

CARF Accreditation Report
for
Armed Forces Retirement Home -
Washington

Five-Year Accreditation



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About CARF

CARF is an independent, nonprofit accreditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies CARF's internationally recognized standards during a site survey conducted by peer surveyors. Accreditation, however, is an ongoing process that distinguishes a provider's service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its other stakeholders.

CARF accreditation promotes providers' demonstration of value and Quality Across the Lifespan® of millions of persons served through application of rigorous organizational and program standards organized around the ASPIRE to Excellence® continuous quality improvement framework. CARF accreditation has been the recognized benchmark of quality health and human services for more than 50 years.

For more information or to contact CARF, please visit www.carf.org/contact-us.

Organization

Armed Forces Retirement Home - Washington
3700 North Capitol Street NW
Washington, DC 20011-8400

Organizational Leadership

Billy C. Striegel, Administrative Officer
Elaine Fry, PI Integrator
James Branham, COO
John RisCassi, Deputy COO
Lakesia Campbell, Performance Improvement Officer
Stephen Rippe, CEO
Susan Bryhan, FACHE, Administrator

Survey Number

144882

Survey Date(s)

September 27, 2021–September 29, 2021

Surveyor(s)

Karen L. Russell, MBA, Administrative
Elizabeth R. Gossett, RN, Program
K. A. Tutterow, CPA, RHP, NHA, Virtual Finance

Program(s)/Service(s) Surveyed

Continuing Care Retirement Community

Previous Survey

August 24, 2016–August 26, 2016
Five-Year Accreditation

Accreditation Decision

Five-Year Accreditation

Expiration: August 31, 2026

Executive Summary

This report contains the findings of CARF's site survey of Armed Forces Retirement Home - Washington conducted September 27, 2021–September 29, 2021. This report includes the following information:

- Documentation of the accreditation decision and the basis for the decision as determined by CARF's consideration of the survey findings.
- Identification of the specific program(s)/service(s) and location(s) to which this accreditation decision applies.
- Identification of the CARF surveyor(s) who conducted the survey and an overview of the CARF survey process and how conformance to the standards was determined.
- Feedback on the organization's strengths and recognition of any areas where the organization demonstrated exemplary conformance to the standards.
- Documentation of the specific sections of the CARF standards that were applied on the survey.
- Recommendations for improvement in any areas where the organization did not meet the minimum requirements to demonstrate full conformance to the standards.
- Any consultative suggestions documented by the surveyor(s) to help the organization improve its program(s)/service(s) and business operations.

Accreditation Decision

On balance, Armed Forces Retirement Home - Washington demonstrated substantial conformance to the standards. Armed Forces Retirement Home - Washington (AFRH-W) offers five levels of care and more amenities for residents than most CCRCs. Many residents enjoy meaningful activities, such as running the nine-hole golf course and auto repair shop. The dynamic leadership team is committed to resident-centered care and a staff-centered environment. Staff members are dedicated to the care and happiness of the residents. A well-developed and detailed performance improvement program that reaches every level of the organization is the cornerstone to measure success and improvement of resident care processes, operation processes, and business functions, which drives the organization forward. The COVID-19 pandemic has impacted operations and curtailed resident activities for almost two years. However, the organization's early and aggressive response to the pandemic has enabled it to minimize the impact of the virus on residents and staff members. There are a couple of areas for improvement, such as ensuring that emergency procedures are available in all vehicles and sharing information about contracted services.

Armed Forces Retirement Home - Washington appears likely to maintain and/or improve its current method of operation and demonstrates a commitment to ongoing quality improvement. Armed Forces Retirement Home - Washington is required to submit a post-survey Quality Improvement Plan (QIP) to CARF that addresses all recommendations identified in this report.

Armed Forces Retirement Home - Washington has earned a Five-Year Accreditation. The leadership team and staff are complimented and congratulated for this achievement. In order to maintain this accreditation, throughout the term of accreditation, the organization is required to:

- Submit annual reporting documents and other required information to CARF, as detailed in the Accreditation Policies and Procedures section in the standards manual.
- Maintain ongoing conformance to CARF's standards, satisfy all accreditation conditions, and comply with all accreditation policies and procedures, as they are published and made effective by CARF.

