CARF Accreditation Requirements: Board of Directors Oversight

Business Practices:

Obtain input:
- **Ongoing**
- **Persons served**
- **Personnel**
- **Other stakeholders**

Input obtained:
- **Forums**
- **Surveys**
- **Compliant, grievance, incident summaries**
- **Strategic planning**
- **Program service development**

Leadership analyzes input and uses input in:
- **Program planning**
- **Performance improvement**
- **Strategic planning**
- **Organization advocacy**
- **Financial planning**
- **Resource planning**

Accessibility:
- **Architecture**
- **Environment**
- **Attitudes**
- **Finances**
- **Communication**
- **Transportation**

Information Management and Performance Improvement:

Data collected on:
- **Needs of persons served**
- **Needs of other stakeholders**
- **Business needs of the organization**

Business Improvement:
- **Sets performance goals**
- **Measures performance indicators**
- **Collects and analyzes data from:**

    - **Financial information**
    - **Accessibility**
    - **Resource allocation**
    - **Surveys**
    - **Risk analysis reports**
    - **Governance reports**
    - **Human resource reports**
    - **Technology analysis reports**
    - **Environmental health and safety reports**
    - **Field trends, research findings**
    - **Service delivery system**

- **Service delivery improvements, the data on the collection served:**
    - **Includes the characteristics**
    - **Collects data on the persons served**
        - **The beginning of services**
        - **Appropriate intervals**
        - **The end of services**
        - **Point(s) in time following services**
    - **Measures indicators in each of the following areas:**
        - **Effectiveness of services**
        - **Efficiency of services**
        - **Services access**
        - **Feedback from:**
            - **Persons served**
            - **Other stakeholders**
- **Addresses the following for each indicator:**
    - **To whom the indicator will be applied**
    - **How the data will be collected**
    - **Performance goal based on one or more of the following:**
        - **An industry benchmark**
        - **Organizations or other stakeholder**
        - **Extenuating/influencing factors that should be considered when analyzing performance**

Performance analysis is completed annually for:

- **Business functions**
- **Service delivery**
- **Analyzes performance indicators of:**
    - **Effectiveness of services**
    - **Service access**
    - **Feedback from persons served and other stakeholders**
- **Identifies areas needing performance improvement**
- **Results in an action plan**
- **Outline actions taken or changes to improve services**

Information is used to:

- **Review the implementation of the mission and core values**
- **Improve the quality of programs**
- **Facilitate organizational decision making**
- **Strategic planning**

Performance information is shared in format(s) that are useful to the:

- **Persons served**
- **Personnel**
- **Other stakeholders**

Leadership:

- **Establishment of mission and direction of the organization**
- **Financial solvency**
- **Compliance with insurance and risk management requirements**
- **Ongoing performance improvement**
- **Development and implementation of corporate responsibilities**
- **Compliance with all legal and regulatory requirements**

Organization responds to diversity of stakeholders:

- **Culture**
- **Age**
- **Gender**
- **Sexual orientation**
- **Spiritual beliefs**
- **Socioeconomic status**
- **Language**

Corporate responsibility efforts include, at a minimum, the following:

- **Written ethical codes of conduct in at least the following areas:**
    - **Business**
    - **Marketing**
    - **Service delivery**
    - **Professional responsibilities**
    - **Human resources**
- **Written procedures to deal with allegations of violations of ethical codes**
- **Policies to educate personnel and other stakeholders on ethical codes of conduct**
- **Policies and written procedures on waste, fraud, abuse, and other wrong doing that include:**
    - **A no-reprisal approach for personnel reporting**
    - **Timeframes for investigations**
- **Advocacy efforts for the persons**
- **Policies on contractual relationship**

- **Demonstrated corporate citizenship**

An organization in the United States receiving federal funding demonstrates corporate compliance through:

- **A policy on corporate compliance that has been adopted by the organization's leadership, including a formal resolution or other documentation that authorizes establishment of the compliance program.**
- **Written designation of a personnel member to serve as the organization's primary point of contact for monitoring and reporting on matters pertaining to corporate compliance.**