

Congratulations on your newly achieved accreditation!

Attaining and maintaining CARF-accredited status requires a significant effort, strong teamwork, and a commitment at all levels of your organization to providing quality services and enhancing the lives of the people you serve. Your organization deserves to be proud of this achievement, and CARF provides many tools to help you promote your accredited status and make the most of your investment in accreditation.

We know that you will want to share this important achievement with those you serve.

Enclosed is a complimentary logo decal to help encourage persons served to ask about the benefits of accreditation. Display your commitment to quality and enhancing people's lives by putting these removable decals on your office doors and windows. Additionally, we have enclosed an accreditation table sign. Consider displaying this sign in your reception area or on exhibit tables while at conferences to identify that your organization has CARF-accredited programs.

Additional decals and table signs can be purchased through our online stores: www.carf.org/catalog or www.carf.org/catalogue (for Canadian customers).

To help you get started in promoting your accredited status, please refer to the *Guide to Promoting Your Accreditation* available on our website at: <http://www.carf.org/Resources/PromotingYourAccreditation/>. This guide provides resources and information to help you explain and promote your accreditation and create partnerships with community leaders, healthcare providers, schools, and others. Additional tools on the webpage include:

- A basic introduction to marketing, for organizations getting started with developing a marketing plan, along with detailed information on how to develop and issue a news release to announce your accreditation.
- Guidelines on how to properly cite your accredited status and use the accreditation logos in print and online.
- Examples of a letter and news releases announcing your accreditation, and example print advertisements.
- Various free resources including videos, templates, and printable brochures.

We encourage you to share this toolkit with your organization's marketing staff.

To further promote your accreditation, consider placing the *Choosing Services for You and Your Loved Ones* brochure in offices and agencies where you would like potential persons served to find out about your services.

This free brochure suggests questions for potential persons served to ask to help them make an informed and appropriate choice of services to match their needs. The print-ready tri-fold brochure is available in English, Spanish, and French on the CARF website at <http://www.carf.org/Resources/Brochures/>.

February 12, 2021

Anita Davis
Goodwill of Western Missouri and Eastern Kansas
800 East 18th Street
Kansas City, MO 64108

Dear Ms. Davis:

It is my pleasure to inform you that Goodwill of Western Missouri and Eastern Kansas has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Employee Development Services

This accreditation will extend through August 31, 2023. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

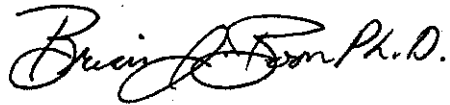
Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may use the enclosed form to order additional certificates.

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from John Hannon by email at jhannon@carf.org or telephone at (888) 281-6531, extension 7198.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon Ph.D." in a cursive script.

Brian J. Boon, Ph.D.
President/CEO

Enclosures

CARF Accreditation Report
for
Goodwill of Western Missouri and
Eastern Kansas

Three-Year Accreditation



CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

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About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Goodwill of Western Missouri and Eastern Kansas
800 East 18th Street
Kansas City, MO 64108

Organizational Leadership

Anita Davis, Chief Mission Officer
Edward J. Lada, Jr., President and CEO
Katherine Maloney, Director of Workforce Development
Trent Wunstel, Vice President of Strategy and Data Analysis

Survey Number

132290

Survey Date(s)

December 10, 2020–December 11, 2020

Surveyor(s)

Shirley M. McBride, BSc, OT, CCRC, RRP, DESS Administrative
Dianne Duncan, DESS Program

Program(s)/Service(s) Surveyed

Employee Development Services

Previous Survey

July 10, 2017–July 12, 2017
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: August 31, 2023

Executive Summary

This report contains the findings of CARF's site survey of Goodwill of Western Missouri and Eastern Kansas conducted December 10, 2020–December 11, 2020. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Goodwill of Western Missouri and Eastern Kansas demonstrated substantial conformance to the standards. Goodwill of Western Missouri and Eastern Kansas is a professional organization with high standards of operation throughout all services and is conscientious about maintaining a wide range of community connections. The leadership team is cohesive in its management and has been very responsive to changing needs due to the COVID-19 pandemic. Professional references were strongly supportive of the organization as a whole. Although there are some areas for improvement, the organization appears to have the resources and willingness to address the recommendations. It is clearly evident that the participants are benefiting from the programs and services that are provided. Goodwill of Western Missouri and Eastern Kansas is urged to address the recommendations in a timely manner and encouraged to continue implementing the CARF standards on an ongoing basis as a means of ensuring that quality improvement continues to occur.

