



**SURVEY OUTCOME**  
**Three-Year Accreditation**

**CARF**  
**Survey Report**  
**for**  
**Eggleston Services**

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## Organization

Eggleston Services  
1161 Ingleside Road  
Norfolk, VA 23502

## Organizational Leadership

Paul J. Atkinson, President/CEO  
David T. Wilber, Chief Operating Officer

## Survey Dates

January 14-16, 2009

## Survey Team

Timothy R. Williams, Administrative Surveyor  
Reginald B. Varner, Program Surveyor  
Lorinda J. Anderson, RSW, Program Surveyor

## Programs/Services Surveyed

Community Services: Community Housing  
Community Services: Community Integration  
Community Services: Community Integration (Older Adults)

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

## Previous Survey

January 30-February 1, 2006  
Three-Year Accreditation



## Survey Outcome

Three-Year Accreditation  
Expiration: January 2012

# SURVEY SUMMARY

## **Eggleston Services has strengths in many areas.**

- Eggleston Services provides a comprehensive array of services to a diverse population. The organization provides services over a large geographical area. The diversity of the services offered provides persons with disabilities with many choices and opportunities to gain employment and independent living skills. The organization has been in operation for many years and has a longstanding positive reputation in the community. Eggleston Services continually scans the environment for opportunities to expand services into markets that might not otherwise be considered. The organization strives to think beyond the normal view of typical services to persons with disabilities and to remain on the cutting edge of service delivery.
- The organization is fortunate to have radio and television airtime on a regular basis. This media opportunity allows the organization to advocate for the needs of persons with disabilities and market its services to the community. The organization has invested heavily in advertising and media exposure, and, as a result, the organization and leadership are well known in the community. The operation of its automotive services center not only provides a community service, but also provides work for persons served. Persons served by the Eggleston Automotive Center are receiving job-skill training that can easily transfer into community competitive employment areas such as auto detailing, light mechanic work, and customer service.
- Eggleston Services has a longstanding relationship with NISH, which positions the organization for contracts that sustain employment and offer benefits to workers with disabilities, and this relationship allows the organization to expand its presence and impact in the government and military community. NISH contracting also creates alternative funding sources for the organization. The organization fosters creative funding mechanisms and has maintained its viability in times of economic uncertainty.
- The organization has developed and used Internet technology to improve communication, gather data on complaints and grievances, and disseminate information to employees using an Internet portal. The portal works as an efficient means to link programs together via the network and, in the future, will help create a sense of cohesiveness and connectedness across the organization.
- Dedicated and enthusiastic professional staff members are responsive to the needs of persons served. There is noticeable commitment to improving the quality of lives of persons served and assisting them in seeking and maintaining employment and becoming active in their service of choice.
- The organization demonstrates a strong commitment to the persons served, which is clearly demonstrated by staff members' conscientious and rapid response to problem solving to ensure that issues and problems are promptly addressed. All staff members are commended for their efforts in ensuring that the files of persons served are kept confidential.
- Employment services staff maintains positive relationships with area employers leading to long-term meaningful employment opportunities for persons served.

