



**CARF**  
**Survey Report**  
**for**

**Knox County Council**  
**for Developmental**  
**Disabilities, Inc.**

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## Organization

Knox County Council  
for Developmental Disabilities, Inc. (KCCDD)  
2015 Windish Drive  
Galesburg, IL 61401

## Organizational Leadership

Mary F. Crittenden, RN, Executive Director

## Survey Dates

July 12–14, 2006

## Survey Team

Anthony J. Vellucci, Administrative Surveyor

Linda J. Clouse, Program Surveyor

## Programs/Services Surveyed

Community Services: Community Integration  
Community Services: Community Integration (Older Adults)

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Planning Services  
Employment Services: Organizational Employment Services

## Previous Survey

June 9–11, 2003  
Three-Year Accreditation



## Survey Outcome

Three-Year Accreditation  
Expiration: June 2009

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# SURVEY SUMMARY

**Knox County Council for Developmental Disabilities, Inc. (KCCDD), has strengths in the following areas.**

- KCCDD obtains input from forums including surveys, interviews, meetings, telephone contacts, and program plan meetings.
- Performance improvement information is analyzed, and there is evidence that the organization uses this information in decision making, strategic planning, resource allocation, and financial planning.
- The organization is commended for developing a comprehensive accessibility plan that reflects key barriers, actions taken, and results and is incorporated into planning. Time lines are also established, and a report is generated that indicates the status of barrier removal.
- Information management reports reflect the business trends of the organization and allow for comparative analysis of key indicators and goals to achieve.
- Data about persons served are collected at the beginning, throughout the duration of services, and at the completion of services.
- Tests of emergency procedures are conducted at all sites every two weeks, and the results of the tests are analyzed and reviewed at safety committee meetings.
- Training in safety practices and procedures is excellent, thorough, and well documented; is conducted both initially and on an ongoing basis; and includes many new practices and trends in safe operating conditions.
- The organization is complimented for its form titled “The Near Miss Form” that focuses on preventive steps to minimize risk.
- Retention mechanisms for staff members include good benefits, including flex time, performance awards, reimbursement for low use of sick time, staff bonuses, and incentives for tenure.
- The performance appraisal system is well designed, is based upon job descriptions, includes goals for the next period, and includes a self-appraisal with goals.
- KCCDD is commended for its continued financial position and solvency. The organization has developed two for-profit subsidiaries, Cedar Creek of Illinois and Laser Mark. A foundation was also established that acts as the lessor for all of the properties and assists with capital expenditures.
- Budgets are developed with input from each department and from managers and reflect contracts with funding sources and revenue estimates based on production forecasts from companies providing contract work for persons served.
- The employment planning process allows each individual an opportunity to explore jobs in the community. The information received from these experiences is valuable to the next step in employment.

- The organization has been individual service option (ISO) 9000 certified for several years and is in an elite group of rehabilitation organizations that have achieved this accomplishment.
- A variety of work opportunities exists for persons served in the organizational employment services. Persons served are able to access a multitude of jobs at each site.
- The organization has done a commendable job in utilizing various jigs/accommodations in its organizational employment services, thus allowing more persons to work on various jobs at both sites.
- Employers are very impressed with the professionalism of the staff members at KCCDD.
- Employers are extremely impressed with the caliber of potential employees who are referred from KCCDD. They indicated that employees were prepared to enter the workforce.
- There is a variety of activities offered in the developmental training programs at KCCDD. The activities include both volunteer sites and recreational sites. There was clear evidence that the activities chosen were based on the preferences of the persons served.
- The senior program offers many opportunities for community inclusion.
- The Snoezelen® room, a multisensory room divided into three areas, uses relaxation techniques for persons served. The room is designed to offer persons with disabilities the opportunity to enjoy and control a multitude of sensory experiences.
- KCCDD has joined Illinois Voices, an advocacy group for persons with disabilities. The group provides training, videos, and modules to support self-advocacy for persons served.
- The Galesburg Opportunity (GO) Center provides persons served from KCCDD extra assistance in obtaining jobs. The GO Center and the community employment services (CES) staff members assist with résumé development, completion of job applications, interviewing skills, and classes in job retention.

