CARF Accreditation Report

for

CNC Access, Inc. dba All Ways Caring HomeCare

Three-Year Accreditation

Contents

About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

CNC Access, Inc. dba All Ways Caring HomeCare
3220 Zebulon Road
Rocky Mount, NC 27804

Organizational Leadership

Jamie Tutor, Executive Director (East)
Lisa Chidester, State Director
Lisa King, Regional Vice President
Melanie S. Shoaff, BS, QP, Senior Director of Quality Audit for Community Living and Home Care Services

Survey Number

178689

Survey Date(s)

February 14, 2024–February 16, 2024

Surveyor(s)

Steven W. Howard, EdD, Administrative
Megan N. Lester, Program
Karen K. Hoffman, MS, Program
John C. Purkey, MA, Program
Linda Siino, MSW, Program
John R. Cocciolone, Program

Program(s)/Service(s) Surveyed

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

Previous Survey

April 26, 2021–April 28, 2021
Three-Year Accreditation

Accreditation Decision

Three-Year Accreditation
Expiration: February 28, 2027

Executive Summary

This report contains the findings of CARF's site survey of CNC Access, Inc. dba All Ways Caring HomeCare conducted February 14, 2024–February 16, 2024. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.

- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.

- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.

- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.

- Documentation of the specific sections of the CARF standards that were applied on the survey.

- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.

- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, CNC Access, Inc. dba All Ways Caring HomeCare demonstrated substantial conformance to the standards. All Ways Caring HomeCare provides quality community integration services, personal supports, and respite services throughout the state of North Carolina with an emphasis on the children and adolescents population. The organization maintains a solid reputation in the communities served, resulting from passionate staff members who provide services based on the unique needs of the consumers served. The organization appears to be fiscally sound and is led by an engaged leadership that is approachable to the consumers, staff, and other stakeholders. All Ways Caring HomeCare's team supports a shared vision for the mission and strategic direction of the organization. The organization boasts an often tenured and family-orientated staff that expresses genuine loyalty and support for the organization's current and future strategic directions. There are opportunities for improvement in the areas of strategic planning; health and safety; technology; accessibility; performance measurement and management; performance improvement; program/service structure; individual-centered service planning, design, and delivery; and community services principle standards.

CNC Access, Inc. dba All Ways Caring HomeCare appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. CNC Access, Inc. dba All Ways Caring HomeCare is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

CNC Access, Inc. dba All Ways Caring HomeCare has earned a Three-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.

- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of CNC Access, Inc. dba All Ways Caring HomeCare was conducted by the following CARF surveyor(s):

- Steven W. Howard, EdD, Administrative
- Megan N. Lester, Program
- Karen K. Hoffman, MS, Program
- John C. Purkey, MA, Program
- Linda Siino, MSW, Program
- John R. Cocciolone, Program

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of CNC Access, Inc. dba All Ways Caring HomeCare and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Community Integration
- Community Integration (Children and Adolescents)
- Personal Supports Services
- Personal Supports Services (Children and Adolescents)
- Respite Services
- Respite Services (Children and Adolescents)

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that CNC Access, Inc. dba All Ways Caring HomeCare demonstrated the following strengths:

- The staff members are dedicated professionals who work exceptionally well as a cohesive, effective team. They are driven to see the organization's mission accomplished and are strong supporters of the organization's leadership. It is clear that the staff members work toward the collective good of the organization, the consumers they support, and the partners with whom they collaborate. Without exception, all staff members expressed excitement about the organization's future. Their attitude and overall dedication to seeing the organization's mission accomplished was undeniable.

- The organization is led by leadership staff members who are passionate about the services provided by the organization. The leadership is highly respected by the staff, the organization's partners, and the community in general. The organization continues to move in positive and dynamic directions under the current leadership. "We care for everyone at every level" was a phrase used on multiple occasions, which captures the heart and soul of the organization.

