



Three-Year Accreditation

CARF
Survey Report
for
Jay Nolan Community
Services, Inc.

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Three-Year Accreditation

Organization

Jay Nolan Community Services, Inc. (JNCS)
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Mission Hills, CA 91345

Organizational Leadership

Rebecca J. Burkhardt, M.S.
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Survey Dates

September 11-12, 2014

Survey Team

Sylvester G. Bieler, Administrative Surveyor
Nanette Cohen, NCWDP, Program Surveyor

Programs/Services Surveyed

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

Previous Survey

July 22-23, 2013
One-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: September 2017

SURVEY SUMMARY

Jay Nolan Community Services, Inc. (JNCS), has strengths in many areas.

- The dedication and competence of the board of directors are noteworthy. The board members are commended for their time and energy commitment to JNCS. The board, which meets at least monthly, has helped guide the organization's course toward a more effective and efficient operation. Many systems were implemented with the board's input and direction. Board members, who are very knowledgeable regarding the organization's operation, are complimented for their long-standing commitment.
- The organization's financial position is commendable. Last year's budget demonstrated a positive cash position. The organization's financial holdings appear to be solid. This well-situated financial foundation will serve the organization well as it contemplates some of the financial and economic challenges surely to be faced in the short- and mid-term future.
- A clear strength of the organization is the excellence of the leadership team. The past several years have been very turbulent and filled with significant challenges. The current leadership is praised for helping to steer the organization through the many changes in multiple, critical areas of JNCS. This rebuilding and refining of the organization's infrastructure and programs took a great deal of effort, dedication, creativity, and sheer determination on the part of staff members. It is evident that JNCS is a much stronger organization for embracing the changes needed and for facing the challenges head-on.
- Management and program staff members appear to be very open to suggestions to ways in which programs and services might be improved and it is evident that they are also open to input from the clients on individual and systemic issues. Staff members, many of whom have long tenure with JNCS, are knowledgeable and bring a wealth of experience to the organization.
- The organizational culture is remarkable and there is genuine warmth between staff members at all levels of JNCS. The organization's spirit is focused on providing high quality and highly individualized support to clients with significant challenges. Staff members are creative, resilient, and willing to address problematic situations with determination.
- The quality of organizational committees and developed plans is commendable. It is evident that much energy went into developing many of these plans and systems through a robust committee system. The developed plans for JNCS are outstanding. The safety and accessibility committee, the risk management plan, the trend analysis for critical incidents, and the graphic presentation of data in the outcomes management plan are especially noteworthy.
- JNCS is praised for its innovative methods of addressing many goal-setting and future-visioning processes for many areas of the organization. Each division has posted a large graphic that summarizes the history and direction of that department. The strategic plan has a cover graphic that highlights the keywords that surfaced in the planning process. Each of these systems makes the process very accessible to all stakeholders.

