

**CARF
Survey Report
for
Crossroads
Diversified
Services, Inc.**

Organization

Crossroads Diversified Services, Inc.
9300 Tech Center Drive, Suite 100
Sacramento, CA 95826

Organizational Leadership

Andrea M. Rogozinski, Director of Corporate
Development & Communications

James Estep, M.B.A., President, CEO

Survey Dates

January 14-15, 2016

Survey Team

Shirley A. Lyons, M.S., Administrative Surveyor

Joan E. Distler, M.B.A., Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Comprehensive Benefits Planning
Governance Standards Applied

Previous Survey

November 28-30, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: December 31, 2018



Three-Year Accreditation

SURVEY SUMMARY

Crossroads Diversified Services, Inc. has strengths in many areas.

- Crossroads' leadership is commended for the strong executive team cohesion that has developed over the past year. The vision of the new CEO is clearly seen in all members of the executive team, and there is a culture of revitalization that is energizing and exciting to see; this is seen within the board, the managers, and the direct service staff, which impacts client services. The culture is one of openness, honesty, transparency, learning, innovation, and growth for the purpose of advancing Crossroads' mission within a strong business model.
- Jim's Annual Meeting (JAM) was a wonderful way for the CEO and his team to communicate the new vision with all employees, and the use of the jars of jam to visualize it was creative and engaging.
- The innovative and open culture of the organization was seen throughout every interview with every staff member.
- The CEO and the Employee Services division are finalizing a new system for performance appraisals that incorporates the best practices from national research and the employee-centered philosophy heard and seen in the management that will include monthly person-to-person check-in meetings rather than a one-time per year formal meeting and written feedback.
- The board members are open and honest and clearly demonstrate the new culture of the organization. They are commended for their leadership and support in making changes to benefit the entire organization while emphasizing Crossroads' mission. Their ongoing support has been and will continue to be invaluable.
- There is a strong sense of fiscal responsibility within the board, the CEO, and the CFO that is demonstrated in the policies in place, actions being taken, and in the long-range strategic thinking that is designed to ensure solvency for years to come.
- The budgeting process has been changed and follows the overall theme of staff inclusion by incorporating feedback from members of the organization responsible for implementing the budget and ongoing interaction with these same individuals during implementation.
- The organization has a very comprehensive social media policy that directs staff with precise information and advice, including guidelines for personal use, how to interact if serving as an online spokesperson, and guidelines for acting in a crisis situation.
- Crossroads is commended for its use of technology with service provision and using its technology plan to recognize and detail needs to make work more efficient.
- The continuity plan section of the risk management plan is comprehensive and filled with detail that is designed to ensure that the organization is able to sustain its operations in the event of an emergency.
- Stakeholders report a high level of satisfaction with services provided to the clients and reported efforts made on behalf of the clients that include supporting the clients above and beyond employment supports.
- The staff members who provide comprehensive benefits planning are very competent and knowledgeable in regard to all standards related to benefits planning, financial resources, and work incentives available to program participants.

- The clients served by Crossroads reported a high level of satisfaction with their services and a high level of commitment by staff members who have continued to show care and compassion for the clients.
- The organization is commended for its ongoing focus of continuing to expand services and efforts toward increasing visibility within the vocational rehabilitation community.
- The job developers and employment specialists are dedicated to expanding supported employment services within the community and continue to have strong working relationships with employers in the local area.
- Services are provided to all clients referred, regardless of their specific needs, background history, or other barriers to employment.
- Employment providers work with local agencies and organizations to expand collaboration and networking activities, such as job development networks, employment partnership committees, and other community collaborations that strengthen the community partnerships.
- The organization is commended for its ongoing commitment to recovery through obtaining and maintaining employment with ongoing supports.

Crossroads should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Crossroads has made a commitment to conform to the CARF standards during a time that saw the retirement of its CEO, a national search for a new CEO, and a reorganization of many members of its executive team. The positive attitude with which the management and staff prepared for and participated in the survey, and their receptivity to the consultation and other feedback that were offered, along with their financial solvency instills confidence that the organization will use the results of this survey to further improve organizational and service quality. The organization has areas for improvement, including expanding the documentation of its staff safety and other training. The organization appears to have the ability and the willingness to make improvements in the areas identified in this report.

