

**CARF Accreditation Report
for
Goodwill Industries of South
Central California

Three-Year Accreditation**



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About CARF

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

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

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

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

Organization

Goodwill Industries of South Central California
4901 Stine Road
Bakersfield, CA 93313

Organizational Leadership

Jake Slayton, President and CEO

Survey Number

116156

Survey Date(s)

September 16, 2019–September 17, 2019

Surveyor(s)

Mike Townsend, Administrative
Natalie Swiatek, BA, MSW, Program

Program(s)/Service(s) Surveyed

Community Employment Services: Job Development
Employment Planning Services
Governance Standards Applied

Previous Survey

March 2, 2016–March 4, 2016
Three-Year Accreditation

Accreditation Decision**Three-Year Accreditation**

Expiration: October 31, 2022

Executive Summary

This report contains the findings of CARF's on-site survey of Goodwill Industries of South Central California conducted September 16, 2019–September 17, 2019. 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 South Central California demonstrated substantial conformance to the standards. Goodwill Industries of South Central California (GISCC) provides employment planning services and community employment services that are highly valued by stakeholders and the community. GISCC demonstrates sound planning processes and proactively makes changes in its business functions that are anticipated to accrue to the benefit of the clients, personnel, and overall organization. Its practices with respect to communications with staff members and clients, staff retention, and the maintenance of pleasant and positive work/service delivery environments are particularly noteworthy. The organization benefits from a dedicated and multi-talented board, leadership that is focused on the provision of quality person-centered services, and seasoned and highly involved staff members who carry out their responsibilities with enthusiasm and pride of work. GISCC is designed and operated to benefit the clients. The leadership and staff members build on their strengths and continually strive to upgrade all aspects of the organization. Opportunities for improvement are scattered throughout the standards sections. They include the development of policies and/or written procedures in several business function and programmatic standards areas; the comprehensiveness of the risk management plan, the testing of all emergency procedures at least annually, the performance measurement and management system, the written performance analysis, and certain components of individual service plans; the consistency with which personnel performance appraisals are conducted at least annually; the documented assessment in the individual service plan of potential health and safety risks to each client in the community; and, at least annually, the testing of the procedures for business continuity/disaster recovery and the documentation of whether formal complaints were received from clients. The receptivity of the leadership and staff members to the consultation and other feedback provided during this survey instills confidence that GISCC possesses the willingness and capacity to bring it into full conformance to the standards.

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

Goodwill Industries of South Central California 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 South Central California was conducted by the following CARF surveyor(s):

- Mike Townsend, Administrative
- Natalie Swiatek, BA, MSW, 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 South Central California 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
- *Governance Standards Applied*

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

Representations and Constraints

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

Survey Findings

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

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

Areas of Strength

CARF found that Goodwill Industries of South Central California demonstrated the following strengths:

- The board members of GISCC are dedicated to the organization's mission. Directors bring a variety of important skill sets to the board that enhance the performance of its governance functions. The board and leadership appear to have developed a relationship that supports ideal governance.

- The recently appointed president/CEO of GISCC is knowledgeable, experienced, and dedicated to the advancement of persons with barriers to independence. In his previous role as the long-time COO, he developed the organization's capacity to provide high-quality services. In his new position, he fosters a very person-centered environment.
- GISCC benefits from many experienced and stable staff members who are highly dedicated to the enhancement of the quality of clients' lives. It is clear that the clients are the primary focus of staff members' planning and work-related functions and activities. The strong relationships staff members develop with clients assist the clients to meet their needs and goals. These qualities are apparent in staff members' day-to-day service delivery practices, and they are reflected in stakeholders' feedback. Staff members demonstrate competency and enthusiasm in carrying out their work-related responsibilities, and they ensure that they are accessible to the clients.
- The organization is commended for utilizing its External Situational Assessment report as a true 360-degree feedback loop for clients. Staff members are recognized for the expansive number and type of stakeholder data that are gathered during this process and for the individualized, detailed notes that are provided to each client as a product of the comprehensive process.
- GISCC is commended for making a nimble service delivery shift in the past few years in support of long-term employee retention. Recognizing that its personnel hiring, training, and promotion models did not always lead to the provision of appropriate supports to clients, the organization transitioned to a more person-centered approach that involves staff members' increased coordination with the client, including securing the agreement of the client and his/her team members with respect to timing the fading of workplace-related supports. Results of the application of the organization's performance measures indicated a positive trend in staff retention following this change.
- GISCC's work culture is indicative of the pride and ownership staff members take in their work. The organization's use of tailgate meetings, whether ad hoc or regularly scheduled, strengthens and complements its communication practices. Multiple examples of the organization's commitment to its mission, to safety, and to the provision of supports that enable clients to attain their highest employment potential were noted during this survey.
- GISCC appears to have made major strides toward achieving financial health since its last survey. In response to significant increases in California's statutory minimum wage, the organization modified its retail model and mission service processes to become much more efficient. Debt appears to have been reduced, and the cash on hand has dramatically increased.
- GISCC's sound strategy and plans for growth and improvement are based on a blueprint developed as a product of the organization's strategic positioning process. Future plans call for an administrative focus on service provision, given the ever-evolving nature of the funding and referral source environment. Staff members are commended for attending and participating in local meetings of the chamber of commerce, working with federal and local legislators, and reaching out to community partners to develop new and innovative ways of leveraging the organization's assets.
- The organization has designed many processes for acquiring input from the clients, their families, and other stakeholders, of which it makes good use. A true open-door policy exists at all staff levels.
- GISCC's clean, organized stores foster positive work environments. Staff members smile when greeting customers, work in a cooperative manner with one another, and indicate their appreciation for the opportunities they are provided by the organization. They commented on "the feeling of family" they experienced soon after being hired.
- The percentage of full-time clients underscores GISCC's commitment to the long-term job retention of personnel.

