



**PROVIDER REPORT
FOR
WORK OPPORTUNITIES
UNLIMITED
114 Locust St.
Dover, NH 03820**

Version

Public Provider Report

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

SUMMARY OF OVERALL FINDINGS

| | |
|-----------------|------------------------------|
| Provider | WORK OPPORTUNITIES UNLIMITED |
|-----------------|------------------------------|

| | |
|---------------------|-----------------------|
| Review Dates | 2/22/2023 - 2/28/2023 |
|---------------------|-----------------------|

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|---|-----------|
| Service Enhancement Meeting Date | 3/13/2023 |
|---|-----------|

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|--------------------|---------------------------------------|
| Survey Team | Anne Carey (TL) Meagan Caccioppoli |
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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) 12 audit (s) | Full Review | 27/29 2 Year License 03/13/2023 - 03/13/2025 | | 25 / 27 Certified 03/13/2023 - 03/13/2025 |
| Employment Support Services | 3 location(s) 12 audit (s) | | | Full Review | 19 / 21 |
| Planning and Quality Management | | | | Full Review | 6 / 6 |

EXECUTIVE SUMMARY :

Work Opportunities Unlimited (WOU) was founded in 1982 and is a community-based employment service provider. WOU specializes in supporting individuals to overcome barriers to employment, through job placement and job retention. The agency provides competitive employment support services for people with disabilities in eight states and Washington D.C. The agency opened their Lowell, MA office in 1995. WOU currently serves over 400 individuals served by Massachusetts through the Department of Developmental Services (DDS), throughout Massachusetts. In addition to DDS, WOU provides services to residents of Massachusetts through the Massachusetts Rehabilitation Commission (MRC), Department of Children and Families (DCF), Massachusetts Commission for the Blind (MRC), The Ticket to Work and Self Sufficiency program through the Department of Transitional Assistance (DTA), and various local school systems.

The scope of the survey was a full licensing and certification review of the agency's Employment Support Services.

The survey identified many accomplishments on the part of the agency, which resulted in positive outcomes. The agency demonstrated strong and consistent practices in the realm job development, effectively building quality relationships with employers and understanding workplace needs in order to successfully match individuals with positions that they desire in environments where they will be successful. The agency maintains a national data base of all the companies that WOU interfaces with and includes rich information about each organization.

During the acute phase of the Covid pandemic, the agency created a remote skills training curriculum and familiarized employees and individuals served with technology required to access the training, for example, zoom. The agency continues to utilize these tools post pandemic, which adds to the individualized nature of service delivery and further improves outcomes in terms of employment placements being made accurately, within a timely manner and being aligned to individual preferences.

The agency was noted to present great strength in the organizational domain of strategic planning, data collection and future direction of service planning. An annual strategic planning process was taking place at the regional office level throughout the state of Massachusetts, with each office contributing to the agency quality metrics database. For example, at the time of this survey, data reflected that 99% individuals are currently employed in a job that matches their goal, 74% of individuals working are currently meeting their goals for the number of hours per week they would like to work and 70% of individuals are meeting their goal specific to desired hourly wage. The agency collects and analyses data related to placement speed and job retention and has created individualized "Customized Service Plans" and "Retention Plans" to outline the supports each person needs in order to meet their identified personal employment goals.

The results of this review identified a few areas requiring further attention for quality enhancement in the domain of Certification at the individual level. The agency would benefit from ensuring that its system for monitoring the timeliness of ISP assessments and support strategies is reviewed, that the system for soliciting and incorporating individual feedback into ongoing employee professional development is strengthened and that full analysis of the impact of earned income on entitlements and benefits is completed for all individuals served.

Based on the findings of this survey, Work Opportunities Unlimited received a met rating in 93% of Licensing indicators; as a result, the agency will receive a Two Year License for Employment and Day Supports. The agency is also Certified for this service group, meeting 93% of certification indicators; Follow Up is not required.

