



Volume 3, Issue 3

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Consumer Survey

We are interested in knowing what online services your Aging Services organization uses to direct potential customers to you.

Please take this [online survey](#) to help us identify where we may be able to enhance resources and partnerships for you.

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New *Mark of Quality* Brochure for Aging Services

Aging Services has updated *The Mark of Quality for Aging Services* brochure. It has a new look but includes the same great information with the addition of quotes promoting accreditation from providers and key individuals in the field.

Order today at <http://bookstore.carf.org>.

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2011 Aging Services Educational Opportunities

Please check the CARF website for more information and to register. Not all 2011 events are active on this site at this time. All 2011 events will be posted to the site by the end of November.

January 20

1:00 p.m. Eastern — Webinar

What's New in Standards and Policies for Aging Services and CARF–CCAC Accreditation?

Keep up to date with CARF. In this session gain insights into what's new at CARF, CARF–CCAC, and CARF Canada. Hear about statistics, industry trends, and what's going on in the field of aging services.

\$240 USD per registrant

January 27-29, Tucson, AZ

[Transforming Outcomes Data into Management Information](#)

This three-day training institute takes you through the steps required to plan and conduct a program of outcomes management and quality improvement, including:

- Outcomes system design and data collection.
- Data analysis, interpretation, and management reporting.
- Identification of areas for quality improvement activities based on findings.

\$995 USD (early bird special) or \$1,095 USD per registrant

February 16, Phoenix, AZ

CARF 101: Preparing for Successful Accreditation in Aging Services

This one-and-a-half-day workshop is designed for organizations that are seeking CARF accreditation for the first time. At the end of this workshop, you will have an understanding of:

- CARF accreditation as a quality management program.
- The accreditation cycle.
- The intent of CARF's business practice standards and program standards.
- CARF's approach to outcomes management.
- Next steps for CARF in support of long-term care homes and retirement residences.

\$445 USD per registrant

February 24

1:00 p.m. Eastern — Webinar

Changes to CARF's ASPIRE to Excellence® Standards

for Aging Services and Continuing Care Accreditation Commission

This session provides a high-level overview of the changes to the ASPIRE to Excellence standards, which cover business practices including leadership, governance, strategic planning, input from persons served, legal requirements,

financial planning and management, risk management, health and safety, human resources, technology, rights of persons served, accessibility, and performance improvement. Managers of aging services organizations who are seeking accreditation for the first time or preparing for reaccreditation are encouraged to participate.

\$240 USD per registrant

March 1, 8, 15, 22, and 29

1:00 p.m. Eastern — Webinar

Survey Prep Live!

Looking for that extra edge in preparing for your upcoming accreditation survey? Survey Prep Live! highlights different sections of the standards manual and accreditation process in a series of online meetings. These sessions are a convenient way to access the support provided by your dedicated CARF Resource Specialist.

NAB CEUs not available for this free series

March 30 and 31, Ontario, Canada

CARF 101: Preparing for Successful Accreditation in Aging Services

This one-and-a-half-day workshop is designed for organizations that are seeking CARF accreditation for the first time. At the end of this session, you will have an understanding of:

- CARF accreditation as a quality management program in Ontario.
- The accreditation cycle.
- The intent of CARF's business practice standards and program standards.
- CARF's approach to outcomes management.
- The next steps for CARF Canada in support of long-term care homes and retirement residences.

\$325 CAD per registrant

May 31 and June 7, 14, 21, and 28

1:00 p.m. Eastern — Webinar

Survey Prep Live!

Looking for that extra edge in preparing for your upcoming accreditation survey? Survey Prep Live! highlights different sections of the standards manual and accreditation process in a series of online meetings. These sessions are a convenient way to access the support provided by your dedicated CARF Resource Specialist.

NAB CEUs not available for this free series

August 2, 9, 16, 23, and 30

1:00 p.m. — Webinar

Survey Prep Live!

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Specialist.

