

July 9, 2015

Linda Dunshee
Link Associates
1452 29th Street
West Des Moines, IA 50266

Dear Ms. Dunshee:

It is my pleasure to inform you that Link Associates has been accredited by CARF International for a period of three years for the following services:

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Employee Development Services
Employment Skills Training Services
Organizational Employment Services
Respite Services
Services Coordination
Supported Living

Governance Standards Applied

This accreditation will extend through May 2018. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of practice excellence.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation, and we encourage you to make this accomplishment known throughout your community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

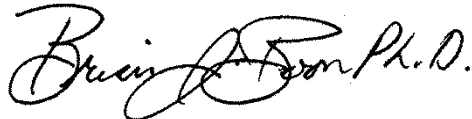
The survey report is intended to support a continuation of the quality improvement of your services. It contains comments on your organization's strengths as well as consultation (if any) and recommendations. A quality improvement plan (QIP) demonstrating your efforts to implement the survey recommendations must be submitted within the next 90 days to retain accreditation. Guidelines and the form for completing the QIP have been posted on Customer Connect (customerconnect.carf.org), our secure, dedicated website for accredited organizations and organizations seeking accreditation. Please submit the QIP to the attention of the customer service unit identified in the QIP instructions.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation, you are encouraged to seek support from the resource specialist, Sandra Edge, by email at sedge@carf.org or telephone at (888) 281-6531 (toll free) or (520) 325-1044, extension 7066.

We encourage your organization to continue fully and productively using the CARF standards as part of your ongoing commitment to accreditation. We commend your commitment and consistent efforts to improve the quality of your services. We look forward to working with your organization in the future.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon, Ph.D." in a cursive style.

Brian J. Boon, Ph.D.
President/CEO

aw
Enclosures



Three-Year Accreditation

CARF
Survey Report
for
Link Associates



Organization

Link Associates
1452 29th Street
West Des Moines, IA 50266

Organizational Leadership

Linda Dunshee, Executive Director
Jay Bruns, Corporate Operations Director

Survey Dates

May 27-29, 2015

Survey Team

Rodney N. Pederson, Administrative Surveyor
Monica Elsbrock-Boyd, Program Surveyor
Brenda McCarthy Wiener, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Housing
Community Integration
Employee Development Services
Employment Skills Training Services
Organizational Employment Services
Respite Services
Services Coordination
Supported Living

Governance Standards Applied

Previous Survey

May 21-23, 2012
Three-Year Accreditation



Three-Year Accreditation

Survey Outcome

Three-Year Accreditation

Expiration: May 2018

SURVEY SUMMARY

Link Associates has strengths in many areas.

- The executive director is a dynamic visionary who is widely recognized for her innovation, leadership skills, and administrative prowess. Her strong supportive leadership is a guiding force in promoting excellence in all organizational operations. The transparency of the organization and the desire to learn from the CARF survey process are outgrowths of her philosophy of leadership.
- A talented and tenured corporate operations director has raised Link Associates to another level as demonstrated by its talented and enthusiastic staff members, innovative person-centered services, and continued growth. He promotes creative thinking and assessment of current practices so improvements are designed for enhancement of function, not merely as needs arise. He brings a high level of professionalism and an expectation of quality to the business enterprise and the programs surveyed.
- The organization benefits from the work of committed, well-informed board members who bring varying years of experience, diverse backgrounds, skills, and deep ties to the community, positioning Link Associates to continue to thrive and grow. The organization has developed a comprehensive process and materials that are used annually to orient new board members to Link Associates' mission, services, and business operations.
- Members of the leadership team translate strategic goals into tangible action. In doing this, they work to demonstrate compliance with legal and regulatory requirements, maintain policies and systems to operate a fiscally prudent organization, manage risk, maintain safe and clean environments, retain competent and well-trained staff, follow the organization's strategic plan, and promote and protect the rights of the persons served.
- The commitment and genuine passion demonstrated by the leadership, as well as the dedication and enthusiasm of the staff members, have created an atmosphere of mutual respect that promotes the dignity of the persons served. The staff members at all levels are well qualified and committed to providing optimum services. In addition, the staff members are not afraid to take the initiative to do whatever it takes to best assist the persons served and advocate on their behalf.

