



Three-Year Accreditation

CARF
Survey Report
for
Licking/Knox Goodwill
Industries, Inc.

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Organization

Licking/Knox Goodwill Industries, Inc.
65 S Fifth Street
Newark, OH 43058-0828

Organizational Leadership

Timothy J. Young, President/CEO
Rae A. Johnson, Compliance Auditor

Survey Dates

May 1-2, 2013

Survey Team

Bruce F. Roadruck, M.S.Ed., Administrative Surveyor
Nathaniel Rogers Jr., Program Surveyor

Programs/Services Surveyed

Employment Skills Training Services
Governance Standards Applied

Previous Survey

June 3-4, 2010
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: June 2016



Three-Year Accreditation

SURVEY SUMMARY

Licking/Knox Goodwill Industries, Inc., has strengths in many areas.

- The composition of the board of trustees is diverse; its members represent a vast array of experiences in the areas of law, finance, elected officials, technology, business, vocational rehabilitation, service provision, and family advocacy. The board is involved with every aspect of the organization's business functions and service provision, but it does not hinder leadership in conducting daily operations. The board is mission driven and compassionate about providing quality services to all stakeholders.
- The leadership is compassionate about providing quality services and quality improvement for the organization's business practices and service provision. The CEO is proactive in expanding the organization's financial base through the development of new business ventures and increased service provision.
- The brown bag lunch initiative involves the CEO visiting a selected site once a month and having lunch with two or three employees to discuss ways to improve their work life at the organization.
- The Director Direct program allows all stakeholders to complete a postage paid comment card that goes directly to the CEO. Those that provide contact information are given personal responses back from the CEO. Issues and comments are addressed and shared as appropriate with staff members and the board of trustees.
- As part of the organization's employee appreciation program, during the summer months employees are given a catalog of various activities where they select free tickets to the activity of their choice, such as water park admission, movie tickets, meals at restaurants, and concert tickets.
- The organization's annual award of excellence event celebrates the accomplishments of selected employees of the year and those individuals receiving years of service awards.
- Human resource management and staff members are experienced and highly motivated in ensuring that all aspects of employee relations and regulations are being performed within the regulatory requirements.
- The director of communications and technology and affiliated staff members are dedicated and highly competent in directing the organization's technology requirements and associated safeguards of protecting electronic information. This department is the lead for the organization's special events.
- The training department does an outstanding job of developing and implementing training modules for the staff members and clients.
- Finance management staff members appear extremely competent and dedicated in ensuring that the organization's budget is followed closely.
- The organization's retail stores, federal and state contracts, and other commercial contract ventures are managed by outstanding staff members who have the necessary experience needed to successfully operate businesses as a nonprofit and also make a profit.

- The organization's health and safety program, under the leadership of the director of facilities, is noteworthy in its approach to prevention, and when necessary action, to all health and safety issues surrounding the organization's infrastructure.
- The managers and staff members responsible for the organization's performance measurement, management, and improvement efforts have a keen understanding of those areas that are important to measure and then use the results to make effective change for quality improvement.
- Stakeholders view Licking/Knox Goodwill Industries as a premier program that has a positive effect on the community.
- The curriculum for each course that the organization teaches is detailed, client friendly, and relevant to today's work environment.
- The organization has developed and maintained a variety of worksites for clients in the community and within the organization. The worksites within include the ten stores that the organization operates, the used car lot, and the maintenance garage. The worksites in the community include Big Brothers Big Sisters, Boeing Guidance Repair Center, Central Ohio Technical College Ariel Hall, Coyne Finishing, DFAS Building 21, DSCC Army Building 1 and 21, DSCC Proper, Edward Jones, Famous Supply, Goodrich Sensors and Integrated Systems, Granville Public Library, Holophane, YMCA, and many more.
- The stores that Licking/Knox Goodwill Industries operates are neat, clean, and spacious. The merchandise sold in the stores is top of the line. The relationships that it has developed with commercial retail stores help the organization purchase and then sell high quality goods.
- The Licking/Knox Goodwill Industries staff members are experienced, dedicated, person-centered, visionary, passionate, team oriented, focused, and professional.

