



Three-Year Accreditation

CARF
Survey Report
for
Desert Haven
Enterprises, Inc.



Organization

Desert Haven Enterprises, Inc.
43437 Copeland Circle
Lancaster, CA 93535

Organizational Leadership

Jenni C. Moran, Executive Director

Survey Dates

April 15-17, 2015

Survey Team

Lois D. Wynne, Administrative Surveyor
Lynne Manning, M.Ed., CVE, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Employment Skills Training Services

Governance Standards Applied

Previous Survey

April 23-25, 2012
Three-Year Accreditation



Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 2018

SURVEY SUMMARY

Desert Haven Enterprises, Inc., has strengths in many areas.

- Desert Haven Enterprises' mission and values reflect a consumer-first environment. Consumers are treated with dignity and respect, and the organization focuses on the quality of their lives.
- Members of the diverse and highly skilled board are active in all aspects of Desert Haven Enterprises. The level of their commitment is evident in the successes the organization has achieved and its positive reputation with both the funders and community.
- The knowledgeable and capable leadership members have longevity with the organization. They are inspiring; dedicated; and supportive of staff members, consumers, and families/caregivers.
- The caring and compassionate staff members demonstrate a consumer-centered approach to services. They are recognized for their ability to work as a team and creatively respond to consumers' needs.
- Representatives of the referral/funding source appreciate Desert Haven Enterprises' dedicated efforts to provide a pathway to community employment for consumers. They applaud the organization's open and regular communications and willingness to expand, enhance, and modify programming to meet the ever-changing needs of consumers and the community at large.
- The organization understands the importance of community support and the work it does. It devotes a great deal of time and attention to "getting the good word out."
- Leadership and staff members are involved in high-level community committees and meetings. Various community events are offered by Desert Haven Enterprises each year as well as a lot of visible messaging, including billboards. The organization recognizes that the more the community becomes aware of the amazing services it provides, the more support of all kinds could be fostered.
- Desert Haven Enterprises appears to be fiscally sound. Reports important to fiscal stability are generated in a timely manner. The board is not only well informed regarding financial matters but also receives comprehensive reports on all aspects of the organization.
- Project Independence staff members are recognized for listening to consumers' feedback. They have created a schedule/routine from which consumers select the classes/skills in which they want to be involved as they learn to interact with different consumers and staff members and in various environments.
- Staff members of the habilitation crews are complimented for creating an enthusiastic, energetic, and organized send-off for 300-plus consumers to their respective habilitation crew sites. Consumers maintain enthusiasm and energy throughout their workday, and the organized send-off helps keep them safe when they go to and from their habilitation crew sites and Desert Haven Enterprises.

- Staff members providing work readiness/supported employment services take the opportunity to truly learn about consumers in their caseloads. This promotes staff members' ability to find the most appropriate employment opportunities for consumers and consumers' ability to maintain their jobs.
- Staff members are commended for staying up to date regarding potential employers who move to the area and being persistent in utilizing creative ways to inform employers how Desert Haven Enterprises could help them. This approach promotes the creation and stability of habilitation crew sites and supported employment placements.
- Staff members utilize every opportunity throughout the day for teaching, which demonstrates the philosophy that the more a consumer hears and/or experiences the skills being taught, the greater the likelihood the consumer might eventually begin to incorporate the skills into his/her daily life.
- Consumers are happy and satisfied with services they receive from Desert Haven Enterprises. The organization clearly practices its belief that everything it does is for consumers.

Desert Haven Enterprises should seek improvement in the area identified by the recommendation in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Desert Haven Enterprises provides excellent services to consumers. The organization demonstrates amazing commitment to, compassion toward, and understanding of consumers and other stakeholders. It is dedicated to continuous quality improvement. Community members and funders speak positively and with strong satisfaction about the organization, staff members, and programs provided. Desert Haven Enterprises demonstrates substantial conformance to CARF standards. The receptivity of leadership and staff members to the consultation and other feedback provided during this survey instills confidence the organization has the willingness and resources to address the single area for improvement noted in this report and bring Desert Haven Enterprises into full conformance to CARF standards.

