

Jeffrey W. Kaphengst

Kaphengst Consulting LLC

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SUMMARY

Experienced Human Services Administrator with over twenty-five years of experience in developing and operating quality assisted living and community-based services for adults and children with intellectual/developmental disabilities, physical disabilities, brain injuries, mental illness, and advanced age. Programs include Community-Based Residential Facilities (CBRF), Adult Family Homes (AFH), Supported Independent Living (SIL), Residential Care Apartment Complex (RCAC), Adult Day Services, and Residential Care Centers for Children (RCC). Personally involved in the assessment, planning, and transition of individuals with disabilities into community living settings.

Trained Client Rights Specialist with over 15 years of experience conducting and supervising thorough investigations of client abuse, neglect, misappropriation, injuries of unknown origin, and caregiver misconduct.

Safety and Risk Management Director responsible for insurance acquisition, safety investigation and analysis, risk management and mitigation, OSHA compliance, worker's compensation, and organization policy/procedure development and compliance.

Past Director of a disability provider advocacy association engaged with the State of Wisconsin Department of Human Services (DHS), Division of Medicaid Services (DMS), Division of Quality Assurance (DQA), and Bureau of Assisted Living (BAL), collaborating on advisory committees and workgroups to establish best practice, quality improvement, and excellence in home and community-based services (HCBS) and assisted living programs throughout the State of Wisconsin.

SKILLS

- Strategic planning, business development, budget development and financial analysis, operations and administration, and state/federal regulatory compliance.
- Assisted living project management, site acquisitions, new and existing property construction, ADA compliance, and new program development and start-up.
- Effective communicator, trainer, and mentor, able to engage with a wide variety of people, promoting an environment of open and collaborative communication.
- Trained and adept in conducting thorough investigations of client rights violations, organization policy/procedure compliance, and employee health and safety incidents.
- Conducted more than 100 client rights investigations, including three death investigations. Collaborated with regulatory authorities and law enforcement, conducting investigations, interviews, and documenting findings in formal written investigation summaries.
- Acquisition and oversight of corporate insurance, including general, professional, property, casualty, vehicle, directors and officers, employee benefits, and workers' compensation insurance. Directed claims reporting and management, data management, risk mitigation, and safety management activities.
- Comprehensive working knowledge of Wisconsin Administrative Code DHS 83 (CBRF), DHS 88 (AFH), DHS 105.14 (Adult Day Care Center), and DHS 89 (Residential Care Apartment Complex-Elderly) regulations, standards of care, and best practices.

- Knowledgeable of national Home and Community-Based Services (HCBS) Medicaid waiver standards.
- Experienced in policy and procedure development, review, and revision in order to ensure client and program safety and quality and meet regulatory requirements.
- Coordinated *Praesidium Inc. Accreditation*, Oconomowoc Residential Programs, Inc. (NKA MyPath), Wisconsin and Indiana companies, 2005 & 2009.
- Consultation to Genesee Lake School, LLC during the completion of the agency *Council on Accreditation (COA) Certification*, 2012.
- Experienced in hiring, coaching, and mentoring staff from direct care professionals to agency directors.
- Knowledgeable in employee recruitment, training, performance evaluation, compensation adjustment, progressive discipline, and investigation and response to employee grievances, including alleged favoritism, discrimination, misconduct, and sexual harassment.
- Organizational assessment, identifying needs and challenges, and offering innovative solutions.
- Exhibiting and presenting at conferences and educational events.

EMPLOYMENT HISTORY

Wisconsin Department of Human Services, Division of Medicaid Services

August 2022 – January 2024

Contracted Consultant

Consultant contracted by the Wisconsin Department of Human Services, Division of Medicaid Services, for the Rate Development of the [Minimum Fee Schedule for Home and Community-Based Services](#), based on the Milliman Report, [Wisconsin DHS ARPA Home and Community Based Services Minimum Payment Rate Development – Residential and Supportive Home Care Services, January 30, 2024](#) (Pages 3 & 15)

Creative Community Living Services, Inc.