Survey Details

Survey Participants

The survey of Armed Forces Retirement Home - Washington was conducted by the following CARF surveyor(s):

- Karen L. Russell, MBA, Administrative
- Elizabeth R. Gossett, RN, Program
- K. A. Tutterow, CPA, RHP, NHA, Virtual Finance

CARF considers the involvement of persons served to be vital to the survey process. As part of the accreditation survey for all organizations, CARF surveyors interact with and conduct direct, confidential interviews with consenting current and former persons served in the program(s)/service(s) for which the organization is seeking accreditation. In addition, as applicable and available, interviews may be conducted with family members and/or representatives of the persons served such as guardians, advocates, or members of their support system.

Interviews are also conducted with individuals associated with the organization, as applicable, which may include:

- The organization's leadership, such as board members, executives, owners, and managers.
- Business unit resources, such as finance and human resources.
- Personnel who serve and directly interact with persons served in the program(s)/service(s) for which the organization is seeking accreditation.
- Other stakeholders, such as referral sources, payers, insurers, and fiscal intermediaries.
- Community constituents and governmental representatives.

Survey Activities

Achieving CARF accreditation involves demonstrating conformance to the applicable CARF standards, evidenced through observable practices, verifiable results over time, and comprehensive supporting documentation. The survey of Armed Forces Retirement Home - Washington and its program(s)/service(s) consisted of the following activities:

- Confidential interviews and direct interactions, as outlined in the previous section.
- Direct observation of the organization's operations and service delivery practices.
- Observation of the organization's location(s) where services are delivered.
- Review of organizational documents, which may include policies; plans; written procedures; promotional materials; governing documents, such as articles of incorporation and bylaws; financial statements; and other documents necessary to determine conformance to standards.
- Review of documents related to program/service design, delivery, outcomes, and improvement, such as program descriptions, records of services provided, documentation of reviews of program resources and services conducted, and program evaluations.
- Review of records of current and former persons served.

Program(s)/Service(s) Surveyed

The survey addressed by this report is specific to the following program(s)/service(s):

- Continuing Care Retirement Community

A list of the organization's accredited program(s)/service(s) by location is included at the end of this report.

Representations and Constraints

The accreditation decision and survey findings contained in this report are based on an on-balance consideration of the information obtained by the surveyor(s) during the site survey. Any information that was unavailable, not presented, or outside the scope of the survey was not considered and, had it been considered, may have affected the contents of this report. If at any time CARF subsequently learns or has reason to believe that the organization did not participate in the accreditation process in good faith or that any information presented was not accurate, truthful, or complete, CARF may modify the accreditation decision, up to and including revocation of accreditation.

Survey Findings

This report provides a summary of the organization's strengths and identifies the sections of the CARF standards that were applied on the survey and the findings in each area. In conjunction with its evaluation of conformance to the specific program/service standards, CARF assessed conformance to its business practice standards, referred to as Section 1. ASPIRE to Excellence, which are designed to support the delivery of the program(s)/service(s) within a sound business operating framework to promote long-term success.

The specific standards applied from each section vary based on a variety of factors, including, but not limited to, the scope(s) of the program(s)/service(s), population(s) served, location(s), methods of service delivery, and survey type. Information about the specific standards applied on each survey is included in the standards manual and other instructions that may be provided by CARF.

Areas of Strength

CARF found that Armed Forces Retirement Home - Washington demonstrated the following strengths:

- AFRH-W is steeped in American history. It is the oldest veterans' retirement home in the country. It was founded in 1851 by General Winfield Scott and was known then as the Soldiers Home. President Lincoln often visited the home and used the summer cottage on the campus. The cottage has been restored, is known as President Lincoln's Cottage, and is a national landmark. The home was built in 1957, in what is now known as the Sherman Building, and is Armed Forces Retirement Home's corporate headquarters building.
- The Washington campus is located on 272 acres in northwest Washington, DC. The campus is comprised of 192 acres, with the remaining 80 acres being developed for private mixed-use purpose, which is currently in the planning stage.
- The campus includes independent living, independent living plus, assisted living, long-term care, and memory support that is housed in two buildings, the Scott Building and the Sheridan Building. The buildings are well maintained and spacious, with large windows allowing in lots of natural light. There are many outdoor spaces

where the residents can gather and relax. In the lobby of the Scott Building, there are displays of military pictures and memorabilia, honoring the men and women who have served in the US military. Patriotism is prevalent throughout the campus.