Goodwill of Western Missouri and Eastern Kansas appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Goodwill of Western Missouri and Eastern Kansas is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Goodwill of Western Missouri and Eastern Kansas has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Goodwill of Western Missouri and Eastern Kansas was conducted by the following CARF surveyor(s):

- Shirley M. McBride, BSc, OT, CCRC, RRP, DESS Administrative
- Dianne Duncan, DESS Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Goodwill of Western Missouri and Eastern Kansas and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Employee Development Services

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Goodwill of Western Missouri and Eastern Kansas demonstrated the following strengths:

- The leadership is very enthusiastic and focused regarding quality and valuable services for the participants and the community as a whole. Much emphasis in the past few years has been on strategic planning with staff, detailed and current data collection, and ongoing analysis leading to effective decision making. Creativity and flexibility have been demonstrated in the organization's fast response to the impacts of the COVID-19 pandemic both operationally and financially.
- The strategic plan is comprehensive, with input from the staff members, participants, and other stakeholders. Annual plans have been created with associated tactical plans and are put into action through the Traction Model, regular Pulse and Scorecard meetings, and open sharing and analysis back and forth with the top executive positions and the board. These processes allow for transparency throughout the organization, the rapid adjustment of priorities, and joint problem solving at all levels of service.

- Risk management overflows into many areas of the organization. Goodwill of Western Missouri and Eastern Kansas has created multiple committees to address current and forecasted risks. The COVID-19 pandemic has presented huge challenges from a risk management perspective, including staffing, logistics, finances, and legal implications.
- The organization appears to remain in a stable financial situation, even with the impacts of the COVID-19 pandemic over the past several months. Areas that were highlighted as being of great benefit include weekly cash flow projections (internal and external), weekly dashboards, and ongoing analysis relating to strategic planning overall.
- The information technology area received lots of kudos from interviewed staff members as a result of all of the new data management systems that have been put into place to support the weekly dashboard analysis. This system is considered to be a great boost in monitoring business operations. The organization is also commended for the development of the disaster pandemic summary action plan relating to implications of the COVID-19 pandemic.
- The human resources department has excellent systems in place for tracking hiring criteria, payroll and benefits, scheduled staff reviews, etc. The performance review processes are very complete, including employee and manager input and evaluation. The COVID-19 pandemic has resulted in many positions to fill; however, there is a concerted effort to reduce staff turnover within all areas of the organization.
- Health and safety is well handled across the organization in terms of policies/procedures, regular safety checks, and ongoing training in person and on Brainshark®. Goodwill of Western Missouri and Eastern Kansas is commended for developing a cross-departmental committee to consolidate safety issues in all service areas.
- The accessibility plan is very good and an excellent example of a living document. This plan is a great model to use as an addendum to some of the other overarching plans within the organization.
- Performance measurement, management, and improvement areas are excellent. The consolidation of data into the weekly dashboards and scorecards is comprehensive, which allows for current information to be shared with a wide range of staff members simultaneously for cohesive decision making. It is impressive to see the consolidation of so much data into a succinct, brief reporting format
- The staff members seem very enthusiastic about assisting the participants, and their dedicated approach to meeting the participants' needs is commended. Family members and other stakeholders indicate a high level of satisfaction with the services provided to the participants.
- The participants are highly satisfied with the case manager and her dedication to helping them maintain meaningful employment. The participants that were interviewed expressed that the services they have received have led them to hold meaningful jobs and that they look forward to going to work each day.
- The case manager provides an ideal amount of support to the participants at the work sites. She provides job coaching, as needed, and works closely with team leads to implement effective fading strategies and develop natural supports in the work/training environments. Working alongside team leads provides an ideal setting for the persons served to learn and master their work tasks. The participants in supported employment often move into more competitive lead positions over time. The work crews seem to look out for each other. Cross-training occurs with a variety of tasks and is offered to participants who demonstrate the desire and ability to do the work of a different crew.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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

Key Areas Addressed

- Leadership structure and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

1.A.3.m.

The identified leadership should guide succession planning. Although there is a basic succession plan for the CEO position, it is suggested that the expanded plan be applicable to multiple positions within the organization.

1.C. Strategic Planning

Description

CARF-accredited organizations establish a foundation for success through strategic planning focused on taking advantage of strengths and opportunities and addressing weaknesses and threats.

Key Areas Addressed

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization use the strategic plan as a living document to record regular updates on identified action steps based on predetermined timeframes, similar to the existing accessibility plan.

1.D. Input from Persons Served and Other Stakeholders

Description

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

Key Areas Addressed

- Collection of input
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

- While the organization does seek input from the participants, it has a low return rate on satisfaction surveys. It is suggested that it consider adding an electronic option for providing feedback and input to the website and/or social media platforms. Individuals and caregivers could be directed to the website and use a link to complete a satisfaction and input survey at their convenience.

1.E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Safeguarding funds of persons served, if applicable
- Review/audit of financial statements

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

Key Areas Addressed

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

CARF-accredited organizations maintain healthy, safe, and clean environments that support quality services and minimize risk of harm to persons served, personnel, and other stakeholders.

Key Areas Addressed

- Competency-based training on safety procedures and practices
- Emergency procedures
- Access to first aid and emergency information
- Critical incidents
- Infection control
- Health and safety inspections

Recommendations

1.H.7.a.(1)

1.H.7.a.(2)

1.H.7.b.

1.H.7.c.(1)

1.H.7.c.(2)

1.H.7.c.(3)

1.H.7.c.(4)

1.H.7.c.(5)

1.H.7.d.