January 2022 – Present

Board Member (January 2022 – April 2023), Vice Chairman of the Board (April 2023 – Present)

Creative Community Living Services (CCLS), Inc. is a non-profit company providing home and community-based assisted living, independent living, and day services to individuals with intellectual and developmental disabilities, mental health disabilities, and frail elder adults. Residential settings include Adult Family Homes (AFH), Community-Based Residential Facilities (CBRF), and Supported Independent Living (SIL).

Kaphengst Consulting LLC

December 2021 – Present

Principal Consultant

Consultant for home and community-based disability, behavioral health, and assisted living services specializing in:

- Quality Improvement and Regulatory Compliance
- Training and Leadership Development
- Risk Management and Client Rights Investigation
- Business Development
- Organizational Assessment and Change Management
- Nationwide Expert Witness services, including case consultation, analysis, and testimony

Disability Service Provider Network, Inc. (DSPN)

October 2019 – April 2020

Interim DSPN Chief Executive Officer (CEO)

- Led all day-to-day operations of the association during the CEO transition.
- Association representative on Wisconsin DHS, DMS, DQA, and BAL advisory committees and workgroups.
- Coordinated and led DSPN Annual Conference, Annual Meeting of the Members, Executive Committee meetings, Board of Director meetings, and Public Policy meetings.
- Provided Board of Directors with membership, financial, program, and public policy reports and updates.
- Led DSPN's Public Policy Committee.
- Maintained and increased relationships with policymakers at the Dept. of Human Services (DHS), Dept. of Workforce Development (DWD), legislators, funders, and other disability advocacy stakeholders.
- Assisted in onboarding and education of the new Chief Executive Officer.

November 2017 – December 2021

Director of Membership and Operations

DSPN is the state's leading trade association for organizations that provide support to people with disabilities.

DSPN represents the interests of disability service providers offering residential and non-residential services.

- Association representative on Wisconsin DHS, DMS, DQA, and BAL advisory committees and workgroups.
- Developed and implemented membership plans for the retention and expansion of association members. Coordinated, managed, tracked, and evaluated all membership and renewal activities.
- Developed membership marketing and promotional materials.
- Staffed DSPN Membership Committee and STAR/WCCEAL Committee.
- Developed and led exhibits and presented at trade shows.
- Responded to member requests for information.
- Led HR functions for DSPN as the Human Resources Officer assigned in the Employee Handbook, overseeing benefits, employee concerns, conflict, and resolution.
- Managed recruitment, background checks, hiring and onboarding new employees, and employee exits. Liaison with organizations handling DSPN employee benefits.
- Assisted Chief Executive Officer with annual general liability, property/casualty, auto, workers comp, D&O, and ERISA insurance acquisition and renewal.
- Worked with Controller to ensure financial processing and tracking of membership, accounts receivable, accounts payable, and payroll.

Brinkmann Construction, Inc

May 2015 – November 2017

Construction Manager

- Bid landscaping, excavating, base preparation projects, determining budget guidelines, staffing, equipment placements, and creating project plans.
- Procured materials and supplies, scheduled and managed construction crews, and handled project paperwork and job costing.
- Managed potentially tricky customer situations and responded to customer needs.
- Responsible for crewmember training, safety & supervision of staff and their equipment.
- HR responsibilities included employee discipline, worker's compensation, and employee benefits.
- Acquired commercial liability, property, and vehicle insurance and implemented safety and risk management plans and training.

- Completed and documented all DOT heavy truck regulatory requirements and obtained applicable oversize/overweight permits.
- Operated equipment, including quad-axle dump trucks, tractor-trailers, skid steers, loaders, and dozers.

Independent Living, Inc.

December 2013 – May 2014

Interim Residential Services Director - Consultant

- Interim management and oversight of the Gardens Residential Care Apartment Complex (RCAC) Programs and Segoe Gardens Assisted Living Community-Based Residential Facility (CBRF) for older adults in Madison.
- Onboarded and trained newly hired CBRF Manager/RN.
- Updated agency policy and procedure to comply with the CBRF administrative code, DHS 83, and RCAC administrative code, DHS 89.

