



Three-Year Accreditation

CARF
Survey Report
for
KCCDD, Inc.



Organization

KCCDD, Inc.
2015 Windish Drive
Galesburg, IL 61401

Organizational Leadership

Mark Rudolph, Chief Executive Officer
Pam Green, Chief Operating Officer
Jeffrey Gomer, Chief Financial Officer
Steve Davis, President, Board of Directors

Survey Dates

July 20-22, 2015

Survey Team

Andrea L Salinas, Administrative Surveyor
Kevin B. Keyes, M.Ed., Program Surveyor

Programs/Services Surveyed

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Community Integration (Older Adults)
Organizational Employment Services

Previous Survey

June 25-27, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 2018



Three-Year Accreditation

SURVEY SUMMARY

KCCDD, Inc., has strengths in many areas.

- KCCDD takes a proactive approach in preventing the occurrence of maladaptive behaviors through the use of its outstanding sensory stimulation room, referred to as the “snoozle room.”
- KCCDD maintains client files in an organized and consistent manner that allows for easy access and utilization.
- The organization provides a wide variety of meaningful activities in its community integration programs, referred to as its therapeutic programs. Such activities include volunteer work at food pantries; Lions Club; Adopt-A-Highway; and many other in-house activities that include playing music, artwork, talent shows, creative writing, creative movement, and a variety of skills training classes.
- KCCDD provides simple and clear explanations of how clients are paid in the organizational employment programs, as demonstrated by the graphic explanation in the client handbook.
- The organization provides a wide array of comprehensive skill training programs for activities of daily living, which has resulted in more independence and more robust social relationships for clients.
- KCCDD is recognized for maintaining its International Organization for Standardization (ISO) certification for its organizational employment programs and increasing opportunities to obtain additional work contracts for clients.
- The organization’s staff members have built positive and meaningful relationships with clients, resulting in high-quality, individualized services that have resulted in the personal outcomes of clients being met.
- KCCDD is congratulated for having a record year for placements of clients in competitive employment.
- KCCDD is noted for utilizing staff members’ talents and interests as a means to broaden clients’ exposure to a wider range of activities and experiences. This was made evident by the music band in which clients participate.
- The organization possesses and utilizes a lot of physical space that has resulted in expanded activities and programs. This was made evident by the establishment of Vitali’s Coffee Shop.
- KCCDD is recognized as being an active participant in the community, as demonstrated by its membership with the local chamber of commerce and United Way.
- The organization does an excellent job at encouraging self-advocacy of clients, as demonstrated by its active and robust client advocacy board, which actively seeks feedback from all clients through the use of suggestion boxes and meetings. This feedback is relayed to the organization’s governing board.
- As noted in the previous CARF survey report, KCCDD has dedicated and long-term staff members who are committed not only to the organization, but also to the delivery of services.

- Even with limited sources and funding, KCCDD has made significant improvements in its technology infrastructure. The organization updated to Windows® 7 from Windows® XP and implemented a new electronic case management/file system that all staff members, including the vehicle shop and drivers, can utilize. In addition, an electronic timekeeping system has been implemented that has allowed for improved efficiencies.
- The organization recently changed the format of its strategic plan by focusing on value-driven opportunities that match the organization's strengths. This plan is updated throughout the year and shows progress through a color-coded (red, yellow, green) system.
- KCCDD has made significant progress in its fundraising efforts. The previous auction brought in more than double of previous years.
- The organization's board of directors is a group of highly respected and diverse individuals who are dedicated to KCCDD. There has not been a meeting in which a quorum has not been achieved.
- All staff members are open to feedback, dedicated to conforming to the CARF standards, and committed to continual improvement.

KCCDD 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, KCCDD has a number of clearly identified strengths. One noteworthy strength is the commitment of the staff members, who are not only committed to the organization, but also demonstrate commitment to clients and the delivery of services. Even with limited resources and funding, KCCDD has made significant improvements in its technology infrastructure, which has allowed the organization to become more efficient. KCCDD delivers a wide range of services to its clients and is highly respected in the community. Although the organization is starting the process of combining its policies and procedures, there is much work needed in that area. However, KCCDD appears to have the ability and willingness to make improvements in the areas identified in the report.

KCCDD, Inc., has earned a Three-Year Accreditation. The organization is commended for its efforts to provide quality services and is encouraged to use its resources to address the improvements noted in this report and to use the CARF standards as guidelines 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
-

Recommendations

A.3.k.

Although some of policies are reviewed on an annual basis, the identified leadership should guide an annual review of the organization's policies. KCCDD is in the process of consolidating the policies. Once this process is complete, the organization could review all of the policies at the same time each year. This could ensure that all policies are reviewed annually.

A.5.c.

Although the organization has a cultural competency and diversity plan that has been in place for one year, the plan should be reviewed at least annually for relevance.

Consultation

- Although KCCDD has a code of ethics in a number of documents, it is suggested that it consolidate all of these items into one document.
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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
-

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization obtains input from its employees, clients, and parents by utilizing satisfaction surveys, it is suggested that KCCDD obtain information for use in its strategic planning from other stakeholders, such as referral sources, employers, and funders. This could be done by having an annual stakeholders' meeting.
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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
-

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

E.1.a.

Although the organization has an I-9 form for all employees, the employer review and verification section is not completed in all instances. Also, the organization has a copy of the required documents under List C, but does not maintain a copy of the document under List B. It is recommended that KCCDD demonstrate a process to comply with legal requirements. KCCDD is encouraged to seek legal advice for guidance on whether or not to copy documents.

