

In this issue:

- [2011 standards manual effective July 1, 2011](#)
- [uSPEQ®, a resource for attaining important feedback](#)
- [Survey Prep Live! For Aging Services](#)
- [Cultural Competence in the Workplace](#)
- [Manchester Manor Health Care Center receives \*Gold – Excellence in Quality\* National Quality Award](#)
- [Transforming Outcomes into Data Management](#)
- [Upcoming Events](#)

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## 2011 standards manual effective July 1, 2011

2011 CARF–CCAC and Aging Services standards manuals are now available. Be sure to keep up to date with the changes made from the previous standards manual versions. If you have any questions or do not have the 2011 standards manual, please contact CARF–CCAC toll free at (866) 888-1122.

### Updates to the standards manuals

As always, the CARF–CCAC and Aging Services team strives to incorporate field comments and streamline standards whenever possible. For details regarding standards changes between 2010 and 2011, please review the “Changes in the 2011 Manual” section located on page 27 of the manuals.

We strongly encourage you to review the section of the manual titled “Accreditation Policies and Procedures,” as this information is subject to annual updates and accredited organizations are required to adhere to CARF–CCAC and Aging Services policies and procedures.

### When do these manuals go into effect?

- These manuals are used for all on-site surveys (originals and resurveys) scheduled between July 1, 2011, and June 30, 2012.
- If your organization is accredited and you will not have a survey conducted between July 1, 2011, and June 30, 2012, CARF–CCAC and Aging Services indicate that your organization should maintain conformance to current standards, policies, and

procedures. Please thoroughly review the appropriate manual so that your organization can remain current on the standards implementation.

### **Additional CARF–CCAC and Aging Services information**

To participate in 2011 education on the standards and accreditation process, please visit [www.carf.org/events](http://www.carf.org/events). If you have any questions, please contact CARF–CCAC toll free at (866) 888-1122, and we will gladly assist you.

[Back to top](#)

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## **uSPEQ®, a resource for attaining important feedback**

You speak. People listen and act on your words. Everyone gains when an organization hears the voices of its stakeholders. That is why the uSPEQ® (pronounced *you speak*) questionnaires and data services were developed.

### **What is uSPEQ?**

uSPEQ is a turnkey data collection and reporting system designed to gather information from key stakeholders and assist organizations in improving organizational well-being and performance improvement. It is a national and international pooled data system, featuring questionnaires with a core set of universal items for benchmark comparisons, an optional set of standardized items, and the ability to incorporate custom items to fit the unique data needs of the organization. uSPEQ captures the survey results in a comprehensive report, allowing an organization to hear what is important to stakeholders and use that information in its quality and performance improvement efforts.

### **How did uSPEQ get its name?**

The name uSPEQ was derived from the acronym for Universal Stakeholder Participation and Experience Questionnaires. Pronouncing the letters produces a meaningful phrase, you speak, with an essential message: performance improvement is best achieved by being responsive to the feedback “spoken” by stakeholders.

### **What uSPEQ offers you**

uSPEQ offers two survey options: a Consumer Experience Survey and an Employee Climate Survey. Both survey options:

- Provide a turnkey solution for performance improvement data collection.
- Help identify areas for organizational quality and performance improvement.
- Provide evidence to support marketing efforts.
- Apply to many types of organizations, including services and populations.
- Offer psychometrically sound survey tools.
- Allow for comparisons across core items.
- Customize the survey to fit each subscriber’s unique needs.
- Offer unique advantages for accredited providers.

uSPEQ was originally developed to provide a tool and benchmarking to help human service providers meet CARF standards for information management and performance improvement. Although CARF accreditation is not a condition for receiving uSPEQ services and organizations with CARF-accredited programs are not required to use uSPEQ, uSPEQ offers unique features to programs and services with CARF accreditation:

- uSPEQ helps organizations meet the CARF standards in gathering feedback from persons served and potentially in assessing outcomes for persons served.
- uSPEQ helps organizations meet the CARF standards in gathering feedback from personnel.
- uSPEQ's crosscutting nature allows administration efficiency across components of a service continuum.
- uSPEQ's domains span the concerns of stakeholders.

Be assured that your results will not be shared as part of the accreditation process. There is a firewall between uSPEQ and CARF accreditation. Your results or participation in uSPEQ have no effect on accreditation. However, subscriber organizations may decide to incorporate the uSPEQ results into the accreditation process.