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.

1.B. Governance (Optional)

Description

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 selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

1.E.3.f.

GISCC is urged to implement policies and written procedures that address timeframes for documentation in the records of the clients.

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

1.G.1.a.(6)

It is recommended that the risk management plan be expanded to include reporting results of actions taken to reduce 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

1.H.5.c.(6)

The written emergency procedures should address temporary shelter, when applicable.

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.d.

GISCC tests its emergency procedures for fires and violent or other threatening situations. However, it is recommended that an unannounced test of each emergency procedure consistently be conducted at least annually at each location. The tests should consistently include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill; be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel; and be evidenced in writing, including the analysis.

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.8.e.

GISCC routinely conducts staff performance evaluations; however, some evaluations have not been completed on an annual basis as called for in the organization's policy. It is recommended that the organization consistently implement written procedures for performance appraisal that address timeframes/frequencies related to the performance appraisal process.

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

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.c.

A test of GISCC's procedures for business continuity/disaster recovery should be conducted at least annually; analyzed for effectiveness, areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel; and be evidenced in writing, including the analysis.

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

1.K.4.a.

1.K.4.b.(1)

GISCC has received no formal complaints from clients in recent years. However, it is recommended that an analysis of all formal complaints be conducted at least annually that documents whether formal complaints were received.

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

1.M.3.d.(2)(b)

1.M.3.d.(2)(c)

The data collected by GISCC should consistently be used to set, for each program seeking accreditation, written service delivery performance indicators and performance targets.

1.M.6.b.(3)

It is recommended that the organization measure service delivery performance indicators for each program/service seeking accreditation in the area of service access.

1.M.7.a.

1.M.7.b.

1.M.7.c.

1.M.7.d.

For each service delivery performance indicator, GISCC is urged to determine to whom the indicator will be applied; the person(s) responsible for collecting the data; and the source from which data will be collected. The organization should consistently determine, for each service delivery performance indicator, a performance target based on an industry benchmark, based on the organization's performance history, or established by the organization or other stakeholder.

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.b.(2)(c)

1.N.1.b.(3)

1.N.1.c.(1)

1.N.1.c.(2)

1.N.1.c.(3)

It is recommended that the written analysis of performance indicators in relation to performance targets be expanded to include, regarding service delivery of each program seeking accreditation, service access and comprehensive 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. GISCC is encouraged to compare data and results over time to better identify patterns and trends for performance improvement.

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.19.a.

2.A.19.b.

It is recommended that GISCC develop a policy that identifies whether or not it has any role related to medications that are used by the clients in the programs seeking accreditation, including whether or not it directly provides medication monitoring and medication management. It is suggested that the policy, once developed, be disseminated to referral sources and shared with the clients and their families.

Consultation

- It is suggested that GISCC develop an additional client handbook in one or more of the following formats: a hard-copy handout, a link on the organization's website, a video, or an audio recording. The handbook might also be made available in Spanish to accommodate stakeholders. Handbook contents could include essential information, such as rights and responsibilities and the formal complaint procedure.

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

2.B.5.b.(2)

2.B.5.b.(3)

2.B.5.b.(5)

2.B.5.d.

2.B.5.e.(1)

2.B.5.e.(2)

It is recommended that coordinated individualized service plans identify specific measurable objectives, methods/techniques to be used to achieve the objectives, and how and when progress on objectives will be regularly reviewed. The plans should be reviewed on a regular basis with respect to expected outcomes and be revised as appropriate based on the changing needs and satisfaction of the clients. It is suggested that GISCC develop written procedures to guide staff members in the development of all components of the coordinated individualized service plan. This might include the provision of training in writing specific, measurable, attainable, relevant, and time-bound (SMART) objectives as well as in the implementation of methods/techniques to be used to achieve the objectives. Guidance in annotating or modifying the individual service plan to reflect progress, lack of progress, and any needed revisions could also be helpful. It was noted during the survey that the "date and time" column in individual service plans solely included a single date of review, which was typically when intake was conducted, rather than multiple dates and times indicating regular review throughout the period of implementation. Anecdotal information indicating that progress had been reviewed appeared to be absent, or was sometimes located in case notes. GISCC is encouraged to consider and treat the individual service plan as a living document that is updated over time to reflect the client's progress or lack thereof as well as any adjustments that are made to ensure steady progress in achievement of goals and objectives.

2.B.6.a.

2.B.6.b.

When it has been determined that there is a need, assistive technology and reasonable accommodations should be addressed in the plan. It is suggested that GISCC modify the format of its individual service plan to include dedicated sections for assistive technology and reasonable accommodations. The addition of these sections might help remind team members to consider these areas on a regular basis and to initiate efforts to secure assistive technology and/or reasonable accommodations, if needed.

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.

When applicable to the client and his/her goals and outcomes, the client and/or family served and/or their legal representatives should be involved in assessing potential risks to each client'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. It is recommended that risk assessment results be documented in the individual service plan.

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.

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.

Consultation

- GISCC is encouraged to expand the options of job carving and job sharing as it continues to explore service options of benefit to the clients.

Program(s)/Service(s) by Location

Goodwill Industries of South Central California

4901 Stine Road
Bakersfield, CA 93313

Community Employment Services: Job Development
Employment Planning Services
Governance Standards Applied