



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

April 08, 2025

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 3/5/2025 - 3/11/2025

Service Enhancement Meeting Date 3/25/2025

Survey Team Raquel Rodriguez
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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	6 location(s) 12 audit (s)	Full Review	29/31 2 Year License 03/25/2025 - 03/25/2027		25 / 27 Certified 03/25/2025 - 03/25/2027
Employment Support Services	6 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 identify work opportunities, overcome barriers to employment, and achieve success through job placement and job retention. The agency provides competitive employment support services for people with disabilities in 9 States from Maine to Florida. WOU began services in Lowell, Massachusetts in 1995 and has since grown their coverage area to the South Shore, Merrimack Valley, Greater Boston, Worcester, Attleboro, Plymouth, Leominster and Springfield. WOU serves individuals referred by the Department of Developmental Services (DDS), as well as the Massachusetts Rehabilitation Commission (MRC), Department of Children and Families (DCF), Massachusetts Commission for the Blind (MRC), the Key Program and various local school systems.

The agency was eligible for a Self-Assessment and Targeted Review, however, opted for 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. At an organizational level the agency was found to have very robust systems related to quality enhancement and strategic planning. This included comprehensive systems of data collection, analysis of information gathered, and processes to measure progress towards achieving service improvement goals. For example, data showed that 77.9% of people supported in Massachusetts were employed, 70.6% being placed within 90 days of starting services and 88.7% retaining their job for at least 180 days. Of those employed 97.7% were working in jobs that were a match for their interests and preferences and 91.5% of individuals were making their desired rate of pay. Data is collected on an ongoing basis and reviewed minimally every 30 days to develop and measure service improvement goals at all levels of the organization.

The agency demonstrated strong and consistent practices in the realm job development. They have been able to develop quality long-term relationships with employers and understand workplace needs in order to successfully match individuals with favorable positions where they can be most successful. The agency utilizes a person-centered approach to assess interests, skills and preferences. While the agency has a rich database of organizations they work with and opportunities available, they develop each relationship and employment opportunity based on the specific interests of each individual.

WOU has effective systems to promote skill building, job retention and advancement. Many individuals surveyed had longevity in their work and reported a high level of satisfaction with their work and related this to the support being provided by WOU. Each person had an individualized "Customized Service Plan" and "Retention Plan" to outline the specific supports needed in order to meet their identified personal employment goals.

The agency demonstrated an extremely respectful approach to the individuals supported and focused on the strengths and skills of each person. Documentation and communication were all focused on the strengths of each person and were highly individualized.

WOU demonstrated highly effective use of technology to best support individuals to apply for and obtain employment in their desired area of interest. Their customized portal allowed access to individualized information, job openings, metrics and other documentation in a readily accessible format. The use of technology promoted an excellent level of communication, mobility and responsiveness

The results of this review identified a few areas requiring further attention for quality enhancement. The agency needs to ensure the Human Rights Committee meets attendance requirements and that all required emergency information is in a readily accessible format to be shared with emergency personnel/first responders. The agency has developed a system to solicit input from individuals into

staff at the time of hire and related to their ongoing performance, however, it needs to ensure all individuals have the opportunity to provide this feedback.

Based on the findings of this survey, Work Opportunities Unlimited received a met rating in 94% 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. WOU will conduct its own follow up on those licensing indicators rated not met and submit the results to OQE within 60 days of the Service Enhancement Meeting.

LICENSURE FINDINGS

	Met / Rated	Not Met / Rated	% Met
Organizational	6/7	1/7	
Employment and Day Supports	23/24	1/24	
Employment Support Services			
Critical Indicators	2/2	0/2	
Total	29/31	2/31	94%
2 Year License			
# indicators for 60 Day Follow-up		2	

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 did not have the requisite attendance of all committee members with the required expertise and a quorum did not occur at two or more meetings during the period reviewed. The agency needs to ensure attendance of all members with required expertise (medical, legal, clinical) and ensure that the quorum requirement is met in accordance with regulatory requirements.

Employment/Day Commendations on Standards Met:

Indicator #	Indicator	Commendations
L50 (07/21)	Written and oral communication with and about individuals is respectful.	The agency is commended for their commitment to communicating with and about individuals respectfully and fostering an environment where individuals are encouraged to see themselves and have others view them as unique, valuable individuals and adults. The agency's promotion of individuals self-esteem is evidenced by the majority of the individuals having long standing employment with minimal supports as their independence has been respectfully fostered throughout their tenure with the agency. Retention plans used person first language and focused on the strengths of the individuals while ensuring support needs were individualized to the person. The agency has developed strong community business relationships by showcasing the value individuals can bring to their places of employment while also educating and fostering a team approach. Modeling of respectful relationships and the expectation of mutual respect amongst coworkers led to individuals feeling respected and valued at their places of work and enjoyed their time with co-workers. Of note, all individuals surveyed reported feeling respected and valued by their agency staff and reported staff assist them to meet their goals. For those with the most minimal supports, it was noted they often reach out to their agency staff simply to keep their connection rather than in need of support. Lastly, the agency is commended for its commitment to ensuring any electronic or written communications that have the potential to convey individuals' personal protected information needs were on a secure, encrypted, and HIPPA compliant platform.

