



Three-Year Accreditation

CARF
Survey Report
for
Brevard Achievement
Center, Inc.

Organization

Brevard Achievement Center, Inc. (BAC)
1845 Cogswell Street
Rockledge, FL 32955

Organizational Leadership

Amar Patel, President/CEO

Survey Dates

December 8-10, 2014

Survey Team

Martin D. Schwartz, Administrative Surveyor

Nathaniel Rogers Jr., Program Surveyor

Programs/Services Surveyed

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

Governance Standards Applied

Previous Survey

December 12-14, 2011

Three-Year Accreditation



Three-Year Accreditation

Survey Outcome

Three-Year Accreditation

Expiration: January 2018

SURVEY SUMMARY

Brevard Achievement Center Inc. (BAC), has strengths in many areas.

- BAC is complimented on the visionary and competent leadership of its governing body, chief executive, and senior management.
- The leadership readily moves forward when approached with opportunities to create programs that meet the needs and interests of clients.
- BAC is complimented on its human resource department. Well-developed practices are in use regarding annual performance reviews, personnel records, legal and regulatory compliance, monitoring of staff training, and overall employer support.
- BAC is commended for developing a franchise opportunity with Teriyaki Madness, which will provide new employment opportunities for clients and serve as a source of potential revenue for the organization.
- The organization's highly dedicated staff members are empowered by the leadership to provide services in creative and innovative ways that meet each client's needs.
- The organization has developed a new logo and very attractive and professional marketing materials for its programs and services. The materials are colorful and the graphics are attractive. The organization's branding is uniformly applied.
- Staff members from all service areas and locations appear to have a good general understanding of the organization's health and safety programs. Regular training takes place on an appropriate schedule to assist staff members in understanding the various components of the safety programs and in recognizing the potential threats to the safety of clients and staff members.
- Staff members appear to be extremely dedicated to clients. Staff members are enthusiastic in their duties and motivated to do a good job.
- The AbilityOne employment program offers clients a high wage, integrated employment opportunities, and necessary organizational supports.
- Employers respect, appreciate, and support BAC's staff members and expressed that staff members are responsive to the needs of clients' employers. These strong relationships create positive employment opportunities for clients, as evidenced by the diverse jobs that clients have been assisted in obtaining.
- The enclave that does the groundkeeping at the VA hospital is truly special. The clients are committed to doing a good job and take pride in the job that they do. The hospital employees appreciate the work that has been done to make the 23 acres scenic and beautiful.
- Community stakeholders and clients view BAC as a premier program, resulting in the organization having high visibility and a very positive reputation and impact on the communities that it serves. When the stakeholders were asked to provide a one word description of BAC's services, they used the words innovative, respectful, positive, sensational, and awesome.

- BAC is acknowledged for the client-first attitude that it displays throughout the organization. Clients expressed that they truly appreciate the respect and thoughtfulness that the BAC staff members give them. Enriching the lives of clients is an evident priority throughout the organization.
- BAC's cadre of staff members are tenured, committed, loyal, enthusiastic, experienced, client centered, driven, honest, creative, compassionate, supportive, diverse, skilled, and effective. There appears to be excellent rapport between staff members and clients. The staff members extend themselves beyond scheduled hours and are always available to clients and partners. The staff members believe in the organization's mission.

BAC should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, BAC is an excellent organization that makes the clients' needs its primary focus. The board of directors, leadership team, and staff members strive for excellence in all of the programs and services. The organization has made conformance to the CARF standards a part of its daily routine and it is clear that BAC will continue to do so in the future. There are exceptional people at all levels of the organization that will ensure that the CARF standards are maintained.

Brevard Achievement Center, Inc., has earned a Three-Year Accreditation. The board, leadership, and staff members are congratulated for their outstanding work and commitment to excellence. The organization appears to have the ability to weather the continuing economic storms across the country and in the state of Florida. BAC is encouraged to continue its conformance to the CARF standards and its quest for continuous quality improvement.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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
 - Leadership guidance
 - Commitment to diversity
 - Corporate responsibility
 - Corporate compliance
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Recommendations

There are no recommendations in this area.

Consultation

- Although the organization's policies are reviewed annually and documented in informal management notes, it is suggested that formal minutes be taken at those management meetings where organization policies are reviewed.
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B. Governance

Principle Statement

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 composition, selection, orientation, development, assessment, and succession
- Board leadership, organizational structure, meeting planning, and management

- Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the board, which is presently composed of thirteen members, be expanded within the range established in the bylaws to add directors with expertise in a variety of areas that could be beneficial to the organization.
 - It is suggested that the organization's leadership consider term limits for board members to provide new opportunities for potential board candidates and for the organization.
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C. Strategic Planning

Principle Statement

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

- Strategic planning considers stakeholder expectations and environmental impacts
 - Written strategic plan sets goals
 - Plan is implemented, shared, and kept relevant
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Recommendations

There are no recommendations in this area.

