

February 25, 2020

Bradley L. Vincent, BA
Siffrin, Inc.
3688 Dressler Road NW
Canton, OH 44718

Dear Mr. Vincent:

It is my pleasure to inform you that Siffrin, Inc. has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing

This accreditation will extend through March 31, 2023. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

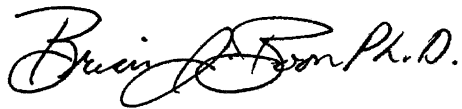
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Leshan Mitchell by email at lmitchell@carf.org or telephone at (888) 281-6531, extension 7104.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink, reading "Brian J. Boon Ph.D." in a cursive script.

Brian J. Boon, Ph.D.
President/CEO

Enclosures

**CARF Accreditation Report
for
Siffrin, Inc.**

Three-Year Accreditation



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About CARF

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

The accreditation process applies CARF's internationally recognized standards during 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

Siffrin, Inc.
3688 Dressler Road NW
Canton, OH 44718

Organizational Leadership

Bradley L. Vincent, BA, CEO
Kim Larson-Phillips, BA, COO
Kristi Cole, MBA, Chief Financial Officer
Kurt Goodenberger, Vice President, Board of Trustees
Tara Maclean, Director, Human Resources

Survey Number

127586

Survey Date(s)

January 13, 2020–January 15, 2020

Surveyor(s)

Ronald L. Van Rooyen, BA, MA, Administrative
Michelle Lotrecchiano, Program
Robyn Peyton, Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing

Previous Survey

February 22, 2017–February 24, 2017
Three-Year Accreditation

Accreditation Decision**Three-Year Accreditation**

Expiration: March 31, 2023

Executive Summary

This report contains the findings of CARF's on-site survey of Siffrin, Inc. conducted January 13, 2020–January 15, 2020. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Siffrin, Inc. demonstrated substantial conformance to the standards. Siffrin provides excellent center-based and community-based services. Siffrin benefits from a mission-driven, enthusiastic, and highly skilled CEO and administrative team that are dedicated to the provision of individualized, individual-driven services. Siffrin proactively engages in the development of partnerships with funding/referral agencies, community businesses, and community organizations to benefit the individuals and the community. It appears that the organization has earned the appreciation and satisfaction of referral/funding agencies, families, the individuals, and community members. The receptivity of the organization to the consultation and other feedback provided during the survey instills confidence that Siffrin possesses the willingness, desire, and capacity to address the recommendations, such as improving its performance appraisals process, technology plan, and formal complaint analysis. Siffrin is urged to address the recommendations in a timely manner and encouraged to continue implementing CARF standards on an ongoing basis to help ensure that continuous quality improvement continues to occur.

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

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

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

Survey Details

Survey Participants

The survey of Siffrin, Inc. was conducted by the following CARF surveyor(s):

- Ronald L. Van Rooyen, BA, MA, Administrative
- Michelle Lotrecchiano, Program
- Robyn Peyton, 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 Siffrin, Inc. and its program(s)/service(s) consisted of the following activities:

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

Program(s)/Service(s) Surveyed

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

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing

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 Siffrin, Inc. demonstrated the following strengths:

- Siffrin, a private nonprofit organization, has an extremely deep commitment to its mission, vision, core values and culture; to providing quality services; and to quality improvement. It is evident that the organization has used the CARF standards to improve the efficiency and effectiveness of its services and operations.
- The board of directors is dedicated to the organization's mission, supports its operations, and has been a driving force in maintaining the organization's growth and fiscal stability. It appears that the board fulfills its monitoring, due diligence, and policy responsibilities in order to maintain excellent service delivery, operations, and fiscal stability. The board is commended for its efforts to begin the process of replacing the retiring CEO in the next two years.

