CARF Accreditation Report

for

Magic City Enterprises, Inc.

Three-Year Accreditation

Contents

About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Magic City Enterprises, Inc.
1780 Westland Road
Cheyenne, WY 82001

Organizational Leadership

Jeff Gardner, CEO/President
Mandy Liley, Chief Financial Officer
Tara McMichael, Vice President of Community Services

Survey Number

182566

Survey Date(s)

July 29, 2024–July 31, 2024

Surveyor(s)

Robin B. Devore, BA, QP, Administrative
Katie Peck, BS, Program
Arden Floran, MA, Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Organizational Employment Services
Supported Living

Previous Survey

December 1, 2021–December 3, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2027

Executive Summary

This report contains the findings of CARF's site survey of Magic City Enterprises, Inc. conducted July 29, 2024–July 31, 2024. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Magic City Enterprises, Inc. demonstrated substantial conformance to the standards. Magic City Enterprises, Inc. (MCE) provides services that are highly valued and considered to be of excellent quality by its stakeholders, board members, and family members. The organization is well structured, well designed, and dedicated to fostering a person-centered environment. Within the homes, rooms reflect the unique personalities and interests of the individuals served. In community employment and community integration, the individuals served achieve greater independence and work toward their goals. The creative staff members display a team approach and are dedicated to the delivery of individualized services that meet or exceed the expectations of the individuals served, funders, and referral sources. MCE has a well-designed and efficient infrastructure to ensure that its business functions are designed and executed to maintain sustainability and nurture growth opportunities. The executive leadership team members are professionals who lead by example and are engaged in every aspect of the organization to ensure that it is the preferred provider of services in its area. The leadership of the organization is well respected within the state of Wyoming, and, in some cases, state legislators will reach out to the organization's CEO for input. The organization has a robust workforce development program and ensures that the staff members are well trained and continually supported. It is evident that the individuals served are benefiting from the programs and services provided. Stakeholders expressed high levels of satisfaction with and appreciation for the organization and its services, its direct support staff members, and its leadership. Opportunities for improvement are found in the areas of strategic planning; health and safety; workforce development and management; technology; performance measurement and management; program/service structure; individualized-centered service planning, design, and delivery; medication monitoring and management; community services principle standards; and organizational employment services (OES). Leadership appears to have the resources and willingness to address the recommendations. It has already begun to implement many of the opportunities for improvement identified in this report and will likely achieve conformance by adding to existing policies and procedures.

Magic City Enterprises, Inc. appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Magic City Enterprises, Inc. is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Magic City Enterprises, Inc. has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Magic City Enterprises, Inc. was conducted by the following CARF surveyor(s):

- Robin B. Devore, BA, QP, Administrative

- Katie Peck, BS, Program

- Arden Floran, MA, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.

- Business unit resources, such as finance and human resources.

- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.

- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.

- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Magic City Enterprises, Inc. and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.

- Direct observation of the organization's operations and service delivery practices.

- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Integration
- Organizational Employment Services
- Supported Living

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Magic City Enterprises, Inc. demonstrated the following strengths:

- Over the past year, the organization's leadership has realigned all departments to ensure that it has the "right person in the right seat." This realignment resulted in reduced unnecessary administrative positions, leading to a much smaller leadership team. Although the team is small and members wear many hats, their dedication is notable. The leadership's passion and care for the individuals served and staff members are commendable. They consistently step in to address the individuals' needs, providing meaningful activities and fostering a familylike environment.

- The strong leadership team at MCE is complimented for its knowledge, passion, commitment, and positive involvement. Team members appear to respect, support, and enjoy working together. Their dedication and exceptional enthusiasm are contagious. Over the past few years, they have navigated the organization through the COVID-19 pandemic and addressed everyday challenges, particularly staffing shortages, with exceptional skill. The leadership team continually seeks new ways to build upon its experiences and achievements. It is dedicated to supporting staff members, developing the organization's policies and procedures, and advocating for both individuals and staff members.

