

**CARF Accreditation Report**  
**for**  
**Abilities, Inc. of Florida dba**  
**ServiceSource**

**Three-Year Accreditation**



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## About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit [www.carf.org/contact-us](http://www.carf.org/contact-us).

## **Organization**

Abilities, Inc. of Florida dba ServiceSource  
2735 Whitney Road  
Clearwater, FL 33760

## **Organizational Leadership**

Andrew S. Rind, Executive Vice President  
Bruce Patterson, Chief Executive Officer  
Kenneth Crum, Chief Operating Officer  
Matthew J. Motko, MBA, Regional Executive Director

## **Survey Number**

179618

## **Survey Date(s)**

February 8, 2024–February 9, 2024

## **Surveyor(s)**

Vic Gable, Administrative  
Joan E. Distler, MBA, Program  
Margaret G. Frisk, Program

## **Program(s)/Service(s) Surveyed**

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Comprehensive Vocational Evaluation Services  
*Governance Standards Applied*

## **Previous Survey**

February 8, 2021–February 10, 2021  
Three-Year Accreditation

## **Accreditation Decision**

### **Three-Year Accreditation**

**Expiration: March 31, 2027**

# Executive Summary

This report contains the findings of CARF’s site survey of Abilities, Inc. of Florida dba ServiceSource conducted February 8, 2024–February 9, 2024. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF’s consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization’s strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

## Accreditation Decision

On balance, Abilities, Inc. of Florida dba ServiceSource demonstrated substantial conformance to the standards. ServiceSource provides services that are highly valued by the persons served, families, and other stakeholders. The organization is considered a preferred vendor in the state of Florida. Leadership is composed of professionals who foster a supportive workplace environment and a person-centered service delivery culture. Creative and skilled staff members work with a team ethic to deliver quality and individualized services that meet or exceed the expectations of funders, referral sources, and other stakeholders. Direct care staff members carry out their jobs with compassion and professionalism and reflect the person-centered philosophy promoted by leadership. The organization has a very strong administrative team that routinely develops and executes strategic plans, risk management plans, financial plans, accessibility plans, and technology plans. The team does an excellent job of consistently assessing performance through its performance measurement and management system that is used to guide the team on a day-to-day basis and ensure that it meets the key performance indicators, goals, and objectives that have been established. ServiceSource has a foundational commitment through its workforce development and management system to all staff members. As a result the organization has talented staff members at every level who are providing industry-leading services and efficiently running the organization. Redundancy is purposefully built into the organization’s well-designed infrastructure that helps provide a strong foundation for the organization’s community employment services. Redundancy also helps to ensure that ServiceSource continues to function as a sustainable organization and remains true to its mission, vision, and values. ServiceSource’s programs are highly valued by all stakeholders including referral agents, persons served, and family members. It is evident that ServiceSource is dedicated and committed to the use of the CARF standards as a framework for quality assurance and service delivery.

Abilities, Inc. of Florida dba ServiceSource appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement.

**Abilities, Inc. of Florida dba ServiceSource has earned a Three-Year Accreditation.** The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

## Survey Details

### Survey Participants

The survey of Abilities, Inc. of Florida dba ServiceSource was conducted by the following CARF surveyor(s):

- Vic Gable, Administrative
- Joan E. Distler, MBA, Program
- Margaret G. Frisk, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

### Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Abilities, Inc. of Florida dba ServiceSource and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.

- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

## Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Comprehensive Vocational Evaluation Services
- *Governance Standards Applied*

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

## Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

## Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

## Areas of Strength

CARF found that Abilities, Inc. of Florida dba ServiceSource demonstrated the following strengths:

- ServiceSource is a long-time, well-known, and respected provider of employment services in the state of Florida. Since its inception the organization has stayed true to its mission and vision to promote communities that are inclusive and welcoming of the full diversity of their members of all abilities and in all aspects of community participation.

