CARF Accreditation Report

for

Helping Heroes, Inc.: A Center for Veteran Resources

Three-Year Accreditation

Contents

About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Helping Heroes, Inc.: A Center for Veteran Resources
1200 Market Street, Suite 1776
Wheeling, WV 26003

Organizational Leadership

Susan Harrison, MSW, MPA, LGSW, Financial Officer

Survey Number

170012

Survey Date(s)

May 8, 2023–May 10, 2023

Surveyor(s)

Marilyn J. Flanagan, MBA, QIDP, Administrative and Program

Program(s)/Service(s) Surveyed

Rapid Rehousing and Homelessness Prevention Program

Previous Survey

October 14, 2020–October 16, 2020
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: June 30, 2026

Executive Summary

This report contains the findings of CARF's site survey of Helping Heroes, Inc.: A Center for Veteran Resources conducted May 8, 2023–May 10, 2023. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Helping Heroes, Inc.: A Center for Veteran Resources demonstrated substantial conformance to the standards. Helping Heroes provides services that are highly valued by the veterans, family members, and other stakeholders. The founders and co-owners, along with the team of staff members, carry out their functions and responsibilities with dedication, passion, spirit, and a firm commitment to the veterans and the organization's mission. Leadership and staff are compassionate and impressively committed to their work and to the veterans and their families. The organization persevered despite the significant challenges posed by the COVID-19 pandemic and needing to move into temporary office space twice. Veterans expressed heartfelt satisfaction with the organization and the services provided. Helping Heroes incorporates the CARF standards in its day-to-day service delivery and business function practices. Opportunities for improvement include implementing written procedures to deal with allegations of violations of ethical codes that include timeframes, analyzing tests of emergency procedures, conducting business continuity/disaster recovery tests, implementing procedures for performance appraisal that address measurable goals, and fully implementing technology and accessibility plans. In addition, exit summaries should be prepared in the Supportive Services for Veteran Families (SSVF) program. However, leadership appears to have the resources and willingness to address the recommendations.

Helping Heroes, Inc.: A Center for Veteran Resources appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Helping Heroes, Inc.: A Center for Veteran Resources is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Helping Heroes, Inc.: A Center for Veteran Resources has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Helping Heroes, Inc.: A Center for Veteran Resources was conducted by the following CARF surveyor(s):

- Marilyn J. Flanagan, MBA, QIDP, Administrative and Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.

- Business unit resources, such as finance and human resources.

- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.

- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.

- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Helping Heroes, Inc.: A Center for Veteran Resources and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.

- Direct observation of the organization's operations and service delivery practices.

- Observation of the organization's location(s) where services are delivered.

- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.

- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Rapid Rehousing and Homelessness Prevention Program

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Helping Heroes, Inc.: A Center for Veteran Resources demonstrated the following strengths:

- Helping Heroes proudly calls itself a grassroots organization dedicated to veterans. The organization was described as being in the golden era of its organizational life and is committed to achieving its full potential. The organization serves veterans throughout the Northern Panhandle of West Virginia.

- The services offered are a cooperative and collaborative effort with other organizations within Wheeling, West Virginia. Within walking distance are a shelter, a soup kitchen, other human services organizations, a community college, the riverfront, and highways. The organization is also located on a bus line.

- Helping Heroes has been running its operations out of temporary space leased from a local motel. Fundraising initiatives, grant proposals, and local incentives are helping the organization finalize renovations on a six-story site it has purchased, which is a much larger, more modern space. The renovated building will have private spaces that allow any veteran and their family to be accommodated comfortably in transitional housing. Offices and other services will be available in the same building.

- The organization has a strong team of employees that support veterans facing eviction and potential homelessness and those who are currently homeless. Services continued seamlessly during the COVID-19 pandemic, with meetings on park benches, through picnic lunches, or in the office. The team of employees rotated from remote to on-site support to ensure that the office space was always open and available, all while ensuring social distancing and other safety protocols were in place.

- The team that supports the veterans comes with skills and talents from many walks of life and educational pursuits. The founder is an Army veteran, and the case manager was an Army medic. There is a master's degree-level program director and a housing specialist with a master's degree in criminal justice. Networking and ongoing collaborative efforts include partnerships in support of local reintegration and harm reduction as well as participation in reentry councils and family resource networks.

- Private fundraising initiatives, which continued during the COVID-19 pandemic, provide dollars above governmental grant funding to ensure that veterans and their families can benefit from funding to obtain housing and pay for other related costs. For example, it was only recently that internet services became a grant-funded allowable expense, or offered by carriers at a reduced pay, and often additional monies are still needed for other utilities or home furnishings.

- Staff members go above and beyond in providing services to the veterans. The case note documentation and attention to detail are commendable. The stability plans and case notes are personalized to each veteran, and much of the language noted includes quotes from the veterans themselves. It is also admirable that staff members accompany and give input to representatives within the court system. In addition, they work closely with landlords to accommodate veterans and their families (and often their pets) in the housing choice option.

