

**CARF Accreditation Report  
for  
Skookum Program Services  
  
Three-Year Accreditation**



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## About CARF

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

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

## **Organization**

Skookum Program Services  
4525 Auto Center Way  
Bremerton, WA 98312

## **Organizational Leadership**

Amanda Smith, Office Coordinator  
Megan Mason-Todd, Vocational Program Manager

## **Survey Number**

135895

## **Survey Date(s)**

April 29, 2021–April 30, 2021

## **Surveyor(s)**

Marilyn J. Flanagan, MBA, QIDP, DESS Administrative  
Katrina Coffman, DESS Program

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

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

## **Previous Survey**

October 5, 2017–October 6, 2017  
Three-Year Accreditation

## **Accreditation Decision**

### **Three-Year Accreditation**

**Expiration: November 30, 2023**

# Executive Summary

This report contains the findings of CARF's site survey of Skookum Program Services conducted April 29, 2021–April 30, 2021. 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, Skookum Program Services demonstrated substantial conformance to the standards. Skookum Program Services appears to have the ability to grow and adapt as it expands throughout the United States and as governmental funding and priorities change. Leadership and the employees assist the individuals served in gaining competitive employment, and other stakeholders expressed high levels of satisfaction with the organization and its programs. Adding, changing, revamping, and evolving the facilities and programs help ensure successful outcomes for the individuals served and help position the organization for a dynamic future with a foundation of financial strength. Skookum Program Services utilizes a strong strategic planning process, and the community employment services are an integral part of the ongoing conversations. The leadership and employees form a strong, cohesive, and collaborative team that effectively works together to meet the organization's needs. Although there are opportunities for improvement, including ensuring that competency-based onboarding and annual training related to health and safety routinely occurs and that all emergency procedures are regularly tested, the receptivity of the leadership and employees to the recommendations and other feedback provided during the survey instills confidence that Skookum Program Services possesses the willingness and resources to bring it into full conformance to CARF standards.

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

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

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

# Survey Details

## Survey Participants

The survey of Skookum Program Services was conducted by the following CARF surveyor(s):

- Marilyn J. Flanagan, MBA, QIDP, DESS Administrative
- Katrina Coffman, DESS 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 Skookum Program Services and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

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

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

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- 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 Skookum Program Services demonstrated the following strengths:

- The facility in Bremerton radiates with an updated and cross-functional layout and design. The natural materials, high ceilings, windows providing natural light, color, and areas conducive to gathering are noteworthy. The walls are painted with chalk paint so that every wall becomes an idea board. There is a separate computer station available in the reception area. LED fireplaces give warmth to the indoor spaces, and there is a patio with a barbecue grill. There is even an on-site gym. The extra effort made in the design process has led to an impressive result.
- The strategic planning process highlights the organization's culture of people being the priority. It focuses on current and potential individuals served and capability. The community employment services program has taken this one step further by reinventing the typical strengths, weaknesses, opportunities, and threats

(SWOT) analysis into priority areas to keep, recapture, attain, and expand. The short video by the CEO discussing the status of the strategic planning efforts was impressive. This transparency to all interested stakeholders aligns with the organization's mission.

- Skookum Program Services takes an active role in the communities where it provides services. During the COVID-19 pandemic, the organization donated to food banks across the nation. The employees are engaged in community advocacy efforts as well, such as the Olympic Workforce Development Council, West Sound Human Resource Management Association, Community Employment Alliance, and Governor's Committee on Disability Issues and Employment.
- Since its previous CARF survey, Skookum Program Services has expanded and diversified. It has added aerospace manufacturing to its portfolio, most recently producing parts for Boeing. It has also expanded its footprint across the nation from providing services in 11 states to 13.
- The safety protocols throughout the main facility are impressive. There are panic buttons and blackout lights, and the reception area can become a locked self-contained area in the event it is needed. There are also rooms that have additional locking capability for shelter-in-place situations and an evacuation chair in case the elevators are not available. This level of safety continues into technology, with ongoing phishing tests, monitoring of password strengths, and other cybersecurity efforts.
- Skookum Program Services is commended for the level of support it provides for its employees. Initiatives include a President's Excellence Award for employees nominated by other employees and a Resiliency Journey Campaign to keep a focus on connection, kindness, gratitude, and purpose. Support during the COVID-19 pandemic has included frontline worker bonuses, supplemental sick leave, and the formal implementation of a remote work policy.
- The community employment services department expands and enhances organizational documents in order to ensure that the uniqueness of its services is fully covered. This ownership is apparent in the social media policy, the department-level CARF plans, and the performance measurement and management processes. The risk management planning process was most impressive in how the organization's big picture grid was narrowed down to a program-level grid that zoomed in on cost and benefit analyses.
- Skookum Program Services has qualified employees that are assets to the organization and to the individuals served.
- Stakeholders expressed a high level of satisfaction with the services and praised the support that the employees give to the individuals served.
- Individuals served who were interviewed stated that Skookum Program Services has helped them to learn how to work successfully, deal with problems better, and keep their jobs.
- The SETWorks system, used for the individual records, is well organized, and the documentation in the electronic system is thorough and consistent.
- The employees are commended for their dedication in working effectively with individuals served who are challenging.
- The employees work diligently to find community employment for the individuals served. One employee was able to secure federal bonding so that individuals served with criminal backgrounds could have a better chance at obtaining competitive employment.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

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

## Section 1. ASPIRE to Excellence®

### 1.A. Leadership

#### Description

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

#### Key Areas Addressed

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

#### Recommendations

There are no recommendations in this area.



