



**PROVIDER REPORT
FOR**

**Opportunity Works, Inc.
10 Opportunity Way
Newburyport, MA 01950**

April 07, 2026

Version

Public Provider Report

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

SUMMARY OF OVERALL FINDINGS

Provider	Opportunity Works, Inc.
Review Dates	3/4/2026 - 3/10/2026
Service Enhancement Meeting Date	3/24/2026
Survey Team	Meagan Caccioppoli Jennifer Conley-Sevier (TL) John Downing Makayla Gallant
Citizen Volunteers	

Survey scope and findings for Residential and Individual Home Supports

Service Group Type	Sample Size	Licensure Scope	Licensure Level	Certification Scope	Certification Level
Residential and Individual Home Supports	1 location(s) 1 audit (s)	Full Review	55/56 2 Year License 03/24/2026 - 03/24/2028		26 / 26 Certified 03/24/2026 - 03/24/2028
Placement Services	1 location(s) 1 audit (s)			Full Review	20 / 20
Planning and Quality Management (For all service groupings)				Full Review	6 / 6

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) 18 audit (s)	Full Review	63/66 2 Year License 03/24/2026 - 03/24/2028		38 / 40 Certified 03/24/2026 - 03/24/2028
Community Based Day Services	2 location(s) 11 audit (s)			Full Review	13 / 15
Employment Support Services	2 location(s) 7 audit (s)			Full Review	19 / 19
Planning and Quality Management (For all service groupings)				Full Review	6 / 6

EXECUTIVE SUMMARY :

Opportunity Works, Inc. is a non-profit agency, established in 1974, serving individuals with developmental disabilities and acquired brain injuries from the Merrimack Valley and North Shore communities. Current day services include Employment Supports, Community Based Day Services (CBDS) and Day Habilitation support at both the Haverhill and Newburyport locations. As of 2023, the agency has expanded its supports to include Placement Services (Shared Living) with one current home in Methuen.

The scope of this survey conducted by the Office of Quality Enhancement (OQE) was a full licensing and certification review of the agency's Residential and Individual Home Supports Service Grouping and its Employment and Day Supports Service Grouping.

At the organizational level, the survey revealed a robust system of quality management initiatives informed by data collection and analysis of systemic patterns and trends. In addition, the agency had an effective and fully constituted Human Rights Committee, as well as an extensive staff training system for all mandated trainings, most notably in Positive Behavioral Supports (PBS). The agency systematically ensured that steps were taken to safeguard individuals' safety when the agency became aware of allegations of abuse and neglect, and that resulting action plans had been completed in a timely manner.

Within the agency's Employment and Day Supports program, positive findings were noted in several areas. The day program locations were found to be clean, in good repair and hot water temperatures were within the required range. Physician's orders and treatment protocols were followed, and all staff were trained in their implementation. For example, one individual required an Epi-Pen for a potential allergic reaction, and MAP-certified staff had completed the requisite competency evaluations and were available to the individual in all settings; this ensured that the individual was able to fully participate in activities without compromising his health and safety. The agency demonstrated strength in their understanding and knowledge of each person, and supported their unique needs, strengths and preferences by incorporating them into "All About Me" profiles.

In the certification realm, surveyors saw various examples of person-centered support in action, including tailoring daily schedules to align with individuals' choices and interests. For example, each individual had a monthly Training Tracker in place to document life skills necessary to enhance individual growth and independence, including baking, money management and feelings/emotions classes. In addition, staff completed an annual positive personal profile tool that assessed individuals' support needs and interests in several areas, including Personal Growth and Well-Being, Community, Person Centered, Learning Style, Money Management, and Safety. Through individual interview and review of monthly activity calendars, it was evident that the agency provided several community involvement opportunities, including participation in the Club Cafe, volunteerism with Emmaus House and outings to local stores and the library. Individuals were afforded the opportunity for a voice in choosing daily activities and also provided feedback on staff that support them, both at the time of hire and on an ongoing basis.

Within the agency's placement program, effective systems were in place in all licensing and certification domains, including personal safety, human rights, and individual choice. In addition, the individual's medical needs were well supported through required annual exams, preventive screenings and seeking medical treatment for signs and symptoms of illness when appropriate.

Some areas of need were identified during the survey process. On an organizational level, the agency needs to ensure that restraint reports are submitted and finalized within required timeframes, and incident reports need to be entered into HCSIS and approved within the requisite timelines.

