

SURVEY OUTCOME

Three-Year Accreditation

**CARF
Survey Report
for
Black Family
Development, Inc.**

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Organization

Black Family Development, Inc. (BFDI)
2995 East Grand Boulevard
Detroit, MI 48202

Organizational Leadership

Robert Thornton, President, Board of Directors
Alice G. Thompson, Chief Executive Officer

Survey Dates

July 11-13, 2011

Survey Team

Marie I. Dennis-Cooter, M.S., M.S.W., Administrative Surveyor
Steve Reffner, Program Surveyor
Barbara A. Smith-Dorsett, Ed.D., LPC, NCC, Program Surveyor

Programs/Services Surveyed

Case Management/Services Coordination: Alcohol and Other Drugs/Addictions (Adults)
Case Management/Services Coordination: Family Services (Juvenile Justice)
Case Management/Services Coordination: Integrated: AOD/MH (Juvenile Justice)
Intensive Family-Based Services: Family Services (Juvenile Justice)
Intensive Family-Based Services: Integrated: AOD/MH (Juvenile Justice)
Outpatient Treatment: Alcohol and Other Drugs/Addictions (Adults)
Outpatient Treatment: Alcohol and Other Drugs/Addictions (Juvenile Justice)
Outpatient Treatment: Family Services (Juvenile Justice)
Outpatient Treatment: Integrated: AOD/MH (Juvenile Justice)
Prevention/Diversion: Alcohol and Other Drugs/Addictions (Adults)
Prevention/Diversion: Alcohol and Other Drugs/Addictions (Children and Adolescents)
Prevention/Diversion: Family Services (Children and Adolescents)

Previous Survey

September 8-10, 2008
Three-Year Accreditation

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Expiration: August 2014

SURVEY SUMMARY

Black Family Development, Inc. (BFDI), has strengths in many areas.

- BFDI is led by a cadre of notable, dedicated, talented, enthusiastic, and actively involved board members who demonstrate their commitment by donating their time by serving on multiple committees to further the goals, accomplishments, future growth, and success of the organization.
- There is a newly expanded, well-stated mission statement that serves to guide the future direction of BFDI and supports the overall goals of providing community-based quality services to persons served and their families, improving outcomes, and advancing the social and economic conditions of their neighborhoods.
- The CEO and the executive team demonstrate visionary, progressive, and insightful leadership. The team is quite skilled in connecting and fostering longstanding relationships and networking and partnering with external stakeholders. The CEO is a master at advocating for resources and needed services for coordination of care to the betterment of the lives of the persons served and their families.
- Excellent leadership and staff members work to ensure that the most critical services have the required resources. In addition, the leadership is involved in a variety of local, state, regional, national, international, and professional organizations and advocacy activities.
- The organization's financial operations/internal controls appear sound and well managed. The chief financial officer is skillful in managing a number of responsibilities and interacting with other departments while ensuring that the organization has the resources to operate smoothly. This was reiterated during interviews with stakeholders and funders.
- The management team and staff members demonstrate teamwork, collaboration, and good communication, creating a positive work environment that benefits the persons served.
- In all programs offered, the staff members are qualified, competent, and compassionate in their delivery of programs to address the individual needs of the persons served and their families.
- Persons served by BFDI speak highly of the organization and the services provided, and they appreciate the holistic emphasis by personnel to meet their needs. Persons served were able to identify changes they have made in their lives with the help of BFDI and were optimistic about

their futures and demonstrated strong self-advocacy. It was quite evident through the interviews conducted that staff members demonstrate commitment and care in their engagement and inclusiveness of the persons served, creating an open and trusting partnership.

- BFDI encourages persons served to be more involved in community resources, activities, and educational opportunities. BFDI sends monthly newsletters to persons served with dates and locations. These opportunities facilitate increased empowerment and self-advocacy.
- The organization is well known in the community and respected for its ability to work well with other organizations, high quality care, outcomes, and customer satisfaction.
- BFDI is held in high regard by the Detroit community. Funders see BFDI as a valuable resource and include BFDI for input and decision making in significant projects.
- The organization implements creative and innovative activities for adolescent persons served. BFDI's Youth Assistance Program (YAP) encourages its participants to learn about areas related to small business.
- The organization has well-defined, standardized systems established throughout that are consistently implemented for processes and lend to performance improvement and compliance.
- The organization is committed to long-term programming and outcomes.
- Records of persons served are clear, well organized, and complete.
- BFDI is commended for implementing a comprehensive consumer-driven orientation process for persons served and their families. The well-written orientation handbook, welcome policy, and consumer handbook communicate consumer rights, rules, and expectations effectively as evidenced by the documented understanding of the person served.
- Consumers and substance abuse treatment alumni have sculpted "welcoming letters" to the organization's new recruits for outreach, retention, and potential consumers' improvement.
- The organization uses evidence-based practices and field study that clearly demonstrate a constant drive to utilize proven practices. For example, BFDI uses the wraparound process, stemming from the Wraparound Milwaukee model, to coordinate services from multiple systems of care on behalf of youths who are seriously emotionally disturbed (SED) and simultaneously engaged in the juvenile justice system.
- Clinical leadership is involved and makes itself available in all aspects of service delivery. This helps staff members believe they are supported in the work they do.
- The organization has a well-developed quality assessment/continuous quality improvement plan consisting of goals and outcomes established both globally for the organization as a whole and also for individual sites and programs throughout its service delivery system.
- The quality record review process and reporting system provide data and analysis that are used by staff members to improve program quality and service documentation. Clinical documentation continues to be organized, concise, uniform across programs, and relevant toward the treatment goals of persons served.