Homes for Independent Living of Wisconsin LLC

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

June 2012 – September 2013

Executive Director, Central Division

- Maintained strategic, sustainable growth of operations through maximizing occupancy in current services and developing new business opportunities.
- Diversified service models offered and customer base.
- Maximized financial performance of the Central Division.
- Negotiated contracts with purchasers, including Managed Care Organizations (MCOs), county human services departments, and private payers.
- Improved program quality and customer satisfaction through policy and procedural development and improvement, staff training, quality assurance programs, and stakeholder feedback. Implemented and monitored through the leadership of Regional Directors.
- Provided leadership in developing a solid workforce at all levels, focusing on recruitment, recognition, retention, training, continuous learning, compensation, and succession planning.

January 2012 – June 2012

Area Director, Central Division

- Overall leadership and oversight of the HIL programs in Jefferson, Manitowoc, Rock, Sheboygan, Washington, and Waukesha Counties, supporting adults with intellectual, developmental, mental health, and physical disabilities and traumatic brain injury. Developed, managed, and forecasted overall program operating budgets.
- Led a successful multi-level management team through team building, staff development, and delegation.
- Experienced and knowledgeable in community support options, including Community-Based Residential Facilities (CBRF), Adult Family Homes (AFH), Community Supported Living Arrangements (CSLA), Supported Independent Living (SIL), and Adult Day Services programs and associated regulatory requirements.
- Succeeded in developing new, creative program options, including combined oversight of Homes for Independent Living residential and Paragon Community Service day services programs in Sheboygan County.

- Member of the HIL Policy and Procedure Review Committee, responsible for updating and developing policies based on programmatic and regulatory needs.
- Coordinated the purchase and construction of new residential programs.

ORP Management LLC

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

January 2009 – January 2012

Director, Safety and Risk Management

- Developed and implemented corporation-wide safety programs and structures to assure compliance with appropriate regulatory bodies.
- Reduced worker's compensation costs/liability and increased safety in ORP companies in Wisconsin and Indiana.
- Oversaw investigations and risk management in the event of client, staff, and company incidents or accidents. Conducted and facilitated investigations of incidents. Facilitate post-incident root cause analysis.
- Responsible for acquisition and oversight of corporate insurance, including workers' compensation, general, professional, property, and vehicle liability insurance, directors' and officers', employment practices liability insurance, and fiduciary insurance coverage and claims reporting.
- Lead Client Rights Specialist for all ORP companies in Wisconsin and Indiana.
- Provided Incident Investigation Training to management staff in ORP companies.
- Assisted in developing and implementing policies and procedures for different business units, including adult assisted and supported independent living, adult day services, adult work services, children's resident care centers, community group homes, and community-based special education services in Wisconsin and Indiana.
- Monitored emergency/disaster preparedness.

Homes for Independent Living of Wisconsin LLC

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

January 2007 – January 2009

Area Director/Development Director – Southeast Area

- Overall management and oversight of the HIL programs in Milwaukee, Racine, Kenosha, Washington, and Waukesha Counties, supporting adults with developmental, mental health, physical disabilities, and traumatic brain injury. Responsible for the development, management, and tracking of overall program operating budgets.
- Led five (5) multi-level management teams.
- Operated community residential supports, including CBRFs, AFHs, CSLAs, and SAPs.
- Developed new, creative support models supporting individuals with significant behavioral support needs.
- Coordinated the purchase and construction of new residential programs.

Oconomowoc Developmental Training Center LLC (NKA Genesee Lake School)

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

September 2002 – January 2007

Director of Operations

- Responsible for overall management and oversight of the ODTCC Residential Care Center for Children (RCC), including the ODTCC Center Program, the ODTCC School program, and the ODTCC Children's and Adult Group Home Programs, serving children, youth, and adults with significant intellectual/developmental disabilities, mental/behavioral health disorders and complex neurological/chromosomal syndromes.
- Responsible for developing, managing, and tracking overall program operating budgets > \$15MM.
- Led the agency's multi-departmental management team, responsible for team building, staff development, and delegation.
- Maintained regulatory compliance of thirteen (13) agency residential facilities and maintained a positive working relationship with regulatory authorities licensing Residential Care Centers for children and Community-Based Residential Facilities for adults.
- Coordinated the construction of new residential and education buildings.

