



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for
Pathfinder, Inc.

CARF INTERNATIONAL

4891 East Grant Road
Tucson, AZ 85712 USA
Toll-free/TTY 888 281 6531 ■ Fax 520 318 1129
www.carf.org

CARF-CCAC

1730 Rhode Island Avenue, NW, Suite 209
Washington, DC 20036 USA
Toll-free 866 888 1122 ■ Fax 202 587 5009
www.carf.org/aging

CARF CANADA

10665 Jasper Avenue, Suite 1400A
Edmonton, Alberta T5J 3S9 Canada
Tel 780 429 2538 ■ Fax 780 426 7274
www.carfcanada.ca



Organization

Pathfinder, Inc.
2520 West Main
Jacksonville, AR 72076

Organizational Leadership

Mike McCreight, Director, Operations and Administration

Survey Dates

May 15–17, 2006

Survey Team

- C. W. King, ACSW, Administrative Surveyor
- Gailann Procaccini, Ph.D., Program Surveyor
- William H. Powell, CFRE, Program Surveyor
- Kathryn E. Weiman, M.P.A., ATP, Program Surveyor
- Annette R. Grove, M.B.A., Program Surveyor

Programs/Services Surveyed

- Case Management/Services Coordination: Mental Health (Adults)
- Case Management/Services Coordination: Mental Health (Children and Adolescents)
- Outpatient Treatment: Mental Health (Adults)
- Outpatient Treatment: Mental Health (Children and Adolescents)
- Community Services: Child and Youth Services
- Community Services: Community Housing
- Community Services: Community Integration
- Community Services: Supported Living
- 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

July 14–16, 2003
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation

Expiration: May 2009

SURVEY SUMMARY

Pathfinder, Inc., has strengths in many areas.

- A concerned and involved board of directors has demonstrated exceptional commitment to the organization over a long period of time. Board members shared their passion for the organization as well as their commitment to the provision of services. They have provided a vision that has served the organization well over the years.
- The organization maintains a strong leadership team that is mission driven, proactive in addressing behavioral health trends that impact the organization, and committed to the accreditation process.
- The organization has a caring and dedicated staff that is committed to the rehabilitation of persons served. Staff members are organized, with their focus oriented on enhancing the quality of services provided.
- Well-maintained and attractive facilities provide a therapeutic, safe, and healthy environment for persons served and staff members of the organization.
- The organization is addressing the growing need for services to adolescents with its in-school program setting. The cooperative collaboration of case managers and therapists with on-site visits from physicians and nurses facilitates services and conferencing with teachers, parents, and other needed professionals for a holistic approach.
- The organization and its staff members have created a friendly and caring environment in the group homes and intermediate care facilities for individuals with mental retardation (ICF/MR) they support. The residents and guardians consider their facilities their own homes and their housemates and staff support as family.
- Pathfinder is recognized for expanding community living options by constructing additional apartments in the vicinity of its other facilities. This has enabled some residents to transition successfully to an increased level of independence.
- The homes and apartments owned by the organization are attractive, well maintained, tastefully furnished, and blend nicely into their neighborhoods. The programs are well received as an integral part of the community.
- The supported living staff members work closely with the children and adults they support to develop comprehensive plans to address daily living and family needs and provide assistance to enhance achievement of greater levels of independence. Persons served who were interviewed were clearly aware of their goals and appeared to be “in charge” of their programs.

In the following areas Pathfinder demonstrates exemplary conformance to the standards.

- The organization is recognized for its innovative approach to preschool services for meeting the special needs of children. The comprehensive packaging of services at each facility makes the needed services available and assessable for families. The cooperative efforts in being a team that works together for the long-term success of the special needs children served are exemplary.
- The organization is commended for providing a variety of opportunities within its vocational skills training programs for increasing interpersonal relationships with coworkers and contributing to the overall quality of life for persons served. According to numerous family members interviewed, persons served have developed increased self-confidence, strong friendships, and positive social relationships after beginning their participation with Pathfinder.
- The organization has developed unique options at the primary work sites that have successfully added to the overall well-being of persons served.
- In location after location visited during the survey process, it was clear that the organization has taken extraordinary efforts to assist persons served in personalizing their private living spaces. Each room is furnished in a style that appears to reflect the individual's personality and unique interests. In at least one instance, the staff worked with the family members of an individual who has very limited expressive skills to put in place an environment that fits that person's individual preferences.

