



Three-Year Accreditation

CARF
Survey Report
for

Goodwill Industries of
Northwest Ohio, Inc.

CARF INTERNATIONAL
6951 East Southpoint Road
Tucson, AZ 85756 USA
Toll-free 888 281 6531
Tel/TTY 520 325 1044
Fax 520 318 1129

CARF-CCAC
1730 Rhode Island Avenue, NW, Suite 410
Washington, DC 20036 USA
Toll-free 866 888 1122
Tel 202 587 5001
Fax 202 587 5009

CARF CANADA
10665 Jasper Avenue, Suite 760
Edmonton, AB T5J 3S9 CANADA
Toll-free 877 434 5444
Tel 780 429 2538
Fax 780 426 7274

■ **Organization**

■ Goodwill Industries of Northwest Ohio, Inc.
626 North Huron Street
Toledo, OH 43604

■ **Organizational Leadership**

■ Robert G. Huber
President/CEO

■ John H. Leeming III, M.S.Ed., CRC, CVE
Associate Director, Workforce Development

■ Raymond Byers
Chief Financial Officer

■ **Survey Dates**

■ April 24-25, 2014

■ **Survey Team**

■ Alan J. Schilling, M.A., Administrative Surveyor

■ Nathaniel Rogers Jr., Program Surveyor

■ **Programs/Services Surveyed**

■ Community Employment Services: Job Development
Comprehensive Vocational Evaluation Services
Employment Skills Training Services

■ **Previous Survey**

■ May 12-13, 2011
Three-Year Accreditation

■ **Survey Outcome**

■ **Three-Year Accreditation**
Expiration: May 2017



Three-Year Accreditation

SURVEY SUMMARY

Goodwill Industries of Northwest Ohio, Inc., has strengths in many areas.

- Goodwill Industries of Northwest Ohio is governed by a very active and committed board of directors that meets on a quarterly basis to provide close oversight, governance, and strong support to the organization. The board conducts much of its governance and oversight activity through the use of committees that have been designed to address the strategic needs of the organization.
- The chief executive officer is a very highly respected leader of the organization, who is seen as a competent, capable, and compassionate professional.
- The management team is experienced, is well tenured, and has a wide variety of expertise. This has led to stability in leadership during a period of significant growth for the organization.
- Goodwill Industries of Northwest Ohio has recently updated the mission of the organization to reflect in a more meaningful way the outcomes it hopes to achieve.
- The organization has established an excellent presence in Northwest Ohio and is well respected, highly visible, and committed to serving the needs of the local communities.
- The organization appears to have come a long way in ensuring financial solvency. As the CFO indicated, “We’ve been chasing the brass ring (financial solvency) for years; now that we have it, it is our challenge to see what we (Goodwill Industries of Northwest Ohio) are going to do with it.”
- The organization has a strong safety program and utilizes the Safety Council of Northwest Ohio for much of its staff training needs.
- Goodwill Industries of Northwest Ohio is acknowledged for the person-first attitude that is reflected throughout the organization. This is evidenced by the variety of placement opportunities that have been created for the persons served, including Ohio Department of Transportation’s facilities in thirteen different counties, the Ohio Lottery, the Ohio Investigative Unit, Ohio Mental Health & Addiction Services, the University of Toledo’s Lake Erie Center, the Ohio Bureau of Motor Vehicles, Ohio Department of Natural Resources, the Ohio Department of Jobs and Family Services, the private sector, and several federal buildings.
- Stakeholders, including funders and the persons served, hold Goodwill Industries of Northwest Ohio in the highest regard. The impact that the organization has on the community has been very positive.
- The organization’s vocational evaluation services are considered to be the best in the Toledo area. The services are conducted utilizing tenured, licensed professional staff members who are respected by the persons served and funding sources.
- The organization is complimented for having the janitorial training program participants adhere to the highest standards in the industry. This preparation is directly responsible for the excellent placement rate that the program experiences.
- Staff members are dedicated, professional, experienced, and skilled. The staff members are willing to go above and beyond their assigned responsibilities to get the job done.

- Goodwill Industries of Northwest Ohio is acknowledged for the unique and creative accommodations that it provides for the persons served. The organization is committed to solving both the vocational and independent living accommodation needs of the persons served.

