

carf

Introduction to CARF



Carf International carf-CCAC carf Canada



**The CARF accreditation process  
centers on **enhancing the lives**  
of persons served!**

**CARF accreditation is a  
process not an event!**

CARF is not a project but a process

**“Because of CARF we moved from counting inputs/activities to measuring outcomes and impacts in service delivery.”**

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## Who “Owns” CARF?



**On December 1, 2001, the CARF Board of Trustees declared that the “Moral Ownership” of CARF was the Persons Served!**

**In order to comply with the CARF Mission Statement to “center on enhancing the lives of persons served,” three Board Policies were adopted.**

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## CARF Today

- **Accredits more than 30,000 service programs at over 10,000 sites in nearly 4,800 organizations in the United States, Canada, and Europe.**
- **Works closely with consumers, parents, families, advocacy and provider associations, and funders.**



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## CARF Today

- **Is accepted or required in over 40 states and provinces through:**
  - **Certification/Mandates**
  - **Deemed Status/Licensure**
  - **State Memos/Special Considerations**

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## CARF Accreditation Themes

- **Consumers define quality outcomes (results).**
- **Field-driven, non-prescriptive standards.**
- **Consultative, not inspective.**
- **Peer review survey process.**
- **Accreditation of the organization's services.**
- **Continuous quality improvement.**

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## Budget for the Costs

- **Standards Manual = \$145 USD**
- **Other helpful CARF publications = \$160 USD**
- **Intent Fee = \$900 USD**
- **Survey = \$1,300 USD per surveyor per day**
- **Your staff time \$\$\$**



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## Getting Started

- **Select a Standards Manual:**
  - **Employment and Community Services**
  - **Behavioral Health**
  - **Medical Rehabilitation**
  - **Aging Services**
  - **Children and Youth Services (new in 2005) for child welfare/protection agencies**

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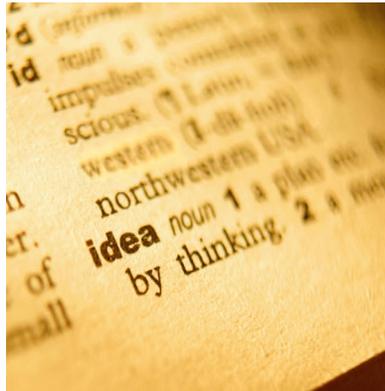
## The ECS Team

**Is Only a Phone Call Away: 1-888-281-6531**

- **Paul Andrew, ext. 112**
- **Margaret McHenry, ext. 106**
- **Julia Vining, ext. 170** (Western States & Canada)
- **Mary Boegemann, ext. 142** (Central States)
- **Pete Hathaway, ext. 252** (Midwestern/Southwestern States)
- **Penny Parac, ext. 171** (Eastern/Southeastern States)
- **Angela Ruffalo, ext. 131**

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## Using the Survey Preparation Guide



- **Your Organization's Responses – how you can demonstrate conformance**
- **Suggested Documents for Review**

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## Standards Cycle

- **Revised standards manual is issued every year in January.**
- **Standards year is July 1 to June 30 of the following year.**
- **All standards reviewed at least every 3 years.**



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## 2007 Standards for Employment and Community Services

- The Standards are **“Field-Based Quality Indicators”** as defined by:
  - Persons served and/or families.
  - Funding, referral, & governmental agencies.
  - Local community leaders and interests.
- Clear, simple, unidimensional.
- Active language – **“Something is happening.”**

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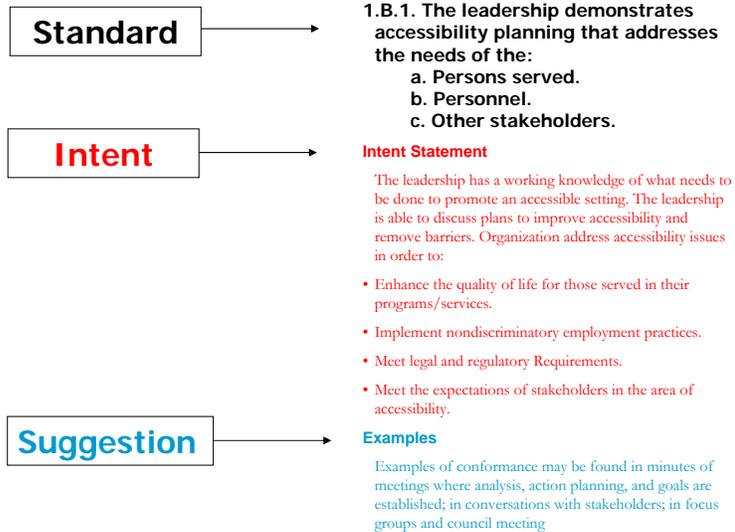
## 2007 Standards for Employment and Community Services

- Reflect positive changes in:
  - Peoples' lives
  - The organization
  - The community
- Allow the organization to demonstrate its outcomes in many ways.



