



CARF
Survey Report
for

Goodwill Industries of
Michiana, Inc.

CARF INTERNATIONAL

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Organization

Goodwill Industries of Michiana, Inc.
1805 Western Avenue
South Bend, IN 46619

Organizational Leadership

Debie M. Coble, Vice President, Workforce Development Services

Survey Dates

November 18-20, 2009

Survey Team

James S. White, Administrative Surveyor

Beth L. Dunahee, Program Surveyor

Programs/Services Surveyed

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 Services Coordination

Governance Standards Applied

Previous Survey

November 13-15, 2006
Three-Year Accreditation



Survey Outcome

Three-Year Accreditation
Expiration: November 2012

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SURVEY SUMMARY

Goodwill Industries of Michiana, Inc., has strengths in many areas.

- Goodwill Industries of Michiana has an experienced and dedicated board that is committed to the mission of the organization. The board and leadership of the organization are complimented for the extensive 2009 to 2013 strategic plan that is currently underway. The organization has been very successful over the years, and the goals of this strategic plan are to position the organization for continued success during the next five years.
- The president/CEO is commended for the development of a cohesive management team. The organization has an experienced management team that demonstrates very good business skills, a strong commitment to the mission, and strong efforts to continuously improve.
- The organization's staff members are dedicated, enthusiastic, and committed to living the mission and values of the organization.
- The organization is complimented for revising and upgrading its website that contains outcomes measurement reports and its annual budget.
- The organization is complimented for the positive relationships it has with its funding/referral sources. One representative indicated that Goodwill Industries of Michiana is considered to be a model organization.
- Financial planning and management practices are quite strong and detailed. The organization is complimented for maintaining financial solvency. Financial statements and balance sheets are presented in formats that are easily understandable by individuals who may not be fully conversant with financial terms. Board packets include a worksheet that expresses line item expenses as a percentage of revenue, assisting board members to see how the revenue is used by the organization in its operations and helping them to understand the organization's cost structure.
- There are several programs that Goodwill Industries of Michiana has developed, including the employee development program that provides training in topics such as money smart, getting ahead, basic computer, and leadership 101. The organization is also recycling Dell™ computers through the Dell Reconnect™ program and supplanting income through this service.
- The strategic planning process is quite detailed and comprehensive. The process includes a full strengths, weaknesses, opportunities, and threats (SWOT) analysis; staff member assessments; and an environmental scan of competitors in the area. The resulting plan is supplemented by annual updates that build on the considerable accomplishments of the original plan.
- Goodwill Industries of Michiana has put together ready-to-go safety backpacks for use in vehicles when transporting persons served. These backpacks are put together well, with anything that might be needed in an emergency situation.
- Goodwill Industries of Michiana is complimented on providing organizationwide wellness incentive and smoking cessation programs.
- Persons served, parents, and employers speak highly of the services they receive from Goodwill Industries of Michiana. All would recommend these services to others.

- The organization keeps health and safety a priority for persons served and staff members.
- The commitment; professionalism; and, in many cases, longevity of many of the staff members are great indicators of consistency in service delivery. These qualities assist personnel in focusing on producing positive outcomes for persons served. There appears to be excellent rapport among persons served, families, employers, and staff members.
- Community employment services are tailored to the individual, assisting persons served in obtaining natural supports first and then working out solutions when community supports are not available.
- The organization has put the work experience program to good use. It has not only provided good work experience for many individuals served, but has also led to several permanent positions and fostered good relationships with employers.
- The team approach among staff in the outlying service areas is commended. The ability to cover so much area, cross train when needed, and stay person centered is recognized by the feedback from persons served.

Goodwill Industries of Michiana should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, the management and staff of Goodwill Industries of Michiana are dedicated, enthusiastic, and committed with regard to helping persons with disabilities. From reviewing documents and talking to persons served and referral agencies, it is clear that Goodwill Industries of Michiana is committed to providing quality services. The organization has made good use of the CARF accreditation process and has benefited from the implementation of quality improvement practices.

Goodwill Industries of Michiana, Inc., has earned a Three-Year Accreditation. The board, leadership, and staff are recognized for this significant achievement and encouraged to use the CARF standards to guide continuous quality improvement efforts.

SECTION 1. ASPIRE TO EXCELLENCE®

A. Leadership

Principle Statement

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

Key Areas Addressed

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

Recommendations

A.4.a.(1) through A.4.a.(5)

Although the organization has a code of ethics policy for the board and staff members, it is recommended that the organization develop a corporate code of ethical conduct that includes the areas of business, marketing, service delivery, professional responsibilities, and human resources.

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

- Ethical, active, and accountable governance
- Board composition, selection, orientation, development, assessment, and succession
- Board leadership, organizational structure, meeting planning, and management

- Linkage between governance and executive leadership
 - Corporate and executive leadership performance review and development
 - Executive compensation and other financial matters
-

Recommendations

B.2.a.(5)

It is recommended that the organization's policies regarding board selection and composition include an exit process for individual board members.

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

- There is evidence that input is elicited from persons served and other stakeholders during the strategic planning process. It is suggested that the information collected through the satisfaction survey sent to the referral agencies and businesses be condensed from four pages to one or two pages for ease of completion.
-

D. Input from Persons Served and Other Stakeholders

Principle Statement

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

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

E. Legal Requirements

Principle Statement

CARF-accredited organizations comply with all 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.

