



Three-Year Accreditation

CARF
Survey Report
for
Developmental
Disabilities Resource
Board of Saint Charles
County

Organization

Developmental Disabilities Resource Board of Saint Charles County
1025 Country Club Road
Saint Charles, MO 63303

Organizational Leadership

Peg A. Capo, M.B.A., Executive Director
Robyn Peyton, Case Management Director

Survey Dates

April 16-17, 2015

Survey Team

Bruce Milburn, B.S., Administrative Surveyor
Marcy Nelson, M.S., Program Surveyor

Programs/Services Surveyed

Services Coordination

Governance Standards Applied

Previous Survey

April 2-3, 2012
Three-Year Accreditation

Survey Outcome

Three-Year Accreditation
Expiration: May 2018



Three-Year Accreditation

SURVEY SUMMARY

Developmental Disabilities Resource Board of Saint Charles County has strengths in many areas.

- Developmental Disabilities Resource Board of Saint Charles County is a leader in ensuring that the consumers have quality opportunities and choices to be fully included in society.
- The organization has moved its office since the previous CARF survey, enabling it to stabilize its operating costs and to provide opportunities for partner organizations to utilize its meeting space.
- Developmental Disabilities Resource Board of Saint Charles County has a very detailed and effective corporate compliance program that ensures that sound business practices are utilized. Staff members recently completed 2015 corporate compliance training, which included a review of written policies, procedures, and standards of conduct related to allegations of waste, fraud, abuse, and wrongdoing, and the role of the compliance officer.
- The talented board is committed to the organization's mission and the quality of services provided to the consumers, for whom it demonstrates genuine concern. The board has functioning committees. It sets policies, provides direction and stability, promotes community support and awareness, and empowers the executive director to manage the organization's daily operations. Board minutes are detailed and could be used to refer to action taken or action to be taken. Part of each board meeting agenda is devoted to an organizational success story related to the mission.
- Developmental Disabilities Resource Board of Saint Charles County is led by an experienced team that values the employees and consumers. The management team is enthusiastic, well qualified, and highly committed to the provision of quality services.
- The strategic plan provides blueprints for the areas to be addressed in order to maintain the organization's fiscal stability and the quality of its service delivery and operations. As a working document, the plan is reviewed on an annual basis and revised as needed.
- Developmental Disabilities Resource Board of Saint Charles County's performance improvement process is highly evolved, and there is ample evidence that the data collected are effectively utilized to refine the programs and services.
- Detailed personnel policies are in place and appear to be representative of good practices in the field of personnel management.
- The certified OSHA trainer who recently conducted a safety inspection stated that the organization meets or exceeds OSHA standards.
- Developmental Disabilities Resource Board of Saint Charles County's website (www.ddrb.org) is an excellent way to maintain communication and to share information about the services and activities the organization is involved in and provides.

- An active safety committee meets on a quarterly basis to review the overall safety program, and staff members receive training on a variety of safety topics. The organization appears to have adequate numbers of staff members trained in basic first aid and CPR, and the first aid kits are well equipped.
- Staff members are active in the business community. They participate in the chamber of commerce and other civic organizations.
- The organization's financial affairs appear to be complete, and there is detailed reporting to the board.
- Developmental Disabilities Resource Board of Saint Charles County enjoys an excellent reputation in the local community. The stakeholders, including consumers who use case management services, families, partners, and competitors, agree that the organization places the highest level of emphasis on the consumers' needs.
- The collaborative spirit found across all levels is one of the organization's hallmarks. Members of the leadership team sit on a wide variety of committees, where they collect information about consumers' needs and innovative ways to meet those needs, and develop partnerships for the provision of creative services.
- The organization is a leader in attracting innovation to Saint Charles County and has worked to attract providers from other parts of the county to innovate service. For example, the consumers are able to choose not only from traditional programs, but also an art-based program. The recording studio funded by the organization allows consumers with severe cognitive disabilities to express themselves in new ways.
- Developmental Disabilities Resource Board of Saint Charles County gathers input from the community regarding service gaps and finds solutions for them. The organization has initiated a partnership between private industry, public funding, local adult service providers, and the schools to offer transition services to students with special needs. The students learn job seeking skills, practice work behaviors through internships and externships, and seamlessly move on to providers of adult services for job placement after graduation. This model has been replicated in other counties of the state of Missouri. The organization also funds a case management position to prepare and provide services to high school-aged students with special needs in order to prepare them and their families for the school-to-life transition.
- The organization supports a mentor program through which families of young children are trained to become the advocates their children will need for a lifetime. The shared goal of the program is to teach families to use the system as early as possible to preclude the possibility that the children might experience life emergencies as adults.
- Developmental Disabilities Resource Board of Saint Charles County finds creative solutions to routine problems, including the waiting list. The organization works to leverage state, federal, and local funding to provide service for more consumers who are eligible for case management, but not for service.
- The consumer files are very well organized, complete, and easy to understand. Service plans are written in a manner that demonstrates an understanding of each consumer's complexity and his or her needs and, at the same time, accords the consumer a great measure of dignity and respect.