In the following areas Pathfinder should seek improvement.

- The organization should ensure that drills are conducted on all emergency procedures on each shift at least annually.
- Vehicles owned or operated by the organization should have road hazard equipment and secured first aid kits.
- Policies and procedures should be developed to ensure primary source verification of credentials and documentation of these actions.
- Performance evaluations should be expanded to include evaluations that are based on job functions, and job descriptions should be revised at least annually.
- Policy and procedures regarding pharmacotherapy should be expanded to include required areas.
- Potential health and safety risks for individuals participating the community should be assessed and documented.
- The organization should more formally use the person-centered survey tool in career planning and should work to identify the desired employment outcomes of the person served.
- The process of reviewing and including indirect costs for contract work should be updated and reviewed regularly as should the prices of products and goods.
- Documentation of choices in the area of seeking work should indicate the involvement of the person served in making choices.
- Opportunities for community integration should be expanded and documented in all cases.

On balance, Pathfinder has worked hard to develop and maintain an extensive array of services across Arkansas. Facilities are attractive and well maintained, and commitment by the organization to the provision of quality services is evident at all levels from the board of directors to the

employees driving the vans. The organization is committed to the use of CARF standards to improve the quality of services provided, although there are areas for improvement. In particular, the organization should address recommendations that were in the last survey report and appear again in this one. Pathfinder has the resources and the will to make the necessary improvements.

Pathfinder, Inc., has earned a Three-Year Accreditation. The board of directors, leadership, and staff are recognized for their hard work and dedication in this achievement. They should continue to use their resources and the CARF process to address the areas for improvement enumerated in this report.

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
-

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

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
-

Recommendations

E.6.a.(1) through E.6.a.(3)

It is recommended that the organization test all emergency procedures at least once a year on each shift in all facilities where the organization delivers services. Drills are conducted, but there were no drills conducted for the emergency procedure for safety during violent or other threatening situations.

E.14.k.

It is recommended that road warning/hazard equipment be made available for all vehicles used to provide transportation for the organization.

E.23.a.

It is recommended that all vehicles that are owned or operated by the organization and used to provide transportation for the persons served contain secured first aid supplies.

Consultation

- It is suggested that the organization consider having mouthpieces for CPR in the first aid kits.
 - It is suggested that the organization consider expanding the policy on licit drugs to more clearly spell out issues involved in securing licit drugs brought into the facility by personnel. The current policy speaks to notification of staff when a person is taking prescription drugs, but the issue of security of the drugs could be addressed.
-

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
-

Recommendations**F.2.a.(1)**

It is recommended that written procedures be developed that identify actions to occur to verify the required credentials of personnel.

F.5.a.

It is recommended that performance management include job descriptions that are reviewed and/or updated annually.

F.5.d.(1)

It is recommended that performance management include performance evaluations for all personnel directly employed by the organization that are based on job functions and identified competencies.

F.5.d.(4)(a)**F.5.d.(4)(b)**

It is recommended that performance evaluations be used to assess performance related to objectives established in the last evaluation period and to establish measurable performance objectives for the next year.

F.8.

It is recommended that procedures to verify required credentials for all applicable personnel provide for initial verification of credentials with primary sources.

F.9.b.

It is recommended that records for personnel contain verification of credentials, including certification, licensure, or registration, and/or competencies when applicable.

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
 - Corporate responsibility
 - Corporate compliance
 - Commitment to diversity
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization consider expanding the scope of authority of the corporate compliance officer to allow unlimited access to the board of directors, attorney, and outside accountants of the organization for the purpose of ensuring corporate compliance.
-

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
-

Recommendations

There are no recommendations in this area.

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
-

Recommendations

There are no recommendations in this area.

SECTION 2. GENERAL PROGRAM STANDARDS

Principle Statement

For an organization to achieve quality services, the persons served are active participants in the planning, prioritization, implementation, and ongoing evaluation of the services offered. A commitment to quality and the involvement of the persons served span the entire time that the persons served are involved with the organization. The service planning process is individualized, establishing goals and objectives that incorporate the unique strengths, needs, abilities, and preferences of the persons served. The persons served have the opportunity to transition easily through a system of care.

A. Program Structure and Staffing

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

- Written program plan
- Crisis intervention provided

Medical Consultation

- Services relevant to diversity
- Assistance with advocacy and support groups
- Team composition/duties

- Relevant education
 - Clinical supervision
 - Family participation encouraged
-

Recommendations

There are no recommendations in this area.