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

Indicator #	Indicator	Area Needing Improvement
L8	Emergency fact sheets are current and accurate and available on site.	Twelve emergency fact sheets did not contain the necessary information in one readily available document. The agency needs to ensure that all required information is contained on the emergency fact sheet document, and this information is readily available to emergency personnel and/or first responders.

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
C1	The provider collects data regarding program quality including but not limited to incidents, investigations, restraints, and medication occurrences.	The agency is commended for their thorough efforts to ensure they collect current data regarding program quality. The agency has a robust system of tracking quality metrics, including number of people supported who are currently working, percentage in jobs that are an interest match, percentage in hours that are optimal and many other measures to ensure that not only are people working, but they are working in jobs that are matched with their interests, skills and preferences. This data can be accessed at all times, is utilized to develop and track goals for each office and is reviewed at 30-day objectives, which are revisited on an ongoing basis at all levels of the agency. This thorough data collection system is the first step in increasing the overall quality of service for those supported by the agency.

Employment Support Services Commendations on Standards Met:

Indicator #	Indicator	Commendations
C36	Ongoing supports are provided to enhance job retention and advancement.	The agency is commended for their ongoing support of job retention and advancement. Ten audited individuals have remained employed for approximately two years or longer, including two who have been employed for approximately ten years. The agency conducts regular check-ins, assists with job-specific retraining, and provides career development support to enhance job retention. These efforts are consistently documented in retention plans and reviewed during retention meetings to monitor progress. As a result of the agency's efforts, individuals are retaining jobs for longer periods of time.

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.	Ten individuals did not have the opportunity to provide feedback on an ongoing basis on the performance of staff that support them, or input into the hiring of support staff. The agency needs to ensure the opportunity to provide feedback at the time of hire and on an ongoing basis is afforded to every individual.
C25	Staff assist individuals to work on skill development for job attainment and success.	For one individual the agency had identified areas to enhance skills, but the individual had not been supported in skill development. The agency needs to ensure the skill development identified is provided on an ongoing basis.

MASTER SCORE SHEET LICENSURE

Organizational: WORK OPPORTUNITIES UNLIMITED

Indicator #	Indicator	Met/Rated	Rating(Met,Not Met,NotRated)
L2	Abuse/neglect reporting	12/12	Met
L3	Immediate Action	7/8	Met(87.50 %)
L4	Action taken	2/2	Met
L48	HRC	0/1	Not Met(0 %)
L74	Screen employees	4/4	Met
L76	Track trainings	10/10	Met
L83	HR training	10/10	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	11/12			11/12	Met (91.67 %)
L8	Emergency Fact Sheets	I	0/12			0/12	Not Met (0 %)
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	12/12			12/12	Met
Ⓡ L38	Physician's orders	I	1/1			1/1	Met
L49	Informed of human rights	I	11/12			11/12	Met (91.67 %)
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	1/1			1/1	Met
L77	Unique needs training	I	12/12			12/12	Met
L80	Symptoms of illness	L	6/6			6/6	Met
L81	Medical emergency	L	6/6			6/6	Met
L85	Supervision	L	6/6			6/6	Met
L86	Required assessments	I	4/5			4/5	Met (80.0 %)
L87	Support strategies	I	4/5			4/5	Met (80.0 %)

Ind. #	Ind.	Loc. or Individ.	Emp. Sup.	Cent. Based Work	Com. Based Day	Total Met / Rated	Rating
L88	Strategies implemented	I	9/9			9/9	Met
L91	Incident management	L	6/6			6/6	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
#Std. Met/# 24 Indicator						23/24	
Total Score						29/31	
						93.55%	

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	2/12	Not Met (16.67 %)
C8	Family/guardian communication	12/12	Met
C22	Explore job interests	3/3	Met
C23	Assess skills & training needs	3/3	Met

Employment Support Services

Indicator #	Indicator	Met/Rated	Rating
C24	Job goals & support needs plan	3/3	Met
C25	Skill development	2/3	Not Met (66.67 %)
C26	Benefits analysis	12/12	Met
C27	Job benefit education	4/4	Met
C28	Relationships w/businesses	3/3	Met
C29	Support to obtain employment	4/4	Met
C30	Work in integrated settings	10/10	Met
C31	Job accommodations	7/7	Met
C32	At least minimum wages earned	10/10	Met
C33	Employee benefits explained	9/10	Met (90.0 %)
C34	Support to promote success	10/10	Met
C35	Feedback on job performance	10/10	Met
C36	Supports to enhance retention	10/10	Met
C37	Interpersonal skills for work	4/4	Met
C47	Transportation to/ from community	12/12	Met
C50	Involvement/ part of the Workplace culture	9/10	Met (90.0 %)
C51	Ongoing satisfaction with services/ supports	12/12	Met