CQL Accreditation

- More than 350 organizations have achieved CQL Accreditation
- 25 States in the U.S.
  - Tennessee IDD System
  - All North Dakota and South Dakota organizations
- Canada
- Ireland
- New Zealand

Legend: SA | QA | PCE | PCE-D

CQL Accreditation
The CQL Difference

Organization-wide accreditation is more meaningful.

- CQL's approach to accreditation leads to best practices being embraced at all levels, for all services across an entire agency.

Data capabilities are integrated into accreditation.

- Accreditation alone can have value, but the inability to assess and analyze it, is limiting in determining success.

Partnership involves access to other offerings.

- Aside from just data, agencies often take advantage of CQL training, certification, and ongoing consultation.

Appreciative Inquiry helps replicate success.

- The concept identifies pockets of excellence and lays out how those successes can be utilized in areas of improvement.

CQL Accreditation
The Value and Benefits

- Positive impact on people
- Improved services
- QA and QE structure
- External Validation
- Accountability for Progress
- Strategic Planning

- Data, data, data
- Alignment of values
- Resource Sharing
- Personal Outcome Measures®
- Appreciative Inquiry
- Positive impact on workforce

CQL Accreditation
Proprietary Tools

Basic Assurances®
- Safeguards of health, safety, security and more

Personal Outcome Measures®
- Understanding and measuring personally-defined outcomes

Shared Values
- Alignment of mission, vision, and values

Community Life®
- Relationship-building between people and the community

"We knew early on that our philosophy and practices aligned with the Basic Assurances®, but **our procedures required some work**.

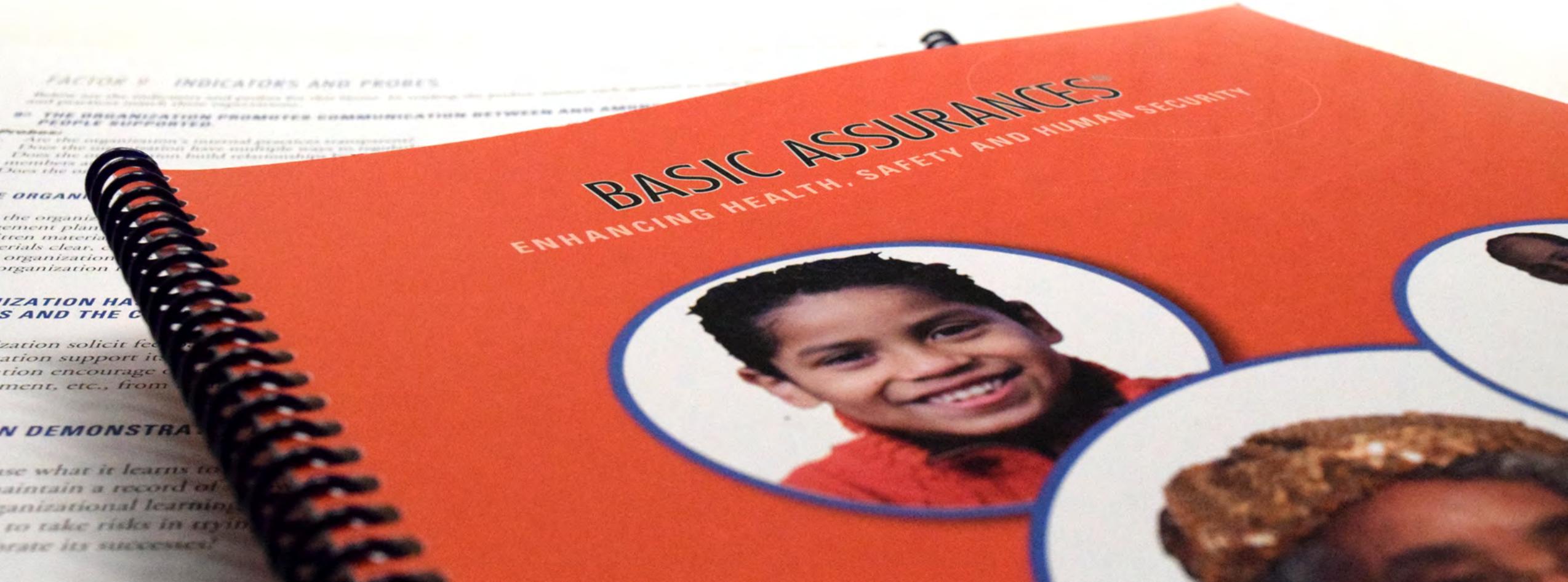So, we **rewrote our procedures** to conform to all Basic Assurances® factors, indicators, and probes."

- Josh Wilson, Independent Case Management, Inc.

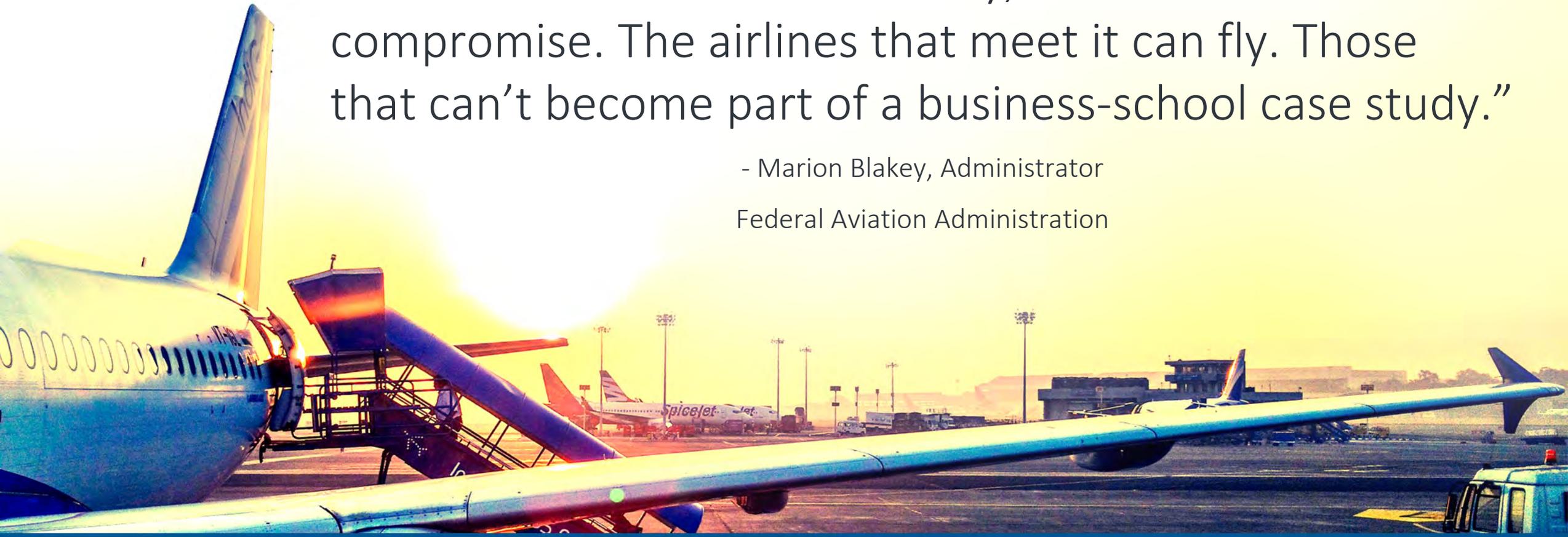# Basic Assurances®
An Introduction

Basic Assurances®
FAA Level Of Safety

"The FAA has one level of safety, and there's no compromise. The airlines that meet it can fly. Those that can't become part of a business-school case study."
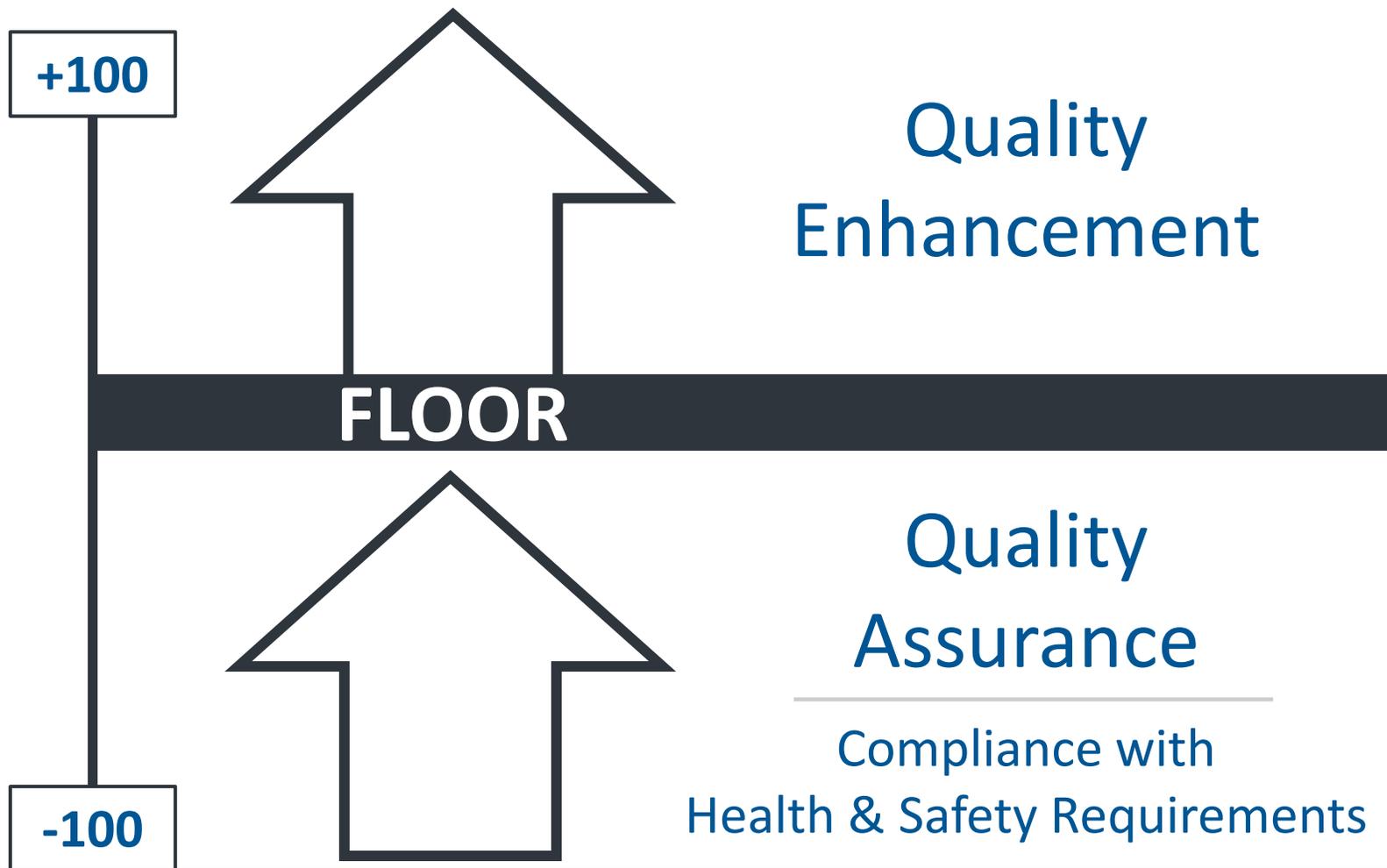
- Marion Blakey, Administrator