- All Ways Caring HomeCare's personnel have not lost sight of the importance of having fun in their duties. This dynamic was evident throughout the survey. While the organization keeps the work environment light, this fact in no way diminishes each employee's goal to strive for the very best in work quality, both collectively and individually, in service to the consumers.

- The organization maintains functional, well-appointed facilities that maintain an air of professionalism yet warmth for the many stakeholders served by the organization. The organization's locations are clean, neat, well appointed, and inviting to all. The locations are in neighborhoods that are easy to find, and they appear safe and clean. All of the offices in Wilmington, Concord, and Asheville were recently remodeled and are beautifully decorated, making a comfortable environment for everyone.

- The organization appears to maintain solid financial health and generates monthly financials that are thoroughly vetted and compared to budget, with anomalies explored and explained. The organization ensures that regular audits are conducted, with billings reconciled regularly to ensure accuracy and remain credible.

- The organization is commended for instituting a Compliance Action Hotline by contracting with an independent hotline response firm that is staffed 24 hours a day, seven days a week. This tool, offered to all organizational staff, provides an outlet for staff to share waste, fraud, and other compliance concerns to professionals outside of the organization in case any staff member is apprehensive about reporting via normal channels.

- The organization is recognized for its longstanding Support Help Assistance Relief Effort (SHARE) Program. This program has helped a wide range of personnel during times of emergency and instability. Staff members have been assisted following fires, unexpected deaths, natural disasters, evictions, and utility disconnects. This program affirms the organization's desire to see the staff members succeed in both their personal and professional lives.

- The organization has embraced the use of acronyms to help leadership and staff focus on their mission and the consumers. For example, the leadership maintains the acronym "LEGACY," which stands for "leadership, environment, get going, attitude, communication, and you be the example." Direct support staff have the CARES acronym, which stands for "compassion, attitude, respect, engagement, and skill." All Ways Caring HomeCare is commended for embracing this simple yet effective way of keeping all personnel of the organization focused on their true mission.

- The organization is complimented for its commitment to preventing cyberattacks and security breaches. The organization's technology department regularly conducts phishing tests to ensure that the staff remains attentive to the emails they receive. The technology department sends out a monthly security awareness newsletter, conducts regular security awareness training, and maintains an inbox at the corporate level that monitors staff concerns related to security issues.

- Families expressed that the staff members at All Ways Caring HomeCare are always available when they need them. The families noted that they can call at any time and will always get in touch with someone. The families feel a high level of support from the organization and expressed that they were completely satisfied with all of the services they receive and would not change anything. The level of communication is beyond great, and they could not ask for a better organization to assist in caring for their loved ones.

- Staff members expressed that the consumers served are the reason they show up every day. The staff members love what they do and the support that they are able to provide to the consumers. In addition, staff members feel that All Ways Caring HomeCare provides them with all of the necessary resources to be effective in their positions.

- All Ways Caring HomeCare is an organization that has its records on paper; however, the consistency of the records reviewed at the different locations was noteworthy. This clearly shows the same expectation across the board.

- Staff members and parents who provide services at All Ways Caring HomeCare are kind, intelligent, and sensitive to the needs of the consumers served. They often develop long-term relationships based on caring and training. They offer a wide range of services at home and in the community that provide socialization, skill acquisition, health management, recreation and leisure, and assistance with personal care and daily living.

- Staff members expressed great employment satisfaction, stating that they hope to stay with the organization for years and believe there is a career ladder.

- A consumer orientation booklet is provided to the consumers and families. This booklet clearly describes the services offered, staff support, and important information about the organization. Rights and responsibilities are presented along with some basic policies that affect consumer behavior.

- The organization is congratulated for its ability to provide respite services that meet the needs of parents and caretakers at the times and locations needed. The organization is flexible with the amount of time that personnel are available, and it puts in a concerted effort to match the consumers and staff, resulting in a service that is worthwhile and fun.

- All Ways Caring HomeCare is commended for its community integration services. These services are set at home and in the community, with daily activities directed by an in-depth set of personal goals developed by the consumer, case manager, family members, and organizational staff. Parents are employed alongside staff members to provide a well-rounded team dedicated to consumer choice and support.

