

**CARF
Survey Report
for
EMS Inc. dba
Employment
Means Success**

Organization

EMS Inc. dba Employment Means Success
105 South Spring Street
Claremont, CA 91711

Organizational Leadership

Lisa Bullen, Executive Director/CEO
Karina Anderson, Chief Financial
Officer/Co-Founder

Survey Dates

November 14-16, 2016

Surveyor

Bruce Milburn, B.S.

Programs/Services Surveyed

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

Survey Outcome

Three-Year Accreditation

Expiration: November 30, 2019



Three-Year Accreditation

SURVEY SUMMARY

EMS Inc. dba Employment Means Success has strengths in many areas.

- Referral sources express that they are extremely satisfied with the services they receive and are complimentary of the performance and dedication of the organization's staff members. Referral sources also stated that EMS works in a cooperative and collaborative manner and that staff members are friendly, respectful, and knowledgeable.
- One of the organization's clear strengths is the dedication of staff members. Consistently, staff members are competent, well trained, knowledgeable regarding the consumers' needs, respectful and supportive in their interactions, and dedicated to promoting the organization's mission.
- EMS is commended for the partnerships and collaborative efforts that have been developed with agencies, organizations, and companies throughout the community and service area.
- The organization has an extremely positive image and reputation in its service delivery area and is a respected and valued member of the community, as evidenced from all stakeholders interviewed.
- The job development staff members have done an excellent job in developing a network among employers and with potential customers to enhance employment opportunities for the consumers.
- The intake and assessment process results in a significant amount of information to develop individual service plans. The information obtained from referral sources provides a good overview of the services to be delivered. Taken together, these documents provide a comprehensive look at the consumers' strengths, desires, and barriers to employment.
- A strong, person-centered approach to individual planning is evident in each consumer's file. This process starts with the referral form that takes into consideration a great deal of data on the consumer's wants, needs and desires. The high level of satisfaction with services was apparent during interviews and from satisfaction survey feedback.
- The board of directors is comprised of an active and involved group of community leaders that clearly understands and supports the organization's mission and its fiduciary and governance roles.
- The organization's leadership is very active in the community, as evidenced by the number of senior staff members who are active in community service organizations and local chambers of commerce. In addition, EMS is a member of each WorkSource/One Stop Center in each area where services are provided.
- Detailed personnel policies are in place and appear to be representative of good practices in the field of personnel management.
- Monthly job club meeting are available for consumers.
- The strategic plan provides blueprints for the areas to be addressed in order to maintain quality service delivery, operations, and fiscal stability. It is a working document and reviewed and revised as needed on an ongoing basis.

- The annual report generated by the organization is a high-quality report, which has a year-end review, a list of achievements accomplished during the year, an update on services provided along with businesses that have hired consumers, employment statistics, EMS staff members and the board of directors, financial outcomes, and comments from some consumers.
- The organization's job developers are knowledgeable about the local labor market, and placements reflect their knowledge and overall positive approach to full inclusion.
- Confidential case records are maintained for each consumer that are well organized and contain the needed information to provide effective services.
- The organization prioritizes health and safety. Properties are maintained in a healthy and safe manner, and inspections are completed. Written documentation covers safety drills, inspections, safety training, and general safety discussions.
- The organization is managed by a knowledgeable and experienced executive director who excels in providing an organizational environment that fosters the creativity and problem-solving skills of staff members.

EMS received no recommendations from this accreditation survey. Any consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, EMS provides quality services, is well respected, and continues to fulfill its mission to assist the consumers in job placement, which will lead to independence and success. The organization has policies and procedures in place that help guide its various functions and operations. Services are person centered, and consumers are definitely benefiting from the services offered by the organization. The organization is respected by referral source and other stakeholders. EMS demonstrates its continued commitment to quality by using the CARF International standards to guide its ongoing operations. The consumers and other stakeholders appear very satisfied with the services and have a number of opportunities to provide input. The organization uses a well-developed outcomes management system and strategic plan on which to base decisions and make improvements in service delivery. The services, documentation, and practices clearly indicate that these conditions have been ongoing and will likely be maintained or improved. The positive attitude and receptivity to the suggestions that were made instill confidence that EMS will use this report to further improve organizational and service quality.

EMS Inc. dba Employment Means Success has earned a Three-Year Accreditation. The board, administration, and staff members are recognized for their efforts in maintaining international accreditation. EMS is encouraged to use this report to continue to enhance and improve its overall operations. The organization is further encouraged to stay abreast of changes that are made to the CARF standards and continue to use them to provide quality services.

SECTION 1. ASPIRE TO EXCELLENCE®

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

There are no recommendations in this area.

Consultation

- It is suggested that the organization increase the number of persons who serve on the board of directors to include additional community leaders. In addition, EMS might also consider increasing the number of meetings it currently has.
 - It is suggested that the board of directors use the CARF governance standards as set out in the *Employment and Community Services Standards Manual* to determine conformance to these standards. This could be helpful to the board as an evaluation tool if this set of standards is required as a part of future CARF surveys.
 - It is suggested that a corporate tickler calendar be developed and used to ensure that all required responsibilities as listed in Appendix B are systematically accomplished and that the workload be distributed throughout the year.
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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

- 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

- It is suggested that the organization consider sharing its strategic plan with its external stakeholders through more readily available means. One way to accomplish this could be to post key components of the plan on its website, which is currently being revised.
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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

- 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.

Consultation

- It is suggested that all satisfaction forms include a place for persons completing the survey to sign. This could be noted as optional.
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E. Legal Requirements

Description

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

Description

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
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Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization develop some fundraising events to increase the knowledge of the community on the needs and services provided by the organization. It is also suggested that effort be made to increase its efforts to obtain grant funds.
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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

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

There are no recommendations in this area.

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

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

There are no recommendations in this area.

I. Human Resources

Description

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

- It is suggested that a three-ring notebook with index tabs be used for personnel files, which could make filing and retrieval of information much easier than the current method.
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J. Technology

Description

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
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- Training for personnel, persons served, and others on ICT equipment, if applicable

- Provision of information relevant to the ICT session, if applicable
 - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
 - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
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Recommendations

There are no recommendations in this area.

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

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

Recommendations

There are no recommendations in this area.

L. Accessibility

Description

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

Description

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
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Recommendations

There are no recommendations in this area.

N. Performance Improvement

Description

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

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
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Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that all forms in the consumers' files have a place for a date and signature or be marked *not applicable*.
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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 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

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
 - Personnel needs of local employers
 - Community resources available
 - Economic trends in the local employment sector
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Recommendations

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Description

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.
- 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.

C. Community Employment Services

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.

Job Development

Description

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.

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.
- Job retention/length of employment.
- Potential for upward mobility.
- Self-sufficiency.
- Integration.
- Responsive services.
- Safe working conditions.
- Cost-effective for placement achieved.
- Reasonable length of time from referral to placement.
- Employers satisfied with the services.

Employment Supports

Description

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.

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

- Performance level achieved meets requirements of job or position.
- Increase in skills.
- Increase in hours worked independently.
- Increase in productivity.
- Increase in hours worked.
- Increase in pay.
- Employment retention.
- Full-time employment.
- Employment with benefits.
- Increase in natural supports from coworkers.
- Persons served treated with respect.
- Increase in participation in the community.
- Minimize length of time for supports.
- Type and amount of staff interaction meets needs.
- Job/career advancement.
- Employer satisfaction.

- Satisfaction outcomes that reflect needs and expectations of the employee are met.
- Responsiveness to customers.
- Job club to provide a forum for sharing experiences.

Key Areas Addressed

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

There are no recommendations in this area.
