



SURVEY OUTCOME
Three-Year Accreditation

CARF
Survey Report
for

Crossroads Diversified
Services, Inc. dba
Crossroads
Employment Services

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Organization

Crossroads Diversified Services, Inc. dba
Crossroads Employment Services
9300 Tech Center, Suite 100
Sacramento, CA 95826

Organizational Leadership

David A. DeLeonardis, President/CEO

Survey Dates

October 26-28, 2009

Survey Team

Barbara E. Freysinger, Administrative Surveyor
Larry G. Jones, Program Surveyor

Programs/Services Surveyed

Employment Services: Community Employment Services: Job Development
Employment Services: Community Employment Services: Job Development: Workforce Development
Employment Services: Community Employment Services: Job Supports
Employment Services: Community Employment Services: Job Supports: Workforce Development

Governance Standards Applied

Previous Survey

September 28-29, 2006
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: September 2012

SURVEY SUMMARY

Crossroads Diversified Services, Inc. dba Crossroads Employment Services has strengths in many areas.

- Leadership and key staff are commended on their visionary approach toward identifying trends and making plans to adjust to changing times. An example is the upcoming departure of the CEO and other key staff. Leadership is preparing staff now for this event openly and with consideration of any fearful feelings. Staff is currently being hired with the knowledge that a significant change in leadership will occur within two to three years. The organization plans to replace existing accounting software with a program that provides better historical information to future financial officers.
- Current staff is truly a team. The persons served and other stakeholders benefit from its dedication, tact, understanding, flexibility, and good attitudes, not to mention its knowledge and continual pursuit of a better way to meet the needs of the persons served and the community.
- The CEO and other leadership staff members are active advocates at the local, state, and federal levels. One example is regaining a Department of Rehabilitation contract through advocacy that would otherwise have been eliminated. The CEO makes annual visits to the nation's capital to visit legislators in an effort to promote the needs of individuals with mental illness.
- Crossroads has an active and dedicated nine-member board that meets quarterly and has active and involved committees between meetings. The board helps advocate in the community and actively seeks out resources to be utilized to replace diminishing funding and create needed services. The board seeks out a great amount of input and utilizes it for strategic planning. The relationship with the leadership is dynamic, resulting in a strong leadership culture.
- Crossroads has exceeded contractual obligations. It obtains input from persons served, takes the input seriously, and takes steps to meet the desires and needs by developing funding streams independent of contractual obligations. For example, the organization receives donated suits from a local men's shop to provide men with business clothing for job-related activities. The organization provides computer space and time to any individual who wishes to search and apply for jobs via the Internet. It also provides an accessible area to display community resource materials, as well as an overhead liquid crystal screen that displays outcomes and other facts about its services. Crossroads developed a wellness program that teaches soft skills to persons served to help them acquire skills in addition to job skills.
- The organization is conscientious about its services being located in safe, accessible locations. All three sites surveyed are in new locations. The new locations are accessible by transit, have lever handles and wide doorways, have accessible bathrooms, exist on a single level, are brightly lit, and have enough room to provide a community computer lab and display community and organizational resource information. The organization exceeds expectations by conducting quarterly self-inspections instead of semiannual self-inspections.
- Crossroads uses technology to obtain qualified personnel, maintain performance measures, and obtain financial information.
- Crossroads is well respected in the community, as witnessed by the awards received for quality of work and growth, as well as its active membership in the chamber of commerce.

- Crossroads exhibits strong financial expertise. It is continuously aware of the organization's financial position, allowing it to take quick action as adjustments are warranted.
- The organization is proactive in creating a for-profit subsidiary to avoid possible entanglements with new business ventures meant to support and maintain service to consumers, even after contracts were reduced or eliminated.
- The referral and funding agency representatives express high satisfaction with the services provided and compliment personnel performance, dedication, and professionalism.
- The quality of services provided is a major strength. The staff members concentrate on developing a positive outcome for each person served.
- The community employment service has been innovative in using technology for the skill building of persons seeking employment opportunities through electronic programming.
- The employment programs have a wide choice of job and volunteer opportunities while waiting for job placement.
- A major strength of the organization is the participation in a cooperative in which several organizations work together to achieve the best quality services for persons served.
- The case records of persons served are well organized and easy to follow.

