



**PROVIDER REPORT  
FOR**

**Collaborative for Regional  
Educational Services and  
Training  
20 Shattuck Road  
Andover, MA 01810**

**Version**

**Public Provider Report**

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

# **SUMMARY OF OVERALL FINDINGS**

<b>Provider</b>	Collaborative for Regional Educational Services and Training
<b>Review Dates</b>	5/22/2024 - 5/28/2024
<b>Service Enhancement Meeting Date</b>	6/12/2024
<b>Survey Team</b>	Jennifer Conley-Sevier (TL) Raquel Rodriguez
<b>Citizen Volunteers</b>	

**Survey scope and findings for Employment and Day Supports**

<b>Service Group Type</b>	<b>Sample Size</b>	<b>Licensure Scope</b>	<b>Licensure Level</b>	<b>Certification Scope</b>	<b>Certification Level</b>
<b>Employment and Day Supports</b>	2 location(s) 10 audit (s)	Full Review	50/55 Defer Licensure		25 / 41 Certified with Progress Report
Community Based Day Services	1 location(s) 6 audit (s)			Full Review	9 / 15
Employment Support Services	1 location(s) 4 audit (s)			Full Review	13 / 20
Planning and Quality Management				Full Review	3 / 6

## **EXECUTIVE SUMMARY :**

Collaborative for Regional Educational Services and Training (CREST) provides academic, behavioral, and learning need supports for individuals ranging from early childhood through high school. The agency also provides supports to adults with developmental disabilities through its VISIONS (Vocational Instructional and Supported Industrial Opportunities with Natural Supports) program, which was the focus of this review. The agency provides community-based day and group employment services to approximately 40 individuals from the Merrimack Valley area.

The scope of this survey conducted by the Office of Quality Enhancement (OQE) was a full licensing and certification review of Employment and Day Supports Services grouping.

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. Effective systems were also in place in several licensing domains, including safe use of equipment, the implementation of disaster protocols and emergency back-up plans, as well as site monitoring, including timely inspections and hot water temperatures that measured within range.

Through record reviews, interviews and on-site observations, surveyors noted that communication about and with individuals being supported was respectful. An identified strength of the agency was the attentiveness to each participant's unique needs and the utilization of direct feedback that individuals provided on staff who support them. Many of the individuals had been learners in the agency's school, and staff were keen to build on their existing strengths but also encourage growth and independence, which had been noted by family members and guardians who were kept abreast of developments with regular communication and updates.

In the certification realm, CREST has succeeded in improving outcomes in the domain encompassing community membership by ensuring individuals are involved in recreational and social activities, as well as volunteering in the local community. The agency has focused its efforts on supporting community cohesion through volunteer opportunities at several local non-profit organizations and food pantries, including the Village Food Hub and Neighbors in Need, as well as Lifting Spirits miniature therapy horse farm.

In addition to the positive findings highlighted above, several areas requiring further attention were identified during the survey. On an organizational level, although the Human Rights Committee was fully constituted with the correct composition, the members were not attending meetings on a regular basis. In addition, while the agency has successfully solicited and utilized input from the individuals, families, and other stakeholders regarding satisfaction with services and had formulated a strategic plan, the agency needs to ensure that its systems for collecting internal data are comprehensive and that there is a mechanism in place to analyze data collected to identify patterns or trends. Lastly, the agency would benefit from developing measurable service improvement goals and benchmarks to evaluate progress towards improving service quality.

In the licensing domain, the agency needs to improve oversight on the administration of medications and ensure that individuals receive all medication as prescribed according to physician orders. When required, medical protocols for various diagnoses should be developed, and staff need to be trained in their implementation.

In the Certification realm, individuals supported in the CBDS program are active in the community; however, the offered activities do not always comport with individual preferences. Activities should be identified by assessing individual interests and preferences on a frequent and ongoing basis and by utilizing a wide array of assessment tools. In both CBDS and Employment, the agency needs to develop comprehensive, person-centered career plans that not only detail individuals' interests and

job goals, existing skills and areas of need, but the plans should also include identified barriers to employment with measurable strategies to address them. Plans should be updated regularly as individuals' skills, interests and goals evolve.

During this review of CREST's Employment and Day Supports services, the agency met the standards for 91% of the licensing indicators reviewed. As a result of not meeting two critical indicators, the license is deferred, pending 60-day follow-up review of all licensing indicators not met during this review. If successful in correcting the critical indicators, the agency will receive a Two-Year License with a Midcycle Review. The agency met 61% of the certification indicators reviewed and is Certified with a Progress Report. The agency will complete a progress report on their success in meeting the certification indicators in one year's time and submit the report to DDS OQE.

## LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
<b>Organizational</b>	4/5	1/5	
<b>Employment and Day Supports</b>	46/50	4/50	
Community Based Day Services Employment Support Services			
<b>Critical Indicators</b>	6/8	2/8	
<b>Total</b>	50/55	5/55	91%
<b>Defer Licensure</b>			
<b># indicators for 60 Day Follow-up</b>		5	

### **Organizational Areas Needing Improvement on Standards not met/Follow-up to occur:**

Indicator #	Indicator	Area Needing Improvement
L48	The agency has an effective Human Rights Committee.	The agency's Human Rights Committee (HRC) did not have the requisite attendance of all committee members (one or more members missed two or more meetings), and quorum was not occurring at two or more meetings during the period reviewed. The agency needs to encourage and promote attendance of all mandated members and ensure that the quorum requirement is met in accordance with regulatory requirements.

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

Indicator #	Indicator	Area Needing Improvement
L5	There is an approved safety plan in home and work locations.	The Safety Plan did not include information regarding one person's adaptive equipment and level of support needs. The agency needs to ensure all elements of the Safety Plan are included so it is an accurate reflection of the capacities and support needs of this individuals in this location.

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

Indicator #	Indicator	Area Needing Improvement
L38	Physicians' orders and treatment protocols are followed (when agreement for treatment has been reached by the individual/guardian/team).	For two individuals, individualized medical protocols were not in place and/or did not contain required components. The agency needs to ensure that when medical diagnoses rise to the level of requiring a medical protocol, individualized protocols are developed in accordance with the physician's orders and that all support staff are trained in their implementation.
L46	All prescription medications are administered according to the written order of a practitioner and are properly documented on a Medication Treatment Chart.	For one individual, the agency had been administered medication without a physician's order. The agency needs to ensure that all medications are administered according to the written orders of a healthcare practitioner.
L88	Services and support strategies identified and agreed upon in the ISP for which the provider has designated responsibility are being implemented.	For three individuals, ISP objectives were either not being implemented, or data was not being collected, as described by implementation strategies. The agency needs to ensure that goals are implemented as designed, including the specific data collection to assess progress or modifications.

## **CERTIFICATION FINDINGS**

	<b>Met / Rated</b>	<b>Not Met / Rated</b>	<b>% Met</b>
<b>Certification - Planning and Quality Management</b>	<b>3/6</b>	<b>3/6</b>	
<b>Employment and Day Supports</b>	<b>22/35</b>	<b>13/35</b>	
Community Based Day Services	9/15	6/15	
Employment Support Services	13/20	7/20	
<b>Total</b>	<b>25/41</b>	<b>16/41</b>	<b>61%</b>
<b>Certified with Progress Report</b>			

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

<b>Indicator #</b>	<b>Indicator</b>	<b>Area Needing Improvement</b>
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
C37	There is support to develop appropriate work related interpersonal skills.	Four individuals had not been supported to develop appropriate work-related interpersonal skills. The agency needs to ensure individuals' current interpersonal skills are assessed to identify areas requiring further skill development and then need to design and implement actions to support the development of assessed needs.
C38 (07/21)	Specific habilitative and behavioral goals necessary to prepare individuals for work are identified.	Five individuals reviewed had habilitative needs identified but did not have goals to address these needs. The agency needs to ensure that habilitative goals are developed, along with support strategies to address habilitative goals.
C39 (07/21)	There is a plan developed to identify job goals and support needs that would lead to movement into supported employment.	For four individuals, job goals and support needs have not been identified based on the individuals' current interests and strengths. The agency needs to ensure there is a detailed written plan in place that addresses the individuals' goals and support needs, and those individuals have been presented with employment as an option.
C40	Individuals are supported to explore, discover and connect with their personal interest and options for community involvement, personal interest and hobbies.	Five individuals had not been supported to explore, discover and connect with their personal interest and options for community involvement and hobbies. The agency needs to ensure individuals' interests and hobbies are identified, and then explored on a frequent and individualized basis.
C41	Individuals participate in activities, including those in the community, that reflect their interests and preferences.	Five individuals have not been supported to participate in activities, including those in the community, that reflect their interests and preferences. Once an individual's preferences and interests in community activities have been assessed and discovered, the agency needs to ensure that staff provide frequent opportunities to engage in activities (including those in the community) that are in line with the individual's preferences and interests.