- Many of the staff members have worked with the consumers for extended periods of time. A number of families have been working with their staff person for ten to 15 years or longer. Staff and caregivers have a low turnover rate. This longevity in staffing easily contributes to quality services and solid relationships.

- Program and location management members were pleasant and transparent. They are excellent motivators for staff and families. Families stated that the organizational management is always quick to respond to concerns, requested resources, and questions posed.

- Staff members and parents indicated that management is never too busy to talk and is only a phone call away. There are wide-open lines of communication, and staff members and parents reported that if "we need anything, All Ways Caring gets us the answers or points us in the right direction. It is good to know that they have connections to other services." Staff members and parents stated that the number one strength of the organization is its heart and compassion.

- One parent stated, "I choose All Ways Caring because they were the most thorough and caring. It feels like a family and that you are cared for." Another parent commented, "When we go to the office, we feel like we are their number one priority and consumer."

- The organization continually strives to maintain a work environment that is pleasing and appealing to staff members and other stakeholders by providing a workspace that encourages communication and fosters teamwork.

- Staff members are enthusiastic about the services they provide. They demonstrate great pride in their efforts and the opportunities they provide to the consumers. The management and direct care staff members demonstrate a genuine respect for the consumers served. Staff members noted that they feel valued and well supported by the organization. They appreciate the good communication within the organization.

- Family members indicated a high level of satisfaction with the services received. They noted that their loved ones are consistently treated with a high level of respect by staff members who are concerned with improving their well-being. Family members unanimously expressed gratitude and appreciation for all of the services that their loved ones are receiving.

- A consumer stated that she loves the organization so much, that she never has problems, and that she is confident she would be supported to find another staff member if she needed to change staff.

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of "aspiring to excellence." This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description
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 and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

Consultation

- The organization currently maintains a standard organizational chart, maintaining the traditional format of having its CEO at the top of the chart, progressing down to the various levels of subordinate staff. Given the person-centered philosophy espoused by the organization, organizational leadership may find it of value to reverse the organizational chart to include the consumers at the top, progressing down to leadership at the bottom, supporting the entire organization. Such a move could make a strong statement regarding the organization's commitment to person-centered service delivery while providing a visual representation of servant leadership.

1.C. Strategic Planning

Description

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

■ Environmental considerations
■ Strategic plan development, implementation, and periodic review

Recommendations

1.C.2.c.(2)
The organization is urged to implement a strategic plan that sets priorities. This could be accomplished by developing priorities when setting goals for the strategic plan.

Consultation

- The organization may wish to share its strategic plan data, along with progress reviews, on its website or in an organizational newsletter. Doing so could serve to make this information more accessible to a broader scope of organizational stakeholders.

1.D. Input from Persons Served and Other Stakeholders

Description

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

■ Collection of input from persons served, personnel, and other stakeholders
■ Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

Consultation

- ▪ The organization may wish to include a statement at the bottom of all forms/documents reminding stakeholders that information is available at all times in alternative formats, as requested.

1.E. Legal Requirements

Description

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

Key Areas Addressed

- ■ Compliance with obligations
- ■ Response to legal action
- ■ Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

- ■ Budgets
- ■ Review of financial results and relevant factors
- ■ Fiscal policies and procedures
- ■ Reviews of bills for services and fee structures, if applicable
- ■ Review/audit of financial statements
- ■ Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

- ■ Risk management plan implementation and periodic review
- ■ Adequate insurance coverage
- ■ Media relations and social media procedures
- ■ Reviews of contract services

Recommendations

There are no recommendations in this area.

Consultation

- The organization maintains a comprehensive risk assessment manual that is extensive. The robust nature of this document makes it difficult to tease out the relevant risk areas identified. It may be useful for All Ways Caring HomeCare to summarize this information on a spreadsheet, including potential categories of risk, risks posed, and ways such risks will be addressed. Doing so could help make this information easier to access.

1.H. Health and Safety

Description

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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

1.H.13.h.