- The organization has an exceptionally strong board of directors that is made up of community leaders and professionals from a variety of backgrounds and disciplines. There is a good mix of seasoned board members who bring institutional knowledge and experience to their work on the board and newer board members who bring fresh eyes to the table and challenge the status quo. The executive leadership does a complete and thorough job of providing real-time financial/business results and programmatic activities information to the board to ensure it is well educated and understands the organization's position at any moment in time. The board maintains a focus on ensuring that the organization stays true to its mission and vision and is sustainable.
- ServiceSource is complimented for its foundational commitment to all of the organization's administrative functions and activities. At every level of the organization there is noticeable attention paid to every plan and procedure and policy to ensure that each meets or exceeds the expectations of funders/referral entities, all regulatory expectations, and the high standards the organization sets for itself. As a result the organization has embedded industry-leading practices into all the infrastructure of ServiceSource.
- ServiceSource has a professional and skilled executive leadership team led by a visionary and skilled regional executive director. The team members, individually and collectively, are a very talented group of leaders who have a strong vision for the organization and are dedicated and committed to success for everyone involved with the organization. Their energy and drive is contagious and they have a collective focus on achieving all of their strategic objectives and key performance indicators.
- The organization is applauded for its stellar commitment to health and safety practices and activities. There is significant time and effort invested in employee training and development to ensure that all staff members are prepared to provide services in the least restrictive environment and in safe and healthy environments. Employment service employees are skilled at identifying the unique support needs of each person served so that no matter where they receive services, both in organization's own spaces and also in the community, each person can fully engage in the service. The organization has an excellent health and safety tool (Riskconnect®) that aims to proactively address issues by seamlessly integrating data from various sources including incidents, near misses, informational reports, claims data, and regulatory requirements. The software allows all of ServiceSource's affiliates to consolidate real-time incident and accident data from internal and external sources, identifying trends, emerging risks, and opportunities. The software facilitates effortless communication from the frontline upwards enabling quick mobilization of resources through automatic alerts and customizable dashboards.
- ServiceSource has a built a culture of dedication, collaboration, and commitment to continuous improvement that permeates the entire organization. There is clearly a team approach to initiatives and projects as well as problem solving. Leadership members and staff members are actively engaged in ensuring that ServiceSource is the preferred vendor and resource for the various communities and businesses it serves. They are welcoming and collaborative partners with all of their stakeholders.
- The organization is complimented for its strong financial planning and management activities and system. There is significant redundancy built into all of the financial practices to ensure that revenues are maximized and expenses are controlled. The financial team engages all the leadership throughout the organization in annual budget development and real-time profit and loss review to ensure that the program and management teams have ownership of their respective programs.
- The organization is recognized for its foundational commitment to workforce development. It is clear that ServiceSource believes that each and every employee is the most valuable resource it has. It does an outstanding job of finding the right person for the right job and providing them with the training and tools to deliver industry-leading services. Service Source is committed to the success of each employee at every level and helping each achieve at the highest level possible. The commitment to staff is evidenced in the professional development program that allows staff members to develop leadership skills and abilities to ensure that ServiceSource always has a strong workforce and employees have careers and not just jobs.