### **Why should I subscribe?**

Five compelling reasons to subscribe to uSPEQ Consumer Experience Survey and/or Employee Climate Survey:

- Hearing the voice of consumers/employees in an organization is essential to ensuring high quality services.
- It helps organizations address the challenge of demonstrating that their services are effective in the current environment marked by increased accountability, competition, and consumerism. Organizations receive help to address the challenge presented by employee turnover.
- Subscribers receive timely aggregate reports of responses received by uSPEQ so the organization can use the data in its performance and quality improvement efforts.
- Ongoing data collection and reporting allow for internal benchmarking with comparisons between time periods as well as between sites or programs to enable monitoring and tracking progress.
- Independent turnkey solution includes a team of experienced researchers available for consultation on sampling, response rate, research design, and survey reliability.

For more information about uSPEQ products and testimonials, or to contact a uSPEQ team member, visit [www.uspeq.org](http://www.uspeq.org).

[Back to top](#)

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## **Survey Prep Live! For Aging Services**

During 2010, CARF-CCAC and Aging Services had an overwhelming response to its new pilot coaching resource, Survey Prep Live! Altogether the webinar series that ran quarterly had over 100 participants from 86 different organizations across the United States and Canada preparing for reaccreditation and seeking accreditation for the first time.

This coaching series provides an extra edge for those preparing for their next accreditation survey. Survey Prep Live! is a complimentary resource that highlights different sections of the standards manual and accreditation process in a series of convenient online meetings presented by a resource specialist.

The series of five topical areas will be repeated each quarter in 2011.

Session 1 – How to Get Started

Session 2 – ASPIRE® Overview (Section 1 standards)

Session 3 – Information Measurement and Management and Performance Improvement

Session 4 – The Care Process (Section 2 standards)

Session 5 – Program Specific Standards (Section 3 standards)

### ***Survey Prep Live! Benefits***

Your organization will benefit greatly from this coaching tool, whether you are seeking accreditation for the first time or preparing for reaccreditation. These complimentary online technical assistance sessions are a convenient way to access the support provided by your dedicated CARF resource specialist. During the series, you can expect to:

- Stay informed about new and updated standards and policies.
- Discover practical tips on survey preparation.
- Benefit from the experiences of other organizations.
- Gain individualized technical assistance for your team.

The first series of 2011 was held in March with over 40 participants. The remaining quarterly series will be held in June, August, and November 2011. Registration for the June series is open, so register early to reserve your spot.

For more information about Survey Prep Live!, call (866) 888-1122 or visit [www.carf.org/aginglive](http://www.carf.org/aginglive).

[Back to top](#)

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## **Cultural Competence in the Workplace**

Our demographics are constantly changing. The U.S. is projected to become increasingly more ethnically and racially diverse by 2020. At present, nearly one of every two children is estimated to belong to a minority group. What does this mean to you as a provider of aging services? It means you can't wait any longer to become culturally competent.

So...what does being culturally competent mean?

Being culturally competent means having the capacity to function effectively in another cultural context. Everyone, regardless of ethnicity, religion, or background, brings culturally defined beliefs and practices to the experience of illness that shapes his or her encounters with you as a provider and responses to the care your organization is providing.

Cultural competence is part of the CARF standards and is defined as an organization's ability to recognize, respect, and address the unique needs, worth, thoughts, communications, actions, customs, beliefs, and values that reflect an individual's racial, ethnic, religious, and/or social groups or sexual orientation. The CARF standards require accredited organizations to demonstrate awareness to the diversity of its stakeholders with respect to their culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language and address cultural competence in their person-centered philosophy.

Cultural competence is really all about recognizing that, although the values, beliefs, and behaviors of people from other cultures may be different from ours, they are equally valid and influence how they view problems and solutions. Creating a culturally competent organization is a complex process. A culturally competent organization needs to have the capacity to:

- Value diversity.
- Manage the dynamics of difference.
- Acquire and institutionalize cultural knowledge.
- Adapt to diversity and the cultural contexts of the persons it serves.