Desert Haven Enterprises, Inc., has earned a Three-Year Accreditation. The strong leadership and staff members are congratulated for this accomplishment and recognized for their efforts in pursuit of international accreditation. They are encouraged to use their resources to address the noted opportunity for improvement and continue utilizing CARF standards on an ongoing basis as guidelines for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

B. Governance

Principle Statement

The governing board should provide effective and ethical governance leadership on behalf of its owners’/stakeholders’ interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization’s long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization’s executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization’s inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization’s employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
- Board composition, selection, orientation, development, assessment, and succession
- Board leadership, organizational structure, meeting planning, and management
- Linkage between governance and executive leadership
- Corporate and executive leadership performance review and development
- Executive compensation

Recommendations

There are no recommendations in this area.

C. Strategic Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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
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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
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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

There are no recommendations in this area.

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
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Recommendations

There are no recommendations in this area.

Consultation

- Desert Haven Enterprises' risk management plan addresses specific risk items related to the organization and programs offered. It is encouraged to consider broader areas of loss exposure. These might include injuries, accidents, threats, aggressive behavior, and medical issues related to consumers and families; injuries, fraud, employment practices, staff well-being, and succession management applicable to employees; fraud, legal obligations, corporate requirements, and liability pertaining to the board; injury, safety, and confidentiality related to volunteers; complaints and harm to reputation applicable to community members; damage, natural hazards, and vandalism pertaining to buildings; damage, accidents, and theft related to vehicles; and damage and theft pertaining to equipment, furnishings, and technology.
-

H. Health and Safety

Principle Statement

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

Key Areas Addressed

- Inspections
- Emergency procedures
- Access to emergency first aid

- Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.5.a.(4)

Desert Haven Enterprises has a policy regarding utility power failures; however, the written emergency procedures should be expanded to comprehensively address utility failures. Failures related to electricity, natural gas/gas leaks, sewage, water, elevators, fire alarms, communications, computers, and other systems might be considered for inclusion in the written procedures.

Consultation

- The organization gathers a significant amount of information annually regarding issues, concerns, and practices related to health and safety. It is encouraged to develop an annual report that could include drills and inspections conducted, training provided, critical incidents, and work safety reports; an analysis of the information for trends and needs/gaps; and action plans for improvement as needed.
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I. Human Resources

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Desert Haven Enterprises might consider developing an annual human resource training and development report. The report might include data on workers' compensation benefits, sick-time utilization, use of health and welfare benefits, personnel turnover, succession planning, performance management, and volunteers/students. Over time, information in the report could promote trends analysis and planning.
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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
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Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- The organization has policies promoting consumer rights that include freedom from financial and other exploitation. However, the organization's list of consumer rights does not include this right. It is suggested that the rights list be expanded to include freedom from financial and other exploitation.
 - Although Desert Haven Enterprises' policies state a grievance will not result in retaliation or barriers to services, the organization is encouraged to include this information in the grievance section of the consumer handbook.
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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)
 - Requests for reasonable accommodations
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Recommendations

There are no recommendations in this area.

Consultation

- The organization might consider listing in the accessibility plan the person(s) responsible for seeing actions to be taken through to completion to add another level of accountability.
-

M. Performance Measurement and Management

Principle Statement

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

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
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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
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Recommendations

There are no recommendations in this area.

Consultation

- Desert Haven Enterprises is encouraged to add an expiration date to its multimedia photograph release form, which is used solely for single events, to decrease the chance it could be used beyond the purpose specified on the form.
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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 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
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Recommendations

There are no recommendations in this area.

D. Employment Services Principle Standards

Principle Statement

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

F. Community Services Principle Standards

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

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

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

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

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

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

C. Community Employment Services

Principle Statement

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

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

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based 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

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

Employment Supports

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

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

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

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

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

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - 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.

F. Employment Skills Training Services

Principle Statement

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

Key Areas Addressed

- Formal training services
 - Skills, attitude, and work behaviors development/reestablishment
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Recommendations

There are no recommendations in this area.

P. Community Integration

Principle Statement

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.).

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Desert Haven Enterprises, Inc.

43437 Copeland Circle
Lancaster, CA 93535

Employment Skills Training Services

Governance Standards Applied

Desert Haven Administrative/Program Building

43439 Copeland Circle
Lancaster, CA 93535

Community Employment Services: Employment Supports

Community Employment Services: Job Development

Community Integration