NAB CEUs not available for this free series

September 14

1:00 p.m. Eastern — Webinar

CARF–CCAC 2011 Financial Ratios and Trends Analysis

Webinar for Continuing Care Accreditation Commission

This webinar will be co-presented by members of the Financial Advisory Panel and CARF staff to offer the first look at the findings in the 2011 *Financial Ratios and Trends Analysis* publication. Through this webinar, you will:

- Study key financial ratios and how they help Continuing Care Retirement Communities (CCRC) management to assess organizational effectiveness.
- Understand why ratios should be an integral part of any continuous performance improvement system, strategic planning effort, and resource allocation process.
- Recognize how financial ratios can be used as scorecards to communicate management successes to both CCRC leadership and persons served.

\$240 USD per registrant

September 28, Atlanta, GA

CARF 101: Preparing for Successful Accreditation in Aging Services

This one-and-a-half-day workshop is designed for organizations that are seeking CARF accreditation for the first time. At the end of this session, you will have an understanding of:

- CARF accreditation as a quality management program in Ontario.
- The accreditation cycle.
- The intent of CARF's business practice standards and program standards.
- CARF's approach to outcomes management
- Next steps for CARF Canada in support of long-term care homes and retirement residences.

\$455 USD per registrant

November 1, 8, 15, and 29 and December 6

1:00 p.m. Eastern — Webinar

Survey Prep Live!

Looking for that extra edge in preparing for your upcoming accreditation survey? Survey Prep Live! highlights different sections of the standards manual and accreditation process in a series of online meetings. These sessions are a convenient way to access the support provided by your dedicated CARF Resource Specialist.

NAB CEUs not available for this free series

November 15 and 16, Ontario, Canada

CARF 101: Preparing for Successful Accreditation in Aging Services

This one-and-a-half-day workshop is designed for organizations that are seeking

CARF accreditation for the first time. At the end of this session, you will have an understanding of:

- CARF accreditation as a quality management program in Ontario.
- The accreditation cycle.
- The intent of CARF's business practice standards and program standards.
- CARF's approach to outcomes management.
- The next steps for CARF Canada in support of long-term care homes and retirement residences.

\$325 CAD per registrant

December 1

1:00 p.m. Eastern — Webinar

Options for Today and Tomorrow:

Accredited Home and Community Services Models

This comprehensive webinar offers insights regarding practical application of CARF's Home and Community Services standards. Emphasis is placed on sharing various examples of ways to demonstrate conformance to the standards by different types of home and community services providers. This session is highly recommended for managers of organizations who provide home and community services and who are interested in determining if these standards may be useful for their organization.

\$240 USD per registrant

NAP approval for CEUs pending for events.

Space is limited, so please register early to reserve your spot

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Surveyor Recruitment for Home and Community Services

CARF introduced Home and Community Services standards to the standards manuals in July. CARF-CCAC and Aging Services is looking for individuals from accredited organizations that have experience in this arena to become CARF surveyors.

If you have any experience in Home and Community Services and are interested in training as a surveyor please contact Becky Best at 866-888-1122 ext. 5004 or rbest@carf.org.

For more information about what the Home and Community Services standards include please read the program description on the CARF website at:

<http://www.carf.org/Programs/AS/>.

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Promote Your CARF or CARF–CCAC Accreditation

Distinguish your listing, leverage your CARF or CARF–CCAC accreditation

Fill out a [SNAP-Profile™](#) at **no cost** and your CARF or CARF–CCAC accreditation seal will appear on your detailed listing informing families, geriatric care managers, case managers, elder law attorneys, and other professionals who serve seniors that your community represents quality. [Learn more.](#)

Consider adding the Photo Gallery upgrade. Listings with photos are viewed more often and spark interest as users “tour” your community online. Contact [SNAPforSeniors](#) to learn about the special upgrade.

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Residents First + CARF Accreditation = Performance Improvement

What is Residents First? Residents First is a provincial initiative in Ontario, Canada that supports all long-term care homes in providing safe, effective and responsive care to residents. Long-Term Care organizations in Ontario can benefit from being involved with both CARF accreditation and Resident’s First. Providers can benefit from learning about Residents Firsts' quality framework. The framework has similar concepts to programs such as Advancing Excellence in America’s Nursing Homes, but it also incorporates quality improvement methodologies found in SixSigma and LEAN process improvement.

