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2023 CARF Survey Report For Black Family Development, Inc.

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**CARF Accreditation Report
for
Black Family Development, Inc.
Three-Year Accreditation**



CARF International Headquarters
6951 E. Southpoint Road
Tucson, AZ 85756-9407, USA

www.carf.org

November 16, 2023

Kenyatta Stephens, RN
Black Family Development, Inc.
2995 East Grand Boulevard
Detroit, MI 48202

Dear Ms. Stephens:

It is my pleasure to inform you that Black Family Development, Inc. has been issued CARF accreditation based on its recent survey. The Three-Year Accreditation applies to the following program(s)/service(s):

Case Management/Services Coordination: Family Services (Juvenile Justice)
Case Management/Services Coordination: Integrated: SUD/Mental Health (Juvenile Justice)
Case Management/Services Coordination: Substance Use Disorders/Addictions (Adults)
Diversion/Intervention: Family Services (Children and Adolescents)
Diversion/Intervention: Substance Use Disorders/Addictions (Children and Adolescents)
Intensive Family-Based Services: Integrated: SUD/Mental Health (Juvenile Justice)
Outpatient Treatment: Family Services (Juvenile Justice)
Outpatient Treatment: Integrated: SUD/Mental Health (Juvenile Justice)
Outpatient Treatment: Mental Health (Children and Adolescents)
Outpatient Treatment: Substance Use Disorders/Addictions (Adults)
Outpatient Treatment: Substance Use Disorders/Addictions (Children and Adolescents)
Outpatient Treatment: Substance Use Disorders/Addictions (Juvenile Justice)
Prevention: Family Services (Children and Adolescents)
Prevention: Substance Use Disorders/Addictions (Adults)
Prevention: Substance Use Disorders/Addictions (Children and Adolescents)

This accreditation will extend through October 31, 2026. This achievement is an indication of your organization's dedication and commitment to improving the quality of the lives of the persons served. Services, personnel, and documentation clearly indicate an established pattern of conformance to standards.

The accreditation report is intended to support a continuation of the quality improvement of your organization's program(s)/service(s). It contains comments on your organization's strengths as well as any consultation and recommendations. A Quality Improvement Plan (QIP) demonstrating your organization's efforts to implement the survey recommendation(s) must be submitted within the next 90 days to retain accreditation. The QIP form is posted on Customer Connect (customerconnect.carf.org), CARF's secure, dedicated website for accredited organizations and organizations seeking accreditation. Please log on to Customer Connect and follow the guidelines contained in the QIP form.

Your organization should take pride in achieving this high level of accreditation. CARF will recognize this accomplishment in its listing of organizations with accreditation and encourages your organization to make its accreditation known throughout the community. Communication of the accreditation to your referral and funding sources, the media, and local and federal government officials can promote and distinguish your organization. Enclosed are some materials that will help you publicize this achievement.

Your organization's complimentary accreditation certificate will be sent separately. You may order additional certificates from Customer Connect (<https://customerconnect.carf.org>).

If you have any questions regarding your organization's accreditation or the QIP, you are encouraged to seek support from Bonnie Rock by email at brock@carf.org or telephone at (888) 281-6531, extension 7079.

CARF encourages your organization to continue fully and productively using the CARF standards as part of its ongoing commitment to accreditation. CARF commends your organization's commitment and consistent efforts to improve the quality of its program(s)/service(s) and looks forward to working with your organization in its ongoing pursuit of excellence.

Sincerely,

A handwritten signature in black ink that reads "Brian J. Boon Ph.D." in a cursive style.

Brian J. Boon, Ph.D.
President/CEO

Enclosures

Executive Summary

This report contains the findings of CARF's site survey of Black Family Development, Inc. conducted September 27, 2023–September 29, 2023. 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, Black Family Development, Inc. demonstrated substantial conformance to the standards. It was evident that Black Family Development, Inc. (BFDI) responded to the recommendations identified in its previous accreditation report and established a two-decade-long history of using the CARF International standards to guide its administrative operations and delivery of its many programs serving children and families as well as the broader community of Wayne County and metropolitan Detroit. Through its community involvement, the quality of care provided, and service outcomes, the organization has set itself apart as a provider of choice for outpatient treatment, case management, diversion, and prevention services for traditionally marginalized youth and their families. Despite this longstanding reputation, it is apparent that the organization strives toward continual improvement for the benefit of the consumers, staff members, and communities served. While the organization has many strengths, there are areas for improvement in performance measurement and management.