- Job development staff members do an outstanding job of conducting an initial assessment of the person served upon entry into the job development program. A detailed external situational assessment is performed. After completion, a meeting is conducted with the person served, job developer, and funding source to determine the appropriate avenue for placement.
- Employment services staff members develop a wide variety of employment options. They have been able to successfully serve individuals within their geographical area. They demonstrate an ability to job carve for persons with special needs.
- The organization has well-established work programs that have increased the variety of work available to the persons served. Staff members in organizational employment are dedicated, well tenured, and aware of the individual programs of the person served.
- Persons served have the opportunity to participate in a pilot advocacy support group, which stresses public speaking and individual advocacy. Several individuals have testified at budget hearings and have participated in radio addresses to advocate for mental health funding and to raise the awareness of mental health issues. They have also assisted in making suggestions for improving accessibility to local businesses.
- Eggleston Services maintains a protected website that can be accessed by families and other interested parties via password. Specific information, including home menus and activities, is available here, which creates a seamless flow of information.
- Tanners Creek Day Support has built strong relationships with local community businesses. Its participation in the Adopt-A-Road program and interactions with the local 7-Eleven<sup>®</sup> store have created community integration opportunities, which have benefited the individuals served.
- Eggleston Services employs empathetic, dedicated program staff members, many of whom have been with the organization for many years. These individuals have created a strong bond with the individuals to whom they provide services.
- Persons residing in the community housing program demonstrate a noticeable sense of pride in their homes. Rooms are decorated to their own tastes, and persons served enjoy showing their living areas to visitors. The satisfaction and friendships they have developed with staff members and peers are evident.
- Program staff members involved in the senior program actively participate in various trainings and conferences related to aging. They are currently advocating with the Alzheimer's Association to create a support group for individuals who are diagnosed with intellectual disabilities.
- The senior program provides a wide variety of activities to persons served, which are aimed at improving or maintaining cognitive and motor capabilities. Persons served are engaged in meaningful activities such as scrapbooking, which not only aims to improve functioning levels, but also creates a meaningful keepsake for the persons who participate.

**Eggleston 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, Eggleston Services has demonstrated a commitment to the CARF process and to meeting the employment and community services standards. The organization has the infrastructure in place to make improvements in the recommended areas and should be able to continue meeting the standards during the accreditation period. From the board of directors to the employment and direct services professionals, knowledge of the standards is evident, and the value of meeting the

standards to provide effective and efficient services is recognized. Significantly noteworthy is the leadership's commitment to bringing about positive change in the organization. Management is continually on the lookout for new opportunities for improvement. Management views persons served as the main reason that Eggleston Services exists, and persons served are treated with a high degree of respect and individualization. The compassion and dedication of the management team provide the motivation to continue meeting the CARF standards and seeking quality improvement across all service areas. Although there are areas of the standards that Eggleston Services has not yet addressed, there is evidence from the board of directors and leadership that plans are underway to meet these standards within the next year. The leadership and board of directors will serve the organization well in creating a quality improvement plan that will provide an effective roadmap for future improvements. The organization is encouraged to diligently continue its plans to address the recommendations noted in this report and to continue using the CARF standards to ensure that the services provided are most effective and efficient. The organization is aware of what should be done and has the commitment and resources to accomplish it.

Eggleston Services has earned a Three-Year Accreditation. The board, administration, and staff members are complimented for the positive efforts they have made in the pursuit of accreditation. They are encouraged to use their resources to address the opportunities for improvement detailed in this report.

## **SECTION 1. ASPIRE TO EXCELLENCE<sup>®</sup>**

### **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

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#### **Recommendations**

There are no recommendations in this area.

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## 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 expectation and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

### Recommendations

#### C.2.a. through C.2.f.

Although the organization has a draft template of a strategic plan and some strategic planning activity is occurring in committees, programs, and focus groups, there is no written strategic plan in place that has been implemented across the organization. The organization is urged to develop and implement a written strategic plan that sets goals and priorities and is shared with persons served and other stakeholders. The plan should be reviewed and updated for relevance.

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## 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

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## **Recommendations**

### **D.2.b.(3)**

Although the organization elicits input from persons served and other stakeholders, there is no clear evidence that the input is used in strategic planning, as there is no written strategic plan that has been implemented across the organization. It is recommended that the organization ensure that leadership utilizes the input from persons served and other stakeholders in its strategic planning process.

### **Consultation**

- It is suggested that a more comprehensive satisfaction survey be developed to provide more information and input than merely a couple of questions on the individual service plan form. Satisfaction survey scores are rather high, indicating the possibility that too few questions are being asked relative to satisfaction with services.

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## **E. 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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## **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**

### **F.10.b.**

The organization has received a management letter as a result of the annual audit. The management letter recommended several actions to correct material weaknesses. The organization has not provided evidence of a corrective action plan to address these material matters. The organization is urged to develop evidence of corrective action, such as a written plan, to document evidence of correction of material matters or reasons why material matters will not be corrected in response to the management letter.