- The organization is recognized for having a dedicated leadership team that communicates effectively both internally and externally. The team is reported to feel comfortable having tough conversations and believes that discussing differing opinions is healthy and contributes to achieving collective goals. This is evident in the realignment and tough decisions made during that process. Such a leadership team enhances the quality of the organization, the staff, and the services provided to the individuals served.

- MCE benefits from dedicated advocates among its board members. Their enthusiasm and lengths of service are refreshing. Board members are actively engaged in their governance roles, demonstrating a strong knowledge of the organization, its mission, and the services provided to the individuals served. They work closely with the organization's leadership to support and oversee day-to-day operations, allowing the leadership team to manage and provide exceptional services.

- The organization has a positive, energetic, and professional reputation among funders and referral sources and in the community. Strong advocacy for individuals served, staff members, and other stakeholders is evident, exhibiting that they fully understand the services provided.

- The organization is commended for its strong leadership in finance, risk management, workforce development, technology, and operations. Policies and procedures are consistently reviewed and updated, with outcomes and detailed reporting processes demonstrating the organization's deep understanding of the individuals' needs. The new platforms implemented by the organization enhance reporting processes, outcome tracking, and ease of use.

- The organization utilizes an online training platform designed to teach staff members a competency-based curriculum from the individuals' perspective. The training materials focus on working with individuals with disabilities, and many courses include videos featuring individuals speaking directly, helping staff members better understand and appreciate their perspectives.

- Based on the individuals' needs, remote support monitoring services have recently been added through MCE. Sensors have been installed to ensure timely support for kitchen safety, such as detecting if the water or stove is left on unattended or providing alerts for assistance needed in the restroom. The individuals served and staff members indicated that this service has met a need that other service lines historically have been challenged by to promote personal independence while still providing timely support. One individual shared that he finally feels like he has both "freedom and support when needed."

- MCE has a strong community presence, supporting greater individual satisfaction and improved life outcomes. The individuals served in day services and community living supports eagerly shared their excitement about activities they have participated in, such as the annual Cheyenne Frontier Days, a partnership with a local

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animal shelter that creates a memorial for loved pets, a civic club's pancake breakfast, and activities through the county's advocacy and resource center. Many individuals served have even been able to take extended trips to other states with support. These activities provide both personnel and individuals served with a sense of accomplishment and purpose.

- MCE has a strong sense of advocacy embedded in day-to-day interactions both on behalf of and with the individuals served. The belief in "doing the right thing" and finding the "right fit" was a common theme shared among staff members at all levels. They are open to finding solutions, removing barriers, and taking calculated risks for the individuals served, which has empowered the individuals to advocate their own desires. Families also feel reassured by the services provided to their loved ones and recognize that the staff members are caring, compassionate, and consistent.

- MCE offers a welcoming environment, from the upkeep of its main office and day services site to the personal vehicles used for service delivery. Having tidy, accommodating, and properly maintained vehicles gives individuals the impression that staff members are prepared and fosters a welcoming atmosphere. Living spaces provided by MCE are tailored to the individuals' needs, and their interests are reflected in both common areas and personal rooms, including the presence of personal pets. Homes are clean and accessible.

- MCE experienced higher-than-usual individual loss this past year due to health changes. Staff members honored the continuity of care and made efforts to support individuals with end-of-life care in their homes rather than in unfamiliar settings, fostering emotional closure for housemates and personnel who had become like family. A butterfly release celebration was held earlier this year to honor those who had passed.

- MCE staff members are clearly dedicated to the individuals served when it comes to providing a person-centered approach. The importance of ensuring that the individuals served are provided with support in their job searches and in their employment of choice was evident.

- MCE staff members have shown that they make sure the individuals served are working in safe, positive, and friendly working environments.

- Providing transportation to the individuals has allowed them to obtain and maintain employment in the community.