LICENSURE FINDINGS

| | Met / Rated | Not Met / Rated | % Met |
|--|--------------------|------------------------|--------------|
| Organizational | 5/5 | 0/5 | |
| Employment and Day Supports | 22/24 | 2/24 | |
| Employment Support Services | | | |
| Critical Indicators | 1/1 | 0/1 | |
| Total | 27/29 | 2/29 | 93% |
| 2 Year License | | | |
| # indicators for 60 Day Follow-up | | 2 | |

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

| Indicator # | Indicator | Area Needing Improvement |
|--------------------|---|---|
| L86 | Required assessments concerning individual needs and abilities are completed in preparation for the ISP. | For four individuals, required assessments had not been submitted within ISP timelines. The agency needs to ensure that ISP assessments are submitted at least 15 days in advance of the ISP meeting. |
| L87 | Support strategies necessary to assist an individual to meet their goals and objectives are completed and submitted as part of the ISP. | For three individuals, support strategies had not been submitted within ISP timelines. The agency needs to ensure that ISP support strategies are submitted at least 15 days in advance of the ISP meeting. |

CERTIFICATION FINDINGS

| | Met / Rated | Not Met / Rated | % Met |
|--|--------------------|------------------------|--------------|
| Certification - Planning and Quality Management | 6/6 | 0/6 | |
| Employment and Day Supports | 19/21 | 2/21 | |
| Employment Support Services | 19/21 | 2/21 | |
| Total | 25/27 | 2/27 | 93% |
| Certified | | | |

Planning and Quality Management Commendations on Standards Met:

| Indicator # | Indicator | Commendations |
|--------------------|---|--|
| C6 | The provider has mechanisms to plan for future directions in service delivery and implements strategies to actualize these plans. | The agency is commended for the robust and sustained efforts undertaken in the area of strategic planning. The agency has a strong system of organizational and individual goal setting which align with the agency mission and with an individualized person centered approach to service delivery. Individual objectives pertaining to desired work area, number of work hours preferred, and desired hourly wages are incorporated into regional strategic plans. Additional data measurement is occurring statewide including benchmarking for number of placements made and number of days successful job retention. Strategic planning processes are at the core of service delivery, ensuring that plans are actualized, reviewed, and adjusted to align with individual desires. At the employee level, all agency employees follow plans with 30 day objectives which are revisited in an ongoing manner for the entirety of an employee career at WOU. |

Employment Support Services- Areas Needing Improvement on Standards not met:

| Indicator # | Indicator | Area Needing Improvement |
|-------------|--|--|
| C7 | Individuals have opportunities to provide feedback at the time of hire / time of the match and on an ongoing basis on the performance/actions of staff / care providers that support them. | For nine individuals, the agency could not fully demonstrate that each person's individual feedback had been solicited and utilized in the annual evaluation of staff who support them. The agency needs to enhance their system of collecting feedback to ensure that all individuals are asked about the staff who directly support them, and that this feedback is demonstrably incorporated into ongoing professional development of support staff, for example, at the time of annual evaluation. |
| C26 | Career planning includes an analysis of how an individual's entitlements can be managed in a way that allows them to work successfully in the community. | Individuals had not been supported to have an analysis of how their entitlements can be managed so that the impact of income earned through employment upon entitlements is assessed and understood. The agency needs to ensure that benefits analysis occurs for each individual and educates individuals (and their families as applicable) of the impact of future earnings on their current disability benefits, for example, SSI, SSDI, SSP and Mass Health, Section 8 Housing etc. |

MASTER SCORE SHEET LICENSURE

Organizational: WORK OPPORTUNITIES UNLIMITED

| Indicator # | Indicator | Met/Rated | Rating(Met,Not Met,NotRated) |
|-------------|-------------------------|-----------|------------------------------|
| L2 | Abuse/neglect reporting | 12/12 | Met |
| L48 | HRC | 1/1 | Met |
| L74 | Screen employees | 2/2 | Met |
| L76 | Track trainings | 6/6 | Met |
| L83 | HR training | 6/6 | Met |