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## **G. Risk Management**

### **Principle Statement**

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

### **Key Areas Addressed**

- Written risk management plan
  - Adequate insurance coverage
- 

### **Recommendations**

There are no recommendations in this area.

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## 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

#### H.1.

In the laundry area and document destruction building, several fire extinguishers are blocked by laundry carts, skids, and other objects that prevent safe access to the extinguishers in case of a fire. The organization should maintain a safe environment by removing all barriers to fire extinguisher access and maintain clear access to all needed safety equipment.

#### H.4.b.(5)

#### H.4.b.(6)

Although the organization provides competency-based training on the identification and reporting of critical incidents during new hire orientation, there is no consistent evidence that ongoing annual training is provided on the identification and reporting of critical incidents. The organization should develop and implement annual in-service training that addresses the identification and reporting of critical incidents.

#### H.12.a. through H.12.b.(3)

Although self-inspections are conducted at some facilities in the organization, there is no clear evidence that self-inspections are conducted at all program facilities. The organization is urged to conduct comprehensive health and safety self-inspections at all facilities at least semiannually on each shift, which result in a written report that identifies the areas inspected, recommendations for improvement, and actions taken to respond to the recommendations.

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## **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 description/performance
  - Policies regarding students/volunteers, if applicable
- 

### **Recommendations**

#### **I.5.d.(2)**

#### **I.5.d.(5)**

Although most employee records contained annual performance reviews, not all records contained performance reviews for each year. The organization is urged to provide employees with annual performance evaluations and place a copy of each evaluation in the personnel record.

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## **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

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## Recommendations

### J.1.a.(6)

### J.1.a.(7)

Although some assistive technology is available to users, there is no discussion of assistive technology in the technology planning documents. In addition, there is no written disaster recovery plan in place, and previous financial audits generated a management letter identifying the need for a disaster recovery preparedness plan. The organization is urged to include assistive technology and disaster recovery preparedness in its technology plan.

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## K. 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

- Communication of rights
  - Policies that promote rights
- 

## Recommendations

### K.4.b.(3)

Although the software system used by the organization to track complaints determines trends and areas for improvement, there is no clear evidence that actions to be taken are included as part of the annual review of formal complaints. It is recommended that the annual review of formal complaints include documentation of the actions to be taken.

### Consultation

- It is suggested that the organization consider creative means to communicate the rights of persons served other than just verbal explanation or providing a written policy. Alternatives might include voter registration drives, human rights fairs, focus groups, drama, or peer-led human rights committees.
- 

## 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**

### **L.3.a. through L.3.c.(2)**

Although an accessibility plan has been developed by the organization, there is currently no annual report generated that includes progress made in the removal of identified barriers and areas for improvement. The organization is urged to generate an annual written status report regarding the removal of barriers, including progress made in the removal of identified barriers and areas for improvement.

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## **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**

### **M.4.b.(4)**

Although attempts are sometimes made to collect data on persons served at intervals following services, not all attempts are successful and sometimes only one attempt is made. The organization should collect data on persons served at points in time following services. It is suggested that reasonable attempts to contact the person served be documented; e.g., two phone calls and a certified letter could be reasonable attempt criteria.

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## **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**

#### **N.2.c.(2)**

A strategic plan does not exist for the organization. The analysis of performance improvement and performance measures has not facilitated strategic planning. The organization should use measurement of performance indicators to facilitate strategic planning and produce a strategic plan.

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

### **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

### A.9.f.

Although cultural background is referenced on the information sheet, this area is consistently marked as not applicable and is not referenced in the individual service plan. It is recommended that information related to cultural background be used to develop the individual service plan.

### A.12.a. through A.12.e.

Although assessments of potential risks to the health and safety of the persons served are routinely conducted, they generally reflect the level of support required, rather than detailing the specific risk to the health and safety of the persons served. It is recommended that assessments of potential risks to each person's health and safety in the community include information related to specific risks and how these would be impacted. It is recommended that the specific risks identified in the assessments be addressed relative to the decision to accept situations with inherent risks, identification of specific actions to be taken to minimize these, and the individual(s) responsible for those actions.

