



Three-Year Accreditation

CARF
Survey Report
for
Jay-Randolph
Developmental
Services, Inc.

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Organization

Jay-Randolph Developmental Services, Inc. (JRDS)
901 East Water Street
Portland, IN 47371

Organizational Leadership

Ruth Ann Widman, Executive Director
Diana Smith, Senior Director of Supported Living Services
Suzan Myers, President of the Board
Agnes Howell, Vice President of the Board
Ken Fredericksen, Senior Director of Day Services

Survey Dates

December 12-14, 2012

Survey Team

William Sandonato, M.R.A., Administrative Surveyor
Kathryn M. Smallen, M.Ed., Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Organizational Employment Services
Supported Living
Respite Services

Governance Standards Applied

Previous Survey

December 9-11, 2009
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Survey Outcome

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Expiration: January 2016

SURVEY SUMMARY

Jay-Randolph Development Services, Inc. (JRDS), has strengths in many areas.

- The organization is complimented for employing dedicated, well-qualified, and enthusiastic staff members who are committed to JRDS's mission and to the quality service provision for clients with developmental disabilities. The staff members show a high level of respect for the clients and treat all with dignity. It is evident that the clients are at the center of the day-to-day decisions made in the organization.
- The program areas are extremely well-maintained, clean, and a pleasant environment for the clients to receive services and perform work. The first aid materials are readily available to staff members and the clients. Providing a safe work/learning environment appears to be of utmost importance to all staff members. The administrative offices are well maintained and provide a pleasant and productive environment in which to work, learn, and interact with peers and other stakeholders. A recent building addition is bright, is attractive, and has enhanced how services are delivered.
- The clients live in attractive and well-maintained homes. Each client decorates his or her individual space, reflecting his or her personal choices. Families are welcome to visit their family members at any time. Staff members are client-centered and respectful when providing services.
- A well-established social service tracking data sheet has been developed and maintained by the coordinator to track prospective clients. This sheet contains all the information that is collected on each person contacting the organization for services. This enables staff members to recover any needed information from one source for every client dating back to 2003. The information is color coded, arranged by the date of inquiry, and contains valuable information for the outcomes management reports regarding the numbers of clients waiting for each service.
- JRDS has placed a high value on fundraising and grants development and has realized successes in both arenas. Board support, dedicated development staff, and an excellent community and service delivery reputation have created an environment for continued growth and success of these revenue streams; even more important in these times of diminishing public resources.
- The organization is complimented for accessing a grant writer through Jay County. JRDS has been awarded grants to expand the program area for the basic life skills and work center, acquire technological solutions/innovations to enhance service provision, and acquire adaptive equipment.

- JRDS operates a recycling program in the communities where it provides work services. The program is done in conjunction with the local Anheuser Busch distributorship. This program is recognized as a benefit to the community and is evidence of the organization's commitment to participate in achieving a clean environment. A new venture for the organization is to recycle cell phones by placing containers in the community for disposal of the phones.
- The work center has a history of providing work in house and through enclaves, such as the local landfill, Stoneridge, and Hartzel Fan. There is a variety of work for the employees to choose from in addition to a variety of locations. The Meaningful Day Program provides meaningful activities for the clients when they are not working. The activities include current events, community outings, cooking, life skills, and basic academics. In addition to these activities, the clients may choose to participate in crafts that are then sold to the public.
- When faced with budgetary cuts in the Ombudsman Budget Reconciliation Act (OBRA), the organization creatively expanded its service offerings to meet the needs of the clients, which resulted in expanded revenues and coverage of costs. This OBRA program provides a valuable service to clients receiving services from JRDS who reside in nursing homes and are in need of community inclusion services. This is but one example of the organization's dedication that it shows on a consistent basis to the clients with disabilities. JRDS is commended for its decisions to not take the easy road, but the one that will be the most beneficial to the clients.
- The community employment program staff members are dedicated to the pursuit of assisting the clients to obtain and retain community employment. The program has a positive reputation in the community with the clients, funders, and families.
- The organization is commended for its high level of visibility in the communities where it provides services. It is impressive to see a plaque on one of the community roads indicating that the highway had been adopted by the organization.
- The organization's board of directors, which is well represented with community leaders from Jay and Randolph counties, appears to fulfill its fiduciary and governance roles effectively. Board members evidence a good understanding of their responsibilities. Members dedicate significant time and effort to carrying out their roles as related to the many facets of and continued challenges to the organization in accomplishing its important mission. It is evident that members share a sense of pride in being associated with JRDS.
- Board orientation is a comprehensive process and ensures that members are well aware of their functions and responsibilities and understand the organization's mission and its services. Of note is the survey that is provided to retiring board members to seek their input on continuous board process improvement.
- A strength of the organization is its success in collaborating with other community resources. Much sharing occurs within the social service and business community to maximize strengths, talents, and correlative resources. The organization is viewed as an important partner in both arenas.
- The executive director has a long and successful tenure with the organization. She appears to have the confidence of the board, her staff, and the other stakeholders. She is well connected and respected in the communities where JRDS provides services and is an effective advocate for the organization and for persons with disabilities.