**Knox County Council for Developmental Disabilities should seek improvement in the areas identified by the recommendations in the report. Suggestions given do not indicate nonconformance to standards but are offered as consultation for further quality improvement.**

On balance, KCCDD is an organization providing comprehensive day supports and services to persons with varying levels of disability. The organization has retained numerous veteran staff members who exemplify positive teamwork, cross training, and a high level of dedication. The organization has developed new and innovative work initiatives, particularly in the area of prime manufacturing, thus creating well-paid, meaningful work to the persons served. KCCDD has earned a very reputable reputation among persons served, funders, and other members of the community. KCCDD maintains well-developed systems for tracking meaningful information on persons served and effectiveness of services. KCCDD faces new challenges with community integration, supported employment, and service to persons with significant disabilities. The organization has the talent, governing body, reputation, and track record to continue to offer quality services. A recent addition of a development position can only enhance these efforts.

Knox County Council for Developmental Disabilities, Inc., has earned a Three-Year Accreditation. KCCDD is encouraged to continue to utilize accreditation standards as guides for quality services.

# SECTION 1. BUSINESS PRACTICES

## Criterion A. Input from Stakeholders

### Principle Statement

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A 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.

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## Criterion B. 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)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

### Recommendations

There are no recommendations in this area.

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## Criterion C. Information Management and Performance Improvement

### Principle Statement

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

- Information collected, analyzed, and used to address critical customer needs
  - Accurate and consistent information collection
  - Proactive performance improvement
  - Performance information shared with all stakeholders
  - Written technology and system plan
- 

### Recommendations

There are no recommendations in this area.

### Consultation

- It is suggested that technology plans include estimates for cost.
  - It is suggested that performance improvement and outcomes reports be consolidated into one main report that will allow for a more concise brief report with all of the pertinent information being easier to follow.
- 

## Criterion D. Rights of Persons Served

### Principle Statement

CARF-accredited organizations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

## **Key Areas Addressed**

- Meaningful communication of rights
  - Commitment to diversity
  - Policies promote rights of persons served
  - Complaint, grievance, and appeals policy
  - Annual review of complaints
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- It is suggested that time frames for information released be indicated on release forms.
- 

## **Criterion E. Health and Safety**

### **Principle Statement**

CARF-accredited organizations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

### **Key Areas Addressed**

- One annual external inspection
  - Self-inspections twice a year
  - Emergency procedures, including evacuation, tested/analyzed annually
  - Access to emergency first-aid resources
  - Competency of personnel in safety procedures
  - Defined system for reporting/reviewing critical incidents
  - Infection control plan
  - Transportation requirements, if applicable
- 

### **Recommendations**

#### **E.2.b.(3)**

It is recommended that actions taken from external inspections be indicated in the written report.

### **E.3.b.(2)**

It is recommended that actions taken from self-inspections be indicated in the written report.

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## **Criterion F. 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 description/performance
  - Policies regarding students/volunteers, if applicable
- 

### **Recommendations**

#### **F.1.b.**

The organization is urged to review its practices for staff coverage in developmental classrooms. It is further recommended that a review of the adequacy of its current ratios of staff members to persons served be reviewed for continued safety of all persons involved.

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## **Criterion G. 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
  - Corporate responsibility
  - Corporate compliance
  - Commitment to diversity
- 

## **Recommendations**

### **G.4.b.**

Although codes of ethics exist, it is recommended that procedures to deal with allegations of codes be developed.

### **G.4.d.(1)**

### **G.4.d.(2)**

It is recommended that policies on waste, fraud, abuse, and other wrongdoing be developed and include a no-reprisal approach for personnel reporting and time frames for investigations.

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## **Criterion H. Legal Requirements**

### **Principle Statement**

CARF-accredited organizations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

### **Key Areas Addressed**

- Compliance with all legal/regulatory requirements
- 

## **Recommendations**

There are no recommendations in this area.

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## Criterion I. 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
  - Annual review of service billing records, if applicable
  - Review of fee structure, if applicable
  - Annual outside review/audit, if applicable
  - Written risk management plan
  - Adequate insurance coverage
  - Policies regarding safeguarding funds of persons served, if applicable
- 

### Recommendations

#### I.11.a. through I.11.f.

Although a risk management outline and identification of categories has been developed, it is recommended that identification of loss exposure, analysis of loss exposure, plans for remediation, actions to reduce risk, and reporting of results be incorporated into the current format.

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## SECTION 2. QUALITY INDIVIDUALIZED SERVICES

### A. Individual-Centered Service Planning, Design, and Delivery

#### Principle Statement

Improvement of the quality of an individual's services 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 are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services are evident. The service environment reflects identified cultural needs, practices, and diversity. The person served is given information about the purposes of the organization.

