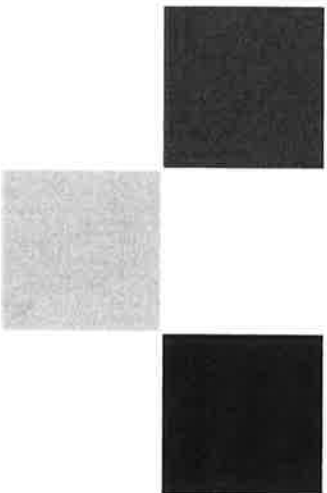
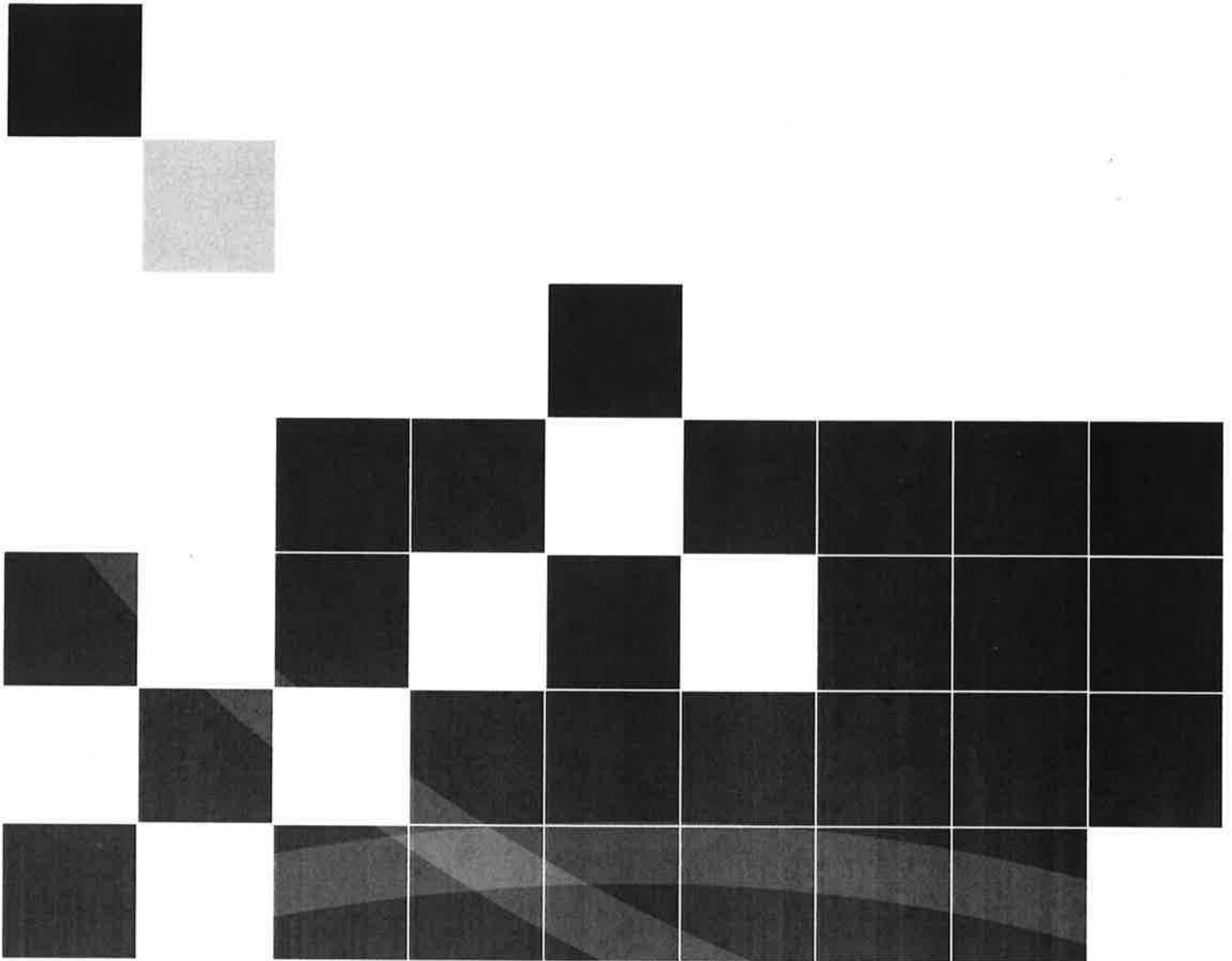


# Survey Report





Three-Year Accreditation

# CARF Survey Report for STAR Center, Inc.

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**Three-Year Accreditation**

**Organization**

STAR Center, Inc.  
1119 Old Humboldt Road  
Jackson, TN 38305

**Organizational Leadership**

Charles Doumitt Jr., Vice-President of Programs  
Selina Crawford, Manager of Quality Assurance

