



CARF Survey Report for RRAF

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Organization

RRAF
613 South Main Street
Lombard, IL 60148

Organizational Leadership

Marilyn J. Flanagan, M.B.A., QMRP
Executive Director/President

Survey Dates

October 19-21, 2009

Surveyor

Shawn P. Griffin, M.A.

Programs/Services Surveyed

Community Services: Community Integration

Governance Standards Applied

Previous Survey

July 17-18, 2006
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: August 2012



SURVEY SUMMARY

RRAF has strengths in many areas.

- A definite strength is the commitment of the board of directors and program staff to ensure that RRAF continues to provide specialized services to persons served in lieu of historic financial challenges faced by the entire Illinois service delivery system. The leadership has made personal sacrifices to ensure program success, demonstrating its commitment to provide services in difficult times.
- RRAF is recognized for the extremely high level of satisfaction expressed by the families of persons served. Families expressed comfort in knowing that their loved ones are being well cared for. This belief in RRAF and its mission is further supported by families who donate personal time, services, and money to assist the organization.
- The knowledge, insight, and enthusiasm of the executive director and staff create a program atmosphere of comfort and safety for persons served with challenging behaviors while at the same time offering learning activities that are individualized and integrated into the community.
- The safety elements and cleanliness of the organization's buildings utilize furniture placement, lighting, and personal equipment to create an environment conducive to the sensory and behavioral issues of persons served.
- RRAF is commended for the use of comprehensive reports detailing the progress of individual service plans that are sent to parents and guardians at least quarterly throughout the year. At this time, input is sought from families to determine if there is a need for any modifications to the service plan prior to scheduled team meetings. In addition, progress datasheets are sent home weekly that indicate individual goal progress and community activities attended. These forms of communication are seen as positive ways to share information with families/guardians and garnish input on an ongoing basis.
- The open-door management philosophy of RRAF is exemplified by sharing the organization's financial information with all families and guardians of persons served at least quarterly. This proactive sharing of sensitive information promotes a team approach to addressing challenges faced by both the organization and vested families.
- The positive behavioral supports provided by RRAF staff are impressive to say the least. The respect shown to persons served, nurturing environment, and use of correct body positioning to avoid negative physical interactions using Gentle Teaching techniques were obvious when dealing with challenging behaviors. The philosophy of RRAF is that these challenging behaviors are, in fact, methods of communication, and the program's charge is to assist the individual by understanding his or her needs and desires.
- The use of pictures as learning tools is prevalent throughout program services. This teaching technique is used when explaining individual rights and promoting choice of community activities, in addition to step-by-step emergency evacuation procedures.

RRAF 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, RRAF demonstrates the commitment and application of the CARF standards to all aspects of services provided. The organization is aware of the steps to accomplish increased individualized community integration, promoting choice and responsibility. The thorough methods of obtaining input and communicating individual and program strengths and challenges with stakeholders have resulted in high satisfaction levels. The leadership is dedicated to providing services to individuals with challenging behaviors.

RRAF has earned a Three-Year Accreditation. The organization is recognized for its efforts to provide individualized developmental training for persons with challenging needs. Positive behavioral intervention techniques and a strong involvement from leadership and families have contributed to the unique services offered by the organization. The organization is encouraged to remain current with the CARF standards.

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.(2)

A.4.a.(5)

A.4.b.

The organization has very comprehensive codes of ethics addressing business practices, service delivery, and professional responsibilities. It is recommended that the organization add written ethical codes of conduct that address marketing and human resource practices. RRAF has a policy addressing legal and ethical compliance. It is recommended that these written procedures include procedures to deal with allegations of violations of ethical codes of conduct.

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

There are no recommendations in this area.

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

C.1.b.

Although input is gathered informally from personnel, funding sources, and referral agencies, results are not formally incorporated into the strategic planning of the organization. It is recommended that RRAF develop a method to incorporate the expectations of its stakeholders into its strategic planning process and written plan. It could develop methods to formally gather expectations from its stakeholders.

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.1.b.(2)

D.1.b.(3)

The organization demonstrates that it gathers input from persons served and families in multiple ways. Input from personnel and other stakeholders, such as referring agencies and funding sources, is gathered more informally. It is recommended that the organization develop methods to solicit input from personnel and other stakeholders. This could include the use of written surveys or documented forums.

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
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Recommendations

There are no recommendations in this area.

F. Financial Planning and Management

Principle Statement

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

Key Areas Addressed

- Budget(s) prepared, shared, and reflective of strategic planning
 - Financial results reported/compared to budgeted performance
 - Organization review
 - Fiscal policies and procedures
 - Review of service billing records and fee structure
 - Financial review/audit
 - Safeguarding funds of persons served
-

Recommendations

There are no recommendations in this area.

