

**CARF
Survey Report
for
Ohio Valley
Goodwill
Industries, Inc.**

Organization

Ohio Valley Goodwill Industries, Inc. (OVGI)
10600 Springfield Pike
Cincinnati, OH 45215

Organizational Leadership

Charles Wright, Chairman, Board of Directors
Joseph S. Byrum, President/CEO
Jo Ann Decker, Vice President, Rehabilitation
Douglas Osthoff, Vice President of Administrative Service



Three-Year Accreditation

Survey Dates

March 2-4, 2016

Survey Team

Kirk D. Spry, Administrative Surveyor
Monica Elsbrock-Boyd, Program Surveyor
Kelly Evans, Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Comprehensive Vocational Evaluation Services
Employment Skills Training Services
Rapid Rehousing and Homelessness Prevention Programs

Previous Survey

April 17-19, 2013
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 31, 2019

SURVEY SUMMARY

Ohio Valley Goodwill Industries, Inc. (OVGI) has strengths in many areas.

- OVGI's services are provided in attractive, well-maintained physical facilities. The organization goes beyond the minimum accessibility standards in ensuring that its facilities are fully accessible to the persons served, staff, and visitors. All areas, including its retail operations, are clean and orderly and project a positive, professional first impression to visitors. Office area walls and hallways are decorated with motivational posters and information promoting the organization and the persons served.
- The organization has an active, knowledgeable board of directors composed of influential, respected members of the communities it serves. The board's working committees facilitate active board member involvement in setting direction and overseeing all operational aspects of the organization. Board members frequently visit the service areas and get to know the programs, the staff members, and the persons served. The board members believe in the mission of the organization and are highly supportive yet recognize their role in the organization versus the role of the staff members.
- OVGI has experienced and visionary leadership and management that promote effective, competent oversight of all operations. They demonstrate a passion and commitment to providing quality services to the persons served and the community. The leadership and management team is heavily involved in advocacy groups in the state and local community service and civic organizations. The leadership of the organization is well known and respected by referring agencies, other stakeholders, and residents of the community.
- The board and leadership have made excellent use of the organization's capabilities for revenue generation in its retail operations to provide the resources necessary for meeting the identified needs of the communities it serves. It operates in a manner that promotes long-term financial stability and, thus, the stability and development of its services to the persons seeking employment and other social service needs in the community.
- The organization and its leadership have been recognized locally and regionally for their outstanding management practices, winning awards such as the Best of Cincinnati® award in the category of Vintage Thrift Clothing Store, staff members receiving the Butler County Board of Developmental Disabilities Community Recognition Award and also the Rehabilitation Practitioner of the Year award, a board member receiving the Medical Mutual 2016 Pillar Award for Community Service for Nonprofit Board Executive of the Year, and the Hamilton County Recycling and Solid Waste District award for Excellence in Reuse.
- OVGI has many experienced, loyal staff members, which has resulted in great benefits and consistency for the persons served and the organization. The staff members demonstrate a positive attitude that appears to promote teamwork and dedication to service delivery. There appears to be great rapport among the management team, staff members, and persons served and their families.
- The organization demonstrates a strong business ethics philosophy that promotes sound values and ethics-based management of its operations. The management philosophy is one that emphasizes doing the right thing relative to the persons served and customers rather than self-promotion.

- OVGI actively promotes and interweaves a strong health and safety program into its environment and culture. Extensive and regularly conducted inspections are followed up, as appropriate, with time-limited quality improvement plans. The plans are then closely monitored at regular Safety Cabinet meetings to ensure that each identified issue is resolved in a timely manner.
- Parents and family members report complete satisfaction with the services their loved ones receive from OVGI. They express gratitude for the care and thoughtfulness that staff shows them, exemplified by one person's parents reporting that their son cannot wait to get to work in the mornings. One person served, a man who retired after working 40 years at his Catholic parish, has now worked at OVGI for four years. His sister reports that he loves it at OVGI and has always been a great worker who was not happy with a typical retirement, choosing to return to work at OVGI. He shared that, during his custodial career, he was not overly concerned with money as his paychecks were always about the same, but the challenge of piece work at OVGI has sparked a new interest in improving his work performance.
- Employers report that OVGI is a great partner for attracting new employees and assisting in job retention. A large local restaurant chain's director of human resources will take the time to meet with the parents of employees referred from OVGI if there is any problem. His company is also interested in having an OVGI staff member give presentations to newly hired managers at the company as part of its onboarding process.
- OVGI's Harrison Pilot Project was designed to encourage current persons served at the organization to explore community employment using a curriculum that addresses community employment and daily living skills. A rehabilitation technician leads the group through discussion topics after which the group participates in an activity that demonstrates the topics discussed. After returning to OVGI, they work at the retail store for two hours being paid at minimum wage.
- The stores are clean, are welcoming, and also appear to be happy workplaces for the person served. Staff members demonstrate pride in their services and with their coworkers. Piece rate tasks are a favorite as many of the persons served report they "like working on the Ford® parts."
- Service plans are thorough and person centered, allowing the persons served to direct their services and reach goals of their own choosing. Job development services are person centered with caseloads kept purposefully small enough to afford highly individualized supports. Manageable caseloads allow OVGI's staff members to quickly react when a person served is experiencing difficulty on the job. They work through the issues to maintain the employment if the person served chooses to stay or seek other employment.
- The local funding agency reports that OVGI is a highly valued community partner with services and supports that lead to meaningful jobs in the community. Staff members are responsive to funding inquiries and requests, and OVGI strives to develop programs designed to serve individuals with many and diverse barriers.
- OVGI's evaluation services served 117 individuals last year with services delivered by an extremely experienced staff with an obvious commitment to the services. This department has been adept at complying with the funder's reporting requirements despite the many changes in these requirements through the year.
- OVGI's Center for Advocacy, Recreation, and Education (CARE) program is a delightful program delivered in a clean, bright, and cheery location. Activities offered provide the persons served with practice in the elements of daily living and discussion of current events and news stories with activities that keep them involved in their community.