It is recommended that, when transportation is provided for the consumers, there be evidence of written emergency procedures available in vehicle(s). The procedures could address what to do in the case of a vehicle accident, medical emergency, or disruptive behavior while in transit.

Consultation

- The organization could enhance safety by lining the floor with yellow or red tape below all fire extinguishers and electrical panels to prevent items from being inadvertently placed in front, blocking these areas. Additionally, portable eyewash stations mounted on the walls of service locations might help to ensure that eye irrigation is available in case there ever is a chemical exposure. Keeping hard copies of safety data sheets might facilitate a faster response to accessing this information in the case of a chemical exposure. Currently, this information is maintained online, which could result in a slower-than-necessary reaction time in accessing this information.

- Even though organizational staff is trained in how to properly react during emergency situations, such times can be chaotic and demand exact recall regarding the execution of emergency procedures. The organization is encouraged to post a "how to respond" flip chart next to phones at its service locations for easy and quick reference in case immediate recollection of such information is needed. Such flip charts can be purchased from a variety of health and safety vendors.

- Developing a phone script for staff to use in the event that a bomb threat is called in to the organization might be an excellent step to ensure that the right information is gathered from the caller.

- The organization may benefit from adding the designations of "announced" and "unannounced" at the top of its drill summary template. Doing so could better demonstrate how each test is performed, along with reminding staff that at least one drill is to be conducted annually in each area in an unannounced manner. Additionally, the organization may benefit from intentionally blocking certain avenues of egress prior to conducting evacuation tests in order to help staff and other stakeholders consider what to do if an avenue of egress is blocked during a real emergency.

- The organization has a home safety checklist that identifies a variety of safety issues, such as pet care, power cords, etc. It is suggested that the organization add a category that addresses safety issues regarding various aspects of the immediate neighborhood.

- The organization may wish to enhance the current safety features of all vehicles used to transport consumers by installing glass breakers and seat belt cutters. Affixing breakers and cutters to the dash with Velcro® tabs or placing them above the visor could promote ease of access.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

■ Composition of workforce
■ Ongoing workforce planning
■ Verification of backgrounds/credentials/fitness for duty
■ Workforce engagement and development
■ Performance appraisals
■ Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

■ Business processes and practices.
■ Privacy and security of protected information.
■ Service delivery.
■ Performance management and improvement.
■ Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

■ Ongoing assessment of technology and data use, including input from stakeholders
■ Technology and system plan implementation and periodic review
■ Technology policies and procedures

Recommendations

1.J.4.a.
1.J.4.b.(1)
1.J.4.b.(2)
1.J.4.b.(3)
1.J.4.b.(4)
1.J.4.b.(5)
1.J.4.b.(6)
1.J.4.c.
All Ways Caring HomeCare conducted one test of its procedures for business continuity/disaster recovery in 2023. It is recommended that a test of the organization's procedures for business continuity/disaster recovery be consistently conducted at least annually and analyzed for effectiveness, areas needing improvement, actions to address the improvements needed, implementation of the actions, whether the actions taken accomplished the intended results, and necessary education and training of personnel. Each test should be evidenced in writing, including the analysis.

1.K. Rights of Persons Served

Description

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

■ Policies that promote rights of persons served
■ Communication of rights to persons served
■ Formal complaints by persons served

Recommendations

There are no recommendations in this area.

1.L. Accessibility

Description

CARF-accredited organizations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

■ Assessment of accessibility needs and identification of barriers
■ Accessibility plan implementation and periodic review
■ Requests for reasonable accommodations

Recommendations

1.L.1.b.(2)
1.L.1.b.(7)
The organization's leadership should implement an ongoing process for identification of barriers in the areas of environment and technology.

Consultation

- One effective way to approach accessibility might be to invite the consumers with either physical and/or cognitive challenges to actively participate in developing the accessibility plan. For example, having individuals with various cognitive and/or physical barriers come along during an architectural walkthrough might generate some unique perspectives not often seen or experienced by individuals who are able-bodied.