Within Employment and Day Supports Services, areas for the agency to further strengthen include

ensuring that fire drills are routinely conducted with the minimum ratio of staff as outlined in the safety plan. Within Certification, the agency needs to ensure that there is an assessment process to identify habilitative and behavioral barriers to employment and ensure that goals and support needs are outlined in a written plan.

Within Residential and Individual Home Supports service group, the agency met 98% of all licensing indicators, including all critical indicators, and met 100% of the certification indicators reviewed. As a result, the agency will receive a Two-Year License and is Certified for its Residential and Individual Home Supports service group. As all licensing indicators were met, there will not be a follow-up conducted for this service group.

Within the Employment and Day Supports service group, the agency met 95% of all licensing indicators, including all critical indicators, and met 95% of the certification indicators reviewed. As a result, the agency will receive a Two-Year License and is Certified for its Employment and Day Supports service group. Follow-up on the licensing indicators rated not met in the Employment and Day Supports service group will be conducted by the agency and reported to OQE within 60 days of the Service Enhancement Meeting.

LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
Organizational	9/10	1/10	
Residential and Individual Home Supports	46/46	0/46	
Placement Services			
Critical Indicators	6/6	0/6	
Total	55/56	1/56	98%
2 Year License			
# indicators for 60 Day Follow-up		1	

	Met / Rated	Not Met / Rated	% Met
Organizational	9/10	1/10	
Employment and Day Supports	54/56	2/56	
Community Based Day Services Employment Support Services			
Critical Indicators	8/8	0/8	
Total	63/66	3/66	95%
2 Year License			
# indicators for 60 Day Follow-up		3	

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.	Seven of thirty-three restraint reports were not submitted to the DDS Area Office within the required timeframes. The agency needs to ensure that restraint reports are submitted within the required timeframes.

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

Indicator #	Indicator	Area Needing Improvement
L7	Fire drills are conducted as required.	At one location fire drills were not conducted as required. The agency needs to ensure that fire drills are conducted and documented according to regulation, while utilizing the minimum ratio of staff as outlined in the safety plan.
L91	Incidents are reported and reviewed as mandated by regulation.	At one location, incident reports were not submitted or finalized within the required timeframes. At the other location, there was an incident that met the criteria for reporting, which went unreported. The agency needs to ensure all incidents are reported and reports are submitted and finalized within the required timelines, based on incident classification.

CERTIFICATION FINDINGS

	Met / Rated	Not Met / Rated	% Met
Certification - Planning and Quality Management	6/6	0/6	
Residential and Individual Home Supports	20/20	0/20	
Placement Services	20/20	0/20	
Total	26/26	0/26	100%
Certified			

	Met / Rated	Not Met / Rated	% Met
Certification - Planning and Quality Management	6/6	0/6	
Employment and Day Supports	32/34	2/34	
Community Based Day Services	13/15	2/15	
Employment Support Services	19/19	0/19	
Total	38/40	2/40	95%
Certified			

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

Indicator #	Indicator	Area Needing Improvement
C38 (07/21)	Specific habilitative and behavioral goals necessary to prepare individuals for work are identified.	For five of eleven individuals, assessments had not been completed to identify specific habilitative and behavioral support needs. Goals necessary to address known behaviors that might prevent success in the workplace were not identified, and strategies to address identified obstacles were not developed and implemented. The agency needs to utilize an assessment process to identify habilitative and behavioral barriers to employment, as well as create general goals and strategies focused on addressing these barriers.
C39 (07/21)	There is a plan developed to identify job goals and support needs that would lead to movement into supported employment.	Five of the eleven individuals did not have a written plan to identify job goals and support needed that would lead to movement into supported employment. The agency needs to ensure there is a detailed written plan in place that addresses the individuals' goals and support needs.

MASTER SCORE SHEET LICENSURE

Organizational: Opportunity Works, Inc.

Indicator #	Indicator	Met/Rated	Rating(Met,Not Met,NotRated)
L2	Abuse/neglect reporting	9/9	Met
L3	Immediate Action	14/15	Met(93.33 %)
L4	Action taken	14/15	Met(93.33 %)
L48	HRC	1/1	Met
L65	Restraint report submit	26/33	Not Met(78.79 %)
L66	HRC restraint review	63/63	Met
L74	Screen employees	4/4	Met
L75	Qualified staff	2/2	Met
L76	Track trainings	7/7	Met
L83	HR training	7/7	Met

Residential and Individual Home Supports:

Ind. #	Ind.	Loc. or Indiv.	Res. Sup.	Ind. Home Sup.	Place.	Resp.	ABI-MFP Res. Sup.	ABI-MFP Place.	Total Met/Rated	Rating
L1	Abuse/neglect training	I			1/1				1/1	Met
L5	Safety Plan	L			1/1				1/1	Met
R L6	Evacuation	L			1/1				1/1	Met
L8	Emergency Fact Sheets	I			1/1				1/1	Met
R L11	Required inspections	L			1/1				1/1	Met
R L12	Smoke detectors	L			1/1				1/1	Met
R 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
L19	Bedroom location	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

Ind. #	Ind.	Loc. or Indiv.	Res. Sup.	Ind. Home Sup.	Place.	Resp.	ABI-MFP Res. Sup.	ABI-MFP Place.	Total Met/Rated	Rating
L24	Locked door access	L			1/1				1/1	Met
L26	Walkway safety	L			1/1				1/1	Met
L27	Pools, hot tubs, etc.	L			1/1				1/1	Met
L29	Rubbish /combustibles	L			1/1				1/1	Met
L30	Protective railings	L			1/1				1/1	Met
L31	Communication method	I			1/1				1/1	Met
L32	Verbal & written	I			1/1				1/1	Met
L33	Physical exam	I			1/1				1/1	Met
L34	Dental exam	I			1/1				1/1	Met
L35	Preventive screenings	I			1/1				1/1	Met
L36	Recommended tests	I			1/1				1/1	Met
L37	Prompt treatment	I			1/1				1/1	Met
L41	Healthy diet	L			1/1				1/1	Met
L42	Physical activity	L			1/1				1/1	Met
L43	Health Care Record	I			1/1				1/1	Met
L46	Med. Administration	I			1/1				1/1	Met

Ind. #	Ind.	Loc. or Indiv.	Res. Sup.	Ind. Home Sup.	Place.	Resp.	ABI-MFP Res. Sup.	ABI-MFP Place.	Total Met/Rated	Rating
L49	Informed of human rights	I			1/1				1/1	Met
L50 (07/21)	Respectful Comm.	I			1/1				1/1	Met
L51	Possessions	I			1/1				1/1	Met
L52	Phone calls	I			1/1				1/1	Met
L53	Visitation	I			1/1				1/1	Met
L54 (07/21)	Privacy	I			1/1				1/1	Met
L70	Charges for care calc.	I			1/1				1/1	Met
L71	Charges for care appeal	I			1/1				1/1	Met
L77	Unique needs training	I			1/1				1/1	Met
L80	Symptoms of illness	L			1/1				1/1	Met
L81	Medical emergency	L			1/1				1/1	Met
L85	Supervision	L			1/1				1/1	Met
L90	Personal space/ bedroom privacy	I			1/1				1/1	Met
L91	Incident management	L			1/1				1/1	Met
L93 (05/22)	Emergency back-up plans	I			1/1				1/1	Met

Ind. #	Ind.	Loc. or Indiv.	Res. Sup.	Ind. Home Sup.	Place.	Resp.	ABI-MFP Res. Sup.	ABI-MFP Place.	Total Met/Rated	Rating
L94 (05/22)	Assistive technology	I			1/1				1/1	Met
#Std. Met/# 46 Indicator									46/46	
Total Score									55/56	
									98.21%	

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	7/7		11/11	18/18	Met
L5	Safety Plan	L			2/2	2/2	Met
℞ L6	Evacuation	L			2/2	2/2	Met
L7	Fire Drills	L			1/2	1/2	Not Met (50.0 %)
L8	Emergency Fact Sheets	I	7/7		10/11	17/18	Met (94.44 %)
L9 (07/21)	Safe use of equipment	I	7/7		11/11	18/18	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			1/1	1/1	Met
L15	Hot water	L			2/2	2/2	Met
L16	Accessibility	L			2/2	2/2	Met

Ind. #	Ind.	Loc. or Indiv.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
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
L28	Flammables	L			2/2	2/2	Met
L29	Rubbish/comb ustibles	L			2/2	2/2	Met
L30	Protective railings	L			1/1	1/1	Met
L31	Communicatio n method	I	7/7		11/11	18/18	Met
L32	Verbal & written	I	7/7		11/11	18/18	Met
L37	Prompt treatment	I	7/7		11/11	18/18	Met
℞ L38	Physician's orders	I	1/1		9/9	10/10	Met
L39	Dietary requirements	I	1/1		3/3	4/4	Met
L44	MAP registration	L			2/2	2/2	Met
L45	Medication storage	L			2/2	2/2	Met
℞ L46	Med. Administration	I			8/8	8/8	Met
L49	Informed of human rights	I	7/7		11/11	18/18	Met
L50 (07/21)	Respectful Comm.	I	7/7		11/11	18/18	Met
L51	Possessions	I	7/7		11/11	18/18	Met
L52	Phone calls	I	7/7		11/11	18/18	Met