Crossroads Diversified Services, Inc. has earned a Three-Year Accreditation. The organization is commended for its efforts to provide quality services with its emphasis on recovery for the clients with mental illness that it serves and is encouraged to use its resources to address the improvements noted in this report and to use the CARF standards as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

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
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
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Recommendations

A.5.c.

A.5.d.

Although there is a current cultural competency and diversity plan, there is no evidence that the previous plans were reviewed annually or updated as needed. The organization should ensure that the cultural competency and diversity plan is reviewed at least annually for relevance and updated as needed. This could be accomplished by incorporating this plan's annual review into its current performance review processes.

Consultation

- It is suggested that the annual review of the organization's policies be noted on a cover sheet in the manual or in the footnote of each policy as it is reviewed.
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B. Governance

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 composition, selection, orientation, development, assessment, and succession
 - Board leadership, organizational structure, meeting planning, and management
 - Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

There are no recommendations in this area.

Consultation

- The board might further demonstrate to community stakeholders its active role in the organization by hosting an employer recognition event, which could emphasize the role of the board along with that of the staff.
 - It is suggested that the organization use the board's expertise in promoting Crossroads' employment services, including exposing staff to specific expertise to improve outcomes. For example, it could invite a board member experienced in marketing to come in and talk to the staff about how to network more effectively.
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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

- Strategic planning considers stakeholder expectations and environmental impacts
 - Written strategic plan sets goals
 - Plan is implemented, shared, and kept relevant
-

Recommendations

There are no recommendations in this area.

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

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
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Recommendations

There are no recommendations in this area.

E. Legal Requirements

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements

Recommendations

There are no recommendations in this area.

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 annual 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

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
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Recommendations

There are no recommendations in this area.

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

- Identification of loss exposures
- Development of risk management plan
- Adequate insurance coverage

Recommendations

There are no recommendations in this area.

Consultation

- Crossroads might consider implementing a risk management/safety committee composed of staff representing different parts and levels of the organization to assist in analyzing and reviewing information pertaining to the risk management plan. This committee could meet quarterly and include information to be reviewed around risk, safety, and critical incidents.
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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

- Inspections
 - Emergency procedures
 - Access to emergency first aid
 - Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.4.a.(2)

Although there is evidence that competency-based training occurs, there is no clear documentation that this occurs on a regular and consistent basis with each staff member. It is recommended that personnel consistently receive documented competency-based training in the area of health and safety practices at least annually. It is suggested that more detailed tracking be implemented to help ensure that each staff member has received competency-based training annually.

I. Human Resources

Description

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
 - Verification of background/credentials
 - Recruitment/retention efforts
 - Personnel skills/characteristics
 - Annual review of job descriptions/performance
 - Policies regarding students/volunteers, if applicable
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Recommendations

I.5.a.(2)

I.5.b.(2) through I.5.b.(9)

Although there is evidence that training occurs, there is no clear documentation that training occurs on a regular and consistent basis with each staff member on each topic area identified in the standards. By policy, Crossroads states that it provides annual training on the areas identified in the standards. In addition, training is provided on licit and illicit drugs. It is recommended that the organization ensure that all personnel consistently receive documented personnel training at regular intervals that addresses confidentiality requirements, customer service, diversity, ethical codes of conduct, promoting wellness of the persons served, person-centered practice, reporting of suspected abuse and suspected neglect, and rights of the persons served. Crossroads could implement procedures and tracking to demonstrate that training occurs in these areas for each staff member. The organization might consider developing an acknowledgment form that lists the training to be completed and provides an area for staff members to document the date they completed the training with their signature.

Consultation

- Although it is clear that Crossroads reviews and updates its policies, it is suggested that all policies and procedures clearly show the revision dates. This could be demonstrated by including the date in a footnote on each policy/procedure.
-

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

- Written technology and system plan
 - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
 - Training for personnel, persons served, and others on ICT equipment, if applicable
 - Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
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Recommendations

There are no recommendations in this area.

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

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

There are no recommendations in this area.

Consultation

- Although staff members sign off that the rights of the persons served have been reviewed with the clients annually, this review has not been signed by the clients. It is suggested that the clients be able to clearly document that their rights have been reviewed with them annually by incorporating a place for the client to sign or initial the form.
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L. Accessibility

Description

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

L.1.b.(7)

As a part of the organization's ongoing process for identification of barriers, it should ensure that the process includes technology.