- The organization is committed to providing assistive technology that enables the persons served to work in a variety of office settings. Having a certified assistive technology specialist on staff keeps the organization current on technological advances such as ErgoRest[®] devices, Aviator[®] software that connects plans to the Department of Transportation, and standing desks among other supports.
- The rapid rehousing and homelessness prevention (RRHP) program employs many knowledgeable employees from a variety of backgrounds with several being veterans themselves. This peer support is unique and allows the veterans to connect and feel understood by the employees with whom they are working. Most notably, one of the employees in this program was formerly served by OVGI. His decision to pursue higher education and then begin his professional career at the same program that served him speaks volumes to the quality services that the organization is providing to veterans.
- The utilization of student interns in the veterans programs is a great opportunity for future human service workers to get exposure to the needs of veterans and how to serve them. Several interns have been hired as staff members, which speaks highly of their internship experience at OVGI.
- The RRHP program has an excellent reputation in the community. Landlords report that OVGI is their preferred provider to work with because it is responsive and works hard to quickly assist the veterans to get into homes. One veteran who was formerly served stated that RRHP employees were very concerned about his needs and worked hard to ensure that he and his three children were safe and cared for.
- The organization's employees embrace the CARF standards in every aspect of their services. This is demonstrated in the policies and procedures, day-to-day operations, interviews that were conducted, and observations. This culture has created service delivery that provides quality services and excellent outcomes for the persons served.

OVGI received no recommendations from this accreditation survey. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, OVGI is currently celebrating its 100th anniversary of services to southern Ohio and northern Kentucky and has a great deal to be proud of. Its programs are in substantial conformance to the CARF standards, with its overall strengths being the experience, competency, and commitment of the leadership and management team and its well-qualified staff members. Person-centered services are of high quality, and the persons served and families report that they are treated with the utmost respect and dignity. The programs have earned a strong reputation within the service provider community and in Ohio for delivering high-quality services to the persons served in the organization's catchment area. The persons served, families, and community stakeholders are very satisfied with and appreciative of its services, with family members of the persons served considering OVGI to be life changing and, in one parent's words, "miraculous." The leadership and management team demonstrate a strong commitment to listening and responding to the input of the persons served and community stakeholders and use this input to plan strategically for the persons served and the organization's future. The organization clearly has the commitment and resources to continue to improve its services and meet the needs of the persons served in southern Ohio and northern Kentucky.

Ohio Valley Goodwill Industries, Inc. has earned a Three-Year Accreditation. The leadership and staff are congratulated for this achievement and encouraged to continue using CARF standards and other resources in their quest for continuous quality improvement in the services.

SECTION 1. ASPIRE TO EXCELLENCE®

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

Recommendations

There are no recommendations in this area.

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

- 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**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

- 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**Description**

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.

Consultation

- The organization appears to have an adequate policy that addresses subpoenas, search warrants, and other legal actions. It might want to expand this policy to go into more detail regarding how the organization is to respond to less formal civil actions, such as the service of divorce, wage garnishment, or other legal papers to staff members.
-

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 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

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

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

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization uses a narrative format to identify possible risks to its assets and how it mitigates these risks, it might want to consider using a more visual chart format in which columns could identify each risk, actions being taken to mitigate each risk, who is responsible for implementing and monitoring the results of actions taken, and a status report regarding progress made in addressing identified risks.
-