Federal Aviation Administration

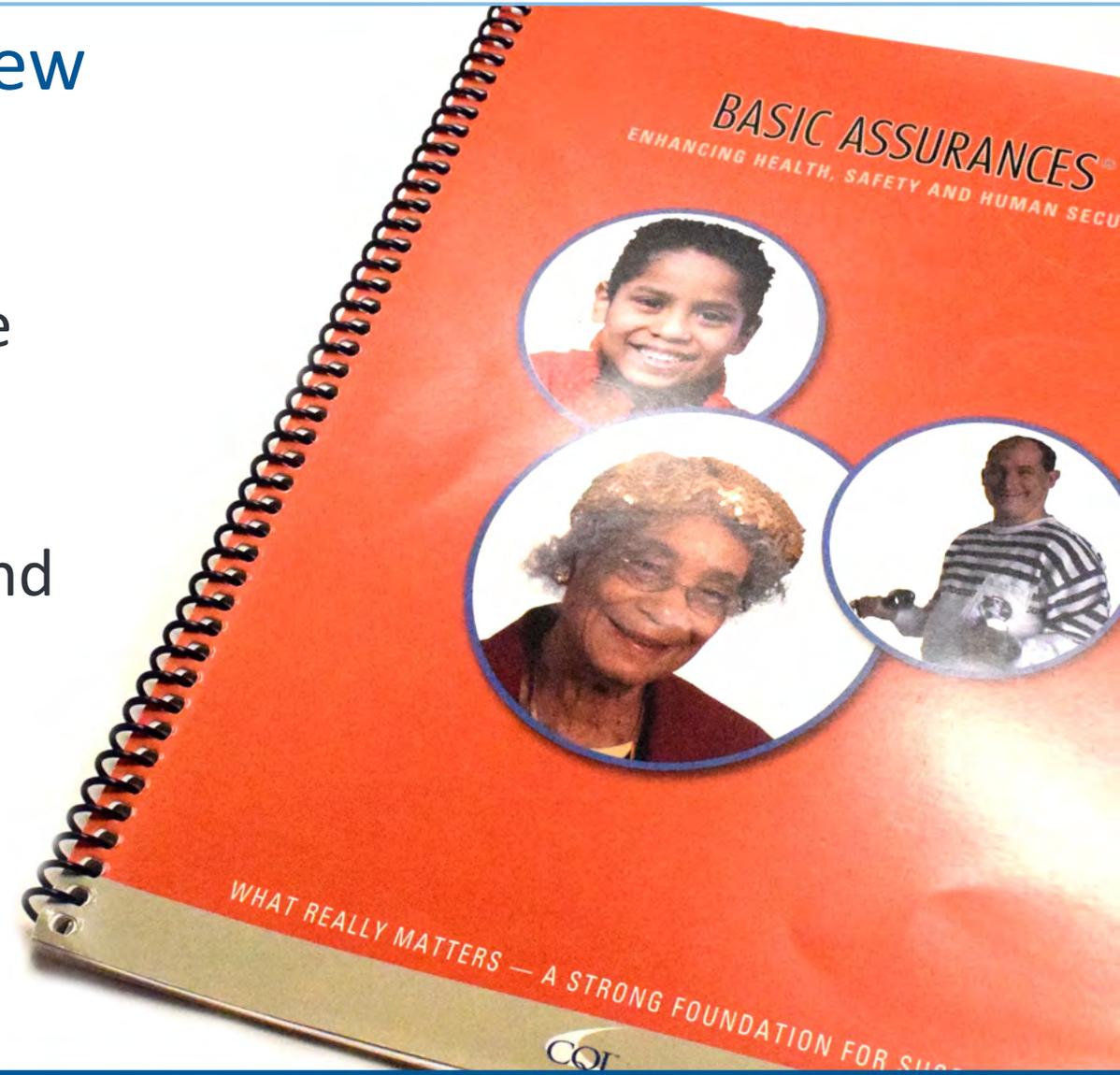CQL | The Council on Quality and Leadership   www.c-q-l.org

- Essential, fundamental, and non-negotiable requirements for all service and support providers

- Includes the areas of Health, Safety, and Human Security

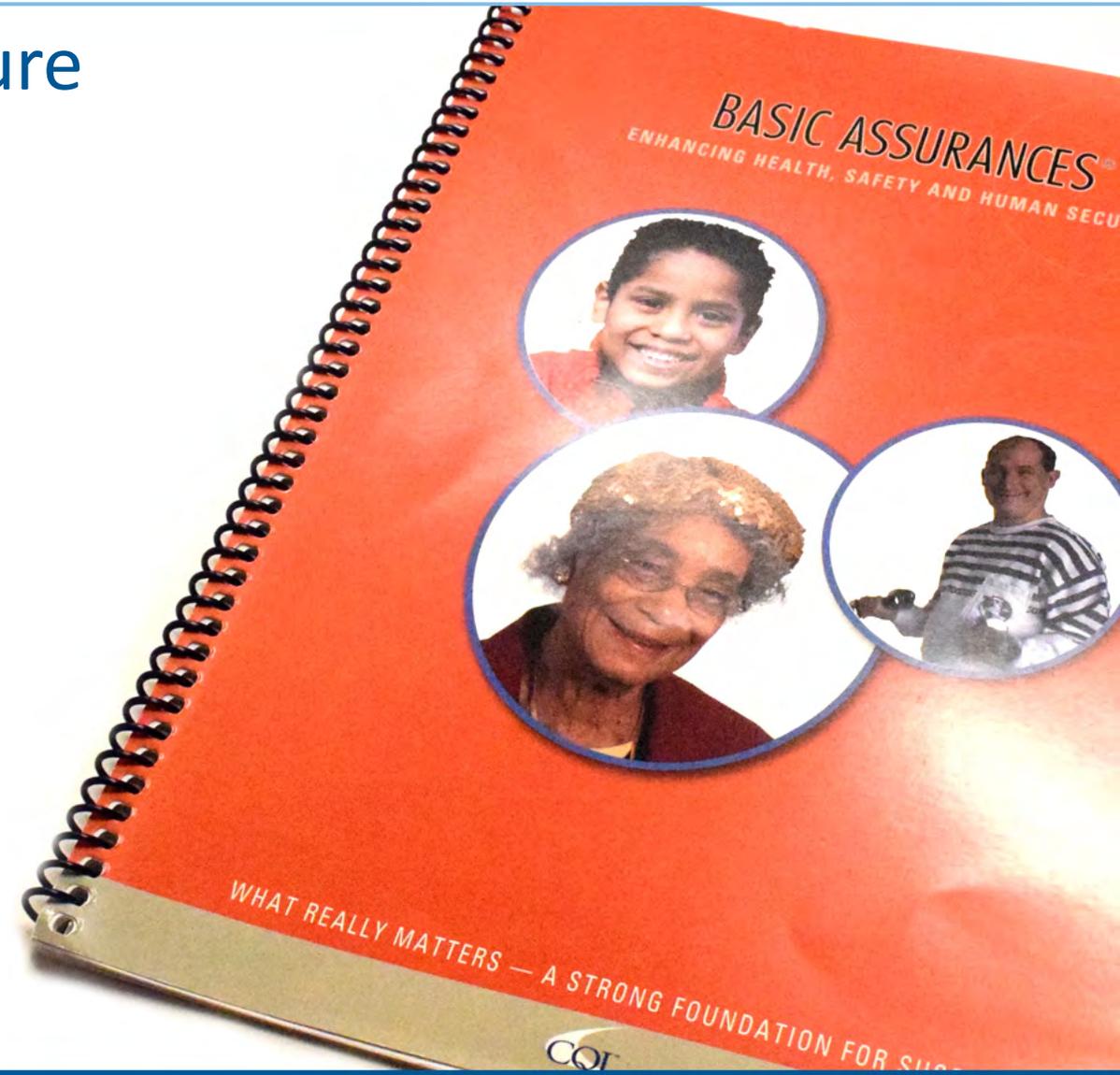- Viewed from the person's perspective

Basic Assurances®
Structure

Factors refer to the main topic area.

Indicators are the sub-topic or specific expectations for that factor.

Probes are questions that support validation of the indicator.

