



**PROVIDER REPORT
FOR**

**Nashoba Learning Group,
Inc.
10 Oak Park Drive
Bedford, MA 01730**

June 09, 2026

Version

Public Provider Report

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

SUMMARY OF OVERALL FINDINGS

Provider	Nashoba Learning Group, Inc.
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Review Dates	4/29/2026 - 5/4/2026
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Service Enhancement Meeting Date	5/18/2026
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Survey Team	Jennifer Conley-Sevier Cheryl Dolan (TL) Makayla Gallant
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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	4 location(s) 11 audit (s)	Full Review	66/71 2 Year License 05/18/2026 - 05/18/2028		27 / 27 Certified 05/18/2026 - 05/18/2028
Community Based Day Services	2 location(s) 7 audit (s)			Deemed	
Employment Support Services	2 location(s) 4 audit (s)			Full Review	21 / 21
Planning and Quality Management				Full Review	6 / 6

EXECUTIVE SUMMARY :

Nashoba Learning Group (NLG) was established in 2002 to support school-aged children with Autism Spectrum Disorders (ASD). As these students transitioned into adulthood and aged out of the school system, the organization began to develop Adult Services to provide ongoing support. In 2013, NLG began offering Employment support and has since expanded its services to include Community-Based Day Supports (CBDS) and Day Habilitation. Consistent with its educational approaches and philosophies, the organization uses evidence-based practices, such as Applied Behavior Analysis (ABA), to assist individuals with ASD and behavioral challenges in developing and refining daily living and employment skills.

The scope of the survey conducted by the Office of Quality Enhancement (OQE) was a full Licensing and Certification review of its Employment and Day Supports service grouping. The agency chose to use its CARF Accreditation for Community-Based Day Supports (CBDS), and therefore, the Office of OQE did not review the certification indicators for the CBDS programs.

The agency demonstrated several effective systems across various licensing domains during the survey. Organizationally, the agency has a fully established Human Rights Committee and ensures that its members receive training to fulfill their responsibilities effectively. This includes reviewing intensive support plans, restrictive practices, restraints, incidents, complaints, and supportive and protective devices requiring HRC review. Additionally, the committee conducts site visits and evaluates the agency's human rights policies and procedures.

Another organizational strength identified is the agency's systems for ensuring a competent workforce. The agency hires qualified personnel and supports licensed staff in obtaining and maintaining their credentials. Furthermore, the agency provides a comprehensive onboarding program in which new employees receive all DDS mandatory trainings along with additional training that exceeds the basic requirements, ensuring that the workforce is well-trained and adequately prepared for their roles. At the programmatic level, the agency continues to provide additional training so that staff are aware of the unique needs of the individuals they support and understand their role in supporting them.

The Employment and Day Services group has many practices that lead to positive outcomes for the individuals served by the agency. At both locations, Inspections were completed, and sites were clean and well-maintained. Fire drills were conducted in accordance with regulations, and individuals were supported in evacuating safely and promptly. In both Employment and CBDS, the agency submitted all incident reports and ISP-related documentation into HCSIS within the required timeframe.

When clinically necessary, the agency develops Positive Behavioral Support (PBS) plans that focus on proactive strategies to manage challenging behaviors, reduce triggers, and teach alternative behaviors. In situations where there is a risk of injury due to aggression or self-injurious behavior (SIB), these plans include strategies to safely minimize and prevent harm. The PBS plans emphasize individual strengths and ways for staff to provide meaningful, positive reinforcement. All staff members have received training in these plans and were observed implementing them effectively during the survey. For example, one individual who struggles with transitioning from home to work has been given a designated space to sit in upon arrival each morning. Staff members were observed using verbal reinforcement to acknowledge how well he was managing the transition, offering tokens as part of their plan, and reminding him of how much longer he had until he needed to transition to work. These strategies helped him successfully transition into his workday.

Skill development and the implementation of ISP goals are another area of strength noted. In alignment with the principles of Applied Behavior Analysis (ABA), the agency utilizes Task Analysis when teaching skills and working on ISP goals, breaking them down into smaller, manageable steps. Data indicated that individuals were making progress on their ISP goals and skill development, and

that modifications were made to the steps when needed or new goals were developed as objectives were achieved.

At both locations, Inspections were completed, and sites were clean and well-maintained. Fire drills were conducted in accordance with regulations, and individuals were supported in evacuating safely and promptly. In both Employment and CBDS, the agency submitted all incident reports and ISP-related documentation into HCSIS within the required timeframe.