- MCE is held in high regard by employers in the community. Employers stated that the organization's staff members are quick in reacting to any issues they may have with an individual in the work environment, including on nights and weekends. Many employers stated that the staff members provide high-quality follow-along services for the individuals and that staff members continually meet or exceed the employers' needs.

- The staff members work well as a team, ensuring that the individuals' needs are met on the job. The staff members will fill in for one another when needed, so assistance will always be available to support the individuals and the employers in the work setting.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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 and responsibilities
■ Person-centered philosophy
■ Organizational guidance
■ Leadership accessibility
■ Cultural competency and diversity
■ Corporate responsibility
■ Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

Consultation

▪ It is suggested that the organization incorporate videos featuring success stories into the website MCE is currently redesigning. These videos could effectively showcase the organization's dedication and provide valuable information for those seeking services for their loved ones.

1.C. Strategic Planning

Description

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

■ Environmental considerations
■ Strategic plan development, implementation, and periodic review

Recommendations

1.C.1.l.(1)
1.C.1.l.(2)
1.C.1.l.(3)
Although MCE has recently implemented innovative technology in its operations, it has not integrated technology use into its ongoing strategic planning. It is recommended that the ongoing strategic planning of the organization consider the use of technology to support efficient operations, effective service delivery, and performance improvement.

Consultation

▪ It is suggested that the organization develop a one- or two-page bulleted summary of its strategic plan for funders, families, and other stakeholders. This summary could be posted on the organization's website to provide a quick overview of MCE's annual goals. It might also serve as a useful tool during orientation training for new staff members.

1.D. Input from Persons Served and Other Stakeholders

Description

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

■ Collection of input from persons served, personnel, and other stakeholders
■ Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

▪ MCE typically conducts individual satisfaction surveys during annual plan reviews or through other platforms, but these surveys may not always provide the most accurate reflection of the organization's performance with the individuals served. The organization might consider using online signatory software to conduct surveys and incorporating electronic records software to tailor satisfaction surveys to the individuals' abilities with specific questions and response options.

1.E. Legal Requirements

Description

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

Key Areas Addressed

■ Compliance with obligations
■ Response to legal action
■ Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

■ Budgets
■ Review of financial results and relevant factors
■ Fiscal policies and procedures
■ Reviews of bills for services and fee structures, if applicable
■ Review/audit of financial statements
■ Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

■ Risk management plan implementation and periodic review
■ Adequate insurance coverage
■ Media relations and social media procedures
■ Reviews of contract services

Recommendations

There are no recommendations in this area.

Consultation

▪ The organization could note the level of risk on the risk management plan to denote whether the risk is high, medium, or low.

1.H. Health and Safety

Description

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

■ Healthy and safe environment
■ Competency-based training on health and safety procedures and practices
■ Emergency and evacuation procedures
■ Access to first aid and emergency information
■ Critical incidents
■ Infections and communicable diseases
■ Health and safety inspections

Recommendations

1.H.7.a.(1)
1.H.7.a.(2)
1.H.7.b.
1.H.7.c.(1)
1.H.7.c.(2)
1.H.7.c.(3)
1.H.7.c.(4)
1.H.7.c.(5)
1.H.7.d.
Although MCE has improved its process to ensure that unannounced emergency procedures are conducted at all locations this year, the process was inconsistent in 2022 and 2023, and not all procedures were tested annually across all locations. It is recommended that an unannounced test of each emergency procedure be conducted at least annually on each shift and at each location; include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill; be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results; and be evidenced in writing, including the analysis.

1.H.13.j.
Although there were first aid supplies in company vehicles, there were no first aid supplies in the personal vehicles used to transport individuals served. When transportation is provided to the individuals served, there should be evidence of first aid supplies available in the vehicle(s).

1.H.14.a.
1.H.14.b.(1)
1.H.14.b.(2)
1.H.14.b.(3)
Although the organization conducted health and safety self-inspections in some homes annually or semiannually, the process was inconsistent across locations and shifts and regarding the frequency of inspections. It is recommended that comprehensive health and safety self-inspections be conducted at least semiannually by a qualified external authority and result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to the recommendations.