System

Organizational supports that provide the structure for organizational practice. These can be policies and procedures, staff training, or other types of systems – ensure sustainability

Practice

What is observed in daily operations. This demonstrates how an organization's supports are put into action

Basic Assurances®
Factors

1. Rights Protection and Promotion
2. Dignity and Respect
3. Natural Support Networks
4. Protection from Abuse, Neglect, Mistreatment, and Exploitation
5. Best Possible Health
6. Safe Environments
7. Staff Resources and Supports
8. Positive Services and Supports
9. Continuity and Personal Security
10. Basic Assurances® System
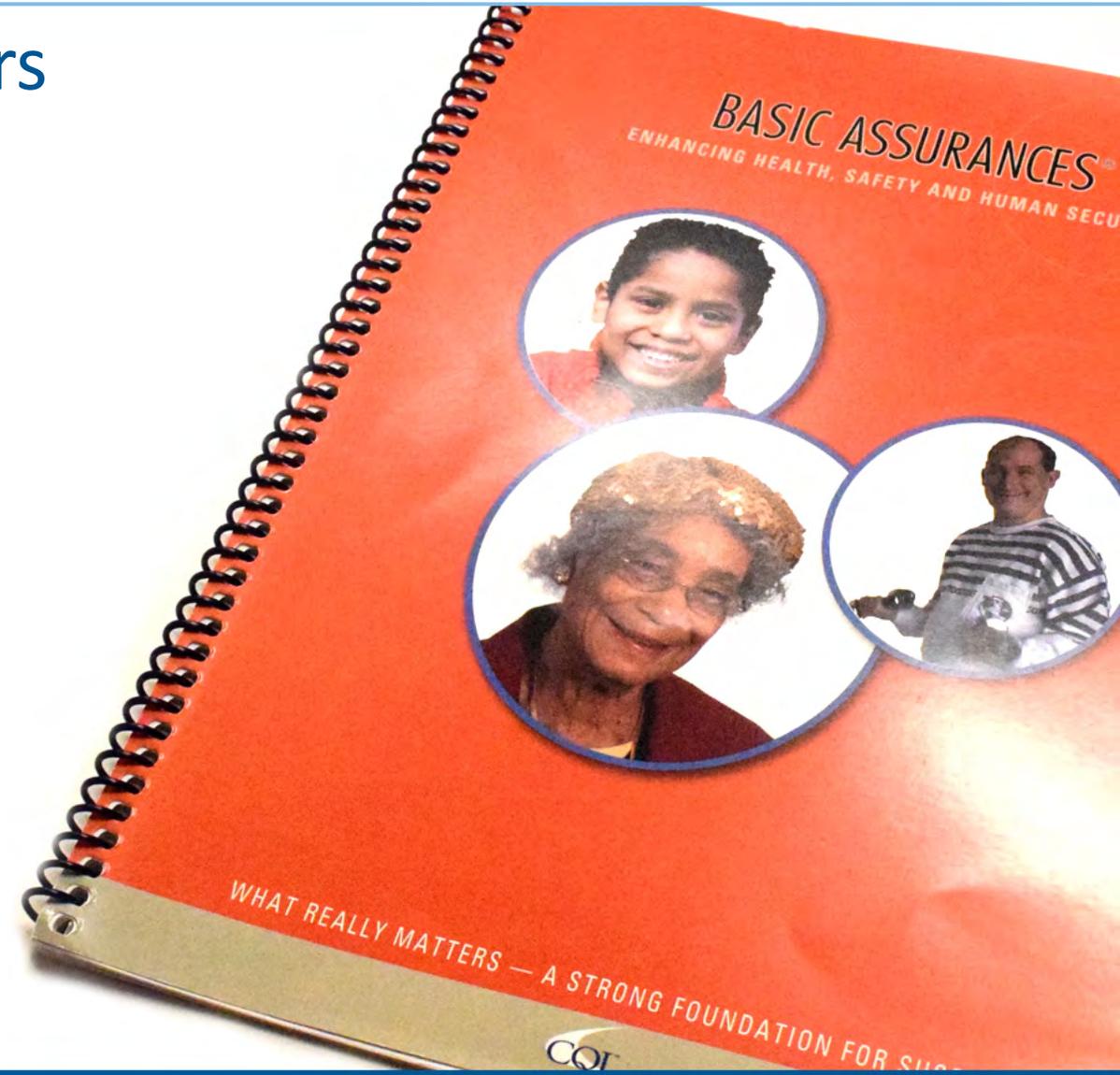
Basic Assurances®
Rights Protection And Promotion

- The organization implements policies and procedures that promote people's rights.
- The organization supports people to exercise their rights and responsibilities.
- Staff recognize and honor people's rights.
- The organization upholds due process requirements.
- Decision-making supports are provided to people as needed.

Basic Assurances®
Dignity And Respect

- People are treated as people first.
- The organization respects people's concerns and responds accordingly.
- People have privacy.
- Supports and services enhance dignity and respect.
- People have meaningful work and activity choices.

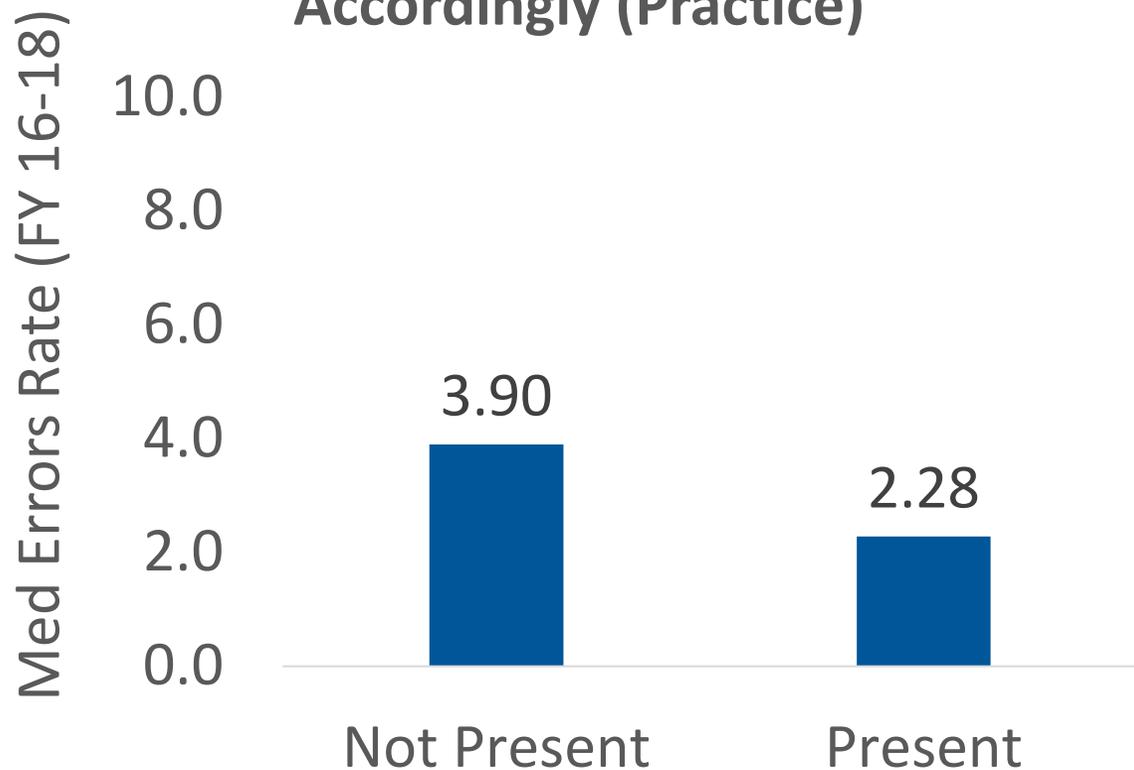# Medication Errors Rate

(per person, over a 3-year period)

The Organization Respects People's Concerns and Responds Accordingly (Practice)

Med Errors Rate (FY 16-18)

Not Present: 3.90
Present: 2.28

U = 36, *p* (exact) = .02

Supports and Services Enhance Dignity and Respect (Systems)

Med Errors Rate (FY 16-18)

Not Present: 9.30
Present: 3.13

U = 14, *p* (exact) = .045

Hospitalization Rate

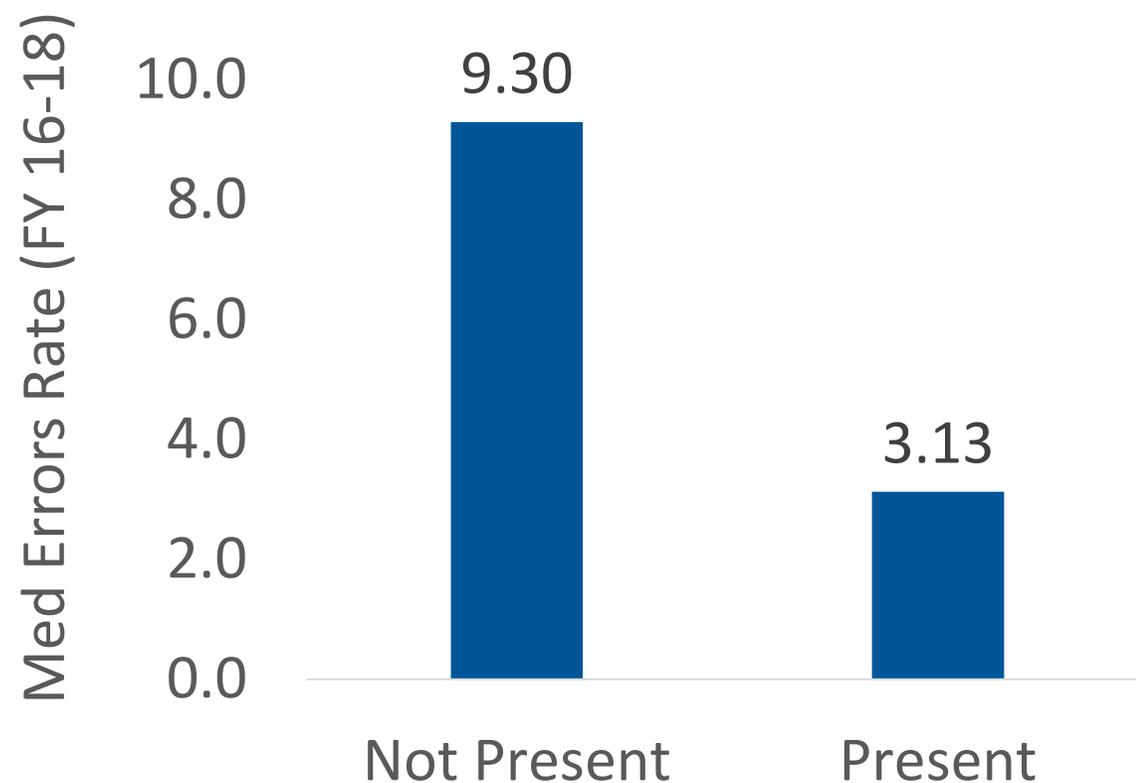(per person, over a 3-year period)