## Consultation

- The organization’s cultural competency plan includes a number of items that are marked as “ongoing.” The organization is encouraged to include specific, time-limited activities that could more actively focus on priorities. For example, it could include annual training and workshops focused on ethnic diversity, inclusion, tribal culture, gender identity acceptance, and LGBTQ, as it does serve individuals in many states across the nation.
- Although it is evident that there is ownership of the CARF accreditation process at all levels, it is suggested that Skookum Program Services send interested employees to attend regional CARF trainings once they begin again in person. This could lead to employees becoming CARF surveyors themselves, which could benefit Skookum Program Services and organizations throughout the country.

## 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.

### Consultation

- Skookum Program Services could consider ways of obtaining input outside of surveys. Focus groups and one-on-one conversations with stakeholders can lead to evidence and demonstration of input, all while gathering more information and personal input.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 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.

## 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.4.a.(1)

1.H.4.a.(2)

1.H.4.a.(3)

1.H.4.a.(4)

1.H.4.a.(5)

1.H.4.a.(6)

1.H.4.a.(8)

1.H.4.a.(9)

1.H.4.b.(1)

1.H.4.b.(2)

1.H.4.b.(3)

1.H.4.b.(4)

1.H.4.b.(5)

1.H.4.b.(6)

1.H.4.b.(8)

1.H.4.b.(9)

Although employees receive competency-based first aid/CPR training at hire and as needed for renewal on an ongoing basis, it is recommended that the employees also receive documented competency-based training at orientation and at least annually in the areas of health and safety practices, identification of unsafe environmental factors, emergency procedures, evacuation procedures, identification and reporting of critical incidents, reducing physical risks, and workplace violence. It is suggested that Skookum Program Services consider adding a learning management system to assist in this. This type of system could not only track that needed trainings are complete but could also give employees the opportunity to complete the trainings as they have the time.

- 1.H.7.a.(1)
- 1.H.7.a.(2)
- 1.H.7.b.
- 1.H.7.c.(1)
- 1.H.7.c.(2)
- 1.H.7.c.(3)
- 1.H.7.c.(4)
- 1.H.7.c.(5)
- 1.H.7.d.

Emergency procedures are discussed during employee orientation, annual training, and in team meetings. When in offices, employees may also be a part of an organizationwide evacuation and/or shelter in place drill. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift at each location and include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill. Tests should be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results. The tests should be evidenced in writing, including the analysis. It is suggested that, during team meetings as time allows, a scenario be tossed out for the group to role-play what actions to take for that emergency procedure. This could then be analyzed for effectiveness and the actual written procedures reviewed to ensure that they reflect current needs. Lessons learned and newer protocols introduced during the COVID-19 pandemic could also be discussed.

### Consultation

- It is suggested that Skookum Program Services designate areas on the second floor of its main facility as evacuation points in case a window evacuation must occur. The organization could work with local responders to determine the best location for a firetruck’s ladder to reach individuals trapped inside and place a simple decal on the window to highlight the point (or points) that will be the location(s) that emergency responders will seek out first.
- Although the organization has an AED available in its main facility, it is suggested that it consider adding one to its recycling and laundry work sites as well.

## 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

There are no recommendations in this area.

## Consultation

- The community employment services department reports upward through the human resources department to the chief people officer. This title clearly represents the culture of exceptional results with extraordinary people that Skookum Program Services was founded on. It is suggested that the organization look further at the titles designated on the organizational chart to brand them similarly. For example, the human resources department could become the “people department.”
- Skookum Program Services has recently updated its employee handbook. As changes to this document typically only occur due to board decisions or laws that become applicable, it is suggested that a date of implementation/revision be added at the end of each section. This way, if there is ever of question of applicability to a specific employee, the date could help in that process of review.

## 1.J. Technology

### Description

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

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

### Key Areas Addressed

- Ongoing assessment of technology and data use
- 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

- With the continual expansion of services into states across the nation, the need for a larger employee base and facilities at these locations is occurring. When capacity allows, it is suggested that a disaster test be undertaken that fully transfers business continuity to a location outside the state of Washington, such as to a state on the East Coast.

## 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.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- It is suggested that the grid format be considered for the accessibility plan, similar to that being used with the other CARF plans. Additionally, when looking at the technology needs in that plan, the organization is reminded that technology needs also appear within the accessibility plan and that there could be a combined approach between the two to ensure that assistive technology needs are addressed for the individuals served and employees. This could be a discussion beyond just hardware, especially in terms of applications that might benefit those with differing abilities.

## 1.M. Performance Measurement and Management

### Description

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

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.

- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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

### **Description**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The community employment services program is encouraged to streamline the presentation of its performance measurement and management process to ensure that the employees are able to quickly discern the priority areas to focus on at any point in time. For each CARF accredited area, focusing on the priority areas of effectiveness, efficiency, service access, and satisfaction of individuals served and other stakeholders may lead to better analysis and identification of next steps.

## 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

There are no recommendations in this area.

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

#### Description

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

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

#### Key Areas Addressed

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

#### Recommendations

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 the person's 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**

- Skookum Program Services places individuals in competitive employment. Various organizations throughout the United States offer free online trainings to assist in preparing individuals to go to work and to also enhance work skills. It is suggested that the organization offer access to this type of training to assist the individuals served in working more successfully.

## **3.G. Community Employment Services (CES)**

### **Description**

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

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

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

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

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

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

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

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

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

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

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

## **Skookum Program Services**

4525 Auto Center Way  
Bremerton, WA 98312

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

## **Skookum Program Services**

385 Benedict Street  
Port Townsend, WA 98368

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