



**SURVEY OUTCOME**

**Three-Year Accreditation**



**CARF**  
**Survey Report**  
**for**  
**Integrated Community**  
**Services**

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**Organization**

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

**Organizational Leadership**

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

**Survey Dates**

November 14-16, 2007

**Surveyor**

Robert J. Mather, M.Ed.

**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**

October 20-22, 2004  
Three-Year Accreditation

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**Survey Outcome**

Three-Year Accreditation  
Expiration: November 2010

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# SURVEY SUMMARY

## **Integrated Community Services demonstrates strength in many areas.**

- The organization has been in operation for thirteen years and continues to enjoy a high level of respect from all of its stakeholders such as persons served, funding agencies, referral sources, community employers, and other community partners.
- The organization has a committed board of directors dedicated to achieving the organization's mission.
- The staff members are well qualified and dedicated to a “whatever it takes” motto for providing quality services to the persons served.
- A strong team approach to management is demonstrated that encourages input from all levels of the organization and depends on shared expertise in decision making.
- Strong leadership represents the organization throughout the community in forums such as the Workforce Investment Board, the Chamber of Commerce, and leadership training events.
- The organization enjoys a strong fiscal position, carefully monitors expenditures, and continuously reviews the potential for increased revenues, which has resulted in a healthy fund balance.
- Creative job placements and unique accommodations have been made to support and sustain persons served in jobs of their choice for lengthy periods of time.
- The case records are excellent and reflect careful development of appropriate goals with the ongoing input and involvement from the persons served.
- Publications and other media information about the organization are well done and respectful of the persons served.
- The organization obtains input from all stakeholders, and the information collected is analyzed and used for program planning, financial and resource planning, and performance improvement.
- The data collection system includes characteristics of persons served; when they started services; and collection at appropriate intervals, including at the end of services and at point(s) in time following services. This information is then used to determine the effectiveness and efficiency of services and helps identify any areas for performance improvement.
- All persons employed are required to have current CPR and first aid training and certification, which help to maintain a safe, healthy, and clean environment that supports quality services and minimizes risk of harm to the persons served.

## **Integrated Community Services should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.**

On balance, Integrated Community Services demonstrates substantial conformance to the CARF standards. The organization has demonstrated the commitment of time and resources necessary to address previous recommendations and to use the process to improve its operations. However, particular attention should be paid to developing up-to-date technology, and yearly comprehensive

health and safety inspections should be current. During the tenure of this accreditation, the organization is encouraged to implement the plans to address the noted areas for improvement and to continue to utilize the CARF standards as a basis for maintaining services of high quality and for expanding programs and services as it considers opportunities for further growth.

Integrated Community Services has earned a Three-Year Accreditation. The members of the board, staff, and partners in the community who support the organization are commended for this accomplishment. The organization is encouraged to continue to use the CARF standards to guide its growth and development in the future.

## **SECTION 1. BUSINESS PRACTICES**

### **Criterion A. Input from Stakeholders**

#### **Principle Statement**

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A 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.

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### **Criterion B. 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
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## **Recommendations**

There are no recommendations in this area.

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# **Criterion C. Information Management and Performance Improvement**

## **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. 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**

- Information collected, analyzed, and used to address critical customer needs
  - Accurate and consistent information collection
  - Proactive performance improvement
  - Performance information shared with all stakeholders
  - Written technology and system plan
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## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that the technology plan include more information about the expansion of the plan for a network system that includes multiple sites and how this could be funded.
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## Criterion D. Rights of Persons Served

### Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### Key Areas Addressed

- Meaningful communication of rights
  - Commitment to diversity
  - Policies promote rights of persons served
  - Complaint, grievance, and appeals policy
  - Annual review of complaints
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### Recommendations

There are no recommendations in this area.