An unannounced test of each emergency procedure should be conducted at least annually on each shift at each location and include, as relevant to the emergency procedure, a complete actual or simulated physical evacuation drill. Tests of each emergency procedure should be analyzed for performance that addresses areas needing improvement, actions to address the improvements needed, implementation of the actions, necessary education and training of personnel, and whether the actions taken accomplished the intended results. Tests should also be evidenced in writing, including the analysis.

1.H.13.h.

When transportation is provided to the participants, there should be evidence of written emergency procedures in the vehicle(s).

Consultation

- It is suggested that each office and service area have a posted copy of the exit diagram, particularly in the participant service areas.
- It is suggested that all vehicles have emergency triangles for use in an accident or an unplanned stop.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often

composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of background/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization expand its current succession plan to include more details in the processes and procedures regarding choosing a new internal and/or external candidate.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Access to ICT information and assistance, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

1.K. Rights of Persons Served

Description

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

Key Areas Addressed

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that the organization add a column to the accessibility plan for action completed.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

A fundamental responsibility of the organization is to provide a comprehensive program structure. The staffing is designed to maximize opportunities for the persons served to obtain and participate in the services provided.

Key Areas Addressed

- Services are person centered and individualized
- Persons are given information about the organization's purposes and ability to address desired outcomes
- Documented scope of services shared with stakeholders
- Service delivery based on accepted field practices
- Communication for effective service delivery
- Entrance/exit/transition criteria

Recommendations

There are no recommendations in this area.

2.B. Individual-Centered Service Planning, Design, and Delivery

Description

Improvement of the quality of an individual's services/supports requires a focus on the person and/or family served and their identified strengths, abilities, needs, and preferences. The organization's services are designed around the identified needs and desires of the persons served, are responsive to their expectations and desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affects the person's 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.

Consultation

- Although the participants have input into the development of their service plans, several goal and objectives and potential risks indicated were the same for multiple participants. While some goals inherently may be similar among the participants, it is suggested that goals, objectives, and potential risks be identified and more specific and individualized for each participant.

2.D. Employment Services Principle Standards

Description

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

- Identification of employment opportunities and resources in the local job market.
- Development of viable work skills that match workforce needs within the geographic area.
- Development of realistic employment goals.
- Establishment of service plans to achieve employment outcomes.
- Identification of resources and supports to achieve and maintain employment.
- Coordination of and referral to employment-related services and supports.

The organization maintains its strategic positioning in the employment sector of the community by designing and continually improving its services based on input from the persons served and from employers in the local job market, and managing results of the organization's outcomes management system. The provision of quality employment services requires a continuous focus on the persons served and the personnel needs of employers in the organization's local job market.

Some examples of the quality results desired by the different stakeholders of these services and supports include:

- Individualized, appropriate accommodations.
- A flexible, interactive process that involves the person.
- Increased independence.
- Increased employment options.
- Timely services and reports.
- Persons served obtain and maintain employment consistent with their preferences, strengths, and needs.
- Person served obtains a job at minimum wage or higher and maintains appropriate benefits.
- Person served maintains the job.

Key Areas Addressed

- Goals of the persons served
- Community resources available
- Personnel needs of local employers
- Economic trends in the local employment sector

Recommendations

There are no recommendations in this area.

Section 3. Employment Services

Description

An organization seeking CARF accreditation in the area of employment 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 self-direction, self-determination, and self-reliance.
- Self-esteem.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

3.D. Employee Development Services (EDS)

Description

Employee development services are individualized services/supports that assist persons seeking employment to develop or reestablish skills, attitudes, personal characteristics, interpersonal skills, work behaviors, functional capacities, etc., to achieve positive employment outcomes.

Such services/supports are time limited and can be provided directly to persons seeking employment or indirectly through corporate employer/employee support programs. These services/supports can be provided at community job sites, within formal and organized training and educational settings, through coaching, by tutorial services, or within the organization. These services may be offered in a free-standing unit or as a functional piece of other services.

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

- Person served obtains employment.
- Person served moves to a training program or better employment.
- Person served retains employment.
- Person served obtains improved benefits.
- Increased wages.
- Increased skills.
- Increased work hours.
- Movement to individualized competitive employment.
- Employment in an integrated environment.
- Job advancement potential increases.
- Job-seeking skills are developed.
- Career growth and development.
- Level of support needed is reduced.
- Exposure to and availability of a variety of jobs.

- Program is kept at capacity.
- Services are cost-effective for the results achieved.
- Responsiveness (days from referral to starting services).

Key Areas Addressed

- Skills development/reestablishment
- Attitude development/reestablishment
- Work behaviors development/reestablishment
- Employment outcomes

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Goodwill of Western Missouri and Eastern Kansas

800 East 18th Street
Kansas City, MO 64108

Administrative Location Only

Fort Leavenworth

850 Riley Avenue
Fort Leavenworth, KS 66027

Employee Development Services

Richard Bolling Federal Building

601 East 12th Street
Kansas City, MO 64108

Employee Development Services