

CARF
Survey Report
for
The Kennedy
Center, Inc.

Organization

The Kennedy Center, Inc.
2440 Reservoir Avenue
Trumbull, CT 06611

Organizational Leadership

Martin D. Schwartz, President/CEO

Lynn M. Pellegrino, M.S., Vice President, Human Resources

Survey Dates

December 5-7, 2016

Survey Team

Shawn P. Griffin, M.A., Administrative Surveyor

Pam K. Sunder, Program Surveyor

Julie A. Price, M.A., Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports

Community Employment Services: Job Development

Community Housing

Employment Planning Services

Previous Survey

November 13-15, 2013

Three-Year Accreditation

Survey Outcome

Three-Year Accreditation

Expiration: January 31, 2020



Three-Year Accreditation

SURVEY SUMMARY

The Kennedy Center, Inc. has strengths in many areas.

- The governing board of The Kennedy Center is highly committed and mission driven. Board members' participation in meetings and on many working subcommittees that represent the geographic areas and stakeholders' perspectives exemplifies the active support they provide to the organization. The richness of their diversity, experiences, and professional expertise helps guide the organization as it moves forward. Board representation includes family members of consumers.
- The Kennedy Center benefits from a compassionate leadership team with longevity of employment. Team members vest their energy in driving the organization forward in its quest to ensure that services provided are choice driven and of high caliber. These organizational values are reflected in many ways, including the use of service delivery practices that address the unique needs of the diverse populations served, including children, veterans, and consumers with acquired brain injuries, autism, and intellectual/developmental disabilities. An example of the organization's responsiveness to diversity is its "over 21 drop-in night" that provides social activities for consumers that facilitate the development of friendships.
- Equipped with numerous vehicles and lift-equipped, accessible vans, the organization provides highly responsive transportation services for consumers to community jobs, activities, and events. Its vehicles are very well maintained, and drivers are effectively trained.
- Although The Kennedy Center promotes consumers' use of public transportation to increase independence and community inclusion, a substantial gap remains in the availability of transportation services. The organization is complimented for expanding consumers' access to transportation via grants and creative funding opportunities.
- A sophisticated fund development and public relations program is maintained to increase public awareness of The Kennedy Center and to raise funds that support organizational activities and programmatic needs. Promotional materials, the language and presentation of which are of impressive quality, focus on the organization's mission.
- The president/CEO and leadership team are recognized for their employment longevity and for their dedication to the success of the organization and, most importantly, the individual success of each consumer.
- Enthusiastic direct support professionals take personal pride in the support and skill acquisition training they offer consumers that leads to successes, both large or small.
- Stakeholders described The Kennedy Center as being responsive to questions and service needs, willing to take chances and serve consumers with significant challenges, maintaining an open-door access practice, and being very engaging and creative in encouraging consumers to participate in activities of choice. Stakeholders also indicated that they feel that staff members keep them informed in a prompt manner.
- The Kennedy Center's conscientiousness in promoting a safe environment is reflected in the well-maintained and attractive appearance of its facilities and the comprehensive, ongoing training provided to personnel and consumers on safety practices, including hazard awareness.

- The organization focuses on the importance of consumer skill development, including self-advocacy skills. A noteworthy example is that a consumer supported by The Kennedy Center was the first person with an intellectual disability in Connecticut to receive the 40 Under Forty award in recognition of her societal contributions and personal impact that make a positive difference in her community.
- The Kennedy Center is complimented for using contracted independent auditors to audit the funds of consumers receiving community housing services to ensure that objective integrity, a theme noted across many operational areas of the organization, is maintained.
- The organization is commended for using a comprehensive and detailed strategic planning process. The process includes an historical analysis of corporate status; a thorough environmental assessment; and a projected trajectory of service needs, resource availability, and related options. The planning process and completed strategic plan document serve as a roadmap for The Kennedy Center. Including corporate action steps designed to meet community needs and identify new service populations, the plan positions the organization to continue to lead service provision in the areas of Connecticut it serves.
- The Kennedy Center is complimented for its insight, investment, and planning in technology. For example, the organization uses the state-of-the-art, cloud-based Datto electronic data protection, storage, and backup system. The system features a critical and dependable data recovery process and initiates safe backup of the computer system four times daily. Datto appears to be a reliable, efficient, and secure system.
- The impressive, organizationwide longevity of employees promotes consistent service delivery and ensures that consumers are supported to develop longstanding and mutually respectful relationships with current and former personnel.
- The employment program offers an impressive array of options for consumers, including opportunities for community-based work-site enclaves and individual jobs.
- Employers and consumers who receive job placement and group employment services in one of The Kennedy Center's small business enterprises (SBEs) expressed a high level of satisfaction with the quality of the organization's supports. Consumers' interests and skills appear to complement the needs of area employers, and training strategies utilized by coaches foster job success.
- The organization strives to maintain quality service provision across all program areas. Staff members value teamwork, communication, and information sharing in their efforts on behalf of consumers. It is evident that they treat consumers with dignity and respect and make a concerted effort to empower them to achieve personal success. Mutual caring and admiration are notable among consumers, direct support professionals, management, and leadership.
- The Kennedy Center offers a broad range of employment-related services to diverse clientele. This diversity strategically promotes the organization's alignment with community partners and other stakeholders who also support and serve as ambassadors for its mission.
- Many consumers living in the organization's homes have resided together for many years. They truly value their housemates and staff members, whom they consider an extended family. Consumers express a high level of overall satisfaction with their services and indicate that they are confident in the management of the program, the safety and rights protections they are provided, and the day-to-day supports they receive in their homes and the community.

