



CARF
Survey Report
for
Brain Injury
Rehabilitation Trust

CARF INTERNATIONAL

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Organisation

Brain Injury Rehabilitation Trust (BIRT)
60 Queen Street, Millennium Court
Normanton, Wakefield WF6 2BU
United Kingdom

Organisational Leadership

Mike McPeake, Brain Injury Services Manager

Survey Dates

March 22–24, 2006

Survey Team

Michael L. Jones, Ph.D., Administrative Surveyor

Vicki Schaffer-Eicher, M.S.W., Program Surveyor

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Programs/Services Surveyed

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Brain Injury Long-Term Residential Services (Adults)

Brain Injury Residential Rehabilitation Programs (Adults)



Survey Outcome

Three-Year Accreditation

Expiration: March 2009

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SURVEY SUMMARY

Among the strengths of Brain Injury Rehabilitation Trust (BIRT) are the following.

- BIRT uses a comprehensive process for evaluating program accessibility, developing plans for improvement, and documenting barrier removal.
- The organisation's physical facilities provide an optimal, homelike setting for residential and rehabilitation services.
- The leadership team shows dedication and commitment to developing an exemplary rehabilitation program for persons with acquired brain injury. These compassionate, dedicated leaders provide excellent role models for their staff.
- It is evident that staff members have a strong commitment to persons served and their needs as demonstrated by their dedication, compassion, and enthusiasm.
- BIRT uses a detailed process for identifying, analysing, and minimising the impact of risks that may threaten the organisation's ability to deliver quality rehabilitation and residential services.
- BIRT has developed a comprehensive continuum that spans the entire region. This continuum permits movement of persons served between settings to find the most suitable venue of care and meets the needs of persons served with ease and efficiency.
- Each residence has a resource manual that includes a wealth of information for the persons served regarding their areas of interest and needs.
- The orientation, training, and mentoring support given to new employees is comprehensive and effective.
- BIRT has established excellent relations with local housing authorities and other community stakeholders to provide a variety of housing options for persons served.

Brain Injury Rehabilitation Trust demonstrates exemplary conformance in the following areas.

- BIRT is highly sensitive to and goes to great lengths to solicit and respond to input from persons served. The organisation's philosophy and approach helps to ensure that rehabilitation services effectively address the needs, desires, and preferences of the persons served.
- The organisation goes to great lengths to promote the rights of persons served, particularly in the protection from abuse, exploitation, humiliation, and neglect.
- The monthly visits by external managers (Regulation 26) provide comprehensive program reviews, covering all necessary areas to ensure a safe and effective environment of care for persons served.
- The organisation is highly cognisant of the many areas of risk for persons served. Risks are reassessed as the persons served move through the continuum and into the community. The information from these assessments is incorporated into treatment planning and goals.

- BIRT has developed a positive, proactive behavioural model that effectively uses the antecedent-behaviour-consequence (A-B-C) approach. BIRT is commended for the depth and extent to which this model is integrated throughout the organisation at all levels of staff.

Brain Injury Rehabilitation Trust has opportunities for improvement in the following areas.

- BIRT should fully implement the system developed for collecting data to verify the outcomes achieved by persons served and, specifically, the collection of outcomes data at discharge and follow-up in order to gauge improvements made as a result of rehabilitation services.
- Once outcomes data are available, BIRT is urged to share results with a variety of stakeholders, including persons served, in formats that are useful to the targeted audience.
- The organisation's grievance policy and procedures should specify adequate time frames for prompt consideration and timely decisions concerning the complaints of persons served.
- Job descriptions should be reviewed, and performance evaluations should be conducted annually for all employees and documented in personnel records. Subsequently, the organisation should ensure that the orientation and training needs of personnel are effectively and consistently addressed. The organisation is urged to review its current policy and practices to ensure the protection of records from fire and water damage and to finalize and implement its policy related to electronic records of persons served. BIRT should clearly identify the competencies required of the individual who coordinates the provision of care for persons served. BIRT should develop a system to ensure that initial assessment reports are included in the records of the persons served.
- Information regarding satisfaction of persons served and the number who achieve their expected outcomes should be compiled for each program so that this information can be shared with persons served.
- Comprehensive assessments of the family/support system of each person served should be conducted on a consistent basis.