B. Screening and Access to Services

Principle Statement

The process of screening and assessment is designed to maximize opportunities for the persons served to gain access to the organization's programs and services. Each person served is actively involved in, and has a significant role in, the assessment process. Assessments are conducted in a manner that identifies the strengths, needs, abilities, and preferences of each person served. Assessment data may be gathered through various means including face-to-face contact, telepsychiatry, or from external resources.

Key Areas Addressed

- Screening process described in policies and procedures
 - Ineligibility for services
 - Admission criteria
 - Orientation information provided regarding rights, grievances, services, fees, etc.
 - Waiting list
 - Primary and ongoing assessments
 - Reassessments
-

Recommendations

There are no recommendations in this area.

C. Individual Plan

Principle Statement

Each person served is actively involved in and has a significant role in the individual planning process and has a major role in determining the direction of his or her individual plan. The individual plan contains goals and objectives that incorporate the unique strengths, needs, abilities, and preferences of the person served, as well as identified challenges and problems. Planning is consumer directed and person centered.

Key Areas Addressed

- Development of individual plan
 - Co-occurring disabilities/disorders
 - Individual plan goals and objectives
 - Designated person coordinates services
-

Recommendations

There are no recommendations in this area.

D. Transition/Recovery Support Services

Principle Statement

The organization assists the persons served to obtain services that are needed but that are not available within the organization and to plan for transition from services and follow-up, when needed. The transition process is planned with the active participation of each person served. Transition may include planned discharge, placement on inactive status, movement to a different level of service or intensity of contact, or a re-entry program in a criminal justice system. The organization proactively attempts to contact the persons served after formal transition or discharge to gather needed information related to their postdischarge status. The organization reviews the postdischarge information to determine the effectiveness of its services and determine if additional services are needed.

Key Areas Addressed

- Referral or transition to other services
- Active participation of persons served
- Transition planning at earliest point

- Unplanned discharge referrals
 - Plan addresses strengths, needs, abilities, preferences
 - Follow up for persons discharged for aggressiveness
-

Recommendations

There are no recommendations in this area.

E. Pharmacotherapy

Principle Statement

Pharmacotherapy is the practice of evaluating, prescribing, dispensing, and/or administering medications to persons served in response to specific symptoms, behaviors, and conditions for which the use of medications is indicated and efficacious. Pharmacotherapy may be provided by personnel of the organization or under contract with a licensed individual. Medication use is directed toward maximizing the functioning of the persons served while reducing their specific symptoms and minimizing the impact of side effects.

Key Areas Addressed

- Individual records of medication
 - Physician review
 - Policies and procedures for prescribing, dispensing, and administering medications
 - Training regarding medications
 - Policies and procedures for safe handling of medication
-

Recommendations

E.1.a.

E.1.b.

E.1.d.

E.1.e.

It is recommended that the organization expand the policy and procedure regarding pharmacotherapy to include access, when needed; continuity of pharmacotherapy; identification and documentation of drug reactions; and actions to follow in case of emergencies related to the use of medications.

E.6.b. through E.6.e.

It is recommended that the presence of side effects, unusual effects, and contraindications be added to the information with medication as well as documented assessment of abnormal involuntary movements at the initiation of treatment and every three months thereafter for persons served who receive antipsychotic pharmacotherapy. This should also include use of multiple simultaneous medications and drug interactions.

Consultation

- Although the organization has a form that contains space for allergies or adverse reactions, it is often left blank. It is suggested that in the case of no allergies the space be marked with *NKA* to ensure that the issue was addressed.
-

F. Seclusion and Restraint

Principle Statement

Programs strive to avoid the use of seclusion and restraint, and only resort to using either intervention as a last recourse to de-escalate aggressive or life-threatening behavior toward self or others. Seclusion refers to restriction of the person served to a segregated room with the person's freedom to leave physically restricted. Voluntary time-out is not considered seclusion, even though the voluntary time out may occur in response to verbal direction; the person served is considered in seclusion if freedom to leave the segregated room is denied.

Restraint is the use of physical, mechanical, or other means to temporarily subdue an individual or otherwise limit a person's freedom of movement. It is used when there is an immediate risk of harm to self or others, and it is determined as the only means to de-escalate the threatening behavior. Briefly holding a person served, without undue force, for the purpose of comforting him or her or to prevent self-injurious behavior, or holding a person's hand or arm to safely escort him or her from one area to another, is not a restraint. Emergency intervention procedures are limited to the use of physical holds.