These aspects above need to be incorporated into multiple levels of an organization, including policy making, administration, and service delivery, and involve the persons served, personnel, and other stakeholders. It is important to work on all levels to address weaknesses in the access to and outcomes of your services. Embedding cultural competence in a quality improvement framework helps to ensure that such an initiative is lasting and ongoing, which helps to integrate it into the service delivery. Here are some strategies to consider for organizational change:

- Build a board and a leadership group that reflect the community's cultural, racial, and ethnic mix.
- Develop or revisit your diversity plan to assess if your organization is addressing cultural competence.
- Revise/modify policies that place certain groups at a disadvantage.
- Require that communication with persons served whose English is limited be through a trained interpreter or a provider who is fluent in the language of the person served.
- Conduct staff focus groups to get staff members' cultural perspective about the organization.
- Hold managers accountable for hiring and retaining staff members whose cultural, racial, and linguistic mix reflects the community.
- Target cultural competency training to the practical needs of staff. Address practical issues, such as successful ways to assess pain.

Some health providers whose successful organizationwide focus is on cultural competence are seeing a rapidly growing consumer population, especially among those with limited English proficiency who will travel for more than an hour to take advantage of linguistic and cultural services.



*"I find cultural diversity in the workplace quite exhilarating.  
I've learned to say 'NO' in thirty languages."*

There are also things you can do to learn about your staff and the persons you serve that can be fun such as:

- Showing movies that highlight different parts of the world.
- Having staff members or persons served bring in artwork or crafts from their culture to show or share in public spaces.
- Having lectures, films, and/or language classes over lunch.
- Having educational events where a staff person from another part of the country or another part of the world talks about what it was like in his or her culture and what it was like to grow up there.
- Having a potluck where everyone brings a dish that is special to him or her and his or her culture and shares the recipe.

Remember that cultural competence is a developmental process that evolves over an extended period of time. Both individuals and organizations are at various levels of awareness, knowledge, and skills along the cultural competence continuum. The most important thing you can do to become more culturally competent is to understand your own culture and assess your bias and the filters with which you view your world.

"Cultural Factors in Patient Care." *New Visions for Health Care* Sept. 2000: Issue 21

"What is Cultural Competency" *Office of Cultural and Linguistic Competency* 2008  
[www.dbhds.virginia.gov/OHRDM-CLC.htm](http://www.dbhds.virginia.gov/OHRDM-CLC.htm)

[Back to top](#)

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**Manchester Manor Health Care  
Center receives *Gold – Excellence in  
Quality* National Quality Award**

Manchester Manor Health Care Center of Arbors of Hop Brook, a CARF-accredited Continuing Care Retirement Community (CCRC) in Manchester, CT, was recognized as a 2010 recipient of the *Gold – Excellence in Quality* National Quality Award presented by the American Health Care Association and National Center for Assisted Living (AHCA/NCAL), a trade organization with approximately 11,000 members nationwide. Manchester Manor was the only 2010 recipient of this distinguished national award out of 26 applicants, and one of only ten long-term care providers to have ever received this award. The award was formally presented to Manchester Manor during last year's AHCA/NCAL's 61st Annual Convention and Exposition, October 10–13, 2010, in Long Beach, CA.

Implemented by AHCA/NCAL in 1996, the National Quality Award Program is based on the core values and criteria of the *Malcolm Baldrige National Quality Award Program*. It provides a pathway for providers of long-term and post-acute care services to journey toward performance excellence. Applicants for the *Gold – Excellence in Quality* award demonstrate by approach, deployment, and consistency of results that they are achieving high levels of performance in healthcare, customer satisfaction, market, workforce, process, and leadership outcomes over time. At the Gold level, applicants must successfully address the Malcolm Baldrige Program's Health Care Criteria for Performance Excellence.

Manchester Manor previously received the *Silver – Achievement in Quality Award* in 2007 and the *Bronze - Commitment to Quality Award* in 2008. Vernon Manor, a sister facility of Manchester Manor, was awarded the *Silver – Achievement in Quality Award* in 2010 and is applying for the *Gold – Excellence in Quality* this year.

**Congratulations to the staff at Manchester Manor for its achievement in quality excellence.**

[Back to top](#)

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## Transforming Outcomes into Data Management

Transforming Outcomes into Data Management is a three-day training institute that 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.

As service providers, customer satisfaction is one of the keys to success. Understanding the needs and wants of persons served comes from various data collection, but keeping them happy with effectiveness, business efficiencies, and quality services also comes from data analysis and performance improvement. This institute can give you a hands-on approach to proficiency training for analysis and interpretation of outcomes data.