G. Risk Management

Principle Statement

CARF-accredited organizations engage in a coordinated set of activities designed to control threats to 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.a.(2)

H.4.b.(8)

H.4.c.

It is recommended that personnel receive documented annual competency-based training in the area of reducing physical risks. This could include revisiting Gentle Teaching techniques, proper lifting techniques, or other safety training determined by the organization.

H.13.a. through H.13.e.

The program annually conducts fire and tornado drills. However, the organization is urged to perform unannounced tests of all emergency procedures at least annually, including tests of its emergency procedures for bomb threats, utility failures, medical emergencies, and safety during violent or other threatening situations. It is further recommended that these tests include complete actual or simulated physical evacuation drills that are analyzed for performance improvement, result in improvement of or affirm satisfactory current practices, and are evidenced in writing.

Consultation

- Policy states that if a person served is injured, staff members must contact the executive director. The organization is encouraged to revise the policy to give staff members the latitude and responsibility to contact 911 or other emergency personnel first if the situation is critical in nature.
 - The organization ensures proper licensing of all drivers, upon hire and annually thereafter, through its insurance agency. The organization might want to add a self-reporting of traffic violations to its existing policies to assist in recognizing driver violations throughout the year that could result in the suspension or revocation of drivers' licenses.
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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.

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
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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.

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

L.2.b.

L.2.c.

There is a written accessibility plan that details the barriers faced by both the organization and persons served. It is recommended that time lines and actions for the removal of each identified barrier be addressed in the plan.

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

M.1.a.(2)

Although the needs of parents/guardians are collected and utilized in strategic planning and program information measurements, it is recommended that data be collected that provide information on the needs of other stakeholders, including personnel; funding sources; referral agencies; and others, as defined by the organization.

M.4.c.(4)(b)

In addition to family/guardian feedback, it is recommended that measures for indicators of satisfaction and other feedback from other stakeholders be developed for service delivery improvement. This could include input from personnel; funding sources; referral agencies; and other stakeholders, as defined by the organization.

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

There are no recommendations in this area.

Consultation

- Although the admissions policy is very comprehensive, the eligibility requirements do not indicate that a funding source must be available. It is suggested that admissions criteria be expanded to include the need for a funding source to pay for the services.
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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.

F. Community 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 community services.

Key Areas Addressed

- Access to community resources and services
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Recommendations

There are no recommendations in this area.

SECTION 4. COMMUNITY SERVICES

Principle Statement

An organization seeking CARF accreditation in the area of community services assists the persons and/or families served in obtaining access to the resources and services of their choice. The persons and/or families served are included in their communities to the degree they desire. This may be accomplished by direct service provision or linkages to existing generic opportunities and natural supports in the community.

The organization obtains information from the persons and/or families served regarding resources and services they want or require that will meet their identified needs, and offers an array of services it arranges for or provides. The organization provides the persons and/or families served with information so that they may make informed choices and decisions.

The services and supports are changed as necessary to meet the identified needs of the persons and/or families served and other stakeholders. Service designs address identified individual, family, socioeconomic, and cultural needs.

Expected results from these services 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.

E. Community Integration

Principle Statement

Community integration is designed to help persons to optimize their personal, social, and vocational competency to live successfully in the community. Persons served are active partners in determining the activities they desire to participate in. Therefore, the settings can be informal to reduce barriers between staff members and persons served. An activity center, a day program, a clubhouse, and a drop-in center are examples of community integration services. Consumer-run programs are also included.

Community integration provides opportunities for the community participation of the persons served. The organization defines the scope of these services based on the identified needs and desires of the persons served. This may include services for persons who without this option are at risk of receiving services full time in more restrictive environments with intensive levels of supports such as hospitalization or nursing home care. A person may participate in a variety of community life experiences or interactions that may include, but are not limited to:

- Leisure or recreational activities.
- Communication activities.
- Spiritual activities.
- Cultural activities.
- Vocational pursuits.
- Development of work attitudes.
- Employment activities.
- Volunteerism.
- Educational and training activities.
- Development of living skills.
- Health and wellness promotion.

- Orientation, mobility, and destination training.
- Access and utilization of public transportation.
- Interacting with volunteers from the community in program activities.
- Community collaborations and social connections developed by the program (partnerships with community entities such as senior centers, arts councils, etc.)

Key Areas Addressed

- Opportunities for community participation
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Recommendations

There are no recommendations in this area.

PROGRAMS/SERVICES BY LOCATION

RRAF

613 South Main Street
Lombard, IL 60148

Community Services: Community Integration

Governance Standards Applied

RRAF Annex

619 South Main Street
Lombard, IL 60148

Community Services: Community Integration