#### 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.

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### B. Records of the Persons Served

#### Principle Statement

The organization maintains complete records and treats all information related to persons served as confidential.

#### Key Areas Addressed

- Complete, confidential records are maintained
- 

#### Recommendations

There are no recommendations in this area.

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## SECTION 3. EMPLOYMENT SERVICES

### Principle Statement

An organization seeking CARF accreditation in the area of employment services provides individualized services to achieve identified employment outcomes. The array of services in this section may include:

- Identification of employment opportunities and resources in the local job market.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources to achieve and maintain employment.
- Coordination of and referral to employment-related services.

The organization maintains its leadership role 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.

### A. Employment Services Principle Standards

#### Principle Statement

The standards in this section assert basic practices and capabilities that should be demonstrated by any organization seeking accreditation in the area of employment services.

#### 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.

#### Consultation

- It is suggested that the organization provide additional opportunities both within the employment programs and, in particular, supported employment.

## D. 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.

Employment planning uses some type of employment exploration model.

### 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.

### Consultation

- KCCDD has many outstanding job exploration sites that provide opportunities for persons served. It is suggested that the organization explore sites that could give persons served different types of exploration rather than primarily entry level positions.
- 

## H. 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. Business designs are flexible and may include a variety of enterprises and business designs.

### Key Areas Addressed

- Paid work provided by organization
  - Employment goals of persons served
  - Legal guidelines adherence
- 

### Recommendations

There are no recommendations in this area.

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## **I. Community Employment Services**

### **Principle Statement**

#### **Job Development**

Successful job development concurrently uses assessment information about 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-Site Training**

Job-site training services vary according to the needs of the new employee and the complexity of the job. Training can include assisting the employee with performance on the new job task and helping the person to understand the job culture and industry practices and work behaviors expected by the employer. It may also include training the employer and coworkers to understand the training methods and accommodations needed by the worker.

#### **Job Supports**

Ongoing job support services are activities that are employment-related and needed to promote job adjustment and retention. These services are based on the individual needs of the new employee.

### **Key Areas Addressed**

- Integrated employment choice
  - Integrated employment obtainment
  - Integrated employment retention
- 

### **Recommendations**

There are no recommendations in this area.

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## **SECTION 4. COMMUNITY SERVICES**

### **Principle Statement**

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing generic opportunities and natural supports in the community.

## **A. Community Services Principle Standards**

### **Principle Statement**

The standards in this subsection assert basic principles that should be demonstrated by any organization seeking accreditation in the area of community services.

### **Key Areas Addressed**

- Access to community resources and services
- 

### **Recommendations**

There are no recommendations in this area.

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## **E. Community Integration**

### **Principle Statement**

Community integration is designed to help persons to optimize their personal, social, and vocational competency in order to live successfully in the community. Activities are determined by the needs of the persons served. The persons served are active partners in all aspects of these programs. Community integration provides opportunities for the community participation of the persons served.

### **Key Areas Addressed**

- Opportunities for community participation
- 

### **Recommendations**

There are no recommendations in this area.

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# SECTION 6. ACCREDITATION ENHANCEMENTS

## C. Older Adults Specific Population Designation

### Community Integration

#### Principle Statement

Older Adults is termed a Specific Population Designation that can be added at the option of the organization to a service being surveyed if older adults are served and the organization desires this additional accreditation enhancement.

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, and physical needs with a specific focus on the impact of aging.

#### Key Areas Addressed

- Successful aging support
  - Older adults function as independently as possible for as long as possible
  - Aging-related decline compensation
- 

#### Recommendations

There are no recommendations in this area.

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# PROGRAMS/SERVICES BY LOCATION

## **Knox County Council for Developmental Disabilities, Inc.**

2015 Windish Drive  
Galesburg, IL 61401

Community Services: Community Integration  
Community Services: Community Integration (Older Adults)

Employment Services: Community Employment Services: Job Development  
Employment Services: Community Employment Services: Job Supports  
Employment Services: Community Employment Services: Job-Site Training  
Employment Services: Employment Planning Services

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## **Phoenix Industries I**

3075 Grand Avenue  
Galesburg, IL 61401

Employment Services: Organizational Employment Services

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## **Phoenix Industries II**

1200 Monmouth Boulevard  
Galesburg, IL 61401

Employment Services: Organizational Employment Services

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