Seclusion or restraint by trained and competent personnel is used only when other less restrictive measures have been found to be ineffective to protect the person served or others from injury or serious harm. Seclusion or restraint is not used as a means of coercion, discipline, convenience, or retaliation.

In a correctional setting, the use of seclusion or restraint for purposes that are not in response to the behavioral health needs of the person served are not considered seclusion or restraint under these standards. Security doors designed to prevent accidental elopement or wandering are not considered seclusion or restraint. Security measures, such as the use of handcuffs, instituted by law enforcement personnel who are not personnel of the organization being surveyed, are not subjected to these standards.

Key Areas Addressed

- Emergency intervention procedures
 - Patterns of use reviewed
 - Policies and procedures for use of seclusion and restraint
 - Persons trained in use
 - Designated room
-

Recommendations

F.3.a. through F.3.g.

Because the organization uses emergency holds, it is recommended that policies and procedures identify the circumstances under which the physical hold will be used; define staff training on deescalation and safe physical management; direct that the emergency intervention be restricted to time-limited, approved physical holds by designated, trained, and competent personnel; and identify the process by which emergency service providers will be summoned. Furthermore, it should provide for a review for continued need for the physical hold every fifteen minutes, limit the time for which the physical hold may be used to the time that it takes for arrival of emergency service providers, and provide for ongoing observation of the person in the physical hold by a least one additional individual.

G. Records of the Persons Served

Principle Statement

A complete and accurate record is developed to ensure that all appropriate individuals have access to relevant clinical and other information regarding each person served.

Key Areas Addressed

- Confidentiality
 - Time frames for entries to records
 - Individual record requirements
 - Duplicate records
-

Recommendations

There are no recommendations in this area.

H. Quality Records Review

Principle Statement

The organization has systems and procedures that provide for the ongoing monitoring of the quality, appropriateness, and utilization of the services provided. This is largely accomplished through a systematic review of the records of the persons served. The review assists the organization in improving the quality of services provided to each person served.

Key Areas Addressed

- Quarterly professional review
 - Review current and closed records
 - Items addressed in quarterly review
 - Use of information to improve quality of services
-

Recommendations

There are no recommendations in this area.

MENTAL HEALTH

Core programs in this field category are designed to provide services for persons with or who are at risk for psychiatric disabilities/disorders or have other mental health needs. These programs encompass a wide variety of therapeutic settings and intervention modalities. Core programs in this field category may also provide services to persons with co-occurring disabilities/ disorders, such as mental illness and a developmental disability.

SECTION 3. BEHAVIORAL HEALTH CORE PROGRAM STANDARDS

Principle Statement

The standards in this section address the unique characteristics of each type of core program area. Behavioral health programs are organized and designed to provide services for persons who have or who are at risk of having psychiatric disorders, harmful involvement with alcohol or other drugs, or other addictions or who have other behavioral health needs. Through a team approach, and with the active and ongoing participation of the persons served, the overall goal of each program is to improve the quality of life and the functional abilities of the persons served. Each program selected for accreditation demonstrates cultural competency and relevance. Family members and significant others are involved in the programs of the persons served as appropriate and to the extent possible.

C. Case Management/ Services Coordination

Principle Statement

Case management/services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful service coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counseling and crisis intervention services, when allowed by regulatory or funding authorities.

Case management/services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing case management/services coordination. Such programs are typically provided by qualified case managers/coordinators or by case management teams.

Organizations performing case management/ services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

Recommendations

There are no recommendations in this area.

O. Outpatient Treatment

Principle Statement

Outpatient treatment programs provide services that include, but are not limited to, individual, group, and family counseling and psychoeducation. These programs offer comprehensive, coordinated, and defined services that may vary in level of intensity. Outpatient programs may address a variety of needs, including, but not limited to, situational stressors, family relations, interpersonal relationships, mental health issues, life span issues, psychiatric illnesses, addictions (such as alcohol or other drugs, gambling, and Internet), eating or sexual disorders, and the needs of victims of abuse, domestic violence, or other trauma.