- AFRH-W is an agency of the US government, subject to federal rules and regulations. The leadership and administration are overseen by the Secretary of Defense. AFRH-W's complex structure as a government agency makes it unique, providing challenges and opportunities for the leadership and staff.
- As a retirement community restricted for the military, AFRH-W limits residency those who have served in the US Armed Forces and have met specific admission guidelines. No one who is eligible for admission is restricted by finances. The resident fee structure makes it affordable for all.
- AFRH-W offers more resident amenities and activities than most retirement communities. Some of these include a 72-acre regulation nine-hole golf course, an auto body repair shop, artist colony, glass and ceramics studio, fishing pond, bowling center, fitness center, swimming pool, movie theater, computer centers, and multiple garden areas. There is something for everyone.
- Much of the leadership team is made up of individuals who are retired military officers with many years of service to our country. They bring unique, strong, and structured leadership skills to the organization. There is focused attention to detail and getting it right. The members of the leadership team work well. They embrace resident-centered care and a staff-centered environment, which is very evident in their management approach.
- AFRH-W has an extensive and comprehensive cultural competency and diversity plan. It incorporates CARF's phases of organizational cultural competency and emphasizes two strategic plan goals: person-centered care and a staff-centered environment.
- AFRH-W provides qualified veterans with a continuum of services that allow these residents to age with dignity and respect as their healthcare needs change, which include independent living, assisted living, long-term care, and memory support. These options are affordable to residents, as the fee structure is based on a percentage of income, with a discount for residents at a lower income level.
- A strong focus on performance improvement permeates every facet of the organization. There is a performance improvement campus team that looks at all areas of risk, quality assurance, accessibility, and performance improvement. Other component performance improvement teams focus on specific areas of operation and resident care. These component teams report to the campus team. It is continual and ongoing, with detailed analysis and reporting occurring at every level.
- Throughout the continuum, residents are treated with dignity and respect by the dedicated staff. Many staff members list their desire to serve the armed forces veteran community as a key driver in their decision to join the organization.
- Many residents throughout the community are involved in meaningful activities. The organization lives up to the idea of a "Time to Thrive," one of the marketing slogans, by providing a wide variety of recreational activities and scheduled trips to some of the many national museums and cultural sites in the Washington, DC, area.
- Management is proactive about communicating with residents and responding to their concerns. The elected resident advisory committee regularly interacts with both management and residents. The weekly town hall meetings and bulletin are examples of forums used to both give and receive information. Residents and staff members are surveyed regularly to contribute to the continuous quality improvement practices at the organization. There is an active ombudsman who assists residents in problem solving.
- The volunteer program is extremely well organized. A large percentage of residents provide volunteer services to the community that enhance both the lives of the volunteer and individuals and the organization. Examples of volunteer services include the medical escort program, resident sponsors for new residents, work in the hobby shop and arts colony, and work in the Wellness Clinic. During the early months of the COVID-19

pandemic, residents and staff members worked together to complete all the new infection control tasks that were put in place to slow the spread of the illness. The volunteer coordinator also works with outside volunteer agencies to provide both services and opportunities to residents at AFRH-W.

- Care is provided to residents in the assisted living, long-term care, and memory support units in a person-centered manner that supports residents and their families. Consistent staff members are associated with neighborhoods that strive to be homelike and accessible to residents who require a wide variety of physical and cognitive adaptations. The number of professionals, including direct care providers and medical staff members, that attend the quarterly care conferences are especially appreciated by families and residents. Family members commented on the superior exchange of information during these meetings and at other times when issues arise.
- Care to residents with a diagnosis of dementia is provided in the secure memory support unit. Staff members from all departments are committed to education and training in order to provide the best possible services to these residents. The unit is designed to allow maximum independence for residents, including access to an outside area with gardens that grow produce for resident events.
- The Wellness Center provides on-site medical care to residents. There are also dental, mental health, and rehabilitative services. The medical staff members are committed to providing top-notch care and services to residents, including interacting with the multiple outside providers that residents might see. The availability of medical transportation allows residents easy access to Veterans Affairs, Walter Reed National Military Medical Center, and other specialists in the DC metro area.
- Residents, staff members, and family members are especially complimentary of the work that was done by everyone to ensure their safety during the COVID-19 pandemic. The medical staff reacted early on to ensure that there were adequate supplies and practices appropriate to the threat of significant illness.
- Nutritious meals and snacks are provided to all residents on campus. Residents can give input about menu items and have multiple choices for entrees and side dishes at every meal. The dining committee meets monthly and is open to all residents. The dining department provides enhanced meals throughout the year for special occasions, including a monthly birthday dinner.
- At end of life, residents can access hospice services if they choose. Even during the COVID-19 pandemic shutdown, there was a memorial service held monthly. The Last Roll Call posting of deceased residents' pictures and service information is a visual reminder of these individuals and the relationships that they might have had with other residents and staff members throughout their stay at AFRH-W. This is especially poignant as many residents are on the campus for decades and form lasting relationships with each other and the staff.
- The recreation department provides a range of person-centered and stimulating activities to residents at all levels of care. During the pandemic and ongoing, staff members utilize technology to continue to interact with residents. The regular Morning Show and cooking and talent shows on the Senior Channel are examples of some offerings that residents had a very positive response to.