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## A “typical” standard (see p. 49)



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## Committees

- **At least one designated person to co-ordinate: should be a “detail” person**
- **Use the strengths/interests of staff to work on pieces, e.g., Health & Safety, outcomes...**
- **Include ALL the staff, everyone needs to do something**

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## Beginning Strategies

- **Conduct a Self-Evaluation and identify major areas for improvement**
- **Start with organizational standards**
- **Work backwards from survey date**
- **Develop system(s) for tasks, e.g., calendars**
- **Early on tell staff that doing assessments & other documentation IS client service**
- **Remember the “loop of improvement”**

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## Communication

- **Involve governance partners at the beginning**
- **Orient all staff that this is about improving service quality not passing the survey**
- **Communicate: do newsletters, internal and external; e-groups; regular meetings**

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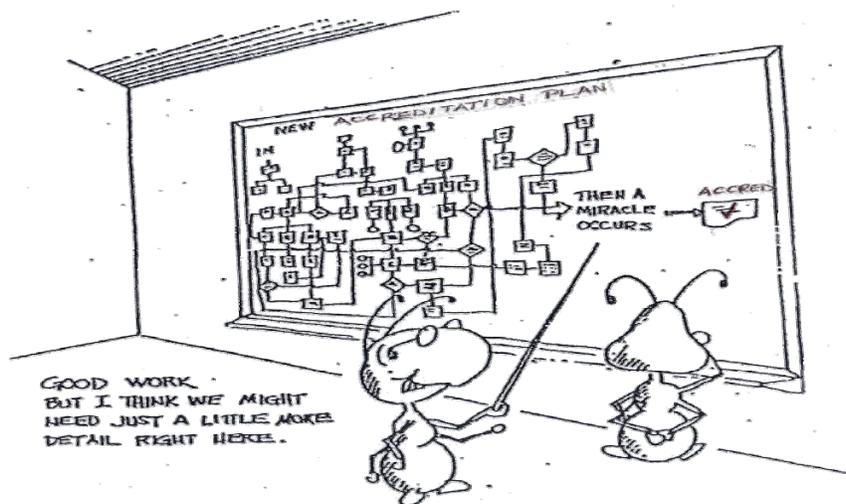
## Getting Help



- Other agencies
- CARF
- Governance
- Funders

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## Trust



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## Putting All This Together to Prepare for a Site Visit



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## Consider Your Services:

- **What are the best examples of your results in terms of your stakeholders' expectations?**

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- **How will you demonstrate these examples to the Survey Team?**

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## During the Survey:

- **Which sites will the surveyors visit?**

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- **Who will they talk to?**

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- **What questions will they ask?**

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## During the Survey:

- **What documents will you show them?**

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- **What questions will you want to ask the team to help you improve the services?**

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Survey Preparation  
and Using the  
*2007 ECS Survey  
Preparation Guide*



Carf International carf-CCAC Carf Canada

Overview of Steps Quality Through  
CARF Accreditation

- 1. Identify your CARF Resource Specialist, and establish communication. (Julia, Mary, Penny or Pete)**
- 2. Connect regularly with CARF resources ([www.carf.org](http://www.carf.org) and *CARF Connection* via e-mail).**
- 3. Know (or learn!) the benefits of accreditation.**
- 4. Make personal and organizational decisions.**

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## Overview of Steps Quality Through CARF Accreditation



5. **Educate staff and customers.**
6. **Plan for quality (create teams and networks, use your community resources).**
7. **Select services & standards manual to submit for survey.**
8. **Pick a time for a site visit – submit Intent to Survey.**

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## Overview of Steps Quality Through CARF Accreditation

9. **Experience the peer survey.**

10. **Receive your accreditation decision:**



- **Three-Year Accreditation**
- **One-Year Accreditation**
- **Provisional Accreditation**
- **Non-accreditation**

11. **Respond with the Quality Improvement Plan.**

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## Overview of Steps Quality Through CARF Accreditation

- 12. Implement your plan.**
- 13. Continuously improve your services.**
- 14. Annual Conformance to Quality Report.**
- 15. Set up quality management time lines.**
- 16. Think “continuous quality improvement.”**

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## What is a “Blended” Survey?

- **Flexible blended survey opportunities.**
- **A process of customizing a survey so that an organization with programs/services in more than one CARF Customer Service Unit can seek accreditation for all of them during a single site visit.**
- **Preselected standards from more than one CARF standards manual are applied during the same survey.**

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## What is a “Blended” Survey?

