

CARF Accreditation Report
for
Opportunity Center, Inc. dba
ServiceSource

Three-Year Accreditation



Contents

[Executive Summary](#)

[Survey Details](#)

[Survey Participants](#)

[Survey Activities](#)

[Program\(s\)/Service\(s\) Surveyed](#)

[Representations and Constraints](#)

[Survey Findings](#)

[Program\(s\)/Service\(s\) by Location](#)

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.

Organization

Opportunity Center, Inc. dba ServiceSource
13 Reads Way, Suite 101
New Castle, DE 19720

Organizational Leadership

Ashley Hicks, Director of Employment Services
Bruce Patterson, Chief Executive Officer
Michele Mirabella, Regional Executive Director

Survey Number

179632

Survey Date(s)

February 21, 2024–February 23, 2024

Surveyor(s)

Vic Gable, Administrative
James Murphy, MA, Program

Program(s)/Service(s) Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employment Planning Services
Employment Skills Training Services
Governance Standards Applied

Previous Survey

January 27, 2021–January 28, 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 Opportunity Center, Inc. dba ServiceSource conducted February 21, 2024–February 23, 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, Opportunity Center, Inc. dba ServiceSource demonstrated substantial conformance to the standards. ServiceSource provides services that are highly valued by the participants, families, and other stakeholders. The organization is considered to be a preferred vendor in the state of Delaware. Leadership is composed of professionals who foster a supportive workplace environment and 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. 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 that are industry leading. The team does a stellar job of consistently assessing performance through its performance measurement and management system, which is used to guide it on a day-to-day basis and ensure that it meets its 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, which helps to ensure a strong foundation for its community employment services. Redundancy also helps ensure that ServiceSource remains true to its mission, vision, and values, and that it continues to function as a sustainable organization. Direct care staff members carry out their jobs with compassion and professionalism and reflect the person-centered philosophy promoted by leadership. ServiceSource has done well navigating the staffing challenges of the past several years. Even though it has seen turnover in staff members, the quality and consistency of the services has not suffered. Staff members are well trained to provide job development and support and maintain a high level of satisfaction among the participants and other stakeholders. It is evident that ServiceSource is dedicated and committed to using the CARF standards as a framework to ensure quality and service delivery.

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

Opportunity Center, Inc. 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 Opportunity Center, Inc. dba ServiceSource was conducted by the following CARF surveyor(s):

- Vic Gable, Administrative
- James Murphy, MA, 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 Opportunity Center, Inc. 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
- Employment Planning Services
- Employment Skills Training 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 Opportunity Center, Inc. dba ServiceSource demonstrated the following strengths:

- ServiceSource is a long-time provider of quality employment services for the state of Delaware. During its 67-plus years of service to the community, it has distinguished itself as a highly respected and valued provider that offers a wide range of services designed to assist participants with disabilities and others facing significant barriers to employment to gain or regain the skills and the confidence they need to launch or resume a career.
- The organization has an exceptionally strong board of directors made up of community leaders and professionals from a variety of backgrounds and disciplines. This mix of seasoned board members brings institutional knowledge and experience to their work on the board, coupled with newer board members who bring new 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 that it is well educated and understands the organization's position at any moment in time. The board has a laser focus on ensuring that the organization stays true to its mission and vision and is sustainable.
- The organization is commended for its foundational commitment to all of its administrative functions and activities. At every level of the organization, there is noticeable attention paid to every plan, procedure, and policy to ensure that it meets or exceeds the expectations of funders/referral entities, all regulatory expectations, and the high standards it sets. As a result, the organization has embedded industry-leading practices into all of the infrastructure of ServiceSource.
- ServiceSource has 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 and problem solving. Leadership and staff members are actively engaged in ensuring that ServiceSource is the preferred vendor and resource for the various communities and businesses it serves. Leadership and staff members are welcoming and collaborative partners with all of the external stakeholders.
- The organization is commended for its apparent 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 of the leadership throughout the organization in annual budget development and real-time profit and loss review to ensure that the program and management team has ownership of the respective programs.
- The organization's location is clean, bright, accessible, and designed to meet the participants' needs. There are a variety of open spaces to accommodate a variety of group sizes. Each room is designed for its primary purpose, whether it be a classroom-type setting or group learning and educating room. Each space is welcoming, homey, and functional for its designed purpose.
- The organization is applauded for its stellar commitment to health and safety practices and activities. There is significant time and effort invested in staff 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. The organization's employment services staff members are skilled at identifying the unique support needs of each participant so that, no matter where the participants receive services (whether in the organization's own spaces and/or in the community), they can fully engage with the services. 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 ServiceSource 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.