Armed Forces Retirement Home - Washington also demonstrated exemplary conformance to the standards as set forth below. Recognition of exemplary conformance indicates a practice that produces outstanding business or clinical results and/or is innovative or creative and beneficial to be shared with the field.

- The organization's value for the net operating margin ratio, total excess margin, operating ratio, and days cash on hand ratio are above the 75th percentile when compared with other accredited CCRCs around the country. This is considered an exemplary rating. (1.F.12.a.(1), 1.F.12.a.(2), 1.F.12.a.(3), 1.F.12.b.)

Opportunities for Quality Improvement

The CARF survey process identifies opportunities for continuous improvement, a core concept of “aspiring to excellence.” This section of the report lists the sections of the CARF standards that were applied on the survey, including a description of the business practice area and/or the specific program(s)/service(s) surveyed and a summary of the key areas addressed in that section of the standards.

In this section of the report, a recommendation identifies any standard for which CARF determined that the organization did not meet the minimum requirements to demonstrate full conformance. All recommendations must be addressed in a QIP submitted to CARF.

In addition, consultation may be provided for areas of or specific standards where the surveyor(s) documented suggestions that the organization may consider to improve its business or service delivery practices. Note that consultation may be offered for areas of specific standards that do not have any recommendations. Such consultation does not indicate nonconformance to the standards; it is intended to offer ideas that the organization might find helpful in its ongoing quality improvement efforts. The organization is not required to address consultation.

When CARF surveyors visit an organization, their role is that of independent peer reviewers, and their goal is not only to gather and assess information to determine conformance to the standards, but also to engage in relevant and meaningful consultative dialogue. Not all consultation or suggestions discussed during the survey are noted in this report. The organization is encouraged to review any notes made during the survey and consider the consultation or suggestions that were discussed.

During the process of preparing for a CARF accreditation survey, an organization may conduct a detailed self-assessment and engage in deliberations and discussions within the organization as well as with external stakeholders as it considers ways to implement and use the standards to guide its quality improvement efforts. The organization is encouraged to review these discussions and deliberations as it considers ways to implement innovative changes and further advance its business and service delivery practices.

Section 1. ASPIRE to Excellence®

1.A. Leadership

Description

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 and responsibilities
- Person-centered philosophy
- Organizational guidance
- Leadership accessibility
- Cultural competency and diversity
- Corporate responsibility
- Organizational fundraising, if applicable

Recommendations

There are no recommendations in this area.

1.B. Governance

Description

The governing board should provide effective and ethical governance leadership on behalf of its owners'/stakeholders' interest to ensure that the organization focuses on its purpose and outcomes for persons served, resulting in the organization's long-term success and stability. The board is responsible for ensuring that the organization is managed effectively, efficiently, and ethically by the organization's executive leadership through defined governance accountability mechanisms. These mechanisms include, but are not limited to, an adopted governance framework defined by written governance policies and demonstrated practices; active and timely review of organizational performance and that of the executive leadership; and the demarcation of duties between the board and executive leadership to ensure that organizational strategies, plans, decisions, and actions are delegated to the resource that would best advance the interests and performance of the organization over the long term and manage the organization's inherent risks. The board has additional responsibilities under the domain of public trust, and as such, it understands its corporate responsibility to the organization's employees, providers, suppliers, and the communities it serves.

Key Areas Addressed

- Ethical, active, and accountable governance
- Board selection, orientation, development, leadership, structure, and performance
- Linkage between governance and executive leadership
- Board meetings and committee work
- Executive leadership development, evaluation, and compensation

Recommendations

There are no recommendations in this area.

1.C. Strategic Planning

Description

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

- Environmental considerations
- Strategic plan development, implementation, and periodic review

Recommendations

There are no recommendations in this area.

