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Three-Year Accreditation

CARF
Survey Report
for
Hudson Community
Enterprises

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Organization

Hudson Community Enterprises (HCE)
68-70 Tuers Avenue
Jersey City, NJ   07306

Organizational Leadership

Maureen Walliser, President

Survey Dates

August 8-9, 2011

Survey Team

Rajnish J. Mandrelle, M.B.A., M.B.B.S., M.P.H., Administrative Surveyor

Meaghan Johnson, Program Surveyor

Programs/Services Surveyed

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training
Employment Services: Comprehensive Vocational Evaluation Services
Employment Services: Employee Development Services
Employment Services: Organizational Employment Services

Previous Survey

October 23-24, 2008
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: October 2014

SURVEY SUMMARY

Hudson Community Enterprises (HCE) has strengths in many areas.

■ The board of trustees, with many years of experience represented by its diverse members from the business, legal, real estate, banking, and education fields, is committed to maintaining a financially stable organization dedicated to the meeting the needs of the persons served and other stakeholders.

■ The strong and visionary leadership of the executive director and management team has helped build a great community reputation about the services provided by the organization.

■ Funding and referral sources are very pleased with the organization's services provided in the communities served.

■ The commitment and dedication of the staff are evidenced by low employee turnover and high satisfaction with the organization and the services provided.

■ The development of salary bands or ranges for all personnel validates the organization's commitment to maintain a competitive edge in its recruitment and retention strategy.

■ The organization is committed to its values that nurture the personal growth and dignity of persons served.

■ The organization is commended for implementing successful social business enterprises; Metro Shredding, Metro Scanning, Metro Digital Document Solutions, and Metro Cleaning Services. These have decreased its reliance on uncertain and dwindling governmental funding to enhance its mission and vision and maintain a competitive edge. Seventy-six percent of the organization's revenue is now from social business enterprises.

■ The certification by MWBE.com of the four social enterprise programs as Minority and Women Business Enterprises provides community recognition of the excellent services provided by the organization.

■ The organization is commended for the diversity of its employees mirroring the community it serves.

■ HCE is commended for developing a variety of activity groups for persons served that include the Advocacy Committee, CAPS, Good Vibes, Sunshine Committee, and Star Awards, which encompass a wide array of relevant topics such as advocacy and accessibility.

■ Both of the facilities operated by HCE are aesthetically pleasing, warm, and inviting. The facilities are clean, spacious, and accessible, which provide a pleasant working environment for persons served.

■ HCE is applauded for its continuous efforts to provide much-needed services to individuals with criminal backgrounds. HCE strives to develop new employment opportunities within the organization that create jobs for this hard-to-serve population.

■ HCE is commended for adhering to its quality improvement plan goals from its previous accreditation survey regarding assessing risks for persons served. HCE has developed a comprehensive tool that effectively captures risks that may exist for each person served and incorporates goals for managing these risks into the individual goal plans.

- HCE is applauded for the high level of satisfaction voiced by parents and persons served. All persons interviewed indicated that they were very happy with the services provided and felt that they could rely on HCE to provide quality services and supports.

- HCE is commended for its ongoing efforts to provide opportunities for growth and advancement of its extended employees. Implementation of The Blue Ribbon Groups ensures that basic, life management, and socialization skill development continue to be valued as much as vocational skill development.

HCE 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, HCE demonstrates substantial conformance to the CARF standards. The board of trustees, leadership, and staff are committed to the delivery of premier services to persons served and continuous quality improvement. The organization is well respected among funding and referral sources for providing excellent and caring services to the persons they referred for services. The organization maintains a healthy, safe, and clean environment that supports quality services and minimizes risk of harm to persons served. The social business enterprises have successfully grown over the past few years and have helped increase the financial stability of the organization despite decreases in governmental funding. The organization is urged to use its resources to address the few recommendations in this report and is encouraged to continue to use the CARF standards in its quality improvement process.

Hudson Community Enterprises has earned a Three-Year Accreditation. The leadership, board of directors, staff, and persons served are congratulated on their achievement and commitment to excellence.

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.

Consultation

■ It is suggested that the organization consider expanding the diversity of its board of trustees to include family members or guardians of the persons served.

C. Strategic Integrated Planning

Principle Statement

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

Key Areas Addressed

■ Strategic planning considers stakeholder expectations and environmental impacts

■ Written strategic plan sets goals

■ Plan is implemented, shared, and kept relevant

Recommendations

There are no recommendations in this area.

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.3.b.(1)
F.3.b.(2)
Although the organization shares the actual financial results compared to budget with the board of directors, management, and funders, it is recommended that this information be reported, as appropriate, to personnel and persons served. The organization might consider summarizing the audited balance sheet and income statements on the annual report.

F.7.a. through F.7.b.(3)
The organization is urged to review a representative sampling of records of persons served at least quarterly to document that the dates of services coincide with billed episodes of care, determine that the bills accurately reflect the services that were provided, and identify necessary corrective action.

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.4.a.(1) through H.4.b.(6)
H.4.b.(8)
H.4.c.

Although the organization provides training to staff upon hire and annually, it is recommended that the training be competency based; documented; and include health and safety practices, identification of unsafe environmental factors, emergency procedures, evacuation procedures, identification of critical incidents, reporting of critical incidents, and reducing physical risks.

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

I.5.b.(2)

Although the organization conducts confidentiality and HIPAA training, it is urged to ensure that all employees participate in the training.

I.6.a.(1)
I.6.a.(2)
I.6.d.(5)

Although the organization has recently updated all job descriptions, it is urged to review these on an annual basis and update them as needed. The organization has recently started completing performance evaluations for all personnel; however, it is urged to complete these annually.