**Survey Dates**

September 8-9, 2014

**Survey Team**

Susan L. Osby, Administrative Surveyor  
Jim Doyle, Program Surveyor

**Programs/Services Surveyed**

Assistive Technology Supports and Services

**Previous Survey**

August 18-19, 2011  
Three-Year Accreditation

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**Survey Outcome**

**Three-Year Accreditation**  
**Expiration: August 2017**

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# SURVEY SUMMARY

**STAR Center, Inc., has strengths in many areas.**

- STAR Center is commended for employing well-qualified, dedicated, and hardworking staff members who provide excellent services to individuals with disabilities.
- Fiscal management is a true asset at STAR Center. The department develops extensive budgets and guides expenditures to ensure that the budget is balanced. The fiscal department involves all department heads in developing the budget.
- STAR Center has a very active board of directors that provides oversight and guidance to the organization.
- Health and safety are very important throughout the organization. The physical environments show evidence of ongoing attention to safe practices; reduction of health and safety risks; and an overall concern for the health of consumers, staff members, and visitors. In addition, the building is very clean and inviting for consumers and family members.
- STAR Center has developed an excellent technology system that incorporates all programs and produces valuable data for decision making and programmatic functions. In addition, STAR Center is commended for utilizing a case management system that allows the sharing of information between staff members while protecting the confidentiality of consumer records. The system allows real-time information to be shared between service providers.
- The assistive technology evaluations are well organized, are descriptive, and provide excellent recommendations for the referral source. The reports include the three quotes that are required by the referral sources. The evaluation incorporates all background, disability-related, and other pertinent information necessary for the individual planning of the consumer.
- STAR Center is commended for utilizing a variety of funding sources to fully equip the demonstration and evaluation labs to better serve the consumers. This allows consumers access to a wide variety of options in determining what best serves their assistive technology needs. The program also allows the trial use of assistive technology devices to meet their needs.

**STAR Center should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.**

On balance, STAR Center has made a strong commitment to the CARF process and conformance to the CARF standards. The organization is committed to providing quality services. The consumers receiving assistive technology services are using these services to live and work within the community. The staff members are well-qualified professionals and provide excellent services that have demonstrated positive outcomes for the individuals served. The organization is encouraged to continue to use the CARF standards as it expands.

STAR Center, Inc., has earned a Three-Year Accreditation. The administration and staff are commended for the commitment made to the pursuit of international accreditation and their ongoing efforts in providing quality services for individuals with disabilities. They are encouraged to remain current with the CARF standards as they address the areas for improvement noted herein.

# 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

#### A.5.a.(1) through A.5.d.

It is recommended that the organization implement a cultural competency and diversity plan that addresses persons served, personnel, and other stakeholders, and is based on culture, age, gender, sexual orientation, spiritual beliefs, socioeconomic status, and language. This information should be reviewed at least annually for relevance and updated as needed. The National Center for Cultural Competence website (<http://nccc.georgetown.edu/>) might be a helpful resource while developing this plan.

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## 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**

### **C.2.c.(1) through C.2.f.**

Although the organization has developed an extensive five-year strategic plan, it is recommended that the organization set goals and priorities for the strategic plan and ensure that it is implemented, reviewed at least annually for relevance, and updated as needed.

### **C.3.a.**

### **C.3.c.**

It is recommended that the strategic plan be shared with the consumers and other stakeholders. One method of accomplishing this could be to post the high-level strategic initiatives on the organization's website.

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## **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.

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## 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.

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## 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.

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## 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

#### G.1.a.(4) through G.1.b.(2)

Although the organization has performed a risk assessment and has developed a risk management plan, it is recommended that the organization implement the actions to reduce risks, monitor actions to reduce risk, report results of actions taken to reduce risk, and include risk reduction in the performance improvement activities. It is also recommended that these areas be reviewed annually for relevance and updated as needed.

#### G.3.b.

Although the organization has recently developed a policy for social media, it is recommended that this policy be implemented within the organization. It is suggested that the policy be approved by the board of directors.

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## 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



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## **Recommendations**

### **H.5.a.(4)**

Although the organization has written emergency procedures, it is recommended that the emergency procedures be expanded to include procedures for utility failures.

### **H.7.a.(1) through H.7.d.**

Although the organization does perform quarterly tests of fire and natural disaster emergency procedures, it is recommended that all drills for all emergency procedures be performed annually on each shift at each location and include complete or simulated physical evacuation drills. The organization should conduct a written analysis of the drills that addresses areas needing improvement, actions to be taken, results of performance improvement plans, and necessary education and training of personnel.

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## **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**

### **I.7.e.**

### **I.7.f.**

Because the organization utilizes students and volunteers, it is recommended that an assessment of performance be conducted on each student and volunteer. It is further recommended that policies and written procedures for dismissal be developed for students and volunteers.

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## 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
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### Recommendations

There are no recommendations in this area.

