

**CARF  
Survey Report  
for  
RRAF**

**Organization**

RRAF  
613 South Main Street  
Lombard, IL 60148

**Organizational Leadership**

Sally F. Mullan  
President and Board Member

Marilyn J. Flanagan, M.B.A., QIDP  
Senior VP, Finance & Business Operations, Board Member



**Three-Year Accreditation**

**Survey Dates**

January 20-22, 2016

**Surveyor**

Darrel G. Skinner, M.S.W.

**Programs/Services Surveyed**

Community Integration

**Previous Survey**

October 11-12, 2012  
Three-Year Accreditation

**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: December 31, 2018**

# SURVEY SUMMARY

## **RRAF has strengths in many areas.**

- The personnel at all levels are committed to the organization's mission and vision and to positively impacting the clients' lives.
- RRAF fosters a culture of continuous quality improvement as evidenced through interviews with personnel and other stakeholders and documentation procedures implemented by management.
- Leadership and management are a truly committed team and are working to maintain a financially stable service program in a state where funding for home- and community-based service waivers continues to decline.
- The organization's board of directors and management staff members embrace the importance of visioning and strategic planning to improve financial stability and the accessibility needs of clients, personnel, and other stakeholders. The organization has explored additional service programs that could enhance the quality of living for the clients and taken steps to expand services when financial support is available.
- RRAF has a strong connection with critically needed community service groups. Funding from the Lombard Lions Club, five councils of the Knights of Columbus in DuPage County, and DuPage Foundation has helped to fill gaps in badly needed funding for program services.
- Interviews with caregivers revealed a high level of satisfaction. One caregiver reports that, if she calls RRAF with any kind of a concern, it gets fixed immediately. The caregivers also express that the clients are treated with respect. The organization shows understanding, is accessible, and takes very good care of the staff members and the clients.
- Interviews with staff members reveal a sincere interest in helping clients enhance their quality of living. The staff members are devoted and committed to fulfilling this mission as evidenced through their interactions with the clients.
- Advocating for positive outcomes on behalf of clients and families is embraced by RRAF's board of directors, management staff, and support staff members.
- Leadership and support staff at RRAF promote a quality of life for the clients through encouraged participation in social contacts, personal relationships, community networks, and exploring new support services.

## **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 continues to be a vision-oriented organization that is dedicated to achieving positive outcomes for the clients, parents/guardians, as well as management and support staff. Stakeholders communicate a high level of satisfaction with the services provided. The leadership team has done an exceptional job providing services in a state where Medicaid waiver funding is limited and continues to decline. All levels of management embrace the importance of planning in areas of strategic positioning, risk management, accessibility, and performance improvement. RRAF

embraces client choice in all areas of service delivery and is a strong advocate for the clients. With RRAF's excellent leadership knowledge, the recommendations noted in this report should easily be addressed, allowing for continued quality service delivery and outcomes.

RRAF has earned a Three-Year Accreditation. Members of management and support staff members are recognized for their hard work and dedication to provide quality services in a continually changing industry. RRAF is encouraged to use the CARF standards for continued guidance in attaining quality improvement.

## **SECTION 1. ASPIRE TO EXCELLENCE<sup>®</sup>**

### **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
  - Leadership guidance
  - Commitment to diversity
  - Corporate responsibility
  - Corporate compliance
- 

#### **Recommendations**

There are no recommendations in this area.

---

### **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**

- Strategic planning considers stakeholder expectations and environmental impacts
  - Written strategic plan sets goals
  - Plan is implemented, shared, and kept relevant
- 

### **Recommendations**

There are no recommendations in this area.

---

## **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**

- Ongoing collection of information from a variety of sources
  - Analysis and integration into business practices
  - Leadership response to information collected
- 

### **Recommendations**

There are no recommendations in this area.

### **Consultation**

- RRAF might consider additional methods/forms of obtaining information from personnel and other stakeholders to assist in improving program delivery and business functions. As RRAF grows in size, it may become even more critical to have a variety of methods for obtaining input from personnel and other stakeholders to be able to assess satisfaction outcomes for services delivered.
- 

## **E. Legal Requirements**

### **Description**

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

## **Key Areas Addressed**

- Compliance with all legal/regulatory requirements
- 

## **Recommendations**

There are no recommendations in this area.

---

## **F. Financial Planning and Management**

### **Description**

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**

### **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**

- Identification of loss exposures
  - Development of risk management plan
  - Adequate insurance coverage
- 

## **Recommendations**

There are no recommendations in this area.