In the healthcare domain, all medications were administered in accordance with MAP regulations and the doctor's orders by MAP-trained staff or licensed nurses. Health protocols were developed as needed, and staff members received effective training on them from the Nursing department, which developed individualized quizzes that staff must complete to demonstrate proficiency in understanding and meeting the medical needs of the individual.

Within the realm of Human Rights, all individuals and Guardians have been educated on Human Rights, Mandated reporting, and how to file a grievance. Through observation and record review, staff were found to be respectful in their communication with and about individuals, and this was confirmed during interviews with individuals in the sample and guardian follow-up.

In both CBDS and Employment programs, individuals were assessed to determine if Assistive Technology (AT) could promote greater independence. If any areas of need were identified, the agency introduced AT to address those needs. The agency also utilized AT for behavior management. This included using social stories and communication boards to help individuals express their feelings, as well as implementing token systems for positive reinforcement. Additionally, noise-canceling headphones, fidget toys, and other sensory items were provided to help reduce sensory input and alleviate anxiety.

Within Certification, many positive practices were noted, as reflected by the agency meeting all Certification indicators reviewed. Organizationally, the agency demonstrated effective internal quality management and improvement systems through ongoing analysis of internal data. Additionally, the agency regularly sought input from individuals, families, and other stakeholders through surveys and open feedback meetings. This information was used to develop the agency's strategic plan and goals.

Within the Employment program, the agency demonstrated effective methods to assess individual career interests through various approaches. These include exposure to different industries through education, interviews, and inventory assessments, as well as practical experience gained through volunteer work with the Billion Graves Project and in-house job trial opportunities in areas such as kitchen work and meal preparation, janitorial services, retail, and office administration. The agency also has several mechanisms in place to evaluate skills and identify skill gaps. Once these gaps are identified, Task Analysis training plans are developed, and progress is monitored. For individuals with competitive or Group Supported Employment positions, similar training occurs until the individual is as proficient as possible in their role.

There are a few areas within Licensing where the agency should strengthen its oversight systems. When the agency has shared or delegated financial responsibilities, it needs to ensure that a system is in place to account for bank cards being distributed to individuals and returned to staff. Additionally, when the agency is administering behavior-modifying medications, it needs to ensure a Medication Treatment Plan is in place and that the target behaviors are defined in observable, measurable terms so that effective data can be collected.

Within the Employment and Day Support services, the agency met 93% of licensing indicators, including all critical indicators, and will receive a Two-Year License for the Employment Day Service grouping. The agency will follow up on all licensing indicators that were not met during the survey within 60 days of the Service Enhancement Meeting. The agency's Employment program is Certified, having met 100% of certification indicators. CBDS maintains its certification through its CARF

accreditation.

LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
Organizational	7/8	1/8	
Employment and Day Supports	59/63	4/63	
Community Based Day Services Employment Support Services			
Critical Indicators	8/8	0/8	
Total	66/71	5/71	93%
2 Year License			
# indicators for 60 Day Follow-up		5	

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

Indicator #	Indicator	Area Needing Improvement
L65	Restraint reports are submitted within required timelines.	Three of five restraint reports were not finalized within the required timeframe. The agency needs to ensure that Restraint Reports are created within three calendar days and finalized within five business days of the restraint.

Employment/Day Commendations on Standards Met:

Indicator #	Indicator	Commendations
L77	The agency assures that staff / care providers are familiar with and trained to support the unique needs of individuals.	The agency is commended for ensuring that staff members are well-trained to meet the unique needs of the individuals they support. To achieve this, the agency conducts various assessments for each individual to determine their specific needs. This includes a Functional Analysis to understand the underlying reasons for a person's behavior, followed by the development of Positive Behavior Support (PBS) plans that outline effective strategies to assist the individual. The agency also develops medical protocols as needed and assesses needs related to work- and life-skill development. This information is then used to establish goals and objectives, along with accompanying Task Analysis training plans. The agency develops an individualized training checklist for each individual, ensuring that staff are equipped to respond effectively to unique needs. Staff are required to demonstrate proficiency in using the support plan interventions and teaching skills to be considered trained. As a result of this thorough training program, the staff at Nashoba Learning Group gain a profound understanding of individuals' behavioral interventions and support needs. This training directly benefits individuals by ensuring they receive personalized, effective support, leading to improved outcomes in their daily lives and overall well-being.