Sample outcomes data and off-the-shelf software are used to teach skills needed to develop an outcomes program consistent with the CARF standards. The training institute includes

different computer lab groups to meet the learning needs of participants with a broad range of computer and data analysis expertise.

Bruce Hartshorne, vice president of operations at Tel Hai Retirement Community, shared his thoughts after having attended the conference.

*“This conference showed me that this work could be done! There were times throughout when I was ready to throw in the towel because I couldn’t wrap my mind around the concepts and the ‘why?’ of what was being presented. But it came together by the end and now forms the framework for one of the most important ways forward in today’s marketplace – real performance improvement. There is also awesome Excel training as part of the course for any level of user.”*

Bruce also shared that he involves all of his departments in this process, and they review survey tools as a group and evaluate the results of the surveys each month.

*“The information gathered helps us see how we are doing with activities, orientation, food service, living environment, access to staff, responsiveness, laundry, rehabilitation services, and the list goes on. The data are monitored monthly and, as patterns develop, interventions are developed and put into place to bring the scores back to the desired level.”*

This how-to institute is intended for individuals of various backgrounds, from those who are involved with the design or analysis of information to those who are responsible for the interpretation of outcomes data within health and human services. The Transforming Outcomes institute is appropriate for administrators, data managers, directors of quality improvement, program managers, information management specialists, and direct service providers. It is useful for both the quality improvement (or data) manager and executive director or decision maker to attend. The institute is also applicable to all CARF–CCAC and Aging Services programs, including adult day services, assisted living, person-centered long-term care communities, home and community services, and CCRCs.

The next Transforming Outcomes institute is around the corner and will take place June 23–25 in Cambridge, MA. Space is limited so get your registration in early. For more information or to register, visit our website at:

[www.event.com/events/2011-transforming-outcomes-data-into-management-information/event-summary-e19a6cd5910241b4a4f386ca2c719332.aspx](http://www.event.com/events/2011-transforming-outcomes-data-into-management-information/event-summary-e19a6cd5910241b4a4f386ca2c719332.aspx)

[Back to top](#)

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## Upcoming Events

- [PANPHA 2011 Annual Conference & Exposition](#), June 15–17, Hershey, PA.
  - CARF Aging Services will be conducting a preconference session titled “Preparing for a successful accreditation in CARF-CCAC and Aging Services,” with surveyors Bruce Hartshorne, Tel Hai Retirement Community; Elsie Norton, ACTS Retirement-Life Communities, Inc.; and Teresa Snyder, Roland Park Place.

- CARF Aging Services will be presenting a session titled “Meeting Today’s Challenges: Finance and Marketing Collaborations,” with Susan Drabic, Moravian Hall Square and Janet Thompson, Waverly Heights.
- [Survey Prep Live! for Aging Services](#) webinar series, May 31, June 7, 14, 21, and 28, 1 p.m. Eastern Daylight Time. This online series highlights different sections of the standards manual and accreditation process.
- [Pioneer Network National Conference](#), August 2–4, St. Charles, MO. CARF-CCAC and Aging Services will be presenting a session called “Committed to Excellence: Accountability and Conformance to Person Centered Care,” with Carol Katz, Loomis Communities, Inc., and surveyor Elsie Norton, ACTS Retirement-Life Communities, Inc.
- [CARF-CCAC 2011 Financial Ratios and Trends Analysis](#), webinar, September 14, 1 p.m. Eastern Daylight Time. This webinar will be co-presented by members of the Financial Advisory Panel (FAP) and CARF staff to offer the first look at the findings in the *2011 Financial Ratio and Trends Analysis* publication.
- [CARF 101 for Aging Services](#), September 27, Atlanta, GA. This one-day workshop is designed for organizations that are seeking CARF accreditation for the first time or preparing for reaccreditation.
- [2011 Leading Age Annual Meeting](#), October 16–19, Washington, D.C. CARF-CCAC and Aging Services will be presenting a session called “Financial Ratios: Benchmark Data for the Field,” with FAP members Jeff Boland, ParenteBeard; Karen Christiansen, ACTS Retirement-Life Communities, Inc.; Michael Connell, Asbury Communities, Inc.; and Michael Kelly, Ziegler Capital Markets.

For more information on webinars or to register please visit [www.carf.org/events](http://www.carf.org/events)

[Back to top](#)

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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](mailto:continuingcommunication@carf.org)

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