



**CARF**  
**Survey Report**  
**for**  
**KCCDD, Inc.**

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**Organization**

KCCDD, Inc.  
2015 Windish Drive  
Galesburg, IL 61401

**Organizational Leadership**

Mary F. Crittenden, RN, Executive Director  
Pamela Green, Director of Operations  
Jeffrey Gomer, Director of Finance

**Survey Dates**

May 18-20, 2009

**Survey Team**

William J. Vaughn, LISW, Administrative Surveyor  
Mary C. Zubek, M.S., 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**

July 12-14, 2006  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: June 2012**

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# SURVEY SUMMARY

**KCCDD, Inc., has strengths in many areas.**

- KCCDD is providing exceptional services for persons with severe disabilities. Staff at all levels is dedicated to addressing the needs of persons served, protecting their rights, and promoting optimal independence and quality of life for the persons served.
- Funding sources and regulators report that there is excellent communication and follow through from the staff. KCCDD has worked hard to become the provider of choice. Funding sources are impressed with its professionalism, responsiveness to the needs of person served, willingness to provide services quickly, and its consumer-driven services. Community stakeholders are attracted to the strong sense of values infused within the program of services. KCCDD is commended for its excellent reputation in the community.
- Several community stakeholders commented on the longevity of staff and the positive impact that long-term dedicated staff have had on the services provided. The services are provided by professional, competent, compassionate, and committed staff members who take great pride in the supports that they provide. The energy and warmth of staff members and their attentiveness to providing quality supports for individuals who have unique needs, challenges, and strengths were evident and impressive.
- The handbook for persons served includes comprehensive pictorial information regarding rules and regulations for the workplace, program activities, rights of persons served, and individual service plans. This is a well developed and very informative publication.
- KCCDD has a very strong and committed board of directors. Meeting notes and interviews reflect good board orientation and functioning. The leadership of the organization is very strong and works closely with the board and with the foundation board, particularly in the area of monitoring and planning for the financial needs of the organization.
- The Snoezelen room was expertly designed and serves as a wonderful program addition. The experiences and exploration available should help to greatly relax, redirect, and allow for self-controlled stimulation. The room is uniquely designed for the needs of the population served by KCCDD and the organization is commended for its support of this approach.
- The organization benefits from exceptional financial awareness and follow through. It was obvious that the staff members in this area are very skilled and care greatly about the persons served and the services provided by KCCDD.
- KCCDD provides services within a safe, efficient, and attractive environment that provides a climate of warmth and a commitment to high quality services in all areas.
- KCCDD is blessed with well-qualified, dedicated, knowledgeable, and caring staff with specific expertise focusing on the many different levels of services available to persons served. Staff members feel valued and see value in what they are doing.

- KCCDD has experienced and knowledgeable staff members who are committed to continuously improving the quality of services for the persons that they support. Staff members display genuine passion for the organization's mission and dedication to the persons served. It is this level of professionalism that continues to enable the organization to maintain and enhance its reputation in the community.
- Family members have only high praise for the services provided by KCCDD. A parent of a person served reported that services and accommodations were above and beyond any expectations.
- Person-centered plans follow a consistent, easy-to-read format while allowing for individual needs and desires of the person served. All plans are reviewed annually to ensure the understanding and satisfaction of the person served.
- Community employment staff members have developed creative job opportunities for persons served and demonstrate positive relationships with employers. Persons served indicate satisfaction with their current employment situations.
- The industrial grade machinery in the manufacturing of products for local businesses positions the organization as a sophisticated vendor for future work opportunities.
- ISO 9000 certification demonstrates the organization's commitment to quality at a level that exceeds many provider organizations. This certification positions KCCDD in a very favorable light for future manufacturing opportunities.

**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.**

KCCDD has been providing supports and services for persons with severe disabilities for many years. It provides individualized services to individuals considered medically fragile and employment services for approximately four hundred people. On balance, the organization has made a commitment to conform to the CARF standards. The receptivity to consultations, suggestions, and recommendations that were offered instills confidence that the organization will use the results of this survey to further improve organizational and service quality. The organization should seek improvement in the areas noted by the recommendations in this report. KCCDD is commended for its efforts to provide quality services and is encouraged to use the CARF standards as guidelines for continuous quality improvement.

KCCDD, Inc., has earned a Three-Year Accreditation. The organization is complimented for its positive attitude and the strong commitment it has made in pursuit of national accreditation through CARF. The organization is encouraged to use the CARF standards as guidelines for providing future quality services.

# SECTION 1. ASPIRE TO EXCELLENCE®

## A. Leadership

### Principle Statement

CARF-accredited organizations identify leadership that embraces the values of accountability and responsibility to the individual organization's stated mission. The leadership demonstrates corporate social responsibility.

### Key Areas Addressed

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

There are no recommendations in this area.

### Consultation

- The corporate responsibility efforts include written codes of conduct for many areas. Most of these include written procedures to deal with allegations of violations of ethical conduct. The whistle-blowers policy details these procedures and the organization might want to consider referencing this policy within each ethical code.
- 

## C. Strategic Integrated 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 expectation and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

## Recommendations

There are no recommendations in this area.