- The dedicated and professional leadership team has a strong team effort and commitment to excellent service delivery, meeting the persons' needs, and providing individual-driven services. The members of the leadership team have impressive experience and longevity, and all leadership team members appear to work well together and complement each other. Impressive is the development of an excellent and detailed succession plan for key personnel.
- There appears to be excellent rapport and mutual respect among the board, management personnel, staff members, and the individuals served. The high level of professionalism among staff members, as well as a collaborative and respectful working condition, is evident.
- Siffrin provides an excellent, well-located, clean, secure, and friendly administrative owned facility from which to provide services to eight counties. The organization's newly purchased and remodeled building provides an excellent environment to provide the administrative functions of the organization. Commendable is the impressive remodeling that provides for the present and future needs.
- Siffrin has developed and uses an excellent safety program in order to maintain safe environments for the individuals served, personnel, and visitors. It is apparent that the organization values providing safe places to provide services. Impressive is the safety program of the transportation program.
- The organization has developed appropriate policies, procedures, and systems, based on CARF standards, to support the business operations and comprehensive services that are provided by the organization. The policies and procedures are well written, concise, and complete. Impressive is the development of a culture statement to define its culture.
- Siffrin has developed and systematically uses an excellent new personnel onboarding orientation and annual training process that provides the information and training to learn the organization's policies, procedures, systems, and notable and impressive history and culture.
- The organization is commended for the numerous and excellent partnerships and collaborative efforts that have been developed with agencies and organizations throughout the communities and eight-county service area. Impressive is its linkage with Kent State University.
- The organization has an extremely positive image and reputation in its service delivery area and is a valued member of the community as evidenced from all stakeholders interviewed.
- Siffrin is commended for its commitment to Project SEARCH®. In the past 18 months, the organization took the time to completely revamp the program in conjunction with Project SEARCH to focus on adults who otherwise may fall through the gaps in services due to their level of needs. The revised curriculum addresses general areas for all interns but is also tailored to meet topic needs specific to each individual.
- Employment services has implemented a career exploration packet that utilizes career interest surveys to better guide the job/career exploration process, helping to find job matches that appropriately meet skills and interests and leading to more successful career placement for the individuals served.
- Siffrin is a part of the Gold Star Collaborative with the Stark County Board of Developmental Disabilities, which indicates that it is an exceptional provider that meets regulatory compliance and customer satisfaction, has organizational structure stability, routinely attends and participates in provider meetings, has a positive community culture, provides an innovative approach to services, and demonstrates good standing with preventative approaches to incidents. The organization has recently been asked to assist and mentor new organizations to the collaborative to help them better meet standards.
- In October 2019, Siffrin hosted its first self-determination runway fashion show in collaboration with local business and community partners. The show celebrated supporting the uniqueness of the individuals Siffrin supports and provided them a showcase to celebrate acceptance and support of all ages, abilities, and body types as well as partnerships with the local community.

- Local and state funders and regulators are extremely pleased with both housing and employment programs. Funders stated that they appreciate that the organization is constantly innovating, seeking new opportunities to support the individuals served, is responsive to stakeholders needs, and will renovate homes and services to meet the individuals' needs as needs change. The funders and regulators are also very pleased that Siffrin offers transportation services as this is a very valuable service that helps to decrease the barriers to integrated community employment and activities.
- Staff members in employment and residential programs are very dedicated to Siffrin's mission and the individuals served. The staff members' enthusiasm for the organization is evidenced by their tenure, individualized planning, advocacy to assist the individuals to meet to their changing needs, and constant research to innovate and develop meaningful and successful outcomes for the individuals served.
- The organization is commended for developing the hope fund, which raises money to provide necessities to individuals that they may otherwise be unable to obtain. One hundred percent of donations is utilized for individuals served and in the past has assisted individuals served to obtain home renovations for accessibility, emergency respite services, assistive devices, transportation, and travel expenses, and to celebrate holidays for those individuals served without families.
- Individuals served in employment and community housing love their jobs, their homes, and the staff members. Many expressed how happy they were to have opportunities in the community, traveling, and integrated employment they may not have otherwise had without the help, support, and advocacy of the staff.
- Families report a very high level of satisfaction with staff and the services received. Responsiveness and communication were key factors leading to satisfaction. Families report that Siffrin's staff members treat the individuals served with respect and give them opportunities to be themselves. Staff members help offer opportunities that increase independence and community inclusion.
- Staff members throughout the organization are clearly dedicated and enthusiastic about ensuring positive outcome for the individuals served. The staff members' enthusiasm, caring approach and person-centered philosophy are exceptionally outstanding, resulting in the individuals served living the life they choose. Staff tenure and experience lead to a holistic approach in service delivery.
- Stakeholders describe Siffrin as a trusted partner that is willing to try any new idea presented to address service gaps. Collaborations included an integrated runway fashion show that increases in attendance each year. The individuals served choose outfits from a wide variety of boutique fashions that show their unique style and personality. Proceeds from this event are split between collaborating partners and used to fund needed items for the individuals served.
- The organization is commended for the partnership with Kent State University to establish Siffrin Academy, which has now expanded to two campuses. This program presents a unique educational opportunity for young adults with disabilities who are transitioning into life after high school that may also include an employment path. This integrated setting offers an educational blend of classroom study and field experience designed to help the individuals served reinforce skills learned throughout their educational career. Individuals served have opportunities to interact with Kent State University students as a training/mentoring program and allows them to make their own choices with education in an integrated environment.
- Leadership staff should be highly praised for its efforts to recognize the hard work and dedication of the direct support professionals. Examples of these efforts include specials gifts, such as the holiday program, gift cards, email recognition for jobs well done, and other unique ideas to show their appreciation of the work they do.
- Siffrin is recognized for its flexible, comprehensive transportation program offering rides at various times, seven days a weeks. The flexibility of the program allows for a wider variety of employment opportunities that might otherwise be unavailable due to transportation options.
- Siffrin is acknowledged for having a certified benefits planner on staff. This allows for an accessible benefit analysis for the individuals served and their families.