### A.18.a. through A.18.d.

On occasion, persons with criminal backgrounds have been served by Eggleston Services; however, the organization's policies are unclear with regard to how services for these persons are addressed. It is recommended that, when services are provided to identified criminal offenders, Eggleston Services ensure that information is provided to the person served concerning the relationship between the criminal justice entity and the organization; that a detailed history of the person's criminal history be maintained, as required by state and/or local government authorities; that services be coordinated with other systems, as needed and/or required; and that confidentiality be maintained. The organization could design policies and/or procedures outlining how persons with criminal backgrounds are to be served.

## Consultation

- Although the organization informs by phone both the person seeking services and the referral source of the reason for being found ineligible to receive services, it is suggested that the organization provide documentation to the person and referral source of the reason for ineligibility and provide suggestions for alternative services.
- It is suggested that objectives in the individual service plans be functional and meaningful. Rather than learning to write down one's address and phone number, it is suggested that carrying an identification card and producing the same could be more likely to enhance safety in the community. Objectives are in place for learning multiplication tables or other math skills. In discussions with program staff, it appears that these types of goals are in place at the request of the individual served. Therefore, it is suggested that a justification section be added to the individual service plan to provide an explanation that this was added at the request of the person served.
- It is suggested that Eggleston Services expand its rights policy to better detail the procedures followed when specific rights are restricted and include in the planning process the plan for restoring these rights as soon as possible.

## **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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## **C. Medication Monitoring and Management**

### **Principle Statement**

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

### **Key Areas Addressed**

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

### **Recommendations**

#### **C.2.a.**

It is recommended that the medication procedures be revised to address storage and handling of medications requiring refrigeration or protection from light.

#### **C.5.a. through C.5.c.**

It is recommended that the practices utilized for handling medication shortages on the weekend, transportation/delivery, and off-site use be addressed in the written medication procedures. Pictures of the persons served could be placed on individual medication containers to ensure that relief and/or new staff providing services in the homes can identify individuals by photo rather than just by name.

**C.6.b.****C.6.c.**

It is recommended that informed consent be obtained and documented for all medications prescribed. This practice should be added to the written medication procedures. It is further recommended that the procedures be revised to address integrating any prescribed medications into the person's overall plan, including special dietary needs and/or restrictions associated with medication use.

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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**

**D.1.a.(1)****D.1.a.(2)****D.1.a.(5) through D.1.a.(10)**

Although the organization provides a corporate handbook for each program service, it is recommended that persons served also be provided information about the organization's services to include the array of services provided, the training of staff to provide these services, outcomes performance, costs of services, financial responsibility, values and mission statement, and potential for conflicts of interest. The organization could develop a consolidated handbook to provide this and other relevant information for the persons served in an understandable format.

**D.7.**

Although all persons served are given information about the different services provided within the organization, it is recommended that this include the expected duration of these services. This information might be individualized to each person served.

**D.9.**

Satisfaction surveys are developed for some programs that have questions that can only be answered with "yes" or "no." It is recommended that each person's satisfaction with his or her employment services be assessed on a regular basis. The satisfaction survey forms used to obtain satisfaction

information could be revised to include a wider range of responses or a rating format, such as a scale of one through five. When defining employment outcomes satisfaction, the survey form could include a place for the person or employer completing the survey to sign and date the form.

#### **D.15.b.**

The organization has performance levels based on work measurements for most tasks being performed. It is recommended that performance levels be established on all tasks performed to document and ensure that commensurate wages are being correctly paid for each task performed.

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## **F. Community 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 community services.

