohio is encouraged to thoroughly describe its competency assessment process, including the timeframes/frequencies for completion and its relationship to the performance appraisal process.
- To make its performance appraisal process more meaningful to personnel, Goodwill Industries of Northwest Ohio might establish a mid-year performance review period within which personnel could receive updates regarding their performance as well as guidance related to the development of competencies. If adopted, it is suggested that the mid-year performance review be formalized and set forth in the organization's workforce policies and written procedures.
- It is suggested that the organization's written procedures on performance appraisals include employee grievances.
- As part of its ongoing performance management system, it is suggested that the organization encourage its employees to submit self-assessments to be included in their annual performance reviews.

1.J. Technology

Description

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

Key Areas Addressed

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- The organization has at least two policies and procedures regarding information technology, including support materials. It is suggested that the policies and procedures be combined in a master document for clarity and ease of reference.

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

- Goodwill Industries of Northwest Ohio's policy and written procedures regarding grievances state that formal grievances consist of a verbal or written complaint; however, this appears to neither fully describe the organization's intent nor align with the steps and stages of the grievance process. The organization might consider redefining its formal complaint process and to incorporate in it a description for and provisions to manage informal complaints.

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.

1.M. Performance Measurement and Management

Description

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

Key Areas Addressed

- Data collection
- Establishment and measurement of performance indicators

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

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

Key Areas Addressed

- Analysis of performance indicators in relation to performance targets
- Use of performance analysis for quality improvement and organizational decision making
- Communication of performance information

Recommendations

1.N.1.a.

1.N.1.b.(1)

1.N.1.b.(2)(a)

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

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

1.N.1.b.(2)(d)(i)

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

1.N.1.b.(3)

1.N.1.c.(1)

1.N.1.c.(2)

Goodwill Industries of Northwest Ohio is urged to consistently complete a written analysis of performance indicators in relation to performance targets at least annually that comprehensively includes business functions; service delivery of each program seeking accreditation, including the effectiveness of services, the efficiency of services, service access, and satisfaction and other feedback from the consumers and other stakeholders; and

extenuating or influencing factors. The written analysis should comprehensively identify areas needing performance improvement, result in an action plan to address the improvements needed to reach established or revised performance targets, and outline actions taken or changes made to improve performance.

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.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.

When applicable, there should be policies and written procedures that address the program's use of positive interventions, including an emphasis on building positive relationships with consumers; 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 consumers to change their own behavior.

Consultation

- Goodwill Industries of Northwest Ohio is encouraged to revise its policies and written procedures to describe how the organization's consumer intake and admissions forms are reviewed for completeness and accuracy.

- It is suggested that all documents pertaining to the direct services provided to consumers be completed via computer, if feasible.
- It is suggested that Goodwill Industries of Northwest Ohio provide greater detail in its programmatic policies regarding how staff members should respond to unsafe behaviors exhibited by consumers. This might include the use of positive behavioral interventions.

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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.A. Employment Planning Services (EPS)

Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

Some examples of quality outcomes desired by the different stakeholders of these services include:

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

Key Areas Addressed

- Employment opportunities within the community
- Informed decision-making by participants
- Referrals to services to implement employment plan

Recommendations

There are no recommendations in this area.

Consultation

- To capitalize on the talents of its community employment specialists, it is suggested that Goodwill Industries of Northwest Ohio conduct targeted outreach activities in its catchment area and beyond. Such activities might include hosting employment forums, focus groups, and other employment-related workforce development education opportunities.

3.G. Community Employment Services

Description

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

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

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

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

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.

Program(s)/Service(s) by Location

Goodwill Industries of Northwest Ohio, Inc.

1120 Madison Avenue
Toledo, OH 43604

Community Employment Services: Job Development
Employment Planning Services