- Morale is high throughout the organization, from the direct care staff to the executive director. The staff members are highly qualified, enthusiastic, and proud of the services they deliver. They are dedicated to remaining current on best practices and are forward thinking in their approach to program/service expansion, considering best practices and the needs of the community they serve.
- Ongoing strategic planning is supported by sound financial planning, identification of strengths and weaknesses in the environment, and engagement in opportunities that present themselves to the organization. Integrated planning validates, supports, and enhances the mission of the organization.
- The leadership embraces the values of accountability and responsibility, the governing board ensures focus on organizational purpose and outcomes for the persons served, and the organization demonstrates corporate compliance. A comprehensive business plan is prepared annually and used to guide organizational planning and action toward organizational excellence.
- The organization has implemented fiscal policies and procedures that not only reflect careful consideration of current and future program needs, but also support the organization's ability to ensure continuity of care and stability in its operations. It is apparent that cost containment is important, but there is also recognition that the persons served come first.
- An impressive array of comprehensive, well-written policies and procedures are contained in Link Associates' Business Function Plan. The plan is well written and user-friendly. It guides and supports the business operations, programs, and service delivery strategies that are responsive to the needs of the persons served.
- Link Associates continues to strengthen, utilize, and share information from its outcomes management system. Ideas for improvement to the system are routinely solicited from the staff members and other stakeholders. Program processes and/or business strategies are routinely changed or modified to positively impact outcomes. The organization shares performance information in meaningful ways and alternative methods of sharing outcomes information continue to be explored.
- The use of technology to support the needs of the organization and the persons served is highly evolved and valued. The organization is committed and excited about the future development of technological enhancements to assist in data collection and analysis for process improvement.
- The campus and residential settings are impressive; they have significant curb appeal and are inviting to visitors. Neat, clean, and well maintained, the facilities serve as the hallmark of Link Associates while projecting an image that something important is occurring within its walls. A professional and friendly atmosphere makes all the facilities welcoming to the persons served and other stakeholders.
- Health and safety processes and procedures are guided by a health and safety committee, with membership from across the program locations, including input from the persons served. The work of the committee is guided by a complete agenda and documented in minutes that reflect considerations of all aspects of the safety program.
- Link Associates is clearly mission driven. The mission permeates written materials and organizational signage and, most importantly, guides the actions, decisions, and attitudes of all levels of the staff and board members.

- Link Associates is providing Project SEARCH, a nine-month internship performed in a hospital designed to train consumers on various jobs usually performed in a healthcare facility. Consumers reported high satisfaction with the program and take pride in their jobs. The staff that supports the consumers is enthusiastic and has an easy rapport with the consumers and personnel.
- The consumer council is an active group that addresses legislative issues and advocates for peers. The monthly meetings offer a forum that encourages the consumers to bring their concerns to the table for discussion and creation of action items. The consumers elect their own leadership while encouraging participation and self-advocacy.
- Link Associates makes great strides to empower the consumers in their care to drive their own lives according to their dreams. The consumers sit in on interviews for new staff and, in 2015, a short film was produced that explains how consumers would like to be treated in their homes and the best ways that the staff could interact with them. This informational video is arranged in topics identified by the consumers such as “I can tell you if you give me time,” “I can make my own choices,” and “Are you catching me or helping me?”
- Supported employment placements are varied and many consumers have had their jobs for many years. Job coaches are employed full time, which allows them to support many consumers with varying amounts of time each week from as little as half an hour to many hours a day. Providing this individualized level of supports can help the consumers who require something as simple as a reminder to turn on the timer when they go on break to actually working one on one with a consumer to stay on task or learn new tasks.
- Link Associates is extremely fortunate to have staff members who are enthusiastic and dedicated, and who obviously care about the consumers they serve. They report that they feel that management listens to their concerns and encourages a team support that is benefitting the consumers.
- Employers report that the consumers at their businesses are hardworking and valued members of their workforce, and that they are comfortable in the level of communication they receive from Link Associates. One consumer who works at a local Italian fast food restaurant has told his manager that he would like to work toward becoming a manager at the restaurant, but he reports that he has trouble interacting with the public and moving from task to task. The manager of the store is creating an opportunity for him to wear the company mascot costume and interact with the public to practice these skills in preparation for potential management opportunities.
- The staff members are knowledgeable, energetic, and enthusiastic about their work. It is obvious when talking to them that they truly believe in the mission of Link Associates and they do all they can to help their consumers become successful in all of the organization’s programs.
- Link Associates’ consumers, parents, and guardians expressed satisfaction with the services they receive from the organization. Furthermore, everyone commented that staff is always accessible to them to discuss any issues when they arise.
- Link Associates provides homes that blend well into their neighborhood and community. The consumers who live in the homes are able to make their homes truly their own by choosing how their rooms are decorated. The homes are clean and well maintained.

- Link Associates is recognized for adding the Volunteer Investment Program (VIP) to its community integration services. This supports consumers to volunteer throughout the community, allowing them to gain skills and confidence in their abilities while giving back to their communities.
- Link Associates received a grant from the Iowa Arts Council that allowed it to provide the consumers with the Big Art Series, which exposed and allowed them to experience print making, drawing, sculpture, and exhibiting arts. The completed projects were on display at the Jaycee Event Center. In addition, Disability Rights of Iowa made a video to spotlight Link Associates and its consumers.
- Link Associates' Supports Coordination does a great job with the individual plans of service, including the Life Plans. These plans are comprehensive, yet easy for the staff to use to support the consumers in reaching their goals.
- Link Associates has two homes and programs that are allowing the consumers to age in place. Consumers who are "retired" are able to choose the activities in which they participate, which might include watching TV in a recliner or napping.