On balance, BIRT demonstrates a solid commitment to the provision of quality rehabilitation services for persons with acquired brain injury. It is recognized for its efforts to solicit and respond to input from persons served and its approach to behaviour management among its many areas of strength. Although there are opportunities for improvement in areas such as continuing to develop and fully implement the outcomes management system and conducting performance evaluations and assessments of the competencies of personnel, the organisation demonstrates exceptional dedication to the health, safety, and welfare of persons served. The brain injury program is organisationally sound and well positioned to continue to provide quality rehabilitation services.

Brain Injury Rehabilitation Trust has earned a Three-Year Accreditation. Leadership and personnel are congratulated for this achievement. The organisation is encouraged to address the opportunities for improvement noted in this report and to continue using the CARF standards in its efforts to ensure that the services delivered to this unique population are of optimal value.

SECTION 1. BUSINESS PRACTICES

Criterion A. Input from Stakeholders

Principle Statement

CARF-accredited organisations continually focus on the expectations of the persons served and other stakeholders. The standards in Criterion A direct the organisation's focus to soliciting, collecting, analysing, 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.

Exemplary Conformance

A.1.a.

BIRT is highly sensitive to and goes to great lengths to solicit and respond to input from persons served. The organisation's philosophy and approach helps to ensure that rehabilitation services effectively address the needs, desires, and preferences of persons served.

Consultation

- In the past year, the organisation conducted an employee survey for the first time. Leadership is encouraged to follow up on this survey with an action plan addressing the concerns expressed by employees and to make this survey an annual process in order to gauge the impact of actions taken to address employees' concerns.
-

Criterion B. Accessibility

Principle Statement

CARF-accredited organisations promote accessibility and the removal of barriers for the persons served and other stakeholders.

Key Areas Addressed

- Written accessibility plan(s)
 - Status report regarding removal of identified barriers
 - Requests for reasonable accommodations
-

Recommendations

There are no recommendations in this area.

Criterion C. Information Management and Performance Improvement

Principle Statement

CARF-accredited organisations are committed to continually improving their organisations and service delivery to the persons served. Data are collected and information is used to manage and improve service delivery. The dynamic nature of continuous improvement in a CARF-accredited organisation sets it apart from other organisations providing similar services. CARF-accredited organisations 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

- Information collected, analysed, and used to address critical customer needs
 - Accurate and consistent information collection
 - Proactive performance improvement
 - Performance information shared with all stakeholders
 - Written technology and system plan
-

Recommendations

C.4.b.(2) through C.4.b.(4)

BIRT has established a process for collecting outcomes data to verify the outcomes achieved by persons served; however, the process has yet to be fully implemented. It is recommended that the organisation consistently collect outcomes data on the persons served at appropriate intervals, at discharge, and at points in time following services in order to gauge improvements made as a result of the rehabilitation process.

C.7.a. through C.7.c.

The organisation shares performance information related to satisfaction of persons served. As data are collected and compiled on clinical performance indicators, particularly improvement from initial assessment to discharge and follow-up, additional results should be shared with persons served, personnel, and other stakeholders in formats that are useful to them.

Consultation

- Although performance goals have been established for each indicator, discharge and follow-up data have not yet been collected for all indicators. BIRT is encouraged to fully implement its outcomes evaluation system, trend the results over time, and establish benchmarks for each indicator based upon its own history.
-

Criterion D. Rights of Persons Served

Principle Statement

CARF-accredited organisations protect and promote the rights of the persons served. This commitment guides the delivery of services and ongoing interactions with the persons served.

Key Areas Addressed

- Meaningful communication of rights
 - Commitment to diversity
 - Policies promote rights of persons served
 - Complaint, grievance, and appeals policy
 - Annual review of complaints
-

Recommendations

D.3.b.(2)(d)

The organisation's grievance policies and procedures should specify adequate time frames for prompt consideration that result in timely decisions concerning the complaints of persons served.

Exemplary Conformance

D.1.a.(1)

BIRT does an outstanding job of communicating to persons served information about their rights and efforts to protect, uphold, and support the exercise of their rights. Persons served are provided with abundant materials that are written in an accessible language and clearly explain the rights of persons served and the role of advocacy. The organisation emphasizes the responsibility of staff members regarding advocacy as part of their orientation training. BIRT also provides multiple avenues for persons served to express their grievances and concerns.

Criterion E. Health and Safety

Principle Statement

CARF-accredited organisations maintain accessible, healthy, safe, and clean environments through both external and internal safety reviews and personnel commitment to this philosophy.