1.D. Input from Persons Served and Other Stakeholders

Description

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

- Collection of input from persons served, personnel, and other stakeholders
- Integration of input into business practices and planning

Recommendations

There are no recommendations in this area.

1.E. Legal Requirements

Description

CARF-accredited organizations comply with all legal and regulatory requirements.

Key Areas Addressed

- Compliance with obligations
- Response to legal action
- Confidentiality and security of records

Recommendations

There are no recommendations in this area.

1.F. Financial Planning and Management

Description

CARF-accredited organizations strive to be financially responsible and solvent, conducting fiscal management in a manner that supports their mission, values, and 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

- Budgets
- Review of financial results and relevant factors
- Fiscal policies and procedures
- Reviews of bills for services and fee structures, if applicable
- Review/audit of financial statements
- Safeguarding funds of persons served, if applicable

Recommendations

There are no recommendations in this area.

1.G. Risk Management

Description

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

- Risk management plan implementation and periodic review
- Adequate insurance coverage
- Media relations and social media procedures
- Reviews of contract services

Recommendations

There are no recommendations in this area.

1.H. Health and Safety

Description

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

- Healthy and safe environment
- Competency-based training on health and safety procedures and practices
- Emergency and evacuation procedures
- Access to first aid and emergency information
- Critical incidents
- Infections and communicable diseases
- Health and safety inspections

Recommendations

1.H.13.h.

Although AFRH-W has well-established emergency procedures and training for the staff, a copy of the written emergency procedures should be available in all vehicles.

1.I. Workforce Development and Management

Description

CARF-accredited organizations demonstrate that they value their human resources and focus on aligning and linking human resources processes, procedures, and initiatives with the strategic objectives of the organization. Organizational effectiveness depends on the organization's ability to develop and manage the knowledge, skills, abilities, and behavioral expectations of its workforce. The organization describes its workforce, which is often composed of a diverse blend of human resources. Effective workforce development and management promote engagement and organizational sustainability and foster an environment that promotes the provision of services that center on enhancing the lives of persons served.

Key Areas Addressed

- Composition of workforce
- Ongoing workforce planning
- Verification of backgrounds/credentials/fitness for duty
- Workforce engagement and development
- Performance appraisals
- Succession planning

Recommendations

There are no recommendations in this area.

1.J. Technology

Description

Guided by leadership and a shared vision, CARF-accredited organizations are committed to exploring and, within their resources, acquiring and implementing technology systems and solutions that will support and enhance:

- Business processes and practices.
- Privacy and security of protected information.
- Service delivery.
- Performance management and improvement.
- Satisfaction of persons served, personnel, and other stakeholders.

Key Areas Addressed

- Ongoing assessment of technology and data use, including input from stakeholders
- Technology and system plan implementation and periodic review
- Technology policies and procedures
- Written procedures for the use of information and communication technologies (ICT) in service delivery, if applicable
- ICT instruction and training, if applicable
- Provision of information related to ICT, if applicable
- Maintenance of ICT equipment, if applicable
- Emergency procedures that address unique aspects of service delivery via ICT, if applicable

Recommendations

There are no recommendations in this area.

1.K. Rights of Persons Served

Description

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

- Policies that promote rights of persons served
- Communication of rights to persons served
- Formal complaints by persons served

Recommendations

There are no recommendations in this area.

Consultation

- Although there is a formal grievance policy and procedure in place that addresses the prevention of retaliation to persons served filing a grievance, the information about this element of the procedure that is presented to the residents in the handbook does not contain this language. It is suggested that AFRH-W modify this handbook to include this language. The staff at the AFRH-W has already begun acting on this suggestion to modify the resident handbook.

1.L. Accessibility

Description

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

Key Areas Addressed

- Assessment of accessibility needs and identification of barriers
- Accessibility plan implementation and periodic review
- Requests for reasonable accommodations

Recommendations

There are no recommendations in this area.

1.M. Performance Measurement and Management

Description

CARF-accredited organizations demonstrate a culture of accountability by developing and implementing performance measurement and management plans that produce information an organization can act on to improve results for the persons served, other stakeholders, and the organization itself.

The foundation for successful performance measurement and management includes:

- Leadership accountability and support.
- Mission-driven measurement.
- A focus on results achieved for the persons served.
- Meaningful engagement of stakeholders.
- An understanding of extenuating and influencing factors that may impact performance.
- A workforce that is knowledgeable about and engaged in performance measurement and management.
- An investment in resources to implement performance measurement and management.
- Measurement and management of business functions to sustain and enhance the organization.