Licking/Knox Goodwill Industries received no recommendations from this accreditation survey. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Licking/Knox Goodwill Industries demonstrates full conformance to the CARF standards. The organization's compliance auditor is responsible for the oversight of internal and external regulatory compliance, including CARF accreditation. She did an outstanding job of preparing for the current CARF survey, both before the survey and during the site visit. Having received no recommendations is testament that the organization operates within the scope of the CARF standards and incorporates the standards as a guide for its business practices and service provision. Everyone involved with the survey was gracious and receptive to consultation. Under the oversight and guidance of the board of trustees, leadership is proactively seeking new ways of increasing the organization's solvent financial base through new business opportunities and increased program provision. Although much discussion and consultation was exchanged during the survey process, only a few suggestions are detailed in the survey report, which may be useful in the continuation and expansion of quality improvement.

Licking/Knox Goodwill Industries, Inc., has earned a Three-Year Accreditation. The clients, employees, staff members, management, leadership, and board of trustees are highly complimented for this accomplishment. The organization is encouraged to continue using the CARF standards as a tool for maintaining and improving its service provision and business practices.

SECTION 1. ASPIRE TO EXCELLENCE[®]

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

B. Governance

Principle Statement

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

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.

E. Legal Requirements

Principle Statement

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

Key Areas Addressed

- Compliance with all legal/regulatory requirements
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Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and annual performance objectives. Fiscal practices adhere to established accounting principles and business practices. Fiscal management covers daily operational cost management and incorporates plans for long-term solvency.

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
- Financial results reported/compared to budgeted performance
- Organization review
- Fiscal policies and procedures

- Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

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

Key Areas Addressed

- Identification of loss exposures
 - Development of risk management plan
 - Adequate insurance coverage
-

Recommendations

There are no recommendations in this area.

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

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.

M. Performance Measurement and Management

Principle Statement

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

Key Areas Addressed

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

There are no recommendations in this area.

N. Performance Improvement

Principle Statement

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

Key Areas Addressed

- Proactive performance improvement
- Performance information shared with all stakeholders

Recommendations

There are no recommendations in this area.

SECTION 2. QUALITY INDIVIDUALIZED SERVICES AND SUPPORTS

A. Program/Service Structure

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

Consultation

- It is suggested that, as long as a client is active in the program, a current release form be present in his or her file.
 - Licking/Knox Goodwill Industries receives positive intervention training for its staff members from a source that is not able to offer certification. It is suggested that the organization consider seeking certified positive intervention training for its staff members to increase the additional protection it receives in the event of an unforeseen litigation.
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B. Individual-Centered Service Planning, Design, and Delivery

Principle Statement

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

The person served participates in decision making, directing, and planning that affects his or her life. Efforts to include the person served in the direction or delivery of those services/ supports are evident. 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.

D. Employment Services Principle Standards

Principle Statement

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

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

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

Key Areas Addressed

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

There are no recommendations in this area.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

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

PROGRAMS/SERVICES BY LOCATION

Licking/Knox Goodwill Industries, Inc.

65 S Fifth Street
Newark, OH 43058-0828

Administrative Location Only

Governance Standards Applied

Licking/Knox Goodwill Industries, Inc./Vocational Rehabilitation

55 S Fifth Street
Newark, OH 43058-0828

Employment Skills Training Services

Union Street Goodwill Store

101 Union Street
Newark, OH 43058-0828

Employment Skills Training Services

Goodwill Plaza

1199 Mt. Vernon Road
Newark, OH 43055

Employment Skills Training Services

LKGI Transportation and Maintenance

51 Wilson Street
Newark, OH 43058-0828

Employment Skills Training Services

Unlimited Store

550 Hopewell Drive
Heath, OH 43056

Employment Skills Training Services

Goodwill Used Car Lot

36 Wilson Street
Newark, OH 43058-0828

Employment Skills Training Services