- The organization is a demonstrated leader in developing new and innovative programs to meet the needs of the persons served in the state of Florida. A few examples include interpreting services, Division of Vocational Rehabilitation (DVR), and the Warrior Bridge program. ServiceSource operates the Interpreting and Deaf Services Program that supports the Deaf and Hard of Hearing community by providing both certified and highly qualified sign language interpreters. The organization has a team of interpreters available 24/seven, 365 days a year. Interpreters offer support in a number of settings including educational, medical, legal, and in-person assignments. They also offer video remote interpreting nationwide. ServiceSource partners with the state of Florida's DVR to provide core vocational rehabilitation services in ten workforce regions. The contract and partnership between the DVR and ServiceSource provides increased choices and expanded locations for persons with disabilities to receive vocational rehabilitation services. The goal of this program is to expand and improve the delivery of vocational rehabilitation services and employment outcomes for persons with disabilities through a private provider system. This is the only model of this kind in the country. The Warrior Bridge/Veterans Mall in Clearwater, Florida, distributes new household items such as small kitchen appliances, cookware, protective face masks, and bed and bath linens as well as business attire and other necessities for wounded veterans transitioning from homelessness into apartments in the community. Additionally the Veterans Mall receives donations from the community that are gathered, sorted by size, and offered free of charge to veterans that need interview or everyday clothing for both men and women. Since its grand opening in October 2011 the Veterans Mall has served more than 3,600 veterans.
- The employees are dedicated, passionate, and professional. They are knowledgeable and experienced in providing a wide range of services that meet the needs of persons served in the community. Staff members and supervisors have worked diligently to ensure that all persons served are included in the service planning process with a strong focus on personal choice and shared decision making.
- The program staff members go out of their way to assist the persons served, even if the needed services are outside of the typical program/service structure or supports. The program staff members have been complimented by referral sources and family members for ensuring that the persons served have the necessary tools to be successful including after discharge from the program.
- All stakeholders expressed a great deal of satisfaction with the services provided. Parents reported a high level of care and compassion provided to persons served with appreciation for the ongoing services ensuring employment success. Regular ongoing communication with service team members is appreciated by stakeholders.
- Employment services staff members have developed strong working relationships with local employers. Employers commented that employment services staff members are supportive of both employer and employee needs ensuring that success and ongoing strong and positive employer partnerships are maintained.
- The vocational evaluation program services provide extensive testing and assessment tools that offer a wide range of options to assist with determining interests, abilities, and employment skills. The completed vocational evaluation reports are well written and comprehensive.
- ServiceSource offers multiple supports and services outside of the supported employment and employment services programs. Examples of the multiple resources and additional services include benefits planning/work incentives planning and assistance; housing services; Deaf/Hard of Hearing services; planned career summer camps; and the Warrior Bridge program, including the Veterans Mall providing assistance with providing home starter kits. ServiceSource is consistently looking at expanding and growing services outside of its current catchment area.
- ServiceSource offers multiple programs that are considered unique and appreciated by stakeholders. These programs include services for those who are Deaf or Hard of Hearing, pre-employment transition services (pre-ets), and career camps.
- Documentation provided to the DVR staff is professionally done, submitted on time, and contains good and accurate details.



- ServiceSource is flexible in how it provides services including making appointments virtually or in person and group or individualized instruction. Many factors influence this including gasoline prices, COVID-19 infections, and the skills and needs of the persons served.
- The staff members have varying levels of training. In Tallahassee two of the three staff members are trained as work incentive practitioners, vocational evaluators, pre-ets, and other pre-employment training in group settings or individually based (career camps).
- ServiceSource created a privatized DVR program being replicated in other states. This service has helped vocational rehabilitation in Florida lower its turnover rate of counselors. Other states have up to 50 percent turnover while Florida is at 12 percent.
- ServiceSource demonstrates its commitment to providing excellent services through minimizing disservices to persons served. One example involves a staff member who learned American Sign Language (ASL) to provide better services to persons served who are experiencing deafness. The staff member became fluent in ASL beyond a basic understanding.

## Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. Abilities, Inc. of Florida dba ServiceSource received no recommendations from this survey. This accomplishment is achieved on approximately 3 percent of CARF surveys.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

# Section 1. ASPIRE to Excellence®

## 1.A. Leadership

### Description

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

### Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

### Recommendations

There are no recommendations in this area.

## 1.B. Governance (Optional)

### Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

### Key Areas Addressed

- Ethical, active, and accountable governance
- Board selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

### Recommendations

There are no recommendations in this area.

## 1.C. Strategic Planning

### Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

### Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

### Recommendations

There are no recommendations in this area.

## 1.D. Input from Persons Served and Other Stakeholders

### Description

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

### Key Areas Addressed

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization is encouraged to continue its efforts to use a variety of mechanisms to collect input from all of its stakeholders. It is also encouraged to consider the accessibility of the tools that are used.