- The organization is applauded for its outstanding self-advocacy training program. The program continues to expand in its membership covering several counties in Ohio. In addition, self-advocates will be implementing a program where they go into the schools providing education to middle school students. Topics will include developmental disabilities, self-advocacy, etc.

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

- It is suggested that an organizationwide CARF tickler calendar and an all-inclusive CARF annual report be developed and used to ensure that all required responsibilities are systematically accomplished and reported and that the workload is distributed throughout the year.
- Although Siffrin has developed and uses a cultural competency and diversity plan, it is suggested that the plan be expanded to include an action plan that includes the specific diversity training that will be used.
- Although Siffrin has many codes of conduct located in its policies and procedures, it is suggested that the organization develop and use a single code of conduct document.

1.C. Strategic Planning

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although Siffrin has a strategic plan, it is suggested that the next strategic plan consistently include prioritized measurable goals so that goal performance can be easily and systematically measured and reported.

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

- It is suggested that the organization consistently measure and compare satisfaction survey response rates year over year on an annual basis and continue to take actions to simplify/streamline the satisfaction surveys and process in order to improve the response rates to further validate the satisfaction data.

1.E. Legal Requirements

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although Siffrin has developed a written policy for personnel to respond to legal actions, it is suggested that the policy and procedures be expanded in order to adequately protect the organization and staff members from potential legal risks. It is also suggested that the policy and procedures be added to the orientation checklist so that all personnel are aware of the policy and procedures.

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.

Consultation

- It is suggested that the organization continue to closely monitor the fiscal issues that may impact services, develop a plan to deal with unexpected reductions in government funding, new laws, and government regulations, continue to expand nongovernmental income, and reduce debt and expand reserves in order to reduce fiscal risk. It is also suggested that the board of directors develop and approve a policy on the amount of reserves necessary to minimize and limit future fiscal risk.

1.G. Risk Management

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although Siffrin has developed a risk management plan, it is suggested that the annual risk management status report be reformatted to systematically report that the actions taken to reduce risks have been accomplished and reported to the board. It is also suggested that additional risks be added to the risk management plan as they are identified through the normal course of business and operations.

1.H. Health and Safety

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Although Siffrin has an excellent safety program, it is suggested that the safety committee reposition all evacuation charts to align with the building and consistently fill out the fire extinguisher tags in all buildings.

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.f.

Although Siffrin has an annual performance appraisal process, the process does not consistently include the development of measurable goals for personnel. It is suggested that the organization implement written procedures that address measurable goals.

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.2.a.(2)

1.J.2.b.(1)

1.J.2.b.(2)

1.J.2.b.(3)

1.J.2.b.(4)

1.J.2.b.(5)

1.J.2.b.(6)

1.J.2.b.(7)

1.J.2.c.(1)

1.J.2.c.(2)

1.J.2.c.(3)

1.J.2.c.(4)

1.J.2.c.(5)

1.J.2.c.(6)

1.J.2.d.

1.J.2.e.

Although the organization has developed a technology plan that details its present use of technology and upgrades it has made in the past few years, it does not detail its future technology needs. It is recommended that the organization implement a technology plan that is based on identification of gaps and opportunities in the use of technology and includes goals, priorities, technology acquisition, technology maintenance, technology replacement, resources needed to accomplish the goals, and timeframes. The technology plan should support the business processes of the organization, protection of sensitive data, efficient operations, effective service delivery, access to services, and performance improvement. In addition, the plan should align with the organization's strategic plan and be reviewed and updated as needed. It is suggested that Siffrin consider adding a technology specialist to enhance the technology planning for the organization.

