



Three-Year Accreditation

**CARF**  
**Survey Report**  
**for**  
**Crossroads Diversified**  
**Services, Inc.**

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**Three-Year Accreditation**

**Organization**

Crossroads Diversified Services, Inc. (CDS)  
9300 Tech Center, Suite 100  
Sacramento, CA 95826

**Organizational Leadership**

David A. DeLeonardis, President/CEO

**Survey Dates**

November 28-30, 2012

**Survey Team**

Mike Townsend, Administrative Surveyor  
Robin B. Metcalf, M.Ed., M.S., CRC, LPC, Program Surveyor

**Programs/Services Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Employment Supports: Workforce Development  
Community Employment Services: Job Development  
Community Employment Services: Job Development: Workforce Development  
Comprehensive Benefits Planning

*Governance Standards Applied*

**Previous Survey**

October 26-28, 2009  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: December 2015**

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# SURVEY SUMMARY

## Crossroads Diversified Services, Inc., (CDS) has strengths in many areas.

- The organization's executive director is an experienced individual who is dedicated to the advancement of clients with barriers to independence. He has developed many solid relationships that benefit the organization and is active in statewide advocacy efforts and is a visible presence at the state capitol in Sacramento.
- The organization has developed excellent succession plans and procedures in anticipation of the retirement of the CEO and CFO in the near future.
- CDS has knowledgeable and capable leadership. The leadership is dedicated; longstanding; and supportive of program staff members, the clients, and their families.
- Staff members are dedicated to the enhancement of the quality of life for the clients. Staff members have developed strong relationships with the clients and assist them to meet their needs. This is evident in their day-to-day delivery of services as well as from the feedback from other stakeholders. Staff members demonstrate enthusiasm and competency and are accessible to the clients. The staff members believe in the organization's mission. CDS is seen as a model of a social enterprise business and offers statewide training to other providers of services. In addition, CDS has a track record of assuming contracts that have a poor performance record and turning them around to meet the expectations of customers.
- A dedicated, qualified board of directors provides direction and leadership to the organization. The members of the board promote a positive image for the organization within the local community.
- CDS has a sound strategy for the improvement and growth of the organization. Its future plans are based upon a blueprint developed by the strategic planning process. The plan is developed with the input of a significant number of stakeholders.
- Services are administered and delivered in settings that are attractive, well maintained, and welcoming.
- Human resource policies and practices are well developed and well applied.
- CDS has developed many processes designed to acquire input from the clients and other stakeholders. Evidence exists that the organization makes good use of the input received from its various customers by incorporating it into the organization's strategic planning.
- The organization has achieved a position of relative financial health. Financial policies and practices have assisted with the gains made in this area.
- CDS has a long tradition of promoting from within. Many persons in leadership roles began their careers with the organization in direct care positions.
- CDS is well respected in the community. The clients express high satisfaction with the dedication, openness, accessibility, and caring attitudes of staff members.
- The organization has been proactive in utilizing its for-profit subsidiary to maintain services to the clients even after funding has been reduced or eliminated.

- The referral and funding agencies express high satisfaction with the services provided and are very complimentary of personnel performance, responsiveness, dedication, and professionalism.
- The high quality of services provided is evident throughout the organization. Staff members work together as a team to ensure positive outcomes for the clients.
- Community employment programs are innovative and continue to strive to increase outcomes despite high unemployment rates and the loss of major businesses in the area.
- CDS is fortunate to have well-trained staff members who are trained in comprehensive benefits planning who continue to find creative ways to provide the necessary information to the clients despite the ending of funding.
- The workforce development staff is complimented for its collaboration with its partners and the willingness to reach “across the aisle” to benefit the clients. CDS is commended for meeting the needs of the clients in transition through its In School Youth Program.

**CDS 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, CDS demonstrates substantial conformance to the CARF standards. Based on the systems and processes developed by the organization, it is likely that the clients will continue to achieve positive outcomes. CDS is already addressing the issues noted herein and, in the process, is developing organizational strengths through the appropriate use of its resources. The organization appears to have the capacity and willingness to address the recommendations noted in this report. Encouragement is also provided to continue to improve upon the fine record of providing quality outcomes for the clients. The administration and staff members have demonstrated that they build on their strengths and are constantly striving to upgrade all aspects of the organization.

Crossroads Diversified Services, Inc., has earned a Three-Year Accreditation. Leadership and staff are complimented for the positive efforts they have made on behalf of the clients and are encouraged to continue to use their resources to advance the independence of the clients.

## **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
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## Recommendations

### A.6.a.(4)(b)(i) through A.6.a.(4)(b)(iii)

### A.6.a.(4)(d)

### A.6.a.(4)(f)

Although CDS has written codes of ethical conduct, it is recommended that the written ethical codes of conduct include service delivery regarding exchange of money, gifts, and gratuities; personal property; and witnessing of documents.

## Consultation

- Although CDS is commended for taking a creative, entrepreneurial approach to the development of services in an environment that is rapidly changing and lacks some of the resources previously available, encouragement is provided to enhance this approach by becoming even more creative and entrepreneurial in the upcoming years as the organization continues to experience growth.
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## 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
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## **Recommendations**

There are no recommendations in this area.

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## **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.

### **Consultation**

- Although CDS has developed a strategic plan that outlines strategic and operational activities, the organization is encouraged to include even more strategic ideas in a preamble to its plan. Examples could be the organization's position on growth in terms of new populations to serve, new referral sources, alternative services, and location of services.
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## **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.

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## **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.

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## **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
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## **Recommendations**

There are no recommendations in this area.

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## **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.

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## **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**

There are no recommendations in this area.