Consultation

- Although aspects of the strategic plan are informally shared with clients, it is suggested that a more specific and documented presentation addressing those areas that would be meaningful to clients be provided.
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D. Input from Persons Served and Other Stakeholders

Principle Statement

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

- Ongoing collection of information from a variety of sources
 - Analysis and integration into business practices
 - Leadership response to information collected
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Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual 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

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

Consultation

- In consideration of the present instability of funding, BAC is commended for having the foresight to consider new sources of revenue, such as the establishment of a Teriyaki Madness franchise and new fundraisers. It is suggested that BAC also consider developing an endowment program to further ensure the organization's long-term financial strength.
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G. Risk Management

Principle Statement

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

- Identification of loss exposures
 - Development of risk management plan
 - Adequate insurance coverage
-

Recommendations

There are no recommendations in this area.

H. Health and Safety

Principle Statement

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

- Inspections
 - Emergency procedures
 - Access to emergency first aid
 - Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.7.a.(1) through H.7.d.

Although tests of most emergency procedures occur annually at each location, a test of the emergency procedure for utility failure has not occurred during the past year at any location. It is recommended that unannounced tests of all emergency procedures be conducted at least annually, on each shift, at each location, and that include complete actual or simulated physical evacuation drills. Tests should be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. In addition, tests of emergency procedures should be evidenced in writing.

I. Human Resources

Principle Statement

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

Key Areas Addressed

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts

- Personnel skills/characteristics
 - Annual review of job descriptions/performance
 - Policies regarding students/volunteers, if applicable
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Recommendations

There are no recommendations in this area.

Consultation

- Although BAC has established grievance and appeal procedures for all personnel, the procedures appear in more than one document and there is some inconsistency in language among them. It is suggested that the organization review its grievance and appeal procedures for personnel and ensure consistency throughout all organizational documents in which they appear.
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J. Technology

Principle Statement

CARF-accredited organizations plan for the use of technology to support and advance effective and efficient service and business practices.

Key Areas Addressed

- Written technology and system plan
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Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

K.2.b.

K.2.c.(3)

Although the organization promotes client rights, BAC should implement policies promoting the rights of the clients of freedom from retaliation and privacy of clients.

L. Accessibility

Principle Statement

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

Key Areas Addressed

- Written accessibility plan(s)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Performance Measurement and Management

Principle Statement

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

Key Areas Addressed

- Information collection, use, and management
 - Setting and measuring performance indicators
-

Recommendations

There are no recommendations in this area.

Consultation

- BAC does a very good job collecting and analyzing outcomes information and other critical data. Reports are prepared and shared with internal and external stakeholders. It is suggested that the organization's marketing personnel work with those who prepare reports so that relevant information can be presented in an informative and easily understandable manner to the general public.
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N. Performance Improvement

Principle Statement

The dynamic nature of continuous improvement in a CARF-accredited organization sets it apart from other organizations providing similar services. CARF-accredited organizations share and provide the persons served and other interested stakeholders with ongoing information about their actual performance as a business entity and their ability to achieve optimal outcomes for the persons served through their programs and services.

Key Areas Addressed

- Proactive performance improvement
 - Performance information shared with all stakeholders
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Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

A.13.c.

All of the release-of-information forms that the client signs have a time limitation attached to it with one exception, the program contract authorization. Any release of confidential information should have a time limitation.

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

Principle Statement

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 affects his or her 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
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Recommendations

There are no recommendations in this area.

D. Employment Services Principle Standards

Principle Statement

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.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of employment and community 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 or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.

- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

B. Evaluation Services

Comprehensive Vocational Evaluation Services

Principle Statement

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.

Key Areas Addressed

- Vocational options identified
- Various exploratory techniques used by qualified evaluators
- Screenings are based on and answer referral questions

- Information obtained is shared
 - Employment goals
 - Personnel meet applicable qualifications for the work
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Recommendations

There are no recommendations in this area.

C. Community Employment Services

Principle Statement

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 individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, 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.

Job Development

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 self-directed job search.

Employment Supports

Employment support services are activities that are employment-related to 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.

G. Organizational Employment Services

Principle Statement

Organizational employment services are designed to provide paid work to the persons served in locations owned, leased, rented, or managed by the service provider. A critical component and value of organizational employment services is to use the capacity of the organization's employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Service models are flexible and may include a variety of enterprises and business designs, including organization-owned businesses such as retail stores, restaurants, shops, franchises, etc.

Key Areas Addressed

- Paid work provided by organization
 - Employment goals of persons served
 - Legal guidelines adherence
 - Increased wages and skills
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Recommendations

There are no recommendations in this area.