## 1.E. Legal Requirements

### Description

CARF-accredited organizations comply with all legal and regulatory requirements.

### Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

### Recommendations

There are no recommendations in this area.

## 1.F. Financial Planning and Management

### Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

### Key Areas Addressed

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

### Recommendations

There are no recommendations in this area.

## 1.G. Risk Management

### Description

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to their people, property, income, goodwill, and ability to accomplish goals.

### Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

### Recommendations

There are no recommendations in this area.

## 1.H. Health and Safety

### Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

### Key Areas Addressed

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information

- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

### **Recommendations**

There are no recommendations in this area.

## **1.I. Workforce Development and Management**

### **Description**

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

### **Key Areas Addressed**

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

### **Recommendations**

There are no recommendations in this area.

## **1.J. Technology**

### **Description**

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

### **Key Areas Addressed**

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures

### **Recommendations**

There are no recommendations in this area.

## 1.K. Rights of Persons Served

### Description

CARF-accredited organizations protect and promote the rights of all persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

### Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

### Recommendations

There are no recommendations in this area.

### Consultation

- ServiceSource might consider refreshing its records management procedure now that it is rolling out its network's person served software. The current procedure references the previous methodology for more paper-driven files. Revised procedures could reflect the new process once the software is implemented all programs.

## 1.L. Accessibility

### Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

### Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization is highly encouraged to continue its efforts to identify barriers in the community. The organization has a rich history of providing services in community settings, both community integration and employment, and it is encouraged to ensure that the efforts include lessening or removal of barriers outside of its facility.

## 1.M. Performance Measurement and Management

### Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

### **Key Areas Addressed**

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

### **Recommendations**

There are no recommendations in this area.

## **1.N. Performance Improvement**

### **Description**

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

### **Key Areas Addressed**

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

### **Recommendations**

There are no recommendations in this area.

# Section 2. Quality Individualized Services and Supports

## Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

## 2.A. Program/Service Structure

### Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

### Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

### Recommendations

There are no recommendations in this area.

### Consultation

- It is suggested that the program clarify specific information in the intake report that identifies whether the person served has a legal guardian or other legal entity that could affect the legal decision-making process.
- ServiceSource has a release of information that is used to get consent to share information related to the person served and to whom it is shared with. It is suggested that the form be revised to make the purpose section larger and add check boxes to indicate what information may be shared.

## 2.B. Individual-Centered Service Planning, Design, and Delivery

### Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.



## **Key Areas Addressed**

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes

## **Recommendations**

There are no recommendations in this area.

## **2.D. Employment Services Principle Standards**

### **Description**

An organization seeking CARF accreditation in the area of employment services provides individualized services and supports to achieve identified employment outcomes. The array of services and supports may include:

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

### **Key Areas Addressed**

- Goals of the persons served
- Community resources available
- Personnel needs of local employers
- Economic trends in the local employment sector

### **Recommendations**

There are no recommendations in this area.

## Section 3. Employment Services

### Description

An organization seeking CARF accreditation in the area of employment services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase person served, this may also include family served, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

- Increased inclusion in community activities.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

### 3.B. Comprehensive Vocational Evaluation Services (CVE)

#### Description

Comprehensive vocational evaluation services provide an individualized, timely, and systematic process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives. A vocational evaluator or vocational specialist provides or supervises the services.

An accredited comprehensive vocational evaluation service is capable of examining a wide range of employment alternatives. The following techniques are used, as is appropriate to the person being assessed, to provide comprehensive vocational evaluation services:

- Pre-evaluation assessment of assistive technology needs.
- Assessment of functional/occupational performance in real or simulated environments.
- Work samples.
- Employment exploration model.
- Psychometric testing.
- Preference and interest inventories.

- Personality testing.
- Extensive personal interviews.
- Other appropriate evaluation tests, depending on the individual.
- Analysis of prior work and/or volunteer experience and transferable skills.