Homes for Independent Living of Wisconsin LLC

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

November 1993 – September 2002

Regional Director/Agency Client Rights Specialist

- Directed ongoing operations of community residential support services for adults with developmental disabilities, chronic mental illness, physical disabilities, and traumatic brain injuries, including CBRFs, AFHs, CSLAs, and SAPs.
- Led the agency's multi-department management team, responsible for team building, staff development, and delegation.
- Developed and implemented a new program design to meet the requirements of the new Community Supported Living Arrangement (CSLA) Medicaid Waiver program.
- Coordinated the construction of a new residential program.
- Participated in a corporate workgroup that developed and implemented an ongoing agency management training program.
- Appointed Interim Regional Director during Regional Director transitions in Milwaukee, Racine, Waukesha, and Brown Counties. Completed quality assurance review and policy/procedure update for the region, participated in the recruitment, hiring, and onboarding of the new Regional Director, providing transitional support for up to 6 months post-hire.
- Obtained training in resident rights, abuse, neglect, and other acts of caregiver misconduct and the investigation of resident rights violations. Was appointed the Agency Client Rights Specialist, responsible for all resident rights violation/abuse investigations and DHFS reporting for the entire company.

November 1991 – November 1993

Program Coordinator

- Led the Washington County management team, responsible for team building, staff development, and delegation.
- Directed management and daily operation of an eight (8) bed CBRF for adults with chronic mental illness.
- Oversaw operations of a multi-client supported apartment program for adults with chronic mental illness.
- Oversaw management and operations of four (4) AFHs supporting adults with intellectual and developmental disabilities and traumatic brain injuries.
- Oversaw operations of a multi-client supported apartment program for adults with intellectual and developmental disabilities.

- Responsible for employee recruitment, training, performance evaluation, progressive discipline, and investigation and response to employee grievances.

Oconomowoc Developmental Training Center LLC (NKA Genesee Lake School)

(A division of Oconomowoc Residential Programs, Inc. (NKA MyPath))

November 1988 – November 1991

Psychotherapist/Case Manager

- Case management of twelve to fifteen children with intellectual, developmental, and emotional disabilities living in a Residential Care Center (RCC) or Community-Based Residential Facilities.
- Developed client service and behavioral support plans and coordinated client's treatment utilizing the agency's multi-disciplinary team.
- Individual, group, and family psychotherapy.
- Direct service staff training and in-service.
- Discharge planning with placing agencies to establish appropriate community placement for clients.

PROFESSIONAL ORGANIZATIONS

- Member of the Wisconsin Department of Health Service (DHS), [Wisconsin Intellectual and Developmental Disabilities and Mental Health \(IDD-MH\) System Improvement Steering Committee](#), developing state-wide community-based crisis prevention & intervention services for children and adults with intellectual and developmental disabilities and mental health needs, ([WI IDD-MH System Improvement Report, 06/2024](#)), July 2023-Present;
- Member of the Wisconsin DHS, Division of Quality Assurance (DQA) Assisted Living Provider Community Work Group, 2018-Present;
- Member of the Wisconsin DHS, Division of Medicaid Services (DMS) Residential Representatives Group, 2018-Present;
- Affiliate Member of Disability Service Provider Network, Inc. (DSPN), January 2022 – Present ;
- Member of the Technology First Coalition, Policy Subcommittee, January 2022 – Present;
- Member of the *Wisconsin Coalition for Collaborative Excellence in Assisted Living (WCCEAL) Advisory Group*, 2017 – 2021;
- Board Member of Wisconsin Long Term Care Workforce Alliance (Alliance), February – December 2021;
- Invited member of the Wisconsin DHS, Chapter DHS 105.14 Adult Day Care Center Advisory Committee, developing the newly created Administrative Rule, 2019;
- Participant in the Wisconsin DHS, DMS Advisory Group, developing the Benchmark Guide for HCBS Services Settings Rule-Nonresidential Provider Settings, P-02207a, 2019;
- Participant in *Wisconsin DHS Assisted Living Quality Summits*.