- Many leadership group members have been with JRDS for many years and are dedicated to its mission, guide responsive programs, and provide strong supports to this large and diverse organization. The leadership team appears to be a very cohesive team. The tenure of leadership team members speaks to their commitment to the organization's mission and vision.
- All aspects of the administrative infrastructure, which supports the wide array of programs and activities, are strong and highly professional. Of particular note are the processes around performance evaluations. Personnel are given the opportunity to provide input during their probationary period to ensure that the organization is meeting the new employee's needs. Staff members with more than three years of tenure who are meeting performance expectations are afforded a different, more affirmative performance evaluation process.
- The Jay County location includes attractive outdoor areas for gathering and for exercise, which is also available to the public. In addition, local green spaces combine to provide what appears to be a large and pleasant campus.
- Despite the reality of public funding cuts and a struggling economy, the organization appears to have maintained a reasonable financial position and adequate reserves. This has been accomplished by prudent decision making and incubating alternative resources.
- The organization is commended for the development of a strategic plan with the singular focus of diversifying business opportunities to provide additional revenue streams and more varied work opportunities for the clients. There appears to be a great deal of activity occurring to meet the objectives that will actualize this goal.
- Safety is an integral part of day-to-day operations at JRDS and an area of strong emphasis. Systems are in place to provide training and to reinforce safe practices. An active safety committee takes its responsibilities very seriously.
- The systems for obtaining input are constantly being refined to improve responses from the clients and other stakeholders. Information gathered is valued and utilized in the formal process of continuous quality improvement and informally to enhance experiences of the clients. The organization can point to many instances of input received and action taken.
- Outcomes management and use of data to support performance improvement are refined and produce input that is useful and supports decision making. The organization is especially commended for continuing to expand use of proven performance management processes to all of its business functions.
- Training is valued, comprehensive, and well organized. Of note is the annual staff retreat. Staff members express that the planning for topics for the next retreat virtually begins the day after the current one is completed.

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

On balance, JRDS operates effective programs utilizing sound business practices. Despite continued public funding concerns, the devoted and long-tenured organizational leadership and staff members have ensured that the needs of the clients are placed first. The organization is respected by its funding and referral sources and by the communities of which it is an integral part. The clients, family members, caregivers, and other stakeholders express satisfaction with the services and with the opportunities that are provided to them, which is a result of the quality service provision and

genuine concern for the well-being of the clients. JRDS is commended for the longevity of its services, being an integral part of the social service infrastructure for almost 60 years, and for continuing to seek ways to meet emerging needs. Although there are some recommendations in this report, the receptivity to the consultation, suggestions, and recommendations that were offered instills confidence that the leadership team and staff members will use the results of this survey to further improve organizational and service quality.

Jay-Randolph Developmental Services, Inc., has earned a Three-Year Accreditation. The leadership and staff members are commended for their efforts on behalf of the clients and for their diligent efforts in preparing for and participating in this survey.