



**PROVIDER REPORT
FOR
GROW ASSOCIATES INC
68 Mazzeo Drive
Randolph, MA 02368**

April 15, 2026

Version

Public Provider Report

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

SUMMARY OF OVERALL FINDINGS

Provider GROW ASSOCIATES INC

Review Dates 3/12/2026 - 3/18/2026

Service Enhancement Meeting Date 4/1/2026

Survey Team Katherine Gregory
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Citizen Volunteers

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	3 location(s) 16 audit (s)	Targeted Review	DDS 8/9 Provider 55 / 55 63 / 64 2 Year License 04/01/2026-04/01/2028		No Review Conducted
Community Based Day Services	1 location(s) 9 audit (s)			Deemed	0/0(Provider)
Employment Support Services	2 location(s) 7 audit (s)			Deemed	0/0(Provider)
Planning and Quality Management				Deemed	0/0(Provider)

EXECUTIVE SUMMARY :

GROW Associates Inc. is a non-profit agency founded in 1973 providing day services for individuals with intellectual and developmental disabilities. Services offered include Community Based Day Supports (CBDS), Employment Services, Day Habilitation, and Transportation services.

As part of this licensing and certification cycle, the agency was eligible and elected to complete a self-assessment based on its prior performance. The Department of Developmental Services (DDS) Office of Quality Enhancement (OQE) conducted a targeted review focused on the eight critical licensing indicators and any licensing indicators previously rated as Not Met across the Employment and Day Services grouping. This report reflects a combination of findings from the agency's self-assessment and the targeted review conducted by OQE, with DDS ratings prevailing in cases where both entities assessed the same indicator. GROW Associates Inc. is accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) and elected to use the results of its CARF review to fulfill certification requirements for its Employment and Day Services.

Organizationally, staff demonstrated an understanding of their roles and responsibilities as mandated reporters, and they had contacted the Disabled Persons Protection Commission (DPPC) as required when allegations of abuse or neglect arose.

Environmentally, inspections for heating equipment and fire alarm systems were current, and the site was clean and well maintained. Routine fire drills confirmed that individuals were able to evacuate safely within reasonable timeframes from the building.

Related to health, both scheduled and PRN medications were administered as prescribed by MAP certified staff. Medical protocols for seizure disorders, VP shunts, and diabetes were in place for the individuals who required them, and each protocol contained the necessary components. Staff were familiar with these protocols and demonstrated knowledge of individuals' medication needs. For example, staff followed seizure protocols by administering PRN medication according to parameters. Protocols and training information were supplemented with diagrams and procedural pictures to aid in staff's understanding, including EpiPen administration, use of rescue inhalers, and use of PRN intranasal medication for seizure management.

Opportunities for improvement were also identified. Organizationally, the agency needs to maintain full HRC membership and consistent participation, including the required legal and clinical representation to support effective oversight.

Based on the results of this review, GROW Associates Inc. received a Two-Year License for its Employment and CBDS services, meeting 98% of licensing indicators. The agency will conduct its own follow-up and submit documentation of correction for all licensing indicators rated as Not Met to the Office of Quality Enhancement (OQE) within 60 days of the Service Enhancement Meeting. Based on their accreditation through CARF, the agency was also Certified for CBDS and Employment Services.

Description of Self Assessment Process:

In preparation for this licensing review, Grow Associates presented the following description of the organization's Self-Assessment process and outcomes:

Grow Associates, Inc. engages in regular internal reviews to ensure compliance with DDS licensure and certification requirements and to promote the delivery of high-quality services to the individuals we support. This self-review process is embedded in our day-to-day operations and helps confirm that essential safeguards, supports, and program practices are consistently carried out across participants, staff, and community-based environments. Program leadership oversees the process and utilizes a range of evaluation methods depending on the specific focus area being assessed.