PRESENTATIONS AND TRAININGS

“Abuse, Neglect, Misappropriation, Injury of Unknown Origin and Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, April 23, 2026, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, September 18, 2025, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, May 20, 2025, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, October 22, 2024, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct, 1-2 Bed Providers”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, May 15, 2024, Madison, WI.

“Positively Supporting Individuals with IDD and Behavioral Health Challenges”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, May 7, 2024, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, March 27, 2024, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, October 12, 2023, Brookfield, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, Wisconsin Adult Day Services Association (WADSA) Conference, October 7, 2023, Stevens Point, WI.

“Provider Investigations 101”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Inclusa, Inc., Inclusa Quality Staff Training, July 24, 2023, Virtual Zoom Training.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, June 28, 2023, Madison, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, June 21, 2023, Appleton, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, June 7, 2023, Kenosha, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO), Community Care, Inc., Provider Staff Training, two sessions, April 19, 2023, Brookfield, WI.

“Person-Centered Planning and Essential Lifestyles Planning: An Overview and Stories of Success”, Co-Presenter, Wisconsin Health Care Association & Wisconsin Center for Assisted Living (WHCA/WICAL) Annual Conference, October 21, 2022, Elkhart Lake, WI.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, State of Wisconsin-contracted Managed Care Organization (MCO) Provider Relations staff, April 7, 2022, via Zoom.

“Positive Behavioral Interventions”, Co-presenter, DSPN member organization staff training, October 19, 2021, Algoma, Wisconsin.

Disability Service Provider Network, Inc. (DSPN) 2021 Annual Conference “Reignite-Reconnect-Rest 2021: The Next Normal”, Conference Planning Committee member, October 13-14, 2021, Rothschild, Wisconsin.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, DSPN member organization management training, November 14, 2019, West Bend, Wisconsin.

“Wisconsin Coalition for Collaborative Excellence in Assisted Living (WCCEAL) & DSPN STAR Quality Improvement Programs”, Panel Co-presenter with DHS staff, Disability Service Provider Network (DSPN) Conference, October 18, 2019, Elkhart Lake, Wisconsin.

Disability Service Provider Network, Inc. (DSPN) 2021 Annual Conference “Together Toward Tomorrow”, Conference Planning Committee member, October 17-18, 2019, Elkhart Lake, Wisconsin.

“Abuse, Neglect, Misappropriation and Reporting”, Presenter (3 sessions), DSPN member organization staff training, October 2, 2018, West Bend, Wisconsin.

“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”, Presenter, DSPN member organization management training, January 25, 2018, Janesville, Wisconsin.

“Abuse, Neglect, Misappropriation and Reporting” and *“Conducting, Documenting, and Reporting Investigations of Caregiver Misconduct”*, Presenter, Disability Service Provider Network (DSPN) Annual Meeting of the Members, December 13, 2017, Wisconsin Dells, Wisconsin.

EDUCATION

DEGREE

Bachelor of Science Degree in Psychology from the University of Wisconsin - Stevens Point

Clinical Psychology Master’s Degree Program at the University of Wisconsin – Oshkosh, completed coursework.

CERTIFICATE

OSHA 30 Hour Voluntary Compliance Course for General Industry, Nov 2009

The Mandt System Technical Trainer Certification – Jul 2011 through Jul 2013

CONTINUING EDUCATION

- *Wisconsin DHS Abuse, Neglect, & Misappropriation, Investigating and Reporting Allegations of Misconduct Training* – Aug 1998, May 1999, Nov 1999, Oct 2001, Jun 2014, Dec 2020, June 2022
- State and national seminars and conferences on assisted living, home and community-based services (HCBS), standards of care and best practices, quality assurance, employment law, management and supervision, business communication and writing, leadership, and extensive disability-related subjects.