- The organization is complimented for its strategic planning process. Stakeholders from throughout the organization participated in the development of the plan, and the goals were posted in conspicuous places throughout JNCS. This helps keep the process of organizational planning vibrant and central, as opposed to being a planning document that is often done as a paper exercise.
- The organization's staff members appear to take great pride in their work and possess a high degree of dedication to providing excellent services to clients. The staff members are professional, competent, compassionate about providing quality services, demonstrate outstanding support for clients, and have a high level of enthusiasm for and commitment to the work they perform.
- JNCS staff members thrive on teamwork and collaboration, and understand the value of establishing positive working relationships, both internally and externally, for the benefit of clients.
- The funder/referral sources acknowledge the organization's commitment to excellence and recognize the challenges it faces in assisting clients in achieving their goals. JNCS is commended for developing strong partnerships with local organizations and funding and referral sources.
- The clients express satisfaction and appreciation for the services provided. Their satisfaction with the supports is evident in their interactions with the staff members and their expressions when talking about the services received.
- Client choice is demonstrated in a variety of ways, including participation and leadership in the advocacy group meetings. The clients have a voice in the topics discussed, not just the presenters.
- JNCS's employment services program exemplifies client-centered hiring practices. Each client's desires, interests, and qualities are individualized in every service that they receive throughout their tenure with the organization.
- The administrative team is extremely supportive in encouraging professional growth with a variety of resources and opportunities available to staff members. The staff members feel that their voices are heard and listened to in a meaningful manner. In addition, the staff members value the variety of effective training opportunities consistently presented.
- Staff members refer to and include the employers as an integral part of the service team. This is evident on a regular basis when job coaches are on the employers' sites working with clients. The employers' policies, procedures, and high standards are maintained by the staff members imparting the information and skill development to each client.
- JNCS staff members are actively involved within the communities that they serve. A number of staff members regularly attend local Chambers of Commerce meetings to develop valuable relationships.
- The organization has an excellent client handbook which incorporates pictures to assist clients in understanding the important information disseminated throughout the materials.
- All staff members are commended for the incredible growth and stabilization that has occurred in the past year. Staff members at all levels of JNCS responded to recent challenges in a positive and quality-enhancing manner, and it is clear that the organization is much stronger today. The organization is poised to become an unquestioned state leader in the provision of quality and highly individualized supports for clients.

JNCS 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, it is clear that JNCS has made a strong commitment to the provision of quality of services for clients in its programs. Utilizing the CARF standards and accessing regional and web-based resources, the organization has developed programs that demonstrate substantial conformance to the CARF standards. In the course of this survey, there were areas of nonconformance to the CARF standards noted, but they do not appear to have any significant impact on the health, safety, or overall quality of service provided to clients. The organization is urged to address the areas noted in the report. It is evident that JNCS has made a strong commitment to providing services that are individualized, quality oriented, and clearly embrace the intent of many of the CARF standards and that any areas of nonconformance will likely be thoroughly addressed in an efficient manner, as evidenced by its addressing several areas of nonconformance during the course of the survey. Recently, JNCS has had several senior management changes and made many changes to its organizational systems and plans. The turnaround of organizational systems and practices and the investment into team building and inclusive stakeholder input gathering appears to be remarkable. Also, the level of close teamwork and an upbeat organizational culture are clearly apparent, and it is clear that the past struggles have led to a much stronger organization today.

Jay Nolan Community Services, Inc., has earned a Three-Year Accreditation. The board of directors, management, staff members, and other stakeholders are commended for this distinctive achievement. The organization is encouraged to continue to focus on continuing quality improvement of services provided and to utilize the CARF standards as a roadmap for this endeavor.

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
-

Recommendations

A.6.a.(4)(b)(i) through A.6.a.(4)(f)

Although JNCS has a code of ethics, a written ethical code of ethics should include the exchange of gifts, money, and gratuities; personal fundraising; personal property; setting boundaries; and witnessing of documents.

Consultation

- Although JNCS has recently developed and implemented a cultural competency and diversity plan that is a very good start at formally addressing the vast cultural diversity found in the Los Angeles area, it is suggested that it continue to focus on this area by reaching out to some of the multitudes of local ethnicities to provide awareness building with staff members. Perhaps a small cultural awareness committee might be helpful in this regard.
-

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
-

Recommendations

There are no recommendations in this area.

Consultation

- JNCS has completely revised and upgraded its strategic planning process and has reached out to many stakeholders for involvement in this process. A solid strategic plan has been developed that will serve as a blueprint for future organizational direction. The organization may want to consider increasing the sections that look at the competitive environment, financial threats and opportunities, service area needs, demographics of the service area, and other considerations taken into account when the plan was developed. This could help future readers of the plan to more fully understand the organization's direction.
 - The current strategic plan has a multitude of organizational goals. Knowing that there are often many things that compete for organizational resources, it is suggested that consideration be given to gently paring down the number of goals, as a large number of goals might dilute the energy needed to affect organizational change.
-

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
-

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

Recommendations

There are no recommendations in this area.

