



**PROVIDER REPORT
FOR**

**COLLABORATIVE FOR
REGIONAL EDUCATIONAL
SERVICES & TRAINING
20 Shattuck Road
Andover, MA 01810**

June 23, 2026

Version

Public Provider Report

**Prepared by the Department of Developmental Services
OFFICE OF QUALITY ENHANCEMENT**

SUMMARY OF OVERALL FINDINGS

Provider	COLLABORATIVE FOR REGIONAL EDUCATIONAL SERVICES & TRAINING
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Review Dates	5/19/2026 - 5/22/2026
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Service Enhancement Meeting Date	6/9/2026
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Survey Team	Meagan Caccioppoli Chloe Browning (TL) Cheryl Dolan Jennifer Conley-Sevier
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Citizen Volunteers	
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Survey scope and findings for Employment and Day Supports

Service Group Type	Sample Size	Licensure Scope	Licensure Level	Certification Scope	Certification Level
Employment and Day Supports	2 location(s) 13 audit (s)	Full Review	55/56 2 Year License 06/09/2026 - 06/09/2028		34 / 42 Certified 06/09/2026 - 06/09/2028
Community Based Day Services	1 location(s) 7 audit (s)			Full Review	14 / 15
Employment Support Services	1 location(s) 6 audit (s)			Full Review	17 / 21
Planning and Quality Management				Full Review	3 / 6

EXECUTIVE SUMMARY :

CREST Collaborative (Collaborative for Regional Education Service and Training) is a public special education collaborative located in Andover, Massachusetts. The agency operates specialized programs tailored to different age groups and learning needs, ranging from early childhood through adulthood. The VISIONS (Vocational Instructional and Supported Industrial Opportunities with Natural Supports) program provides support to adults with developmental disabilities to build independence and secure community work placements, which was the focus of this review. The agency provides both Community-Based Day Supports (CBDS) and Group Employment.

The DDS Office of Quality Enhancement (OQE) conducted a full licensing and certification review of the agencies Employment and Day Supports Service Groupings.

The survey identified several accomplishments on the part of the agency which resulted in positive outcomes for individuals served. At an organizational level, the agency had an effective staff training system that ensured that its staff received all mandated trainings and had a Human Rights Committee that met all regulatory requirements.

Effective systems and practices were in place across several licensing domains. The facility was well maintained, hot water temperatures were within the required regulatory range, and all required inspections had been completed and documented. Fire drills were conducted in accordance with all requirements. In addition, the agency proactively conducted fire drills at its off-site Group Supported Employment location to ensure individuals were familiar with evacuation procedures and could safely exit the premises in the event of an emergency.

The agency demonstrated a comprehensive approach to supporting personal safety by completing additional safety-focused assessments for each individual served. These assessments addressed areas including fire safety, workplace safety, water safety, and the safe use of equipment. Through on-site observations, interviews, and record reviews, surveyors found that communication with and about individuals was consistently respectful, person-centered, and tailored to each person's needs. The agency made concerted efforts to ensure effective communication and engagement. For example, for an individual whose primary language was Spanish, the agency employed bilingual staff and purchased a mobile translation device to facilitate communication. These efforts enhanced the individual's ability to participate in services and contributed to positive outcomes.

Within certification, CREST consistently demonstrated a commitment to obtaining and utilizing feedback from individuals served, family members, and other stakeholders. The agency has implemented a career planning process, which identifies career goals and support needs. In addition, CREST provides meaningful, hands-on learning opportunities; individuals actively participated in activities within the coffee shop, retail store, and café while also accessing other available learning experiences. For example, one individual reported greatly enjoying opportunities to explore cosmetology, an experience that enabled her to consider this field as a potential future employment option and increased her confidence in pursuing this as a potential opportunity.

Within CBDS, individuals were found to be engaged in a variety of recreational, social, and community-based activities. Individuals participated in volunteer opportunities with local organizations, including the YMCA and Village Food Hub, fostering meaningful community connections and contributions. A strong emphasis was placed on individual choice, with participants having opportunities to select activities and pursue interests. The program utilized a feedback ticket system to gather input from individuals regarding their experiences, which was then used to inform and enhance future community-based activities and programming.

Several areas requiring further attention were identified during the survey. At the organizational level, the agency should strengthen its systems for collecting and analyzing internal data to identify trends,

as well as develop service improvement goals and monitor progress towards achieving them. The agency would also benefit from enhancing opportunities for individuals to explore a broader range of career interests and employment pathways beyond those currently available through CREST. Continued focus should be placed on supporting individuals in pursuing individualized, competitive, integrated employment opportunities within the community that align with their skills, interests, and goals. Additionally, individuals should be provided with information regarding employment-related benefits available to them, have plans to fade supports and receive regular performance feedback consistent with standard workplace practices, promoting informed decision-making, skill development, and meaningful participation in the workforce.

Within the Employment and Day Supports service group, the agency met 98% of licensing indicators, including all critical indicators, and will be issued a Two-Year License. The agency met 81% of certification indicators and is fully certified.