Key Areas Addressed

- One annual external inspection
 - Self-inspections twice a year
 - Emergency procedures, including evacuation, tested/analysed annually
 - Access to emergency first-aid resources
 - Competency of personnel in safety procedures
 - Defined system for reporting/reviewing critical incidents
 - Infection control plan
 - Transportation requirements, if applicable
-

Recommendations

There are no recommendations in this area.

Exemplary Conformance

E.3.a.(2)

The monthly visits by external managers (Regulation 26) provide a very comprehensive program review, covering all necessary areas to ensure a safe and effective environment of care for persons served.

Criterion F. Human Resources

Principle Statement

CARF-accredited organisations demonstrate that they value their human resources. It should be evident that personnel are involved and engaged in the success of the organisation and the persons they serve.

Key Areas Addressed

- Adequate staffing
- Verification of background/credentials
- Recruitment/retention efforts

- Personnel skills/characteristics
 - Annual review of job description/performance
 - Policies regarding students/volunteers, if applicable
-

Recommendations

F.4.b.

F.4.c.

Knowledge and competencies of all personnel should be assessed at least annually. Subsequently, the organisation should ensure that the orientation and training needs of personnel are effectively and consistently addressed.

F.5.a.

It is recommended that job descriptions be reviewed and/or updated annually. Consistently including the job descriptions in personnel records could facilitate the review of any changes with each employee.

F.5.d.(2)

F.5.d.(5)

Performance evaluations should be performed annually for all employees and documented in their personnel files.

Consultation

- BIRT is encouraged to establish a centralised human resource oversight function that regularly reviews personnel records for completeness with respect to completion of orientation and training requirements and annual performance evaluations for all employees.
 - The organisation is also encouraged to centralise records of employee training and competency development activities to ensure that required training is completed on a timely and consistent basis.
-

Criterion G. Leadership

Principle Statement

CARF-accredited organisations identify leadership that embraces the values of accountability and responsibility to the individual organisation's stated mission. The leadership demonstrates corporate social responsibility.

Key Areas Addressed

- Leadership structure
 - Leadership guidance
 - Corporate responsibility
 - Corporate compliance
 - Commitment to diversity
-

Recommendations

There are no recommendations in this area.

Criterion H. Legal Requirements

Principle Statement

CARF-accredited organisations comply with all the legal and regulatory requirements of federal, state, provincial, county, and city entities.

Key Areas Addressed

- Compliance with all legal/regulatory requirements
-

Recommendations

There are no recommendations in this area.

Criterion I. Financial Planning and Management

Principle Statement

CARF-accredited organisations 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
- Organisation review

- Fiscal policies and procedures
 - Annual review of service billing records, if applicable
 - Review of fee structure, if applicable
 - Annual outside review/audit, if applicable
 - Written risk management plan
 - Adequate insurance coverage
 - Policies regarding safeguarding funds of persons served, if applicable
-

Recommendations

There are no recommendations in this area.

SECTION 2. THE REHABILITATION PROCESS FOR THE PERSONS SERVED

Key Areas Addressed

- Rights
 - Appropriate placement in and movement through the continuum of care
 - Coordination of care
 - Team composition
 - Responsibilities of the team
 - Ongoing communication and collaboration of the team
 - Records of the persons served
-

Recommendations

6.e.

6.f.

The organisation is urged to examine its current policy and practices related to the protection of records of persons served from fire and water damage. The existing policy might not be adequate to ensure proper protection in the event of a catastrophic event.

7.a. through 7.e.

There is a draft policy addressing electronic records. It is recommended that the policy be finalised and implemented as soon as possible to ensure the protection, privacy, security, retention, and storage of electronic records.

15.

Job descriptions are written to include tasks but not competencies. It is recommended that BIRT clearly identify the competencies required of the individual who coordinates the provision of care for the person served and assess these competencies on an annual basis.

28.I.

Although BIRT does generate initial assessment reports for the persons served, reports were not consistently available in the record. It is recommended that BIRT develop a system to ensure that the initial assessment reports are included in the records of all persons served.

Exemplary Conformance

1.b.(5)

The organisation is highly cognisant of the many areas of risk for the persons served and performs extensive risk assessment for each individual served. Risks are reassessed as the person served moves through the continuum and into the community. Furthermore, the information from these assessments is incorporated into treatment planning and goals so that persons served can pursue independence with consideration made for potential risks.

10.a.

10.c. through 10.g.