Some examples of the quality results desired by the different stakeholders of these services include:

- Realistic job opportunities are explored and identified for individuals.
- Employment barriers are identified and ways to overcome these are suggested.
- Assistive technology or other accommodations needed are identified.
- The evaluation is completed within the authorization period.
- The person served understands the results.
- The cost per evaluation is acceptable.
- Interests of the persons served are thoroughly explored.
- Evaluation reports lead to job goals.
- Transferable skills are identified.

### **Key Areas Addressed**

- Various exploratory techniques used by qualified evaluators
- Information obtained is shared
- Screenings are based on and answer referral questions
- Vocational options identified
- Employment goals
- Personnel meet applicable qualifications for the work

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- The plans include input from the person served; however, it is suggested that the staff members write them in the words of the person served. This could include first-person language to express the opinions of the persons served.

## **3.G. Community Employment Services (CES)**

### **Description**

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach, the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individualized competitive employment, individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups in the community, community-based SourceAmerica® contracts, and other business-based work groups in community-integrated designs. In Canada, employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

The following service categories are available under Community Employment Services:

- Job Development (CES:JD)
- Employment Supports (CES:ES)

If an organization provides only Job Development or Employment Supports, then it may be accredited for only that service. If it is providing both Job Development and Employment Supports, then it must seek accreditation for both.

Note: In making the determination of what an organization is actually providing in comparison to these service descriptions, these factors are considered: the mission of the services, the program descriptions, brochures and marketing image for these services, and the outcomes of the services.

Depending on the scope of the services provided, some examples of the quality outcomes desired by the different stakeholders of these services include:

- Persons obtain community employment.
- Persons obtain individualized competitive employment.
- Employment matches interests and desires of persons.
- Wages, benefits, and hours of employment achieved as desired.
- Average number of hours worked per week increases.
- Average number of hours worked per week meets the desires of the person served.
- Full-time employment with benefits.
- Transition-age youth move directly from their educational environment into community employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Employer satisfaction.
- Responsiveness to customers.

Job Development (CES:JD): Successful job development concurrently uses assessment information about the strengths and interests of the person seeking employment to target the types of jobs available from potential employers in the local labor market. Typical job development activities include reviewing local employment opportunities and developing potential employers/customers through direct and indirect promotional strategies. Job development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level, such as support for a self-directed job search.

Employment Supports (CES:ES): Employment support services promote successful training of a person to a new job, job adjustment, retention, and advancement. These services are based on the individual employee with a focus on achieving long-term retention of the person in the job. The level of employment support services is individualized to each employee and the complexity of the job.

Often supports are intensive for the initial orientation and training of an employee with the intent of leading to natural supports and/or reduced external job coaching. However, some persons may not require any employment supports at the job site; others may require intensive initial training with a quick decrease in supports, while some will be most successful when long-term supports are provided.

Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviors expected by the employer. It may also include helping the employer and coworkers to understand the support strategies and accommodations needed by the worker.

Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as assistance in training a person to complete new tasks, changes in work schedule or work promotion, a decrease in productivity of the person served, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance. Routine follow-up with the employer and the employee is crucial to continued job success.

### **Key Areas Addressed**

- Integrated employment choice
- Integrated employment obtainment
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- ServiceSource finds placement for persons served who are Deaf and provides both the persons served and employers with resources and opportunities to learn basic ASL. It is suggested that the organization create its own training using these resources as well as staff members' experience to help supervisors, coworkers, and the new employees acclimate to their jobs. Providing this support after a job starts helps everyone become more comfortable working with someone who is Deaf and has different communication styles.

# Program(s)/Service(s) by Location

## **Abilities, Inc. of Florida dba ServiceSource**

2735 Whitney Road  
Clearwater, FL 33760

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Comprehensive Vocational Evaluation Services  
*Governance Standards Applied*

## **Abilities Inc. of Florida - Tallahassee Office**

2325 Hansen Court  
Tallahassee, FL 32301

Community Employment Services: Employment Supports  
Community Employment Services: Job Development  
Comprehensive Vocational Evaluation Services