Follow-up on all licensing indicators that were not met during the survey will be completed by CREST and submitted to OQE within 60 days of the Service Enhancement Meeting.

LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
Organizational	6/6	0/6	
Employment and Day Supports	49/50	1/50	
Community Based Day Services Employment Support Services			
Critical Indicators	8/8	0/8	
Total	55/56	1/56	98%
2 Year License			
# indicators for 60 Day Follow-up		1	

Employment/Day Areas Needing Improvement on Standards not met/Follow-up to occur:

Indicator #	Indicator	Area Needing Improvement
L49	Individuals and guardians have been informed of their human rights and know how to file a grievance or to whom they should talk if they have a concern.	Six individual's had not received an annual training pertaining to human rights and how to file a grievance. The agency needs to ensure individuals are informed annually of their human rights and know how to file a grievance or to whom they should talk if they have a concern.

CERTIFICATION FINDINGS

	Met / Rated	Not Met / Rated	% Met
Certification - Planning and Quality Management	3/6	3/6	
Employment and Day Supports	31/36	5/36	
Community Based Day Services	14/15	1/15	
Employment Support Services	17/21	4/21	
Total	34/42	8/42	81%
Certified			

Planning and Quality Management Areas Needing Improvement on Standards not met:

Indicator #	Indicator	Area Needing Improvement
C1	The provider collects data regarding program quality including but not limited to incidents, investigations, restraints, and medication occurrences.	The agency does not have a comprehensive system to collect internal data regarding program quality. The agency needs to ensure that it establishes a system of data collection regarding program quality from a variety of internal sources on a regular and ongoing basis.
C2	The provider analyzes information gathered from all sources and identifies patterns and trends.	The agency does not have a mechanism to analyze collected data to identify trends and patterns. The agency needs to ensure that information gathered from all sources is analyzed to identify patterns and trends.
C5	The provider has a process to measure progress towards achieving service improvement goals.	The agency has not formulated measurable service improvement goals with associated benchmarks based on data collection and analysis efforts. The provider needs to establish quantifiable quality improvement goals and develop a process for measuring and monitoring progress towards achieving them.

Community Based Day Services- Areas Needing Improvement on Standards not met:

Indicator #	Indicator	Area Needing Improvement
C39 (07/21)	There is a plan developed to identify job goals and support needs that would lead to movement into supported employment.	Three individuals did not have a comprehensive plan developed to determine job goals, barriers to employment, and support needs. The agency needs to develop these plans so that individuals can be fully supported on the pathway to employment.
C22	Staff have effective methods to assist individuals to explore their job interests.	Two individuals had not been supported with effective methods to assist them in exploring job interests. The agency needs to ensure they use a variety of means to explore job interests including interest inventories, job tours, informational interviews, job shadows, etc.
C33	Employee benefits and rights are clearly explained to the individual.	Individuals were not informed of their benefits and rights related to their paid positions. When the agency is the employer, the agency needs to provide written information outlining rights and benefits to the individual.
C34	The agency provides the optimal level of support to promote success with a specific plan for minimizing supports.	Individuals did not have a plan for minimizing support needs as they become more proficient or independent in their positions. The agency needs to ensure that individuals have a plan for fading support and conduct regular assessments to determine when support can be faded.
C35	Individuals are given feedback on job performance by their employer.	Individuals did not receive feedback on their job performance through an annual evaluation as noted in the employer's policy, and in line with other agency employees. The agency needs to ensure that individuals are supported to receive feedback in a manner commensurate with other employees.

MASTER SCORE SHEET LICENSURE

Organizational: COLLABORATIVE FOR REGIONAL EDUCATIONAL SERVICES & TRAINING

Indicator #	Indicator	Met/Rated	Rating(Met,Not Met,NotRated)
L2	Abuse/neglect reporting	7/7	Met
L48	HRC	1/1	Met
L74	Screen employees	1/1	Met
L75	Qualified staff	3/3	Met
L76	Track trainings	3/3	Met
L83	HR training	3/3	Met

Employment and Day Supports:

Ind. #	Ind.	Loc. or Indiv.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L1	Abuse/neglect training	I	6/6		7/7	13/13	Met
L5	Safety Plan	L			1/1	1/1	Met
℞ L6	Evacuation	L			1/1	1/1	Met
L7	Fire Drills	L			1/1	1/1	Met
L8	Emergency Fact Sheets	I	6/6		6/7	12/13	Met (92.31 %)
L9 (07/21)	Safe use of equipment	I	6/6		7/7	13/13	Met
℞ L11	Required inspections	L			1/1	1/1	Met
℞ L12	Smoke detectors	L			1/1	1/1	Met
℞ L13	Clean location	L			1/1	1/1	Met
L14	Site in good repair	L			1/1	1/1	Met
L15	Hot water	L			1/1	1/1	Met
L16	Accessibility	L			1/1	1/1	Met
L17	Egress at grade	L			1/1	1/1	Met
L20	Exit doors	L			1/1	1/1	Met
L21	Safe electrical equipment	L			1/1	1/1	Met
L22	Well-maintained appliances	L			1/1	1/1	Met
L25	Dangerous substances	L			1/1	1/1	Met
L26	Walkway safety	L			1/1	1/1	Met
L28	Flammables	L			1/1	1/1	Met
L29	Rubbish/combustibles	L			1/1	1/1	Met