## **Consultation**

- Although RRAF has implemented policies procedures regarding social media, it might consider adding additional information to its policy that covers areas such as Facebook usage between personnel and the clients. Doing so might help reduce potential ethical conflicts and help maintain a professional relationship between RRAF personnel and the clients.
- 

## **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**

- Inspections
  - Emergency procedures
  - Access to emergency first aid
  - Competency of personnel in safety procedures
  - Reporting/reviewing critical incidents
  - Infection control
- 

### **Recommendations**

#### **H.7.a.(1) through H.7.d.**

Although RRAF completes unannounced tests for fires and tornados on a regular basis, it should conduct unannounced tests for all emergency procedures at least annually on each shift at each location that include complete actual or simulated physical evacuation drills. Tests of emergency procedures should be analyzed for performance that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel. In addition, tests of emergency procedures should be evidenced in writing, including the analysis.

### **H.11.b.(2)**

Although RRAF utilizes face shields when performing CPR, the organization should implement procedures that include appropriate use of standard or universal precautions. This could include personal protective equipment (PPE) for medical treatment situations and cleanup kits. This could help to reduce exposure to communicable diseases.

### **H.12.h.**

Although RRAF maintains emergency procedures in its vehicles for clients, it should also include written emergency procedures in the vehicle(s).

## **Consultation**

- RRAF might consider moving its written policies for identification and continuation of essential services currently located only in the fire drill policies to the general safety drill policies section. This might be a more natural fit where there are several potential emergency situations that could warrant a short-term or longer relocation of services.
  - RRAF might consider utilizing a spreadsheet to do a multiyear or quarterly overview of all types of incidents being reported. Implementing a spreadsheet format could allow for a more in-depth analysis for trends and progress made to reduce incidents from occurring.
- 

## **I. Human Resources**

### **Description**

CARF-accredited organizations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organization and the persons they serve.

### **Key Areas Addressed**

- Adequate staffing
  - Verification of background/credentials
  - Recruitment/retention efforts
  - Personnel skills/characteristics
  - Annual review of job descriptions/performance
  - Policies regarding students/volunteers, if applicable
- 

### **Recommendations**

#### **I.5.a.(2)**

Although RRAF provides documented personnel training upon hire, it should provide documented personnel training at regular intervals.

---



## J. Technology

### Description

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
  - Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
  - Training for personnel, persons served, and others on ICT equipment, if applicable
  - Provision of information relevant to the ICT session, if applicable
  - Maintenance of ICT equipment in accordance with manufacturer recommendations, if applicable
  - Emergency procedures that address unique aspects of service delivery via ICT, if applicable
- 

### Recommendations

There are no recommendations in this area.

---

## 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

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

### Recommendations

There are no recommendations in this area.

---

## **L. Accessibility**

### **Description**

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

### **Key Areas Addressed**

- Written accessibility plan(s)
  - Requests for reasonable accommodations
- 

### **Recommendations**

There are no recommendations in this area.

---

## **M. Performance Measurement and Management**

### **Description**

CARF-accredited organizations are committed to continually improving their organizations and service delivery to the persons served. Data are collected and analyzed, and information is used to manage and improve service delivery.

### **Key Areas Addressed**

- Information collection, use, and management
  - Setting and measuring performance indicators
- 

### **Recommendations**

There are no recommendations in this area.

---

## **N. Performance Improvement**

### **Description**

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. 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**

There are no recommendations in this area.

---

## **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 affects his or her 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**

There are no recommendations in this area.

---

## **F. 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.

## Key Areas Addressed

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

## Recommendations

There are no recommendations in this area.

## Consultation

- RRAF might consider including a specific area in the individual service plan that outlines specific community inclusion activities a client enjoys participating in rather than in multiple areas, which is current practice.
- 

# SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

## Description

An organization seeking CARF accreditation in the area of employment and community services assists the persons served through an individualized person-centered process to obtain access to the services, supports, and resources of their choice to achieve their desired outcomes. This may be accomplished by direct service provision, linkages to existing generic opportunities and natural supports in the community, or any combination of these. The persons served are included in their communities to the degree they desire.

The organization provides the persons served with information so that they may make informed choices and decisions. Although we use the phrase *person served*, this may also include *family served*, as appropriate to the service and the individual.

The services and supports are arranged and changed as necessary to meet the identified desires of the persons served. Service designs address identified individual, family, socioeconomic, and cultural preferences.

Depending on the program's scope of services, expected results from these services/supports may include:

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

- Community citizenship.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Employment at or above minimum wage.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

## **P. Community Integration**

### **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.
- Development of work attitudes.
- Employment activities.

- 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.).

### **Key Areas Addressed**

- Opportunities for community participation
- 

### **Recommendations**

There are no recommendations in this area.

---

# PROGRAMS/SERVICES BY LOCATION

## **RRAF**

613 South Main Street  
Lombard, IL 60148

Community Integration

## **RRAF Annex**

619 South Main Street  
Lombard, IL 60148

Community Integration