Goodwill Industries of Northwest Ohio 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, Goodwill Industries of Northwest Ohio has proven to be a leader in providing services to individuals with disabilities and barriers to employment in Northwest Ohio. It has earned the respect and support of its local communities throughout the thirteen counties in which it provides services. Goodwill Industries of Northwest Ohio demonstrates substantial conformance to the CARF standards, and the persons served appear to benefit from the services provided. The organization has well-established quality programs in evaluation, skill training, and job placement that are supported by the retail store operations that have seen significant growth over the past two years. The leadership of the organization, starting with the board of directors, the CEO, and the management team, has created a culture that respects the dignity of those served and recently has rebranded its mission statements and vision to better reflect its future direction. Throughout the Workforce Development Department, the staff members are experienced, well tenured, and creative, and contribute to the success the organization has experienced. Goodwill Industries of Northwest Ohio has developed an ambitious strategic plan that in part focuses on increasing referrals to the Workforce Development Department programs. It is urged to address the recommendations noted herein and encouraged use the CARF standards and input of the consumers in its efforts to increase collaboration, expand referral sources, and strengthen the utilization of services.

Goodwill Industries of Northwest Ohio has earned a Three-Year Accreditation. The board of directors, the management team, and the staff members are congratulated for this tremendous effort. Goodwill Industries of Northwest Ohio is encouraged to continue to use the CARF standards for quality improvement of the services provided.

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.

Consultation

- The organization is encouraged to increase its collaboration with other resources in the community that share a similar mission. This could include posting job openings at the One Stop Centers (OhioMeansJobs[®] Lucas County, formerly the Source) and working with other placement agencies to increase its collaborative efforts. With a 100 percent turnover in the retail stores, this could create a win-win situation for Goodwill Industries of Northwest Ohio and its community partners.
 - It is suggested that Goodwill Industries of Northwest Ohio highlight on the board agenda any actions that the board will be required to vote on. This could allow board members to prepare more efficiently for addressing those issues.
 - The organization is encouraged to include in the board code of ethics policy how board members are to proceed in dealing with allegations of violations against other board members.
 - It is suggested that the organization consider including the CARF governance standards in its next CARF survey to encourage best practices at the leadership level.
-

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

Recommendations

C.1.a.

As part of its strategic planning process, the organization is urged to include the input and expectations of the persons served. It could incorporate an environmental scan component to provide an overview of the input of persons served in addition to the effectiveness of services and input data generated from program outcomes.

C.2.a.(1)

The organization should develop its written strategic plan with input from the persons served.

C.3.a. through C.3.c.

It is recommended that the strategic plan be shared with the persons served, personnel, and other stakeholders as relevant to their needs. One relatively simple way could be to post the plan on the website and update it as changes are made.

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

D.2.b.(3)

Although the organization gathers information from the persons served, it is recommended that the information be utilized in the development of the strategic planning process.

E. Legal Requirements

Principle Statement

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

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

F.7.a. through F.7.b.(3)

The organization has plans plan to develop an internal audit process to document the accuracy of Workforce Development billing processes. The organization should conduct a quarterly review of a representative sampling of records of the persons served to document that dates of services provided coincide with billed episodes of care, determine that the bills accurately reflect the services that were provided, and identify necessary corrective action. This could become even more important as Goodwill Industries of Northwest Ohio embarks on providing the Ohio Department of Developmental Disabilities' waivers services to program participants.

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

Recommendations

H.14.a. through H.14.c.

It is recommended that Goodwill Industries of Northwest Ohio have written procedures for the handling, storage, and disposal of hazardous waste.

Consultation

- It is suggested that the organization move forward with offers by Goodwill Industries, International, Inc., to deal with potential violent situations in the workplace.
 - It is suggested that, on the self-inspection forms, when an area of need is identified and when that area of need is corrected, it be noted on the form where it asks for date of completion.
-

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 descriptions/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

I.3.c.