Ind. #	Ind.	Loc. or Individ.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L31	Communication method	I	6/6		7/7	13/13	Met
L32	Verbal & written	I	6/6		7/7	13/13	Met
L37	Prompt treatment	I	6/6		7/7	13/13	Met
℞ L38	Physician's orders	I			6/7	6/7	Met (85.71 %)
L39	Dietary requirements	I	1/1		1/1	2/2	Met
L44	MAP registration	L			1/1	1/1	Met
L45	Medication storage	L			1/1	1/1	Met
℞ L46	Med. Administration	I			7/7	7/7	Met
L49	Informed of human rights	I	5/6		2/7	7/13	Not Met (53.85 %)
L50 (07/21)	Respectful Comm.	I	6/6		7/7	13/13	Met
L51	Possessions	I	6/6		7/7	13/13	Met
L52	Phone calls	I	6/6		7/7	13/13	Met
L54 (07/21)	Privacy	I	6/6		7/7	13/13	Met
L55	Informed consent	I	4/4		3/3	7/7	Met
L61	Health protection in ISP	I			1/1	1/1	Met
L62	Health protection review	I			1/1	1/1	Met
L77	Unique needs training	I	6/6		7/7	13/13	Met
L79	Restraint training	L	1/1		1/1	2/2	Met
L80	Symptoms of illness	L	1/1		1/1	2/2	Met
L81	Medical emergency	L	1/1		1/1	2/2	Met
℞ L82	Medication admin.	L			1/1	1/1	Met

Ind. #	Ind.	Loc. or Indiv.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L84	Health protect. Training	I			2/2	2/2	Met
L85	Supervision	L	1/1		1/1	2/2	Met
L86	Required assessments	I	6/6		5/5	11/11	Met
L87	Support strategies	I	6/6		4/5	10/11	Met (90.91 %)
L88	Strategies implemented	I	6/6		6/6	12/12	Met
L91	Incident management	L			1/1	1/1	Met
L93 (05/22)	Emergency back-up plans	I	6/6		7/7	13/13	Met
L94 (05/22)	Assistive technology	I	6/6		7/7	13/13	Met
L96 (05/22)	Staff training in devices and applications	I	6/6		5/5	11/11	Met
#Std. Met/# 50 Indicator						49/50	
Total Score						55/56	
						98.21%	

MASTER SCORE SHEET CERTIFICATION

Certification - Planning and Quality Management

Indicator #	Indicator	Met/Rated	Rating
C1	Provider data collection	0/1	Not Met (0 %)
C2	Data analysis	0/1	Not Met (0 %)
C3	Service satisfaction	1/1	Met
C4	Utilizes input from stakeholders	1/1	Met
C5	Measure progress	0/1	Not Met (0 %)
C6	Future directions planning	1/1	Met

Community Based Day Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	7/7	Met
C8	Family/guardian communication	7/7	Met
C13	Skills to maximize independence	7/7	Met
C37	Interpersonal skills for work	7/7	Met
C38 (07/21)	Habilitative & behavioral goals	7/7	Met
C39 (07/21)	Support needs for employment	4/7	Not Met (57.14 %)
C40	Community involvement interest	7/7	Met
C41	Activities participation	7/7	Met
C42	Connection to others	7/7	Met
C43	Maintain & enhance relationship	7/7	Met
C44	Job exploration	7/7	Met
C45	Revisit decisions	7/7	Met
C46	Use of generic resources	7/7	Met
C47	Transportation to/ from community	7/7	Met
C51	Ongoing satisfaction with services/ supports	7/7	Met

Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	6/6	Met
C8	Family/guardian communication	6/6	Met
C22	Explore job interests	1/2	Not Met (50.0 %)
C23	Assess skills & training needs	4/5	Met (80.0 %)
C24	Job goals & support needs plan	5/6	Met (83.33 %)
C25	Skill development	5/6	Met (83.33 %)
C26	Benefits analysis	6/6	Met
C27	Job benefit education	6/6	Met
C28	Relationships w/businesses	1/1	Met
C29	Support to obtain employment	5/6	Met (83.33 %)
C30	Work in integrated settings	5/6	Met (83.33 %)
C31	Job accommodations	6/6	Met
C32	At least minimum wages earned	6/6	Met

Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C33	Employee benefits explained	0/6	Not Met (0 %)
C34	Support to promote success	0/6	Not Met (0 %)
C35	Feedback on job performance	0/6	Not Met (0 %)
C36	Supports to enhance retention	6/6	Met
C37	Interpersonal skills for work	5/5	Met
C47	Transportation to/ from community	6/6	Met
C50	Involvement/ part of the Workplace culture	5/5	Met
C51	Ongoing satisfaction with services/ supports	6/6	Met