- It may be helpful for the organization to adjust the current accessibility plan document to include an area referred to as "other." This might prevent staff from inadvertently neglecting to address an accessibility issue falling outside of other accessibility categories.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

1.M.3.a.(2)(d)
1.M.3.a.(2)(e)
1.M.3.a.(3)(d)
The organization is urged to implement a performance measurement and management plan that addresses, for each program/service seeking accreditation, identification of measures for service delivery objectives, including resources used to achieve results for the consumers (efficiency) and service access. The plan should also address the collection of data about the consumers at point(s) in time following services. This might be conducted at regular intervals, such as 30, 60, or 90 days.

1.M.4.a.
1.M.4.b.(1)
1.M.4.b.(2)
1.M.4.b.(3)
1.M.4.b.(4)
1.M.4.b.(5)
To measure its results achieved for the consumers (effectiveness), each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom the indicators will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based upon the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.M.5.b.(1)
1.M.5.b.(2)
1.M.5.b.(3)
1.M.5.b.(4)
To measure experience of services received and other feedback from the consumers, each program/service seeking accreditation should document a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, and identification of relevant timeframes for collection of data.

1.M.6.b.(1)
1.M.6.b.(2)
1.M.6.b.(3)
1.M.6.b.(4)
To measure experience of services and other feedback from other stakeholders, each program/service seeking accreditation should document a performance indicator(s), including to whom the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, and identification of relevant timeframes for collection of data.

1.M.7.a.
1.M.7.b.(1)
1.M.7.b.(2)
1.M.7.b.(3)
1.M.7.b.(4)
1.M.7.b.(5)
To measure the resources used to achieve results for the consumers (efficiency), each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom or what the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which

data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.M.8.a.
1.M.8.b.(1)
1.M.8.b.(2)
1.M.8.b.(3)
1.M.8.b.(4)
1.M.8.b.(5)
To measure service access, each program/service seeking accreditation should document an objective(s) and a performance indicator(s), including to whom or what the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, identification of relevant timeframes for collection of data, and a performance target that is based on the organization's performance history or established by the organization or a stakeholder or is based on an industry benchmark.

1.M.9.b.(1)
1.M.9.b.(2)
1.M.9.b.(3)
1.M.9.b.(4)
To measure its business function, All Ways Caring HomeCare should document, for each objective, a performance indicator(s), including to what the indicator(s) will be applied, the person(s)/position(s) responsible for collecting the data, the source(s) from which data will be collected, and identification of relevant timeframes for collection of data.

Consultation

- ▪ The organization may benefit from developing a grid or spreadsheet to outline the various elements required in a complete outcomes measurement report, as outlined in the CARF standards. Such a grid can help to better organize information and prevent staff from inadvertently neglecting to track and record data.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- ■ Analysis of service delivery performance
- ■ Analysis of business function performance
- ■ Identification of areas needing performance improvement
- ■ Implementation of action plans
- ■ Use of performance information to improve program/service quality and make decisions
- ■ Communication of performance information

Recommendations

1.N.1.c.(1)
1.N.1.c.(4)
1.N.1.c.(5)
The analysis of service delivery performance should address service delivery indicators for each program/service seeking accreditation, including results achieved for the consumers (effectiveness), resources used to achieve results for the consumers (efficiency), and service access.

Consultation

- The organization may find it useful to use its website as an additional opportunity to share outcomes data to a broader spectrum of stakeholders. The organization's newsletter is another avenue that may be useful for this purpose.

Section 2. Quality Individualized Services and Supports

Description

For an organization to achieve quality services, the persons served are active participants in the planning, implementation, and ongoing review and revision of the services offered. The organization's commitment to quality and the involvement of the persons served spans the entire time that the persons served are involved with services. The service planning process is individualized, establishing goals and measurable objectives that incorporate the unique strengths, abilities, needs, and preferences of the persons served. Services are responsive to the expectations of persons served and their desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

2.A. Program/Service Structure

Description

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

2.A.3.b.
Based on the scope of each program/service provided, the organization should document its transition criteria. The organization is encouraged to specifically address transition to other levels of care/services and transitions within a program/service. Transition criteria might also address continuing stay criteria.