In the following areas BFDI demonstrates exemplary conformance to the standards.

- The organization displays exemplary performance regarding corporate citizenship and its advocacy efforts. BFDI is held in high regard by the Detroit community. The leadership has a close working relationship with key leaders in the city of Detroit and was appointed by the

mayor of the city to co-chair a 55-member advisory task force known as The Detroit Works Project. The Detroit Works Project is responsible for helping to develop a vision for the future of Detroit, with a major focus on identifying land use and land development for the city's 139 square miles. The organization partners with The Skillman Foundation on several of the foundation's priority areas, including the Good Neighborhood Initiative, Promise Neighborhood, and Youth Development Alliance. BFDI was selected to participate as a Promise Neighborhood cohort with the Promise Neighborhoods Institute. The Promise Neighborhoods Institute is a collaborative effort between PolicyLink, Harlem Children's Zone, and the Center for the Study of Social Policy. BFDI's role with organizations has opened doors of opportunity at the national and federal levels to further advance its mission, public relations, and corporate responsibilities. BFDI is also working in collaboration with other foundation communities to support key priorities of W. K. Kellogg Foundation (The Detroit Food & Fitness Collaborative), The Kresge Foundation (The Detroit Works Project), and The Casey Foundation (Evidence 2 Success Initiative). In addition, BFDI has expanded its relationship with the local school district and is a member of the city's Union and Community Leaders Coalition, which is focused on improving academic and social outcomes for children. As a result of BFDI's ongoing support of local schools and its relationship with key stakeholders in the educational arena, the organization has been identified as one of the competent and qualified nonprofits positioned to support local schools in the day-to-day operations as a potential intermediary.

- The CEO and executive team provide exceptional leadership regarding financial planning and management during this period of clinical and economic challenges. BFDI continues to undergo significant financial changes and funding cuts due to decreasing state and county funding and reimbursement allocations. To decrease dependence primarily on a few funding streams, BFDI is aggressively diversifying revenue sources and embracing business opportunities, such as grants, foundations, United Way, and schools. BFDI is a role model for other organizations faced with funding cuts and demonstrates how other funding options are available despite reduction in revenues. When faced with external events causing revenue loss and cuts to its programs, BFDI found new revenue sources to replace lost funds. This innovative and proactive strategy of revenue revitalization and the development of positive relationships with new entities in its community keep the organization involved in the community, thus helping itself maintain financial solidarity. The organization's leadership is actively engaged in the broader community and has strong partnerships in the public and private sectors and philanthropic community. Despite these challenging times, the CEO and executive team have maintained an effective staff and are recognized for prioritizing and preserving a high quality service system.

BFDI should seek improvement in the areas identified by the recommendations in the report. Consultation given does not indicate nonconformance to standards but is offered as a suggestion for further quality improvement.

On balance, BFDI is a premiere organization that has a rich history of providing community-based treatment and support services to persons served and their families in Wayne County. The organization is committed to improving the well-being of children, improving academic results, expanding positive youth development, improving support to families, building community capacity, and achieving Promise Neighborhood results. BFDI embraces a creative, forward-thinking business model supported by business competencies and effective resource management that expands capabilities to provide services for those most in need. The positive attitude with which the leadership and staff members prepared for and participated in the survey process indicates their positive attitude toward accreditation. It is evident that BFDI is committed to ongoing quality

improvement, values input from persons served and other stakeholders, and has incorporated the CARF standards at all levels of the organization. The receptivity to the consultation, suggestions, and recommendations that were offered instill confidence that BFDI will use results of this survey to further improve organizational and service quality.

Black Family Development, Inc., has earned a Three-Year Accreditation. The board, leadership, and staff members are congratulated on this accomplishment and are encouraged to continue to use the CARF standards to continuously improve their performance and provision of quality services.