

**CARF Accreditation Report  
for  
The Roland Center  
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**

The Roland Center  
400 South Covina Boulevard  
La Puente, CA 91746

**Organizational Leadership**

Claudia Calderon, Director of Business Operations  
Thomas Buckley, Executive Director

**Survey Number**

166850

**Survey Date(s)**

September 27, 2023–September 29, 2023

**Surveyor(s)**

Pete L. Breting, MA, Administrative  
Margaret G. Frisk, Program  
Cheryl Cotterill, LPN, Program

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

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration (Older Adults/Dementia Care)  
Organizational Employment Services  
*Governance Standards Applied*

**Previous Survey**

July 20, 2020–July 22, 2020  
Three-Year Accreditation

**Accreditation Decision**

**Three-Year Accreditation**  
**Expiration: March 31, 2026**

# Executive Summary

This report contains the findings of CARF's site survey of The Roland Center conducted September 27, 2023–September 29, 2023. 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, The Roland Center demonstrated substantial conformance to the standards. The Roland Center's programs are provided by a team of caring professionals who range from its board members and top management to its frontline staff. Persons served, family members, and other stakeholders expressed a great deal of satisfaction with the services provided by the organization and have a great amount of trust in the future path being forged by The Roland Center as the state of California transitions away from subminimum wage employment. The Roland Center is commended for having a well-thought-out road map that will result in high-quality home and community-based waiver services that are aligned with the guidelines of the California Department of Developmental Services and Centers for Medicare and Medicaid Services for inclusive, community-based services. There are some opportunities for improvement identified, including a few standards in the areas of governance, health and safety, workforce development, rights, and program/service structure. The positive attitude and commitment to continuous quality refinement by the staff members instills confidence that The Roland Center will use the information provided to elevate its work with the persons served and community served. The Roland Center is well positioned in its current method of operation and encouraged to continue conforming to the CARF standards in a systematic and meaningful way.

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

**The Roland Center 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 The Roland Center was conducted by the following CARF surveyor(s):

- Pete L. Breting, MA, Administrative
- Margaret G. Frisk, Program
- Cheryl Cotterill, LPN, 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 The Roland Center 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 Integration (Older Adults/Dementia Care)
- Organizational Employment Services
- *Governance Standards Applied*

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

## Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the 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 The Roland Center demonstrated the following strengths:

- To provide effective individualized services, the organization's staff members learned ASL to enhance communication with a person served.
- Case managers, job coaches, and management all demonstrate a person-centered focus, and it was reported by all who were interviewed that these individuals are responsive and really care about the persons served.
- The persons served all reported satisfaction with the services and appreciated the caring nature of the staff. Some of the persons served also noted that they recommend The Roland Center to their friends who are looking for work or services.

- The Roland Center has been going through changes, and all staff members reported that these changes have been good. Employers and staff members commented that it feels like management listens to them, is supportive and responsive, and cares about each person served.
- The organization provided a workshop on disability awareness to an employer who had hired persons served. The employer relayed that this training, which was provided to all employees, was excellent and resulted in changing its employees' view of individuals with disabilities and taught them how to interact, train, and include persons with disabilities in their work culture.
- Funders appreciate the efforts being made by The Roland Center to transition the persons served from the work activities program into paid internships and individualized employment. Funders also commented that they understand the challenges The Roland Center and all other agencies have been experiencing the last few years, especially in staffing.
- The Roland Center's current leadership is extremely passionate about improving the lives of persons served with intellectual and developmental disabilities (I/DD) and in making The Roland Center a leader in serving these individuals, including persons with complex medical needs.
- There is obvious dedication and commitment among the staff at all levels of The Roland Center to make the number one priority the health and well-being of persons served with I/DD.
- The current leadership has developed a robust and well-thought-out plan to transform The Roland Center from an organization that primarily provided sheltered work services to one that provides community-based employment, day activity services, recreational services, and services for individuals with complex health needs.
- The Roland Center is in the midst of a major renovation to its existing facility to allow it to serve persons with complex medical needs, such as dementia. The environmental changes being made to the facility to better serve persons with complex medical needs, such as dementia, are being made, with an attention to detail and nuance that are both exceptional and state of the art.
- There is a shared sense among both the board and staff members, whom of which the organization is making the positive changes needed for a changing environment that will allow the organization to thrive in the future while meeting the needs of several individuals with I/DD.
- The Roland Center's governing board provides effective and ethical governance leadership on behalf of persons with I/DD.
- One of The Roland Center's main objectives is to assess the unique needs of the person served and create an environment that is calm, quiet, secure, predictable, and safe. This environment allows the persons served to maintain self-care skills, age in place, and slow or mitigate the decline associated with typical aging.
- The Roland Center's executive director and team are commended for being the first specialized I/DD dementia capable system in United States to seek CARF Accreditation. The center's dementia person-centered care includes adult day health, respite, transportation, dementia care coordination, and residential services.
- The Roland Center's transdisciplinary team's Down syndrome, dementia, and specialized I/DD dementia care pathways, assessments, and practices are proven evidence-based models with federal endorsement and are progressive and responsive, setting a good example for dementia care in the United States.
- The Roland Center's current expansion includes a salon, day spa, movie theater, space for exercise and music therapy, smoothie center, space for quiet time, and games room, which allows many individuals to be fully supported without the stress of needing to access outside amenities.
- A culture of supporting each other and one in which everyone has a voice and is included was demonstrated through the dedication, compassion, and heart of each team member at The Roland Center.