1.H.15.a.(1)
1.H.15.a.(2)
1.H.15.b.(1)
1.H.15.b.(2)
1.H.15.b.(3)

Although some locations had external health and safety inspections completed, not all locations were inspected annually by an external authority with consistency. Comprehensive health and safety inspections should be conducted at least annually by a qualified external authority and result in a written report that identifies the areas inspected, recommendations for areas needing improvement, and actions taken to respond to the recommendations.

Consultation

- Although evacuation and safety signage at community integration sites and the administrative office include information on the location of fire extinguishers, first aid kits, and primary places of safety, MCE might consider enhancing signage at each community housing site to also include these details. This could support successful outcomes in emergencies for individuals served, staff members, and visitors.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

■ Composition of workforce
■ Ongoing workforce planning
■ Verification of backgrounds/credentials/fitness for duty
■ Workforce engagement and development
■ Performance appraisals
■ Succession planning

Recommendations

1.I.5.a.(4)
It is recommended that onboarding and engagement activities include orientation that addresses the organization's performance measurement and management plan.

1.I.8.a.
1.I.8.b.
1.I.8.c.
1.I.8.d.
1.I.8.e.
1.I.8.f.
1.I.8.g.
1.I.8.h.
Performance appraisals have been inconsistent over the past few years, and measurable goals have not been consistently implemented. MCE is in the process of developing and implementing new procedures for performance appraisals through its payroll system, which will allow for more consistency, improved measurable goals, and input from staff members being appraised. It is recommended that MCE implement written procedures for performance appraisal that address the identified workforce, the criteria against which people are being appraised, involvement of the individual being appraised, documentation requirements, timeframes/frequencies related to the performance appraisal process, measurable goals, sources of input, and opportunities for development.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

■ Business processes and practices.
■ Privacy and security of protected information.
■ Service delivery.
■ Performance management and improvement.
■ Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

■ Ongoing assessment of technology and data use, including input from stakeholders
■ Technology and system plan implementation and periodic review
■ Technology policies and procedures

Recommendations

1.J.2.d.
MCE is urged to implement a technology and system plan that aligns with the organization's strategic plan.

1.K. Rights of Persons Served

Description

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

■ Policies that promote rights of persons served
■ Communication of rights to persons served
■ Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

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

Key Areas Addressed

■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

■ Leadership accountability and support.
■ Mission-driven measurement.
■ A focus on results achieved for the persons served.
■ Meaningful engagement of stakeholders.
■ An understanding of extenuating and influencing factors that may impact performance.
■ A workforce that is knowledgeable about and engaged in performance measurement and management.
■ An investment in resources to implement performance measurement and management.
■ Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

■ Leadership accountability for performance measurement and management
■ Identification of gaps and opportunities related to performance measurement and management
■ Input from stakeholders
■ Performance measurement and management plan

- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

1.M.10.
Personnel should be provided with documented education and training in accordance with their roles and responsibilities for performance measurement and management.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

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

2.A.19.b.
Although MCE has a policy that identifies its role related to medications that are used by the individuals served, the organization should have a policy that identifies whether or not it has any role related to medications that are used by the individuals served in the programs seeking accreditation, including whether or not it directly provides medication management.

Consultation

- Although the organization documents the parameters of its scope of services, it is suggested that MCE document the hours of service in the handbook and admission packet. This could ensure that the highly individualized service offerings, as specified in each individual's care plan, are clearly communicated, distinguishing the organization's offerings from similar ones at other organizations.

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

Description

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 desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

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

2.B.10.a.
2.B.10.b.
2.B.10.c.
Although MCE has a policy outlining exit summary requirements, exit summaries were completed only for employment services, and these summaries did not consistently capture a summary of the results of the services received, including possible recommendations for future services or referrals to other supports. An exit summary report should be prepared on a timely basis for each individual who leaves the organization's services that summarizes results of services received.

