



SURVEY OUTCOME

Three-Year Accreditation

CARF
Survey Report
for

Integrated Community
Services

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Organization

Integrated Community Services (ICS)
3020 Kerner Boulevard, Suite A
San Rafael, CA 94901

Organizational Leadership

Donna A. Lemmon, M.A., Executive Director

Survey Dates

September 22-24, 2010

Surveyor

Toni L. Martin, B.A., M.S.

Programs/Services Surveyed

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training

Previous Survey

November 14-16, 2007
Three-Year Accreditation



Survey Outcome

Three-Year Accreditation
Expiration: November 2013

SURVEY SUMMARY

Integrated Community Services (ICS) has strengths in many areas.

- ICS enjoys a high level of respect from all its stakeholders, including clients, parents, referral sources, community employers, and other community partners.
- ICS offers a wide range of services, including employment, housing, recreation, information, and referral.
- The organization's services and supports are client centered and focused to meet the individual needs of the clients served, using the motto, "whatever it takes," to get the individual necessary services in place.
- Clients express great satisfaction with the services they receive and the staff members who assist them.
- The organization enjoys a strong fiscal position as it regularly monitors expenditures and is continuously reviewing the potential for increased revenues. The organization has a healthy fund balance.
- The administration and staff members of ICS are well-qualified professionals who are dedicated to providing quality services to the clients.
- The organization has a committed board of directors dedicated to achieving the organization's mission and has established organizational values that promote quality, client-centered services and supports.
- The leadership of ICS is one of its strengths. It provides structure, future planning, a strong mission, and a value system that promote quality services for clients provided by a highly professional, well-trained, and enthusiastic staff.
- The leadership has developed excellent policies and procedures on leadership and legal responsibilities, including advisory committees and a code of ethics. Policies and procedures clearly state and set the structure for the values of the organization.
- The leadership has developed a statement titled, "Professional Competence," which states, "The staff boundaries of staff competence are only within the boundaries of their competence based on education, training, supervised experience, professional credentials, and professional experience. ICS employees do not misrepresent their role or competence to clients or stakeholders."
- The organization's set of values includes empowerment of clients and a mandate that clients have access to quality programs and have the right to be treated with worth and dignity.
- ICS promotes and teaches self-advocacy through many methods, including the use of the video "Self-advocacy: Freedom, Equality, and Justice for All" and a People First group formed by ICS consumers in Marin County. The client advisory committee promotes communication, input into all service provision, and social activities.

- The strategic planning process and evaluation are integral to all the planning and reporting processes of the organization. The strategic plan at ICS is the planning document used by all programs that gives direction and structure and is the measure of success of the organization's outcomes.
- ICS promotes a culture of obtaining, inviting, and integrating input from all stakeholders into the planning, service provision, and supports for its clients.
- A strong team approach to management is demonstrated at ICS by the encouragement of input from all levels of the organization. The organization then relies on this input, the expertise of members, and shared experiences in decision making.
- Input from clients is obtained and utilized on an ongoing basis in planning and the provision of all services and supports.
- Referral sources are pleased with the client-centered approach of ICS. The regional center's Quality Assurance Evaluation summary states, "Consumers voiced a great deal of satisfaction with the staff and administration of ICS."
- ICS sponsors the "Blue Jean Ball," which is one of its major fundraisers. This ball is a tool for generating funds, advancing community awareness, and promoting the organization in the community. Many people work to make this night a big success, and the leadership is determined to keep the event in the community of San Rafael although it could be moved to a larger venue.
- ICS has a strong base of community support that works to promote the services and supports provided by the organization.
- The Growing Excellence in Marin (GEM) project is an excellent horticulture program that includes vocational training, job placement, and ongoing support services. Plant production includes flowers for cutting, bedding, annuals/perennials, and holiday potted plants. Clients learn horticultural skills such as planting, transplanting, propagating, watering, and identification, as well as acquiring horticultural knowledge in the areas of gardening, plant production, plant maintenance, and floristry. Clients gain transferable work skills such as problem solving, time management, following directions, personal hygiene, grooming, and the ability to work independently. This project develops jobs and extended services to wholesale farms; greenhouse growers; and businesses such as Kmart, Sloat Garden Center, and local florists.
- The management and staff of the GEM project are very knowledgeable of the horticultural areas and have been very innovative in the development of this project.
- ICS is strongly represented in community organizations and forums such as the Workforce Investment Board, leadership training events, advisory boards, Marin Employment Connection, CalWORKs family services, community mental health, Department of Rehabilitation, and San Rafael Chamber of Commerce.
- ICS has built strong partnerships with educators, businesses, and county and state agencies to benefit the clients.
- ICS has complete and confidential records for each client that contain individualized information in an organized fashion. The records reflect the ongoing input of the clients served by ICS.