## Opportunities for Quality Improvement

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

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

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

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

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

## Section 1. ASPIRE to Excellence®

### 1.A. Leadership

#### Description

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

#### Key Areas Addressed

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

#### Recommendations

There are no recommendations in this area.



## 1.B. Governance (Optional)

### Description

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

### Key Areas Addressed

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

### Recommendations

#### 1.B.2.g.(4)

The Roland Center should implement governance policies that address board performance that includes periodic self-assessment of individual board members. Continuous assessments of a board's performance can help the board determine its effectiveness in governing an organization. Such assessments can ensure that the board is fulfilling its duties and evolving within the context of the challenges and transitions the organization may face. Assessing board achievement and opportunities to improve board performance can facilitate an evolving governance model to ensure that the organization's activities remain relevant and effective on behalf of its stakeholders. The Roland Center's governing body recently developed a comprehensive self-assessment form to evaluate individual board member performance and completing this self-assessment can codify their annual performance as individual board members.

## 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

- The Roland Center discusses linkages between the organization's strategic planning priorities and its annual budgeting process in supplemental documents, including the financial and human resources required to implement the organization's strategic planning priorities. It is suggested that this information be presented within the body of the organization's strategic plan document.

## 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 from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

### Recommendations

There are no recommendations in this area.

## 1.E. Legal Requirements

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

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

### **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**

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- 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 personnel at The Roland Center receive health and safety training as part of orientation, the training is not competency based. Further, annual health and safety training for current staff is not being completed on a consistent basis and is also not competency based. It is recommended that The Roland Center provide documented competency-based training both at orientation and at least annually in the areas of health and safety practices, identification of unsafe environmental factors, emergency procedures, evacuation procedures (if appropriate), identification of critical incidents, reporting of critical incidents, reducing physical risks, and workplace violence. The Relias system currently being used by the organization could be used to provide such competency-based health and safety training to employees.

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.

The Roland Center has completed unannounced tests of emergency procedures, but these have not been completed annually and not all emergency procedures have been tested. It is recommended that The Roland Center consistently complete unannounced tests of each emergency procedure at least annually on each shift and at each location that includes, as relevant to the emergency procedure a complete actual or simulated physical evacuation drill. Each unannounced test 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. Each unannounced test should be evidenced in writing, including the analysis.

## Consultation

- Actions taken as a result of the organization's annual analysis of critical incidents are discussed in a supplementary document. It is suggested that actions taken resulting from the annual analysis of critical incidents be included within the body of the annual analysis of critical incidents.

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

### Recommendations

#### 1.I.4.a.(1)(a)

The Roland Center has a policy on exclusion of individuals and entities from federally funded healthcare programs pursuant to the Office of Inspector General (OIG); however, background checks to determine if prospective and/or current employees are on the OIG exclusion list are not being completed. It is recommended that The Roland Center implement its written procedures that address verification of backgrounds of the workforce in criminal checks. This could include checking the Medicare/Medicaid exclusion per the OIG exclusion list. This could be accomplished by adding this background check to the list of background checks currently being conducted by IntelliCorp that the organization uses to complete its background checks.

## 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, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

### Recommendations

There are no recommendations in this area.

## 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.b.(1)

The Roland Center has documented one year (2022 to 2023) of formal complaints. Although staff indicates that there have been no formal complaints in previous years, no documentation was available. The Roland Center should ensure that it at least annually documents whether or not formal complaints are received.

### Consultation

- The Roland Center has a document on the rights of the persons served in each handbook for its programs. It has been updating its forms; however, not all of the documents within the rights listed have been consistently updated. It is suggested that The Roland Center consolidate its handbooks so that when it updates sections of the handbook, no informational items are missed due to having multiple versions of the handbooks.

## 1.L. Accessibility

### Description

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

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

## 1.M. Performance Measurement and Management

### Description

CARF-accredited organizations 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.

## Section 2. Quality Individualized Services and Supports

### Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

### 2.A. Program/Service Structure

#### Description

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

#### Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

#### Recommendations

##### 2.A.9.c.

The organization's policies and procedures for acceptance into services identify the acceptance process and the position or entity responsible for making acceptance decisions. The organization has clear entrance and exit criteria but no mention of a wait list process. The organization's policies and procedures for acceptance into services should be expanded to identify the process that will be followed in the event there is ever a wait list.

#### Consultation

- The Roland Center has releases of confidential information that detail what information is shared, but this was not consistently documented in all files reviewed. It is suggested that the release of confidential information form be revised for clarity to clearly specify who is receiving or providing the information and the specific information being provided.