Specifically, Residents First addresses challenging issues in long-term care such as: avoiding unnecessary emergency room transfers, preventing falls and pressure ulcers, continence care, and the caregiver-resident relationship. The program offers organizations quality improvement "road maps" for these issues and other topics including:

- Using quality indicators in an organization’s dashboard
- Communicating quality goals across the organization
- Establishing quality committees of the board or senior decision makers
- Reserving board discussion time for quality
- Establishing a business case for quality improvement
- Creating a strategy map that identifies activities to implement targets and accountabilities for action at all levels of an organization in order to achieve stretch goals

The CARF standards and the OHQC Resident’s First elements are highly complimentary. The same information measurement and performance improvement concepts are woven throughout the CARF standards areas. The

CARF accreditation process is built on a quality framework called ASPIRE to Excellence® and performance improvement is its cornerstone.

CARF's approach to performance improvement is to help turn data into information by discovering patterns, turning information into knowledge by discovering roots, and turning knowledge into action. The Resident First initiative has an abundance of resources for your data collection and information management needs. One of the common tools that is used by both CARF and Residents First is the *Plan, Do, Study, Act* method.

Long-term care organizations throughout Ontario can be actively involved in Residents First during their preparation for accreditation. Other accredited organizations can be actively involved in Residents First as a way of further advancing quality in their organization. Working together, these two programs can build a strong foundation of continuous improvement for organizations.

For additional information about Resident's First, visit:

<http://www.residentsfirst.ca/>

Using quality indicators in your organization's dashboards

Many organizations are collecting data but don't make use of it and might lack a clear idea of what to do with some of their data. Take your quality indicators and go a step further. Complete an analysis that examines performance indicators in relation to performance goals that include the four key domains of your service delivery program.

- Effectiveness
- Efficiency
- Service access
- Satisfaction and feedback from persons served and other stakeholders

Using a grid such as the [sample grid in this link](#) can be a helpful tool.

Communicating quality goals across your organization

Communicating your goals with your employees is important, but don't forget to also share them with both internal and external persons served and other stakeholders. Thomas Scully, Administrator for Centers for Medicare and Medicaid Services states, "Collecting data and publishing it changes behavior faster than anything else." So not only is it important for you to be recording and collecting data, but also sharing your data in a meaningful way.

There are many reasons to measure outcomes for your organization, including:

- Monitoring and improving quality of service
- Strengthening existing services
- Identifying training needs

- Developing and justifying budgets
- Preparing long-range plans
- Gaining favorable public recognition

It's important to have this information for when your consumers and payers want to know, "Is this a good place for me?", "Is it better than the alternative?," or "Is it making a difference in the lives of the persons served?"

It important to share your outcomes with persons served, staff members, and other stakeholders, but it is important to collect feedback from these groups as well. Everyone gains when a provider hears the voices of the persons served. According to Jack Welch, author of *Lessons for Success*, the three most important things you need to measure in business are customer satisfaction, employee satisfaction, and cash flow.

uSPEQ® is a great third-party survey instrument developed by CARF that includes Consumer Experience Surveys and Employee Climate Surveys. For more information about uSPEQ, visit www.uspeq.org.

Taking action is the last step in closing the loop in the performance improvement cycle. Use the information gathered to make decisions and implement change in your organization where needed. You might find that you need new processes or programs or new treatment approaches. Whatever it might be, don't forget to follow up several weeks or months later to see if it is working. Repeat the plan-do-study-act method all over again to ensure that you continue to see improvements and ultimately reach your targeted goals.

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2010 Ratio Trends Publication

Financial Ratios Trend Analysis of CARF–CCAC Accredited Organizations is a one-of-a-kind reference, including 18 years of analyzed information from the audited financial statements of multiple CARF–CCAC-accredited organizations. CARF–CCAC, ParenteBeard LLC, and Ziegler collaborated on this project to define, calculate, and explain the included graphs, tables, and charts for each ratio. This publication provides valuable industry benchmarks, allowing readers a unique opportunity to view the financial trends resulting from a number of factors, including provider growth, account challenges, operating challenges, and regulatory challenges.

The publication's ratios are available for CCRCs to use as points of reference for developing internal targets of financial performance, based on evaluation of their own specific marketing, physical plant, and mission/vision considerations. It is anticipated that others will use these ratios, particularly within the capital markets, to learn about the financial position of organizations that have been through CARF–CCAC's accreditation process. The ratios can also be used as benchmarks against which to evaluate nonaccredited organizations and gain a deeper understanding about the sector as a whole.