- There is a palpable feeling of kindness and respect at Developmental Disabilities Resource Board of Saint Charles County. The organization's considerate treatment of the employees strengthens the staff members' personal resources to treat the stakeholders well. The employees appear to feel valued and empowered to find the services needed by the consumers. The organization's partners comment on the positive relationships they enjoy with the staff members.
- The organization's new facility is indicative of the value placed on the employees and the consumers. It is spacious, graciously appointed, modern, and up to date, without being ostentatious. The surfaces, door openers, lighting, and soundproofing are designed to provide comfort and convenience for all who use the building. Case managers have the privacy and technology required to complete their office tasks and to meet with consumers. Consumers and their families indicate that the case managers empower them to be valued by the community.

Developmental Disabilities Resource Board of Saint Charles County should seek improvement in the area identified by the recommendation in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, Developmental Disabilities Resource Board of Saint Charles County has well-developed policies and procedures that guide its various operations and functions. The organization's services are consumer centered, and the consumers are obviously benefiting from the services they receive. The consumers and other stakeholders are very satisfied with the organization's services and have a number of opportunities to provide input. Decisions and service delivery improvements are based on a well-developed outcomes management system and strategic plan. The services, documentation, and observations clearly indicate that the practices of Developmental Disabilities Resource Board of Saint Charles County are ongoing and appear likely to be maintained and/or improved in the foreseeable future.

Developmental Disabilities Resource Board of Saint Charles County has earned a Three-Year Accreditation. The board, administration, and staff members are recognized for their efforts in maintaining the requirements of accreditation. They are encouraged to use this report to continue to enhance and improve the organization's overall operations. They are further encouraged to stay abreast of changes that are made to the CARF standards and to continue to use the standards as guidelines for continuous quality improvement.

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

There are no recommendations in this area.

Consultation

- Consideration might be given to transferring the responsibility for corporate compliance from the executive director to another key staff member.
-

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
-

Recommendations

There are no recommendations in this area.

C. Strategic 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 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

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

There are no recommendations in this area.

Consultation

- It is suggested that survey forms that utilize “yes” or “no” answers to obtain satisfaction information be revised to provide a wider range of response options or that a rating scale, such as “1-2-3-4-5,” be implemented.
-

E. Legal Requirements

Principle Statement

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

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 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.

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.7.a.(1)

H.7.b. through H.7.d.

Tests of emergency procedures are conducted for fires, natural disasters, and violent or other threatening situations in the workplace; however, unannounced tests of all emergency procedures should be conducted at least annually on each shift. This includes tests for bomb threats, utility failures, and medical emergencies. The tests should include complete actual or simulated physical evacuation drills; 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; and be evidenced in writing. Given that emergency procedure testing is part of the organization's performance improvement activities, the analysis of test results might indicate ways to improve performance. Examples of items that could be analyzed might include the time it takes to exit the building, and how consumers respond to the use of an alternate evacuation route.

Consultation

- Although a process for responding to bomb threats is in place, it could be helpful for staff members who answer the phone to have a "cheat sheet" available at their desk for quick reference. The cheat sheet could succinctly outline the steps to be followed, including a list of questions to ask the caller.
-

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 descriptions/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

There are no recommendations in this area.

Consultation

- Due to the large volume of forms in the individual personnel files, it is suggested that the files be purged to remove unnecessary and outdated information.
 - The contents of the personnel file might be better organized in a three-ring binder with index tabs for easy reference and filing.
-

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
-

Recommendations

There are no recommendations in this area.

K. Rights of Persons Served

Principle Statement

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.

Consultation

- Developmental Disabilities Resource Board of Saint Charles County is diligent in ensuring that consumers' rights are protected. It is suggested that the state of Missouri's confidentiality laws be reviewed to determine whether there might be rules pertaining to the review of consumer files containing confidential information during the survey. Although CARF has a business agreement with Developmental Disabilities Resource Board of Saint Charles County and does not require a release, this does not negate state requirements.
 - The organization is encouraged to determine the state of Missouri's requirements regarding the maximum length of time for which a release of confidential information could be approved. Situations were noted during this survey when, for a period of almost two months, there were no confidential-release-of-information forms on file for a new consumer, based on the dates of intake, plan approval, plan implementation, and the next annual staffing. This rare situation seems to happen only when a consumer onboards to service. Allowing the release form to be valid for fourteen months, rather than one year, could bridge that gap.
-

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)
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

M. Performance 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 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

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. Program/Service Structure

Principle Statement

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

Principle Statement

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

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.

SECTION 3. EMPLOYMENT AND COMMUNITY SERVICES

Principle Statement

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.
- Increased independence.
- Meaningful activities.
- Increased employment options.
- Employment obtained and maintained.
- Competitive employment.
- Economic self-sufficiency.
- Employment with benefits.
- Career advancement.

N. Services Coordination

Principle Statement

Services coordination programs provide goal-oriented and individualized supports focusing on improved self-sufficiency for the persons served through assessment, planning, linkage, advocacy, coordination, and monitoring activities. Successful services coordination results in community opportunities and increased independence for the persons served. Programs may provide occasional supportive counseling and crisis intervention services, when allowed by regulatory or funding authorities.

Services coordination may be provided by an organization as part of its individual service planning and delivery, by a department or division within the organization that works with individuals who are internal and/or external to the organization, or by an organization with the sole purpose of providing community services coordination. Such programs are typically provided by qualified services coordinators or by case management teams.

Organizations performing services coordination as a routine function of other services or programs are not required to apply these standards unless they are specifically seeking accreditation for this program.

Key Areas Addressed

- Goal-oriented and systematic process of advocacy
 - Coordination of services
 - Formation of linkages with community resources and services
-

Recommendations

There are no recommendations in this area.