Intensive outpatient treatment programs are clearly identified as a separate and distinct program. The intensive outpatient program consists of a scheduled series of sessions appropriate to the individual plans of the persons served. These may include services provided during evenings and on weekends or interventions delivered by a variety of services providers in the community. The

program can function as a step-down program from partial hospitalization, detoxification, or residential services; may be used to prevent or minimize the need for a more intensive and restrictive level of treatment; and is considered to be more intensive and integrated than traditional outpatient services.

Recommendations

There are no recommendations in this area.

SECTION 4. BEHAVIORAL HEALTH SPECIFIC POPULATION DESIGNATION STANDARDS

Principle Statement

If an organization is required or chooses to add one of the following Specific Population Designations to a core program(s) being surveyed, the standards for these designations will be applied at the time of the survey in addition to the core program standards.

A. Children and Adolescents

Case Management/ Services Coordination Outpatient Treatment

Principle Statement

Programs for children and adolescents consist of an array of behavioral health services designed specifically to address the treatment needs of children and adolescents. Such programs tailor their services to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

Recommendations

There are no recommendations in this area.

Exemplary Conformance

A.5. through A.7.c.

The organization is recognized for its innovative approach to preschool services for meeting the special needs of children. The comprehensive packaging of services at each facility makes the needed services available and assessable for families. The cooperative efforts in being a team that works together for the long-term success of the special needs children served are exemplary.

SECTION 5. EMPLOYMENT AND COMMUNITY SERVICES

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, input from employers in the local job market, and 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.

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 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

Recommendations

A.10.b. through A.10.b.(3)

Although many of the individualized plans are well developed, it is recommended that the plans consistently identify overall goals, have specific measurable objectives, and have methods/techniques to be used to achieve those objectives for all individual plans across all programs.

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

As recommended in last survey report, the organization should conduct assessments of potential health and safety risks for persons participating in the community. In addition, the persons served and/or their guardian(s) should determine whether to accept or reject such risks, and the individuals responsible to take action to minimize such risks should be clearly identified.

A.16.a.

Although it appears as if some individuals demonstrate some self-advocacy skills, it is recommended that the organization develop a more formalized approach of training that enhances personal and self-advocacy skills.

Consultation

- It is suggested that the organization consider revising its individual planning forms in order to include identified health and safety risks, applicable cultural background items, and any needs for reasonable accommodations or assistive technology.
- It is also suggested that the organization develop a variety of ways to better communicate information on the individual service plan to the person(s) served. This could include a simplified wording of specific goals and objectives, the creation of pictorial representations of targeted goals, the translation of plan information into Braille, etc.

B. Employment Services Principle Standards

Principle Statement

The standards in this section assert basic practices and capabilities 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

B.2.d.

It is recommended that the organization more formally consider resources for career planning in the development of the individual service plan. Although there is mention of desired career outcomes in the person-centered survey tool, as recommended in the past survey, this information is not integrated into the actual individualized plan.

B.4.

The organization is urged to identify the desired employment outcomes of the person served that are relevant to the local job market within the individual service plan.

B.15.a.

When an individual receives less than minimum wage, it is recommended that there be documentation regarding how the person's disability affects his or her productivity. This could be included in the person's service plan or as part of the annual assessment process.

B.18.b.

Currently, the work activity program uses one of two markup rates for bidding contract work. These rates are generic and are not based on any normative calculation for indirect costs related to each job. The organization should include all indirect costs applicable to each job in its contract bids.

B.19.

Although the work activity program currently reviews contract bids when changes occur to the job, the organization is urged to annually analyze the prices of products and services. The program could develop a report format to more easily evaluate the revenues and expenses for each particular contract as well as a summary format of all contracts bid. This would promote continued quality control in the production environment.

Consultation

- Currently, the organization reviews the program handbook with persons served in the employment services program on an annual basis. The current handbook is entirely in written format. It is suggested that the organization consider presenting the information in a more user-friendly format for the persons served. This could be done by using a pictorial format, a PowerPoint format to drive a discussion group, or dramatic vignettes to discuss various rights or rules of the program.
- The majority of production work provided in the work activity centers complies with Department of Labor rules in setting up each job to allow individualized productivity rates. There was one line job observed where line workers at the beginning of the line directly impact the productivity levels of workers at the end of the line. The organization is encouraged to continue to assess this type of job and set up new ways that will not require one worker's productivity rate to be dependent on another worker.