Employment and Day Supports:

| Ind. # | Ind. | Loc. or Individ. | Emp. Sup. | Cent. Based Work | Com. Based Day | Total Met / Rated | Rating |
|-------------|--------------------------|------------------|-----------|------------------|----------------|-------------------|-------------------|
| L1 | Abuse/neglect training | I | 12/12 | | | 12/12 | Met |
| L8 | Emergency Fact Sheets | I | 10/12 | | | 10/12 | Met (83.33 %) |
| L9 (07/21) | Safe use of equipment | I | 10/10 | | | 10/10 | Met |
| L31 | Communication method | I | 12/12 | | | 12/12 | Met |
| L32 | Verbal & written | I | 12/12 | | | 12/12 | Met |
| L37 | Prompt treatment | I | 6/6 | | | 6/6 | Met |
| L49 | Informed of human rights | I | 12/12 | | | 12/12 | Met |
| L50 (07/21) | Respectful Comm. | I | 12/12 | | | 12/12 | Met |
| L51 | Possessions | I | 12/12 | | | 12/12 | Met |
| L52 | Phone calls | I | 12/12 | | | 12/12 | Met |
| L54 (07/21) | Privacy | I | 12/12 | | | 12/12 | Met |
| L55 | Informed consent | I | 2/2 | | | 2/2 | Met |
| L77 | Unique needs training | I | 12/12 | | | 12/12 | Met |
| L80 | Symptoms of illness | L | 3/3 | | | 3/3 | Met |
| L81 | Medical emergency | L | 3/3 | | | 3/3 | Met |
| L85 | Supervision | L | 3/3 | | | 3/3 | Met |
| L86 | Required assessments | I | 5/9 | | | 5/9 | Not Met (55.56 %) |
| L87 | Support strategies | I | 6/9 | | | 6/9 | Not Met (66.67 %) |
| L88 | Strategies implemented | I | 10/10 | | | 10/10 | Met |

| Ind. # | Ind. | Loc. or Indiv. | Emp. Sup. | Cent. Based Work | Com. Based Day | Total Met / Rated | Rating |
|---------------------------------|--|----------------|-----------|------------------|----------------|-------------------|--------|
| L91 | Incident management | L | 3/3 | | | 3/3 | Met |
| L93 (05/22) | Emergency back-up plans | I | 12/12 | | | 12/12 | Met |
| L94 (05/22) | Assistive technology | I | 12/12 | | | 12/12 | Met |
| L96 (05/22) | Staff training in devices and applications | I | 5/5 | | | 5/5 | Met |
| L99 (05/22) | Medical monitoring devices | I | 1/1 | | | 1/1 | Met |
| #Std. Met/# 24 Indicator | | | | | | 22/24 | |
| Total Score | | | | | | 27/29 | |
| | | | | | | 93.10% | |

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 | 3/12 | Not Met (25.00 %) |
| C8 | Family/guardian communication | 12/12 | Met |
| C22 | Explore job interests | 12/12 | Met |

Employment Support Services

| Indicator # | Indicator | Met/Rated | Rating |
|-------------|--|-----------|---------------|
| C23 | Assess skills & training needs | 12/12 | Met |
| C24 | Job goals & support needs plan | 12/12 | Met |
| C25 | Skill development | 12/12 | Met |
| C26 | Benefits analysis | 0/12 | Not Met (0 %) |
| C27 | Job benefit education | 12/12 | Met |
| C28 | Relationships w/businesses | 3/3 | Met |
| C29 | Support to obtain employment | 12/12 | Met |
| C30 | Work in integrated settings | 11/11 | Met |
| C31 | Job accommodations | 7/7 | Met |
| C32 | At least minimum wages earned | 11/11 | Met |
| C33 | Employee benefits explained | 10/10 | Met |
| C34 | Support to promote success | 12/12 | Met |
| C35 | Feedback on job performance | 10/10 | Met |
| C36 | Supports to enhance retention | 11/11 | Met |
| C37 | Interpersonal skills for work | 12/12 | Met |
| C47 | Transportation to/ from community | 12/12 | Met |
| C50 | Involvement/ part of the Workplace culture | 10/10 | Met |
| C51 | Ongoing satisfaction with services/ supports | 12/12 | Met |