- Veterans stated that the staff members are "awesome." They relayed how staff members go above and beyond by helping to assemble furniture, providing personalized transportation services, and even helping veterans obtain duplicates of long-lost identification documents. One veteran stated, "If I mention it, it's done, and I stop worrying about it." When asked what it meant to have been provided services through Helping Heroes, one veteran said, "I was ready to go underground. Without them, I would still be hurting."

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.6.b.(2)(b)
The code of ethics states that allegations will be promptly investigated. It is recommended that corporate responsibility efforts include written procedures to deal with allegations of violations of ethical codes, including timeframes that result in timely decisions. It is suggested that the policy reference timeframes that could be appropriate when an allegation falls outside the veteran or employee grievance processes. It could also discuss timeframes that may be appropriate when an allegation falls within the purview of the board of directors. In addition, the corporate compliance officer is typically not the CEO or anyone with budgetary authority. The organization might consider choosing an independent board member to fulfill this role.

1.C. Strategic Planning

Description

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

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

Key Areas Addressed

■ Collection of input from persons served, personnel, and other stakeholders
■ Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

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

Key Areas Addressed

■ Compliance with obligations
■ Response to legal action
■ Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

■ Budgets
■ Review of financial results and relevant factors
■ Fiscal policies and procedures
■ Reviews of bills for services and fee structures, if applicable
■ Review/audit of financial statements
■ Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

Consultation

▪ Helping Heroes is in the final stages of incorporating a separate 501(c)(3) foundation for donations of financial support, which is expected to provide greater clarity between its grant-funded services and its private initiatives when governmental funding is not an option. It is suggested that the organization's website link to information about the foundation and how donations and other offers of help can be made.

1.G. Risk Management

Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

■ Risk management plan implementation and periodic review
■ Adequate insurance coverage
■ Media relations and social media procedures
■ Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

Key Areas Addressed

■ Healthy and safe environment
■ Competency-based training on health and safety procedures and practices
■ Emergency and evacuation procedures
■ Access to first aid and emergency information
■ Critical incidents
■ Infections and communicable diseases
■ Health and safety inspections

Recommendations

1.H.7.c.(1)
1.H.7.c.(2)
1.H.7.c.(3)
1.H.7.c.(4)
1.H.7.c.(5)
1.H.7.d.
Emergency procedures are tested via simulated tabletop exercises completed during monthly staff meetings, where staff members simply sign and date attesting to their attendance. It is recommended that an unannounced test of each emergency procedure be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results. Each test should be evidenced in writing,

including the analysis. It is suggested that detailed notes be taken during these meetings to document the analysis process, and, if applicable, the organization could have employees complete competency-based tests with this process to meet training requirements.

Consultation

- The bomb threat procedure reflects that evacuation is always the first step taken. Given that evacuation is not necessarily considered the first action of choice in all bomb threat scenarios, it is suggested that the organization review its current policies and written procedures with local emergency responders and make revisions as appropriate. The United States Department of Homeland Security (**dhs.gov**) offers guidance, protocols, checklists, and placards that may be printed and laminated for use.

- It is suggested that the critical incident reporting policy and procedure include guidance regarding how an incident is to be reported and documented for internal purposes, even if it not reportable to the SSVF.

- It is suggested that the organization provide guidance for staff members as to how they could store legal medication when they are at the office or providing services to veterans in the community. For example, the organization could instruct staff members to store medication in a locked desk drawer, in their vehicle's glove box, or in the trunk of their vehicle.

- Although the self-inspection process is a simple sign-off sheet sufficient for the small, temporary office space that the organization is currently renting, it is suggested that, in preparation for the opening of its new site, the organization develop and implement a formal checklist report that has room for notes in each area inspected, along with discussion areas noting any improvements needed or actions taken during the self-inspection.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

1.I.8.f.

The organization's performance evaluation tool includes an area where employees can note their goal(s) for the next year. The tool and subsequent evaluations, including ongoing supervision documents, did not include any information regarding how any goal was implemented or monitored. It is recommended that the organization implement written procedures for performance appraisal that address measurable goals. It is suggested that the

supervision document include an area where progress toward annual goals can be discussed and evaluated for any changes needed, clarity, or success. As the organization is expanding its service outreach, successor planning and cross training could be a part of this process to ensure opportunities for growth.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

Recommendations

1.J.2.b.(6)
1.J.2.b.(7)
1.J.2.c.(6)
1.J.2.d.
1.J.2.f.
The technology and system plan available for review was last reviewed in June 2020, and it discussed initiatives completed as of that date and the processes as known at that time. It is recommended that the organization implement a technology and system plan that includes the resources needed to accomplish the goals, includes timeframes, and supports performance improvement. The plan should also align with the organization's strategic plan and be updated as needed. The plan reviewed during the survey was appropriate based on the current size of the organization; however, it is suggested that the vast changes and technology needs that are a part of the renovation of its new site be addressed in the plan while the remodeling is underway to ensure that the resources and processes meet the needs of this larger footprint that the organization will have in its community.