Key Areas Addressed

- Leadership accountability for performance measurement and management
- Identification of gaps and opportunities related to performance measurement and management
- Input from stakeholders
- Performance measurement and management plan
- Identification of objectives and performance indicators for service delivery
- Identification of objectives and performance indicators for priority business functions
- Personnel training on performance measurement and management

Recommendations

There are no recommendations in this area.

1.N. Performance Improvement

Description

CARF-accredited organizations demonstrate a culture of performance improvement through their commitment to proactive and ongoing review, analysis, reflection on their results in both service delivery and business functions, and transparency. The results of performance analysis are used to identify and implement data-driven actions to improve the quality of programs and services and to inform decision making. Performance information that is accurate and understandable to the target audience is shared with persons served, personnel, and other stakeholders in accordance with their interests and needs.

Key Areas Addressed

- Analysis of service delivery performance
- Analysis of business function performance
- Identification of areas needing performance improvement
- Implementation of action plans
- Use of performance information to improve program/service quality and make decisions
- Communication of performance information

Recommendations

There are no recommendations in this area.

Consultation

- AFRH-W has an extensive performance improvement program that touches all levels of the organization. The organization may want to consider sharing significant ongoing efforts and results of performance improvement initiatives with the staff and contract employees through the employee newsletter. Sharing results across the organization can give employees information about what is happening in other departments and can highlight the efforts that leadership is making to make AFRH-W a caring and safe place to live and work.

Section 2. Care Process for the Persons Served

2.A. Program/Service Structure

Key Areas Addressed

- Scope of the program
- Entry, transition, exit criteria of the program
- Composition of the service delivery team
- Service delivery team communication
- Person-centered planning
- Provision of services to persons served
- Partnering with families/support systems

Recommendations

2.A.1.a.(9)

The organization provides some services with contract staff members; for example, rehabilitation, dining, and housekeeping. This information is not consistently provided in the resident guide or other resident and stakeholder resources. It is recommended that AFRH-W document the specific services offered, including whether the services are provided directly, by contract, or by referral. The organization may wish to include this information in its current updates of the resident guide.

2.B. Residential Communities

Key Areas Addressed

- Service delivery planning in a congregate residential program
- Medication management/assistance
- Contracting for outside services
- Safety and security of the living environment
- Procedures for medications and controlled substances

Recommendations

There are no recommendations in this area.

2.C. Care Process for Specific Diagnostic Categories

Key Areas Addressed

- Adequately addressing the complex needs of individuals with dementia
- Person-centered approach to service delivery
- Positive, therapeutic approach to behavior
- Primary areas of education and support needed for personnel, families and support systems, and all stakeholders to meet the needs of individuals with dementia

Recommendations

There are no recommendations in this area.

2.D. Skin Integrity and Wound Care Standards

Key Areas Addressed

- Written procedures to address skin integrity and wound care
- Written protocols for wound care needs that are within the scope of the program
- Referrals to appropriate healthcare professionals to address wound care needs that are outside the scope of the program
- Initial and ongoing assessments of persons served
- Documented competency-based training for personnel related to skin integrity and wound management
- Data collection and analysis

Recommendations

There are no recommendations in this area.

Section 3. Program Specific Standards

3.H. Continuing Care Retirement Community

Description

Continuing Care Retirement Communities (CCRCs) foster a culture of independence, safety, and community. These types of communities might also be known as Life Plan Communities. They include a tiered approach to services that are offered in multiple levels of care including independent living and assisted living and/or skilled nursing care. Persons served reside in residential living settings that may include single family homes, cottages, apartments, and/or condominiums, usually on one campus.

Entry to the CCRC and the provision of services and amenities are addressed in accordance with a written agreement between the CCRC and the person served. In addition to housing, communal services may include dining, transportation, wellness activities, health services, and a range of other supportive services. The CCRC strives for seamless transitions between levels of care, balancing the preferences with the needs of the persons served. A spirit of community with a focus on wellness combine to enhance the quality of life for the persons served.

Key Areas Addressed

- Identifying how the CCRC's continuum is structured
- Access to levels of care
- Implementing seamless service delivery

Recommendations

There are no recommendations in this area.

Program(s)/Service(s) by Location

Armed Forces Retirement Home - Washington

3700 North Capitol Street NW
Washington, DC 20011-8400

Continuing Care Retirement Community