- **Blended surveys share a set of Business Practice Standards (with a few additional in Medical).**
- **Program/Service standards maintain the original intent and integrity.**



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## Survey Preparation

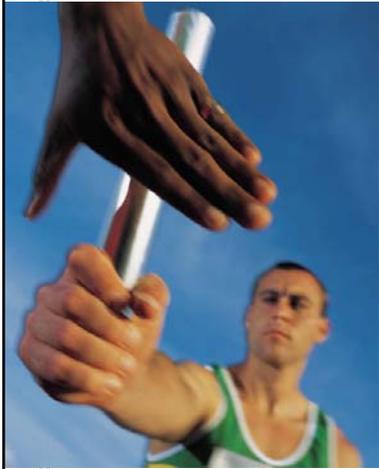
- **Allow adequate time and resources.**
- **12-18 months average (standards must be in use for at least 6 months prior to the survey).**
- **Develop your team and timetable for survey preparation.**



- **Assign tasks.**
- **Yea, team!**

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## It's All in the Teamwork



- **Training sessions for all staff.**
- **Active involvement by all department heads.**
- **Identify core “work group” and leader.**
- **Have CARF meetings.**
- **Use time frames to stay on track.**

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## It's All in the Teamwork

- **Include all community partner groups.**  
**Community partners provide resources for:**
  - **Accessibility**
  - **Health and Safety**
  - **Legal**
  - **Financial**
  - **Human Resources**
  - **Outcomes**
  - **Individual Planning**
  - **Program Design**

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## At Least Twelve Months Prior

- **Purchase current materials.**
- **Establish your “CARF team” and develop your organization’s commitment.**
- **Educate staff.**
- **Identify services to be accredited.**
- **Use the Survey Preparation Guide to seek input from staff and familiarize staff with standards.**

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## At Least Twelve Months Prior

- **Attend a training.**
- **Visit or contact other CARF-accredited organizations.**
- **Look for the “yes/no” items and make sure they are accomplished.**
- **Call CARF for any standards interpretation or other questions – Unlimited technical assistance is available by phone/e-mail!**

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## Six Months Prior

- **Complete Intent to Survey and send to CARF (should be at least four months prior to desired survey dates - your resource specialist can answer any questions you have).**
  - **Intent includes HIPAA agreement (for US only unless Veterans Administration)**
- **Selection of services for accreditation**



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## Six Months Prior

- **Continue preparation.**
- **Educate board and consumers about accreditation.**
- **Implement new systems, policies, and procedures, and establish your review of systems.**
- **Gather information and samples of conformance.**
- **Plan your own demonstrations of conformance using the Survey Preparation Guide.**

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## Three to Four Months Prior

- **Conduct a mock survey, role play the survey with staff.**
- **Plan – What do we show? Who will they talk to? What documents will we need? How shall we organize it?**
- **Review all documents and think from a surveyor perspective in all activities.**

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## Three to Four Months Prior

- **Create an action plan from results of internal review.**
- **Assign responsibility for any last minute details to staff.**
- **Stay in touch with your Resource Specialist.**



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## What if Something Changes?

- **Notify CARF if something changes after you have completed your Intent to Survey.**
- **Especially stay aware of the time frame you have requested for the survey.**
- **If you have been notified of the survey dates and then want to change, there is a \$1300 cancellation fee!**



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## One Month Prior

- **Typically you will know your survey dates 60 days prior to the actual survey.**
- **Follow-up on the mock survey results.**



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## Two Weeks Prior

- **At least two weeks prior you will receive a call from the team coordinator.**
- **Please notify CARF if the site visits or interviews will need to take place outside of normal business hours.**



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## One Week Prior

- **Keep staff informed.**
- **Recognize staff and their efforts.**
- **Prepare a working room for the surveyors for:**
  - **Interviews,**
  - **Reviewing documents,**
  - **Phone calls.**
- **Relax!**

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## One Week Prior

- **Prepare a tentative schedule for site visits with the CARF team coordinator.**
- **Arrange for interviews of consumers (not specific times).**
  - **Board member**
  - **Funding sources**
  - **Invites to opening and exit conferences**

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## The Site Survey

- **Evening Prior: Assist surveyors by delivering non-confidential documents to their hotel.**
- **Orientation Conference: You choose who will attend.**
- **Tour, documents, and interviews.**
- **Working evening meetings: Surveyors only.**
- **Pre-exit and Exit Conference: You choose who attends. (Sometimes funders require participation in exit conferences.)**

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## Ways a Surveyor Spends His/Her Time

### Consultation with your Staff

**Be sure to ask questions and benefit from the surveyors' experience and expertise.**



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## Ways a Surveyor Spends His/Her Time

### Interviewing Stakeholders:



- **Consumers**
- **Family Members**
- **Staff Members**
- **Board Members**
- **Funders**