- ICS has partnered with community mental health organizations, working on the Support and Treatment After Release program that serves clients whose criminal conviction is often the result of their mental illness. The organization offers referral recommendations or services and supports to clients who have historically had difficulty finding services.
- ICS has developed employment opportunities that include a variety of jobs that meet the interests and skills of the clients served.
- ICS provides employment opportunities through a wide variety of employers, including Aegis of Corte Madera - Assisted Living; Safeway; Silk Road Teas; Round Table Pizza; Goodwill; Cinemark Theatres; Marin Luxury Cars; Dharma Trading Co.; CVS; R.A.B. Motors, Inc.; United Markets; Fairfax Lumber & Hardware; Pini Ace[®] Hardware; DeLano's IGA[®]; Mollie Stone's Markets; Lucky's; Congregation Rodef Sholom; FedEx Office[®]; Smith Ranch Homes; The Home Depot[®]; Mimi the Sardine; Whole Foods Market[®]; Embassy Suites[®]; Bay Area Discovery Museum; Gap[®]; California Pizza Kitchen; Extended Stay Hotels[®]; The Magic Flute; PETCO; The Tamalpais; KFC; Marshalls[®]; Noah's Bagels; and city hall records. These employment opportunities are quality, integrated settings that provide career opportunities to the clients.
- ICS clients participate in many community activities, including winning ribbons in the county fair for cookies and pies and participating in art shows.
- The organization has a "core gift" activity with the premise of making problem areas strengths. This program helps people understand how they have overcome barriers by learning coping skills. The "gift" is what one gives others. Everyone is able to see how he or she uniquely contributes to the organization on the basis of his or her "core gifts."
- ICS has developed a plan to face the financial challenges that exist in California by maintaining a reserve account and line of credit to ensure the organization's continued provision of services in a time of budgetary shortfalls in California and among funding sources.
- ICS has excellent insurance coverage in the areas of property liability, directors' and officers' liability, a pension plan, bond, and sexual abuse in social professions.
- The organization has excellent health and safety policies and procedures that contribute to its ability to maintain a healthy and safe environment. These policies include workplace violence or other threatening situations, suicide and suicide prevention, verbal threats, burglary, vandalism, civil defense evacuation, assault, and earthquakes. The organization utilizes a video for emergency preparedness for earthquakes, fires, medical emergencies, and epidemic threats.
- ICS received a thorough external inspection from Riverport Insurance that commended the organization for its "excellent loss history over the past 12 years." The inspector also commended the organization for its "thorough and expedient follow-up on any recommendations."
- The organization's technology plan to increase network systems and capacity by planning to scan all documents into electronic files is excellent.
- ICS is very focused on all services in recognizing needs for accommodations, barriers, and methods to eliminate barriers and provide accommodations.

Integrated Community Services 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, ICS demonstrates substantial conformance to the CARF standards. The mission of ICS is to create specially designed programs that promote self-sufficiency and address the diverse and unique needs of this population. The organization has demonstrated the commitment of time and the resources necessary to continuously improve and maintain a high quality of services for the clients it serves. ICS is committed to expanding programs and services as it considers opportunities for the future. The leadership staff at ICS is dedicated to providing excellent, client-centered services. The administration and staff have developed a culture of openness, collaboration, and values that promotes positive and proactive services and supports in a familylike atmosphere. As a client stated on the organization's website, "Every ICS client and staff have given me the will to survive and thrive despite my disability and condition. Without all these clients and staff, I don't know where I would have been."