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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**

- It is suggested that the organization file pre-employment materials, such as work references, in a separate file rather than in the main personnel file as is the current practice.
-

## 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.

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## K. Rights of Persons Served

### Principle Statement

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

### Key Areas Addressed

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

### Recommendations

#### K.1.a.(3)

Although CDS communicates rights to the clients prior to initiation of services and when the individual changes programs, many clients remain in the same program for more than one year. It is recommended that the organization communicate rights at least annually for clients who are served in a program longer than one year.

### Consultation

- Although the current time frame for filing a grievance is within five days of the occurrence of the situation, it is suggested that CDS consider lengthening the time frame for initiation of a grievance, such as within 30 days of the event giving rise to the grievance.
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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)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

### Recommendations

There are no recommendations in this area.

### Consultation

- Although the organization has developed an accessibility plan, it is suggested that CDS involve the clients in the actual development of the plan and status report.
- 

## 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 information is used to manage and improve service delivery.

### Key Areas Addressed

- Information collection, use, and management
  - Setting and measuring performance indicators
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### Recommendations

#### M.7.b.(3)

Although CDS has a formal services outcomes data collection system, the organization should measure service delivery performance indicators for each program/service seeking accreditation related to service access.

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## **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)**

Although CDS produces a management report that analyzes performance, the written analysis that analyzes performance indicators in relation to performance goals should include service delivery of each program seeking accreditation related to service access.

### **Consultation**

- The organization could make even more use of its website and its newsletters to share outcomes information.
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## **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.

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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 are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/ supports are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

### **Key Areas Addressed**

- Services are person-centered and individualized
  - Persons are given information about the organization's purposes and ability to address desired outcomes
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that all forms in the case record be filled out completely.
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## 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.

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## E. Standards for Workforce Development Services

### Community Employment Services: Employment Supports Community Employment Services: Job Development

### 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.

### **Key Areas Addressed**

- Participants secure and/or retain jobs
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### **Recommendations**

There are no recommendations in this area.

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## **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, self-reliance, and self-esteem.
- Increased independence.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

## **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 NISH 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
- Pays wages at or above minimum wage
- Provides a benefits package
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources
- Business plan is used to design service

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### **Recommendations**

There are no recommendations in this area.

## Consultation

- It is suggested that CDS consider allowing its staff to purchase business insurance so that staff members can transport the clients to interviews when transportation is a barrier, thereby increasing placement outcomes and job retention.
  - CDS could consider providing more community-based assessments and more supported employment services, thereby meeting the needs of the clients with multiple barriers to employment.
  - It is suggested that CDS research the federal bonding program, thereby increasing employment opportunities for clients with a criminal history. Information can be found at [www.bonds4jobs.com/state-coordinators.html](http://www.bonds4jobs.com/state-coordinators.html) or by calling the California Employment Development Department at (916) 654-7799.
  - Because CDS already provides exceptional services to youth, the organization may want to explore Project SEARCH, a high school transition program providing real-life work experience to help youth with disabilities to make successful transitions from school to adult life. Information can be found at [www.projectsearch.us/](http://www.projectsearch.us/).
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## T. Comprehensive Benefits Planning

### Principle Statement

A comprehensive benefits planning organization creates and continuously improves its services and staff competencies to enhance the economic standing, well-being, and self-sufficiency of persons served. Through trained and professional benefits planning specialists, comprehensive individual and family benefits planning enhances lives, provides support in learning what resources are available and how to advocate for benefits, and provides support in learning how and when to access needed resources. Benefits planning demonstrates a willingness to revise planning as the consumer of services grows, changes, experiences change, and has new goals.

Benefits planning that is comprehensive assists individuals through collaboration and coordination with a wide range of potential resources and agencies. There is a network of resources that fill in the many aspects of daily living. The following is not an exhaustive list, but suggests some examples of these:

- Social Security Disability Insurance (SSDI) (SSA)
- Supplemental Security Income (SSI) (SSA)
- Vocational Rehabilitation Services
- Work Incentives Planning and Assistance (WIPA)
- Workers Compensation
- Unemployment compensation
- Veterans Benefits

- Medicare and Medicaid (CMS)
- Provincial/territorial health insurance systems
- Provincial/territorial social services disability benefits/Canada Pension Plan (CPP)—Disability Benefits
- Housing assistance
- Housing Opportunities for Persons with AIDS (HOPWA)  
([www.hud.gov/offices/cpd/aidshousing/programs/](http://www.hud.gov/offices/cpd/aidshousing/programs/))
- State AIDS Drug Assistance Program (ADAP)  
([www.disabilitybenefits101.org/ca/programs/health\\_coverage/prescription/adap/faqs.htm#\\_q1241](http://www.disabilitybenefits101.org/ca/programs/health_coverage/prescription/adap/faqs.htm#_q1241))
- Energy assistance
- Food stamps
- Temporary Assistance for Needy Families (TANF)
- Tax credits
- Transportation assistance
- Private insurance (short- and long-term disability policies)

### **Key Areas Addressed**

- Online information provided
- Staff training and competency
- Availability of information about community resources
- Assistance with understanding budgeting and employment planning for managing benefits

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that the organization look into the possible use of WorkWORLD™ software to assist in benefits planning during these tough economic times. Additional information can be obtained at [www.business.vcu.edu/esi.html](http://www.business.vcu.edu/esi.html).

# PROGRAMS/SERVICES BY LOCATION

## **Crossroads Diversified Services, Inc.**

9300 Tech Center, Suite 100  
Sacramento, CA 95826

Administrative Location Only

*Governance Standards Applied*

## **Crossroads Diversified Services**

9300 Tech Center Drive, Suite 160  
Sacramento, CA 95826

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

## **Sacramento Works Career Center-Citrus Heights**

7011 Sylvan Road  
Citrus Heights, CA 95610

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