The Organization Respects People's Concerns and Responds Accordingly (Systems)
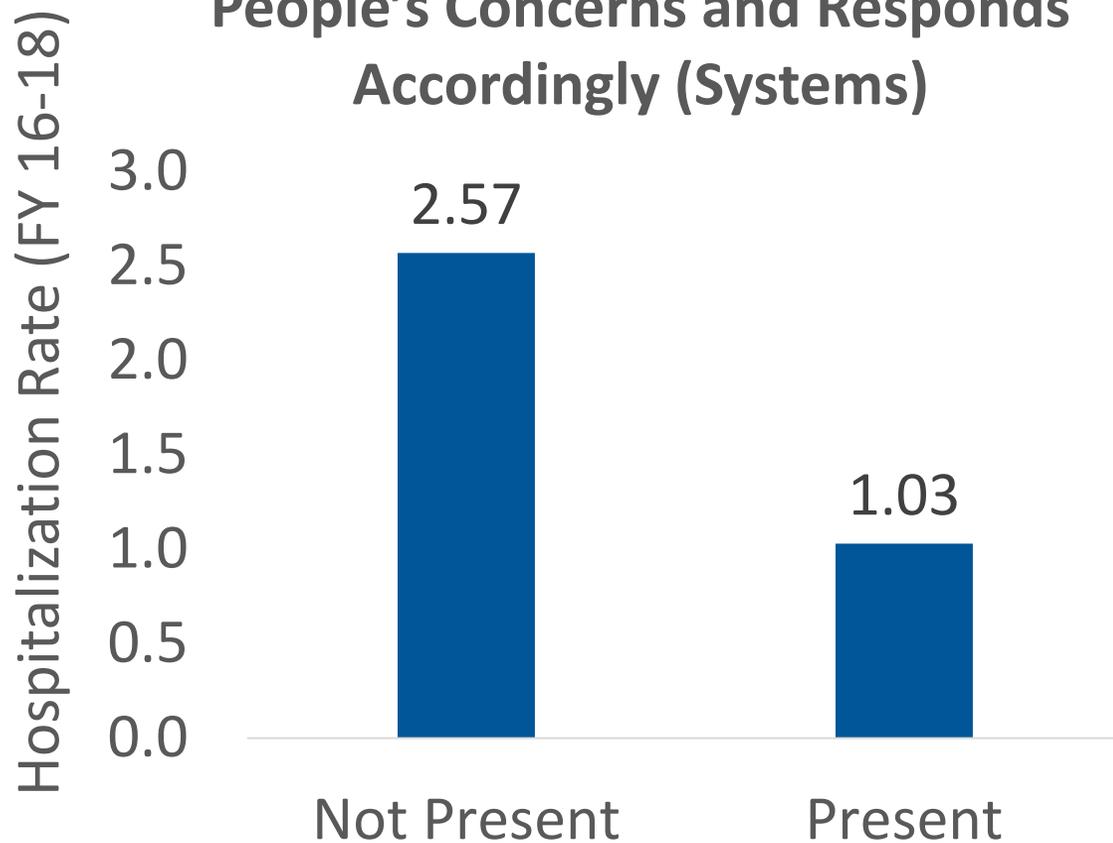
U = 6, p (exact) = .01

Supports and Services Enhance Dignity and Respect (Systems)
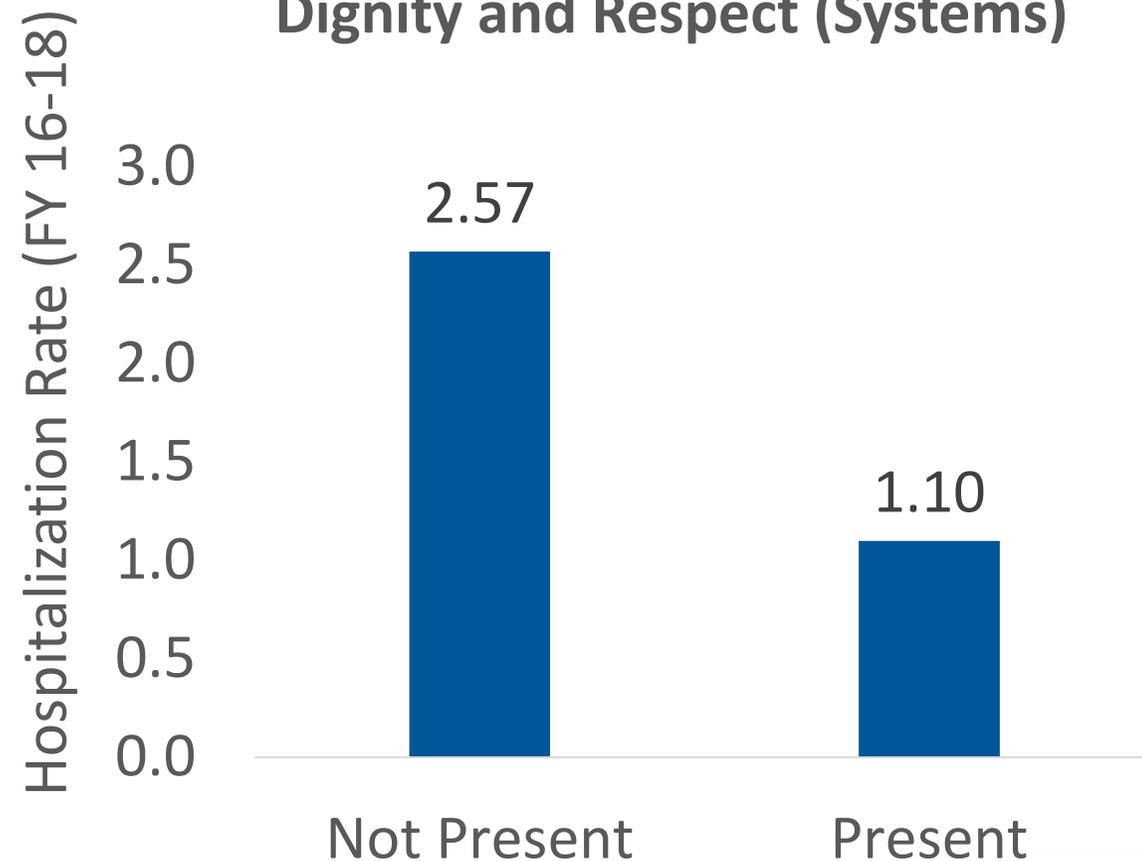
U = 6, p (exact) = .01

Hospitalization Rate

(per person, over a 3-year period)

People Have Meaningful Work And Activity Choices (Systems)
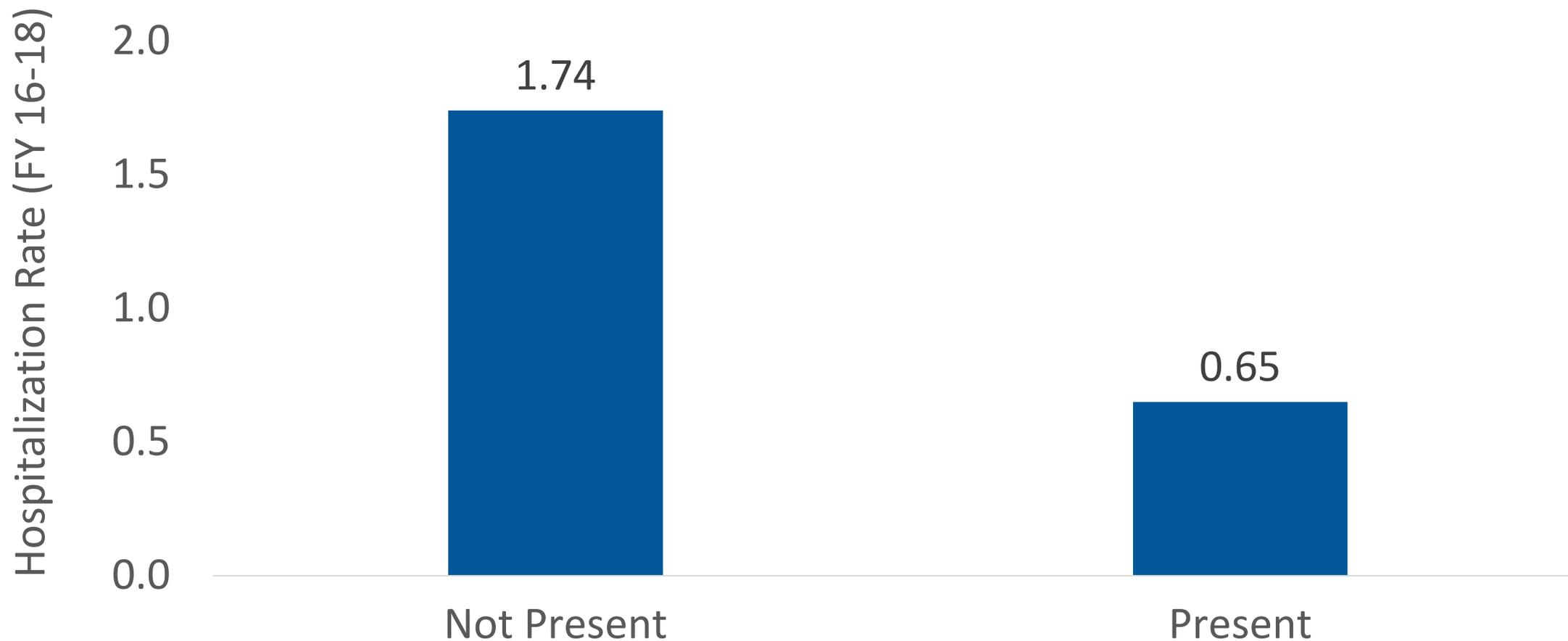
U = 36, p (exact) = .003

Natural Support Networks

- Policies and practices facilitate continuity of natural support systems.
- The organization recognizes emerging support networks.
- Communication occurs among people, their support staff and their families.
- The organization facilitates each person's desire for natural supports.

Protection From Abuse, Neglect, Mistreatment, And Exploitation

- The organization implements policies and procedures that define, prohibit and prevent abuse, neglect, mistreatment and exploitation.
- People are free from abuse, neglect, mistreatment and exploitation.
- The organization implements systems for reviewing and analyzing trends, potential risks and sentinel events including allegations of abuse, neglect, mistreatment and exploitation, and injuries of unknown origin and deaths.

Protection From Abuse, Neglect, Mistreatment, And Exploitation

- Support staff know how to prevent, detect and report allegations of abuse, neglect, mistreatment and exploitation.
- The organization ensures objective, prompt and thorough investigations of each allegation of abuse, neglect, mistreatment and exploitation, and of each injury, particularly injuries of unknown origin.
- The organization ensures thorough, appropriate and prompt responses to substantiated cases of abuse, neglect, mistreatment and exploitation, and to other associated issues identified in the investigation.