Consultation

- Although JNCS has comprehensive policies that address handling of confidential employee records, it is suggested that the organization expand this policy to include other confidential administrative records, such as sensitive executive and board records.
-

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

F.2.a.

The organization has historically developed annual budgets that are prepared with input from various stakeholders and approved by both leadership and the board. Due to extenuating factors, the organization did not develop a budget prior to the beginning of the fiscal year and instead extended the previous budget into the current fiscal year. Budgets should be prepared prior to the start of the fiscal year.

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.

Consultation

- It is suggested that that information from risk management activities be incorporated into the accessibility and safety committee as safety committee members work on mitigating identified risks.
-

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.5.a.(1)

Although there are comprehensive emergency procedures that address many aspects of safety, the emergency fire procedure is not specifically spelled out but is grouped under evacuation procedures. It is recommended that the organization expand its written emergency procedures to include fires.

H.9.f.(8)

H.9.f.(12)

H.9.f.(13)

Currently, JNCS has a detailed list of events that trigger an incident report. However, this list, in both the policy manual and employee handbook, does not address use and possession of unauthorized weapons, biohazardous accidents, and use and possession of illegal substances. JNCS should have written procedures regarding critical incidents that include, if appropriate, use and unauthorized possession of weapons, biohazardous accidents, and unauthorized use and possession of legal or illegal substances.

Consultation

- Because all of the employment placements are at the location of the employer, there is not a mandate to practice emergency drills. However, it might be beneficial for the job coaches to inquire about the employer's emergency procedures and talk to employers about training the clients on the employer's emergency procedures.

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the personnel files be divided into manageable sections in order to assist with accessing needed information.
-

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
-

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization expand its technology plan in the areas of assistive technology and security, especially in the area of sending emails that have protected health information or other confidential information.
-

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.c.(4)

It is recommended that the organization's policies promoting the rights of the clients include freedom from humiliation.

Consultation

- The organization is encouraged to expand the availability of the rights information for clients, such as posting the information in the offices, meeting rooms, or the organization's website.
 - The organization's rights are currently located in the client handbooks and in its policy and procedure manual. The organization is encouraged to combine the rights information to help ensure that the information is consistent.
-

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.

Consultation

- The organization's accessibility plan is comprehensive, well done, has identified accessibility barriers that are very creative, and it is evident that input was solicited from many sources. It is suggested that this plan be refined to focus on areas that are more in need of organizational attention. It is also suggested that consideration be given to the installation of an automatic 'paddle' door for the front door to more easily accommodate persons who use wheelchairs.
-

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.

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
-

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.1.a.(2) through A.1.a.(5)

Each service should document the following parameters regarding its scope of services: settings, hours of services, days of services, and frequency of services.

A.10.a.

A.10.b.

It is recommended that the organization's policies and procedures for acceptance into services identify the process and order of acceptance when any client is awaiting service and the position or entity responsible for making acceptance decisions.

A.19.a. through A.19.d.

It is recommended that the organization establish a policy that identifies whether or not it has any role related to medications that are used by clients in the services seeking accreditation, including whether or not it directly provides prescribing, dispensing, administering, and physical control of medications self-administered by the clients. This language could be included in the client handbooks to provide a guide to clients about how to best handle their prescription medications at worksites.

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
-

Recommendations

B.5.b.(2)

It is recommended that the coordinated, individualized service plan identify specific measurable objectives. The organization could conduct annual training in how to effectively write specific measurable objectives.

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.

A. Employment Planning Services

Principle Statement

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 his or her 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.

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.

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
- Pays wages at or above minimum wage
- Provides a benefits package
- Employment provided in regular business settings
- Integrated employment retention
- Provides career advancement resources
- Business plan is used to design service

Recommendations

There are no recommendations in this area.