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## 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

- It is suggested that STAR Center include contact information concerning the state's Client Assistance Program (CAP), Protection and Advocacy for Individual Rights (PAIR), and Protection and Advocacy for Assistive Technology (PAAT). The organization might consider including this information in the organization's consumer rights, responsibilities, and grievance document.
-

## **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**

#### **L.2.a.(1) through L.2.c.**

Although the organization has developed an excellent process for identifying barriers, it is recommended that the organization implement its accessibility plan to include, for each identified barrier, actions to be taken and time lines. Furthermore, the accessibility plan should be reviewed at least annually for relevance, include progress made in the removal of the identified barriers and areas needing improvement, and be updated as needed.

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## **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**

#### **M.1.a. through M.1.d.**

It is recommended that the organization develop a written description of its performance measurement and management system that includes its mission, the service seeking accreditation, objectives of the service seeking accreditation, and the personnel responsibilities related to performance measurement and management.

**M.3.a.(2)****M.3.a.(5)****M.3.a.(7) through M.3.a.(10)**

Although the organization collects data for many of the program components, it is recommended that data be collected from accessibility status reports, risk management, human resource activities, technology, health and safety reports, and strategic planning information.

**M.3.d.(1)(a) through M.3.d.(2)(c)**

It is recommended that the data collected for the performance measurement system be used to set written business function objectives, performance indicators, and performance targets. Furthermore, it is recommended that the data collected be used to set written service delivery objectives, performance indicators, and performance targets.

**M.6.a. through M.6.b.(4)(b)**

It is recommended that the organization measure business function performance indicators and service delivery performance indicators for effectiveness, efficiency, service access, and satisfaction from persons served and other stakeholders.

**M.7.a. through M.7.d.**

It is recommended that, for each service delivery performance indicator, the organization determine to whom the indicator will be applied, the person responsible for collecting the data, the source from which the data will be collected, and a performance target.

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## **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**

**N.1.b.(2)(a) through N.1.c.(3)**

It is recommended that a written analysis of performance indicators related to performance targets for the service delivery of the service seeking accreditation include the effectiveness, efficiency, service access, and satisfaction and other feedback from consumers and other stakeholders.

Furthermore, it is recommended that the written analysis identify areas needing performance improvement, result in an action plan to address improvements, and outline actions taken or changes made to improve performance.

#### **N.2.a.(1) through N.2.d.**

It is recommended that the analysis of performance indicators be used to review the mission and core values, improve the quality of the programs and services, facilitate organizational decision making, and review or update the organization's strategic plan.

#### **N.3.a.(1) through N.3.c.**

The organization is urged to communicate accurate performance information to consumers, personnel, and other stakeholders. The information should be shared according to the needs of the specific group, including the format, content, and timeliness of the information.

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## **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

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## Recommendations

### A.4.a.

It is recommended that, when a consumer is found ineligible for services, the consumer be informed of the reason for the determination.

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## 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.

## **Q. Assistive Technology Supports and Services**

### **Principle Statement**

By providing an array of assistive technology services, which may be specialized to a specific population, an organization assists the persons served in making informed decisions and choices to increase access to or participation in employment options, education, independent living, interdependence, and/or inclusion in the community. Services reflect the latest knowledge in the field.

Services and supports may include assisting persons served in the assessment, evaluation, selection, acquisition, use, support, design and fabrication, follow along or follow up, modification, or maintenance of an assistive technology device; providing or arranging for training; providing information about referrals for and observations and trials of assistive technology devices; and/ or exploring alternative strategies. Training is an important component of services and supports because assistive technology is often abandoned if persons have not been properly trained in its use.

Strategies for accommodation may include the use of assistive technology applications in:

- Communication
- Community living
- Employment
- Environmental control
- Mobility, orientation, or destination training
- Education and training
- Activities of daily living/independent living
- Employment
- Recreation
- Transportation
- Meeting other needs as defined by the persons served

Assistive technology services and supports may be provided by an organization as part of its service delivery program, by a department within an organization, or by an organization with the sole purpose of providing assistive technology services. Services are provided by personnel who practice only in their area(s) of competency.

### **Key Areas Addressed**

- Informed decisions and choices about assistive technology devices
  - Increased independence and community inclusion
- 

### **Recommendations**

#### **Q.6.**

It is recommended that STAR Center develop an individual service plan prior to the initiation of assistive technology services that clearly identifies each person's desired outcome from the planned services.

#### **Q.7.a. through Q.7.g.(2)**

It is recommended that STAR Center develop an individualized service plan prior to initiating assistive technology services that identifies the functional limitations to opportunities of the consumer, addresses potential for accommodations, integrates appropriate accommodations for the consumer's current employment situation, and other factors regarding health and safety risks. The plan should address any previous assistive technology services used; dynamic nature of the disability; and anticipated changes in employment, environment, or living situation. In addition, the plan could incorporate individuals' informed decisions about the expected results of services specific to meeting the consumers' needs, the technology involved, how services will be delivered, the expected time line for services, how results will be evaluated, any expected cost associated with the service provision, and the expected responsibilities of the individual.

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