



Three-Year Accreditation

# CARF Survey Report for R.O.O.C., Inc.

---

**CARF INTERNATIONAL**  
6951 East Southpoint Road  
Tucson, AZ 85756 USA  
Toll-free 888 281 6531  
Tel/TTY 520 325 1044  
Fax 520 318 1129

**CARF-CCAC**  
1730 Rhode Island Avenue, NW, Suite 410  
Washington, DC 20036 USA  
Toll-free 866 888 1122  
Tel 202 587 5001  
Fax 202 587 5009

**CARF CANADA**  
1400 - 10020 101A Avenue NW  
Edmonton, AB T5J 3G2 CANADA  
Toll-free 877 434 5444  
Tel 780 429 2538  
Fax 780 426 7274



**Three-Year Accreditation**

**Organization**

R.O.O.C., Inc.  
11051 North Cut Road  
Roscommon, MI 48653

**Organizational Leadership**

Cherie A. Johnson, Executive Director

**Survey Dates**

October 4-5, 2012

**Survey Team**

Ronald E. Kruse, Ed.D., Administrative Surveyor  
Tammy C. Seitz, Program Surveyor

**Programs/Services Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Community Integration  
Organizational Employment Services

**Previous Survey**

October 5-6, 2009  
Three-Year Accreditation

---

**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: November 2015**

---

# SURVEY SUMMARY

## **R.O.O.C., Inc., has strengths in many areas.**

- R.O.O.C. is part of a larger organization that provides administrative support, benefiting R.O.O.C.'s efforts. This framework affords flexibility to address issues of persons served.
- Staff members are experienced, knowledgeable, and caring. Many have been with the organization for many years, even decades. Persons served clearly benefit from the stability of R.O.O.C.'s workforce.
- In these uncertain economic times, R.O.O.C. appears to have maintained financial stability and clearly recognizes that difficult decisions sometimes must be made to maintain fiscally sound services.
- R.O.O.C. has a well-developed strategic plan. Considerable effort is invested in assessing the environment and addressing threats and challenges in a proactive manner. When unexpected opportunities arise that could benefit persons served, they are pursued. For example, a candy company was purchased that creates varied job opportunities for those served.
- The organization has a comprehensive and sophisticated information measurement and management system. Relevant data are gathered and used to improve services. Reports are clear and tailored to the needs of different audiences.
- Efforts to protect the health and safety of persons served are visible throughout the organization and overseen by a safety committee of the parent organization that includes R.O.O.C. members.
- R.O.O.C. has developed an excellent name in the numerous communities in which it provides services. Its reputation fosters opportunities for collaboration between providers and opportunities to secure employment for persons served.
- Persons served are treated with respect and dignity. They consistently report a high level of satisfaction with services they receive at R.O.O.C.
- R.O.O.C. is complimented for establishing a long list of employers who genuinely accept those served into their employment settings. The organization recognizes that quality businesses that offer employment generally lead the way in improving the lives of persons served.
- The organization is commended for establishing collaborative working relationships with numerous agencies, including Michigan Rehabilitation Services, the Michigan Department of Community Health, Community Mental Health Services, and public school systems. For example, R.O.O.C. houses blended staff from Michigan Rehabilitation Services who engage in many collaborative efforts beyond basic job placement services.
- R.O.O.C. provides a broad range of meaningful and challenging work for those who receive organizational employment services.

**R.O.O.C. 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, R.O.O.C. provides services that benefit persons served. It is well respected by those served and other stakeholders. It seeks innovative methods to enable persons served to lead their lives as they wish. It has many experienced staff members who are committed to those served. Although there are a few areas for improvement, R.O.O.C. appears to be committed to addressing them.

R.O.O.C., Inc., has earned a Three-Year Accreditation. The board and staff members are recognized for their efforts in pursuing accreditation. They are encouraged to use their resources to address the opportunities for improvement recommended in this report and the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

## **SECTION 1. ASPIRE TO EXCELLENCE®**

### **A. Leadership**

#### **Principle Statement**

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

#### **Key Areas Addressed**

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

---

#### **Recommendations**

There are no recommendations in this area.

---

### **C. Strategic Planning**

#### **Principle Statement**

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

## **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- R.O.O.C.'s administration recognizes that many persons served are in need of residential services. The organization is encouraged to continue to investigate the possibility of providing this much-needed service. Before launching a service with which it does not have experience, the administration might consider engaging the services of a knowledgeable consultant to guide it through unfamiliar territory. It is suggested that the CARF standards for supported living services be used as guidelines for service development.
- 

## **D. Input from Persons Served and Other Stakeholders**

### **Principle Statement**

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## E. Legal Requirements

### Principle Statement

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

### Key Areas Addressed

- Compliance with all legal/regulatory requirements
- 

### Recommendations

There are no recommendations in this area.