I.7.f.
I.7.g.

The organization has recently developed a signed agreement with a volunteer. It is urged to develop policies and written procedures for dismissal and confidentiality policies. The organization might consider developing a volunteer handbook utilizing the features of the employee handbook.

I.8.e.

Although the organization has updated the personnel policies recently, it is recommended that these be reviewed annually. It is suggested that the organization obtain a signed receipt from all employees attesting that they have received the employee handbook whenever changes are made to any personnel policies.

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

K.1.a.(3)

It is recommended that HCE annually review the rights of persons served for those in a program longer than one year. There is a process for reviewing safety and the client handbook, including the rights section, and a form for documenting that the review has been completed; however, the review is not consistently being done annually for all persons served in a program for longer than one year. Although HCE has a comprehensive manual for persons served that includes all areas of rights of persons served, persons served could benefit from learning about the information in a variety of ways that might include visual aids, such as posters or signs, and by interaction, such as skits or videos. It is suggested that HCE consider these options and include the Advocacy Committee in developing ideas.

K.5.a. through K.5.b.(3)

It is recommended that HCE conduct an annual review of formal complaints to determine trends, areas for performance improvement, and actions to be taken.

L. Accessibility

Principle Statement

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

Key Areas Addressed

■ Written accessibility plan(s)

■ Status report regarding removal of identified barriers

■ Requests for reasonable accommodations

Recommendations

L.3.c.(1)

Although the organization prepares a written accessibility plan that includes all identified barriers, time lines, and persons responsible, it is recommended that the annual written accessibility status report include progress made in the removal of the identified barriers.

L.4.d.

Although the organization has a policy and procedure guiding requests for reasonable accommodation, it is recommended that the requests and approvals be documented.

M. Information Measurement and Management

Principle Statement

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

Key Areas Addressed

■ Information collection, use, and management

■ Setting and measuring performance indicators

Recommendations

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

There are no recommendations in this area.

Consultation

■ It is suggested that HCE reevaluate and revise the format of the individual service plan to be more user-friendly and provide the opportunity to improve the clarity of the plans.

D. Employment Services Principle Standards

Principle Statement

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of employment services.

Key Areas Addressed

■ Goals of the persons served

■ Personnel needs of local employers

■ Community resources available

■ Economic trends in the local employment sector

Recommendations
D.7.a.

It is recommended that HCE document how the person's disability affects his or her productivity. This could be done at the end of the 25-day evaluation phase and thereafter as needed if there is a change in how the disability affects productivity (i.e., period of illness, loss of coordination, vision loss, and the like).

Consultation

■ It is suggested that HCE consider developing a job board or resource area that is accessible to all persons served and include information on employment and other resources that are available in the community. This information could be provided on an individual basis upon request, but there might be persons served who are interested in employment opportunities or accessing other resources who could benefit from receiving this information in a public format.

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of employment services assists the persons served in obtaining access to the resources, services, and supports that result in opportunities for the persons served that meet their employment-related wants, desires, goals, and needs. The organization provides the persons 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 served and other stakeholders. Services are individualized to each person.

E. Comprehensive Vocational Evaluation Services

Principle Statement

Comprehensive vocational evaluation services provide an individualized, timely, and systematic process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives. A vocational evaluator or vocational specialist provides or supervises the services.

An accredited comprehensive vocational evaluation service is capable of examining a wide range of employment alternatives. The following techniques are used, as is appropriate to the person being assessed, to provide comprehensive vocational evaluation services:

■ Pre-evaluation assessment of assistive technology needs

■ Assessment of functional/occupational performance in real or simulated environments

■ Work samples

■ Employment exploration model

■ Psychometric testing

■ Preference and interest inventories

■ Personality testing

■ Extensive personal interviews

■ Other appropriate evaluation tests, depending on the individual

■ Analysis of prior work experience and transferable skills

Key Areas Addressed

■ Vocational options

■ Various exploratory techniques used by qualified evaluators

■ Employment goals

Recommendations

There are no recommendations in this area.

Consultation

■ It is suggested that HCE continue to be mindful of the desired employment outcomes of the persons served and include all recommendations that could assist them in achieving specific goals. There was evidence that this is occurring and that staff appears to have a firm understanding of the importance of this. It is also understood that the local Department of Vocational Rehabilitation Services (DVRS) has requested that recommendations be for general services and geared toward broad rather than specific job goals; however, the needs and desires of the persons served could also be included in the recommendations of the report.

F. Employee Development Services

Principle Statement

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at the job sites, within formal and organized training and educational settings, through counseling sessions, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

Key Areas Addressed

- Skills development/reestablishment

- Attitude development/reestablishment

- Work behaviors development/reestablishment

- Employment outcomes

Recommendations

There are no recommendations in this area.

H. 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

Recommendations

There are no recommendations in this area.

I. Community Employment Services

Principle Statement

Job Development

Successful job development concurrently uses assessment information about the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job 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.

Job-Site Training

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture, industry practices, and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker. Job-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

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

Key Areas Addressed

■ Integrated employment choice

■ Integrated employment obtainment

■ Integrated employment retention

Recommendations

I.13.a.

I.13.b.

It is recommended that HCE complete a review at least semiannually of the level of ongoing support needed with the persons served and the employer, as appropriate. In order to be more efficient, it might consider completing one of these reviews in conjunction with the annual review of rights.

Programs/Services By Location

Hudson Community Enterprises

68-70 Tuers Avenue
Jersey City, NJ   07306

Administrative Location Only

Hudson Community Enterprises

780 Montgomery Street
Jersey City, NJ   07306

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job-Site Training
Employment Services: Comprehensive Vocational Evaluation Services
Employment Services: Employee Development Services
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