The organization tracks the number of individuals who leave employment and how long they were employed. Goodwill Industries of Northwest Ohio should also demonstrate identification of any trends in personnel turnover. The tracking system could include why employees are leaving, include if they had received other Workforce Development services from Goodwill Industries of Northwest Ohio, and identify if they are leaving for advancements in employment. This could provide valuable mission-driven information that could be used to show the positive community impact Goodwill Industries of Northwest Ohio is having on the local communities.

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.

Consultation

- It is suggested that Goodwill Industries of Northwest Ohio follow through with its plan to hire an individual to update and maintain the organization's website.
-

K. Rights of Persons Served

Principle Statement

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

- Communication of rights
 - Policies that promote rights
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

There are no recommendations in this area.

Consultation

- Although the organization implements policies promoting the rights of the persons served, it is suggested that a sign-off sheet indicating that the persons have been made aware of their rights be implemented.
-

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. 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
-

Recommendations

M.3.a.(2)

The data collected by the organization for performance measurement and management should include accessibility status reports. The organization could develop an accessibility status report that reflects the efficiency of bringing people into the services and the person's ability to move from one service to another. It could also identify any trends that have been associated with this movement.

Consultation

- It is suggested that, as part of the program outcomes system, Goodwill Industries of Northwest Ohio ask the question, "Did this program generate enough revenue to support expenses?"
-

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

N.3.a.(1) through N.3.a.(3)

The organization should communicate performance information to the persons served, personnel, and other stakeholders. A simple way to do this could be to post the information on the website, include it in newsletters, and include it in the annual report.

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.

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
-

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.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.

B. Evaluation Services

Principle Statement

Comprehensive Vocational Evaluation Services

Comprehensive vocational evaluation services provide an individualized, timely, and systematic process by which a person seeking employment, in partnership with an evaluator, learns to identify viable vocational options and develop employment goals and objectives. A vocational evaluator or vocational specialist provides or supervises the services.

An accredited comprehensive vocational evaluation service is capable of examining a wide range of employment alternatives. The following techniques are used, as is appropriate to the person being assessed, to provide comprehensive vocational evaluation services:

- Pre-evaluation assessment of assistive technology needs.
 - Assessment of functional/occupational performance in real or simulated environments.
 - Work samples.
 - Employment exploration model.
 - Psychometric testing.
 - Preference and interest inventories.
 - Personality testing.
 - Extensive personal interviews.
 - Other appropriate evaluation tests, depending on the individual.
 - Analysis of prior work and/or volunteer experience and transferable skills.
-

Recommendations

There are no recommendations in this area.

C. Community Employment Services

Principle Statement

Community employment services assist persons to obtain successful community employment opportunities that are responsive to their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings.

Work is a fundamental part of adult life. Individually tailored job development, training, and support recognize each person's employability and potential contribution to the labor market. Persons are supported as needed through an individualized person-centered model of services to choose and obtain a successful employment opportunity consistent with their preferences, keep the employment, and find new employment if necessary or for purposes of career advancement.

Such services may be described as individual placements, contracted temporary personnel services, competitive employment, supported employment, transitional employment, mobile work crews, contracted work groups, enclaves, community-based SourceAmerica™ (formerly NISH) contracts, and other business-based work groups in community-integrated designs. In Canada employment in the form of bona fide volunteer placements is possible.

Individuals may be paid by community employers or by the organization. Employment is in the community.

Job Development

Successful job development concurrently uses assessment information about the strengths and interests of 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.

Key Areas Addressed

- Integrated employment choice
 - Integrated employment obtainment
 - Pays wages at or above minimum wage
 - Provides a benefits package
 - Employment provided in regular business settings
 - Integrated employment retention
 - Provides career advancement resources
 - Business plan is used to design service
-

Recommendations

There are no recommendations in this area.

F. Employment Skills Training Services

Principle Statement

Employment skills training services are organized formal training services that assist a person seeking employment to acquire the skills necessary for specific jobs or families of jobs. Such services can be provided at job sites in the form of apprenticeships, on-the-job training, and/or volunteer situations; within formal and organized training and educational settings (such as community colleges and trade and technical schools); or within the organization.

Key Areas Addressed

- Formal training services
- Skills, attitude, and work behaviors development/reestablishment

Recommendations

There are no recommendations in this area.