Ind. #	Ind.	Loc. or Individ.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L54 (07/21)	Privacy	I	7/7		11/11	18/18	Met
L55	Informed consent	I	6/6		6/6	12/12	Met
L61	Health protection in ISP	I			7/8	7/8	Met (87.50 %)
L62	Health protection review	I			4/4	4/4	Met
L63	Med. treatment plan form	I			3/3	3/3	Met
L64	Med. treatment plan rev.	I			2/2	2/2	Met
L77	Unique needs training	I	7/7		11/11	18/18	Met
L79	Restraint training	L			2/2	2/2	Met
L80	Symptoms of illness	L	2/2		2/2	4/4	Met
L81	Medical emergency	L	2/2		2/2	4/4	Met
R L82	Medication admin.	L			2/2	2/2	Met
L84	Health protect. Training	I			8/8	8/8	Met
L85	Supervision	L	2/2		2/2	4/4	Met
L86	Required assessments	I	6/7		8/9	14/16	Met (87.50 %)
L87	Support strategies	I	6/7		8/9	14/16	Met (87.50 %)
L88	Strategies implemented	I	7/7		9/9	16/16	Met
L91	Incident management	L			0/2	0/2	Not Met (0 %)
L93 (05/22)	Emergency back-up plans	I	7/7		11/11	18/18	Met
L94 (05/22)	Assistive technology	I	7/7		11/11	18/18	Met
L96 (05/22)	Staff training in devices and applications	I	4/4		6/6	10/10	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/# 56 Indicator						54/56	
Total Score						63/66	
						95.45%	

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

Placement Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	1/1	Met
C8	Family/guardian communication	1/1	Met
C9	Personal relationships	1/1	Met
C10	Social skill development	1/1	Met
C11	Get together w/family & friends	1/1	Met
C12	Intimacy	1/1	Met
C13	Skills to maximize independence	1/1	Met
C14	Choices in routines & schedules	1/1	Met
C15	Personalize living space	1/1	Met
C16	Explore interests	1/1	Met

Placement Services

Indicator #	Indicator	Met/Rated	Rating
C17	Community activities	1/1	Met
C18	Purchase personal belongings	1/1	Met
C19	Knowledgeable decisions	1/1	Met
C46	Use of generic resources	1/1	Met
C47	Transportation to/ from community	1/1	Met
C48	Neighborhood connections	1/1	Met
C49	Physical setting is consistent	1/1	Met
C51	Ongoing satisfaction with services/ supports	1/1	Met
C52	Leisure activities and free-time choices /control	1/1	Met
C53	Food/ dining choices	1/1	Met

Community Based Day Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	11/11	Met
C8	Family/guardian communication	11/11	Met
C13	Skills to maximize independence	11/11	Met
C37	Interpersonal skills for work	11/11	Met
C38 (07/21)	Habilitative & behavioral goals	6/11	Not Met (54.55 %)
C39 (07/21)	Support needs for employment	6/11	Not Met (54.55 %)
C40	Community involvement interest	11/11	Met
C41	Activities participation	11/11	Met
C42	Connection to others	11/11	Met
C43	Maintain & enhance relationship	11/11	Met
C44	Job exploration	10/11	Met (90.91 %)
C45	Revisit decisions	11/11	Met
C46	Use of generic resources	11/11	Met
C47	Transportation to/ from community	11/11	Met
C51	Ongoing satisfaction with services/ supports	11/11	Met

Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C7	Feedback on staff / care provider performance	6/7	Met (85.71 %)
C8	Family/guardian communication	7/7	Met
C22	Explore job interests	3/3	Met
C23	Assess skills & training needs	3/3	Met
C24	Job goals & support needs plan	3/3	Met
C25	Skill development	3/3	Met
C28	Relationships w/businesses	2/2	Met
C29	Support to obtain employment	4/4	Met
C30	Work in integrated settings	7/7	Met
C31	Job accommodations	7/7	Met
C32	At least minimum wages earned	7/7	Met
C33	Employee benefits explained	7/7	Met
C34	Support to promote success	6/7	Met (85.71 %)
C35	Feedback on job performance	6/6	Met
C36	Supports to enhance retention	6/6	Met
C37	Interpersonal skills for work	5/5	Met
C47	Transportation to/ from community	7/7	Met
C50	Involvement/ part of the Workplace culture	7/7	Met
C51	Ongoing satisfaction with services/ supports	7/7	Met