- Homes owned and leased by The Kennedy Center are located in beautiful neighborhoods and maintained to the standards of other residences in the surrounding community. They are spacious, organized, neat, and personalized to the styles and interests of the consumers residing in them. Nearly each consumer has his or her own personally decorated bedroom. Pictures of family and friends in many bedrooms enhance their homelike feel. The welcoming quality of common living spaces in the homes promotes socialization.
- Funding and referral sources view the organization as a go-to support provider due to its commitment to serve consumers with significantly challenging behaviors at home and in the community. The organization is commended for creating a behavioral services team composed of board-certified practitioners who appear well equipped to provide quality behavioral supports using best-practice Association for Behavior Analysis International (ABAI) approaches.
- Job placement staff members are recognized for developing very strong relationships with employers across the community. Employers are highly satisfied with the organization's placement practices, and they particularly note its thorough training practices and the ongoing nature of its follow-up services. Employers clearly appreciate the benefits of utilizing The Kennedy Center's placement services to meet their employment needs.
- The Kennedy Center is complimented for the caliber of its individualized job placement services that include work evaluations, work interviews, and job exploration activities. These services result in quality employment placements in a variety of work settings.
- Funding and referral sources are highly satisfied with The Kennedy Center's services. In particular, referral sources praised staff members' strong communications, forward-thinking practices, and creative problem solving in addition to the variety of job placements they secure.
- Consumers are very pleased with the pre-employment services provided by staff members, including assistance with résumé development, job search activities, and interview preparation. They comment that staff members listen to them and ensure that their employment plan and job search activities truly reflect their work preferences and needs.
- The dedication with which staff members approach their work is evident in their positive approach to service provision and their treatment of consumers with respect and compassion.
- Employment placement and support services personnel work as a team to ensure that consumers are successful in their jobs. This includes providing consumers rides to work when other transportation options are not available.
- Staff members providing follow-up services are commended for the quality of ongoing support services they provide to consumers and employers, both of whom indicate that they feel very comfortable contacting personnel when they have concerns and questions. Natural support systems established at many community employment sites further strengthen the employment placement.
- The Kennedy Center is complimented for its impressive practices related to the development of individual plans and the timely revision of plans to incorporate information important to the consumer. The organization's transition to the Therap[®] Services electronic documentation system is anticipated to enhance the thoroughness of recordkeeping by encompassing all areas essential to the provision of quality services.

The Kennedy Center received no recommendations from this accreditation survey. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, the board, leadership, and staff members of The Kennedy Center are commended for their demonstrated dedication to the organization's mission. They are recognized for implementing systematized and effective practices for identifying and meeting the diverse needs of stakeholders in the communities served in Connecticut. The organization conducts environmental analyses, and it gathers and comprehensively analyzes extensive stakeholder input. Its responsiveness to these analyses is evident in many aspects of The Kennedy Center's business functions and service delivery practices and in the way the organization strategically positions itself as a provider of choice. The organization's hallmarks and key strengths include stakeholders' strong satisfaction, progressive programs, well-planned services, impressive fund development efforts and public relation activities, and an effective performance measurement and management system focused on ongoing performance improvement and excellence. The knowledge and long tenure of the organization's leadership directly promote a service environment in which consumers are respected and supported by a workforce of well-trained personnel. The organization's culture reflects strong leadership; mission-driven business practices, including apparently effective financial planning practices and fundraising, strategic planning, use of enhanced technology, and professional staff development; and the sustained provision and ongoing expansion of multiple programs that truly benefit consumers. The Kennedy Center embraces the CARF International standards, and, at this time, it demonstrates full conformance to the CARF standards.

The Kennedy Center, Inc. has earned a Three-Year Accreditation. The board, leadership, and staff members are recognized for their impressive efforts in pursuit of international accreditation and congratulated for this achievement. They are encouraged to continue to utilize the CARF standards on an ongoing basis as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

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

There are no recommendations in this area.