2.A.9.c.
It is recommended that the organization's policies and procedures for acceptance into services identify the process that will be followed in the event there is ever a wait list.

Consultation

- It is suggested that the organization explore Charting the Lifecourse, which focuses on the consumers and their desired goals rather than what the team feels is best for the consumer.

2.B. Individual-Centered Service Planning, Design, and Delivery

Description

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 desired outcomes from services, and are relevant to their maximum participation in the environments of their choice.

The person served participates in decision making, directing, and planning that affect the person's life. Efforts to include the person served in the direction or delivery of those services/supports are evident.

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

2.B.5.b.(2)
2.B.5.b.(3)
A service plan is developed with input from the organization's staff, the consumer, and the consumer's legal representative (as appropriate). Overall goals are identified, but specific and measurable objectives are inconsistently identified. It is recommended that a coordinated individualized service plan consistently identify specific measurable objectives and methods/techniques to be used to achieve the objectives.

2.B.10.c.
It is recommended that an exit summary report be prepared that summarizes results of services received. This could be accomplished by detailing in the discharge note the results of services received for each consumer who leaves the organization's services.

2.E. Community Services Principle Standards

Description

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 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 or maintained inclusion in meaningful community activities.
■ Increased or maintained ability to perform activities of daily living.
■ Increased self-direction, self-determination, and self-reliance.
■ Increased self-esteem.

Key Areas Addressed

■ Access to community resources and services
■ Enhanced quality of life
■ Community inclusion
■ Community participation

Recommendations

2.E.5.a.
2.E.5.b.(1)
2.E.5.b.(2)(a)
2.E.5.b.(2)(b)(i)
2.E.5.b.(2)(b)(ii)
It is recommended that the program ensure that personnel are provided with documented education and training about early signs indicating possible dementia and aging-related decline. When early signs of possible dementia or aging-related decline are identified, recommendation for further evaluation should be made to the case manager responsible for the person's healthcare. When diagnosis is confirmed, if the scope of the program can support the consumer to remain and age in place, the person-centered planning process should respond to the new needs. If the scope of the program cannot support these new needs, it is recommended that appropriate transition planning be initiated and that transfer of information occur to support a successful transition. This might be accomplished by developing more specific core training guidelines to further educate the staff members regarding the early signs indicating possible dementia and age-related decline to assist them in identifying these signs and reporting them to the appropriate personnel.

Consultation

▪ It is suggested that age-appropriate summer workshops be held at the organization to promote greater growth for the consumers and their caregivers.

Section 4. Community Services

Description

An organization seeking CARF accreditation in the area of 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, and self-reliance.
- Self-esteem.
- Housing opportunities.
- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.

4.F. Respite Services (RS)

Description

Respite services facilitate access to time-limited, temporary relief from the ongoing responsibility of service delivery for the persons served, families, and/or organizations. Respite services may be provided in the home, in the community, or at other sites (as appropriate). An organization providing respite services actively works to ensure the availability of an adequate number of direct service personnel.

Some examples of the quality results desired by the different stakeholders of these services/supports include:

- Services/supports are responsive to the family's needs.
- Services/supports are safe for persons.
- Services/supports accommodate medical needs.

Key Areas Addressed
- Time-limited, temporary relief from service delivery
- Accommodation for family's living routine and needs of person served

Recommendations

There are no recommendations in this area.

4.G. Community Integration (COI)

Description

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 and supports 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.
■ Pre-vocational experiences.
■ Vocational pursuits.
■ Volunteerism in the community.
■ 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.).

Some examples of the quality results desired by the different stakeholders of these services include:

■ Community participation.
■ Increased independence.
■ Increased interdependence.
■ Greater quality of life.
■ Skill development.
■ Slowing of decline associated with aging.
■ Volunteer placement.
■ Movement to employment.
■ Center-based socialization activities during the day that enable persons to remain in their community residence.
■ Activity alternatives to avoid or reduce time spent in more restrictive environments, such as hospitalization or nursing home care.