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

Indicator #	Indicator	Area Needing Improvement
C44	Staff have effective methods to assist individuals to explore their job interests if appropriate.	For two individuals, staff had not utilized effective methods to assist them in exploring their job interests. The agency needs to ensure staff have regularly assessed the individuals' job interests, have explored with the individuals those interests, and revisit this at least annually.
C22	Staff have effective methods to assist individuals to explore their job interests.	Four 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. Work must start initially with the individual's interests and job goals and simultaneously be used to expand the individual's frame of reference regarding job interests.
C23	Staff utilize a variety of methods to assess an individual's skills, interests, career goals and training and support needs in employment.	For four individuals, assessment of skills/interests/career goals had not been completed utilizing a variety of methods. Exploration of job skills and talents must be done in an expansive way with the intent to identify job options. Skills assessment should utilize a variety of methods such as vocational assessments, discussions with the individual, behavioral observations, results of any testing, previous performance history, any assistive technology information, etc. and include more than that which the provider currently has available. (i.e., janitorial crew, recycling).
C24	There is a plan developed to identify job goals and support needs.	For four individuals, career plans had not identified job goals and support needs. The agency needs to ensure job goals and support needs have been identified based on the individuals' current interests, strengths and needs and that the plan addresses the individuals' goals and support needs in detail.

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

Indicator #	Indicator	Area Needing Improvement
C25	Staff assist individuals to work on skill development for job attainment and success.	Four individuals have not been assisted to work on skill development for job attainment and success. The agency needs to ensure that career planning identifies specific strategies used to support skill development to enhance skills needed for job attainment and success on a frequent basis.
C29	Individuals are supported to obtain employment that matches their skills and interests.	Three of four individuals had not been supported to obtain employment that matched their skills and interests. The agency needs to ensure staff are demonstrating sustained and ongoing efforts to obtain employment within a reasonable amount of time which match and individual's preferences by implementing and/or modifying support strategies to address obstacles.
C30	Individuals are supported to work in integrated job settings.	Four individuals had not been supported to work in an integrated job setting. The agency needs to ensure individuals receiving employment supports (individual and group) are supported to acquire and maintain jobs in an integrated work setting.
C37	There is support to develop appropriate work related interpersonal skills.	Two of three individuals had not been supported to develop appropriate work-related interpersonal skills. The agency needs to ensure individuals' current interpersonal skills are assessed to identify areas requiring further skill development and then needs to design and implement actions to support the development of assessed needs.

## MASTER SCORE SHEET LICENSURE

### Organizational: Collaborative for Regional Educational Services and Training

Indicator #	Indicator	Met/Rated	Rating(Met,Not Met,NotRated)
L2	Abuse/neglect reporting	5/5	Met
L48	HRC	0/1	Not Met(0 % )
L74	Screen employees	3/3	Met
L76	Track trainings	3/3	Met
L83	HR training	3/3	Met

**Employment and Day Supports:**

<b>Ind. #</b>	<b>Ind.</b>	<b>Loc. or Individ.</b>	<b>Emp. Sup.</b>	<b>Cent. Based Work</b>	<b>Com. Based Day</b>	<b>Total Met / Rated</b>	<b>Rating</b>
L1	Abuse/neglect training	I	4/4		6/6	<b>10/10</b>	<b>Met</b>
L5	Safety Plan	L			0/1	<b>0/1</b>	<b>Not Met (0 %)</b>
℞ L6	Evacuation	L			1/1	<b>1/1</b>	<b>Met</b>
L7	Fire Drills	L			1/1	<b>1/1</b>	<b>Met</b>
L8	Emergency Fact Sheets	I	4/4		6/6	<b>10/10</b>	<b>Met</b>
L9 (07/21)	Safe use of equipment	I	4/4		6/6	<b>10/10</b>	<b>Met</b>
℞ L11	Required inspections	L			1/1	<b>1/1</b>	<b>Met</b>
℞ L12	Smoke detectors	L			1/1	<b>1/1</b>	<b>Met</b>
℞ L13	Clean location	L			1/1	<b>1/1</b>	<b>Met</b>
L14	Site in good repair	L			1/1	<b>1/1</b>	<b>Met</b>
L15	Hot water	L			1/1	<b>1/1</b>	<b>Met</b>
L16	Accessibility	L			1/1	<b>1/1</b>	<b>Met</b>
L17	Egress at grade	L			1/1	<b>1/1</b>	<b>Met</b>
L18	Above grade egress	L			1/1	<b>1/1</b>	<b>Met</b>
L20	Exit doors	L			1/1	<b>1/1</b>	<b>Met</b>
L21	Safe electrical equipment	L			1/1	<b>1/1</b>	<b>Met</b>
L22	Well-maintained appliances	L			1/1	<b>1/1</b>	<b>Met</b>
L25	Dangerous substances	L			1/1	<b>1/1</b>	<b>Met</b>
L26	Walkway safety	L			1/1	<b>1/1</b>	<b>Met</b>
L28	Flammables	L			1/1	<b>1/1</b>	<b>Met</b>