Consultation

- The Kennedy Center is encouraged to continue to familiarize itself with the recently released (2014) Centers for Medicare & Medicaid Services (CMS) Home and Community-Based Services Regulations/Setting Final Rule and Connecticut Transition process. Several entities, including CMS itself, have developed and released guidance papers, resource documents, and other helpful materials to assist providers in assessing their current position regarding conformance to the updated regulations. Incorporating actions related to familiarization with these requirements in the strategic plan and/or leadership initiatives could help ensure that the organization is fully prepared to implement the provisions of the rule pertaining to service delivery policies and practices.
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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

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

Recommendations

There are no recommendations in this area.

Consultation

- The Kennedy Center created a behavioral services team with potential for strategic growth in terms of service provision and professional development opportunities. The team is encouraged to explore the expansion of services into consumers' homes via Medicaid and/or insurance funding opportunities. It might also consider becoming a continuing education provider through the Behavior Analyst Certification Board® (BACB). This could allow the organization to provide quality continuing education events for behavior analysis practitioners in the area and ensure that the members of its behavioral services team are able to maintain their continuing education unit (CEU) requirements in a cost-effective manner. Information is available at <http://bacb.com/continuing-education>.
 - In recent years, traditional nonprofits have become more entrepreneurial and interested in generating earned revenue to supplement and sustain their operations. The Kennedy Center operates several SBEs that provide training and employment opportunities on a small scale for consumers. Given the growth of the social enterprise movement, the leadership might benefit from exploring this trend and national associations, such as the Social Enterprise Alliance (<https://socialenterprise.us>), if it is interested in scaling some of its small business operations.
-

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

- 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

Description

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

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 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

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

I. Human Resources

Description

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The Kennedy Center noted throughout this survey that staff retention is an area of concern and that the turnover rate in certain direct support positions is particularly high. The organization is encouraged to consider providing opportunities for direct support professionals to develop career paths and advance their education in the direct support field through credentialing or certification programs, such as those offered by the National Alliance for Direct Support Professionals (NADSP) or NADD.
-

J. Technology

Description

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
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable
- Provision of information relevant to the ICT session, if applicable
- Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

L. Accessibility

Description

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Description

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, 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

Description

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

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

There are no recommendations in this area.

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 affects his or her 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

There are no recommendations in this area.

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

There are no recommendations in this area.

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

Recommendations

There are no recommendations in this area.

F. Community Services Principle Standards

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

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

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

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

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

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

A. Employment Planning Services

Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on his or her preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.
- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

Key Areas Addressed

- Employment opportunities within the community
 - Informed decision making by participants
 - Referrals to services to implement employment plan
-

Recommendations

There are no recommendations in this area.

C. Community Employment Services

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.

Job Development

Description

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.

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.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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

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

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

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

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

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from coworkers.
- Persons served treated with respect.

- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Employment provided in regular business settings
 - Integrated employment retention
 - Provides career advancement resources
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Recommendations

There are no recommendations in this area.

K. Community Housing

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 twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

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

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

The Kennedy Center, Inc.

2440 Reservoir Avenue
Trumbull, CT 06611
US

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employment Planning Services

Beacon Court

34-36 Beacon Court
Bridgeport, CT 06605
US

Community Housing

Carroll Apartments

25 Stewart Street
Bridgeport, CT 06610
US

Community Housing

Probus House

755 Palisade Avenue
Bridgeport, CT 06610
US

Community Housing

Broadhurst Manor

1038 Old Post Road
Fairfield, CT 06824
US

Community Housing

Fans Rock

Nine Fans Rock Road
Hamden, CT 06518
US

Community Housing

Wayne Road

11 Wayne Road
Milford, CT 06460
US

Community Housing

Dan Smith House

670 Elm Street
Monroe, CT 06468
US

Community Housing

Hasco Home

487 Fan Hill Road
Monroe, CT 06468
US

Community Housing

Old Good Hill

11 Old Good Hill Road
Oxford, CT 06478
US

Community Housing

Connors Lane

40 Connors Lane
Stratford, CT 06614
US

Community Housing

Dot's Place

550 Warner Hill Road
Stratford, CT 06614
US

Community Housing

Marina Drive

425 Marina Drive
Stratford, CT 06614
US

Community Housing

Daniels Farm

295 Daniels Farm Road
Trumbull, CT 06611
US

Community Housing

Edison Road

569 Edison Road
Trumbull, CT 06611
US

Community Housing

Hilltop

114 Hilltop Drive
Trumbull, CT 06611
US

Community Housing

The Kennedy Center, Inc.

39 Lindeman Drive
Trumbull, CT 06606
US

Community Employment Services: Employment Supports

White Plains

676 White Plains Road
Trumbull, CT 06611
US

Community Housing

Russell Place

969 West Main Street, Suite 3F
Waterbury, CT 06702
US

Community Employment Services: Employment Supports

Community Employment Services: Job Development

Employment Planning Services