- People have supports to manage their own health care.
- People access quality health care.
- Data and documentation support evaluation of health care objectives and promote continuity of services and supports.
- Acute health needs are addressed in a timely manner.
- People receive medications and treatments safely and effectively.
- Staff immediately recognize and respond to medical emergencies.

Basic Assurances®
Safe Environments

- The organization provides individualized safety supports.
- The physical environment promotes people's health, safety and independence.
- The organization has individualized emergency plans.
- Routine inspections ensure that environments are sanitary and hazard free.

Staff Resources And Supports

- The organization implements a system for staff recruitment and retention.
- The organization implements an ongoing staff development program.
- The support needs of individuals shape the hiring, training and assignment of all staff.
- The organization implements systems that promote continuity and consistency of direct support professionals.
- The organization treats its employees with dignity, respect and fairness.

The annual number of **Emergency Room Visits** is...

40% LOWER

when the organization implements an **ongoing staff development** program.

Source: Friedman, C. (2020). The impact of ongoing staff development on the health and safety of people with intellectual and developmental disabilities. *Journal of Developmental & Physical Disabilities*, Advance online publication. https://doi.org/10.1007/s10882-020-09743-z

The annual number of
Abuse/Neglect Incidents is...

62% LOWER

when the organization implements an
ongoing staff development program.

Source: Friedman, C. (2020). The impact of ongoing staff development on the health and safety of people with intellectual and developmental disabilities. *Journal of Developmental & Physical Disabilities*, Advance online publication. https://doi.org/10.1007/s10882-020-09743-z

CQL | The Council on Quality and Leadership   www.c-q-l.org

The annual number of
Injuries is...

61% LOWER

when the organization implements an
ongoing staff development program.

Source: Friedman, C. (2020). The impact of ongoing staff development on the health and safety of people with intellectual and developmental disabilities. *Journal of Developmental & Physical Disabilities*, Advance online publication. https://doi.org/10.1007/s10882-020-09743-z

The annual number of
'Challenging Behavior' Events is...

83% LOWER

when organizations treat their employees
with **dignity, respect, and fairness**.

Source: Friedman, C. (2018). *Building the framework for IDD quality measures*. Towson, Chicago, and Omaha: CQL |
The Council on Quality and Leadership, the Institute for Public Policy for People with Disabilities, and Mosaic.

CQL | The Council on Quality and Leadership   www.c-q-l.org

Basic Assurances®
Positive Services And Supports

- People's individual plans lead to person-centered and person-directed services and supports.

- The organization provides continuous and consistent services and supports for each person.

- The organization provides positive behavioral supports to people.

- The organization treats people with psychoactive medications for mental health needs consistent with national standards of care.

- People are free from unnecessary, intrusive interventions.

Continuity And Personal Security

- The organization's mission, vision, and values promote attainment of personal outcomes.
- The organization implements sound fiscal practices.
- Business, administrative, and support functions promote personal outcomes.

Basic Assurances® System

- The organization monitors Basic Assurances®

- A comprehensive plan describes the methods and procedures for monitoring Basic Assurances®
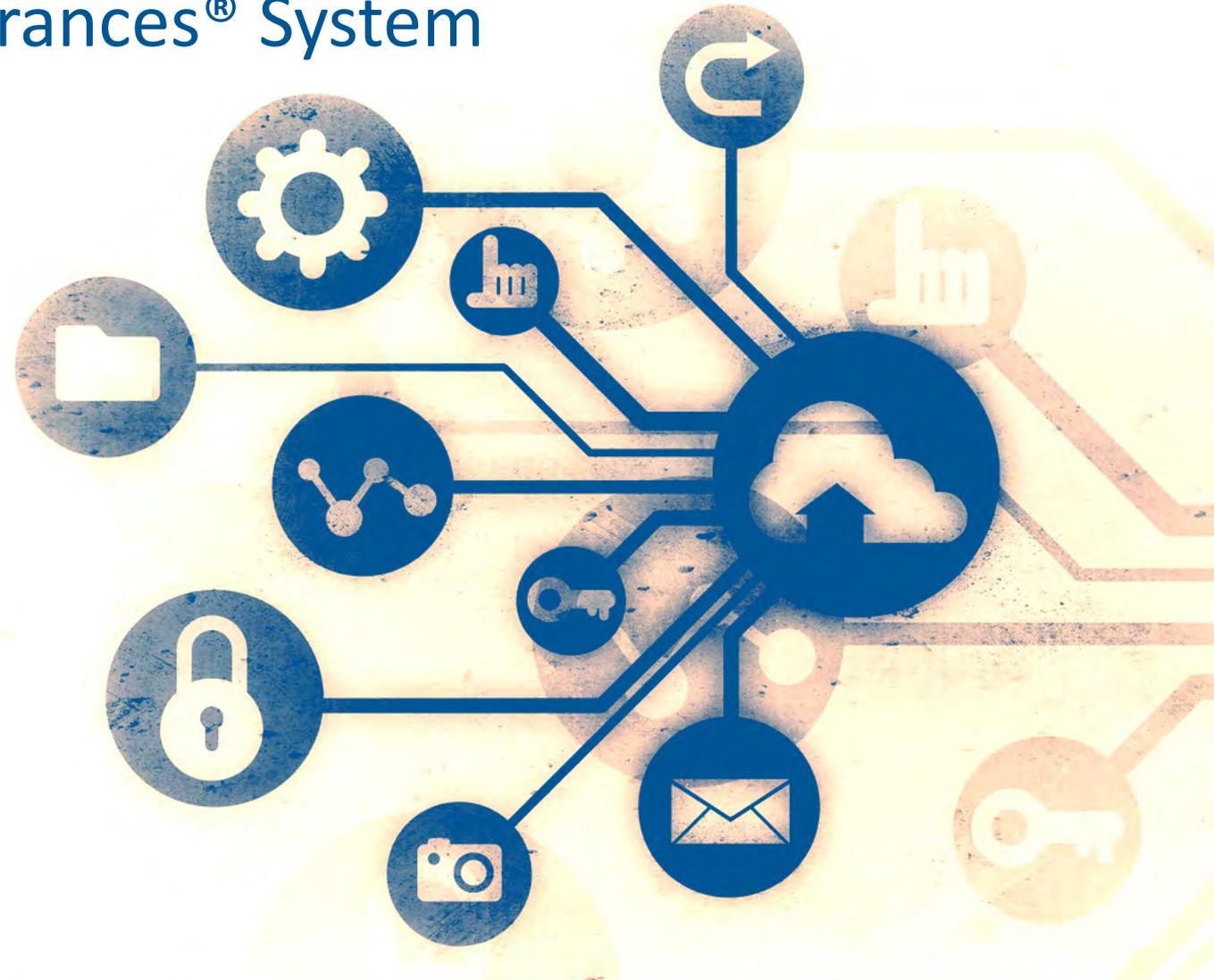
Basic Assurances®
Most Likely To Be **Not** Present

Indicator	% NOT present	Indicator	
Indicator 10b - Practice	72.7%	Indicator 3a - System	51.5%
Indicator 10b - System	70.3%	Indicator 1d - System	49.8%
Indicator 10a - Practice	69.4%	Indicator 2e - Practice	49.2%
Indicator 10a - System	68.2%	Indicator 5a - System	48.8%
Indicator 1b - Practice	68.2%	Indicator 8a - Practice	46.7%
Indicator 1b - System	67.9%	Indicator 2e - System	43.4%
Indicator 1d - Practice	58.5%	Indicator 1a - System	41.3%
Indicator 5a - Practice	55.1%	Indicator 3b - System	38.5%
Indicator 1e - Practice	54.2%	Indicator 3b - Practice	38.4%
Indicator 1e - System	51.8%	Indicator 1a - Practice	37.0%

Basic Assurances®
Before/During Your Accreditation Visit

- Agency completes BA Self-Assessment

- Evaluation of its own operations

- CQL validates during accreditation visit

- Recommendations for BA progress

3a4 - Do the organization's policies describe the procedures for pro
and well-being during visits with family and friends?

Review- Yes/No

View Response History

Basic Assurances®
After Your Accreditation Visit

- Agency works on BA-related goals

- Demonstration of progress

- CQL validates progress during second visit

- Recommendations for BA progress

- CQL provides ongoing consultation

3a4 - Do the organization's policies describe the procedures for pr[o]
and well-being during visits with family and friends?

Review- Yes/No

View Response History

"Traditional planning **only touched the surface** of what mattered to people and created many **faulty assumptions**.

The Personal Outcome Measures® gave us the opportunity to **listen differently** to people and we learned so many new things."

- Susan Arwood, Core Services of Northeast Tennessee

Personal Outcome Measures®

Quality

PROCESS

- Focus on program standards
- Service action based on professional criteria
- Person is assigned to program
- Expectations are defined by the program

OUTCOME

- Focus on person supported
- Service action based on the person's criteria
- Program designed for the person
- Expectations are defined by the person

Outcomes
A Matter Of Definition

Personal Outcomes
- Issues that matter most to people in their lives

Functional Outcomes
- Increasing functional status

Clinical Outcomes
- Cure and symptom reduction

Personal Outcome Measures®
What's So Different?

- Outcomes are defined **by the person** and their preferences and personal context

- Outcomes spotlight what is most important **for the person**

- Outcomes base service action and practice on what **makes the most sense** to and for the person

Personal Outcome Measures®
History

Focus Groups

With people with DD, people with psychiatric disability, parents, thought leaders

POM

The first Personal Outcome Measures tool is published – 30 outcomes. Validity testing conducted.