### 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 affect 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.

### **Consultation**

- The organization uses detailed questionnaires at intake to learn about the strengths, abilities, and interests of the new person entering services. It is suggested that the Roland Center convert the language used to the voice of the person served, i.e., use first-person language or "I" statements. Some information is written this way but it is inconsistent.

## **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.

## 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.F. Organizational Employment Services (OES)**

#### **Description**

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

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

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

- Movement to individualized competitive employment.
- Movement to an integrated environment.
- Increased wages.
- Pay at or above minimum wage.
- Increased skills.
- Increased work hours.
- Minimized downtime with meaningful activities available.
- Exposure to and availability of a variety of jobs.
- Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

## Key Areas Addressed

- Paid work provided by organization
- Legal guidelines adherence
- Employment goals of persons served
- Increased wages and skills

## Recommendations

There are no recommendations in this area.

## 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:

- 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.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

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.

# **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.G. Community Integration (COI)**

### **Description**

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

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

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

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

- Community participation.
- Increased independence.
- Increased interdependence.
- Greater quality of life.
- Skill development.
- Slowing of decline associated with aging.
- Volunteer placement.
- Movement to employment.
- Center-based socialization activities during the day that enable persons to remain in their community residence.
- Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

### **Key Areas Addressed**

- Opportunities for community participation

### **Recommendations**

There are no recommendations in this area.

# Section 5. Specific Population Designations/Enhancements

## 5.B. Older Adults and Older Adults/Dementia Care Specific Population Designations

### Description

Older adults (OA) is a specific population designation that can be added at the option of the organization to a service being surveyed if specialized services are being provided to older adults with long-term disabilities, often diagnosed in childhood, who are served to allow them to remain in their own homes, day services, and communities of choice as long as possible and to promote aging in place. When appropriate to services being provided, the organization may choose to add this additional accreditation enhancement. Persons served in this program have typically been service/support recipients for most of their lifetime.

Services for older adults with disabilities and/or their families may offer an array of options to meet their social, vocational, residential/housing, psychological, recreational, cultural, legal, health, and physical needs with a specific focus on the impact of aging. Eligibility for services is defined in terms of each person's functional needs, preferences, and characteristics rather than chronological age.

Options and choices are provided for the creation of individually tailored services that support healthy aging, compensate to the extent possible for any aging-related decline, educate on end-of-life issues, and enable the persons served to function as independently as possible for as long as possible.

Older adults/dementia care (OA/DC) is a specific population designation that can be added at the option of the organization to a service being surveyed if specialized services are being provided to older adults with long-term disabilities who have the additional support requirements due to Alzheimer's disease and related dementias (ADRD). With advances in medicine and assistive technology, persons with intellectual or developmental disabilities (ID/DD) are living longer and more productive lives. This extended life expectancy also means that some of these individuals experience an increased risk for Alzheimer's disease and related dementias (ADRD) as they age. ADRD are debilitating conditions that impair memory, thought processes, and functioning, primarily among middle-aged and older adults. The effects of these conditions can be devastating for individuals with ADRD and their loved ones.

The National Task Group on Intellectual Disabilities and Dementia Practices (NTG) cites research confirming that, although dementia as experienced by adults with ID/DD "is generally similar to that as experienced by other persons, there are exceptions. Some individuals with select conditions (Down syndrome, in particular) are more at risk for dementia, experience earlier age of onset, more rapid decline, and a briefer duration between diagnosis and death."

Services for OA/DC implement practices when appropriate to the persons served to promote quality of care for individuals with ID/DD and dementia. Services are provided based on current assessments of the individual and person-centered care planning that considers the stage of the condition or cognitive decline and anticipated needs. Information is provided to families/caregivers about dementia and its progression. Direct-care personnel are educated on dementia-specific care, and a personnel support system is available to reduce worker stress and manage grief.



Program and support options may be provided in various settings, including adult day services and programs or services for persons who are living in private homes with a caregiver, alone or with a housemate, in a group residence, or a specialized dementia-capable residence. Environments support the rights of persons served and promote their safety and security.

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

- Safety and security.
- Slowing or mitigating of declines associated with normal aging.
- Ongoing assessment of individual's functioning.
- Maintenance of self-care skills.
- Health and wellness promoted.
- Medical advocacy.
- Physical health promoted.
- Positive mental health status.
- "Aging in place."
- Social functioning.
- Active community involvement.
- Social inclusion.
- Interpersonal relationships.
- Happiness and maintaining quality of life.
- Retirement.
- Mediating issues between family choice and person-served choice.
- Group activities of choice.
- Grief counseling.
- Support with end-of-life issues.
- Education of persons served, families, and staff about options for end-of-life supports.
- Transition planning.
- Preparation for hospice.
- Access to palliative care.

### **Key Areas Addressed**

- Successful aging support to age in place
- Aging-related decline compensation
- Older adults function as independently as possible for as long as possible
- End-of-life supports

### **Recommendations**

There are no recommendations in this area.

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

## **The Roland Center**

400 South Covina Boulevard  
La Puente, CA 91746

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration (Older Adults/Dementia Care)  
Organizational Employment Services  
*Governance Standards Applied*