2.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

2.C.2.a.
Although MCE's policy does have written procedures addressing medications requiring refrigeration, the organization should implement written procedures that address storage, including handling of medications requiring refrigeration or protection from light.

2.C.5.d.(3)
Although MCE has written procedures regarding documentation of the use and benefits or lack thereof for as needed (PRN) medications, the protocol in place is not consistently followed. An organization that manages medications for individuals served should implement written procedures that address administration of medication, including documentation of the use and benefits, or lack thereof, of PRN doses. Given that the organization has a clear spot within the electronic health record to document follow-up on administration of PRN medications, MCE is encouraged to use this consistently.

Consultation

▪ Although MCE has a policy covering off-site use protocols, it may be beneficial for the safety of all involved in medication transport to provide a secure transportation method, such as a lockable bag kept with staff members.

2.D. Employment Services Principle Standards

Description

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.

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

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

2.E. Community Services Principle Standards

Description

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

Key Areas Addressed

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

Recommendations

2.E.5.a.
When appropriate to services and the population served, the program should ensure that personnel are provided with documented education and training about early signs indicating possible dementia and aging-related decline.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

■ Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counseling.
■ Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dieticians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
■ Encompass settings such as:
  - Hospitals, clinics, professional offices, and other organization-based settings.
  - Schools, work sites, libraries, community centers, and other community settings.
  - Congregate living, individual homes, and other residential settings.
■ Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

■ Written procedures for the use of information and communication technologies (ICT) in service delivery
■ Personnel training on how to deliver services via ICT and the equipment used
■ Instruction and training for persons served, family/support system members, and others
■ Provision of information related to ICT

- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT
- Scope of ICT services

Recommendations

There are no recommendations in this area.

Consultation

- MCE may want to consider updating its policy and procedures for handling power outages. The current procedure outlines the use of a generator for ongoing technology needs until power is restored, yet the organization does not currently have a generator. The procedure could also note that each device has a built-in 12-hour battery backup, allowing for an extended window of time before another solution is needed.

- MCE may want to consider adding a statement within its remote monitoring consent form regarding organizational practices to protect the privacy of the individual served.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment 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 self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.F. Organizational Employment Services (OES)

Description

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, including individualized competitive employment.

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.

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

■ Movement to individualized competitive employment.
■ Movement to an integrated environment.
■ Increased wages.
■ Pay at or above minimum wage.
■ Increased skills.
■ Increased work hours.
■ Minimized downtime with meaningful activities available.
■ Exposure to and availability of a variety of jobs.
■ Increased ability to interact with others as part of a professional team and to resolve interpersonal issues appropriately.

Key Areas Addressed

■ Paid work provided by organization
■ Legal guidelines adherence
■ Employment goals of persons served
■ Increased wages and skills

Recommendations

3.F.3.a.
Although the organization effectively assesses individuals' skills through the career planning profile and provides resources to enhance these skills for obtaining and retaining integrated employment, based on the needs and choices of the individual served, MCE should provide or refer the individual to resources for addressing, as relevant to job support, basic academic skills. It is suggested that MCE expand the career planning profile to include assessing all work and nonwork skills needed for successful competitive integrated employment and consider providing resources, either internally at the organization or externally with an outside provider, so that individuals served might obtain these skills through the OES.

3.G. Community Employment Services (CES)

Description

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 individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® 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.

The following service categories are available under Community Employment Services:

■ Job Development (CES:JD)
■ Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both.