Link Associates should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to the standards but is offered as a suggestion for further quality improvement.

On balance, Link Associates continues to make good use of the CARF standards and the accreditation process in support of its business functions and service delivery processes. Use of the CARF standards and the accreditation process is evident throughout the organization's business functions and service delivery processes, and it is clear that Link Associates uses these structures and tools to promote ongoing organizational improvement and the development of a "culture of excellence." A team approach emphasizes that communication, compassion, and concern are the driving forces that have resulted in a commitment to quality service provision. The positive attitude with which the management and staff members prepared for and participated in this survey and their receptivity to the consultation and other feedback that were offered instill confidence that the organization will use the results of the survey to further improve organizational and service quality. The fact that there were minimal recommendations based on the CARF standards is especially noteworthy and indicates substantial stability within the organization's operational structure.

Link Associates has earned a Three-Year Accreditation. The organization is commended for this achievement. The leadership is encouraged to continue to use the CARF standards and the accreditation process in support of ongoing performance improvement processes and activities.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

B. Governance

Principle Statement

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

Key Areas Addressed

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

Recommendations

B.5.a.(1) through B.5.a.(5)

Evaluation of the executive director is an essential part of performance management. There is evidence that two formal annual written reviews, which included opportunities for growth and development, have been performed since the previous survey; however, there is no evidence that a formal written review has been performed within the past twelve months. It is recommended that a formal written review of the executive director's performance be consistently performed on an annual basis in relation to overall corporate performance versus target, individual performance versus target, professional development, professional accomplishments, and professional opportunities.

C. Strategic Planning

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
-

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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

Key Areas Addressed

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

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

There are no recommendations in this area.

Consultation

- Link Associates has an obvious dedication to consumer safety. Accessing emergency information on the consumers on an iPad® device could boost communication among the staff to quickly meet consumer needs. Although emergency information is readily available via this technology, it is suggested that all consumers in organizational employment have their fact sheet copied on bright neon-colored paper and kept where it could be easily accessed in case of an emergency and available to emergency responders.
-

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

I.6.b.(5)

It is recommended that performance evaluations for all personnel directly employed by the organization be consistently performed annually.

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 all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- Link Associates has releases of information that are thorough, are clear to understand, and include expiration dates. It is suggested that it consider increasing the length of activation for photo releases to perhaps three years or even longer.
-

L. Accessibility

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

N. Performance Improvement

Principle Statement

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
-

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

Principle Statement

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

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

C. Medication Monitoring and Management

Key Areas Addressed

- Current, complete records of medications used by persons served
- Written procedures for storage and safe handling of medications
- Educational resources and advocacy for persons served in decision making
- Physician review of medication use
- Training and education for persons served regarding medications

Recommendations

There are no recommendations in this area.

D. Employment Services Principle Standards

Principle Statement

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

F. Community Services Principle Standards

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

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

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

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

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

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

- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

C. Community Employment Services

Principle Statement

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

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

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

Job Development

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

Employment Supports

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

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

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

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

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Employee Development Services

Principle Statement

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at job sites, within formal and organized training and educational settings, through coaching, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

Key Areas Addressed

- Skills development/reestablishment
 - Attitude development/reestablishment
 - Work behaviors development/reestablishment
 - Employment outcomes
-

Recommendations

There are no recommendations in this area.

F. Employment Skills Training Services

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

G. Organizational Employment Services

Principle Statement

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

Key Areas Addressed

- Paid work provided by organization
 - Employment goals of persons served
 - Legal guidelines adherence
 - Increased wages and skills
-

Recommendations

There are no recommendations in this area.

K. Community Housing

Principle Statement

Community housing addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of the persons served, regardless of the home in which they live and/or the scope, duration, and intensity of the services they receive. The residences in which services/supports are provided are typically owned, rented, leased, or operated directly by the organization, or may be owned, rented, or leased by a third party, such as a governmental entity. Providers exercise control over these sites in terms of having direct or indirect responsibility for the physical conditions of the facility.

Community housing is provided in partnership with individuals. These services/supports are designed to assist the persons served to achieve success in and satisfaction with community living. They may be temporary or long-term in nature. The services/supports are focused on home and community integration and engagement in productive activities. Community housing enhances the independence, dignity, personal choice, and privacy of the persons served. For persons in alcohol and other drug programs, these services/supports are focused on providing sober living environments to increase the likelihood of sobriety and abstinence and to decrease the potential for relapse.