---

## F. Financial Planning and Management

### Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

### Key Areas Addressed

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

### Recommendations

#### F.7.a. through F.7.b.(3)

Although R.O.O.C. has implemented a system to create billings for services rendered, it has not conducted a review of a representative sampling of records to ensure that the system, as a whole, functions correctly. At least quarterly, the organization should conduct a review of a representative sampling of records of persons served to document that dates of services provided coincide with billed episodes of care, determine that bills accurately reflect services provided, and identify

necessary corrective action. The review might be carried out in conjunction with other quality assurance activities, or a committee that includes paraprofessionals could be created to review all aspects of service quality.

---

## **G. Risk Management**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## **H. Health and Safety**

### **Principle Statement**

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

### **Key Areas Addressed**

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

---

## **Recommendations**

### **H.5.c.(6)**

### **H.5.c.(7)**

The organization's written emergency procedures addressing evacuation should include identification and continuation of essential services. Rather than attempting to identify contingency plans for every possible disaster, criteria might be established for circumstances under which staff members would come together to address unique emergency situations.

---

## **I. Human Resources**

### **Principle Statement**

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

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## **J. Technology**

### **Principle Statement**

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

### **Key Areas Addressed**

- Written technology and system plan



---

## **Recommendations**

There are no recommendations in this area.

---

## **K. Rights of Persons Served**

### **Principle Statement**

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

### **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

---

## **L. Accessibility**

### **Principle Statement**

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

### **Key Areas Addressed**

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

## **Recommendations**

There are no recommendations in this area.

---

## **M. Performance Measurement and Management**

### **Principle Statement**

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and information is used to manage and improve service delivery.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## **N. Performance Improvement**

### **Principle Statement**

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

### A. Program/Service Structure

#### Principle Statement

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

#### Key Areas Addressed

- Services are person centered and individualized
  - Persons are given information about the organization's purposes and ability to address desired outcomes
  - Documented scope of services shared with stakeholders
  - Service delivery based on accepted field practices
  - Communication for effective service delivery
  - Entrance/exit/transition criteria
- 

#### Recommendations

There are no recommendations in this area.

---

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

#### Principle Statement

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/ supports are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

## **Key Areas Addressed**

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

## **Recommendations**

### **B.5.b.(2)**

### **B.5.b.(3)**

### **B.5.b.(5)**

Although R.O.O.C. develops an individual service plan (ISP) annually for persons served that includes goals, it is recommended that the coordinated ISP identify specific, measurable objectives; methods/techniques to be used to achieve the objectives; and how and when progress on objectives will be regularly reviewed. This could be achieved by listing review time frames and documentation of the completion of reviews on the ISP document.

## **Consultation**

- R.O.O.C. uses an excellent risk assessment tool in its community employment services that it might consider adapting for use in its community integration and organizational employment services.
- 

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

### **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.1.e.**

### **C.1.f.**

The up-to-date individual record of all medications, including prescription and nonprescription, used by the person served should include potential side effects and drug interactions. This information could be obtained from the pharmacy or a reliable internet source and included with medication documentation of persons served.

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

Although the organization's medication procedure addresses storage of medications requiring refrigeration, its written procedures should be expanded to address protection from light.

---

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

### **Principle Statement**

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

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

### **Key Areas Addressed**

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

### **Recommendations**

There are no recommendations in this area.

---

## F. Community Services Principle Standards

### Key Areas Addressed

- Access to community resources and services
  - Enhanced quality of life
  - Community inclusion
  - Community participation
- 

### Recommendations

There are no recommendations in this area.

---

## SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

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

- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

## **C. Community Employment Services**

### **Principle Statement**

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

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

Individuals may be paid by community employers or by the organization. Employment is in the community.

### **Job Development**

Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level such as self-directed job search.

### **Employment Supports**

Employment support services are activities that are employment-related to promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job.

The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

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

### **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Pays wages at or above minimum wage
  - Provides a benefits package
  - Employment provided in regular business settings
  - Integrated employment retention
  - Provides career advancement resources
  - Business plan is used to design service
- 

### **Recommendations**

There are no recommendations in this area.

---

## **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 the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.



Service models are flexible and may include a variety of enterprises and business designs, including 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
  - Increased wages and skills
- 

### **Recommendations**

There are no recommendations in this area.

---

## **P. 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 and supports 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.
- Pre-vocational experiences.
- Vocational pursuits.
- Development of work attitudes.

- Employment activities.
- Volunteerism in the community.
- 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**

There are no recommendations in this area.

---