Methods utilized include:

- * Review of individual records, including ISP documentation, health-related protections, emergency fact sheets, and other support documentation as appropriate
- * Review of incident reports, trend data, and corrective actions
- * Review of staff training completion and/or supervision records
- * Review of safety plans, evacuation procedures, fire drill logs, and environmental safety records
- * Direct observation of service delivery in both program-based and community settings
- * Review of Human Rights Committee materials
- * Review of the Family Satisfaction Survey

Ratings:

Per guidelines, indicators were ranked as MET if compliance was determined to be 80% of time or greater. NOT MET was ranked for indicators determined to be less than 80% of opportunities. For indicators labeled NOT RATED, it was due to the lack of relevance to Grow Associates or the individuals it services.

Personal Safety:

At Grow Associates, Inc (Grow) safety is a foundational priority reflected in the structure of our programs and daily practices. We take a preventative and systems-based approach, ensuring that staff are thoroughly trained in mandated reporting, abuse prevention, incident response, and emergency procedures. Each individual's safety plan, along with evacuation guidelines and required emergency records, is routinely reviewed and updated to remain accurate and responsive to current needs.

Staff assignments are thoughtfully structured to ensure consistent supervision and individualized support, with clear backup coverage in place to maintain continuity of care and provide immediate response to any needs or concerns that arise during the day. Program leadership monitors and evaluates incident reports on an ongoing basis to detect trends, assess potential risks, and make programmatic adjustments that strengthen safeguards and reduce future concerns. Because many services take place in the broader community, safety planning also includes preparation for volunteer and community-based activities, with targeted guidance provided to both staff and participants for off-site locations.

Environmental Safety:

The environmental safety review at Grow was determined through routine inspections, documentation review, and ongoing leadership oversight. These reviews include monthly safety checklists, fire drill logs, and maintenance/service records for equipment and facilities.

Communication:

At Grow, individual communication needs are identified through the ISP process and supported through personalized strategies (PBS), ongoing staff training, and consistent daily practice. Communication supports are reviewed during regular oversight meetings and administrative supervision meetings. This proactive approach ensures that evolving needs are addressed in a timely manner rather than waiting for annual reviews.

Health Supports:

At Grow, ensuring participants' health and safety is a key priority, supported by individualized health protocols, ongoing staff training, and regular review of medical documentation. Staff are trained to identify signs of illness, respond appropriately, and follow emergency procedures to protect participants' well-being. In addition, Grow Associates provides staff with ongoing training through Relias on key medical topics, including epilepsy and seizure management, allergic reactions, constipation, and aspiration prevention. These trainings ensure staff have the knowledge and skills needed to respond safely and effectively to each participant's unique health needs. Programs have clear guidelines for when individuals should stay home due to illness, and families and guardians are consistently informed of these expectations. Written medical clearance is required before anyone returns after a hospital or ER visit, ensuring safe continuity of care. Staff closely observe participants who may have difficulty expressing discomfort and promptly notify leadership and families as needed. Case managers and program leadership maintain frequent communication with families to coordinate care, share updates, and address emerging health concerns.

Human Rights:

At Grow, the leadership team maintains active oversight to protect individual rights across all program activities. Staff and participants receive training on human rights, informed consent, and grievance procedures to ensure a clear understanding of rights, responsibilities, and available protections. The Human Rights Committee (HRC) reviews reportable incidents, restrictive interventions, and behavior support plans when utilized to ensure regulatory compliance and alignment with person-centered principles.

Human Rights education is provided annually for families and guardians through an annual mailing, and individuals receive annual human rights training from their case managers as well as ongoing access to Human Rights Officers within the service structure.

Competent Workforce:

Staff qualifications, required training, and supervision practices are closely monitored by program leadership. Training compliance is tracked centrally, and supervision supports skill development, procedural adherence, and responsiveness to individual needs. Clinical oversight is provided as appropriate based on the complexity of supports required. New staff complete a structured two- to three-week onboarding process which includes formal instruction, observation of senior staff, observation by senior staff, and performance feedback. A strong emphasis is placed on direct observation of participants and daily routines before staff assume independent responsibilities. For individuals with specialized protocols or higher support needs, additional safeguards apply. Written checklists and competency-based sign-offs by designated trained staff are required prior to independent assignment. This layered approach promotes staff readiness, consistency, and the delivery of safe, high-quality services.