The *Financial Ratios Trend Analysis of CARF–CCAC-Accredited Organizations* (2010 edition) is now available for purchase at the CARF bookstore (<http://bookstore.carf.org>) for \$140. CARF–CCAC-accredited organizations will receive their complimentary copy by mail over the next several weeks.

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Green Ridge Village of Presbyterian Senior Living promotes wellness by helping fight child obesity

Green Ridge Village of Presbyterian Senior Living in Newville, Pennsylvania, has taken promoting wellness through community integration to new levels. In 2005, through a grant from the Carlisle Area Health & Wellness Foundation, the Newville Community Wellness Program (NCWP) was born. This program is a partnership between Green Ridge Village, the Big Spring School District, and other local merchants.

Now in its fifth year, the core goals of NCWP are to continue to improve the health and wellness of the Newville area through nutrition education and physical activities to promote lifelong healthy habits that can help prevent chronic diseases such as obesity, cardiovascular disease, type 1 and type 2 diabetes, and cancer. The Newville area has one of the highest obesity rates in the state of Pennsylvania. Because this program targets children in kindergarten through fifth grade and their families, it is hoping to help reverse this statistic.

NCWP has helped provide nutrition education classes for over 1,100 elementary school students. Green Ridge Village is responsible for the monthly evening wellness dinners which provide nutrition information, education with demonstrations, and fitness activities for students and their families. Each month has a theme, such as the Chinese New Year dinner that featured fresh spring rolls, barbecued pork, and brown rice. Green Ridge Village employees volunteer their time to staff the dinners and fitness activities.

During the dinners, information is given about nutritional snacks and dinner ideas followed by fitness activities such as swimming in the facility's pool. The program has the added benefit of intergenerational appeal as residents of Green Ridge Village residents have participated in the program's dinners and physical fitness activities.

NCWP has also been well received by families in the community. One mother had this to say about the program:

"Thank you for making it possible for us to participate in the wellness meals offered at Green Ridge Village. I am a foster parent and I bring my teens and children. They are always interested in learning something about food group nutrition."

NCWP has been added to Green Ridge Village's Community Excellence Plan. This plan follows programs at Presbyterian Senior Living campuses on a quarterly basis to achieve goals and provide accountability for employees who are involved. For this new school year, NCWP is increasing its indicators for success. Its goal is for 70 percent of its participants to increase their knowledge of the benefits of nutrition and physical activity and also their amount of physical activity. With the involvement of NCWP, volunteers, and residents, it is well on its way to helping the Newville area improve the wellness of its community.

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Upcoming Events

- [ADCAT \(Adult Day Center Association of Texas\) Annual Conference](#). October 21–23 in Port Aransas, Texas. CARF Aging Services will present a session titled, "Organization Overview: Value of Accreditation."
- [AAHSA Annual Meeting](#), October 30–November 3 in Los Angeles, California.
- **202P: Preparing for a Successful CARF–CCAC Accreditation Survey**, Saturday, October 30, 9 a.m. to 5 p.m. CARF staff is presenting this session at the AAHSA Annual Meeting with surveyors Heather Janes, Jeff Kaighn, and Kevin Mulhearn.
- **CARF–CCAC and Aging Services Surveyor Continuing Education Meeting**, Sunday, October 31, 5:30 pm to 7 p.m. All CARF–CCAC and Aging Services surveyors are invited to attend and should RSVP to as@carf.org.
- **43B: Financial Ratios: Tools to Measure Organizational Success**, Monday, November 1, 8 a.m. to 9:30 a.m. CARF's Financial Advisory Panel members presenting this session at the AAHSA Annual Meeting include Mike Flynn, Mike Kelly, and Kevin Mulhearn.
- **45C: Operational and Financial Benchmarks: Are We Measuring Up?**, Monday, November 1, 3:30 p.m. to 5 p.m. CARF's Financial Advisory Panel members presenting this session at the AAHSA Annual Meeting include Jeff Boland and Brian Williamson. CARF surveyors co-presenting include Bruce Hartshorne and Jeff Kaighn.

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If you have suggestions for content to be included in a future issue of Continuing Communication, please email the editor, Rebecca Best, at continuingcommunication@carf.org

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