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## Criterion E. Health and Safety

### Principle Statement

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

### Key Areas Addressed

- One annual external inspection
- Self-inspections twice a year
- Emergency procedures, including evacuation, tested/analyzed annually
- Access to emergency first-aid resources
- Competency of personnel in safety procedures
- Defined system for reporting/reviewing critical incidents
- Infection control plan
- Transportation requirements, if applicable

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## **Recommendations**

### **E.11.a.(1) through E.11.b.(3)**

The organization has requested a comprehensive health and safety inspection from the Marin County Fire Department; however, the fire department has asked the facility to delay the inspection until January 2008, when its new health and safety program is implemented. It is recommended that the organization obtain a timely comprehensive health and safety inspection on an annual basis by a qualified external authority that results in a written report that identifies the areas inspected, recommendations for areas for improvement, and actions taken to respond to the recommendations. In addition to fire department health and safety inspections, the organization might want to explore using other health and safety experts for inspections such as insurance companies and private industry safety professionals.

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## **Criterion F. 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 description/performance
  - Policies regarding students/volunteers, if applicable
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## **Recommendations**

### **F.5.d.(1)**

The organization's employee evaluation form measures about thirteen worker traits; however, it is recommended that the evaluation form also be based on the job functions and competencies identified for each position.

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## Criterion G. 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
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### Recommendations

There are no recommendations in this area.

### Consultation

- The leadership might want to consider additional fundraising beyond the successful Blue Jean Ball, such as deferred giving, foundations, and other sources, to increase revenues that could be used for technology plan improvements and other program expansion.
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## Criterion H. Legal Requirements

### Principle Statement

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### Key Areas Addressed

- Compliance with all legal/regulatory requirements
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### Recommendations

There are no recommendations in this area.

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## **Criterion I. 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
  - Annual review of service billing records, if applicable
  - Review of fee structure, if applicable
  - Annual outside review/audit, if applicable
  - Written risk management plan
  - Adequate insurance coverage
  - Policies regarding safeguarding funds of persons served, if applicable
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### **Recommendations**

There are no recommendations in this area.

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## **SECTION 2. QUALITY INDIVIDUALIZED SERVICES**

### **A. Individual-Centered Service Planning, Design, and Delivery**

#### **Principle Statement**

Improvement of the quality of an individual's services 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 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**

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

There are no recommendations in this area.

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## **B. Records of the Persons Served**

### **Principle Statement**

The organization maintains complete records and treats all information related to persons served as confidential.

### **Key Areas Addressed**

- Complete, confidential records are maintained
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### **Recommendations**

There are no recommendations in this area.

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## **D. Employment Services Principle Standards**

### **Principle Statement**

The design of workforce development services is results oriented and focused on the employment and career development goals of the person served with consideration for sustaining the resources needed to maintain the family unit. Services provide persons with information they can use to make informed choices and career decisions. The services aim to break the cycle of underemployment, unemployment, and public assistance and to provide opportunities for skill, educational, and career development of persons to become productive members of the workforce.

Quality workforce development services have an individualized, customer focus. Services consider the individual's needs and follow the referral plan of the One-Stop Career Center (OSCC). At present in the U.S., workforce development contracts usually emanate from the local OSCC.

However, the field is evolving and at this time CARF recognizes that these standards are also applicable to contracts with related service initiatives, such as Welfare to Work programs, Department of Rehabilitation, and the Veterans Administration.

The services are provided in a customer-friendly environment using good business principles. The person served is treated with respect as a valued customer. These services must also consider the personnel needs of the employers in the local job market, the community resources available, and the trends and economic considerations in the labor market.

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

- Employment in the local labor market with or without ongoing support.
- Employment that meets the individual's desires and goals.
- Wages, hours per week, employment schedules, and benefits at the level required to maintain the family unit.
- Employment services that result in job retention and advancement in position, earnings, and/or benefits.
- Career development, including education and training, as desired.

#### **Key Areas Addressed**

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

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#### **Recommendations**

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services to achieve identified employment outcomes. The array of services in this section may include:

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

### 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-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 and 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 Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

## **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
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## **Recommendations**

There are no recommendations in this area.

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