The organisation has developed a positive, proactive behavioural model that effectively uses the A-B-C approach. BIRT is commended for the depth and extent to which this model is integrated throughout the organisation. All staff members understand the concept and are able to put it into practice on a daily basis and write thoroughly about their observations, addressing contributing environmental factors, teaching positive behaviours, and ongoing behaviour assessments. The psychologist considers this documentation when designing/upgrading programs. The documentation of this model is thorough and evident in all records of persons served.

Consultation

- BIRT has made great strides in standardising the records of persons served across programs. The organisation is encouraged to continue efforts to further standardise documentation, which could greatly enhance the transfer of persons served between programs and improve efficiency of the rehabilitation process.

SECTION 3. SPECIFIC PROGRAM STANDARDS

D. Brain Injury Programs

Home- and Community-Based Rehabilitation Programs (Adults)

Residential Rehabilitation Programs (Adults)

Long-Term Residential Services (Adults)

Key Areas Addressed

- Scope of programs and services
- Sharing of outcomes information with the persons served
- Personnel orientation and training
- Family/support system involvement
- Continuum of care
- Environment
- Team composition
- Program-specific information-gathering requirements
- Input into medical issues of program
- 24-hour-per-day, 7-day-per-week programming
- Qualifications and responsibilities of medical director
- Rehabilitation physician services
- Coordination of services, treatment, and resources
- Coordination of services
- Personal space
- Adequate personnel 24 hours per day, 7 days per week

Recommendations

D.4.c.

D.4.d.

BIRT collects information regarding the characteristics of persons served and has this information available for review. It is recommended, however, that information regarding the satisfaction of persons served with the services received and the number who achieved their predicted outcomes be consistently compiled for each program and shared with persons served. Other stakeholders would likely be interested in this information as well.

D.11.a.(1) through D.11.a.(9)

The organisation includes some family information as part of the overall assessment process for the person served. However, it does not consistently address all the identified areas. It is recommended that BIRT consistently conduct an assessment of the family/support system that considers the family's ability and willingness to support and participate in the plan, family composition, interpersonal dynamics, identification of any unique socioeconomic or cultural factors that might influence the program, the family's expectations of the program, family interactions, family education, and the family's responsibilities.

Consultation

- Because of the substantial size of the long-term residential portion of the BIRT continuum, it is suggested that an individual skilled in therapeutic recreation and leisure planning be added to provide enhanced expertise and innovative approaches to this critical area of function for persons served.
- BIRT completes service review reports and develops service plans regularly; however, it is suggested that each report indicate the time frame for the next review report and that the service plan goals be consistently dated to allow the reader to determine if goals are being met and evaluated according to the desired time frames.

PROGRAMS/SERVICES BY LOCATION

Brain Injury Rehabilitation Trust

60 Queen Street, Millennium Court
Normanton, Wakefield WF6 2BU
United Kingdom

Brain Injury Long-Term Residential Services (Adults)

Emley View

10 Emley View, Kippax
Leeds LS25 7RT
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

The Grange

Two The Grange, Garforth
Leeds LS25 2NR
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Ashgrove Croft

One Ashgrove Croft, Kippax
Leeds LS25 7RB
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Burnham Road

32 Burnham Road, Garforth
Leeds LS25 1LA
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Daniel Yorath House

One Shaw Close
Garforth LS25 2HA
United Kingdom

Brain Injury Residential Rehabilitation Programs (Adults)

Redford Court

Seven Birt Close
Liverpool L8 7SZ
United Kingdom

Brain Injury Long-Term Residential Services (Adults)

Marfleet Lane

378 Marfleet Lane
Hull HU9 5AB
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Sycamore Avenue

21 Sycamore Avenue, New Earswick
York YO3 3AL
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Alder Way

73 Alder Way, New Earswick
York YO3 4TH
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Red Lodge

Flat 43, Red Lodge, New Earswick
York YO3 4ZA
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

York House

107 Heslington Road
York YO10 5BN
United Kingdom

Brain Injury Long-Term Residential Services (Adults)
Brain Injury Residential Rehabilitation Programs (Adults)

Hawthorn Terrace

Five Hawthorn Terrace, New Earswick
York YO3 4BL
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Beckfield Lane

220 Beckfield Lane, Acomb
York YO26 5QS
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

St. Barnabas Way

Flats 27–32, Saint Barnabas Way, Hendon
Sunderland SR2 8LH
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)

Chain Lane

58 Chain Lane, Staining
Blackpool FY3 0DD
United Kingdom

Brain Injury Home- and Community-Based Rehabilitation Programs (Adults)