- As shared by persons served, family members, and Pathfinder staff, there is significant downtime or “x time” in the work activity programs. Currently, a job developer position is being added to increase the work options available. The organization is encouraged in this endeavor to proactively work with the local community employers to develop an increased diversity of job options for persons served by Pathfinder at all locations.
-

I. 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. 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.

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

- Increased wages.
- Increased skills.
- Meeting individual goals.
- Increased work hours.
- Movement to competitive employment.
- Career growth.
- Employment in an integrated environment.
- Exposure to and availability of a variety of jobs.
- Reasonable work accommodations and assistive technology.
- Safe working conditions.
- Meaningful work.
- Opportunities to feel valued.
- Opportunities for informed choice.
- Minimized downtime.
- Cost-effectiveness for results achieved.

Key Areas Addressed

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

Recommendations

I.4.j.

It is recommended that the organization, based on the needs and choices of the person served, provide or refer to resources for addressing career planning. This is a recurring recommendation from the previous survey.

Exemplary Conformance

I.4.g.

The organization commended for providing a variety of opportunities within its vocational skills training programs for increasing interpersonal relationships with coworkers and contributing to the overall quality of life for persons served. The program has developed unique options at the primary work sites that have successfully added to the overall well-being of persons served.

Consultation

- The organization is encouraged to more proactively develop work-site job modifications, adaptive equipment, jigs, or assistive technology to assist persons served to increase productivity and work skills.
-

J. Community Employment Services

Principle Statement

Community employment services assist a person seeking employment in choosing, obtaining, and retaining integrated employment in the community. Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based NISH contracts, and other community-integrated designs. In Canada employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization.

The following categories of service descriptors are available under Community Employment Services:

- Job Development
- Job-Site Training
- Job Supports

An organization applying for Community Employment Services accreditation must include all aspects of this service that it provides in the accreditation process. It cannot select only one component of Community Employment Services to seek accreditation for unless it is only providing that one aspect. For example, if an organization only provides Job Development, then it may be accredited for Community Employment Services: Job Development. If it is providing the array of Job Development, Job-Site Training, and Job Supports, then it must seek accreditation for all three and cannot choose to single out only one area.

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

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

- Persons obtain community employment.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of consecutive weeks worked increases.
- Average number of hours worked per week increases.
- Earnings and benefits.
- Job retention/length of employment.
- Integration.
- Responsive services.
- Opportunity to feel valued.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employment matches interests and desires of persons.
- Persons served have the option of making informed choices.
- Employers satisfied with the services.
- Transportation availability.
- Safe working conditions.

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.

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

- Increase in skills.
- Decrease in need for intervention.
- Decrease in hours of support.
- Job retention.
- Pay increase.
- Performance level achieved meets requirements of job or position.
- Satisfaction of employer.
- Type and amount of staff interaction meets needs.
- Person served treated with respect.
- Opportunity for informed choice and participation in all phases of planning.

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.

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 or changes in work schedule, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance.

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

- Employment retention.
- Decrease in crisis intervention.
- Job advancement.
- Pay increase.
- Increased hours worked.
- Increased productivity.

- Increased participation in the community.
- Responsiveness to customers.
- Minimize length of time for supports.
- Increase in natural supports.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Opportunities for informed choice.
- Safe working conditions.

Key Areas Addressed

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

Recommendations

J.1.b.

Although the futures planning form does note desires of individuals seeking employment in some program areas, others do not address or ask for this information. The organization is urged to consider the desires of individuals seeking employment in all job development planning.

J.7.

The organization should develop a work-site job task analysis for each community employment job option. Currently, there are intermittent task analyses completed.

J.12.j.

It is recommended that the organization, based on the needs and choices of the person served, provide or refer the person to resources to address career planning.

Exemplary Conformance

J.4.b.

J.4.c.

The organization has developed unique options at the primary work sites that have successfully added to the overall well-being of persons served.

Consultation

- Staff members who work with persons served to find community employment know the work skills and needs of each individual. When a job opening occurs, they select a person served in the work activity program. It is suggested that the organization gather information of each individual's employment goals or desires into an overall program summary format, possibly

using a database. This sorting of job interests will help job developers, vocational counselors, and program staff to develop community employment opportunities that match the employment goals of persons served.

- The National Institute for the Severely Handicapped (NISH) contracts afford significant opportunities for persons served by Pathfinder. The organization is encouraged to continue to review compliance with NISH contract requirements related to documentation of disability and having 75 percent of employees with documented disability.
-

L. 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

L.4.a.

L.4.b.