Integrated Community Services has earned a Three-Year Accreditation. The members of the board of directors, administration, staff, clients, and partners in the community who support the organization are commended for this accomplishment. The organization is commended for its dedication to providing quality services and supports, its dedication to continuous improvement, and the development of quality employment opportunities in the community.

SECTION 1. ASPIRE TO EXCELLENCE[®]

A. Leadership

Principle Statement

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

Recommendations

There are no recommendations in this area.

C. Strategic Integrated Planning

Principle Statement

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

C.1.j.

C.1.k.

Although the organization has a comprehensive strategic planning process, it is recommended that ICS consider the impact of the regulatory and legislative environments in the planning process.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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
-

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Principle Statement

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
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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.

H. Health and Safety

Principle Statement

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

There are no recommendations in this area.

I. Human Resources

Principle Statement

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
-

Recommendations

There are no recommendations in this area.

Consultation

- The organization's executive director can verbalize the reason for staff leaving employment, such as returning to school and advancement in their careers; however, it is suggested that these trends be included in the report on staff retention rates.
-

J. Technology

Principle Statement

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
-

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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.

L. Accessibility

Principle Statement

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

Key Areas Addressed

- Written accessibility plan(s)
 - Status report regarding removal of identified barriers
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Information Measurement and Management

Principle Statement

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected 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.

N. Performance Improvement

Principle Statement

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
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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
-

Recommendations

A.5.

Although the organization has a staff fill-in program for absences and emphasizes the use of natural supports, it is recommended that ICS develop procedures that will be implemented when faced with service modifications, reductions, or exits/transitions precipitated by funding or other resource issues.

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

Principle Statement

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 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. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

Key Areas Addressed

- Complete, confidential records are maintained
-

Recommendations

B.5.e.

The organization uses many different methods and formats of gathering information to be utilized in developing the individual service plan; however, it is recommended that these formats be consolidated to ensure completeness and consistency for clients, including the client's cultural background.

B.6.b.(3)

B.6.d.

The organization uses many different methods and formats of gathering information to be utilized in developing the individual service plan; however, it is recommended that these formats be consolidated to ensure completeness and consistency for clients, including methods/techniques to be used to achieve objectives and time lines for review with respect to expected individual outcomes.

Consultation

- It is suggested that the organization develop a single pre-individual planning document that encompasses all the data and information that could be needed to develop a comprehensive individual plan that can be utilized for all clients regardless of their funding source or support needs.
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D. Employment Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

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 SERVICES

Principle Statement

An organization is free to choose which of its services it will seek to have accredited, but when a service has been selected, all locations at which the service is provided must be included in the survey. CARF will not accredit only a portion of a program or service. CARF does not consider the funding or referral entities or the populations served as differentiating a service so as to exclude portions of it from being included in the survey.

If the geographical service area is extensive, however, CARF may choose to impose geographical limitations on the extent of a single survey in order to ensure that the most meaningful survey will be conducted.

Each organization is encouraged to submit all applicable services and supports for accreditation in order to be identified as a quality organization by potential recipients of services and to facilitate funding arrangements. All accredited programs and services and organizational contact information are identified on the CARF web site (www.carf.org) to assist persons in connecting to your quality services and supports.

I. Community Employment Services

Principle Statement

Job Development

Successful job development concurrently uses assessment information about 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 self-directed job search.

Job-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

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

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Integrated employment retention
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Integrated Community Services

3020 Kerner Boulevard, Suite A
San Rafael, CA 94901

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training

Growing Excellence in Marin

2500 Fifth Avenue
San Rafael, CA 94901

Employment Services: Community Employment Services: Job-Site Training