***Tip: Have individual records match consumers to be interviewed.***

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## Ways a Surveyor Spends His/Her Time

### Visiting Sites and Observing Services

- **Service sites**
- **All sites owned, rented, or under the organization's control**
- **Sampling of community sites**



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## Ways a Surveyor Spends His/Her Time

### Document Review

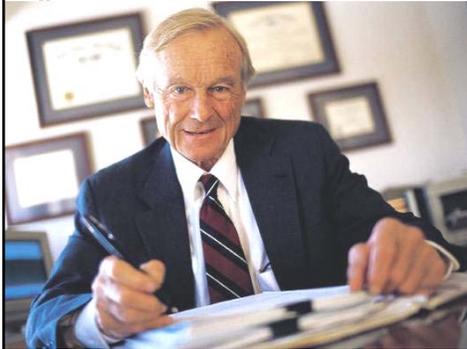
- **In a room set up for surveyor use.**
- **Files will include:**
  - **Administrative/ Business documents**
  - **Individual records**
- **Staff who know materials.**



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## Ways a Surveyor Spends His/Her Time

### Sharing observations:



- **Informally during the survey process.**
- **Pre-exit meeting.**
- **Orally at the Exit Conference.**
- **Formally in writing to CARF.**

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## Remember

The survey team is looking for a demonstration of **consistency** between services, policies, procedures, and documentation:

**Walk the Talk!**



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## Remember

- **CARF wants you in the accreditation “family.”**
- **The process is to screen you “in” not “out”!**
- **Surveyors are from accredited organizations. They have experienced the same first-time anxiety and anticipation as you.**
- **We are all on the same team!**

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## Tips for Success

- **Start some things early.**
- **Practice teamwork.**
- **Use CARF resources to prepare.**
- **Use peer organizations.**

**Call CARF!**  
**Call CARF!**

**Call CARF!**  
**Call CARF!**



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## Tips for Success

- **Allow adequate financial resources.**
- **Do a practice survey.**
- **Use preparation as a management tool and quality strategy.**
- **Use a team approach to prepare.**
- **Make sure of organization wide “buy-in”.**

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## Tips for Success

- **Give yourself enough preparation time.**
- **Don't do things for CARF. Show where your activities fit and satisfy the standards.**
- **Make sure you show the things you are proud of!**



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## Reminders

- **Accreditation will always be a work in progress**
- **Accreditation is a lifestyle change, not a one-time test**
- **Take the time to do the process well and the outcome will take care of itself**
- **Maintain a balance between the detail and the big picture**
- **Use the Survey Report and Quality Improvement Plan for strategic positioning**

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## Summary: A Quality Organization

- **Deals with many complex customers– they define quality.**
- **Focuses on individual service outcomes.**
- **Is continuously changing and improving!**
- **Continuously seeks input.**



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## Make this a consultative, helpful experience!

- **Be open – don't try to hide things!**
- **Ask questions during the:**
  - **Administrative Surveyor's initial call,**
  - **Entire on-site visit,**
  - **Exit conference, and**
  - **Development of the Quality Improvement Plan.**
- **Expect explanations and assistance.**
- **Call your CARF Resource Specialist.**

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## After the Survey



- **Thank your staff.**

- **Feedback questionnaires to CARF. We use your feedback to improve.**
- **Report and outcome are sent approximately 6 weeks after the survey via e-mail and hard copy.**

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## Survey Report Contains

- **Documented recognition for observed excellence and strengths.**
- **Consultative suggestions based on collective experience.**
- **Recommendations for areas of improvement.**
- **No surprises!**

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## Quality Improvement Plan

- **Due 90 days following receipt of survey report.**
- **Address all recommendations.**  
**(If you are unsure about any of the recommendations, call CARF.)**
- **Review and response by CARF staff.**
- **Included for surveyor's review and use in the next site survey.**

**Make the survey experience live on!**

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## Certificate of Accreditation



- **One free; additional certificates \$65.**
- **Publicizing CARF accreditation with press release.**
- **Free camera-ready CARF logo or computer file.**

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## Ongoing Communication with CARF

- **Keep CARF informed about:**
  - **Changes in leadership, ownership, and/or addresses.**
  - **Major catastrophes.**
  - **Significant litigation or sentinel events related to accredited programs.**
  - **Online reporting form available on CARF website.**



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## Annual Conformance to Quality Report

- **Condition of accreditation for organizations achieving Three-Year Accreditation.**
- **CARF sends format ten weeks before due date.**
- **Due on first and second anniversaries of accreditation.**

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## Ongoing Communication with CARF

- ***CARF Connection* newsletter is e-mailed to all accredited organizations.**
- **CARF Web Site.**
- **CARF notifies organizations 7 months prior to expiration.**
- **Sign up to get Promising Practices by email.**



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