21 Outcomes

Analysis of the data leads to the combination of certain outcomes resulting in the 21 outcomes we use today

1992-1993

1997

2017

1991 - 1992

1993

2005

Piloted

In three orgs and then field tested in US and Canada

25 Outcomes

Factor analysis reduces the number of outcomes from 30 to 25

Revalidation

Analysis demonstrates the continued validity of the 21 outcomes

Personal Outcome Measures®

MY HUMAN SECURITY

1. People are safe
2. People are free from abuse and neglect
3. People have the best possible health
4. People experience continuity and security
5. People exercise rights
6. People are treated fairly
7. People are respected

MY COMMUNITY

8. People use their environments
9. People live in integrated environments
10. People interact with other members of the community
11. People participate in the life of the community

Personal Outcome Measures®
During Your Accreditation Visit

- CQL conducts POM interviews

- Insight into people's lives

- Effect of supports on quality of life
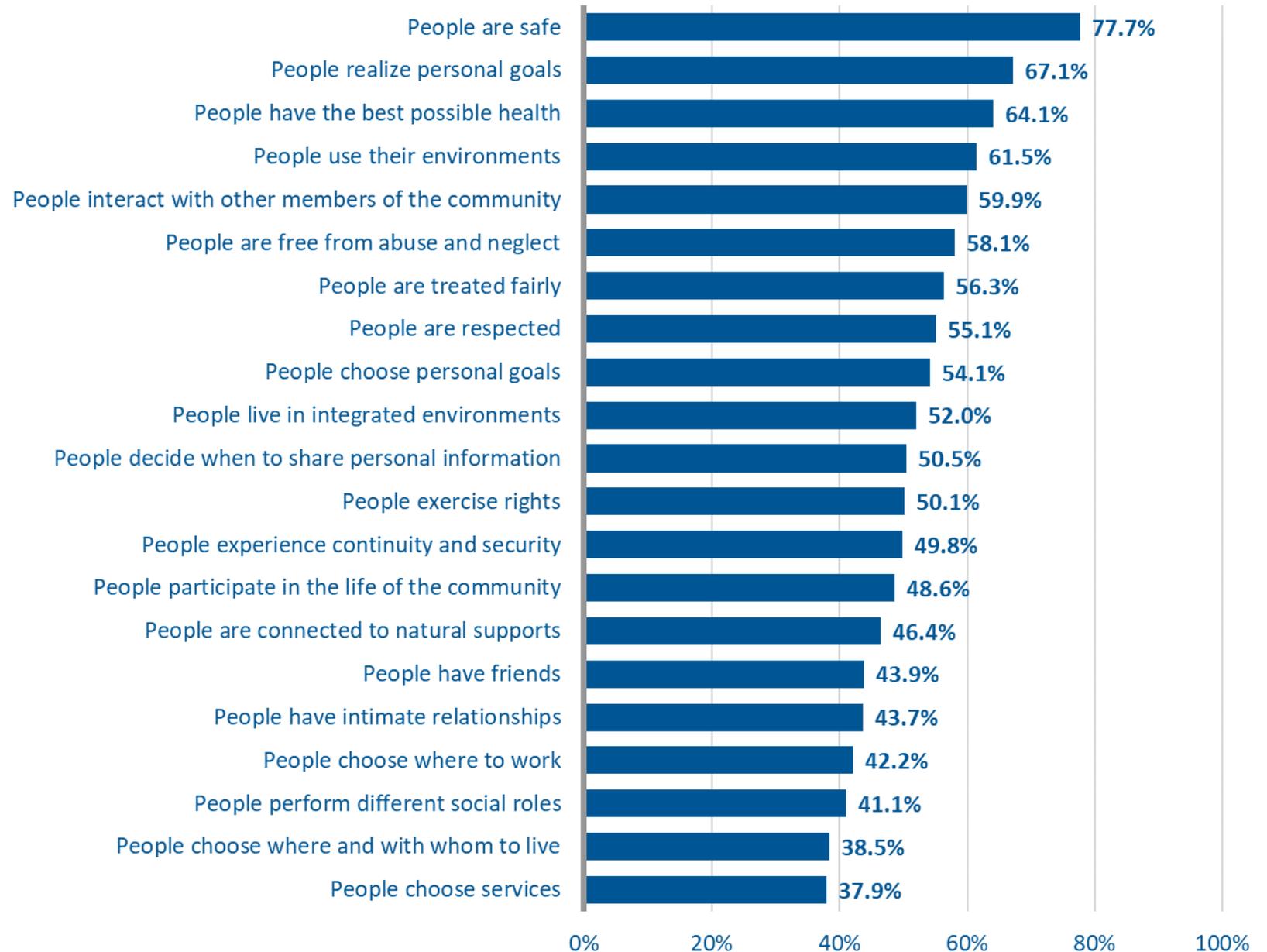
- Do policies play out in practice?

Personal Outcome Measures®
After Your Accreditation Visit

- Organization conducts POM interviews

- Integration with person-centered planning

- Information-gathering into PORTAL

- Data analysis at individual level

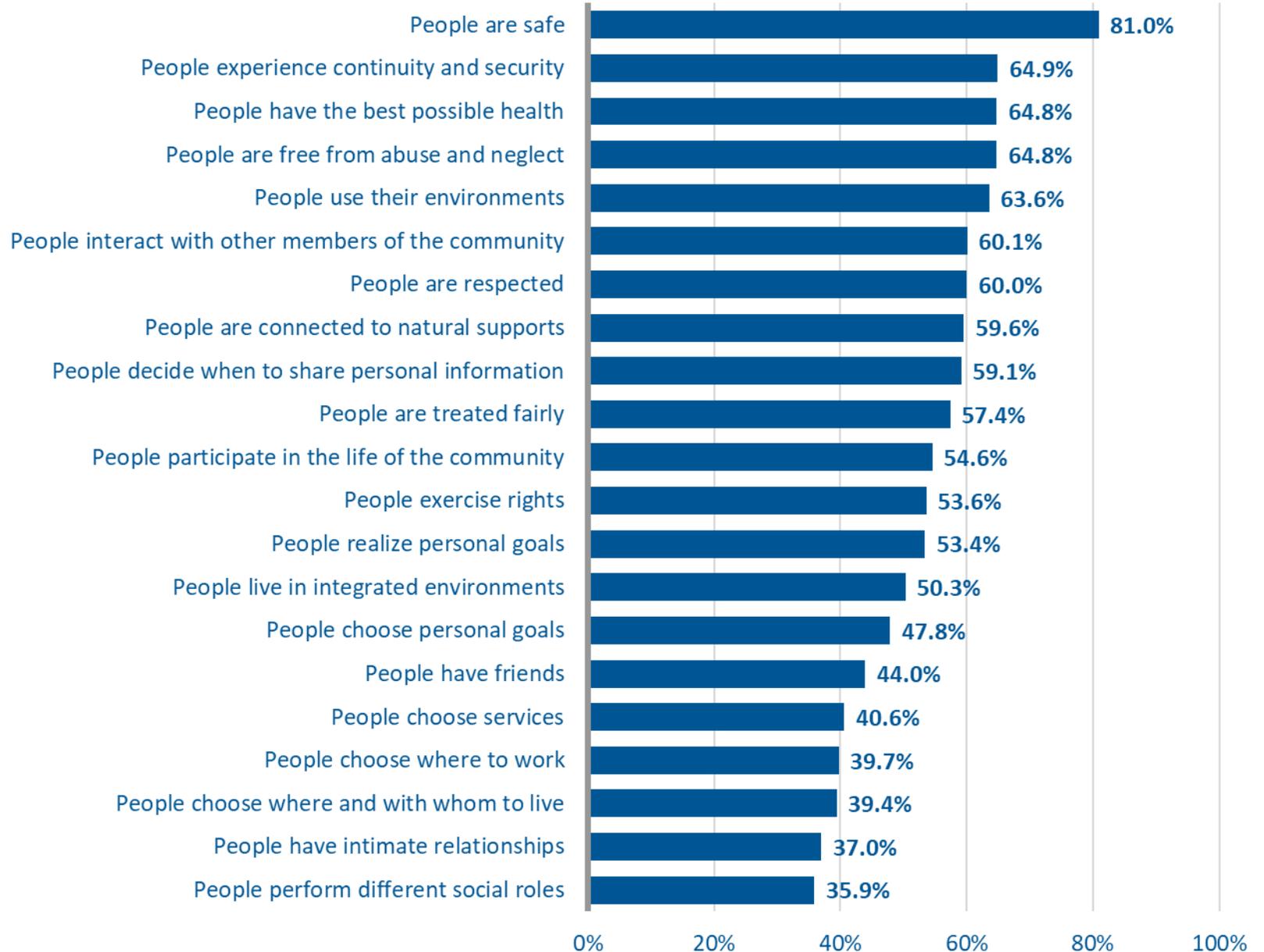- Data analysis at organizational level

OUTCOMES PRESENT

2019
n = 1,365

Outcome	Percent
People are safe	77.7%
People realize personal goals	67.1%
People have the best possible health	64.1%
People use their environments	61.5%
People interact with other members of the community	59.9%
People are free from abuse and neglect	58.1%
People are treated fairly	56.3%
People are respected	55.1%
People choose personal goals	54.1%
People live in integrated environments	52.0%
People decide when to share personal information	50.5%
People exercise rights	50.1%
People experience continuity and security	49.8%
People participate in the life of the community	48.6%
People are connected to natural supports	46.4%
People have friends	43.9%
People have intimate relationships	43.7%
People choose where to work	42.2%
People perform different social roles	41.1%
People choose where and with whom to live	38.5%
People choose services	37.9%

CQL | The Council on Quality and Leadership   www.c-q-l.org

SUPPORTS PRESENT

2019
n = 1,365

People are safe	81.0%
People experience continuity and security	64.9%
People have the best possible health	64.8%
People are free from abuse and neglect	64.8%
People use their environments	63.6%
People interact with other members of the community	60.1%
People are respected	60.0%
People are connected to natural supports	59.6%
People decide when to share personal information	59.1%
People are treated fairly	57.4%
People participate in the life of the community	54.6%
People exercise rights	53.6%
People realize personal goals	53.4%
People live in integrated environments	50.3%
People choose personal goals	47.8%
People have friends	44.0%
People choose services	40.6%
People choose where to work	39.7%
People choose where and with whom to live	39.4%
People have intimate relationships	37.0%
People perform different social roles	35.9%

Shared Values
Values, Beliefs, And Expectations

Shared Values Around People
1. Dignity and Worth
2. Legal and Human Rights
3. Self-Determination and Choice