## Consultation

- KCCDD provides exceptional care for persons who are medically fragile and often tailors its services when a person served is unable to attend work. Services are in great demand and some funding sources would like to see further development of the medical services and more nursing staff to provide an increased capacity to provide tube feeding and repositioning.
  - The organization might want to consider developing an in-house business such as a coffee shop or a canteen at the main office location. Specifically, several hundred people have access to the main office on a daily basis. The vending machines could be removed and persons served could provide beverages and snacks. This could provide a number of training opportunities such as stocking, using a cash register, and the like.
  - The organization might want to consider using the CARF format to increase clarity and ease of review when completing its upcoming strategic plan review.
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## D. Input from Persons Served and Other Stakeholders

### Principle Statement

CARF-accredited organizations continually focus on the expectations of the persons served and other stakeholders. The standards in this subsection direct the organization's focus to soliciting, collecting, analyzing, and using input from all stakeholders to create services that meet or exceed the expectations of the persons served, the community, and other stakeholders.

### Key Areas Addressed

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

There are no recommendations in this area.

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## E. 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
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### Recommendations

There are no recommendations in this area.

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## 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
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### Recommendations

There are no recommendations in this area.

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## G. Risk Management

### Principle Statement

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to its people, property, income, goodwill, and ability to accomplish goals.

### Key Areas Addressed

- Written risk management plan
  - Adequate insurance coverage
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### Recommendations

There are no recommendations in this area.

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## 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.8.b.(2)

Although there is a good summary of the critical incidents and good documentation of accidents, illness, and injury reports, there is no annual written analysis of trends. It is recommended that the organization include trends when developing its annual written analysis of all critical incidents. It is suggested that this be included in the existing annual report and included in the organization's performance improvement efforts.

## Consultation

- Due to the high number of individuals served by the organization who are low functioning and medically fragile, there are significant potential health and safety risks. The organization has a behavioral analyst on staff and might want to consider adding this individual's unique expertise to aid the efforts of the risk management and/or safety committee.
- 

## 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 description/performance
  - Policies regarding students/volunteers, if applicable
- 

### Recommendations

#### I.7.e.(2)

Although the organization included nondiscrimination statements in the personnel policies, these do not address nondiscrimination with respect to compensation. It is recommended that the personnel policies be changed to reflect nondiscrimination with respect to compensation policies and practices.

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## J. Technology

### Principle Statement

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

## **Key Areas Addressed**

- Written technology and system plan
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## **Recommendations**

There are no recommendations in this area.

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## **K. 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**

- Communication of rights
  - Policies that promote rights
- 

### **Recommendations**

There are no recommendations in this area.

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## **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)
  - Status report regarding removal of identified barriers
  - Requests for reasonable accommodations
- 

### **Recommendations**

There are no recommendations in this area.

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## M. Information 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 information is used to manage and improve service delivery.

### Key Areas Addressed

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

### Recommendations

There are no recommendations in this area.

### Consultation

- The organization conducts extensive quality improvement efforts and generates a great deal of information. It might want to use this information to develop a simple report card for key factors in each service delivery area. This information could be used to better market services and report the organization's efforts to the persons served and other stakeholders.
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## N. Performance Improvement

### Principle Statement

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

### Key Areas Addressed

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

There are no recommendations in this area.

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## SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

### 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, directing, 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
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#### 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
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#### Recommendations

There are no recommendations in this area.

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## **D. Employment 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 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
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- It is suggested that KCCDD develop a business advisory committee that incorporates the expertise of present employers and supporters of the organization to maximize work opportunities both in organizational employment and community employment placements.
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## **F. 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
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### **Recommendations**

There are no recommendations in this area.

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## H. Older Adults Specific Population Designation

### Community Services: 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. 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.

#### 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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## 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.

## **C. 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. This may be through one or more of the following:

- Situational assessments
- Paid work trials
- Job tryouts (may be individual, crew, enclave, cluster, etc.)
- Job shadowing
- 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

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### **Recommendations**

There are no recommendations in this area.

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## **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 its employment and training service design to create opportunities for persons to achieve desired employment outcomes in their community of choice.

Business designs are flexible and may include a variety of enterprises and business designs, including employment centers, affirmative enterprises, and 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
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### **Recommendations**

There are no recommendations in this area.

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## **H. 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
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## 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.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services may include:

- Increased inclusion in community activities.
- Increased or maintained ability to perform activities of daily living.
- Increased self-direction, self-determination, self-reliance, and self-esteem.

## E. 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 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.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.
- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with 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.

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# PROGRAMS/SERVICES BY LOCATION

## **KCCDD, 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

## **Phoenix Industries II**

1200 Monmouth Boulevard  
Galesburg, IL 61401

Employment Services: Organizational Employment Services

## **Phoenix Industries I**

3075 Grand Avenue  
Galesburg, IL 61401

Employment Services: Organizational Employment Services