<b>Ind. #</b>	<b>Ind.</b>	<b>Loc. or Individ.</b>	<b>Emp. Sup.</b>	<b>Cent. Based Work</b>	<b>Com. Based Day</b>	<b>Total Met / Rated</b>	<b>Rating</b>
L29	Rubbish/combustibles	L			1/1	1/1	Met
L30	Protective railings	L			1/1	1/1	Met
L31	Communication method	I	4/4		6/6	10/10	Met
L32	Verbal & written	I	4/4		6/6	10/10	Met
L37	Prompt treatment	I	4/4		6/6	10/10	Met
Ⓡ L38	Physician's orders	I	0/1		0/1	0/2	Not Met (0 %)
L39	Dietary requirements	I	1/1			1/1	Met
L44	MAP registration	L			1/1	1/1	Met
L45	Medication storage	L			1/1	1/1	Met
Ⓡ L46	Med. Administration	I	1/1		1/2	2/3	Not Met (66.67 %)
L49	Informed of human rights	I	4/4		6/6	10/10	Met
L50 (07/21)	Respectful Comm.	I	4/4		6/6	10/10	Met
L51	Possessions	I	4/4		6/6	10/10	Met
L52	Phone calls	I	4/4		6/6	10/10	Met
L54 (07/21)	Privacy	I	4/4		6/6	10/10	Met
L55	Informed consent	I	4/4		6/6	10/10	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	4/4		6/6	10/10	Met
L80	Symptoms of illness	L	1/1		1/1	2/2	Met
L81	Medical emergency	L	1/1		1/1	2/2	Met

Ind. #	Ind.	Loc. or Individ.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
PL L82	Medication admin.	L			1/1	1/1	Met
L85	Supervision	L	1/1		1/1	2/2	Met
L86	Required assessments	I	3/3		5/5	8/8	Met
L87	Support strategies	I	3/3		5/5	8/8	Met
L88	Strategies implemented	I	2/3		2/4	4/7	Not Met (57.14 %)
L91	Incident management	L	1/1		1/1	2/2	Met
L93 (05/22)	Emergency back-up plans	I	4/4		6/6	10/10	Met
L94 (05/22)	Assistive technology	I	3/4		5/6	8/10	Met (80.0 %)
L96 (05/22)	Staff training in devices and applications	I	2/2		4/4	6/6	Met
<b>#Std. Met/# 50 Indicator</b>						<b>46/50</b>	
<b>Total Score</b>						<b>50/55</b>	
						<b>90.91%</b>	

## 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	6/6	Met
C8	Family/guardian communication	6/6	Met
C13	Skills to maximize independence	5/6	Met (83.33 %)
C37	Interpersonal skills for work	1/5	Not Met (20.0 %)
C38 (07/21)	Habilitative & behavioral goals	0/5	Not Met (0 %)
C39 (07/21)	Support needs for employment	1/5	Not Met (20.0 %)
C40	Community involvement interest	1/6	Not Met (16.67 %)
C41	Activities participation	1/6	Not Met (16.67 %)
C42	Connection to others	6/6	Met
C43	Maintain & enhance relationship	6/6	Met
C44	Job exploration	4/6	Not Met (66.67 %)
C45	Revisit decisions	6/6	Met
C46	Use of generic resources	6/6	Met
C47	Transportation to/ from community	6/6	Met
C51	Ongoing satisfaction with services/ supports	6/6	Met

### Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	4/4	Met
C8	Family/guardian communication	4/4	Met
C22	Explore job interests	0/4	Not Met (0 %)
C23	Assess skills & training needs	0/4	Not Met (0 %)
C24	Job goals & support needs plan	0/4	Not Met (0 %)
C25	Skill development	0/4	Not Met (0 %)
C26	Benefits analysis	4/4	Met
C27	Job benefit education	4/4	Met
C29	Support to obtain employment	1/4	Not Met (25.00 %)
C30	Work in integrated settings	0/4	Not Met (0 %)
C31	Job accommodations	1/1	Met
C32	At least minimum wages earned	3/3	Met
C33	Employee benefits explained	3/3	Met

### Employment Support Services

<b>Indicator #</b>	<b>Indicator</b>	<b>Met/Rated</b>	<b>Rating</b>
C34	Support to promote success	1/1	<b>Met</b>
C35	Feedback on job performance	3/3	<b>Met</b>
C36	Supports to enhance retention	1/1	<b>Met</b>
C37	Interpersonal skills for work	1/3	<b>Not Met (33.33 %)</b>
C47	Transportation to/ from community	4/4	<b>Met</b>
C50	Involvement/ part of the Workplace culture	1/1	<b>Met</b>
C51	Ongoing satisfaction with services/ supports	4/4	<b>Met</b>