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

Black Family Development, Inc. has earned a Three-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 Black Family Development, Inc. was conducted by the following CARF surveyor(s):

- Monique H. Hunter, PhD, Administrative
- LaRita Brazelton, Program
- Loren J. Hoffman, MSW, LMSW, LMFT, Program

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 Black Family Development, Inc. 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):

- Case Management/Services Coordination: Family Services (Juvenile Justice)
- Case Management/Services Coordination: Integrated: SUD/Mental Health (Juvenile Justice)
- Case Management/Services Coordination: Substance Use Disorders/Addictions (Adults)
- Diversion/Intervention: Family Services (Children and Adolescents)
- Diversion/Intervention: Substance Use Disorders/Addictions (Children and Adolescents)
- Intensive Family-Based Services: Integrated: SUD/Mental Health (Juvenile Justice)
- Outpatient Treatment: Family Services (Juvenile Justice)
- Outpatient Treatment: Integrated: SUD/Mental Health (Juvenile Justice)
- Outpatient Treatment: Mental Health (Children and Adolescents)
- Outpatient Treatment: Substance Use Disorders/Addictions (Adults)
- Outpatient Treatment: Substance Use Disorders/Addictions (Children and Adolescents)
- Outpatient Treatment: Substance Use Disorders/Addictions (Juvenile Justice)
- Prevention: Family Services (Children and Adolescents)
- Prevention: Substance Use Disorders/Addictions (Adults)
- Prevention: Substance Use Disorders/Addictions (Children and Adolescents)

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 I. 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 Black Family Development, Inc. demonstrated the following strengths:

- BFDI enjoys having a strong reputation in the Detroit community, which has been cultivated over decades of civic engagement and consistent presence in the communities served. Although funding sources and areas of focus may shift over time, BFDI prioritizes maintaining a steady presence and being a reliable source of support for its consumers, their families, and other stakeholders.
- Leadership is intentional about building off of the strengths of employees in order to infuse diversity into the workforce and build employee retention. BFDI draws upon the interests of individual staff members to expand its reach in the community. For example, the interests of the employees in supporting athletes led to suicide prevention initiatives targeted for that population's needs and unique risk factors.
- BFDI has a well-balanced mix of seasoned staff members who have over 20 years seniority and newer staff members who are also passionate with their own valuable experience. This mix, along with diversity in expertise and professional disciplines, help boost the organization's spirit of excellence in both business operations and consumer services.
- Despite having difficulty maintaining competitive salaries for some positions, BFDI uses multiple tools aimed at recognizing and retaining talent. Examples include healthcare benefits covered at 100 percent cost to the organization, continuing education opportunities provided at no cost to the employees, and allowing telework when feasible. BFDI prioritizes employee recognition as evidenced by initiatives such as recurring core values awards (as nominated and voted on by peers within the organization) and gifts provided by the organization on employment anniversaries.
- Leadership team members participate in systems level boards and committees, which promotes organizational visibility and recognition as a state and county level sought after partner in early childhood services, juvenile justice, restorative practices, boys and young men of color, and behavioral health.
- The organization places a high value on corporate responsibility. For example, BFDI's community development team contributed to the development of over 220 block clubs within three neighborhood communities. Those same BFDI community development leaders are present almost 20 years later in neighborhood meetings across the Cody, Rouge, Denby, and Osborn neighborhoods in the city of Detroit. The organization as a whole supports these communities with a sit-down brunch every other month to bring contemporary resources and Circle Keeper Restorative Practices trainings to these valued residents. These activities demonstrate the organization's long-term commitment to dispel the residents' initial fears that BFDI's motivation to partner with residents was dependent on funding availability. BFDI maintains its presence in these communities, even years after the funding to do so has ended.
- The first contact team was filmed by United Way and the Michigan Center for Youth Justice in a documentary due to the excellence of its work in encouraging the Michigan legislature to adopt additional federal funding to support prevention efforts.
- Staff members expressed a high level of satisfaction with their jobs and indicated that they feel empowered to make a positive difference in the lives of the consumers. Staff members are competent, dedicated, experienced, and able to maintain a professional approach with consumers while developing helpful and supportive relationships with them. The staff members also draw upon their creativity to ensure that consumers' needs are met. This fosters a helpful and welcoming culture of service delivery for the youth and their families.