- The organization is recognized for its foundational commitment to workforce development. It is clear that ServiceSource believes that each and every staff member is the most valuable resource it has. Leadership does an outstanding job of finding the right people for the right job and providing them with the training and tools to deliver industry-leading services. Leadership is also committed to ensuring the success of each staff member and helping them achieve at the highest level possible. The commitment to the staff is evidenced in the professional development program, which allows staff members to develop leadership skills and abilities.
- The organization has a long-time commitment to having a strong and robust IT team that supports every aspect of the organization, both in service delivery and business functions. The team has a good mix of in-house support/help desk and third-party IT companies that help with security and mitigating cyber risks. The IT team is engaged in aspects of service delivery to help create efficiencies and promoting effectiveness for the staff. The team is fully engaged with all the administrative functions of the organization to streamline and build in redundancy as needed.
- The organization has professional and skilled executive leadership team members. Both individually and collectively, they are a very talented group of leaders who have a strong vision for the organization and are dedicated and committed to success for everyone touched by ServiceSource. The energy and drive is contagious and ServiceSource has a collective focus on achieving all of its strategic objectives and key performance indicators.
- ServiceSource has fostered an environment that strives for progress and growth. The organization has an open-door policy to meet the needs of participants, funders, and other stakeholders. A theme that was evident in all observations and conversations is that communication is key to success. One stakeholder commented, “I have always had my questions answered and felt that I know what the plan is. I have gotten responses during evenings and weekends. Opportunity Center really goes above and beyond.”
- Families see the connections made within the local communities as a major reason to receive services from ServiceSource. They know that the participants have choices, are encouraged to learn and grow, and are being supported in a person-centered way. Having ServiceSource involved starting in the school programs has helped make these transitions easier and families are comforted knowing that the participants are in very capable hands.
- Funders noted that ServiceSource is adept at mirroring the mission and priorities it has set for the provision of services. This helps all stakeholders better meet the participants’ needs and advance initiatives to expand services. This was highlighted over and over again.
- The partnership with the Delcastle Technical High School and other local districts has had a significant impact on the participants receiving employment planning services through the FrameWORK program. Stakeholders are very involved in ensuring that the partnership is empowered and funded to meet the specific participants’ needs. There is a clear sense of teamwork and common purpose among those involved and students who have gone through the program have been successful in finding meaningful employment upon graduating.
- The organization developed an interactive and virtual clerical training program, which has been beneficial for serving participants throughout the state of Delaware. The curriculum is meaningful, hands on, and useful in teaching skills and encouraging growth for participants wanting employment in this area. This is unique in the state, resulting in ServiceSource being a provider of choice due to this service. One participant stated, “It feels like this training and curriculum was handcrafted just for me.”
- ServiceSource offers benefits and financial counseling to all of its participants. This is a unique opportunity for one-on-one sessions to see how employment can affect Social Security and healthcare benefits. Staff members are able to assist in supporting participants throughout their employment journey and help them meet their personal goals as a result.

- Participants are able to tap into funds provided by the organization’s foundation for a variety of needs. An area that stands out is the commitment to transportation barriers. The foundation will provide funds to supplement ride-share costs for transportation to and from employment or community programming. This provides skills in the use of public transportation and promotes greater independence in accessing the local communities.
- Participants are excited to talk about their goals, how they are given choice, and that they are listened to and respected. They are engaged and proud of their accomplishments and independence. It is evident that they are actively involved in service planning and are happy with ServiceSource.
- Staff members are recognized for their commitment to serving the participants. Staff members are creative, caring, direct, and supportive of individual learning styles and goals. Participants said that they trust the staff and feel that they are “driving” their services with the support of the staff. One employer made a point of stating that it works with many providers in the area and that the organization’s staff members are “much better prepared to support their employee, and do so in a much more productive way.” The employer was very happy with the partnership in place and would prefer to work with ServiceSource as a result.

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. Opportunity Center, Inc. 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 and to always consider the accessibility of the tools it uses.

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.

Consultation

- Although ServiceSource has an emergency procedure pamphlet addressing vehicle accidents that is kept in company vehicles, the organization might consider expanding emergency procedures to include inclement weather procedures or other similar topics, as many of the services are provided in the community. This could be a helpful resource for the direct support professionals.

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

- The organization might consider refreshing its records management procedure now that it is rolling out its participant software program.

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 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 may be beneficial to ensure that its efforts include lessening or removing barriers outside of the organization itself.

