

# CARF International: The Value of the Seal

Peter Cassidy, FACHE, MBA, PT

Vice-President

Atrium Health Carolinas Rehabilitation

Terrence Carolan, MSPT, MBA

Managing Director

Medical Rehabilitation and Aging Services

CARF International



© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

## Objectives

- Understand CARF International's Mission
- Participate in 3 Case studies that demonstrate the links between UDS-PRO® data, CARF Accreditation Standards, and:
  - Stakeholder Experience
  - Business Growth
  - Rehabilitation Workforce
- Empower audience with expanded influence to enhance performance at your organizations

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

## Overview of CARF International

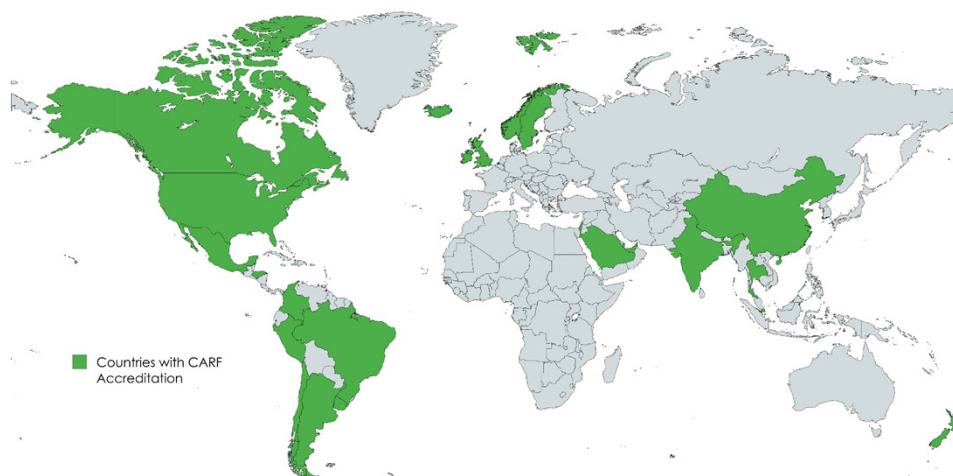


- Independent, nonprofit, international accreditation and standards setting organization founded in 1966
- CARF International is a group of companies that includes CARF, CARF Canada, and CARF Europe
- Fields served:
  - Aging Services
  - Behavioral Health
  - Child and Youth Services
  - Employment and Community Services
  - **Medical Rehabilitation**
  - Vision Rehabilitation
  - Opioid Treatment Program
- Over 1,500 surveyors support peer-driven surveys

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

3

## CARF International Accreditation Around the World



© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

Created with mapchart.net

4

## The Mission of CARF International

“To promote the quality, value, and optimal outcomes of services through a consultative accreditation process and continuous improvement services that center on enhancing the lives of persons served.”

This puts us in **partnership** with providers.

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

carf INTERNATIONAL



The CARF Board of Directors has declared that the “Moral Ownership” of CARF is the persons served!

5

## CARF Accreditation Is...

Person-centered

Consultative

Field-driven

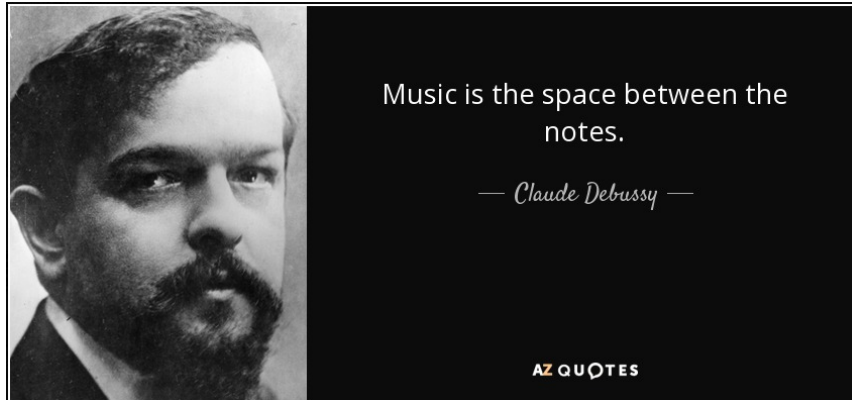


...UDSMR is the engine behind better outcomes

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

6

## Performance Improvement Drives Change in Clinical and Business Practice



© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

7

## Case Study #1: Experience of other stakeholders



- Long-standing relationship with acute care referrer to your program
- Competitive market – multiple other inpatient rehab and SNF providers in the area
- Volume of referrals has decreased over last year
- Return communication from referrer inconsistent and not robust

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

8

## Case Study #1: Develop your plan

- Population: Referring organizations
- Indicator used: Qualitative survey (electronic)
- Target: 4.5 out of 5 overall score
- Questions used:
  - Referral turnaround time
  - Overall satisfaction
  - Adequate communication
  - Open-ended question on how services can improve

## Case Study #1: Collect your data

### Findings:

- Low satisfaction with referral turnaround and communication
- Feedback asking for more information on discharge destination and functional status on discharge from inpatient rehab

## Case Study #1: Determine your actions

Actions taken:

- Education of staff on findings
- Written analysis of findings
- Determination of how to respond to data
- Review if actions taken accomplished the intended results

## Case Study #1: Take action

- Internal audit of referral turnaround time
- Define protocol within admissions department on steps taken after referral is received and set targets
- **Measure** your performance

## Case Study #1: Sharing findings and changes with referrers



- In meeting with referrer, share the PI work done, findings, and what changes have been made
- Process sheds light on importance of relationship and builds trust between individuals and organizations
- Likely no other provider is taking the same approach – resulting in competitive advantage

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

13

## Case Study #1: Circling back to your Strategic Plan



- Integrate the effort and findings back into your Strategic Plan
- Consider these questions:
  - Could this process be used with other referrers?
  - How is this effort enhancing access for your persons served?
  - Are there program/diagnosis-specific considerations to consider?
  - Are there other stakeholders that you would want to use this process with?

