



Tools for Performance
Improvement and
Organizational Success

Drammen, Norway
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Commission on Accreditation of Rehabilitation Facilities

- An international accreditation and standard setting organization.
- 1966
- Private, non-profit, independent
- Areas of focus:
 - Aging
 - Behavioral Health
 - Children and Youth Services
 - Employment/Community Services
 - Medical Rehabilitation
- Field driven – consumers, providers, payers, regulators

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CARF International

- Currently accredits over 49,746 programs, at over 19,000 sites, in over 6786 organizations in United States, Canada, Mexico, Europe, South America, Far East, New Zealand, and Africa (20 countries)
- Over 8.4 million people served in 2013
- Peer Review Process
- Process emphasizes the person served, performance improvement, business aspects of human service delivery, and good management process

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Quotes

- “Overwhelming data show that when patients actively participate in their own care, they have better outcomes.”
 - Peter J. Pronovost MD, John Hopkins
- Person centred care
- Person served ... an active member of the team
- Part of CARF process since 1966
- Persons served are moral owners of CARF

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If you want to travel fast, you
travel alone



If you want to go far, travel with others

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Guiding Principles

- Inform the work we do
- Provide guidance in choosing options when making decisions
- Goal of improving patient outcomes (results)

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Guiding Principles

- **Person first** – partnership in achieving safe, easily accessible, timely and quality services across the continuum of care
- **Safety** – Identification and control of risks to achieve effective results for both the person served and staff

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Guiding Principles

- **Personal responsibility** – Taking personal responsibility for their own health and other health needs
- **Defined Authority** – scope given to personnel at each level of the organization to carry out their responsibilities. Individual's authority to act, resources available, and boundaries of the role are confirmed by direct line manager

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Guiding Principles

- **Clear accountability:** system where individuals, functions, or committees agree accountability to a single individual.
- **Leadership** – Motivating people towards a common goal and driving sustainable change to ensure high quality delivery of clinical and social care

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Guiding Principles

- **Interdisciplinary working** –
 - work processes that respect and support unique contribution of each team member
 - focuses on interdependence between individuals and groups delivering services
 - requires proactive collaboration between all members

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Guiding Principles

- **Supporting performance –**
 - Continuous process
 - Managing performance
 - Measuring patient and personnel experience

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Guiding Principles

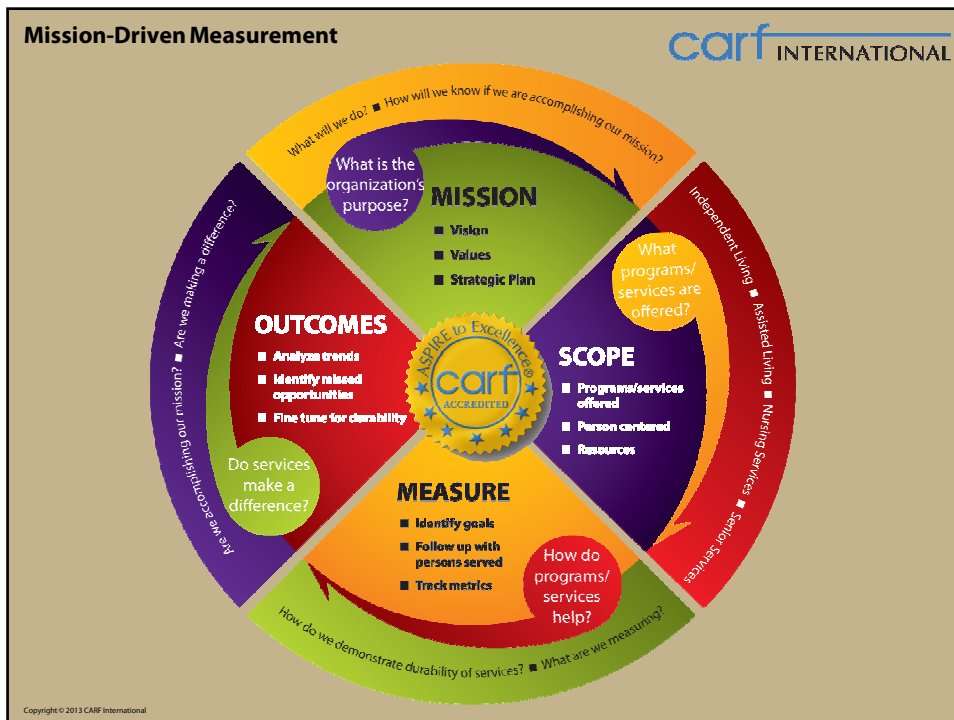
- **Open culture –**
 - Trust, openness, respect and caring
 - Achievements recognized
 - Open discussion of adverse events part of everyday practice and communicated openly
 - Staff willingly report adverse events and errors
 - Focus on learning, improvement, research, and appropriate action taken

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Guiding Principles

- **Continuous quality improvement** –
 - Learning environment and system that seeks to improve services
 - Emphasis on maintaining quality not just controlling processes
 - Involves setting of objectives, targets , measurement and education for ongoing improvement

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Our responsibility

- Use our defining principles
- Recognize the uniqueness of the people we serve
- Be prepared to “make it right”
- Measure to improve versus measuring to impress
- Continuous improvement

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IT ALWAYS
SEEMS
IMPOSSIBLE
UNTIL
IT'S DONE.
-NELSON MANDELA



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