Shared Values in the Community
4. Community Settings
5. Social Capital

Shared Values of the Organization
6. Community Partnerships
7. Shared Leadership
8. Continuous Learning
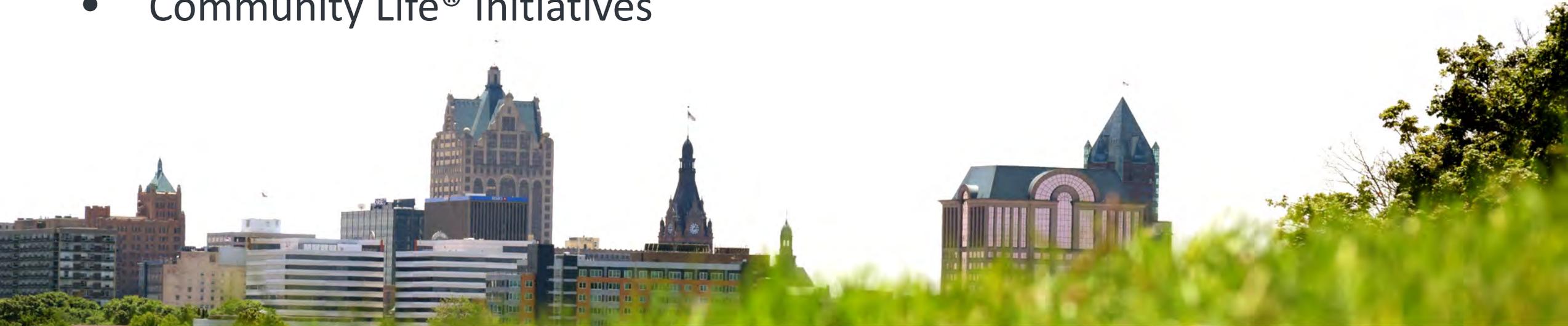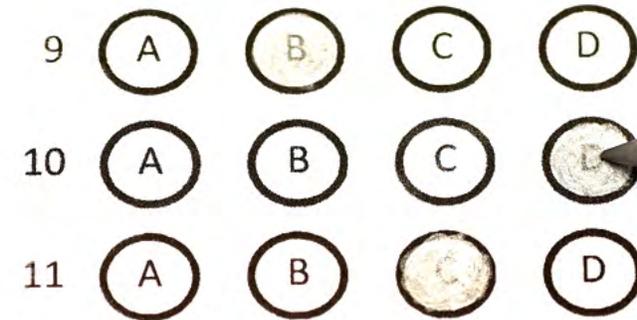9. Open Communication
10. Continuous Improvement

Community Life®
"A Place for Quality"

- Quality of Community Life®
  - Data, Information, and Analysis

- Organizational Role

- Community Life® Initiatives

- It is not merely "passing a test."

- It is a journey toward ongoing organizational transformation.

> "I wonder if there is a school of **unlearning**?"
>
> *- Charlie Mackesy*

- Person-Centered Practices

- Positive Experience

- Expert Insight

"Quality is **everyone's** responsibility."

- *W. Edwards Deming*

The Arc of Cape May County
About Us
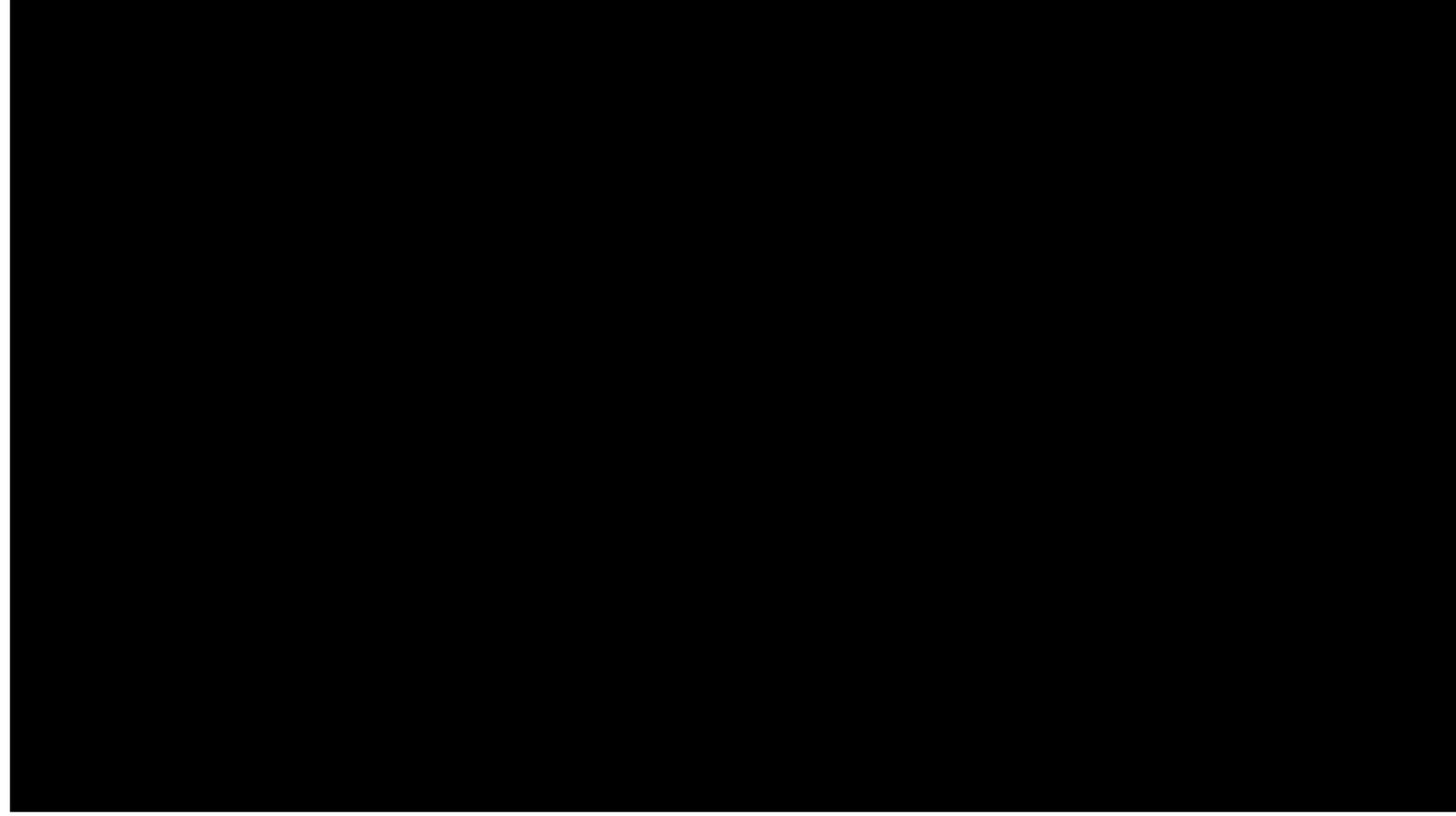
The Arc of Cape May County
About Us

The Arc of Cape May County is a non-profit community agency committed to enhancing the quality of life of individuals with disabilities, ensuring a lifetime of achievement with dignity and full partnership in the community.

The Arc strives to change public attitudes while fostering respect, access, and inclusion for everyone in Cape May County.

The Arc of Cape May County
About Us

Residential

Day
Program

Supported
Employment

Advocacy

- When researching accreditation program, The Arc wanted a program that would direct the agency towards a more person-centered philosophy.
- Working with an accreditor with experts who understand supporting people with intellectual and developmental disabilities.
- In 2017, the leadership team and the Board of Directors found that CQL best aligned with The Arc's mission and core values.
- The Arc of Cape May County, through a partnership with CQL, could expand our person-centered services for optimal quality of life in program and in community for those we serve.
- Those values were health and safety of people receiving services. The objective of providing the best possible supports and providing opportunities.
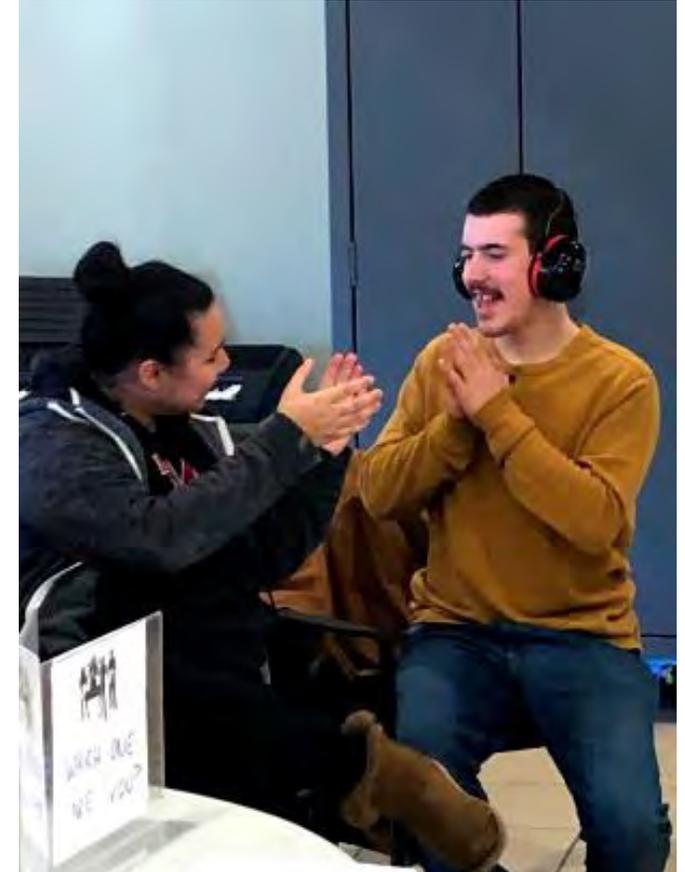
Preparing For Accreditation … In A Pandemic
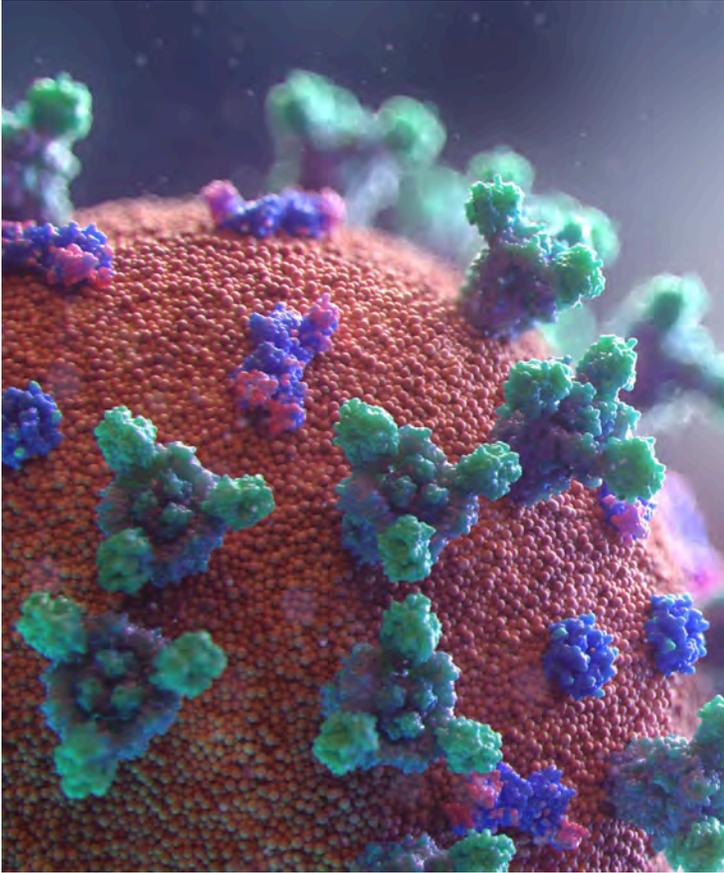
- Our initial review took place in the Spring of 2019.
- The pandemic forced the agency to review our policies and operations to ensure we could still provide high quality of services for residents in the group home.
- 2021 review had to shift from in-person to fully virtual.
- Since only half our leadership team had participated in the initial review and the 18-month review, the first step was to review the recommendations from the previous review with the new team to determine what we had been completed and how we were progressing to meet the goals that were set in 2019.
- The leadership team met and broke down all the practices of the agency and how they applied to the BA Factors. This required reviewing the former review, all of our policies, and understanding how our strategic plan aligned with the values of CQL.