Although in some locations and programs the service plans appear to provide opportunities for community inclusion, it is recommended that such opportunities be clearly identified and the manner in which those opportunities will be carried out be presented to all appropriate program participants and to the persons served in the community inclusion programs.

L.5.c.

It is recommended that persons served have opportunities to develop and/or increase community networks.

Consultation

- Although it appears that many persons served and/or guardians are comfortable with the qualifications of the organization's staff, it is suggested that the organization include this information in its admission orientation materials.
-

M. Child and Youth Services

Principle Statement

Child and youth services provide one or more services, such as prenatal counseling, service coordination, early intervention, prevention, preschool programs, and after-school programs. These services may be provided in any of a variety of settings, such as a family's private home, the organization's facility, and community settings such as parks, recreation areas, preschools, or child day care programs not operated by the organization.

In all cases, the physical settings, equipment, and environments meet the identified needs of the children and youth served and their families. Families are the primary decision makers in the process of identifying needs and services.

Key Areas Addressed

- Individualized services based on identified needs and desired outcomes
 - Healthcare, safety, emotional, and developmental needs of child/youth
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

M.3.a. through M.4.b.

The organization is recognized for its innovative approach to preschool services for meeting the special needs of children. The comprehensive packaging of services at each facility makes the needed services available and assessable for families. The cooperative efforts in being a team that works together for the long-term success of the special needs children served are exemplary.

Standards from the 2005 *Employment and Community Services Standards Manual* were also applied during this survey. The following sections of this report reflect the application of those standards.

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 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

Recommendations

A.10.b. through A.10.b.(3)

Although many of the individualized plans are well developed, it is recommended that the plans consistently identify overall goals, have specific measurable objectives, and have methods/techniques to be used to achieve those objectives for all individual plans across all programs.

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

As recommended in last survey report, the organization should conduct assessments of potential health and safety risks for persons participating in the community. In addition, the persons served and/or their guardian(s) should determine whether to accept or reject such risks, and the individuals responsible to take action to minimize such risks should be clearly identified.

A.16.a.

Although it appears as if some individuals demonstrate some self-advocacy skills, it is recommended that the organization develop a more formalized approach of training that enhances personal and self-advocacy skills.

Consultation

- It is suggested that the organization consider revising its individual planning forms in order to include identified health and safety risks, applicable cultural background items, and any needs for reasonable accommodations or assistive technology.
 - It is also suggested that the organization develop a variety of ways to better communicate information on the individual service plan to the person(s) served. This could include a simplified wording of specific goals and objectives, the creation of pictorial representations of targeted goals, the translation of plan information into Braille, etc.
-

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
-

Recommendations

There are no recommendations in this area.

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.

A. 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

A.4.a.

A.4.b.

Although in some locations and programs the service plans appear to provide opportunities for community inclusion, it is recommended that such opportunities be clearly identified and the manner in which those opportunities will be carried out be presented to all appropriate program participants and to the persons served in the community inclusion programs.

A.5.c.

It is recommended that persons served have opportunities to develop and/or increase community networks.

Consultation

- Although it appears that many persons served and/or guardians are comfortable with the qualifications of the organization's staff, it is suggested that the organization include this information in its admission orientation materials.
-

E. Community Integration

Principle Statement

Community integration is designed to help persons to optimize their personal, social, and vocational competency in order to live successfully in the community. Activities are determined by the needs of the persons served. The persons served are active partners in all aspects of these programs. Community integration provides opportunities for the community participation of the persons served.

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

E.1.a.(1)

E.1.e.

It is recommended that, as the organization provides opportunities for community integration, it take significant strides to increase participation in the community and more fully utilize available natural supports in the community.

E.2.e.(1)**E.2.e.(3)****E.2.e.(5)****E.2.e.(7)**

It is recommended that the community integration programs operated at the skills centers be organized around assisting the persons served to achieve their goals of choice in community living skills development, recreation, leisure time opportunities, educational development, and access to nondisability-related social and community resources.

Consultation

- It appears that the skills training centers utilize work as a training and vocational preparation tool. However, it also appears that the organization has very limited contract work available for this purpose. It is suggested that the organization address this issue at all of its skills training centers.
-

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 are provided may be owned, rented, leased, or operated directly by the organization, or a third party, such as a governmental entity. Providers exercise control over these sites.

Community housing is provided in partnership with individuals. These services are designed to assist the persons served to achieve success in and satisfaction with community living. Services 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.