Note: 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.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

■ Persons obtain community employment.
■ Persons obtain individualized competitive employment.
■ Employment matches interests and desires of persons.
■ Wages, benefits, and hours of employment achieved as desired.
■ Average number of hours worked per week increases.
■ Average number of hours worked per week meets the desires of the person served.
■ Full-time employment with benefits.
■ Transition-age youth move directly from their educational environment into community employment.
■ Potential for upward mobility.
■ Self-sufficiency.
■ Integration.
■ Responsive services.
■ Safe working conditions.
■ Cost-effective for placement achieved.
■ Performance level achieved meets requirements of job or position.
■ Increase in skills.
■ Increase in productivity.
■ Increase in hours worked.
■ Increase in pay.
■ Employment retention.
■ Increase in natural supports from coworkers.
■ Persons served treated with respect.
■ Minimize length of time for supports.

- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): 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 support for a self-directed job search.

Employment Supports (CES:ES): Employment support services 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
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

Recommendations
There are no recommendations in this area.

Consultation
- It is suggested that MCE staff members resume using task analysis when assessing job duties that individuals served will be performing in the work environment. This could help in identifying good job matches and might reduce the risk of injury for individuals served with limitations.

Section 4. Community Services

Description

An organization seeking CARF accreditation in the area of 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, and self-reliance.
■ Self-esteem.
■ Housing opportunities.
■ Community citizenship.
■ Increased independence.
■ Meaningful activities.
■ Increased employment options.

4.G. Community Integration (COI)

Description

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.

■ 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.).

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

■ Community participation.
■ Increased independence.
■ Increased interdependence.
■ Greater quality of life.
■ Skill development.
■ Slowing of decline associated with aging.
■ Volunteer placement.
■ Movement to employment.
■ Center-based socialization activities during the day that enable persons to remain in their community residence.
■ Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed

■ Opportunities for community participation

Recommendations

There are no recommendations in this area.

4.H. Community Housing (CH)

Description

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/supports 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 twenty-four 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.

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

■ Safe housing.
■ Persons choosing where they live.
■ Persons choosing with whom they will live.
■ Persons having privacy in their homes.
■ Persons increasing independent living skills.
■ Persons having access to the benefits of community living.
■ Persons having the opportunity to receive services in the most integrated setting.
■ Persons' rights to privacy, dignity, respect, and freedom from coercion and restraint are ensured.
■ Persons having the freedom to furnish and decorate their sleeping or living units as they choose.
■ Persons having freedom and support to control their schedules and activities.
■ Settings that are physically accessible to the individuals.

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

Recommendations
There are no recommendations in this area.

4.I. Supported Living (SL)

Description
Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons usually living in their own homes (apartments, townhouses, or other residential settings). 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. A sample of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there,

the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

Supported living programs may be referred to as supported living services, independent living, supportive living, semi-independent living, and apartment living, and services/supports may include home health aide and personal care attendant services. Typically there would not be more than two or three persons served living in a residence, no house rules or structure would be applied to the living situation by the organization, and persons served can come and go as they please. Service planning often identifies the number of hours and types of support services provided.

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

- Persons served achieving choice of housing, either rent or ownership.
- Persons served choosing whom they will live with, if anyone.
- Minimizing individual risks.
- Persons served have access to the benefits of community living.
- Persons served have autonomy and independence in making life choices.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Magic City Enterprises, Inc.

1780 Westland Road
Cheyenne, WY 82001

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

Cleveland Shared Family Home

1215 Cleveland
Cheyenne, WY 82001

Community Housing

Deming

301 Deming Drive
Cheyenne, WY 82001

Community Integration

Greenview Apartments

212 Central Avenue
Cheyenne, WY 82007

Supported Living

Hamilton Shared Family Home

5616 Hamilton
Cheyenne, WY 82009

Community Housing

Ridge Shared Family Home

3517 Ridge Road
Cheyenne, WY 82001

Community Housing

Shaun Shared Family Home

6338 Shaun
Cheyenne, WY 82009

Community Housing

West 5th Shared Family Home I

541 West 5th Street
Cheyenne, WY 82001

Community Housing

West 5th Shared Family Home II

543 West 5th Street
Cheyenne, WY 82001

Community Housing

Wills Shared Family Home

2403 Wills Road
Cheyenne, WY 82001

Community Housing

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