Preparing For Accreditation … In A Pandemic

- We assigned sections to Executive Team members that the BA Factor related to.

- The leadership team collaborated with one another to ensure all stakeholders (people, DSPs, Supervisors, Family Members) were prepared to meet virtually with CQL.

- The team met on a weekly basis to discuss each factor and determine strategies to improve our current system and practices.
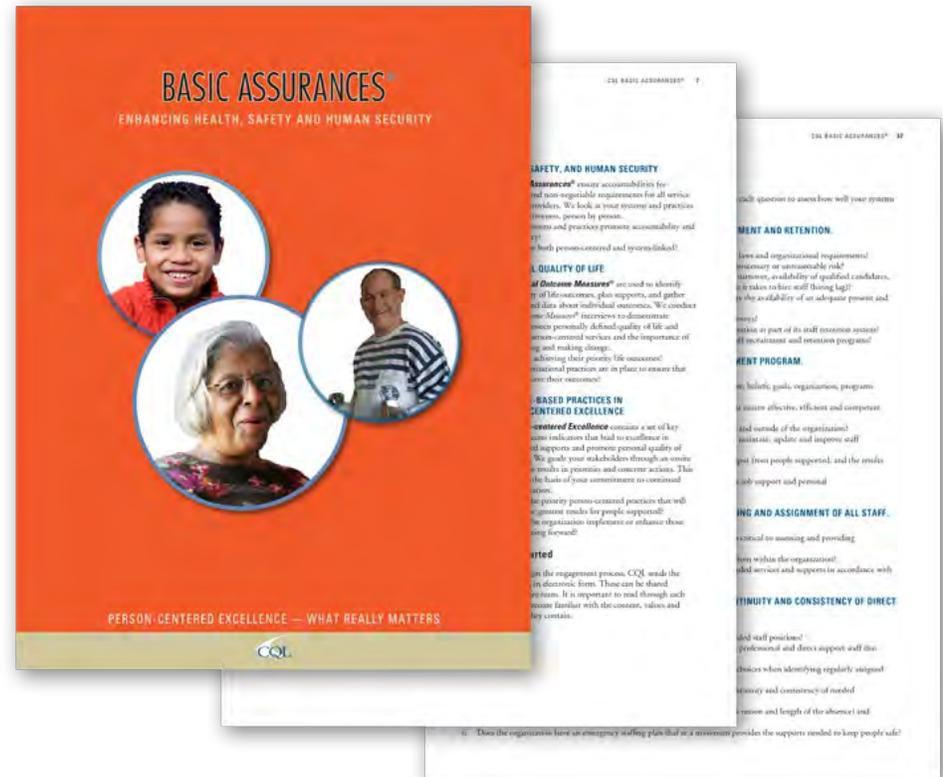
The Arc of Cape May County
A Partnership To Ensure Success

- Right from the start we knew we were supported in our three-year renewal. CQL Team Members reached out and spent quality time with us **preparing and understanding** the process.

- **PORTAL Data System:** CQL designed a **user-friendly data system**, where all of the questions that ascertain if the factors that CQL hold an organization to are present. All relevant documents are uploaded to provide documentation of policy and practices.

- Our CQL reviewer worked with the Executive Team to make sure the schedule for the virtual visit was **customized** to the needs of people receiving services, employees, and other stakeholders.

The Arc of Cape May County
The CQL Virtual Visit

- The CQL staff reviewed our policies, documentation, and employee training to **make sure we practiced** what we had indicated from what was previously uploaded to the CQL PORTAL Data System.

- Two CQL staff strategically went through **all aspects of the agency** and interviewed Executive Leadership, people supported, employees, family, and guardians.

- Each day the CQL staff would let us know what that had learned from the previous day that was **positive** and areas of improvement.

What We Learned

- Understand the flow of communication between frontline staff and administration.

- Incorporate different means of communication for people to better understand their healthcare needs.

- Include people supported in looking at their physical environments to ensure they can feel comfortable.

- Review the verbiage in some of our policies to reflect person-centered values.

Implementing Values/Assurances From CQL

- **Focus Groups** - We hold Quarterly Focus Groups to hear from the people receiving services, employees, and family and guardians.

- **Committees** - Our organizations has refocused on committees and practices.

- **Natural Supports** - We have expanded our policies and practices to enhance the supports of people and the training in such supports.

- **Health Care** - We are committed to assisting the people we serve with medical appointment scheduling, health education and resources, medication administration.

- Reinstated our **POM practices** for advocacy with people receiving services.

- Creation of **Centralized System** for Data Collection

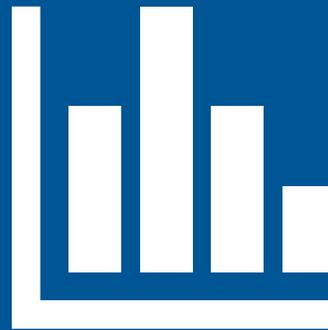# The Arc of Cape May County
Thank You!

"CQL Accreditation is an **organizational transformation** process, and a culture shift.

It's about growing and learning."

- Patrick Maynard, I Am Boundless

"Aggregate data is used to assess organizational progress and help set **strategic goals** for improvement."

- Thane Dykstra, Trinity Services, Inc.

CQL Accreditation
Why Data Is Important

1. Improve People's Lives
2. Make Informed Decisions
3. Stop Molehills From Turning Into Mountains
4. Get The Results You Want
5. Find Solutions To Problems
6. Back Up Your Arguments
7. Stop The Guessing Game
8. Be Strategic In Your Approaches
9. Know What You Are Doing Well
10. Keep Track Of It All
11. Make The Most Of Your Money
12. Access The Resources Around You

"I don't see this as an 'event,'
but as an **ongoing commitment**
to be the best agency we can,
so that the people who receive
supports gain the greatest
benefit."

- Tracy Wright, Gateway Services, Inc.
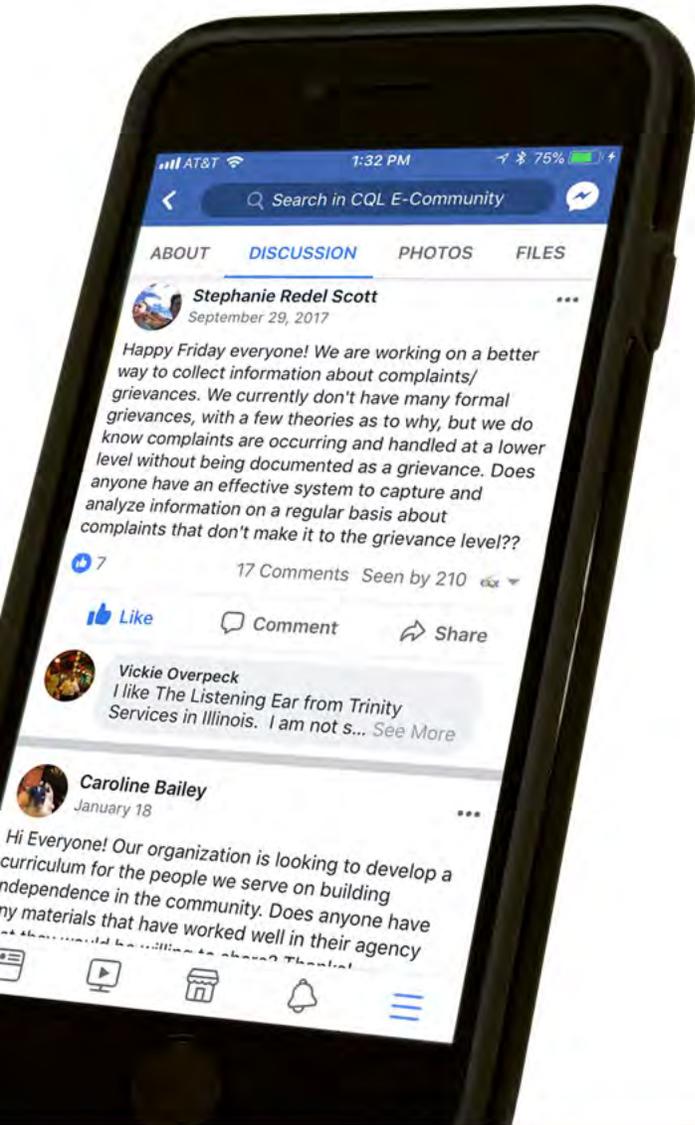
CQL Accreditation
Upcoming Webinars

- Data & Accreditation – 7/14/21

- Accreditation Preparation – 9/22/21

- Virtual Accreditation – TBD

Questions?

Please Share!

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🐦 @TheCQL

▶ /TheCQL

in 📍CQL

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www.facebook.com/groups/CQLeCommunity/

CQL | The Council on Quality and Leadership

www.c-q-l.org

![CQL - The Council on Quality and Leadership logo]

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