Goal Development and Implementation:

At Grow Associates, Inc., goals are developed with the individual as the central focus, with guardians serving as supportive partners. The program emphasizes each person's preferences, interests, and vision for their life, ensuring that goals are meaningful and truly person-centered. Once a goal is established, it is implemented consistently across the program, with clear methods in place to track progress and ensure that supports align with the individual's needs and priorities. Goals are reviewed yearly with DDS, but also on an as needed basis.

Planning and Quality Improvement:

At Grow, program planning and quality improvement are guided by data, feedback, and ongoing monitoring. Satisfaction surveys are conducted annually with both individuals and their families or guardians to gather input on services and supports. Staff also gather feedback during ISP meetings and through direct discussions with participants, families, and DDS representatives, ensuring that the voices of those we support inform program decisions. Staff meetings provide structured time to review program-wide procedures, discuss individual needs, and identify opportunities for improvement. This collaborative approach promotes consistency, allows challenges to be addressed early, and supports timely adjustments to practices. Families and guardians are encouraged to share feedback openly, helping Grow remain responsive and person-centered in all aspects of service delivery. Grow Associates also keeps individuals, families, and guardians informed through a regular newsletter, which

shares updates on program activities, important announcements, and highlights of successes across the organization.

Use of Self-Assessment Findings:

At Grow, self-assessment results are actively applied to inform staff training, improve systems, and address any program concerns. By conducting assessments continuously throughout the year, leadership can identify needs early and respond proactively rather than waiting for scheduled reviews. When an issue arises, leadership considers whether it reflects a training need or a broader systemic challenge, allowing for solutions that are both effective and efficient. This ongoing approach enables the use of "mini-assessments" to resolve problems quickly and prevent them from becoming larger concerns. For any area marked "Not Met," the program documents the specific issue, the steps taken or planned, and timelines for resolution. These practices help Grow maintain high standards, promote accountability, and support continuous program improvement.

LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
Organizational	8/9	1/9	
Employment and Day Supports	55/55	0/55	
Community Based Day Services Employment Support Services			
Critical Indicators	8/8	0/8	
Total	63/64	1/64	98%
2 Year License			
# indicators for 60 Day Follow-up		1	

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

Indicator #	Indicator	Area Needing Improvement
L48	The agency has an effective Human Rights Committee.	The agency's Human Rights Committee did not meet composition requirements, as it lacked a psychologist or clinician and did not have regular attendance by a legal representative. The agency needs to ensure that Human Rights Committee membership and attendance requirements are consistently maintained.

CERTIFICATION FINDINGS

	Reviewed By	Met / Rated	Not Met / Rated	% Met
Certification - Planning and Quality Management	Provider (also Deemed)	0/0	0/0	
Employment and Day Supports	Provider	0/0	0/0	
Community Based Day Services	Provider (also Deemed)	0/0	0/0	
Employment Support Services	Provider (also Deemed)	0/0	0/0	
Total		0/0	0/0	
No Review Conducted				

MASTER SCORE SHEET LICENSURE

Organizational: GROW ASSOCIATES INC

Indicator #	Indicator	Reviewed by	Met/Rated	Rating(Met,Not Met,NotRated)
Ⓟ L2	Abuse/neglect reporting	DDS	1/1	Met
L3	Immediate Action	Provider	-	Met
L4	Action taken	Provider	-	Met
L48	HRC	DDS	0/1	Not Met(0 %)
L74	Screen employees	Provider	-	Met
L75	Qualified staff	Provider	-	Met
L76	Track trainings	Provider	-	Met
L83	HR training	Provider	-	Met
L92 (07/21)	Licensed Sub-locations (e/d).	Provider	-	Met

Employment and Day Supports:

Ind. #	Ind.	Loc. or Individ.	Reviewed by	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L1	Abuse/neglect training	I	Provider		-	-	-	Met
L5	Safety Plan	L	Provider		-	-	-	Met
Ⓟ L6	Evacuation	L	DDS			1/1	1/1	Met
L7	Fire Drills	L	Provider		-	-	-	Met
L8	Emergency Fact Sheets	I	Provider		-	-	-	Met
L9 (07/21)	Safe use of equipment	I	Provider		-	-	-	Met
L10	Reduce risk interventions	I	Provider		-	-	-	Met
Ⓟ L11	Required inspections	L	DDS			1/1	1/1	Met
Ⓟ L12	Smoke detectors	L	DDS			1/1	1/1	Met
Ⓟ L13	Clean location	L	DDS			1/1	1/1	Met

Ind. #	Ind.	Loc. or Individ.	Reviewed by	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L14	Site in good repair	L	Provider		-	-	-	Met
L15	Hot water	L	Provider		-	-	-	Met
L16	Accessibility	L	Provider		-	-	-	Met
L17	Egress at grade	L	Provider		-	-	-	Met
L20	Exit doors	L	Provider		-	-	-	Met
L21	Safe electrical equipment	L	Provider		-	-	-	Met
L22	Well-maintained appliances	L	Provider		-	-	-	Met
L25	Dangerous substances	L	Provider		-	-	-	Met
L26	Walkway safety	L	Provider		-	-	-	Met
L28	Flammables	L	Provider		-	-	-	Met
L29	Rubbish/com bustibles	L	Provider		-	-	-	Met
L31	Communication method	I	Provider		-	-	-	Met
L32	Verbal & written	I	Provider		-	-	-	Met
L37	Prompt treatment	I	Provider		-	-	-	Met
Ⓡ L38	Physician's orders	I	DDS			9/9	9/9	Met
L39	Dietary requirements	I	Provider		-	-	-	Met
L44	MAP registration	L	Provider		-	-	-	Met
L45	Medication storage	L	Provider		-	-	-	Met
Ⓡ L46	Med. Administration	I	DDS			9/9	9/9	Met
L49	Informed of human rights	I	Provider		-	-	-	Met
L50 (07/21)	Respectful Comm.	I	Provider		-	-	-	Met
L51	Possessions	I	Provider		-	-	-	Met
L52	Phone calls	I	Provider		-	-	-	Met

Ind. #	Ind.	Loc. or Indiv.	Reviewed by	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L54 (07/21)	Privacy	I	Provider		-	-	-	Met
L55	Informed consent	I	Provider		-	-	-	Met
L57	Written behavior plans	I	Provider		-	-	-	Met
L60	Data maintenance	I	Provider		-	-	-	Met
L61	Health protection in ISP	I	Provider		-	-	-	Met
L62	Health protection review	I	Provider		-	-	-	Met
L63	Med. treatment plan form	I	Provider		-	-	-	Met
L64	Med. treatment plan rev.	I	Provider		-	-	-	Met
L77	Unique needs training	I	Provider		-	-	-	Met
L79	Restraint training	L	Provider		-	-	-	Met
L80	Symptoms of illness	L	Provider		-	-	-	Met
L81	Medical emergency	L	Provider		-	-	-	Met
Ⓡ L82	Medication admin.	L	DDS			1/1	1/1	Met
L84	Health protect. Training	I	Provider		-	-	-	Met
L85	Supervision	L	Provider		-	-	-	Met
L86	Required assessments	I	Provider		-	-	-	Met
L87	Support strategies	I	Provider		-	-	-	Met
L88	Strategies implemented	I	Provider		-	-	-	Met
L91	Incident management	L	Provider		-	-	-	Met
L93 (05/22)	Emergency back-up plans	I	Provider		-	-	-	Met

Ind. #	Ind.	Loc. or Indiv.	Reviewed by	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L94 (05/22)	Assistive technology	I	Provider		-	-	-	Met
L96 (05/22)	Staff training in devices and applications	I	Provider		-	-	-	Met
#Std. Met/# 55 Indicator							55/55	
Total Score							63/64	
							98.44%	

MASTER SCORE SHEET CERTIFICATION