### **Key Areas Addressed**

- Access to community resources and services
- 

### **Recommendations**

#### **F.1.a.(3)**

#### **F.1.a.(5) through F.1.a.(7)**

#### **F.1.a.(10) through F.1.b.**

Although the organization provides a corporate handbook for each program service, it is recommended that persons served also be provided information about the organization's services availability, including expected wait time, outcomes performance, costs of services, financial responsibility, and potential for conflicts of interest. Some of this information is available in various formats, reports, or procedures, but the information is not easily available for review. Although information is explained during tours and via existing handouts, it is not provided in an understandable format that can be referenced at a later date. The organization could develop a consolidated handbook to provide this and other relevant information for the persons served in an understandable format.

### **Consultation**

- Eggleston Services program staff is able to describe incidents where persons served have influenced staff selection. During the planning process, persons served detail what interactions work for them and those that are not successful. This information is considered during staff assignment. It is suggested that the process for input into staff selection be formalized and noted in policy and referenced during the planning process to more clearly detail that individual choice exists in the staff selection process.
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## H. Older Adults Specific Population Designation

### Community Services: Community Integration

#### Principle Statement

Older adults is termed a specific population designation that can be added at the option of the organization to a service being surveyed if older adults are served and the organization desires this additional accreditation enhancement.

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, 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 successful aging, compensate 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.

#### Key Areas Addressed

- Successful aging support
  - Older adults function as independently as possible for as long as possible
  - Aging-related decline compensation
- 

#### Recommendations

There are no recommendations in this area.

#### Consultation

- The organization is encouraged to ensure that documentation related to specific training on aging attended by program staff is maintained in the personnel files on an ongoing basis.
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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.

## G. Organizational Employment Services

### Principle Statement

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 its employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

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

### Key Areas Addressed

- Paid work provided by organization
- Employment goals of persons served
- Legal guidelines adherence

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### Recommendations

There are no recommendations in this area.

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## **H. 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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## **SECTION 4. COMMUNITY SERVICES**

### **Principle Statement**

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

## **E. Community Integration**

### **Principle Statement**

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 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.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- 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.)

### **Key Areas Addressed**

- Opportunities for community participation
- 

### **Recommendations**

#### **E.6.a.**

#### **E.6.b.**

It is recommended that a consistent outreach and follow-up procedure be developed to coordinate services and referrals to reduce disruptions to the services for persons served. The procedures should be directed to those who drop out of services and those who have been admitted to a treatment, institutional, or other setting.

#### **E.8.b.**

The organization has performance levels based on work measurements on most tasks being performed. It is recommended that performance levels be established on all tasks performed to document and ensure that commensurate wages are being correctly paid for each task performed.

### **Consultation**

- It is suggested that community integration sites consider varying their schedules to be more flexible regarding service hours to better accommodate persons served, parents, and family members. Parents, while expressing overall satisfaction with the services provided, often found it difficult to adhere to stringent pick-up times according to current program schedules.
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## **J. Community Housing**

### **Principle Statement**

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

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

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

Community housing may include either or both of the following:

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

The residences in which community housing services are provided must be identified in the Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a community housing program.

### **Key Areas Addressed**

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

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### **Recommendations**

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Eggleston Services**

1161 Ingleside Road  
Norfolk, VA 23502

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

## **Eggleston Services - Tidewater**

6431 Tidewater Drive  
Norfolk, VA 23509

Community Services: Community Integration  
Community Services: Community Integration (Older Adults)  
Employment Services: Organizational Employment Services

## **Eggleston Services - Tanner's Creek Horticultural Services**

249 LaVallette Avenue  
Norfolk, VA 23504

Community Services: Community Integration  
Employment Services: Organizational Employment Services

## **Eggleston Services - Civitan Acres**

2210 Cedar Road  
Chesapeake, VA 23323-6303

Community Services: Community Integration

## **Eggleston Services - Sarah Bonwell Hudgins Center**

51 Battle Road  
Hampton, VA 23666

Community Services: Community Housing  
Community Services: Community Integration  
Employment Services: Organizational Employment Services

**Eggleston Automotive Center**

931-933 East Little Creek Road  
Norfolk, VA 23513

Employment Services: Organizational Employment Services

**Eggleston Services - Tanner's Creek Day Support**

110 LaVallette Avenue  
Norfolk, VA 23502

Community Services: Community Integration