1.J.4.a.
1.J.4.b.(1)
1.J.4.b.(2)
1.J.4.b.(3)
1.J.4.b.(4)
1.J.4.b.(5)
1.J.4.b.(6)
1.J.4.c.
It is recommended that a test of the organization's procedures for business continuity/disaster recovery be conducted at least annually and analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel. The test should be evidenced in writing, including the analysis. It is suggested that the tests consider the impact of any loss of data between the monthly external backups

completed and the impact of the loss of paper files should there be a catastrophe that impacts the site itself. It is suggested that tests be included in the ongoing self-inspection processes when the organization moves into its new site. If the organization decides to use an information technology vendor to assist in this area, it could request that the vendor conduct periodic phishing tests and ongoing password management.

1.K. Rights of Persons Served

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

Key Areas Addressed
■ Policies that promote rights of persons served
■ Communication of rights to persons served
■ Formal complaints by persons served

Recommendations
There are no recommendations in this area.

1.L. Accessibility

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

Key Areas Addressed
■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations
1.L.1.b.(1)
1.L.1.b.(2)
1.L.1.b.(3)
1.L.1.b.(4)
1.L.1.b.(5)
1.L.1.b.(6)
1.L.1.b.(7)
1.L.1.b.(8)
1.L.1.b.(9)
1.L.1.b.(10)(a)
1.L.1.b.(10)(b)
1.L.1.b.(10)(c)
The 2021-2025 strategic plan addresses the identified barriers as of May 2021, similar to the 2019-2023 strategic plan reviewed that addresses those identified as of October 2019. It is recommended that the organization's leadership implement an ongoing process for identification of barriers in the areas of architecture; environment; attitudes; finances; employment; communication; technology; transportation; community integration, when

appropriate; and any other barrier identified by the veterans, personnel, and other stakeholders. It is suggested that, given the current renovation of its new site that is targeted for completion by the end of 2023, Helping Heroes take this opportunity to complete an in-depth accessibility analysis to guide its operations as it moves forward as a larger provider.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

Consultation

- The performance measurement and management process is built on the requirements of the SSVF program that is seeking accreditation, and the 2021 annual report available on the organization's website only reflects an analysis of that service area. It is suggested that the organization expand this process to include its other grant-funded programs and its private-pay initiatives to further assist the board of directors and leadership in determining future growth expansion and the resources needed.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to

improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

There are no recommendations in this area.

2.B. Individual-Centered Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects the person's 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

2.B.10.c.
Veteran records at discharge only document the details of the last encounter. It is recommended that an exit summary report be prepared that summarizes results of services received. It is suggested that the last entry detail the veteran's progress from entry to time of exit in order to assist in the event that the veteran reaches out at a later date for additional support.

2.E. Community Services Principle Standards

Description

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Section 4. Community Services

Description

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

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

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

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

■ Increased inclusion in community activities.
■ Increased or maintained ability to perform activities of daily living.
■ Increased self-direction, self-determination, and self-reliance.
■ Self-esteem.
■ Housing opportunities.
■ Community citizenship.
■ Increased independence.
■ Meaningful activities.
■ Increased employment options.

4.T. Rapid Rehousing and Homelessness Prevention Program (RRHP)

Description

Rapid rehousing and homelessness prevention programs are short-term crisis response programs for persons and households that are experiencing homelessness or are at imminent risk of homelessness. These programs engage in ongoing outreach activities to maximize opportunities for contact with persons who, without assistance, are likely to remain or become literally homeless. Interventions are designed to reduce barriers to housing and help persons served and their families rapidly exit homelessness and return to stable housing or maintain stable housing. The programs are knowledgeable about and link with community resources as desired by the persons served.

Incorporating a housing first approach, individualized, person-centered housing plans guide service delivery. Each person served participates in the development of a housing plan that considers the person's desired housing outcomes, barriers to housing, the need for financial assistance, and the financial resources available. As needed, the program offers education for the persons served on landlord-tenant relationships, self-advocacy, and rights and responsibilities as a tenant to support achievement of housing-specific goals. Personnel are trained in areas necessary to achieve the desired outcomes of persons served using a person-centered approach.

Key to the programs' ability to secure housing for persons with high housing barriers are recruitment and retention of landlords who are willing to offer flexibility in applying tenant screening criteria and rent to persons exiting or at imminent risk of homelessness. The programs work to maximize suitable housing options and to access and manage the available financial resources to facilitate rapid rehousing and/or reduce the risk of homelessness.

Note: If an organization provides only a Rapid Rehousing Program or only a Homelessness Prevention Program, it may still seek accreditation as a Rapid Rehousing and Homelessness Prevention Program.

Key Areas Addressed

■ Outreach to persons in need of services
■ Housing options optimized
■ Persons most in need are prioritized
■ Program works collaboratively with other community agencies
■ No barriers to services
■ Individualized housing plans
■ Safe and secure housing
■ Persons served exit homelessness

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Helping Heroes, Inc.: A Center for Veteran Resources

1200 Market Street, Suite 1776
Wheeling, WV 26003

Rapid Rehousing and Homelessness Prevention Program