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

Indicator #	Indicator	Area Needing Improvement
L15	Hot water temperature tests between 110 and 120 degrees (as of 1/2014).	At two of two locations, hot water temperatures were outside the acceptable range. The provider needs to ensure that hot water temperatures are ideally 110 degrees, no greater than 120 degrees, or no lower than 100 degrees.
L63	Medication treatment plans are in written format with required components.	For two of two individuals administered behavior modification medications at the program, Medication Treatment Plans were either not developed or, when developed, did not define Target Behaviors in measurable terms so accurate data can be collected and shared. The agency needs to ensure that when behavior-modifying medication is administered at the program, the agency either obtains a copy of an existing plan (e.g., from a community residence) or, if none exists, creates its own plan. Additionally, plans must define target behaviors treated by the medication in observable terms so the agency can collect and share data with those responsible for providing this information to prescribers.

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

Indicator #	Indicator	Area Needing Improvement
L64	Medication treatment plans are reviewed by the required groups.	For one of the two individuals, the Medication Treatment plan did not receive the required reviews. The agency needs to ensure that when it develops a Medication Treatment Plan, it is shared with the DDS Area Office for review and inclusion in the ISP.
L69	Individual expenditures are documented and tracked.	For six of seven individuals, the agency lacked a mechanism to track when bankcards were distributed to staff and individuals and when they were returned. The agency needs to ensure that a tracking system is developed to document when cards are disseminated and to whom, and when they are returned.

CERTIFICATION FINDINGS

	Met / Rated	Not Met / Rated	% Met
Certification - Planning and Quality Management	6/6	0/6	
Employment and Day Supports	21/21	0/21	
Employment Support Services	21/21	0/21	
Total	27/27	0/27	100%
Certified			

Employment Support Services Commendations on Standards Met:

Indicator #	Indicator	Commendations
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C24	There is a plan developed to identify job goals and support needs.	The agency is to be commended for the process they have implemented to develop comprehensive, person-centered career plans for individuals in employment services. The agency has created and utilized a variety of methods to thoroughly assess individuals' job interests including interest inventories, both question-and-answer and pictorial, in-house job trialing experiences, and discussions with individuals. The agency has also created and implemented a variety of assessments to develop a baseline inventory of skills individuals possess, which also identifies areas where further skill development is needed in transferable skill areas and job specific skill areas, primarily through observation of the individual completing mock job task and observing individuals in their work settings and in settings with their peers. From this extensive assessment process, the agency has created career plans that are in line with individuals' career interests, including identifying environmental settings for individual success, and highlighting the skill development needed for individuals to progress in their employment settings. Utilizing this content, the agency has developed long-term and short-term goals for employment that are measurable and attainable for individuals, as evidenced by the discontinuation of goals that have been mastered by the individual and introduction of new goals for individuals to further develop their skillset in the workplace of their interest. The agency also developed meaningful plans to fade support, which identifies the lowest level of support individuals would need in a variety of regular job tasks for the agency to consider them independent in the tasks. The plan to fade begins with the job coach providing the highest level of support to help individuals achieve their goals, and then introducing less support over time as the individual develops a higher level of skills in their job tasks.
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MASTER SCORE SHEET LICENSURE

Organizational: Nashoba Learning Group, Inc.

Indicator #	Indicator	Met/Rated	Rating(Met,Not Met,NotRated)
Ⓡ L2	Abuse/neglect reporting	2/2	Met
L48	HRC	1/1	Met
L65	Restraint report submit	2/5	Not Met(40.0 %)
L66	HRC restraint review	5/5	Met
L74	Screen employees	1/1	Met
L75	Qualified staff	1/1	Met
L76	Track trainings	7/7	Met
L83	HR training	1/1	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	4/4		7/7	11/11	Met
L5	Safety Plan	L			2/2	2/2	Met
℞ L6	Evacuation	L			2/2	2/2	Met
L7	Fire Drills	L			2/2	2/2	Met
L8	Emergency Fact Sheets	I	4/4		7/7	11/11	Met
L9 (07/21)	Safe use of equipment	I	4/4		7/7	11/11	Met
L10	Reduce risk interventions	I			3/3	3/3	Met
℞ L11	Required inspections	L			2/2	2/2	Met
℞ L12	Smoke detectors	L			2/2	2/2	Met
℞ L13	Clean location	L			2/2	2/2	Met
L14	Site in good repair	L			2/2	2/2	Met
L15	Hot water	L			0/2	0/2	Not Met (0 %)
L16	Accessibility	L			2/2	2/2	Met
L17	Egress at grade	L			2/2	2/2	Met
L18	Above grade egress	L			1/1	1/1	Met
L20	Exit doors	L			2/2	2/2	Met
L21	Safe electrical equipment	L			2/2	2/2	Met
L22	Well- maintained appliances	L			2/2	2/2	Met
L25	Dangerous substances	L			2/2	2/2	Met
L26	Walkway safety	L			2/2	2/2	Met