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

- 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

- Although the organization has highly visible exits and evacuation charts posted in various areas throughout the organization, to show proper egress in the event of an emergency, it could make these charts easier to understand. It is suggested that the evacuation charts be oriented relative to the observer so the exits on the chart appear as they actually are located in relation to where the observer is standing.
 - OVGI's commitment to safety is evident throughout the programs as demonstrated by emergency medical information regarding the persons served being available at service locations and as they travel throughout the community. It is suggested that these emergency medical sheets be printed on a brightly colored piece of paper so, in the event of an emergency, the information could be easy to locate and readily visible to the team so it can quickly identify and obtain necessary information to address the situation.
-

I. Human Resources

Description

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

- Although the orientation checklist for all employees clearly shows diversity training is given and there is evidence of ongoing training in cultural competency and diversity, it is suggested that the annual training checklist clearly show under the special policies training section that this training also includes diversity training.
 - Although employees' performance objectives are measurable, the organization might want to be more specific in the criteria to be used to determine whether the employee has met the objective. For example, one objective stated "maintain good attendance" and the definition of "good attendance" is stated in another OVGI document. It might want to refer to this definition in the performance evaluation so the employee is clear on what "good attendance" means.
 - Although the organization has a written procedure for job postings, it might want to include this procedure in the personnel manual for easier access by staff members who want to know current job openings.
-

J. Technology

Description

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
 - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
 - Training for personnel, persons served, and others on ICT equipment, if applicable
 - Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
-

Recommendations

There are no recommendations in this area.

Consultation

- OVGI might want to use a chart format similar to that used for its outcomes measurement system in presenting its technology and systems plan. The chart could identify in columns the goal in each IT area, the action plan to achieve the goal, the person(s) responsible, the timeline for completion, and a status report regarding the action plan that could be updated at least annually.
-

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

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

Recommendations

There are no recommendations in this area.

L. Accessibility

Description

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.

Consultation

- The organization might want to consider using a chart format similar to that used for its outcomes measurement system to show its accessibility plan in a more visual manner. The chart could show in columns the identified barrier, the action plan to mitigate the barrier, the responsible person, the timeline, and a status report to be completed annually.
-

M. Performance Measurement and Management

Description

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

Description

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

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

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.

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 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

Description

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

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.

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

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.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

B. Evaluation Services

Comprehensive Vocational Evaluation Services

Description

Comprehensive vocational evaluation services provide an individualized, timely, and systematic process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives. A vocational evaluator or vocational specialist provides or supervises the services.

An accredited comprehensive vocational evaluation service is capable of examining a wide range of employment alternatives. The following techniques are used, as is appropriate to the person being assessed, to provide comprehensive vocational evaluation services:

- Pre-evaluation assessment of assistive technology needs.
- Assessment of functional/occupational performance in real or simulated environments.
- Work samples.
- Employment exploration model.
- Psychometric testing.
- Preference and interest inventories.
- Personality testing.
- Extensive personal interviews.
- Other appropriate evaluation tests, depending on the individual.
- Analysis of prior work and/or volunteer experience and transferable skills.

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

- Realistic job opportunities are explored and identified for individuals.
- Employment barriers are identified and ways to overcome these are suggested.
- Identification of assistive technology or other accommodations.
- The evaluation is completed within the authorization period.
- The person served understands the results.
- The cost per evaluation is acceptable.
- Interests of the persons served are thoroughly explored.
- Evaluation reports lead to job goals.
- Transferable skills are identified.

Key Areas Addressed

- Vocational options identified
- Various exploratory techniques used by qualified evaluators
- Screenings are based on and answer referral questions
- Information obtained is shared
- Employment goals
- Personnel meet applicable qualifications for the work

Recommendations

There are no recommendations in this area.

C. Community Employment Services

Description

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

Description

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 support for a self-directed job search.

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

- Persons obtain community employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.

- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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.

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from co-workers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.
- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

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.

F. Employment Skills Training Services

Description

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.

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

- Persons show improvement in skill level.
- Specific marketable skills are developed.
- Persons served achieve employment in the area of training.
- Persons secure employment with benefits.
- Persons retain employment.
- Training is completed in a timely manner.
- Training is cost-effective for the results produced.

Key Areas Addressed

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

There are no recommendations in this area.

P. Community Integration

Description

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to

reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

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

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

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.

Z. Rapid Rehousing and Homelessness Prevention Program

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 his or her desired housing outcome, 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.

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.

PROGRAMS/SERVICES BY LOCATION

Ohio Valley Goodwill Industries, Inc.

10600 Springfield Pike
Cincinnati, OH 45215

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Comprehensive Vocational Evaluation Services
Employment Skills Training Services

West Side Program

2990 Harrison Avenue
Cincinnati, OH 45211

Community Integration

Fairfield Program

4605 Dixie Highway
Fairfield, OH 45014

Community Integration

East (Clermont)

4247 Grissom Street
Batavia, OH 45103

Community Integration

Reading Road Office

7162 Reading Road, Suite 805
Cincinnati, OH 45237

Rapid Rehousing and Homelessness Prevention Programs