In the following area Crossroads Diversified Services, Inc. dba Crossroads Employment Services demonstrates exemplary conformance to the standards.

- The organization is recognized for its outreach efforts in making presentations across the state of California and exposing other providers to a successful workforce development program.

Crossroads Diversified Services, Inc. dba Crossroads Employment Services 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, it is evident that Crossroads is highly regarded both in the public and professional communities and the services expertly fulfill the needs expressed. The many strengths of Crossroads exceed the areas for improvement. The strengths include a vibrant leadership team; an involved and dedicated board; a gifted management staff; and an overall group of staff that is knowledgeable, is caring, and works as a well-oiled machine. The organization is creative in obtaining necessary resources to continue its mission and expends its resources to that end. Crossroads continually obtains input and uses that input effectively to improve services and better pursue its mission. The organization demonstrates substantial conformance to the CARF standards and intent. The areas for improvement focus on extending practices already in place. Conformance to the standards could be obtained by modifying, updating, or correcting existing systems.

The strength and dedication of the organization and its leadership are evident in the consideration given to the continuation of its newly revised mission. Its move to new locations for all three areas surveyed; creation of a new, for-profit subsidiary; and a detailed and focused strategic plan bear witness to this dedication.

Crossroads Diversified Services, Inc. dba Crossroads Employment Services has earned a Three-Year Accreditation. This is a significant testament to the skill and devotion of the leadership, governance, staff, persons served and their families, and other stakeholders. The organization is encouraged to use the tenure of this accreditation award to implement the recommendations and to maintain the obvious commitment to quality service.

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 and other financial matters
-

Recommendations

B.2.a.(4)

B.2.c.(8)

Although the board and leadership staff members engage in many aspects of analysis of the organization's operations and effectiveness, the board is urged to conduct a periodic self-assessment of individual board members. This enables the individual members to ascertain their relevancy and effectiveness in fulfilling their duties, especially in light of the organization's constant changes.

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 expectation 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 the legal and regulatory requirements of federal, state, provincial, county, and city entities.

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

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 its people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Written 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.7.d.(2)

H.7.d.(5) through H.7.d.(8)

H.7.d.(10) through H.7.d.(14)

It is recommended that the written procedures regarding critical incidents for persons served include the use of seclusion or restraint, infection control, violence or aggression, use or possession of weapons, elopement and/or wandering, biohazardous accidents, unauthorized use or possession of licit or illicit substances, abuse or neglect, suicide or attempted suicide, or other sentinel events and the risk thereof. The procedures might also include any process variation for which a recurrence would carry a significant chance of a serious adverse outcome. Existing policy, procedures, forms, and training may be updated to include these areas.

H.8.a. through H.8.b.(4)

It is recommended that Crossroads produce an annual analysis report of critical incidents that addresses causes, trends, actions, and results of improvement plans. Although there may not have been any critical incidents in the past year, this could be accomplished with a simple statement inserted into one of the many annual performance documents the organization already produces.

Consultation

- The organization does provide a wide range of training to staff, although topical sign-in sheets are the only proof of training curriculum. The development of an annual training plan may help identify the training and information needs of staff and others who may have training needs. The plan could identify what the outcomes of each session will be and the method to be used to determine personnel competency in the particular training areas. Competency could be ascertained through post-testing, the demonstration of skills, or the annual employee evaluation.
-

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 description/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

I.5.a.

Although some of the job descriptions are updated regularly, it is recommended that an annual review of all job descriptions be conducted to indicate changes in duties, tasks, and any laws or regulations that may apply. Inserting a date at the bottom of the description may help in ascertaining the most recent review of the job description.

I.7.f.