Consultation

- The organization's written plan for subpoenas states that, when the chief executive officer is not available, staff members are to contact the chief executive officer's designee. It is suggested that the title of the designee be used. This could allow for clarity and reduce the need to find out who the designee is.
 - Although the organization has a written procedure for investigations, it is located in the critical incident policy and procedure. The organization may want to consider moving this to its response to subpoenas and search warrants policy and procedure.
-

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

- Although KCCDD has used the same auditing firm and partners for many years, it is suggested that the organization consider seeking a bid for a new firm or ask for a different auditor from the existing firm.
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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
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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.5.c.(6) through H.5.c.(9)

Although the organization has an evacuation procedure, KCCDD should have written emergency procedures that address temporary shelter, when applicable; identification of essential services; continuation of essential services; emergency phone numbers; and notification of the appropriate emergency authorities.

H.7.a.(2) through H.7.d.

Although the organization conducts various tests at all locations, it appears that there is not evidence that all locations have had the necessary tests completed on an annual basis. Unannounced tests of all emergency procedures should be completed at least annually at each location. Tests of all emergency procedures should include complete actual or simulated physical evacuation drills and 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 all emergency procedures should be evidenced in writing.

H.8.b.

Although first aid kits are located in various parts of the organization and in its vehicles, some of the supplies were expired. There should be immediate access to first aid equipment and supplies. KCCDD is encouraged to develop a process to routinely check first aid supplies to ensure that the supplies are not expired.

Consultation

- The organization might want to consider utilizing the alert, lockdown, inform, counter, and evacuate (ALICE) training to further expand its procedures regarding violent or other threatening situations. More information can be found at www.alicetraining.com.
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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

I.8.a.(2)

Although some of the policies are reviewed on an annual basis, not all policies are reviewed annually. KCCDD should implement personnel policies that are reviewed annually.

Consultation

- The organization has a separate job description form and another form that lists the job qualifications. It is suggested that the organization consider combining these two documents into one.
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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

J.1.a.(7)

Although the organization has a technology plan, it should include disaster recovery preparedness.

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

There are no recommendations in this area.

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

- Although the organization's accessibility plan identifies that clients will work on learning basic skills by using a computer, KCCDD might consider using the free online training provided through *www.gcflearnfree.org*.
-

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

N.1.c.(2)

N.1.c.(3)

A written analysis should result in an action plan to address the improvements needed to reach established or revised performance targets and outline actions taken or changes made to improve performance.

Consultation

- Although KCCDD completes an annual written analysis of its performance indicators, it is suggested that this analysis be consolidated into one document that can be used to facilitate an action plan that can address goals that are not met.
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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

There are no recommendations in this area.

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

There are no recommendations in this area.

C. Medication Monitoring and Management

Key Areas Addressed

- Current, complete records of medications used by persons served
 - Written procedures for storage and safe handling of medications
 - Educational resources and advocacy for persons served in decision making
 - Physician review of medication use
 - Training and education for persons served regarding medications
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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.

F. Community Services Principle Standards

Key Areas Addressed

- Access to community resources and services
 - Enhanced quality of life
 - Community inclusion
 - Community participation
-

Recommendations

There are no recommendations in this area.

H. Older Adults and Older Adults/Dementia Care Specific Population Designations

Older Adults

Principle Statement

Older adults (OA) is a specific population designation that can be added at the option of the organization to a service being surveyed if specialized services are being provided to older adults with long-term disabilities, often diagnosed in childhood, who are served to allow them to remain in their own homes, day services, and communities of choice as long as possible and to promote aging in place. When appropriate to services being provided, the organization may choose to add this additional accreditation enhancement. Persons served in this program have typically been service/support recipients for most of their lifetime.

Services for older adults with disabilities and/or their families may offer an array of options to meet their social, vocational, residential/housing, psychological, recreational, cultural, legal, health, and physical needs with a specific focus on the impact of aging. Eligibility for services is defined in terms of each person's functional needs, preferences, and characteristics rather than chronological age.

Options and choices are provided for the creation of individually tailored services that support successful aging, compensate for any aging-related decline, educate on end-of-life issues, and enable the persons served to function as independently as possible for as long as possible.

Program and support options may be provided in various settings, including adult day services and programs or services for persons who are living in private homes with a caregiver, alone or with a housemate, in a group residence, or a specialized dementia-capable residence. Environments support the rights of persons served and promote their safety and security.

Key Areas Addressed

- Successful aging support to age in place
- Older adults function as independently as possible for as long as possible
- Aging-related decline compensation
- End-of-life supports

Recommendations

There are no recommendations in this area.

Consultation

- Although KCCDD has staff members attend training about understanding the impact of age-related changes on the functioning of clients with certain types of disabilities, it is suggested that the organization establish a training schedule to ensure that the training is consistent and that all staff members are trained on a regular basis.

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.

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
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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

Recommendations

There are no recommendations in this area.

P. Community Integration

Principle Statement

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services and supports based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full-time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Pre-vocational experiences.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism in the community.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.

- Orientation, mobility, and destination training.
- Access and volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.).

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

KCCDD, Inc.

2015 Windish Drive
Galesburg, IL 61401

Community Employment Services: Employment Supports
Community Employment Services: Job Development
Community Integration
Community Integration (Older Adults)

Abingdon

405 South Western Avenue, Suites 3 and 4
Abingdon, IL 61410

Community Integration

Phoenix Industries I

3075 Grand Avenue
Galesburg, IL 61401

Organizational Employment Services

Phoenix Industries II

1200 Monmouth Boulevard
Galesburg, IL 61401

Organizational Employment Services