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

14

## Case Study #2: Business Growth

The organization is converting less than 40% of referrals into admissions. Referral sources perceive it is difficult to get into rehab. You sense that there are both internal and external factors limiting admissions.

- What approach might you take to improve performance?
- How might the CARF standards help?

## The Data Insight

- Gather, Analyze, Use Stakeholder Input
- Referrals, admissions, conversion
- Segment data by diagnostic categories, demographics, referral sources, payers
- Map out preadmission workflow and systems
- Performance Analysis, Measurement, Improvement Plan
- Comparative analysis, trends, causes
- Action plans and results of previous action plans
- The “Activity Trap”

## #2 Business Growth & CARF Standards



Leadership	Strategy & Risk	Input
Mission, Outcomes, Planning (1.A.3)	Strategic Considerations (1.C.1)	Gathering Stakeholder Input (1.D.1)
	Strategic Plan (1.C.2)	Analyze & Use the Input (1.D.2)
	Risk Management Plan (1.G.1)	
	Contracted Services (1.G.4)	

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

17

## #2 Business Growth & CARF Standards



Workforce	Accessibility	Performance Measurement, Management, Improvement
Workforce Planning (1.I.4)	Identification of Barriers (1.L.1)	Gaps & Opportunities (1.M.2)
Competencies (1.I.8)	Plan & Remove Barriers (1.L.2)	Service Access (1.M.3 & 8)
Adequacy of Workforce (1.I.10)		Written Analysis (1.N.1–4)
		Stakeholder Experience (1.M.6, 1.N.1)

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

18

## #2 Business Growth & CARF Standards

Rehab Process		Program
Scope of Services (2.A.1, 2.B.1)	Written analysis of denials, of service referrals determined to be ineligible (2.A.16)	Preadmission Assessment (3.A.5)
Program Entry/Exit Criteria (2.A.3)		Knowledge of Case Mix & Referral Patterns (3.A.13)
Eligibility for Services (2.A.4)		

## Case Study #3: Workforce

Despite a growing market, the number of specialty admissions (SCI, BI, Stroke) has decreased while quality indicators have worsened. Some key positions on the team are vacant. You are concerned about quality, volume, staffing, capabilities and competencies.

- What approach might you take to improve performance?
- How might the CARF standards help?

## The Data Insight

- Possible warning signs in UDS-PRO® data
- Variability in outcomes (Discharge Destination, Functional Gains, Falls, Wounds, Patient Satisfaction, Case Mix)
  - Variability in volumes
  - Barriers to access
- Warning signs in other sources of data
  - Employee engagement surveys
  - Culture of Safety Surveys
  - Turnover, Time to Fill
  - Injury rates, Absenteeism
  - Patient experience, Complaints, Grievances
- Other data sources/points?
- Moving from data to root causes

## #3 Workforce: Key CARF Standards

Leadership	Strategy & Risk	Input
Mission, Outcomes, Planning (1.A.3)	Strategic Considerations (1.C.1)	Gathering Stakeholder Input (1.D.1)
Cultural Competency, Diversity & Inclusion Plan (1.A.5)	Strategic Plan (1.C.2)	Analyze & Use the Input (1.D.2)
Resources & education to stay current (1.A.8)	Risk Management Plan (1.G.1)	
	Contracted Services (1.G.4)	

## #3 Workforce: Key CARF Standards

Workforce		Accessibility
Workforce Planning (1.I.4)	Adequacy of Workforce (1.I.10)	Identification of Barriers (1.L.1)
Onboarding & Engagement (1.I.6)	Regulatory, Licensing, Competencies (1.I.11)	Plan & Remove Barriers (1.L.2)
Competencies (1.I.8)	Succession Planning (1.I.12)	Reasonable Accommodations (1.L.3)
Performance Appraisals & Evaluation (1.I.9)		

## #3 Workforce: Key CARF Standards

Rehab Process		
Scope of Services (2.A.1, 2.B.1)	Competencies (2.A.11) Documented Personnel	Continuous Learning Environment (2.A.14)
Service Delivery Model (2.A.5)	Training (2.A.12)	Professional Development, Recruitment, and Retention (2.A.15)

## #3 Workforce: Key CARF Standards

CIIRP Program		Specialty Programs
Physician Services (3.A.2.a)	Program Services Provided (3.A.7)	Scope
Rehabilitation Nursing Services (3.A.2.b)	Diagnostic Services Provided (3.A.8)	Assessment
Privileging Process (3.A.3)		Competencies
		Services Provided

## Discussion & Feedback

## Contact Information



Peter M. Cassidy, FACHE, MBA, PT  
Vice-President Atrium Health Carolinas Rehabilitation  
[Peter.Cassidy@AdvocateHealth.org](mailto:Peter.Cassidy@AdvocateHealth.org)

Terrence Carolan, MSPT, MBA  
Managing Director of Medical Rehabilitation and Aging Services  
CARF International  
[tcarolan@carf.org](mailto:tcarolan@carf.org)

© CARF International. All Rights Reserved.  
UDS-PRO is a trademark of Netsmart Technologies, Inc.

27