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 its people, property, income, goodwill, and ability to accomplish goals.

Key Areas Addressed

- Written 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
 - Competency of personnel in safety procedures
 - Reporting/reviewing critical incidents
 - Infection control
-

Recommendations

H.4.c.

Although Goodwill Industries of Michiana has a schedule, along with evidence, that a variety of training in many different areas is addressed throughout the year, there is no documented evidence that most trainings performed are competency based. It is recommended that the training provided to staff be competency based and documented.

H.8.a.

Although it is evident that the organization provided written analysis of all critical incidents during the past three years, it is urged to provide this analysis annually.

Consultation

- It is suggested that training completed by each staff member be documented in his or her individual file. This could be done by keeping an individual sheet stating the date, name, and competency results of each training, along with supervisor initials.
 - It is suggested that the organization contact the fire department regarding requirements for posting of emergency evacuation charts. When utilizing charts, it is suggested that they be oriented to make sense to the viewer by noting where the individual is located and the evacuation route. Presently, there are lines and arrows showing all the exits, but there is no indication of primary and secondary routes.
 - It is suggested that a box be purchased for all Goodwill Industries of Michiana trucks to contain all the loose items located in the cab of each vehicle and any documents and paperwork that each driver is required to maintain. It is also suggested that only current information be kept in the trucks.
-

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

There are no recommendations in this area.

Consultation

- It is suggested that management review the job descriptions and benefit packages with all staff members during their annual performance evaluation. The organization is also encouraged to review the employee handbook during the annual review and include a signature line to verify completion.
 - Although personnel records appear to contain all the required information, the organization is encouraged to sign, date, and complete all forms in a consistent manner.
-

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
-

Recommendations

There are no recommendations in this area.

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.

Consultation

- Although no review has been conducted because no formal complaints have been filed, it is suggested that this be documented each year. This could be done in an annual report or documented in board meeting minutes.
-

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.

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.

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. 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
-

Recommendations

A.9.b.

A.9.c.

A.9.f.

A.9.g.

Although it appears that the individual's abilities, needs, cultural background, and other issues are discussed and the individualized plan is based on these items, there is no documentation of these discussions. It is recommended that documentation of these discussions be added to the plan or added as supporting documentation.

Consultation

- It is suggested that Goodwill Industries of Michiana add in the policies and procedures that persons served initially learn about services from the vocational rehabilitation counselor and that details are discussed during the intake process.
-

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.

Consultation

- It is suggested that the file index for vocational rehabilitation participants be listed under section one, as it is the first item in this section. This would be less confusing when looking in the file. It is also suggested that the forms be completely filled out, leaving no blanks.
-

C. Medication Monitoring and Management

Principle Statement

These standards apply only to programs that are responsible for monitoring and/or managing medications for the persons served.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

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

- Goodwill Industries of Michiana has a good relationship with its existing employers, and it is evident that job development is a team approach. It is suggested that the organization set aside time to make contact with new/potential employers to find out what their needs in skill, availability, and training may be. This would give another tool when new persons served come for services and develop a new employer relationship.
-

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 Coordination

Principle Statement

Through employment services coordination, an organization provides goal-oriented and systematic services to the person served through advocacy, coordination of services, and formation of linkages with community resources and services. Successful services coordination results in opportunities for the person served that meet his or her employment-related wants, desires, goals, and needs. Services coordination uses a holistic approach to providing these services that is individualized to each person.

Services coordination may be provided by an organization as part of its individual services planning and delivery, by a department or division within the organization that works with individuals and services that are internal and/or external to the organization, or by an organization with the sole purpose of providing services coordination.

Key Areas Addressed

- Goal-oriented and systematic process of advocacy
 - Coordination of services
 - Formation of linkages with community resources and services
-

Recommendations

There are no recommendations in this area.

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 development may include facilitating a hiring agreement between an employer and a person seeking employment. Some persons seeking employment may want assistance at only a basic, informational level such as self-directed job search.

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, 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-site training is intensive for the initial orientation of an employee to the job tasks. Job-site training may consist of customizing the job to meet the needs of the new employee and employer, task analysis, counseling, and supports with the intent of leading to natural supports and/or reduced external job coaching. These services are typically not long-term, ceasing after the individual has become stabilized on the job.

Job Supports

Ongoing job support services are activities that are employment-related and needed to promote job adjustment, retention, and advancement. These services are based on the individual needs of the employee with focus on long-term retention of the person in the job after the initial training period.

Routine follow-up with the employer and the employee is crucial to continued job success. Supports are a critical element of the long-term effectiveness of community employment. Support services address issues such as a decrease in productivity of the person served, assistance in training a person to complete new tasks, changes in work schedule or work promotion, adjusting to new supervisors, and managing changes in nonwork environments or other critical life activities that may affect work performance.

Key Areas Addressed

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

Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

Goodwill Industries of Michiana, Inc.

1805 Western Avenue
South Bend, IN 46619

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 Services Coordination

Governance Standards Applied

Goodwill Industries of Michiana, Inc.

148 West Hively
Elkhart, IN 46617

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 Services Coordination

Broadway Plaza

5490 Broadway Plaza
Merrillville, IN 46410

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 Services Coordination

La Porte City Office

111 Longwood Drive, Suite A
La Porte, IN 46350

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 Services Coordination

Knox Vocational Services Office

311 Culver Road
Knox, IN 46534

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 Services Coordination