Consultation

- Although the accessibility plan is reviewed annually and updated as needed, Crossroads might consider noting the review and date more clearly and aligning this plan with the fiscal year rather than the calendar year.
-

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

- Information collection, use, and management
- Setting and measuring performance indicators

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization has outcomes measures in the areas of service effectiveness, service efficiency, and service access, it is suggested that the form be amended to include a column denoting which area/category the outcomes relates to.
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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

- Proactive performance improvement
 - Performance information shared with all stakeholders
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Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

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

- It is suggested that the organization proceed with its plans to fully implement the individual placement and supports model in order to provide the evidence-based supported employment best practices model. In addition, the organization is encouraged to join a trade association, such as the Association of People Supporting Employment First (APSE), in order to ensure that it has current best practice information.
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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.

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.

Key Areas Addressed

- Goals of the persons served
- Personnel needs of local employers
- Community resources available
- Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

An organization seeking CARF accreditation in the area of employment and 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.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

C. 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 individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, 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.

Job Development

Description

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.

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

- Persons obtain community 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.
- Job retention/length of employment.
- Potential for upward mobility.

- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

Employment support services are activities that are employment-related to 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.

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.

- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

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

There are no recommendations in this area.

Consultation

- It is suggested that the organization increase its marketing efforts with employers to continue increasing its visibility within the community. Activities could include newsletters that communicate success stories and more online social media presence with employers.
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S. Comprehensive Benefits Planning

Description

A comprehensive benefits planning organization creates and continuously improves its services and staff competencies to enhance the economic standing, well-being, and self-sufficiency of persons served. Through trained and professional benefits planning specialists, comprehensive individual and family benefits planning enhances lives, provides support in learning what resources are available and how to advocate for benefits, and provides support in learning how and when to access needed resources. Benefits planning demonstrates a willingness to revise planning as the consumer of services grows, changes, experiences change, and has new goals.

Benefits planning that is comprehensive assists individuals through collaboration and coordination with a wide range of potential resources and agencies. There is a network of resources that fill in the many aspects of daily living. The following is not an exhaustive list, but suggests some examples of these:

- Social Security Disability Insurance
- Supplemental Security Income
- Vocational Rehabilitation Services
- Work Incentives Planning and Assistance
- Workers Compensation
- Unemployment compensation
- Veterans Benefits
- Medicare and Medicaid
- Provincial/territorial health insurance systems
- Provincial/territorial social services disability benefits/Canada Pension Plan—Disability Benefits
- Housing assistance
- Energy assistance
- Food stamps
- Temporary Assistance for Needy Families
- Tax credits
- Transportation assistance
- Private insurance (short- and long-term disability policies)

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

■ Access

- Information presented in understandable format or manner.
- Individual disability or employment challenges are met.
- Service locations are accessible.
- Benefits planning meetings use effective mediums such as face-to-face meetings, phone conferences, email, and video conferencing.

■ Effectiveness

- Persons served are able to identify specific benefits applicable to their work and living situations.
- Advocacy skills are developed for specific benefits issues.
- Informed choices are made with regard to employment and benefits planning.
- Self-sufficiency in personal resource management is achieved.
- Skills for resource planning are achieved.
- Enhanced economic well-being of the person served is achieved.
- Asset building potential of persons served expanded.

■ Efficiency

- The time from intake to referral is minimized.
- A comprehensive and individualized plan is developed in minimal time.
- Benefits planning reports are returned to referral authorities and persons served within designated times.
- The caseload of benefits planning specialists is maintained at the level of “break-even” efficiency.

■ Person served satisfaction

- Persons served express satisfaction in:
 - The knowledge they gained about benefits and community resources.
 - The reduction of their fears regarding the potential loss of benefits.
 - Trust and confidence of the benefits planning process and its result.
 - The personal and employment choices made based on quality benefits information.

■ Stakeholder satisfaction

- Family members and other stakeholders:
 - Gain knowledge to help with benefits management and return-to-work economic support strategies.
 - Express reduced fear of losing benefits.
 - Identify methods for “navigating the system” and connecting to resources.
 - View benefits as tools to help youths transitioning from school reach their employment and community living goals.

Key Areas Addressed

- Online information provided
 - Staff training and competency
 - Availability of information about community resources
 - Assistance with understanding budgeting and employment planning for managing benefits
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Recommendations

There are no recommendations in this area.