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
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

J.2.d.

J.2.f.

In location after location visited during the survey process, it was clear that the organization has taken extraordinary efforts to assist persons served in personalizing their private living spaces. Each room is furnished in a style that appears to reflect the individual's personality and unique interests. In at least one instance, the staff worked with the family members of an individual who has very limited expressive skills to put in place an environment that fits that person's individual preferences.

Consultation

- It is suggested that, as persons served are moved to settings with increased potential and health and safety risks, the organization demonstrate more clearly the efforts it takes to obtain fully informed consent to accept these risks.
-

K. Supported Living

Principle Statement

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons living in their own homes. Supported Living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Supported living refers to the support services provided to the person served, not the residence in which these services are provided.

Key Areas Addressed

- Safe, affordable, accessible housing chosen by the individual
 - In-home safety needs
 - Support personnel available based on needs
 - Supports available based on needs and desires
 - Persons have opportunities to access community activities
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Pathfinder, Inc.

2520 West Main
Jacksonville, AR 72076

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

Preschool 1

2615 West Main Street
Jacksonville, AR 72076

Community Services: Child and Youth Services

Preschool 2 - Charles Bussey

1410 West Daisy Bates Drive
Little Rock, AR 72204

Community Services: Child and Youth Services

Jim Pickens Skills Training Center

905 North Redmond Road
Jacksonville, AR 72076

Employment Services: Organizational Employment Services

IWAC

1915 Northeastern
Jacksonville, AR 72076

Community Services: Community Integration

Benton Workshop

6701 Highway 67 South
Benton, AR 72015

Employment Services: Organizational Employment Services

Dogwood ICF/MR

804 Loberg
Jonesboro, AR 72401

Community Services: Community Housing

Pathfinder Homes ICF/MR

415 South Hospital Drive
Jacksonville, AR 72076

Community Services: Community Housing

Whit Davis ICF/MR

1110 South Road
Jacksonville, AR 72076

Community Services: Community Housing

Dorsey Road Group Home

6512 Dorsey Road
Jacksonville, AR 72076

Community Services: Community Housing

Plaza Group Home

713 Poplar
Jacksonville, AR 72076

Community Services: Community Housing

Howell Complex

415 Mulberry
Jacksonville, AR 72076

Community Services: Community Housing

Johnson Apartments

425 Trickey Lane
Jacksonville, AR 72076

Community Services: Community Housing

Michael T. O'Brien Apartments

1501 J.P. Wright Loop
Jacksonville, AR 72076

Community Services: Community Housing

Zumwalt Courts Apartments

1618 South Road
Jacksonville, AR 72076

Community Services: Community Housing

Meadows Apartments

2109 Bishop
Bryant, AR 72002

Community Services: Community Housing

Pinewood ICF/MR

2107 Bishop Road
Bryant, AR 72002

Community Services: Community Housing

Longwood ICF/MR

96-98 North Sawmill Lane
Searcy, AR 72143

Community Services: Community Housing

Gordon Tubbs ICF/MR - Gateway Apartments

412 Cleveland
Cabot, AR 72023

Community Services: Community Housing

Westwood ICF/MR

208 B West Jackson Street
West Memphis, AR 72301

Community Services: Community Housing

Eastwood ICF/MR

208 A West Jackson Street
West Memphis, AR 72301

Community Services: Community Housing

Cottonwood ICF/MR

610 West Church
Morrilton, AR 72110

Community Services: Community Housing

Briarwood ICF/MR

420 Barnett Drive
Batesville, AR 72501

Community Services: Community Housing

Jonesboro Workshop

515 Gee Street
Jonesboro, AR 72401

Community Services: Community Integration

Northwest Arkansas Workshop

1004 Southeast Fifth Street
Bentonville, AR 72712

Community Services: Community Integration

Pathfinder Community Services/Outreach Services-Supportive Living

2411 West Main Street
Jacksonville, AR 72076

Case Management/Services Coordination: Mental Health (Adults)

Case Management/Services Coordination: Mental Health (Children and Adolescents)

Outpatient Treatment: Mental Health (Adults)

Outpatient Treatment: Mental Health (Children and Adolescents)

Community Services: Supported Living

Traskwood Apartments

114 Creek Road
Haskell, AR 72706

Community Services: Community Housing

Gray Street Group Home

1009 Gray Street
Jacksonville, AR 72076

Community Services: Community Housing