Key Areas Addressed
■ Opportunities for community participation

Recommendations
There are no recommendations in this area.

Consultation
■ An activity center, a day program, a clubhouse, and a drop-in center are all examples of community integration locations. For consumers receiving personal support, services may also occur in their homes. All Ways Caring HomeCare provides community integration services where the consumers receive services in the community and at home. In some situations, community activities are kept to a minimum, with staff members, some of whom are parents, stating that it is the consumer's choice to stay at home, if desired. The organization might consider providing training to assist in the staff members' understanding of the importance for consumers to develop a community presence. The training might emphasize the value of services in the community where the consumers live that optimize the consumer's personal, social, and vocational development with potential to live as typical a life as possible with as large a social network as possible.

4.P. Personal Supports Services (PSS)

Description

Personal supports services are designed to provide instrumental assistance to persons and/or families served. They may also support or facilitate the provision of services or the participation of the persons served in other services/programs, such as employment or community integration services. Services and supports, which are primarily delivered in the home or community, are not provided by skilled healthcare providers, and typically do not require individualized or in-depth service planning.

Services can include direct personal care supports such as personal care attendants and housekeeping and meal preparation services. Services can also include transporting persons served; information and referral services; translation services; senior centers; programs offering advocacy and assistance by professional volunteers (such as legal or financial services); training or educational activities (such as English language services); music therapy; recreation therapy; mobile meal services; or other support services, such as supervising visitation between family members and aides to family members.

A variety of persons may provide these services/supports other than a program's staff, such as volunteers and subcontractors.

Key Areas Addressed

■ Training for personnel
■ Supervision of personnel
■ Identification of supports provided by program

Recommendations

There are no recommendations in this area.

Section 5. Specific Population Designations/Enhancements

5.A. Children and Adolescents Specific Population Designation

Description

Children and Adolescents is a specific population designation that can be added at the option of the organization to a community service being surveyed if children or adolescents are served and the organization desires this additional accreditation enhancement.

Such services are tailored to the particular needs and preferences of children and adolescents and are provided in a setting that is both relevant to and comfortable for this population.

Key Areas Addressed

■ Children, adolescents, and their families are provided with options
■ Social, vocational, psychological, and physical needs are met

Recommendations

There are no recommendations in this area.

Consultation

- Many of the organization's staff members are parent providers who are aging. It is suggested that the organization develop a "future plan" for them and their children. It could address the sensitive issues of where the consumer will live, social networks, financial issues, estates, and will planning.

Program(s)/Service(s) by Location

CNC Access, Inc. dba All Ways Caring HomeCare

3220 Zebulon Road
Rocky Mount, NC 27804

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

301 10th Street Northwest, Suite F-106
Conover, NC 28613

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

1328 Patton Avenue, Unit C
Asheville, NC 28806

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

2432 South Church Street, Suite A
Burlington, NC 27215

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

320 Copperfield Boulevard, Suite E
Concord, NC 28025

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

4804 Page Creek Lane, Suite 230
Durham, NC 27703

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

420 South Broadway, Suite 102
Forest City, NC 28043

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

1100 Navaho Drive, Suite GL2
Raleigh, NC 27606

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

190 Turner Street, Suite D
Southern Pines, NC 28387

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

102 Cinema Drive , Suite B
Wilmington, NC 28401

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

1100 South Stratford Road, Building C Suite 102
Winston Salem, NC 27103

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

1825 West City Drive, Suite E
Elizabeth City, NC 27909

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

2500 East Ash Street
Goldsboro, NC 27534

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)

CNC Access, Inc. dba All Ways Caring HomeCare

414 Lafayette Street
Shelby, NC 28150

Community Integration
Community Integration (Children and Adolescents)
Personal Supports Services
Personal Supports Services (Children and Adolescents)
Respite Services
Respite Services (Children and Adolescents)