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

- Although ServiceSource utilizes a photo release form, it is suggested that the organization consider adding a line stating that the release is valid for one year from the date it was signed so that it follows the same wording as the release of confidential information form. The organization could also consider adding a statement that the consent to release the photo could be retracted at any time by putting the request in writing.

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.

2.F. Service Delivery Using Information and Communication Technologies

Description

Depending on the type of program, a variety of terminology may be used to describe the use of information and communication technologies to deliver services; e.g., telepractice, telehealth, telemental health, telerehabilitation, telespeech, etc. Based on the individual plan for the person served, the use of information and communication technologies allows providers to see, hear, and/or interact with persons served, family/support system members, and other providers in or from remote settings (i.e., the person served and provider are not in the same physical location).

The provision of services via information and communication technologies may:

- Include services such as assessment, individual planning, monitoring, prevention, intervention, team and family conferencing, transition planning, follow-up, supervision, education, consultation, and counseling.
- Involve a variety of providers such as case managers/service coordinators, social workers, psychologists, speech-language pathologists, occupational therapists, physical therapists, physicians, nurses, dietitians, employment specialists, direct support professionals, peer support specialists, rehabilitation engineers, assistive technologists, teachers, and other personnel providing services and/or supports to persons served.
- Encompass settings such as:
 - Hospitals, clinics, professional offices, and other organization-based settings.
 - Schools, work sites, libraries, community centers, and other community settings.
 - Congregate living, individual homes, and other residential settings.
- Be provided via fully virtual platforms.

The use of technology for strictly informational purposes, such as having a website that provides information about the programs and services available or the use of self-directed apps, is not considered providing services via the use of information and communication technologies.

Key Areas Addressed

- Written procedures for the use of information and communication technologies (ICT) in service delivery
- Personnel training on how to deliver services via ICT and the equipment used
- Instruction and training for persons served, family/support system members, and others
- Provision of information related to ICT
- Maintenance of ICT equipment
- Emergency procedures that address unique aspects of service delivery via ICT
- Scope of ICT services

Recommendations

There are no recommendations in this area.

Consultation

- ServiceSource might consider adding the definitions of “audio recording, video recording, and photographing” to the virtual telehealth policy. Although the organization does not currently use audio or video recording of participants in trainings or classes, it could be a useful tool in the future to provide feedback on interview skills, etc. There are virtual enrollment agreements currently utilized where this information could be addressed so that the participants have informed consent in place for instances where it could be used in the future.

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.A. Employment Planning Services (EPS)

Description

Employment planning services are designed to assist a person seeking employment to learn about employment opportunities within the community and to make informed decisions. Employment planning services are individualized to assist a person to choose employment outcomes and/or career development opportunities based on the person's preferences, strengths, abilities, and needs. Services begin from a presumption of employability for all persons and seek to provide meaningful information related to planning effective programs for persons with intervention strategies needed to achieve the goal of employment.

Employment planning uses some type of employment exploration model. This may involve one or more of the following:

- Situational assessments.
- Paid work trials.
- Job tryouts (may be individual, crew, enclave, cluster, etc.).
- Job shadowing.
- Community-based assessments.

- Simulated job sites.
- Staffing agencies/temporary employment agencies.
- Volunteer opportunities.
- Transitional employment.

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

- Work interests are explored and identified.
- Recommendations for employment options are appropriate.
- Employment planning reports lead to job goals.
- Transferable work skills and employment barriers are identified.
- Benefits planning is included.
- Services are timely in their delivery.
- Services are cost-effective.
- Individuals served understand recommendations that are made.
- Individuals served identify desired employment outcomes.

Key Areas Addressed

- Employment opportunities within the community
- Informed decision making by participants
- Referrals to services to implement employment plan

Recommendations

There are no recommendations in this area.

3.E. Employment Skills Training Services (EST)

Description

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

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

- Persons show improvement in skill level.
- Specific marketable skills are developed.
- Persons served achieve employment in the area of training.
- Persons secure employment with benefits.
- Persons retain employment.
- Training is completed in a timely manner.
- Training is cost-effective for the results produced.

Key Areas Addressed

- Formal training services
- Skills, attitude, and work behaviors development/reestablishment

Recommendations

There are no recommendations in this area.

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.

Program(s)/Service(s) by Location

Opportunity Center, Inc. dba ServiceSource

13 Reads Way, Suite 101
New Castle, DE 19720

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Employment Planning Services
Employment Skills Training Services
Governance Standards Applied

OCI Dover Site

165 Commerce Way
Dover, DE 19904

Community Employment Services: Employment Supports
Community Employment Services: Job Development