Ind. #	Ind.	Loc. or Indiv.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L28	Flammables	L			2/2	2/2	Met
L29	Rubbish/comb ustibles	L			2/2	2/2	Met
L30	Protective railings	L			2/2	2/2	Met
L31	Communicatio n method	I	4/4		7/7	11/11	Met
L32	Verbal & written	I	4/4		7/7	11/11	Met
L37	Prompt treatment	I	4/4		7/7	11/11	Met
Ⓡ L38	Physician's orders	I	1/1		7/7	8/8	Met
L39	Dietary requirements	I			2/2	2/2	Met
L44	MAP registration	L			2/2	2/2	Met
L45	Medication storage	L			2/2	2/2	Met
Ⓡ L46	Med. Administration	I	1/1		7/7	8/8	Met
L49	Informed of human rights	I	4/4		7/7	11/11	Met
L50 (07/21)	Respectful Comm.	I	4/4		7/7	11/11	Met
L51	Possessions	I	4/4		7/7	11/11	Met
L52	Phone calls	I	4/4		7/7	11/11	Met
L54 (07/21)	Privacy	I	4/4		7/7	11/11	Met
L55	Informed consent	I	4/4		6/6	10/10	Met
L57	Written behavior plans	I	1/1		4/4	5/5	Met
L59	Behavior plan review	I			1/1	1/1	Met
L60	Data maintenance	I	1/1		4/4	5/5	Met
L61	Health protection in ISP	I	1/1		2/2	3/3	Met

Ind. #	Ind.	Loc. or Individ.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L62	Health protection review	I	1/1		2/2	3/3	Met
L63	Med. treatment plan form	I			0/2	0/2	Not Met (0 %)
L64	Med. treatment plan rev.	I			0/1	0/1	Not Met (0 %)
L67	Money mgmt. plan	I	2/2		5/5	7/7	Met
L68	Funds expenditure	I	1/1		3/3	4/4	Met
L69	Expenditure tracking	I	0/2		1/5	1/7	Not Met (14.29 %)
L77	Unique needs training	I	4/4		7/7	11/11	Met
L78	Restrictive Int. Training	L			1/1	1/1	Met
L79	Restraint training	L	2/2		2/2	4/4	Met
L80	Symptoms of illness	L	2/2		2/2	4/4	Met
L81	Medical emergency	L	2/2		2/2	4/4	Met
L82	Medication admin.	L			2/2	2/2	Met
L84	Health protect. Training	I	1/1		2/2	3/3	Met
L85	Supervision	L	2/2		2/2	4/4	Met
L86	Required assessments	I	4/4		7/7	11/11	Met
L87	Support strategies	I	3/3		7/7	10/10	Met
L88	Strategies implemented	I	4/4		6/7	10/11	Met (90.91 %)
L91	Incident management	L			2/2	2/2	Met
L93 (05/22)	Emergency back-up plans	I	4/4		7/7	11/11	Met
L94 (05/22)	Assistive technology	I	4/4		7/7	11/11	Met
L96 (05/22)	Staff training in devices and applications	I	4/4		7/7	11/11	Met

Ind. #	Ind.	Loc. or Indiv.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L99 (05/22)	Medical monitoring devices	I			1/1	1/1	Met
#Std. Met/# 63 Indicator						59/63	
Total Score						66/71	
						92.96%	

MASTER SCORE SHEET CERTIFICATION

Certification - Planning and Quality Management

Indicator #	Indicator	Met/Rated	Rating
C1	Provider data collection	1/1	Met
C2	Data analysis	1/1	Met
C3	Service satisfaction	1/1	Met
C4	Utilizes input from stakeholders	1/1	Met
C5	Measure progress	1/1	Met
C6	Future directions planning	1/1	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	4/4	Met
C23	Assess skills & training needs	4/4	Met
C24	Job goals & support needs plan	4/4	Met
C25	Skill development	4/4	Met
C26	Benefits analysis	4/4	Met
C27	Job benefit education	4/4	Met
C28	Relationships w/businesses	2/2	Met

Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C29	Support to obtain employment	4/4	Met
C30	Work in integrated settings	3/4	Met
C31	Job accommodations	2/2	Met
C32	At least minimum wages earned	4/4	Met
C33	Employee benefits explained	4/4	Met
C34	Support to promote success	4/4	Met
C35	Feedback on job performance	4/4	Met
C36	Supports to enhance retention	4/4	Met
C37	Interpersonal skills for work	4/4	Met
C47	Transportation to/ from community	4/4	Met
C50	Involvement/ part of the Workplace culture	4/4	Met
C51	Ongoing satisfaction with services/ supports	4/4	Met