Community housing programs may be referred to as group homes, halfway houses, three-quarter way houses, recovery residences, sober housing, domestic violence or homeless shelters, and safe houses. These programs may be located in rural or urban settings and in houses, apartments, townhouses, or other residential settings owned, rented, leased, or operated by the organization. They may include congregate living facilities and clustered homes/apartments in multiple-unit settings. These residences are often physically integrated into the community, and every effort is made to ensure that they approximate other homes in their neighborhoods in terms of size and number of individuals.

Community housing may include either or both of the following:

- Transitional living that provides interim supports and services for persons who are at risk of institutional placement, persons transitioning from institutional settings, or persons who are homeless. Transitional living is typically provided for six to twelve months and can be offered in congregate settings that may be larger than residences typically found in the community.
- Long-term housing that provides stable, supported community living or assists the persons served to obtain and maintain safe, affordable, accessible, and stable housing.

The residences in which Community Housing services are provided must be identified in the Intent to Survey. These sites will be visited during the survey process and identified in the survey report and accreditation outcome as a site at which the organization provides a Community Housing program.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

L. Supported Living

Principle Statement

Supported living addresses the desires, goals, strengths, abilities, needs, health, safety, and life span issues of persons usually living in their own homes (apartments, townhouses, or other residential settings). Supported living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Supported living refers to the support services provided to the person served, not the residence in which these services are provided. A sampling of people receiving services/supports in these sites will be visited as part of the interview process. Although the residence will generally be owned, rented, or leased by the person who lives there, the organization may occasionally rent or lease an apartment when the person served is unable to do so. Typically, in this situation the organization would co-sign or in other ways guarantee the lease or rental agreement; however, the person served would be identified as the tenant.

Supported living programs may be referred to as supported living services, independent living, supportive living, semi-independent living, and apartment living; and services/supports may include home health aide and personal care attendant services. Typically there would not be more than two or three persons served living in a residence, no house rules or structure would be applied to the living situation by the organization, and persons served can come and go as they please. Service planning often identifies the number of hours and types of support services provided.

The home or individual apartment of the person served, even when the organization holds the lease or rental agreement on behalf of the person served, is not included in the intent to survey or identified as a site on the accreditation outcome.

Key Areas Addressed

- Safe, affordable, accessible housing chosen by the individual
- In-home safety needs
- Support personnel available based on needs
- Supports available based on needs and desires
- Living as desired in the community
- Persons have opportunities to access community activities

Recommendations

There are no recommendations in this area.

M. Respite Services

Principle Statement

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites, as appropriate. An organization providing respite services actively works to ensure the availability of an adequate number of direct service personnel.

Key Areas Addressed

- Time-limited, temporary relief from service delivery
 - Accommodation for family's living routine and needs of person served
-

Recommendations

There are no recommendations in this area.

N. Services Coordination

Principle Statement

Services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counseling and crisis intervention services, when allowed by regulatory or funding authorities.

Services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing community services coordination. Such programs are typically provided by qualified services coordinators or by case management teams.

Organizations performing services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

Key Areas Addressed

- Goal-oriented and systematic process of advocacy
- Coordination of services
- Formation of linkages with community resources and services

Recommendations

There are no recommendations in this area.

P. Community Integration

Principle Statement

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

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

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.

- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.).

Key Areas Addressed

- Opportunities for community participation
-

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Link Associates

1452 29th Street
West Des Moines, IA 50266

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Employee Development Services
Employment Skills Training Services
Organizational Employment Services
Respite Services
Services Coordination
Supported Living

Governance Standards Applied

Pebble

1421 Northwest Pebble Drive
Ankeny, IA 50021

Community Housing

Westwood

2501 Northwest Fifth Street
Ankeny, IA 50021

Community Housing

Elmcrest

10647 Elmcrest Drive
Clive, IA 50325

Community Housing

Sunny Hill

8956 Sunny Hill Drive
Clive, IA 50325

Community Housing

12th Street

4122 12th Street
Des Moines, IA 50313

Community Housing

Amos

1319 Amos
Des Moines, IA 50315
Community Housing

Bel Aire

3301 Bel Aire Road
Des Moines, IA 50310
Community Housing

Hickory Hill

707 Hickory Hill
Des Moines, IA 50317
Community Housing

Highland Park Group Home

3417 Fifth Avenue
Des Moines, IA 50313
Community Housing

Hull

4007 Hull Avenue
Des Moines, IA 50317
Community Housing

Madison

4201 East Madison
Des Moines, IA 50317
Community Housing

SE 5th

4012 Southeast Fifth Street
Des Moines, IA 50315
Community Housing

19th Street

1220 19th Street
West Des Moines, IA 50265
Community Housing