- An atmosphere of mutual respect and congeniality is noticeable among staff members, who commented that they feel supported by their coworkers and by the leadership in meaningful ways. They note that this is particularly true during challenging times. Staff members indicated appreciation that their input is valued and used by leadership to make positive changes in services.
- The commitment and genuine approach of the leadership and staff members are indicators of its consistent quality of service delivery. It is clear that the staff members listen to the youth to discover their interests and needs and assist them to learn new life skills to perform at the highest possible level of functioning. These qualities assist the staff's ability to produce positive outcomes.
- BFDI has developed a creative and dynamic website which captures and shares their mission and commitment to supporting children and families as an "Agency of Hope and Healing." The website displays its 2022 to 2025 strategic plan themed "Creating Communities of Healing."
- BFDI embodies a holistic approach to care for its consumers, many of whom were not connected to preventive healthcare prior to program participation. As a result of this identified need, BFDI promotes an integrated health model, including mobile health outreach, which aims to minimize barriers to care for its consumers.
- The presence of BFDI's staff members in the schools is paramount, and they are a welcomed asset and partner. BFDI is appreciated at all levels within the school environment from the principal to the custodian. With so many youth living in an environment of chaos, the therapists are their source of safety, support, and comfort. Students are able to express their thoughts and concerns without feeling judged.
- The scope of BFDI's positive influence in the world of human services is truly international. For example, immediately following the survey, BFDI is partnering with and hosting the World Conference of the International Institute for Restorative Practices. Over a decade ago, BFDI embraced the Restorative Practices' model and formally introduced it to other community stakeholders as a framework for guiding service delivery to children, youth, and families. BFDI's commitment to this model has significantly impacted the system of juvenile justice, courts, schools, and the entire community.
- The commitment and genuine approach of the staff within the prevention program is a great indicator of the present and future consistency of quality service delivery. Its presence in the community definitely exemplifies the mission of BFDI. The impact of this team resonates in the lives of young men without a father figure in the home. Its work is tremendous, noteworthy, and greatly needed in the community.
- While serving all families regionally, BFDI was established 42 years ago to fill gaps, reduce barriers, and improve access to services that are culturally responsive to the African American community. African American families served are invited to accept an African American Code of Conduct, which builds on the values of the African American culture and the historical strengths of the African American family and community. Other families are invited to accept the American Family Code of Conduct, which brings families together to listen and reflects a family's values and expectations.
- Further demonstration of BFDI's growth since its last CARF survey is a newly awarded five-year Substance Abuse Mental Health Services Administration (SAMHSA) grant beginning October 2023. Project Launch will address gaps in health, safety, and social emotional development of children from birth to age eight years. Project goals include training for staff members and parents/guardians to promote an increase in children receiving early assessments to enhance emotional and physical well-being. This model incorporates a holistic approach including case management, wraparound services, and early intervention.
- BFDI has sustained significant funding awards from The Obama Foundation, matched by The Skillman Foundation. As quoted from the award, "...to continue ongoing transformative efforts to strengthen and enhance the lives of children, youth, and families and especially young men of color." A more recent grant from The Kresge Foundation continues funding for this program initiative.

- All program descriptions and logic models incorporate multiple evidence-based and quality practice models, which are followed by staff members with great fidelity and consistency. In addition to the documented fidelity in delivering evidence-based program models, all assessment instruments used to prepare person-centered plans and all program curriculum materials used to meet a consumer’s plan goals.
- The Youth Assistance Program and family-oriented integrated service program demonstrate strong conformance to the CARF diversion and intervention program standards. These programs, including Right TRAC Diversion Services, are grounded foundationally in restorative justice and restorative practices, work in close collaboration with all juvenile justice organizations and institutions to strongly support youth and families caught up in the system to help individuals build futures with hope, truly breaking the school-to-prison pipeline experienced by many youth throughout our nation’s history.
- The organization’s outpatient treatment, case management, diversion, and prevention services provide an exceptional depth and scope of innovative programming, including services provided in the community as well as in 39 schools in the area. Services for children, adolescents, and families are offered across the life span, from infancy to assisting older youth in their transition to adulthood. Youth, parents, and family members expressed their appreciation for BFDI’s support, which has, in some cases, been lifesaving. Without prompting, consumers interviewed conveyed an understanding of the program’s best practice models and curriculum that were helping them achieve personal goals.
- Parents and guardians of the consumers expressed how happy they were with the excellent care provided by BFDI. One parent stated, “I couldn’t do this without BFDI. They’ve been with us every step of the way.” This parent went on to say, “BFDI is such an asset to our family. I can’t say enough good things about them.”

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.

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