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 the organization'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)

1.K.4.b.(2)

1.K.4.b.(3)

1.K.4.b.(4)

1.K.4.b.(5)

An analysis of all formal complaints should be conducted at least annually and documented, including whether formal complaints were received, trends, areas for improvement, areas needing improvement, actions to be taken to address the improvements needed, and actions taken or changes made to improve performance. It is suggested that Siffrin utilize the format it has in place for incident analysis, trending, and performance improvement.

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

- In order to promote accessibility, it is suggested that new individuals be asked at intake if they have experienced any barriers accessing services and that new personnel hires be asked if they need any reasonable accommodations. It is also suggested that Siffrin make a more concerted effort to promote accessibility in the community.
- It is suggested that the organization reformat its accessibility plan by using a grid format.

1.M. Performance Measurement and Management

Description

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

Key Areas Addressed

- Data collection
- Establishment and measurement of performance indicators

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that Siffrin's outcomes measurement and management system be further developed, simplified, and streamlined in order to measure the outcomes desired by stakeholders.

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

There are no recommendations in this area.

Consultation

- It is suggested that the annual outcomes measurement and management report succinctly identify when an established goal has not been met and a corrective action plan identified in order to modify or achieve the goal in the future. It is also suggested that the outcomes measurement and management annual report be simplified and streamlined. The use of additional charts and graphs to report performance information to stakeholders is encouraged.

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.

Consultation

- Although Siffrin utilizes its website to explain its scope of services, expected outcomes, and individual responsibilities, it may want to consider having hard copies and a variety of formats available to families as well.
- The organization might consider the use of an individual handbook describing each service in more detail, expectation of the program, what to do if you are unhappy with the service, process to report, etc., all in one document for ease of review by families and the individuals served.

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

Description

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Siffrin utilizes an exit summary form when individuals leave services. This process includes transition information and referral to resources. Although the organization consistently completes a follow-up call and documents the results, it might consider adding an exit satisfaction component to this process that could allow it to collect information and possibly identify any trends to be addressed by leadership such as level of service gaps or other issues.

2.C. Medication Monitoring and Management

Key Areas Addressed

- Current, complete records of medications used by persons served
- Written procedures for storage and safe handling of medications
- Educational resources and advocacy for persons served in decision making
- Physician review of medication use
- Training and education for persons served regarding medications

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.

2.E. Community Services Principle Standards

Description

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

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

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

Expected results from these services may include:

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

Key Areas Addressed

- Access to community resources and services
- Enhanced quality of life
- Community inclusion
- Community participation

Recommendations

There are no recommendations in this area.

Consultation

- Siffrin is encouraged to continue its collaboration with Complete Home Health Care to develop training on dementia for the staff members. The organization may also wish to utilize resources from the following experts on dementia and aging in place: BrightFocus Foundation (<https://www.brightfocus.org/alzheimers/news/expert-panel-unveils-recommendations-home-based-dementia-care>) and Insight Memory Care Center (<https://www.insightmcc.org/>).

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.G. Community Employment Services

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.

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.

Consultation

- Siffrin is encouraged to continue its growth towards customized employment and consider having a staff member certified in customized employment methods. Information to be certified can be obtained from Griffin Hammis (www.griffinhammis.com) or from the local Opportunities for Ohioans with Disabilities office. Using these methods may also assist individuals previously thought to be unemployable in integrated community settings become successfully employed in the community or potentially develop their own business.

Section 4. Community Services

Description

An organization seeking CARF accreditation in the area of community 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 or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance
- Self-esteem.
- Housing opportunities.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.

4.H. Community Housing (CH)

Description

Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/supports are provided are typically owned, rented, leased, or operated directly by the organization, or may be owned, rented, or leased by a third party, such as a governmental entity. Providers exercise control over these sites in terms of having direct or indirect responsibility for the physical conditions of the facility.

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighborhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

The residences in which Community Housing services are provided must be identified in the survey application. These sites will be visited during the survey process and identified in the survey report and accreditation decision as a site at which the organization provides a Community Housing program.

Key Areas Addressed

- Safe, secure, private location
- Support to persons as they explore alternatives
- In-home safety needs
- Access as desired to community activities
- Options to make changes in living arrangements
- System for on-call availability of personnel

Recommendations

There are no recommendations in this area.