It is recognized that the organization has recently taken advantage of an outside specialist to update personnel policies. However, it is recommended that the organization review all personnel policies annually and update them as needed.

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 the 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
-

Recommendations

There are no recommendations in this area.

L. Accessibility

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. 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

M.4.c.(3)

For service delivery improvement, the organization's data collection system should measure indicators in the area of service access.

M.4.b.(1) through M.4.b.(4)

It is recommended that the organization collect data on the persons served at the beginning of services, at appropriate intervals, at the end of services, and at point(s) in time following services. The organization has a very extensive data collection system. Addressing a representative sampling will provide valuable program improvement information for persons served, including from persons who leave the program prior to successful completion.

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

N.1.b.(2)(c)

The analysis of performance indicators should include service access.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

Improvement of the quality of an individual's services 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 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

- Although the organization has an acceptance decision process, it is suggested that it be more specific about who has the final decision on acceptance into services.
-

B. Records of the Persons Served

Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

Key Areas Addressed

- Complete, confidential records are maintained
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that all entries into the case records be signed off with full signatures and proper dates.
 - It is suggested that the file room in the administrative office be properly identified on the door and security procedures be developed and followed.
-

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

There are no recommendations in this area.

E. Standards for Workforce Development Services

Principle Statement

The design of workforce development services is results oriented and focused on the employment and career development goals of the person served with consideration for sustaining the resources needed to maintain the family unit. Services provide persons with information they can use to make informed choices and career decisions. The services aim to break the cycle of underemployment, unemployment, and public assistance and to provide opportunities for skill, educational, and career development of persons to become productive members of the workforce.

Quality workforce development services have an individualized, customer focus. Services consider the individual's needs and follow the referral plan of the One-Stop Career Center (OSCC). At present in the U.S., workforce development contracts usually emanate from the local OSCC. However, the field is evolving, and at this time CARF recognizes that these standards are also applicable to contracts with related service initiatives, such as Welfare to Work programs, Department of Rehabilitation, and the Veterans Administration.

The services are provided in a customer-friendly environment using good business principles. The person served is treated with respect as a valued customer. These services must also consider the personnel needs of the employers in the local job market, the community resources available, and the trends and economic considerations in the labor market.

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

- Employment in the local labor market with or without ongoing support.
- Employment that meets the individual's desires and goals.
- Wages, hours per week, employment schedules, and benefits at the level required to maintain the family unit.
- Employment services that result in job retention and advancement in position, earnings, and/or benefits.
- Career development, including education and training, as desired.

Key Areas Addressed

- Participants secure and/or retain jobs
-

Recommendations

E.4.c.

Although the one-stop center has a customer service survey form in place, the consumers did not consistently provide feedback to the organization. It is recommended that the staff members take a proactive position in obtaining feedback at the beginning of services, at appropriate intervals during services, at the end of services, and at point(s) in time following services.

Exemplary Conformance

E.5.a. through E.5.c.

The organization is recognized for its outreach efforts in making presentations across the state of California and exposing other providers to a successful workforce development program. In addition, the organization has established and operates the one-stop center as the lead agency. The staff from all of the supporting agencies has been handpicked by the organization. The staff performances and outcomes base are phenomenal.

SECTION 3. EMPLOYMENT SERVICES

Principle Statement

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

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

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 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

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Crossroads Diversified Services, Inc. dba Crossroads Employment Services

9300 Tech Center, Suite 100
Sacramento, CA 95826

Administrative Location Only

Governance Standards Applied

Crossroads Employment Services

9300 Tech Center Drive, Suite 160
Sacramento, CA 95826

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports

Sacramento Works Career Center-Citrus Heights

7011 Sylvan Road
Citrus Heights, CA 95610

Employment Services: Community Employment Services: Job Development: Workforce Development

Employment Services: Community Employment Services: Job Supports: Workforce Development

El Dorado Mental Health

670 Placerville Road
Placerville, CA 95667

Employment Services: Community Employment Services: Job Development

Employment Services: Community Employment Services: Job Supports